**Research Paper**

# Job Satisfaction, Gender and Development Awareness, and Organizational Citizenship Behavior in Government Employees

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**Abstract**

This study explored the relationship between gender and development (GAD) awareness, job satisfaction, and organizational citizenship behavior (OCB) among 300 employees of the Provincial Government Unit of the Philippines. The objective was to determine whether job satisfaction mediates the relationship between GAD awareness and OCB. A descriptive-correlational research design was employed to assess levels of GAD awareness, job satisfaction, and OCB while focusing on factors like compliance with national mandates, compensation, and interpersonal dynamics. Regression analysis and the Sobel z-test were used to evaluate the relationships among variables. Findings indicated high levels of GAD awareness and job satisfaction, with a strong association between job satisfaction and OCB; however, job satisfaction did not mediate the relationship between GAD awareness and OCB. This study underscored the necessity of addressing GAD awareness directly to enhance citizenship behavior and supported the United Nations Sustainable Development Goal (SDG) #5 on gender equality. The conclusions suggest that local government units should implement targeted gender-sensitivity programmes and employee engagement strategies to foster inclusive and productive work environments.

**Keywords:** *Public Administration, Job Satisfaction, Gender and Development Awareness, Organizational Citizenship Behavior, Southeast Asia*

## INTRODUCTION

Organizational Citizenship Behavior (OCB) has been increasingly recognized as a critical factor in enhancing public sector effectiveness. Defined as voluntary, non-obligatory behaviors that support organizational functioning, OCB promotes a collaborative work environment and improves service delivery, particularly within local government units (Ali et al., 2022; Thompson et al., 2020). In the context of public administration, fostering OCBs is essential for enhancing employee engagement and achieving broader governance goals.

Governance frameworks such as Good Governance, Collaborative Governance, and Public Value Management (PVM) provide valuable frameworks for understanding workplace dynamics. These frameworks emphasize transparency, inclusivity, and responsiveness—conditions under which OCB thrives. Gender-sensitive policies, particularly those developed under decentralized systems like the Local Government Code of the Philippines (Republic Act No. 7160, 1991), have the potential to improve job satisfaction and foster a more inclusive organizational culture (Cahyono, 2025). However, the implementation and impact of these gender-responsive policies on workplace behavior remain uneven, especially at the provincial level (Hechanova et al., 2017).

While international studies have established the influence of job satisfaction, leadership, and cultural values on OCB (Mousa et al., 2020), most of this research is rooted in the Global North. Few studies have explored these dynamics in the Global South, where public sector organizations are shaped by distinct political, cultural, and administrative realities. In the Philippines, challenges such as bureaucratic rigidity, gender disparities, and limited career progression continue to affect employee satisfaction and engagement, yet their combined influence on OCB remains underexplored in the

literature (Adriatico et al., 2020).

Moreover, existing research often examines job satisfaction, OCB, and gender dynamics as isolated variables, with limited exploration of how they interact within public institutions. The mediating role of job satisfaction between OCB and performance outcomes has received little attention, particularly in decentralized public sector settings. Casu et al. (2021) and Dewantara (2024) underscored the importance of moderating factors such as gender and social identity in shaping these relationships.

This study seeks to address these gaps by investigating how Gender and Development (GAD) awareness influences job satisfaction and subsequently affects OCB among employees in a Provincial Government Unit in the Philippines. Specifically, it aims to (1) assess the level of GAD awareness among employees, (2) evaluate job satisfaction about workplace factors, (3) measure OCB dimensions such as conscientiousness, altruism, and civic virtue, (4) examine the direct relationship between GAD awareness and OCB, (5) explore the relationship between GAD awareness and job satisfaction, and (6) test the mediating effect of job satisfaction on the GAD–OCB link.

This research provides evidence from a decentralized public sector setting and contributes to a deeper understanding of how gender-responsive governance impacts employee behavior. The findings offer practical recommendations for enhancing organizational practices, including designing more inclusive HR policies, improving job satisfaction through targeted interventions, and aligning GAD programs with performance management systems. Ultimately, this research aims to inform local government strategies that enhance employee well-being, promote gender equality, and foster a culture of active citizenship and public service excellence.

## LITERATURE REVIEW
### Theoretical Benchmark

This study is anchored on several theories that explain the interplay between Gender and Development (GAD) awareness, job satisfaction, and Organizational Citizenship Behavior (OCB).

The equity theory proposed by Adams (2015) highlights how employees assess fairness in the workplace by comparing their efforts and rewards with those of others. Perceived inequities may lead to dissatisfaction and reduced OCB. GAD awareness influences these perceptions and shapes how employees interpret fairness and justice. Supporting this is Social Exchange Theory, as affirmed by Molm (2015), who posits that employee behavior is shaped by the perceived balance of give-and-take in workplace relationships. Employees who perceive inclusive and fair exchanges are more likely to be satisfied and display OCB, with gender awareness shaping how these interactions are evaluated.

Tajfel and Turner (1979) Social Identity Theory adds that individuals' self-concept, including gender identity, influences group affiliation and organizational behavior. GAD awareness affects how employees perceive inclusion, which in turn impacts their job satisfaction and willingness to engage in extra-role behavior.

Lastly, the Job Characteristics Model by Hackman et al. (2015) Job Characteristics Model suggests that satisfaction is driven by job attributes such as skill variety, task significance, autonomy, and feedback. GAD awareness may influence how these characteristics are perceived, affecting motivation and OCB. Together, these theories provide a comprehensive framework for understanding how gender awareness interacts with satisfaction and citizenship behavior among public employees.

### Gender Awareness and Job Satisfaction

Gender awareness refers to the recognition of gender-related issues within an organization, including the role that gender plays in shaping workplace dynamics and individual employee experiences. Research has revealed that heightened gender awareness can lead to a more inclusive and equitable work environment, which in turn influences job satisfaction. Employees who perceive that gender equality is promoted within their organization tend to report higher levels of job satisfaction (Thompson et al., 2020; Mousa et al., 2020). However, there are mixed findings in the literature

regarding the direction and strength of this relationship. While some studies suggest a positive correlation between gender awareness and job satisfaction (Perugini & Vladisavljević, 2019), others indicate that the absence of gender awareness can paradoxically lead to higher satisfaction for certain groups (Clark, 1997; Souza-Poza & Souza-Poza, 2003). These mixed results highlight the need for further exploration of the role of gender awareness in shaping employees' perceptions of fairness and satisfaction in the workplace.

**Job Satisfaction and Organizational Citizenship Behavior (OCB)**

Job satisfaction is widely recognized as a key predictor of organizational citizenship behavior (OCB). Employees who are satisfied with their jobs are more likely to engage in discretionary behaviors that benefit their organization, such as helping colleagues and taking initiative in organizational tasks (Purwanto et al., 2021; Schappe, 1998). This connection is supported by Social Exchange Theory, which suggests that when employees feel their contributions are acknowledged and fairly rewarded, they reciprocate with positive behaviors (Molm, 2015). Additionally, job satisfaction has been found to mediate the relationship between organizational justice and OCB (Fitrio et al., 2019), indicating that perceived fairness and recognition lead to greater job satisfaction, which in turn promotes OCB.

However, the literature has also revealed the complexities of this relationship. Some studies have suggested that job satisfaction alone does not always lead to increased OCB, especially in organizations with high levels of workplace stress or poor leadership (Abdelmoteleb, 2019). The varying influences of job satisfaction across different organizational settings and leadership styles highlight the need for more nuanced research.

**Transformational Leadership and Job Satisfaction**

Transformational leadership is linked to higher job satisfaction and organizational performance (Khan et al., 2020). Leaders who inspire, motivate, and engage employees contribute to a positive work environment that enhances job satisfaction and, subsequently, organizational citizenship behavior (Bass, 1985). Studies have revealed that transformational leadership fosters commitment and trust, which are key ingredients for job satisfaction and employee engagement (Offord et al., 2016). In contrast, leaders who lack transformational qualities tend to disengage and lower satisfaction levels among their teams (Khalid et al., 2012).

Transformational leadership has been identified as particularly effective in public sector organizations where employee morale and commitment to organizational goals are critical for success (Crossan et al., 2017). Therefore, understanding how transformational leadership influences job satisfaction and OCB, particularly in the context of gender-aware organizations, is essential.

**Gender Development Awareness and Organizational Citizenship**

Awareness of gender development issues is increasingly recognized as a critical factor in promoting organizational citizenship behavior (OCB). Employees who are cognizant of gender equity issues are more likely to engage in behaviors that support inclusivity and fairness and contribute positively to organizational outcomes (Llenares et al., 2019; Thompson et al., 2020). This relationship underscores the importance of creating an inclusive work culture that encourages employees to assume roles that benefit the organization beyond their formal job descriptions.

However, while some studies highlight the positive impact of gender development awareness on OCB, others suggest that gender-related challenges can create tension or resistance in the workplace, which may diminish the willingness to engage in OCB (Mousa et al., 2020).

**Workplace Stress and Organizational Citizenship Behavior**

Workplace stress is a well-documented barrier to organizational citizenship behavior (OCB). High stress levels often lead to lower job satisfaction and diminished motivation to engage in behaviors that benefit the organization (Suryanthini et al., 2020). Occupational stress can result from factors such

as excessive workload, interpersonal conflicts, and insufficient leadership support. Studies have suggested that employees experiencing high stress are less likely to engage in OCB because they prioritize managing stress over other organizational responsibilities (Abdelmoteleb, 2019).

**Expected Relationship**

Figure 1 illustrates the expected relationships in this study's conceptual framework. Transformational leadership is expected to have a positive effect on job satisfaction, which in turn enhances OCB. Gender awareness is hypothesized to positively influence job satisfaction and OCB, with job satisfaction serving as a mediator in the relationship between gender awareness and OCB. Finally, workplace stress is expected to negatively affect OCB, potentially moderating the other relationships in the framework.

In summary, this literature review identified key constructs that shape employee behaviors and organizational outcomes. Although the relationships between job satisfaction, OCB, and leadership are well-established, gaps remain in understanding the role of gender awareness, the interaction of leadership styles with employee perceptions, and the impact of workplace stress on organizational citizenship behaviors. By addressing these gaps, this study aims to contribute new insights into how organizational dynamics can be managed to enhance employee engagement and organizational effectiveness.
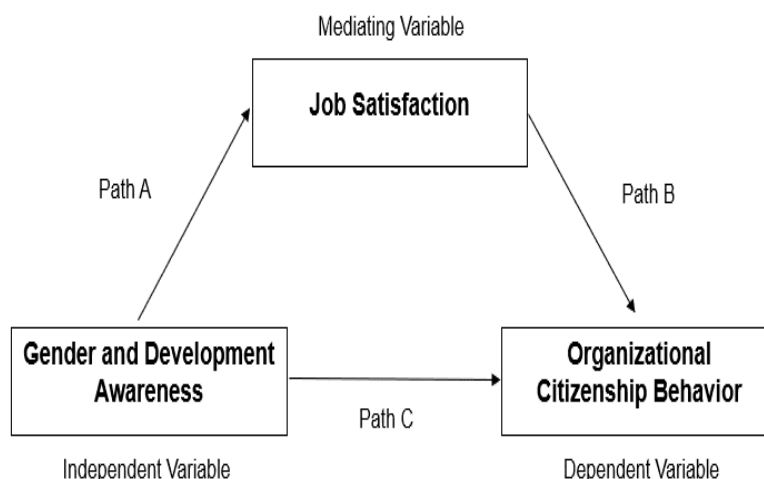


**Figure 1.** Conceptual Framework of the Study

**RESEARCH METHOD**

This study used a quantitative, non-experimental research design, specifically, a descriptive-correlational approach with mediation analysis. This method was chosen because it aligns with the research objectives of examining the relationships among gender and development (GAD) awareness, job satisfaction, and organizational citizenship behavior (OCB), as well as determining the mediating role of job satisfaction. The quantitative approach is appropriate because it allows for the objective measurement of variables and the use of statistical tools to test hypotheses, ensuring the generalizability and reproducibility of findings. Mediation analysis is particularly useful for exploring the indirect effects of variables, which are central to the study's conceptual framework.

A total of 300 plantilla employees from the Provincial Government Unit participated in the study. The sample size was determined based on recommendations for correlational and mediation studies, which suggest that a minimum of 200 respondents is required to achieve sufficient statistical power and reduce sampling error. A larger sample of 300 was selected to ensure better representativeness across departments and to increase the reliability of the findings. A stratified random sampling technique was used to ensure proportional representation from various government offices,

with the inclusion criteria limited to permanent employees presumed to have sufficient knowledge and experience regarding the variables under investigation.

The main data collection tool was a structured survey questionnaire consisting of three adapted instruments: the Gender and Development Awareness Scale based on Sumadsad and Tuazon (2016), the Job Satisfaction Survey based on Basilio et al. (2017), and the Organizational Citizenship Behavior Scale adapted from Ingrams (2020). Modifications to these instruments included minor wording adjustments and contextualization to reflect the organizational setting of the provincial government. To ensure the validity and reliability of the adapted tools, a pilot test was conducted involving 30 government employees who were not part of the main sample. Feedback from the pilot test led to improvements in item clarity and relevance. The reliability of the instruments was then evaluated using Cronbach's alpha, yielding high internal consistency scores: 0.912 for job satisfaction, 0.880 for OCB, and 0.871 for GAD awareness.

Data collection was carried out after obtaining the necessary approval from the Department of the Interior and Local Government (DILG) and the Office of the Provincial Governor. The questionnaires were administered both online and in person, depending on office accessibility. Responses were screened for completeness before analysis. Data were analyzed using IBM SPSS Statistics version 25, along with the PROCESS Macro developed by Andrew F. Hayes (version 3.5) for mediation analysis. Descriptive statistics, such as mean and standard deviation, were used to describe the levels of GAD awareness, job satisfaction, and OCB. Pearson's correlation coefficient was applied to assess the relationships between variables, while the Sobel Z-test was conducted to evaluate the significance of job satisfaction as a mediating variable.

Ethical standards were upheld throughout the research process. Participation was voluntary, and respondents were assured of confidentiality and anonymity. Participants were also informed of their right to withdraw from the study at any time and without penalty. This study was reviewed and approved by the Ethics Review Committee of the University of Mindanao (UMERC-2024-211), ensuring compliance with ethical guidelines and responsible conduct of research.

**Measurement of the Constructs**

A comprehensive survey was conducted among the employees of the Provincial Government Unit in the Philippines to evaluate the relationship between gender and development (GAD) awareness, job satisfaction, and organizational citizenship behavior (OCB), with a specific focus on the mediating impact of job satisfaction. The survey instrument was structured into four distinct sections. The initial section addressed respondents' demographics and captured key information, such as age, gender, position, and years of service. Part I explored job satisfaction using a Job Satisfaction Survey adapted from Basilio et al. (2017), which included 24 items measured on a five-point Likert scale, assessing various aspects, including compensation and benefits, working conditions, work itself, interpersonal relationships, supervision, policies, and recognition. Part II assessed OCB using the Organizational Citizenship Behavior Scale adapted from Ingrams (2020), which features 24 items rated on a 5-point scale, focusing on behaviors such as conscientiousness, sportsmanship, civic virtue, courtesy, and altruism. Finally, Part III evaluated GAD awareness using the Gender and Development Awareness Scale based on Sumadsad and Tuazon (2016), which included 26 items rated on a five-point scale to measure levels of awareness. This structured format allowed for a robust analysis of the interrelationships among job satisfaction, OCB, and GAD awareness within the public sector context.

**FINDINGS AND DISCUSSION**
**Respondent Demographic Profiles**

Among the 300 respondents, 116 (38.7%) of the 300 respondents were male and 184 (61.3%) were female. Furthermore, the results indicated that 56 (18.7%) respondents were between the ages of 26 and 35, 197 (65.7%) were between the ages of 36 and 45, and 47 (15.6%) were aged 46 and above. Respondents with doctoral degrees accounted for 8 (2.7%) of the respondents, while 25 (8.3%) held a

master's degree. A substantial majority of the 267 respondents (89%) had completed at least a bachelor's degree. In addition, 198 respondents (66%) were married, 93 (31%) were single, and 9 (3%) were widowed or widowers.

In terms of tenure of service, 59 respondents (19.7%) reported having 16 to 20 years of service, while 95 (31.7%) had been with the organization for 6 to 10 years. Meanwhile, 146 respondents (48.7%) had tenure for 5 years or less. Regarding salary, 45 respondents (15%) earned between Php 35,001 and 40,000, 55 (18.3%) earned between Php 30,001 and 35,000, 40 (13.3%) fell within the Php 25,001 and 30,000 range, and a majority of 160 respondents (53.3%) earned between Php 20,001 and 25,000.

**Employees' Gender and Development Awareness**

The findings reveal a generally high level of Gender and Development (GAD) awareness among Provincial Government Unit employees, with an overall mean of 3.76 (SD = 0.39). The highest-rated dimension, National Mandates and Related Laws (M = 4.26), indicates strong familiarity with legal frameworks and policies. However, the lowest-rated aspect—Gender Challenges (M = 2.98, SD = 1.03)— provides a crucial insight: although employees understand formal GAD policies, they may lack deeper awareness of the lived experiences and structural barriers faced by different genders in the workplace.

This gap indicates a surface-level understanding of GAD. Employees may be familiar with legal mandates but may not fully understand gender-related challenges in their professional environment. The discrepancy could be linked to the top-down nature of GAD integration in government settings. GAD awareness is often driven by compliance and institutional mandates rather than transformative, participatory education. This finding aligns with Romero et al. (2020) that technical training alone is insufficient for fostering genuine gender sensitivity. Abalajon et al. (2023) and Cagang et al. (2023) also stressed the importance of experiential learning in deepening awareness, a component that may still be lacking in public institutions.

This discord between policy awareness and lived experiences suggests that the current GAD training approach may not address the deeper psychological and structural elements of gender inequality. To improve the model, GAD programs could incorporate storytelling, case-based learning, or reflective exercises that allow employees to engage more empathetically with gender realities beyond legal frameworks.

**Table 1.** Level of Gender and Development Awareness

| Indicators | SD | Mean | Descriptive Level |
|---|---|---|---|
| National Mandates and Other Related Laws | 0.58 | 4.26 | Very High |
| Government Agencies Integrating Gender and Development Plans into Programs, Projects, and Activities | 0.59 | 4.17 | High |
| Gender Challenges | 1.03 | 2.98 | Moderate |
| Gender Roles | 0.60 | 3.61 | High |
| **Overall** | **0.39** | **3.76** | **High** |

Source: Survey Data, SPSS Output

**Employees' Organizational Citizenship Behavior (OCB)**

The results indicate that Organizational Citizenship Behavior (OCB) is high overall (M = 3.98, SD = 0.29), with Courtesy (M = 4.50) and Civic Virtue (M = 4.42) scoring the highest. These results reflect a strong culture of interpersonal respect and organizational commitment. However, the low rating for Sportsmanship (M = 2.51) highlights a potential vulnerability—employees may struggle to maintain a positive attitude when facing inconveniences or changes in the workplace.

This imbalance between high OCB in some dimensions and low scores in others suggests the presence of hidden emotional fatigue or dissatisfaction. Although employees may display positive behaviors publicly, they may mask internal frustration, especially if institutional support mechanisms (such as grievance procedures or feedback channels) are weak. This finding supports Dumayas and Dura (2024), who noted that high OCB levels often coexist with latent dissatisfaction in public sector environments. Furthermore, Ingrams (2020) highlighted that for OCB to be sustainable, it must be nurtured by authentic empowerment and trust in leadership—conditions that may not yet be fully developed in this setting.

**Table 2.** Level of Organizational Citizenship Behavior (OCB)

| Indicators | Mean | SD | Descriptive Level |
|---|---|---|---|
| Conscientiousness | 4.16 | 0.50 | High |
| Sportsmanship | 2.51 | 0.92 | Low |
| Civic Virtue | 4.42 | 0.51 | Very High |
| Courtesy | 4.50 | 0.50 | Very High |
| Altruism | 4.30 | 0.56 | Very High |
| **Overall** | **3.98** | **0.29** | **High** |

Source: Survey Data, SPSS Output

**Employees' Job Satisfaction**

Job satisfaction also ranked high (M = 4.04), particularly in Interpersonal Relationships and Supervision (M = 4.22), indicating strong social bonds and a positive supervisory climate. However, the lowest mean was observed for Working Conditions and Work Itself (M = 3.95), suggesting some dissatisfaction with environmental and task-related factors.

This discrepancy implies that although employees may feel emotionally supported and enjoy positive workplace relationships, they may feel undervalued or under-resourced in their actual job tasks. Nitafan and Camay (2020) similarly found high satisfaction with colleagues and supervisors, but mixed feelings toward compensation and policy implementation. Thus, although relational satisfaction compensates for structural shortcomings to an extent, it may not be sustainable in the long term. Employees may remain engaged out of loyalty or camaraderie, but may face diminishing motivation if structural issues remain unaddressed.

The findings imply that relational satisfaction compensates for structural shortcomings, but only to an extent. Employees may remain engaged out of loyalty or camaraderie, even if other job aspects fail to meet expectations. This raises important implications for sustainable motivation.

**Table 3.** Level of Job Satisfaction

| Indicators | Mean | SD | Level |
|---|---|---|---|
| Compensation and Benefits | 3.99 | 0.57 | High |
| Working Conditions and Work Itself | 3.95 | 0.64 | High |
| Interpersonal Relationships and Supervision | 4.22 | 0.65 | Very High |
| Policies and Recognition | 3.98 | 0.64 | High |
| **Overall** | **4.04** | **0.38** | **High** |

Source: Survey Data, SPSS Output

**Correlation Analysis of Variables**

The correlation analysis revealed a significant but weak relationship between GAD awareness and OCB (r = 0.119, p = 0.040). This suggests that gender awareness can promote civic-minded behaviors such as cooperation, altruism, and organizational loyalty, possibly because such awareness fosters

ethical consciousness and inclusive thinking. However, there is no significant relationship between GAD awareness and job satisfaction (r = 0.063, p = 0.274), which is a crucial finding in understanding failed mediation.

The lack of mediation can be explained by the independence of job satisfaction from gender awareness. Although GAD awareness may influence organizational behavior by fostering ethical practices and inclusivity, it does not necessarily affect employee satisfaction with their work environment. Job satisfaction is more closely linked to immediate and tangible workplace factors, such as compensation, career development, and workload, which are distinct from the external cognitive awareness of gender policies.

This observation aligns with Ayalew and Walia (2024) and Perkasa et al. (2024), who argued that job satisfaction and organizational behaviors can be influenced by structural and cultural expectations rather than just gender awareness or intrinsic motivation. Moreover, gender awareness may serve as a moral or civic compass that guides workplace behavior; however, it does not directly contribute to job contentment. This finding aligns with prior studies, including Clark (1997) and Blanchflower et al. (1993), that suggest gender-related perceptions do not significantly influence job satisfaction.

**Table 4.** Correlation Analysis of Variables

| Pair | Variables | Correlation Coefficient | p-value | Decision on Ho |
|---|---|---|---|---|
| IV and DV | Gender and Development Awareness → OCB | 0.119 | 0.040 | Rejected |
| IV and MV: | Gender and Development Awareness → Job Satisfaction | 0.063 | 0.274 | Accepted |
| MV and DV: | Job Satisfaction → OCB | 0.185 | 0.001 | Rejected |

Source: Survey Data, SPSS Output

**Mediation Analysis**

Mediation analysis was conducted using MedGraph, with data evaluated through linear regression based on the framework of Baron and Kenny (1986). This approach determines whether a mediating variable—in this case, job satisfaction—explains the relationship between an independent variable (gender and development awareness) and a dependent variable (organizational citizenship behavior). Four steps are required to establish the presence of mediation.

As shown in Table 5, Step 1 confirms that gender and development awareness significantly influence organizational citizenship behavior (B = 0.088, β = 0.119, p < 0.05). However, Step 2 reveals that gender and development awareness do not significantly affect job satisfaction (B = 0.062, β = 0.063, p > 0.05), thus weakening the potential for a mediating effect. Step 3 confirms that job satisfaction significantly predicts OCB (B = 0.136, β = 0.179, p < 0.01). In Step 4, after controlling for job satisfaction, the direct effect of GAD awareness on OCB is reduced (B = 0.080, β = 0.107) but remains statistically insignificant, indicating that no meaningful mediation occurs.

**Table 5.** Regression Analysis of the Influence of Gender and Development Awareness on Organizational Citizenship Behavior as Mediated by Job Satisfaction

| Step | Path | B | S.E. | B |
|---|---|---|---|---|
| 1 | C | .088 | .043 | .119* |

| Step | Path | B | S.E. | B |
|------|------|-----|------|-----|
| 2 | A | .062 | .056 | .063[NS] |
| 3 | B | .136 | .043 | .179** |
| 4 | c' | .080 | .042 | .107[NS] |

* p<0.05 used, Source: Survey Data, SPSS Output

This lack of mediation can be interpreted through the lens of the thematic disconnection between cognitive awareness and affective workplace experiences. Although employees may be aware of national mandates, legal frameworks, and organizational expectations regarding gender and development, this cognitive awareness does not automatically translate into emotional contentment or satisfaction with their work. Job satisfaction is often influenced by more immediate and tangible workplace factors, such as compensation, career development, workload, interpersonal dynamics, and recognition—elements that may operate independently of employees' understanding of GAD principles.

Furthermore, this disjunction suggests that GAD awareness, although essential for shaping ethical and inclusive workplace behavior, may function more as a moral or civic compass than as a contributor to personal job contentment. Employees may adhere to GAD principles in compliance or professional conduct without necessarily feeling fulfilled or satisfied in their roles. This aligns with Ayalew and Walia (2024) and Perkasa et al. (2024), who argued that organizational citizenship behaviors can be driven by structural and cultural expectations, not just emotional or satisfaction-based motivations.

**Statistical Confirmation**

The findings of this study indicate that job satisfaction does not mediate the relationship between gender, development awareness, and organizational citizenship behavior. Although gender and development awareness significantly impact organizational citizenship behavior, their lack of a substantial effect on job satisfaction weakens the mediation pathway. This outcome aligns with prior research suggesting that although awareness of gender-related policies influences behavior, intrinsic factors such as job satisfaction often function independently of gender-related variables (Ayalew & Walia, 2024; Perkasa et al., 2024). These results emphasize the complexity of workplace behaviors and suggest that additional factors may shape job satisfaction and organizational citizenship behavior beyond gender and development awareness.

**Table 6.** Statistical Analysis of the Presence (or Absence) of a Mediating Effect

| Combination of Variables | Sobel z | p-value | Mediation |
|--------------------------|---------|---------|-----------|
| gender and development awareness → job satisfaction→ organizational citizenship behavior | 1.034877 | >0.05 | No mediation |

* p<0.05 used, Source: Survey Data, SPSS Output

The mediation analysis was further confirmed by the Sobel z-test, which revealed a z-value of 1.034877 and a p-value >0.05, supporting the absence of a mediating effect. Only 9.54% of the total effect was mediated, and the ratio index was 0.705, indicating a low indirect effect. These findings suggest that although GAD awareness can shape organizational citizenship behavior, job satisfaction itself operates independently from GAD awareness and does not mediate this relationship.

**Medgrap showing mediation analysis**

The findings of this study indicate that job satisfaction does not mediate the relationship between gender and development awareness (GAD) and organizational citizenship behavior (OCB). Although GAD awareness significantly impacts OCB, its lack of a substantial effect on job satisfaction weakens the mediation pathway. This result reflects the complex interaction between cognitive awareness of gender-related policies and affective workplace experiences, emphasizing that job satisfaction is not solely influenced by gender awareness.

The lack of mediation may indicate the independence of intrinsic factors like job satisfaction from external sources and structural awareness of gender and development issues. In other words, although employees may demonstrate positive organizational behaviors based on their awareness of GAD policies, their satisfaction with the work environment, shaped by factors such as work conditions, interpersonal relationships, and recognition, may not be directly connected to these external cognitive factors. This aligns with prior research, including Ayalew and Walia (2024) and Perkasa et al. (2024), who argued that although gender-related awareness can shape organizational behaviors, the emotional and motivational aspects of job satisfaction function independently of such awareness.

These results underscore the complexity of workplace behaviors and suggest that additional factors, such as individual perceptions of support, leadership quality, and work-life balance, may shape both job satisfaction and organizational citizenship behaviors beyond the scope of gender and development awareness alone. Job satisfaction might be more influenced by day-to-day work experiences, whereas OCB may stem from broader ethical commitments or workplace norms that are not directly mediated by individual job satisfaction.

**Mediation Analysis Details**

The mediation analysis was further confirmed using the Sobel z-test, which revealed a z-value of 1.034877 and a p-value >0.05, supporting the absence of a mediating effect. Effect size measures also reinforce this conclusion, as only 9.54% of the total effect was mediated, with a ratio index of 0.705, indicating a low indirect effect.

These findings suggest that although gender and development awareness influence organizational citizenship behavior, job satisfaction itself is a complex variable that independently influences workplace behaviors. Factors such as leadership, interpersonal relationships, and career growth opportunities should be explored as potential mediators in future research.

| Gender and Development Awareness | → 0.088* [c] / 0.080[NS] [c'] → | Organizational Citizenship Behavior |
|---|---|---|

0.062[NS] [a]   0.136** [b]

| Job Satisfaction |
|---|
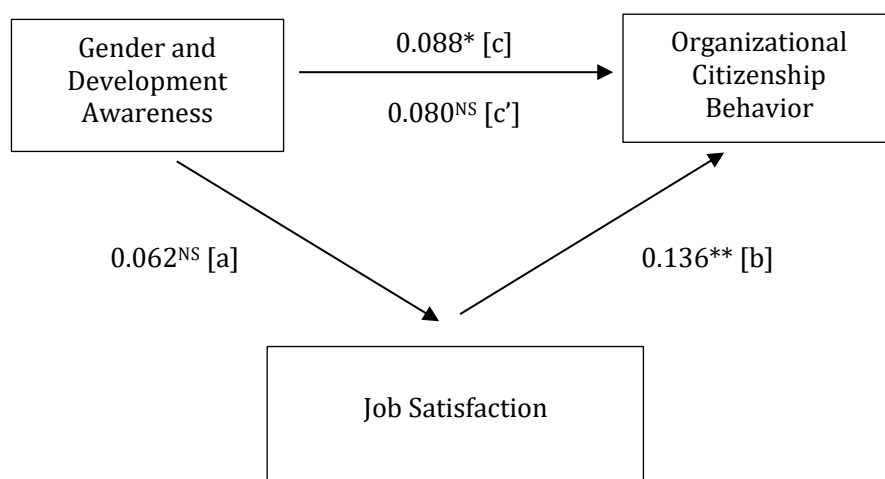
**Mediation Analysis**

| | |
|---|---|
| Sobel z | 1.034877, p>0.05 |
| Percentage of the total mediated effect: 9.541765% | |
| Ratio of indirect to direct effects | : 0.105483 |

**Effect size measurements**

    Unstandardized Coefficients

| | |
|---|---|
| Total: | 0.088 |
| Direct: | 0.080 |
| Indirect: | 0.062 |
| Ratio Index: | 0.705 |

**Figure 2**. Medgraph Showing the Mediation Analysis

## CONCLUSIONS

In conclusion, this study underscores the intricate relationship between gender and development (GAD) awareness, job satisfaction, and organizational citizenship behavior (OCB) among Provincial Government Unit employees. Although employees exhibited a high level of awareness concerning GAD principles, particularly regarding adherence to national mandates, a significant gap exists in their understanding of the nuanced challenges that different genders face within the workplace context. This discrepancy highlights that mere awareness of legal frameworks does not automatically translate into a deeper comprehension of the sociocultural barriers impeding gender equality. Instead, it is essential to reframe the concept of gender awareness as a foundational determinant that shapes workplace dynamics and influences employee morale. Genuine understanding and engagement with gender issues must go beyond compliance; they must foster a culture of empathy and proactive involvement that drives job satisfaction and ultimately enhances OCB.

Furthermore, to address these gaps effectively, we present several actionable strategies for local government units (LGUs) and policymakers. First, comprehensive training programs that incorporate both the legal aspects of GAD and the sociocultural dimensions of gender issues. Using experiential learning techniques, such as workshops and interactive discussions, can deepen employees' understanding of gender-related challenges. Second, it is critical to implement assessment tools to measure not only compliance with GAD policies and the effectiveness of training in transforming workplace perceptions and attitudes. Third, LGUs should actively engage employees in the development and revision of GAD policies, ensuring these documents are reflective of the lived experiences of diverse employees and fostering a sense of ownership and accountability.

Finally, establishing safe spaces for open dialogue around gender issues can promote a culture of inclusivity and understanding, allowing employees to voice their concerns and share their experiences. Finally, linking GAD initiatives with job satisfaction metrics in performance evaluations can help demonstrate how gender-aware practices contribute to a more fulfilling work environment, thus motivating employees to engage with and support GAD objectives. By implementing these strategies, LGUs can not only bridge the current gaps in gender awareness but also cultivate a more inclusive and productive work environment that enhances employee welfare and organizational performance.

## Theoretical Implications

The theoretical implications of this research span several key domains of public sector organizational behavior. First, the findings align with Equity Theory (Adams, 2015), which posits that employees evaluate work experiences based on perceived fairness and reciprocity. This study confirms that Gender and Development (GAD) awareness enhances job satisfaction and Organizational Citizenship Behavior (OCB), particularly when employees perceive inclusive and equitable treatment in the workplace. This supports the findings of Abalajon et al. (2023), who emphasized the role of inclusive policies in fostering job satisfaction and employee engagement.

Second, this study reinforces the foundational concepts of Exchange Theory (Allan et al., 2014), which suggests that social behavior is the result of an exchange process in which individuals seek to maximize benefits and minimize costs. In this context, employees who feel valued and supported

through gender-responsive initiatives are more likely to reciprocate with positive organizational behaviors, such as OCB. This agrees with Blau's (1964) Social Exchange Theory, which highlights the role of trust and mutual obligation in fostering prosocial behaviors in the workplace. These findings are further supported by Ayalew and Walia (2024), who demonstrated the influence of gender awareness on job satisfaction and OCB in public institutions.

Moreover, the study extends the Job Characteristics Model (Hackman et al., 2015), particularly in demonstrating that job satisfaction is influenced not only by task variety and autonomy but also by organizational climate and inclusiveness. The presence of GAD mechanisms and supportive leadership practices aligns with transformational leadership theory (Bass & Riggio, 2005), reinforcing the idea that visionary, empathetic leadership significantly influences job satisfaction and OCB. This view is supported by Mousa et al. (2020), who emphasized the importance of holistic leadership approaches in promoting positive employee behavior in public administration.

In addition, the research contributes to gender-sensitive frameworks for human resource development. The positive correlations between GAD awareness, job satisfaction, and OCB suggest that fostering gender equity is not only a moral obligation but also a strategic approach to enhancing organizational performance and employee commitment. These results build on Clark (1997), who identified gender-based differences in job satisfaction and attributes, thereby reinforcing the importance of inclusive governance practices in shaping positive employee outcomes.

Lastly, the study highlights the mediating role of job satisfaction in the relationship between GAD awareness and OCB—a link that has received limited attention in existing literature. Similar to Perkasa et al. (2024) findings, this study confirms that job satisfaction serves as a key mechanism through which organizational values and equity-driven policies translate into discretionary, citizenship-oriented behavior. This research advances both theoretical and practical understandings of how public organizations can cultivate a more inclusive, satisfied, and engaged workforce.

**Implications for Practice**

The findings highlight a significant opportunity for local government units (LGUs) to enhance employee job satisfaction and strengthen organizational citizenship behavior (OCB). By addressing critical factors such as gender and development (GAD) awareness, job satisfaction, and employee engagement, LGUs can create a more supportive and inclusive work environment. Incorporating comprehensive training programs that focus on both legal mandates and the sociocultural dimensions of gender issues, as emphasized by Abalajon et al. (2023), can lead to a deeper understanding of gender-related challenges among employees.

Moreover, fostering open dialogue around gender issues and creating safe spaces for employees to share their experiences can significantly enhance workplace culture and morale. It is essential for local government managers to actively engage employees in the development and revision of GAD policies, ensuring that these policies reflect the lived experiences of a diverse workforce.

Additionally, implementing assessment tools to gauge the impact of training on workplace perceptions and attitudes will not only reinforce adherence to GAD principles and contribute to a more motivated and satisfied workforce. By focusing on these key areas, LGUs can cultivate a more engaged employee base, ultimately leading to enhanced organizational effectiveness and improved service delivery to the public.

**LIMITATION AND FURTHER RESEARCH**

This study provides valuable insights into the relationships among gender and development (GAD) awareness, job satisfaction, and organizational citizenship behavior (OCB) within the Provincial Government Unit context. However, several limitations must be acknowledged that may impact the broad applicability of the findings. First, the research was conducted exclusively in this specific local government setting, potentially limiting the generalizability of the results to other governmental or non-governmental contexts. Different regions and industries may possess distinct cultural, political, and

organizational dynamics that influence GAD awareness, job satisfaction, and OCB outcomes.

Moreover, reliance on self-reported measures for assessing these variables poses a risk of common method bias. Participants' responses may be influenced by personal perceptions or social desirability biases, which could compromise the validity of the data. The study's cross-sectional design also restricts the ability to draw causal inferences between the investigated variables, underscoring the need for longitudinal research that tracks these relationships over time.

To address these limitations, future research should consider a diversification of the sample by extending investigations to include various regions and sectors, such as the private and nonprofit sectors. This approach facilitates comparative analyses and helps determine whether the observed relationships hold across different organizational environments. Additionally, incorporating objective performance metrics, such as supervisory assessments and operational records, could enhance the reliability of findings by mitigating biases associated with self-reported data.

Longitudinal studies could further enrich this research area by providing deeper insights into the causal relationships among GAD awareness, job satisfaction, and OCB, thereby allowing for a better understanding of how these variables interact over time. Employing mixed-method approaches that integrate quantitative and qualitative data could also yield a more comprehensive view of the factors influencing employee behavior and attitudes. Furthermore, investigating the impact of broader contextual factors—such as organizational culture, leadership styles, and external economic or political influences—could reveal critical variables that enhance or hinder the relationships among GAD awareness, job satisfaction, and OCB.

Building on this study's findings and limitations, future research could broaden the scope by examining the relationship between GAD awareness, job satisfaction, and OCB across various government levels and contexts, including other LGUs and national agencies. Longitudinal studies are also recommended to explore causal relationships and how these variables evolve, especially as gender-responsive policies develop. Incorporating qualitative or mixed-methods approaches could offer deeper insights into employee experiences, perceptions, and the impact of GAD on workplace behaviors.

Additionally, future studies may examine the role of leadership, particularly gender-sensitive and transformational styles, in shaping these dynamics. Exploring the influence of workplace stress, organizational culture, and specific interventions like gender-awareness programs could further enrich the field. Research focusing on diverse employee groups and cross-cultural comparisons would also be valuable in understanding how demographic and contextual factors affect the interplay between GAD awareness, satisfaction, and OCB, allowing for more inclusive and targeted policy development.

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