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Managerial Competencies and Organizational Citizenship Behavior among University Officials of Higher Educational Institutions: The Mediating Role Of Employee Engagement toward a Developed Organizational Performance Framework

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Abstract

Organizational effectiveness in higher educational institutions depends partly on the managerial competencies of university officials and the extent to which employees demonstrate engagement and organizational citizenship behavior beyond their prescribed responsibilities. This study examined managerial competencies and organizational citizenship behavior among university officials and determined the mediating role of employee engagement as a basis for developing an organizational performance framework. A descriptive-correlational research design was employed among 284 academic and administrative leaders drawn from five campuses of a higher educational institution. The required sample size was determined through an a priori power analysis using G*Power 3.1. Managerial competencies were assessed in terms of leadership, strategic action, interpersonal relations, and innovation and creativity; employee engagement was measured through vigor, dedication, and absorption; and organizational citizenship behavior was examined through altruism, civic virtue, conscientiousness, courtesy, and sportsmanship. Descriptive statistics, Spearman's rank-order correlation, and mediation analysis through structural equation modeling were utilized. Findings revealed high levels of managerial competencies and organizational citizenship behavior, while employee engagement was generally favorable, with dedication emerging as its strongest dimension. Managerial competencies were significantly associated with employee engagement and organizational citizenship behavior. Employee engagement likewise showed significant relationships with all dimensions of organizational citizenship behavior. Mediation analysis demonstrated significant direct and indirect effects of managerial competencies on organizational citizenship behavior, indicating partial mediation through employee engagement. Based on these findings, an organizational performance framework was developed to guide managerial development, employee engagement initiatives, and organizational effectiveness in higher educational institutions.

Keywords: *managerial competencies; employee engagement; organizational citizenship behavior; organizational performance; higher educational institutions; mediation analysis*

1. Introduction

Organizational performance in higher educational institutions is increasingly shaped by the capacity of institutional leaders to respond to changing competitive conditions, technological developments, workforce expectations, and emerging organizational demands. Universities periodically revisit their vision, mission, strategies, and performance systems to ensure that institutional objectives remain relevant and achievable. Within this environment, managerial competencies and employee behaviors have become important considerations in determining how effectively institutions translate organizational strategies into sustained performance.

Managerial competencies refer to the knowledge, skills, behaviors, and capabilities that enable managers to perform their functions effectively and guide employees toward organizational objectives. These competencies include technical and interpersonal capabilities and may encompass leadership, strategic action, communication, decision-making, adaptability, innovation, and relationship management. Alebius (2022) emphasized the importance of managerial

competencies as human resource management mechanisms that contribute to organizational objectives. In educational settings, leadership and managerial capabilities also influence organizational outcomes through the ability of school leaders to articulate institutional goals, motivate personnel, allocate resources, and establish structures supportive of effective teaching and organizational performance (Gamala & Marpa, 2022).

Contemporary organizations likewise require managers who can operate beyond routine administrative functions. Strategic action involves communicating organizational direction, aligning employees with institutional priorities, managing change, and translating organizational goals into coordinated action. Interpersonal competence enables managers to establish trust, communicate effectively, handle disagreements, and maintain productive professional relationships. Innovation and creativity further allow managers to encourage experimentation, technological adaptation, and new approaches to organizational problems.

Managerial competencies may also influence the extent to which employees become psychologically invested in their work. Employee engagement reflects a positive work-related state characterized by vigor, dedication, and absorption. Engaged employees tend to demonstrate greater energy, persistence, enthusiasm, and involvement in their responsibilities. Leadership competencies have been associated with stronger employee engagement because capable managers provide direction, support, resources, and workplace conditions that encourage employees to become more involved in their work (Calipjo et al., 2023; Decuyper & Schaufeli, 2020, 2021).

Another important behavioral construct associated with organizational effectiveness is organizational citizenship behavior (OCB). OCB refers to discretionary employee actions that extend beyond formal job descriptions and contribute to the effective functioning of the organization. These behaviors commonly include altruism, civic virtue, conscientiousness, courtesy, and sportsmanship. Employees who voluntarily assist coworkers, participate in institutional affairs, maintain high work standards, show consideration for colleagues, and remain constructive during difficulties contribute to a cooperative organizational environment (Fan et al., 2023; Khandelwal & Nair, 2022).

Employee engagement may represent an important mechanism through which managerial competencies are translated into citizenship behaviors. When managers demonstrate clear leadership, sound strategic judgment, effective interpersonal relationships, and support for innovation, employees may become more energized and committed to their work. Greater engagement may, in turn, encourage employees to contribute beyond minimum role requirements. This relationship is consistent with research suggesting that leadership behaviors strengthen employee engagement and that engaged employees are more likely to demonstrate voluntary behaviors that support organizational objectives (Decuyper & Schaufeli, 2020, 2021; Elkafarna & İyigün, 2026).

Despite the substantial literature addressing leadership, employee engagement, OCB, and organizational performance, these constructs are frequently examined independently or through relatively narrow combinations. Studies of organizational performance in higher educational institutions have also employed different frameworks, including performance-management systems and multidimensional institutional assessment models. The balanced scorecard, for example, broadened organizational assessment beyond financial outcomes by incorporating customer, internal-process, and learning and growth perspectives (Kaplan & Norton, 1992).

The post-pandemic operating environment has further increased the relevance of these concerns. Higher educational institutions have experienced changes in work arrangements, technology use, employee expectations, institutional competition, and administrative practices. These conditions require universities not only to maintain formal systems and structures but also to cultivate managerial capabilities and employee behaviors that support adaptability and resilience.

The present study addresses this concern by examining managerial competencies, employee engagement, and organizational citizenship behavior within a multi-campus higher educational institution. Rather than approaching leadership primarily through broad leadership-style classifications, the study focuses on specific managerial competencies that can be assessed and potentially developed. Managerial competencies are examined in terms of leadership, strategic action competency, interpersonal relations, and innovation and creativity. Employee engagement is assessed through vigor, dedication, and absorption, while organizational citizenship behavior is examined through altruism, civic virtue, conscientiousness, courtesy, and sportsmanship.

The study also responds to an institutional need for a more coherent understanding of the human and behavioral factors associated with organizational effectiveness across multiple campuses. Examining managerial competencies together with employee engagement and organizational citizenship behavior provides an evidence-based basis for identifying areas that may require leadership development, employee-engagement initiatives, and organizational

interventions. The resulting organizational performance framework may provide a strategic reference for aligning managerial capability development with employee behaviors that support institutional objectives.

Objectives of the Study

This study aimed to examine managerial competencies and organizational citizenship behavior among university officials and determine the mediating role of employee engagement as a basis for developing an organizational performance framework. Specifically, it sought to:

1. assess the level of managerial competencies in terms of leadership, strategic action competency, interpersonal relations, and innovation and creativity;
2. determine the extent of employee engagement in terms of vigor, dedication, and absorption;
3. evaluate organizational citizenship behavior in terms of altruism, civic virtue, conscientiousness, courtesy, and sportsmanship;
4. determine the significant relationships between managerial competencies and employee engagement, managerial competencies and organizational citizenship behavior, and employee engagement and organizational citizenship behavior;
5. determine whether employee engagement mediates the relationship between managerial competencies and organizational citizenship behavior; and
6. develop an organizational performance framework based on the findings of the study.

2. Review of Related Literature

2.1 Managerial Competencies and Organizational Effectiveness

Managerial competencies represent the knowledge, skills, behaviors, and capabilities that enable managers to direct organizational activities and contribute to the achievement of institutional objectives. In contemporary organizations, managerial competence extends beyond technical proficiency and includes strategic thinking, interpersonal effectiveness, adaptability, leadership, communication, and innovation. Alebiousu (2022) emphasized that managerial competencies are important human resource management mechanisms for accomplishing organizational objectives.

Within educational institutions, managerial capabilities assume particular importance because leaders simultaneously manage people, institutional processes, resources, academic priorities, and organizational change. Gamala and Marpa (2022) found that managerial skills among school leaders are associated with institutional performance through their capacity to establish direction, motivate personnel, manage resources, and support organizational structures. Leadership competence therefore involves not only exercising formal authority but also establishing conditions in which employees can work effectively toward shared institutional goals.

Interpersonal competence is another important component of managerial effectiveness. Beenen (2021) conceptualized managerial interpersonal skills as behaviors that enable managers to interact effectively with employees through communication, relationship management, self-awareness, and constructive workplace interaction. Modric et al. (2024) similarly emphasized that interpersonal skills facilitate trust, teamwork, communication, and effective management.

Innovation and creativity also form part of the contemporary managerial competency profile. Hassan and Din (2019) demonstrated that organizational conditions involving leadership, motivation, knowledge sharing, and supportive human resource practices can enhance employee creativity. Huang and Serrano (2024) likewise found that shared leadership can encourage innovative behavior by providing employees with greater participation and responsibility. These findings support the view that managerial competence involves not only maintaining existing organizational systems but also enabling employees to generate ideas, adapt to emerging technologies, and respond constructively to changing institutional demands.

Taken together, the literature suggests that managerial competencies operate through complementary dimensions. Leadership establishes direction and support; strategic action connects decisions with organizational priorities; interpersonal relations strengthen coordination and trust; and innovation and creativity enable adaptation and

improvement. Related Philippine evidence further indicates that work-environment support, including coaching, feedback, and recognition, is strongly associated with employee productivity, reinforcing the importance of enabling organizational conditions surrounding capability and performance (Espelita & Atento, 2026). Evidence from competency-intensive vocational settings also underscores the importance of effective and continuously improved training in sustaining specialized professional capability (Yu & Atento, 2026).

2.2 Employee Engagement in Organizational Settings

Employee engagement describes the degree to which individuals invest physical, cognitive, and psychological energy in their work. The construct is commonly represented through vigor, dedication, and absorption. Vigor concerns energy, resilience, and persistence; dedication reflects enthusiasm, pride, significance, and commitment to work; while absorption refers to deep concentration and involvement in work activities.

In higher education, engagement is especially relevant because academic and administrative functions require sustained professional commitment and considerable discretionary effort. Nguyen and Ha (2023) demonstrated that internal communication, employee engagement, job satisfaction, and employee loyalty are interconnected within higher educational institutions. Calipjo et al. (2023) likewise found a significant relationship between administrators' leadership competencies and employees' work engagement in an educational institution, suggesting that managerial competence may provide an important organizational condition for sustaining engaged personnel.

Leadership has also been consistently identified as an antecedent of work engagement. Decuyper and Schaufeli (2020) explained that leadership behaviors can influence engagement through motivational and social mechanisms, while their subsequent systematic review and meta-analysis further established leadership as an important predictor of employee engagement across organizational settings (Decuyper & Schaufeli, 2021). Leadership practices that provide direction, support, participation, and interpersonal trust can therefore strengthen employees' willingness to invest energy and effort in their work.

The literature consequently suggests that engagement is not merely an individual disposition. Although employees differ in personal motivation and work orientation, organizational and managerial conditions help shape whether vigor, dedication, and absorption are sustained. This makes employee engagement particularly relevant as a potential mechanism connecting managerial competencies with employee behaviors that extend beyond formal job requirements. Related evidence among middle managers in a Philippine tertiary hospital found that engagement was significantly associated with favorable perceptions of accreditation implementation, while resource and documentation constraints shaped the implementation context (Garcia & Atento, 2026).

2.3 Organizational Citizenship Behavior and Institutional Performance

Organizational citizenship behavior refers to discretionary employee behaviors that contribute to organizational functioning even though they are not always explicitly required by formal job descriptions. These behaviors include altruism or helping behavior, civic virtue, conscientiousness, courtesy, and sportsmanship. Collectively, they represent voluntary contributions through which employees support coworkers, maintain constructive workplace relationships, participate in institutional affairs, uphold performance standards, and respond positively to workplace difficulties.

Fan et al. (2023) described organizational citizenship behavior as an important component of organizational behavior because voluntary positive actions can strengthen workplace functioning while counterproductive behaviors undermine organizational effectiveness. Within educational institutions, OCB can be particularly significant because academic and administrative work frequently requires coordination and assistance beyond narrowly prescribed responsibilities.

Empirical research supports the relationship between OCB and organizational effectiveness. Khandelwal and Nair (2022), examining higher education institutions, reported a positive relationship between teachers' organizational citizenship behavior and institutional effectiveness. Their findings suggest that voluntary employee contributions can strengthen organizational outcomes by encouraging cooperation, participation, and responsible behavior.

The dimensions of OCB contribute to organizational functioning in different ways. Altruism facilitates assistance and knowledge sharing among coworkers, while civic virtue reflects active participation in organizational affairs. Conscientiousness involves performing responsibilities beyond minimum expectations, whereas courtesy reduces

unnecessary interpersonal problems through consideration and communication. Sportsmanship enables employees to maintain professional and constructive behavior when organizational conditions are less favorable.

Research focusing on specific dimensions also reinforces these relationships. Pohl et al. (2023) examined work engagement, emotional exhaustion, and civic virtue and demonstrated the relevance of supervisory support in employee citizenship behavior. These findings indicate that OCB should not be considered a single undifferentiated construct; its dimensions represent distinct ways through which employees voluntarily contribute to institutional functioning.

2.4 Managerial Competencies, Employee Engagement, and Organizational Citizenship Behavior

The relationships among managerial competencies, employee engagement, and organizational citizenship behavior provide the principal theoretical basis of the present study. Existing research suggests that leadership and managerial practices can influence discretionary employee behavior directly while also operating through employees' psychological connection to their work.

Leadership competencies have repeatedly been associated with work engagement. Decuyper and Schaufeli (2020, 2021) showed that leadership influences employees' vigor, dedication, and absorption through motivational, relational, and social-exchange mechanisms. Within an educational setting, Calipjo et al. (2023) similarly found that stronger leadership competencies among administrators were significantly associated with higher employee work engagement.

Employee engagement may further explain how managerial competencies translate into citizenship behavior. Elkafarna and İyigün (2026) found that work engagement mediated the relationship between distributed leadership and organizational citizenship behavior. Their findings indicate that leadership can encourage OCB partly by strengthening employees' intrinsic motivation, psychological involvement, and willingness to contribute discretionary effort.

This body of literature provides a logical sequence among the three constructs. Managerial competencies can establish direction, support, trust, participation, and opportunities for employee contribution. These conditions may strengthen vigor, dedication, and absorption. Employees who are more engaged may subsequently become more willing to help colleagues, participate in organizational affairs, exceed minimum performance expectations, practice courtesy, and maintain constructive attitudes when difficulties arise.

2.5 Synthesis and Research Gap

The reviewed literature establishes substantial evidence linking managerial competencies, employee engagement, organizational citizenship behavior, and organizational effectiveness. Managerial competencies have been associated with effective leadership, interpersonal relations, innovation, and employee engagement (Alebiosu, 2022; Calipjo et al., 2023; Gamala & Marpa, 2022). Employee engagement reflects employees' energetic, dedicated, and absorbed involvement in work and is shaped in part by leadership and organizational conditions (Decuyper & Schaufeli, 2020, 2021; Nguyen & Ha, 2023). OCB contributes another behavioral dimension by capturing voluntary actions that support coworkers and institutional functioning (Fan et al., 2023; Khandelwal & Nair, 2022). Comparable research on localized quality-management implementation in a Philippine maritime manning office likewise found that human factors and organizational practices were closely connected with operational performance, underscoring that formal systems depend on the organizational conditions through which they are enacted (Gamasan & Atento, 2026).

Nevertheless, much of the existing literature examines leadership, engagement, citizenship behavior, and organizational performance separately or through selected pairwise relationships. The reviewed studies provide fewer integrated examinations of specific managerial competencies—particularly leadership, strategic action, interpersonal relations, and innovation and creativity—together with employee engagement and the multidimensional components of OCB within a multi-campus higher educational setting. Although Elkafarna and İyigün (2026) support the mediating role of work engagement between leadership and citizenship behavior, the applicability of this mechanism to a broader managerial competency construct within higher education warrants further empirical examination.

The present study addresses this gap by simultaneously examining managerial competencies, employee engagement, and organizational citizenship behavior and by testing employee engagement as a mediator between managerial competencies and OCB. The resulting evidence also provides the empirical basis for developing an organizational performance framework appropriate to the institutional setting.

3. Methodology

3.1 Research Design

The study employed a descriptive-correlational research design to assess managerial competencies, employee engagement, and organizational citizenship behavior and to determine the relationships among these variables. The design examined naturally occurring variations in the constructs without manipulating study conditions. In addition to descriptive and correlational analyses, mediation analysis was conducted to determine whether employee engagement mediated the relationship between managerial competencies and organizational citizenship behavior.

3.2 Participants and Sampling

The study population consisted of 330 academic and administrative leaders from five campuses of a higher educational institution. Participants included academic program chairs and coordinators, administrative directors, school managers, deans, vice presidents, executive directors, and other officials occupying leadership positions.

An a priori power analysis was conducted using G*Power 3.1 to determine the minimum sample required for the inferential analysis. Using the F-test family for linear multiple regression, fixed model, R^2 deviation from zero, with an effect size of $f^2 = .0343$, an alpha level of .05, statistical power of .80, and two predictors, the analysis indicated a minimum required sample of 284 respondents.

Stratified proportional allocation was applied across the five campuses. Of the total population of 330 eligible officials, 284 completed questionnaires were retrieved, corresponding to an overall response rate of 86.06%. The distribution of responses was 48 from Campus 1, 71 from Campus 2, 28 from Campus 3, 38 from Campus 4, and 99 from Campus 5. Eligible participants were required to hold an active administrative leadership, department-head, department-chair, or executive position and to have served in the current position for at least one year, or at least two academic semesters in the case of department chairpersons.

3.3 Research Instruments and Measures

The study utilized an integrated survey instrument covering managerial competencies, employee engagement, and organizational citizenship behavior. Managerial competencies were measured in terms of leadership, strategic action competency, interpersonal relations, and innovation and creativity. The instrument was developed through a synthesis of managerial competency measures and constructs drawn from the literature, while the interpersonal relations component incorporated items from the Managerial Interpersonal Skills Scale (Beenen, 2021).

Employee engagement was assessed using the Utrecht Work Engagement Scale framework, covering vigor, dedication, and absorption. Organizational citizenship behavior was measured using the five domains specified in the adopted OCB framework: altruism, civic virtue, conscientiousness, courtesy, and sportsmanship. All items were measured using a four-point Likert scale: 4 = Strongly Agree, 3 = Agree, 2 = Disagree, and 1 = Strongly Disagree.

The instrument underwent content validation by three experts in the relevant discipline. A pilot test was subsequently conducted among 30 individuals possessing characteristics similar to those of the target respondents. Reliability was assessed using Cronbach's alpha.

Table 1. Reliability of the Research Measures

Construct	Dimension	Items	Cronbach's α	Interpretation
Managerial Competencies	Leadership	12	.966	Excellent
	Strategic Action Competency	10	.939	Excellent
	Interpersonal Relations	8	.788	Acceptable
	Innovation and Creativity	6	.954	Excellent

Construct	Dimension	Items	Cronbach's α	Interpretation
Employee Engagement	Vigor	6	.864	Good
	Dedication	5	.911	Excellent
	Absorption	6	.880	Good
Organizational Citizenship Behavior	Altruism	5	.873	Good
	Civic Virtue	5	.875	Good
	Conscientiousness	5	.860	Good
	Courtesy	5	.914	Excellent
	Sportsmanship	5	.888	Good

Note. The reliability coefficients ranged from .788 to .966, indicating acceptable to excellent internal consistency across all dimensions.

3.4 Data Gathering Procedure

Prior to data collection, permission to conduct the study was obtained from the appropriate institutional authorities of the participating campuses. Following instrument development, expert validation, pilot testing, and reliability assessment, the questionnaires were distributed to qualified respondents across the five campuses. A researcher-administered distribution and retrieval procedure was employed to facilitate data collection and improve response retrieval. Completed questionnaires were retrieved, organized, encoded, and prepared for statistical analysis.

3.5 Data Analysis

Weighted means and rankings were used to summarize respondents' assessments of managerial competencies, employee engagement, and organizational citizenship behavior. Spearman's rank-order correlation coefficient (ρ) was used to determine relationships among the major variables and their dimensions. Statistical significance for correlation analyses was evaluated at the .01 level.

Mediation analysis through structural equation modeling was employed to determine whether employee engagement mediated the relationship between managerial competencies and organizational citizenship behavior. Direct and indirect effects, standardized path coefficients (β), standard errors, z-values, p-values, and 95% confidence intervals were examined. Mediation was supported when the indirect effect was statistically significant and its confidence interval did not include zero. The persistence of a significant direct effect after inclusion of the mediator was interpreted as evidence of partial mediation.

3.6 Ethical Considerations

The study underwent institutional ethics review and received the required ethical clearance prior to data collection. Permission to conduct the study was secured from the appropriate institutional authorities of the participating campuses. Respondents were informed of the purpose of the study and participated voluntarily. Informed consent was obtained before administration of the research instrument. Participants were permitted to remain anonymous, and information obtained through the survey was treated confidentially and used exclusively for research purposes.

4. Results and Discussion

4.1 Managerial Competencies, Employee Engagement, and Organizational Citizenship Behavior

The respondents reported strong managerial competencies across all four dimensions. Interpersonal relations obtained the highest composite mean ($M = 3.78$), followed by innovation and creativity ($M = 3.65$), leadership ($M = 3.57$), and strategic action competency ($M = 3.56$). The overall composite mean of 3.64 was interpreted as Strongly Agree. Employee engagement obtained an overall composite mean of 3.49, interpreted as Agree, with dedication as the strongest dimension ($M = 3.72$), followed by vigor ($M = 3.44$) and absorption ($M = 3.32$). Organizational citizenship

behavior was strongly evident, with an overall composite mean of 3.70. Courtesy ranked highest ($M = 3.78$), closely followed by conscientiousness ($M = 3.77$), altruism ($M = 3.70$), sportsmanship ($M = 3.66$), and civic virtue ($M = 3.58$).

Table 2. Summary of Managerial Competencies, Employee Engagement, and Organizational Citizenship Behavior

Construct	Dimension	Weighted Mean	Verbal Interpretation	Rank
Managerial Competencies	Interpersonal Relations	3.78	Strongly Agree	1
	Innovation and Creativity	3.65	Strongly Agree	2
	Leadership	3.57	Strongly Agree	3
	Strategic Action Competency	3.56	Strongly Agree	4
	Composite Mean	3.64	Strongly Agree	
Employee Engagement	Dedication	3.72	Strongly Agree	1
	Vigor	3.44	Agree	2
	Absorption	3.32	Agree	3
	Composite Mean	3.49	Agree	
Organizational Citizenship Behavior	Courtesy	3.78	Strongly Agree	1
	Conscientiousness	3.77	Strongly Agree	2
	Altruism	3.70	Strongly Agree	3
	Sportsmanship	3.66	Strongly Agree	4
	Civic Virtue	3.58	Strongly Agree	5
	Composite Mean	3.70	Strongly Agree	

The prominence of interpersonal relations suggests that the managers' strongest perceived competencies involved accountability, self-awareness, communication, empowerment, and constructive management of workplace relationships. At the indicator level, taking responsibility for one's decisions received the highest rating ($M = 3.90$), followed by awareness of one's own dispositions ($M = 3.88$). This pattern is consistent with the view that interpersonal competence strengthens trust, communication, and collaborative management (Beenen, 2021; Modric et al., 2024).

Innovation and creativity ranked second. The strongest indicator in this dimension concerned encouraging team members to develop creative thinking and supporting new ideas ($M = 3.76$). Respondents also strongly endorsed keeping teams updated with technology, providing opportunities for new ideas, and using consultation and brainstorming. These findings are consistent with research emphasizing leadership, participation, and supportive human resource conditions as antecedents of innovative behavior and creativity (Hassan & Din, 2019; Huang & Serrano, 2024).

Leadership also received a favorable assessment. Respect for employees obtained the highest leadership rating ($M = 3.74$), followed by helping employees overcome work-related concerns and problems ($M = 3.68$). Performance feedback and reward-related practices received comparatively lower ratings, including appropriate individual and group performance feedback ($M = 3.45$), continuous-improvement feedback and rewards ($M = 3.48$), and encouragement and rewards for completed duties ($M = 3.49$). Strategic action competency recorded the lowest of the four managerial competency means, although it remained within the Strongly Agree category. Communicating the organization's strategic vision received the highest rating within this dimension ($M = 3.62$), whereas using authority to develop agreement rather than imposing ideas received the lowest rating ($M = 3.49$).

For employee engagement, dedication was particularly evident in respondents' pride in their work ($M = 3.79$), perception that their work was meaningful and purposeful ($M = 3.76$), and perception that their jobs provided an appropriate degree of challenge ($M = 3.74$). Vigor was somewhat lower but remained favorable. Persevering when work did not go well received the highest rating ($M = 3.62$), while mental resilience was also strongly endorsed ($M = 3.52$). Absorption ranked lowest, with respondents most strongly agreeing that time passes quickly while they are working ($M = 3.61$), whereas difficulty detaching from the job received the lowest mean ($M = 3.11$).

For organizational citizenship behavior, courtesy was most strongly reflected in showing respect and consideration to prevent workplace conflicts ($M = 3.84$). Conscientiousness was similarly strong, with maintaining high standards of performance receiving the highest rating ($M = 3.81$). Altruism was reflected most strongly in sharing knowledge and skills to improve colleagues' performance ($M = 3.79$), while sportsmanship was evident in maintaining professionalism and constructive behavior during setbacks ($M = 3.77$). Civic virtue, although still rated Strongly Agree, was the least prominent OCB dimension. The generally high level of OCB supports earlier findings that citizenship behaviors can contribute to institutional effectiveness by promoting cooperation, responsible behavior, and voluntary participation beyond formally prescribed duties (Khandelwal & Nair, 2022).

4.2 Relationships Between Managerial Competencies and Employee Engagement

All managerial competency dimensions were positively and significantly correlated with all dimensions of employee engagement, with all relationships significant at $p < .001$. Interpersonal relations demonstrated the strongest overall pattern of associations, particularly with vigor ($\rho = .584$) and dedication ($\rho = .524$). Innovation and creativity was also moderately associated with vigor ($\rho = .530$), dedication ($\rho = .473$), and absorption ($\rho = .462$).

Table 3. Relationships Between Managerial Competencies and Employee Engagement

Managerial Competency	Vigor ρ	Dedication ρ	Absorption ρ
Leadership	.464***	.450***	.396***
Strategic Action Competency	.484***	.463***	.335***
Interpersonal Relations	.584***	.524***	.450***
Innovation and Creativity	.530***	.473***	.462***

Note. *** $p < .001$.

These results indicate that stronger perceived managerial competencies were associated with stronger employee engagement. Vigor generally demonstrated the strongest relationships with managerial competency dimensions, whereas absorption tended to exhibit comparatively weaker relationships. The finding is consistent with Calipjo et al. (2023), who reported a significant relationship between administrators' leadership competencies and employee engagement in an educational setting, and with broader evidence showing that leadership behaviors and competencies are important correlates of work engagement (Decuypere & Schaufeli, 2020, 2021).

4.3 Relationships Between Managerial Competencies and Organizational Citizenship Behavior

All managerial competency dimensions were positively and significantly related to all dimensions of organizational citizenship behavior. Interpersonal relations displayed particularly strong associations, including sportsmanship ($\rho = .575$), conscientiousness ($\rho = .570$), and altruism ($\rho = .559$). Innovation and creativity demonstrated its strongest relationship with civic virtue ($\rho = .574$).

Table 4. Relationships Between Managerial Competencies and Organizational Citizenship Behavior

Managerial Competency	Altruism ρ	Civic Virtue ρ	Conscientiousness ρ	Courtesy ρ	Sportsmanship ρ
Leadership	.443***	.472***	.421***	.438***	.479***
Strategic Action Competency	.445***	.418***	.406***	.418***	.473***
Interpersonal Relations	.559***	.499***	.570***	.540***	.575***

Managerial Competency	Altruism ρ	Civic Virtue ρ	Conscientiousness ρ	Courtesy ρ	Sportsmanship ρ
Innovation and Creativity	.505***	.574***	.512***	.532***	.519***

Note. *** $p < .001$.

Leadership and strategic action competency also showed consistently positive and statistically significant associations with all five OCB dimensions. Thus, higher levels of managerial competency were associated with greater helping behavior, organizational participation, conscientiousness, courtesy, and constructive responses to workplace difficulties. This pattern is consistent with the broader OCB literature, which emphasizes the role of positive organizational and leadership conditions in discretionary employee behavior (Fan et al., 2023).

4.4 Relationships Between Employee Engagement and Organizational Citizenship Behavior

Employee engagement was significantly and positively associated with every dimension of organizational citizenship behavior. The strongest relationship was between absorption and civic virtue ($\rho = .645$), followed by vigor and altruism ($\rho = .620$). Vigor also displayed moderate-to-strong relationships with conscientiousness ($\rho = .572$), civic virtue ($\rho = .564$), and sportsmanship ($\rho = .559$).

Table 5. Relationships Between Employee Engagement and Organizational Citizenship Behavior

Employee Engagement	Altruism ρ	Civic Virtue ρ	Conscientiousness ρ	Courtesy ρ	Sportsmanship ρ
Vigor	.620***	.564***	.572***	.466***	.559***
Dedication	.514***	.573***	.513***	.439***	.516***
Absorption	.549***	.645***	.520***	.423***	.569***

Note. *** $p < .001$.

These findings indicate that employees who reported greater energy, dedication, and immersion in their work were also more likely to report citizenship behaviors beyond formal role requirements. The pattern is consistent with evidence linking engagement with citizenship-related behaviors and with the role of supportive work conditions in strengthening both constructs (Pohl et al., 2023).

4.5 Mediating Role of Employee Engagement

The mediation analysis tested whether employee engagement statistically mediated the relationship between managerial competencies and organizational citizenship behavior. Both the direct and indirect effects were statistically significant, and neither confidence interval included zero. The direct effect of managerial competencies on organizational citizenship behavior was $\beta = .272$, while the indirect effect through employee engagement was $\beta = .324$. Because the direct effect remained statistically significant after employee engagement was incorporated into the model, the findings support partial mediation.

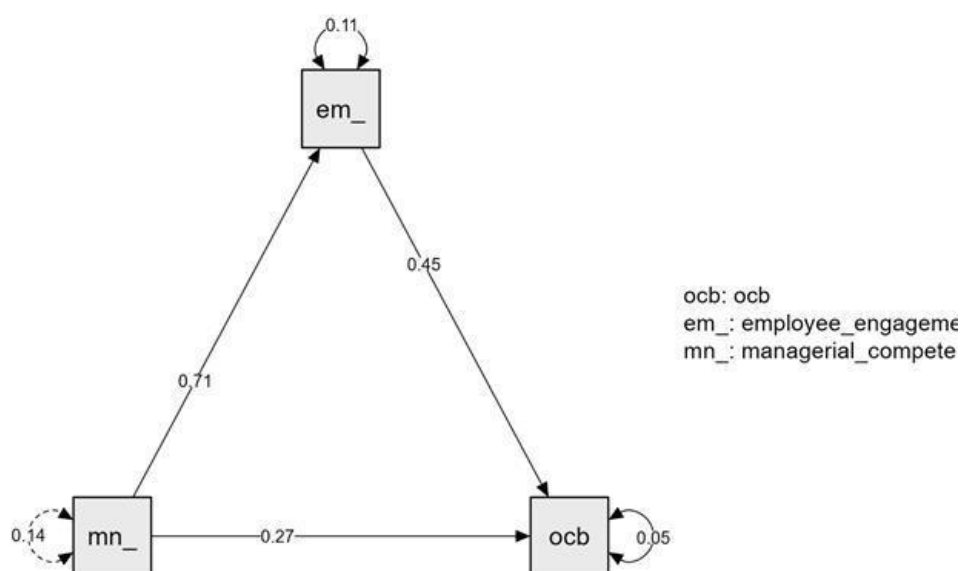
Table 6. Direct and Indirect Effects of Managerial Competencies on Organizational Citizenship Behavior

Effect	Estimate (β)	SE	z	p	95% CI
Direct: Managerial Competencies → OCB	.272	.044	6.176	< .001	[.186, .359]

Effect	Estimate (β)	SE	z	p	95% CI
Indirect: Managerial Competencies → Employee Engagement → OCB	.324	.037	8.859	< .001	[.252, .396]

The original structural model further reported a standardized coefficient of $\beta = .71$ from managerial competencies to employee engagement, $\beta = .45$ from employee engagement to organizational citizenship behavior, and $\beta = .27$ for the remaining direct pathway from managerial competencies to organizational citizenship behavior. The significant indirect pathway demonstrates that part of the relationship between managerial competencies and OCB operates statistically through employee engagement, while the persistence of the direct pathway indicates that engagement does not account for the entire relationship. This is consistent with Elkafarna and İyigün (2026), who reported that work engagement mediated the relationship between distributed leadership and organizational citizenship behavior.

Figure 1. Mediating Role of Employee Engagement in the Relationship Between Managerial Competencies and Organizational Citizenship Behavior

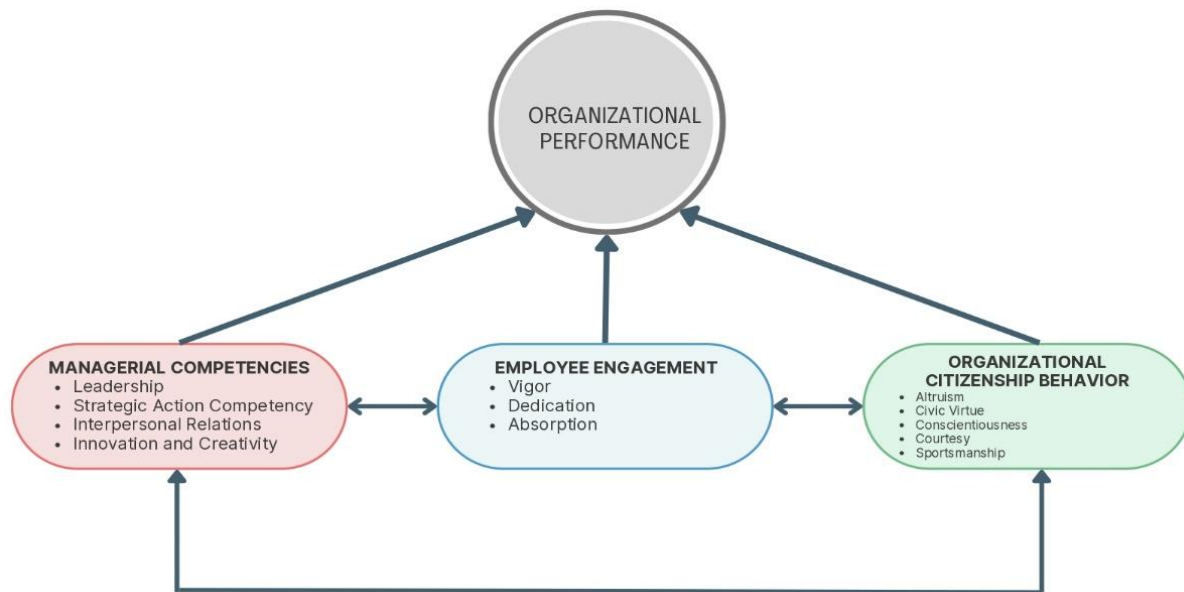


4.6 Developed Organizational Performance Framework

Based on the empirical findings, the study developed an organizational performance framework integrating managerial competencies, employee engagement, and organizational citizenship behavior. The framework positions managerial competencies, employee engagement, and organizational citizenship behavior as mutually relevant organizational factors that may contribute to institutional performance. Managerial competencies encompass leadership, strategic action competency, interpersonal relations, and innovation and creativity; employee engagement consists of vigor, dedication, and absorption; and organizational citizenship behavior includes altruism, civic virtue, conscientiousness, courtesy, and sportsmanship.

The framework should be interpreted as a study-derived organizational performance framework based on the empirical relationships demonstrated among managerial competencies, engagement, and OCB. Organizational performance itself was not directly measured as an endogenous variable in the reported mediation model. Accordingly, the framework represents the proposed managerial and institutional application of the findings rather than an additional statistically tested structural model of organizational performance.

Figure 2. Developed Organizational Performance Framework



4.7 Discussion

The findings reveal a coherent relationship among managerial capability, employee psychological engagement, and discretionary organizational behavior. Respondents assessed managerial competencies favorably, particularly interpersonal relations and innovation and creativity. These same competency areas demonstrated some of the strongest associations with employee engagement and OCB. The pattern suggests that management effectiveness in the institutional setting is not confined to formal leadership authority; relational competence, communication, trust, participation, and support for innovation appear particularly relevant to employee attitudes and behaviors.

Strategic action competency, although still rated favorably, emerged as the relatively least developed managerial dimension. This finding is important from an organizational-performance perspective because effective institutional management requires managers to move beyond interpersonal effectiveness toward sustained strategic execution. The comparatively lower ratings given to agreement-building, feedback, recognition, and certain strategic-management practices identify specific managerial development priorities rather than general deficiencies in management.

Employee engagement displayed a different pattern. Dedication was high, indicating substantial pride, meaning, enthusiasm, and commitment, while vigor and particularly absorption were comparatively lower. Employees may value their work and remain committed to institutional objectives without necessarily experiencing equally high levels of sustained energy or deep immersion. Thus, interventions designed to increase engagement should not be limited to motivation or organizational commitment but may also address workload, role alignment, work processes, and conditions that enable sustained concentration.

Organizational citizenship behavior was strongly demonstrated across all five dimensions. Courtesy and conscientiousness were especially prominent, indicating a culture characterized by respect, consideration, responsible behavior, and performance beyond minimum expectations. Civic virtue, although still strongly endorsed, ranked lowest. This suggests that citizenship behavior within the institution may be more strongly expressed through interpersonal and task-related behaviors than through voluntary participation in wider institutional governance and organizational affairs.

The correlational results reinforce these descriptive patterns. Interpersonal relations showed the strongest associations with several dimensions of engagement and OCB, indicating that managers who communicate effectively, demonstrate awareness of others, build trust, and maintain constructive workplace relationships tend to be associated with employees who report greater engagement and citizenship behavior. This is compatible with research emphasizing relational and motivational pathways through which leadership is connected to work engagement (Decuyper & Schaufeli, 2020, 2021).

The significant relationships between employee engagement and all OCB dimensions further indicate that engaged employees are more likely to report discretionary behaviors that benefit colleagues and the organization. Particularly notable were the relationships between absorption and civic virtue and between vigor and altruism. Employees who are psychologically invested in their work may therefore be more inclined to participate in organizational affairs, assist colleagues, maintain high work standards, and remain constructive under difficult circumstances.

Most importantly, the mediation analysis establishes employee engagement as a significant statistical mechanism linking managerial competencies and organizational citizenship behavior. The indirect effect ($\beta = .324$) exceeded the remaining direct effect ($\beta = .272$), although both were significant. This pattern supports partial mediation: managerial competencies are associated with OCB both directly and through their association with employee engagement. The result is consistent with Elkafarna and İyigün (2026), who similarly found work engagement to mediate the relationship between leadership and OCB.

The findings therefore support a management approach that treats managerial development, employee engagement, and citizenship behavior as interconnected rather than independent areas of organizational practice. Strengthening managerial competencies—particularly strategic action while preserving the institution's strong interpersonal capability—may contribute to conditions supportive of engagement. At the same time, organizational initiatives addressing vigor and absorption may complement employees' already strong dedication. These conditions, together with opportunities to strengthen civic virtue, provide the empirical basis for the developed organizational performance framework.

Given the descriptive-correlational and cross-sectional design, the observed relationships should be interpreted as associations and statistical mediation rather than definitive evidence of temporal or causal effects. Within this limitation, the findings provide a coherent empirical basis for institutional interventions centered on managerial competence, engagement, and organizational citizenship behavior.

5. Conclusions, Recommendations, and Implications

5.1 Conclusions

1. University officials demonstrated a high level of managerial competence across leadership, strategic action competency, interpersonal relations, and innovation and creativity. Interpersonal relations emerged as the strongest dimension, while strategic action competency ranked comparatively lowest, indicating that strategic execution, participatory decision-making, and related managerial practices remain areas for further development.
2. Employee engagement was generally favorable. Dedication was the strongest dimension, indicating that respondents demonstrated substantial pride, meaning, enthusiasm, and commitment toward their work. Vigor was also evident, while absorption ranked lowest, suggesting comparatively lower levels of sustained immersion and concentration in work activities.
3. Organizational citizenship behavior was strongly demonstrated across all five dimensions. Courtesy and conscientiousness emerged as the most prominent behaviors, reflecting strong respect, consideration, responsibility, and willingness to perform beyond minimum expectations. Altruism and sportsmanship were likewise strongly evident, whereas civic virtue ranked comparatively lowest.
4. Managerial competencies were positively and significantly associated with employee engagement. Stronger leadership, strategic action competency, interpersonal relations, and innovation and creativity were associated with higher vigor, dedication, and absorption. Interpersonal relations demonstrated particularly strong relationships with employee engagement.
5. Managerial competencies were positively and significantly associated with organizational citizenship behavior, while employee engagement was likewise positively and significantly associated with all dimensions of organizational citizenship behavior. Employee engagement significantly mediated the relationship between managerial competencies and organizational citizenship behavior. Because both the direct effect and the indirect effect through employee engagement remained significant, the findings supported partial mediation.

6. The empirical relationships among managerial competencies, employee engagement, and organizational citizenship behavior provided the basis for the development of an organizational performance framework integrating managerial capability, employee engagement, and discretionary employee behavior as interrelated components of institutional effectiveness.

5.2 Recommendations

1. The Human Resource Office may implement targeted managerial development programs focusing on strategic action competency. Priority areas may include delegation of authority, consensus building, implementation of action plans, consistency of managerial behavior, clarity of strategic communication, alignment with organizational goals, and the development of an organizational culture supportive of effective strategic execution.
2. University executives and human resource administrators may develop initiatives designed to strengthen civic virtue by creating meaningful opportunities for employees to participate in standing and ad hoc committees, institutional discussions, organizational improvement activities, and other relevant decision-making processes. Such participation should be supported by open communication and recognition of employees' contributions to institutional affairs.
3. Human resource administrators may strengthen the absorption component of employee engagement through improved job-person fit, competency-based task matching, workload management, and individualized employee development initiatives. Custom Individual Development Plans may be considered during onboarding and subsequent professional development to support sustained engagement while reducing the risk of burnout and turnover.
4. University leaders may reinforce professional and transparent communication practices by reviewing institutional communication channels, establishing appropriate standards for written and electronic communication, and consistently modeling organizational values in managerial and administrative interactions.
5. The institution may consider implementing an Executive Leadership and Administrative Engagement Program focusing on strategic action, job alignment, competency-based task matching, agile workflows, resource coaching, and employee-engagement practices. Such a program may integrate managerial development with interventions addressing vigor, dedication, absorption, and organizational citizenship behavior.
6. Future researchers may conduct comparative analyses across campuses or institutional settings to determine whether the relationships among managerial competencies, employee engagement, and organizational citizenship behavior vary according to organizational context. Longitudinal or multi-institutional studies may also be considered to examine the stability and generalizability of the relationships identified in the present study.

5.3 Implications of the Study

From a managerial perspective, the results indicate that managerial competence should be viewed as more than the technical capacity to administer institutional operations. Interpersonal relations, strategic action, leadership, and innovation are associated with employees' psychological engagement and discretionary workplace behavior. Leadership-development initiatives may therefore be more effective when they integrate strategic, relational, and behavioral competencies rather than focusing solely on administrative knowledge.

From a human resource management perspective, employee engagement appears to be an important statistical mechanism connecting managerial competencies with organizational citizenship behavior. The significant partial mediation suggests that improving managerial competence alone may not be sufficient. Institutions may benefit from simultaneously creating conditions that sustain employee vigor, dedication, and absorption.

From an organizational perspective, the strong levels of courtesy, conscientiousness, altruism, and sportsmanship indicate the presence of a favorable foundation for cooperative organizational behavior. However, the comparatively lower civic virtue suggests that employees may benefit from additional opportunities to participate in broader institutional activities and decision-making processes.

The study also has an institutional performance implication. The developed organizational performance framework proposes that managerial competencies, employee engagement, and organizational citizenship behavior should be considered jointly when designing interventions intended to improve institutional effectiveness. The framework does not represent a separately tested causal model of organizational performance; rather, it translates the empirically observed relationships among the three principal constructs into an organizational-development framework.

Finally, the study contributes a research implication by supporting the examination of employee engagement as a mediator between managerial competencies and organizational citizenship behavior within a higher education context. Because the study employed a cross-sectional descriptive-correlational design, future research using longitudinal,

comparative, or multi-institutional designs could further examine whether these relationships remain stable over time and across different organizational settings.

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