

The effect of organizational citizenship behavior on public service motivation: A field study

Örgütsel vatandaşlık davranışının kamu hizmeti motivasyonu üzerindeki etkisi: Bir alan araştırması

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Abstract

This study examines the relationship between organizational citizenship behavior (OCS) and public service motivation (PSM) among public employees and evaluates whether OCS statistically predicts PSM. OCS refers to voluntary and discretionary behaviors that go beyond formal job requirements and contribute to organizational effectiveness. PSM reflects individuals' willingness to serve society, protect the public interest, and fulfill social responsibilities. The research was conducted using a quantitative approach, and data were collected from 800 public employees through a structured questionnaire. Descriptive statistics, reliability analysis, correlation analysis, structural equation modeling, and difference tests were employed to analyze the data. The findings revealed a strong, positive, and statistically significant relationship between OCS and PSM. In addition, organizational citizenship behavior was found to be a significant predictor of public service motivation. The results also indicated significant differences across certain demographic variables. Overall, employees reporting higher levels of voluntary and extra-role organizational behavior also reported stronger public service motivation in the study sample.

Keywords: Organizational Citizenship Behavior, Public Service Motivation, Public Employees

JEL Codes: H83, D23, M12

Öz

Bu çalışma, kamu çalışanları arasında örgütsel vatandaşlık davranışı (ÖVD) ile kamu hizmeti motivasyonu (KHM) arasındaki ilişkiyi incelemekte ve ÖVD'nin KHM'yi istatistiksel olarak yordayıp yordamadığını değerlendirmektedir. ÖVD, çalışanların resmi görev tanımlarının ötesine geçen, gönüllü ve isteğe bağlı davranışlarını ifade etmekte olup örgütsel etkinliğe katkı sağlamaktadır. KHM ise bireylerin topluma hizmet etme, kamu yararını koruma ve sosyal sorumluluklarını yerine getirme istekliliğini yansıtmaktadır. Araştırma nicel bir yaklaşımla yürütülmüş ve veriler yapılandırılmış bir anket aracılığıyla 800 kamu çalışanından toplanmıştır. Verilerin analizinde betimsel istatistikler, güvenirlik analizi, korelasyon analizi, yapısal eşitlik modellemesi ve fark testlerinden yararlanılmıştır. Bulgular, ÖVD ile KHM arasında güçlü, pozitif ve istatistiksel olarak anlamlı bir ilişki bulunduğunu ortaya koymuştur. Ayrıca örgütsel vatandaşlık davranışının kamu hizmeti motivasyonunun anlamlı bir yordayıcısı olduğu belirlenmiştir. Sonuçlar, bazı demografik değişkenlere göre anlamlı farklılıkların da bulunduğunu göstermiştir. Genel olarak, araştırma örnekleminde gönüllü ve rol ötesi örgütsel davranışları daha yüksek düzeyde bildiren çalışanların kamu hizmeti motivasyonunun da daha yüksek olduğu belirlenmiştir.

Anahtar Kelimeler: Örgütsel Vatandaşlık Davranışı, Kamu Hizmeti Motivasyonu, Kamu Çalışanları

JEL Kodları: H83, D23, M12

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Introduction

Public organizations are expected to respond effectively to increasing societal demands for transparency, accountability, efficiency, and high-quality public services. In recent years, governance reforms and changing citizen expectations have shifted the focus of public administration from rule-oriented bureaucratic practices toward approaches emphasizing organizational effectiveness, employee participation, and public value creation (Denhardt & Denhardt, 2015; Christensen & Lægreid, 2017). In this context, organizational success depends not only on formal structures and legal regulations but also on employees who voluntarily contribute to organizational objectives beyond their prescribed duties.

One of the concepts that best explains such voluntary contributions is organizational citizenship behavior (OCS). Organ (1988) defines OCS as discretionary employee behavior that is not formally required but contributes to the effective functioning of the organization. Over the past three decades, numerous studies have demonstrated that organizational citizenship behavior enhances organizational commitment, teamwork, service quality, and organizational performance (Podsakoff et al., 2000). Particularly in public organizations, where cooperation, ethical responsibility, and citizen-oriented service delivery are essential, employees' willingness to undertake responsibilities beyond their formal job descriptions has been associated with higher institutional effectiveness and improved service quality (Kim, 2006). Studies conducted in Türkiye have also examined organizational citizenship behavior, and a Turkish adaptation of the scale has been reported (Sancar & Bekaroğlu, 2020).

Another concept that has received considerable attention in public administration literature is public service motivation. Perry and Wise (1990) conceptualized PSM as an individual's intrinsic motivation to serve society, protect the public interest, and contribute to collective welfare. Unlike extrinsic forms of motivation, public service motivation is grounded in public values and a commitment to serving citizens. Previous research has consistently reported that employees with stronger public service motivation exhibit higher levels of organizational commitment, job satisfaction, work engagement, and individual performance (Bright, 2007; Vandenabeele, 2007; Ritz et al., 2016). In the Turkish literature, public service motivation has similarly been associated with positive employee attitudes and organizational outcomes, particularly job satisfaction and organizational effectiveness, while recent studies have emphasized its continuing importance for understanding public employees' behavior in changing administrative environments (Erten & Türkmen, 2022; Kayacı, 2025).

Although organizational citizenship behavior and public service motivation have each attracted substantial scholarly attention, they have generally been investigated independently or together with variables such as leadership, organizational commitment, organizational justice, organizational trust, and job performance. Research examining the direct relationship between these two constructs remains relatively limited, especially in the context of the Turkish public sector (Kim, 2006; Leisink & Steijn, 2009; Ritz et al., 2016). Moreover, recent studies conducted in Türkiye have primarily focused on the relationship between public service motivation and outcomes such as job satisfaction or organizational attitudes rather than employees' voluntary organizational behaviors. Consequently, further empirical evidence is needed to clarify whether organizational citizenship behavior contributes to strengthening public service motivation among public employees.

Against this background, the present study investigates the relationship between organizational citizenship behavior and public service motivation among public employees. Specifically, it examines whether organizational citizenship behavior significantly predicts public service motivation and whether these variables differ according to selected demographic characteristics. By focusing on public institutions in Türkiye, this study seeks to contribute to the existing literature by providing empirical evidence on an underexplored relationship and by offering practical implications for public managers aiming to strengthen employee motivation, organizational effectiveness, and the quality of public service delivery. Ethical approval for this study was granted by the Scientific Research and Publication Ethics Committee for Social and Human Sciences of Kafkas University on May 6, 2026, under Decision No. 19 and Document No. 100.

The study consists of five sections. The first section explains the concepts of organizational citizenship behavior and public service motivation and discusses the theoretical relationship between them. The second section presents the purpose and significance of the research, the population and sample, the data collection instruments, and the analysis process. The third section introduces the research questions and the hypotheses developed in line with these questions. The fourth section reports the findings obtained from the study through descriptive statistics, validity and reliability analyses, correlation analysis, path analysis, and difference tests based on demographic variables. The final

section discusses the findings in relation to the relevant literature, evaluates the main conclusions of the study, and presents recommendations for practice and future research.

Conceptual framework

Organizational citizenship behavior

Organizational citizenship behavior has become one of the most widely studied concepts in organizational behavior literature because it explains employees' voluntary behaviors that contribute to organizational effectiveness beyond formal job requirements. The concept was first introduced by Organ (1988), who defined OCS as discretionary behavior that is not directly recognized by formal reward systems but nevertheless facilitates the effective functioning of organizations. Since then, the concept has attracted considerable attention from researchers, particularly because of its contribution to organizational performance, cooperation, and long-term organizational success.

As interest in the concept increased, the scope of organizational citizenship behavior expanded considerably. Podsakoff et al. (2000) argued that citizenship behaviors improve organizational effectiveness by strengthening coordination among employees, facilitating cooperation, reducing the need for close supervision, and increasing organizational flexibility. Similarly, Organ et al. (2006) emphasized that employees who voluntarily support their colleagues and contribute beyond their formal responsibilities create a more collaborative organizational climate, ultimately improving organizational performance. Meta-analytic evidence has further demonstrated that organizational citizenship behavior is positively associated with employee performance, service quality, customer satisfaction, and overall organizational effectiveness (Podsakoff et al., 2009). These findings indicate that OCS is no longer viewed merely as an individual behavioral tendency but rather as an important organizational resource.

The importance of organizational citizenship behavior becomes even more evident within public organizations. Unlike private organizations, public institutions operate under greater public scrutiny and are expected to deliver services that create public value. Under such conditions, employees' willingness to cooperate, share knowledge, support colleagues, and voluntarily contribute to organizational goals becomes an important determinant of institutional effectiveness. Kim (2006) reported that organizational citizenship behavior plays a significant role in improving service quality and organizational performance in public organizations. Likewise, recent reviews have emphasized that citizenship behaviors contribute to citizen-oriented service delivery and strengthen organizational effectiveness in the public sector (de Geus et al., 2020).

The Turkish literature has also shown a growing interest in organizational citizenship behavior. Rather than examining the concept in isolation, researchers have generally investigated its relationship with organizational commitment, organizational justice, organizational trust, leadership, and employee attitudes. The findings consistently suggest that employees displaying higher levels of organizational citizenship behavior tend to develop stronger organizational attachment and contribute more positively to organizational functioning (Yılmaz & Taşdan, 2009; Gürbüz et al., 2014). In addition, the adaptation of organizational citizenship behavior scales into Turkish has provided researchers with valid and reliable instruments for examining this construct in different organizational settings (Sancar & Bekaroğlu, 2020). Despite the growing body of Turkish research, studies directly examining the relationship between organizational citizenship behavior and public service motivation remain limited, particularly among public employees. This gap provides the main theoretical justification for the present study.

Public service motivation

Public service motivation is regarded as one of the fundamental concepts for understanding why individuals choose to serve the public interest and remain committed to public organizations. Perry and Wise (1990) conceptualized public service motivation as an individual's predisposition to respond to motives grounded primarily in public institutions and organizations rather than personal interests. Since its introduction, the concept has attracted growing attention in public administration research because it provides a valuable framework for explaining employees' attitudes, behaviors, and commitment to public values. Perry (1996) further developed the concept by proposing a multidimensional structure that includes commitment to the public interest, compassion, self-sacrifice, and attraction to public policy making.

Over the past three decades, numerous empirical studies have demonstrated that public service motivation is associated with a wide range of positive organizational outcomes. Employees with higher levels of public service motivation generally report stronger organizational commitment, greater job

satisfaction, higher work engagement, and better individual performance (Bright, 2007; Steijn, 2008; Leisink & Steijn, 2009). A comprehensive review conducted by Ritz et al. (2016) concluded that public service motivation consistently predicts favorable employee attitudes and organizational outcomes across different public sector settings. Similarly, Vandenabeele (2007) argued that public service motivation should be viewed as an institutional characteristic shaped by organizational values and public service norms rather than merely as an individual personality trait.

Recent studies have expanded this perspective by emphasizing that public service motivation develops through the interaction between individual values and organizational conditions. Leadership practices, organizational support, ethical climate, and perceived fairness have all been identified as important factors influencing employees' motivation to serve the public interest (Wright & Pandey, 2008; Homberg et al., 2015). These findings suggest that public service motivation is not a fixed individual characteristic but a dynamic construct that can be strengthened through supportive organizational environments and effective management practices.

The relationship between organizational citizenship behavior and public service motivation

The relationship between organizational citizenship behavior and public service motivation is examined within the framework of the interaction between individuals' intrinsic values and the voluntary behaviors they exhibit within an organizational context. While public service motivation refers to individuals' tendencies to contribute to the public good, assume social responsibility, and demonstrate commitment to public values, organizational citizenship behavior encompasses employees contributing to the organization's effectiveness voluntarily by going beyond their formal job descriptions. In this context, individuals with a strong orientation toward serving the public interest are expected to exhibit a greater degree of voluntary and prosocial behaviors within their organizations.

İyidemirci and Aydın (2018), in their study conducted with 110 employees working in machinery and metal-processing enterprises in the Ostim Organized Industrial Zone, found a positive and statistically significant relationship between employee motivation and organizational citizenship behavior. The same study also reported that motivation and organizational citizenship behavior had negative and statistically significant effects on turnover intention (İyidemirci & Aydın, 2018).

Similarly, Buyruk Akıl and Yalçın (2022), in their study involving 195 teachers, identified a positive, strong, and statistically significant relationship between motivation and organizational citizenship behavior. The authors also found that teachers' motivation and organizational hypocrisy perceptions significantly predicted their organizational citizenship behavior (Buyruk Akıl & Yalçın, 2022).

While studies directly addressing the relationship between public service motivation and organizational citizenship behavior are limited in the literature, there are significant findings that indirectly support the relationship between the two variables. Kim (2006) showed that public service motivation exhibits significant relationships with organizational commitment and extra-role behaviors. Similarly, Leisink and Steijn (2009) determined that public service motivation is related to employees' job performance and organizational attitudes. Although these studies do not directly examine organizational citizenship behavior, they demonstrate that public service motivation is a construct that supports voluntary behaviors aimed at the benefit of the organization.

Vural et al. (2021) examined the effect of meaningful work on organizational citizenship behavior among 104 employees working in residential care and rehabilitation centers. Their hierarchical regression analysis showed that the dimensions of meaningful work positively predicted organizational citizenship behavior. The study specifically reported that employees who attributed positive meaning to their work, perceived their work as meaningful, and had higher levels of motivation exhibited higher levels of organizational citizenship behavior (Vural et al., 2021).

Sağınç et al. (2024) examined public service motivation and organizational identification among 229 employees working in sports federations. Their findings revealed moderate and statistically significant relationships between the dimensions of public service motivation and organizational identification. The study also found that the scores for public sensitivity and responsibility toward society increased significantly as employees' educational attainment increased (Sağınç et al., 2024).

The positive relationship found in the present study is consistent with the positive relationship between motivation and organizational citizenship behavior reported by İyidemirci and Aydın (2018) and the strong positive relationship identified by Buyruk Akıl and Yalçın (2022). It is also consistent with Vural et al.'s (2021) finding that meaningful work and high motivation positively predicted organizational citizenship behavior. Regarding public service motivation, Sağınç et al. (2024) reported significant relationships between public service motivation and organizational identification.

The impact of demographic variables on organizational behaviors and motivation has also received considerable attention in both organizational behavior and public administration literature. Previous studies have shown that demographic characteristics, including age, gender, educational attainment, organizational tenure, and marital status, may shape employees' work attitudes, organizational commitment, motivation, and extra-role behaviors (Ng & Feldman, 2010; Bright, 2007; Wright & Pandey, 2008; Steijn, 2008; Ritz et al., 2016). Likewise, Perry and Wise (1990) argued that public service motivation is influenced not only by institutional factors but also by individual characteristics. Consistent with this body of literature, the findings of the present study indicate that both organizational citizenship behavior and public service motivation differ significantly according to selected demographic characteristics. These findings suggest that personal and professional characteristics may influence employees' willingness to engage in voluntary organizational behaviors as well as their motivation to contribute to the public interest.

Buyruk Akıl and Yalçın (2022) reported that teachers' organizational citizenship behavior differed significantly according to the type of school in which they worked, whereas their organizational citizenship behavior did not differ significantly according to gender, marital status, or professional seniority. The same study found no significant differences in motivation according to gender, marital status, school type, or professional seniority (Buyruk Akıl & Yalçın, 2022).

Sağınç et al. (2024) found significant differences in the public sensitivity and responsibility toward society dimensions of public service motivation according to educational attainment. The authors reported that the mean scores for these dimensions increased significantly as educational attainment increased. They also found that contracted federation employees had significantly higher organizational identification scores than other employees (Sağınç et al., 2024).

Socioeconomic characteristics have likewise been identified as important determinants of employee motivation and organizational behavior. Previous studies have reported that educational attainment enhances employees' professional competence, problem-solving skills, and commitment to organizational objectives, whereas higher income levels are generally associated with greater job satisfaction, stronger organizational commitment, and higher levels of public service motivation (Wright & Pandey, 2008; Bright, 2007; Leisink & Steijn, 2009; Homberg et al., 2015). In addition, Perry and Hondeghem (2008) emphasized that both individual and organizational conditions should be considered when explaining variations in public service motivation.

The finding concerning educational attainment is consistent with the results of Sağınç et al. (2024), who found that employees' public sensitivity and responsibility toward society scores increased significantly with educational attainment. In addition, Kayacı (2025), in a study conducted with 353 public employees in Diyarbakır, identified a positive relationship between public service motivation and job satisfaction. The study also found that perceived organizational politics strengthened this positive relationship, whereas age and professional experience did not have statistically significant moderating effects on the relationship between public service motivation and job satisfaction (Kayacı, 2025).

The national studies reviewed in this section have reported a positive relationship between motivation and organizational citizenship behavior (İyidemirci & Aydın, 2018), a strong positive relationship between teachers' motivation and organizational citizenship behavior (Buyruk Akıl & Yalçın, 2022), positive effects of meaningful work and high motivation on organizational citizenship behavior (Vural et al., 2021), significant relationships between public service motivation and organizational identification (Sağınç et al., 2024), and a positive relationship between public service motivation and job satisfaction (Kayacı, 2025).

Research purpose, method, and results

Purpose and significance of research

The primary objective of this study is to investigate the relationship between public employees' organizational citizenship behavior and public service motivation levels, as well as to determine the extent to which organizational citizenship behavior contributes to explaining public service motivation. In this context, by analyzing the direction and strength of the relationship between these two variables, the aim is to substantiate theoretically predicted interactions through empirical findings. Furthermore, the study seeks to provide a more comprehensive assessment by investigating whether the variables in question vary according to demographic characteristics.

The literature in the field of social sciences highlights that employees' attitudes and behavioral tendencies play a decisive role in shaping organizational outcomes and institutional effectiveness (Robbins & Judge, 2017). Within this framework, investigating the association between organizational

citizenship behavior and public service motivation represents an important area of inquiry for a more comprehensive understanding of organizational dynamics in public institutions. The importance of the present study lies in its attempt to evaluate these two concepts together and to reveal how individual behavioral patterns may influence both organizational functioning and broader public outcomes within the field of public administration. Although both organizational citizenship behavior and public service motivation have been widely addressed as separate constructs in previous studies, research examining the interaction between these variables remains relatively limited, especially in the context of Türkiye. Therefore, this study seeks to contribute to the existing body of knowledge by providing empirical evidence derived from field research and by offering further support for theoretical discussions related to employee behavior and motivation in the public sector.

Research population and sample

The target population of this study consisted of employees working in public institutions and organizations in Kars, Türkiye. A survey was administered to public employees in the provincial center. A complete sampling frame and documented random-selection procedure were not supplied for verification; accordingly, no probability-sampling claim is made. The findings are interpreted with reference to the participating employees rather than presumed to be statistically representative of all public employees in Kars.

A total of 800 public employees participated in the study. Although the sample size is adequate for the statistical analyses reported, sample size alone does not establish representativeness or a population-level margin of sampling error (Cochran, 1977).

Participants represented different age, gender, marital status, educational, years-of-service, and income groups. This demographic diversity permits comparisons within the study sample but does not by itself establish external validity (Fraenkel et al., 2012). Data were collected through face-to-face questionnaires administered to public employees in Kars between May 7 and May 24, 2026. Ethical approval was granted by the Scientific Research and Publication Ethics Committee for Social and Human Sciences of Kafkas University on May 6, 2026 (Decision No. 19, Document No. 100). Data collection therefore began after the stated date of ethics approval.

Data collection and analysis methods

This quantitative study used the survey method for data collection. In preparing the questionnaire, items pertaining to organizational citizenship behavior were adapted from the study titled "Adaptation of the Organizational Citizenship Behavior Scale into Turkish: A Validity and Reliability Study" (Sancar & Bekaroğlu, 2020), which reported the Turkish adaptation and psychometric evaluation of the scale, while items related to public service motivation were adapted from the study titled "Public Service Motivation Scale: Adaptation into Turkish, Validity, and Reliability Study" (Erten & Türkmen, 2022), which reported the Turkish adaptation of the scale. This approach aims to ensure that the measurement instrument utilized in the study is grounded in theoretical foundations and to enhance measurement validity. The data collection process was conducted through in-person interviews with employees working in public institutions within the city center of Kars. The survey instrument employed in the study consists of a total of 35 items, six of which are designed to ascertain the demographic characteristics of the participants. The measurement instrument consists of 17 items to evaluate organizational citizenship behavior and 12 items designed to measure public service motivation.

A five-point Likert scale was used to measure participants' perceived levels regarding the relevant variables. In this context, items were evaluated based on options ranging from "strongly disagree" to "strongly agree." The data obtained were analyzed using SPSS, in accordance with quantitative data analysis procedures. Accordingly, in analyzing the data, advanced statistical techniques were utilized alongside descriptive statistics.

The data obtained in the study were analyzed using IBM SPSS Statistics and IBM SPSS AMOS software packages. Descriptive statistics, frequency and percentage analyses, reliability analysis, Pearson correlation analysis, independent-samples t-test, and one-way analysis of variance (ANOVA) were conducted using IBM SPSS Statistics. Confirmatory Factor Analysis (CFA) and path analysis, which were performed within the framework of structural equation modeling, were conducted using IBM SPSS AMOS. The construct validity of the measurement instruments was evaluated through CFA, while the relationships proposed in the research model were tested through path analysis. Cronbach's Alpha coefficients were calculated to assess the internal consistency reliability of the scales. In addition, skewness and kurtosis values were examined to evaluate the normality of the data distribution.

The score ranges considered in the interpretation of the data obtained from the Organizational Citizenship Scale (OCS) and Public Service Motivation Scale (PSM), along with the meanings conveyed by these ranges, are presented in Table 1.

Table 1: Values for OCS and PSM

Value (Range)	Corresponding Meaning of the Value (Range)
1.00-1.80	Very Low Perception
1.81-2.60	Low Perception
2.61-3.40	Moderate Perception
3.41-4.20	High Perception
4.21-5.0	Very High Perception

Source: Büyüköztürk et al., 2025.

The Turkish adaptation and psychometric properties of OCS were examined by Sancar and Bekaroğlu (2020), while the validity and reliability of PSM were checked by Erten and Türkmen (2022). However, validity and reliability studies were also conducted in this study to increase the validity and reliability of the results. In this context, the construct validity of the scales used in the study was tested with Confirmatory Factor Analysis (CFA), while the reliability of the data was checked with the Cronbach's Alpha internal consistency coefficient. The CFA diagrams of OCS and PSM are presented in Figure 1, and the analysis results are presented in Table 2.

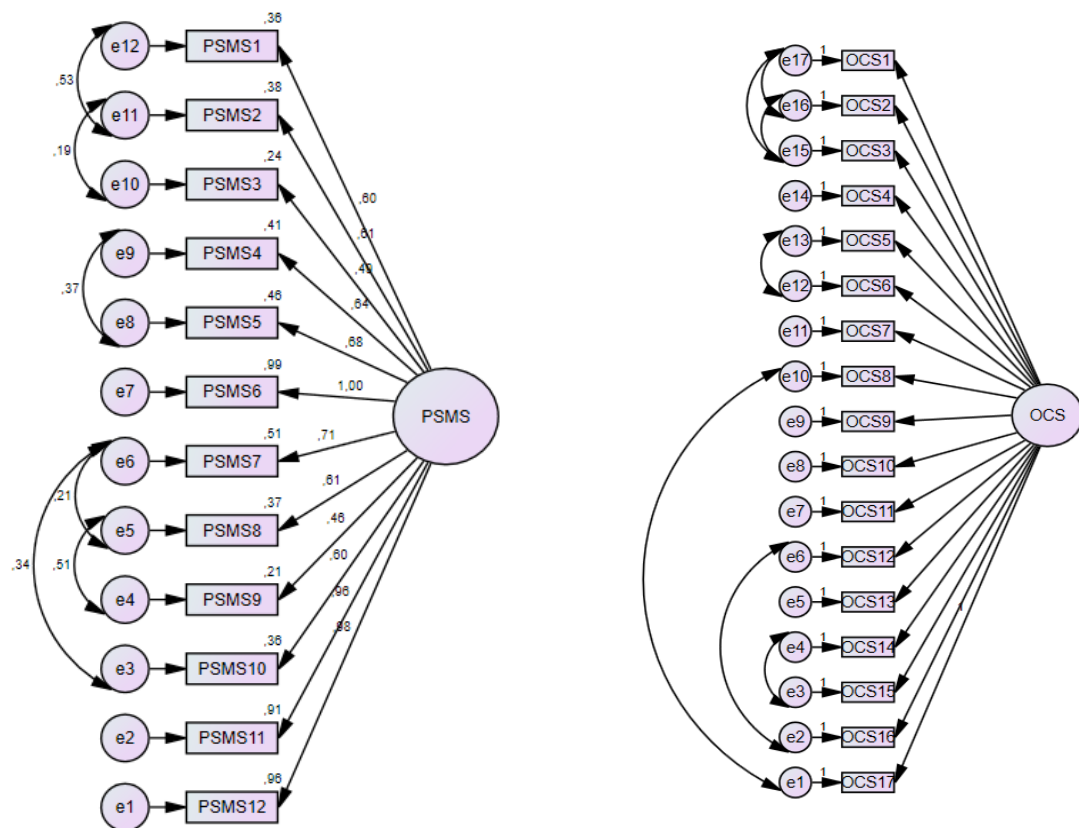


Figure 1: CFA Diagrams of OCS and PSM

Figure 1 presents the CFA diagrams for OCS and PSM, and Table 2 summarizes the reported model-fit indices. The correlated error terms shown in the models were introduced during model modification; these modifications should be interpreted with reference to the item content and measurement framework.

Table 2: CFA Results (Fit Indices*) for OCS and PSM

Fit Indices	Values	Results	Evaluation			
	Good	Acceptable	OCS	PSM	OCS	PSM
CMIN/DF	$0 < \chi^2 / sd \leq 3$	$3 < \chi^2 / sd \leq 5$	2,942	2,217	Good	Good
RMSEA	$0 \leq RMSEA \leq .05$	$.05 \leq RMSEA \leq .08$	.068	.074	Acceptable	Acceptable
GFI	$.90 < GFI \leq 1$	$.80 < GFI \leq .90$	.824	.968	Acceptable	Good
AGFI	$.90 < AGFI \leq 1$	$.80 < AGFI \leq .90$	.842	.938	Acceptable	Good
CFI	$.95 < CFI \leq 1$	$.90 < CFI \leq .94$	.942	.959	Acceptable	Good
RMR	$0 \leq RMR \leq .05$	$0.05 \leq SRMR \leq .10$	.032	.044	Good	Good
TLI	$.95 < TLI \leq 1$	$.90 < TLI \leq .94$	.948	.961	Acceptable	Good
NFI	$.95 < NFI \leq 1$	$.90 < NFI \leq .94$	.928	.977	Acceptable	Good
DF			332	28		
CMIN			976.816	62.084		

Fit Index Reference Range Values: (Byrne, 2011; Hooper et al., 2008; Kline, 2011; Schermelleh-Engel and Moosbrugger, 2003; Yaşlıoğlu, 2017).

Research questions and hypotheses

1- Is there a statistically significant relationship between organizational citizenship behavior and public service motivation?

2- Does the Organizational Citizenship variable have a significant effect on the Public Service Motivation?

3- Does the perception of organizational citizenship differ according to demographic variables?

To test this research question, the following hypotheses were developed:

H1: Participants' perceptions of organizational citizenship differ significantly according to gender.

H2: Participants' perceptions of organizational citizenship behavior differ significantly according to marital status.

H3: Participants' perceptions of organizational citizenship behavior differ significantly according to age groups.

H4: Participants' perceptions of organizational citizenship behavior differ significantly according to income level.

H5: Participants' perceptions of organizational citizenship behavior differ significantly according to educational level.

H6: Participants' perceptions of organizational citizenship differ significantly according to length of service.

4- Does the perception of public service motivation differ according to demographic variables?

To test this research question, the following hypotheses were developed:

H7: Participants' perceptions of public service motivation differ significantly according to gender.

H8: Participants' perceptions of public service motivation differ significantly according to marital status.

H9: Participants' perceptions of public service motivation differ significantly according to age groups.

H10: Participants' perceptions of public service motivation differ significantly according to income level.

H11: Participants' perceptions of public service motivation differ significantly according to educational level.

H12: Participants' perceptions of public service motivation differ significantly according to length of service.

Results

In the analysis of the research data, frequency and percentage analyses were first performed to identify the demographic characteristics of the participants. Subsequently, the validity and reliability of the

measurement scales were evaluated using Confirmatory Factor Analysis (CFA) and Cronbach's Alpha coefficient, while the assumption of normality was assessed based on skewness and kurtosis values. To test the research questions, Pearson correlation analysis, path analysis, independent samples t-test, and one-way analysis of variance (ANOVA) were conducted.

Demographic differences

Table 3: Demographic Results of Participants

Variable	Category	<i>f</i>	%
Age	18-24	102	12.8
	25-30	320	40.0
	31-40	197	24.6
	41-50	108	13.5
	51+	73	9.1
Gender	Female	350	43.8
	Male	450	56.2
Marital Status	Single	311	38.9
	Married	489	61.1
Years of Service	1-5	386	48.3
	6-10	150	18.8
	11-15	115	14.4
	16-20	77	9.6
	21-+	72	9.0
Education Level	High School	64	8.0
	Associate	226	28.3
	Bachelor	376	47.0
	Graduate	134	16.8
Income Level	50001-75000	392	49.0
	75001-100000	187	23.4
	100001-125000	85	10.6
	125001-+	136	17.0

The results in relation to the demographic characteristics of the participants revealed that the sample demonstrates diversity in terms of different age groups, educational levels, and socioeconomic characteristics.

An analysis of the demographic characteristics of the participants indicates that the largest proportion of the sample consists of individuals aged between 25 and 30 years (40.0%). This group is followed by participants in the 31–40 age category (24.6%), the 41–50 age category (13.5%), the 18–24 age category (12.8%), and those aged 51 years and above (9.1%). With regard to gender distribution, male participants constitute 56.2% of the sample, whereas female participants account for 43.8%. In terms of marital status, a majority of the participants are married (61.1%), while 38.9% are single. Evaluation of tenure distributions demonstrates that nearly half of the respondents (48.3%) have between 1 and 5 years of professional experience. Participants with 6–10 years of service represent 18.8% of the sample, followed by those with 11–15 years (14.4%), 16–20 years (9.6%), and 21 years or more of service (9.0%). Regarding educational background, bachelor's degree holders comprise the largest group within the sample (47.0%). Associate degree graduates account for 28.3%, participants with graduate-level education represent 16.8%, and high school graduates constitute 8.0% of the respondents. Finally, an examination of income levels reveals that almost half of the participants (49.0%) are concentrated within the 50,001–75,000 income range. This is followed by the 75,001–100,000 income group (23.4%), the 125,001 and above category (17.0%), and the 100,001–125,000 income bracket (10.6%).

Scale reliability analysis

For the measurement instruments utilized in research to be deemed reliable, the Cronbach's Alpha coefficient must exceed a specific threshold value. In this context, coefficient values of 0.50 or higher indicate that the scale possesses an acceptable level of reliability (Karagöz, 2019). The results of the reliability analysis for the variables examined within the scope of this study are presented in Table 4.

Table 4: Reliability Analysis Results

Scale	Reliability
Organizational Citizenship Scale	0.950
Public Service Motivation Scale	0.855

The results of the reliability analysis revealed a Cronbach's Alpha coefficient of 0.950 for the OCS and 0.855 for the PSM. In the literature, a Cronbach's Alpha value of 0.70 or higher is generally considered sufficient for a scale to be deemed reliable; values above 0.80 indicate a high level of internal consistency, while values above 0.90 point to a very high level (Nunnally & Bernstein, 1994; Field, 2020). In this context, it can be concluded that both scales demonstrate a high level of reliability, and that the OCS, in particular, exhibits a very high level of internal consistency. These results indicate that the scale items are consistent in measuring the same construct, and that the participants' responses to the questions provide a stable and reliable measurement.

Examination of the normality assumption

Table 5: Normality Table

Scales	Skewness	Kurtosis
Organizational Citizenship Scale	-1.252	1.557
Public Service Motivation Scale	-0.121	0.020

The normality results show that the skewness and kurtosis values for the PSM variable are close to zero, indicating that this variable largely satisfies the assumption of normal distribution. In contrast, for the OCS variable, a skewness value of -1.252 reveals that the distribution is left-skewed and that there is a concentration of scores at the higher end. Furthermore, the positive kurtosis value suggests that the distribution exhibits a structure that is more peaked (leptokurtic) than a normal distribution.

Nevertheless, given the large sample size ($n=800$), and considering that parametric tests are relatively robust against the assumption of normality, it is deemed that the observed deviations will not significantly affect the analysis results. Consequently, the use of parametric tests in this study is considered statistically appropriate and acceptable.

Descriptive statistics findings

The descriptive findings related to public employees' perceptions of organizational citizenship behavior and public service motivation, measured through the Organizational Citizenship Scale and the Public Service Motivation Scale, are displayed in Table 6.

Table 6: OCS and PSM Levels

Scale/Dimensions	n	Min.	Max.	$\bar{x}$	Sd	Result
OCS	800	1,00	5,00	3.91	0.84	HIGH
PSM	800	1,42	5,00	3.67	0.73	HIGH

n = Sample size; $\bar{x}$ = Mean; Sd = Standard deviation; Min = Minimum; Max = Maximum.

The range of 1.00–1.80 indicates a very low level; the range of 1.81–2.60, a low level; the range of 2.61–3.40, a moderate level; the range of 3.41–4.20, a high level; and the range of 4.21–5.00, a very high level. In line with these values, the fact that the means for OCS and PSM lie above the scale's midpoint indicates that the participants' perceptions regarding both variables are generally at a high and positive level. A higher mean score for the OCS indicates that this variable is perceived more strongly by the participants. The relatively low standard deviation values show that the responses are closely clustered and consistent. Furthermore, the wide spread of the minimum and maximum values demonstrates that the scale possesses sufficient discriminative power and can capture varying levels of perception.

Results in relation to the first research question

To examine the first research question regarding the presence of a statistically significant relationship between the Organizational Citizenship Behavior Scale and the Public Service Motivation Scale, Pearson correlation analysis was conducted. The findings obtained from this analysis are presented in Table 7.

Table 7: Correlation Analysis Results between the OCS and PSM

		OCS	PSM
OCS	r	1	
	Sig		
PSM	r	0.785**	1
	Sig	< .001	

**significance at the $p < .01$ level

The findings of the Pearson correlation analysis indicate the presence of a strong, positive, and statistically significant association between organizational citizenship behavior and public service motivation. This result suggests that the two variables tend to increase concurrently and display a closely related pattern of interaction. Accordingly, higher levels of organizational citizenship behavior are accompanied by higher levels of public service motivation, implying that these constructs reinforce one another and exhibit complementary organizational dynamics.

Results in relation to the second research question

The path analysis addressing the second research question—whether organizational citizenship behavior statistically predicts public service motivation—is presented in Table 8 and Figure 2.

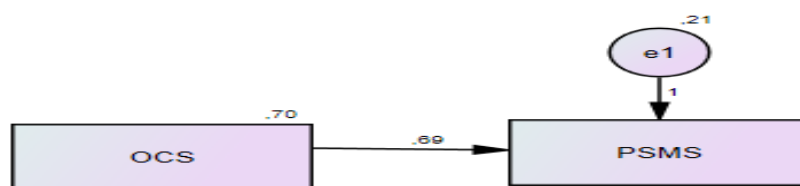


Figure 2: Path Model of OCS and PSM

Table 8: Path Analysis for the Second Research Question (PSM $\leftarrow$ OCS)

Analysis	Standardized β	S.E. of B	C.R. of B	p
PSM $\leftarrow$ OCS	.790	.019	35.864	< .001

Within the scope of the second research question, the path analysis of the association between organizational citizenship behavior and public service motivation is presented in Figure 2 and Table 8. The reported standardized path coefficient was positive ($\beta = .790$, $p < .001$). The standard error (.019) and critical ratio (35.864) relate to the unstandardized coefficient; therefore, these statistics should not be interpreted as inferential statistics for standardized β . As the study is cross-sectional, the findings indicate a statistical association rather than a demonstrated causal effect.

Results in relation to the third research question

The third research question examined whether public employees' perceptions of organizational citizenship behavior differed significantly according to gender, age, marital status, educational level, income level, and length of service. To address this research question, hypotheses H1–H6 were tested using independent-samples t-tests and one-way analysis of variance (ANOVA).

H1 proposed that participants' perceptions of organizational citizenship behavior differ significantly according to gender. The results of the independent-samples t-test are presented in Table 9.

Table 9: Organizational Citizenship Scale Scores by Gender: Independent-Samples t-Test Results

Dimensions	Gender	n	$\bar{x}$	Sd	Df	t	p
OCS	Female	350	3.89	0.87	720.381	-0.843	.400
	Male	450	3.94	0.81			

n = Number of participants; $\bar{x}$ = Mean; Sd = Standard deviation; Df = Degrees of freedom; *t* = t-test statistic; *p* = Probability value (significance level).

The independent-samples t-test results presented in Table 9 indicate that the mean Organizational Citizenship Scale (OCS) score was 3.89 (SD = 0.87) for female participants and 3.94 (SD = 0.81) for male participants. Although male participants had a slightly higher mean score, the difference was not statistically significant, $t(720.381) = -0.843$, $p = .400 > .05$. Accordingly, organizational citizenship behavior did not differ significantly by gender, and H1 was not supported.

H2 proposed that participants' perceptions of organizational citizenship behavior differ significantly according to marital status. The results of the independent samples t-test are presented in Table 10.

Table 10: Organizational Citizenship Scale Scores by Marital Status: Independent-Samples t-Test Results

Dimension	Marital Status	n	$\bar{x}$	Sd	Df	t	p
OCS	Single	311	3.86	.86	798	-1.581	.114
	Married	489	3.95	.82			

The independent-samples t-test results presented in Table 10 indicate that the mean Organizational Citizenship Scale (OCS) score was 3.86 (SD = 0.86) for single participants and 3.95 (SD = 0.82) for married participants. Although married participants had a slightly higher mean score, the difference was not statistically significant, $t(798) = -1.581$, $p = .114 > .05$. Accordingly, organizational citizenship behavior did not differ significantly by marital status, and H2 was not supported.

H3 proposed that participants' perceptions of organizational citizenship behavior differ significantly according to age groups. The results of the one-way analysis of variance are presented in Table 11.

Table 11: Organizational Citizenship Scale Scores by Age Group: One-Way ANOVA Results

Dimensions	Age	n	$\bar{x}$	Sd	Df	F	P	Difference
OCS	(1) 18-24	102	3.82	.86	4, 795	4.554	.001	3>1, 2>5, 3>4, 3>5, 4>5.
	(2) 25-30	320	3.95	.77				
	(3) 31-40	197	4.05	.81				
	(4) 41-50	108	3.85	.87				
	(5) 51+	73	3.61	1.01				

The results of the one-way ANOVA presented in Table 11 revealed a statistically significant difference in Organizational Citizenship Scale (OCS) scores across age groups, $F(4, 795) = 4.554$, $p = .001$. The highest mean score was observed among participants aged 31–40 ($M = 4.05$, $SD = 0.81$), whereas the lowest mean score was found among participants aged 51 years or older ($M = 3.61$, $SD = 1.01$). According to the LSD post-hoc test, participants aged 31–40 had significantly higher OCS scores than those aged 18–24, 41–50, and 51 years or older. In addition, participants aged 25–30 and 41–50 had significantly higher OCS scores than those aged 51 years or older. No statistically significant differences were identified in the remaining pairwise comparisons. Accordingly, organizational citizenship behavior differed significantly across age groups, and H3 was supported.

H4 proposed that participants' perceptions of organizational citizenship behavior differ significantly according to income level. The results of the one-way analysis of variance are presented in Table 12.

Table 12: Organizational Citizenship Scale Scores by Income Level: One-Way ANOVA Results

Dimensions	Income	n	$\bar{x}$	Sd	Df	F	P	Difference
OCS	(1)50.000-75.000	392	3.85	0.79	3, 796	6.08	$p < .001$	1<4, 2<4, 3<4,
	(2)75.001-100.000	187	3.85	1.00				
	(3)100.001-125.000	85	3.94	.83				
	(4)125.001 +TL	136	4.18	0.66				

The results of the one-way ANOVA presented in Table 12 revealed a statistically significant difference in Organizational Citizenship Scale (OCS) scores across income groups, $F(3, 796) = 6.079$, $p < .001$. Participants in the highest income group (125,001 TL and above) had the highest mean OCS score ($M = 4.18$, $SD = 0.66$), whereas participants in the two lowest income groups had the lowest mean scores ($M = 3.85$). The LSD post-hoc test indicated that participants earning 125,001 TL and above had significantly higher OCS scores than those in the 50,001–75,000 TL ($p < .001$), 75,001–100,000 TL ($p < .001$), and 100,001–125,000 TL ($p = .033$) income groups. No statistically significant differences were found among the remaining income groups. Accordingly, organizational citizenship behavior differed significantly across income groups, and H4 was supported.

H5 proposed that participants' perceptions of organizational citizenship behavior differ significantly according to educational level. The results of the one-way analysis of variance are presented in Table 13.

Table 13: Organizational Citizenship Scale Scores by Education Level: One-Way ANOVA Results

Dimensions	Education	n	$\bar{x}$	Sd	Df	F	P	Difference
OCS	(1) high school	64	2.95	1.08	3, 796	38.08	$p < .001$	1<2, 1<3, 1<4, 2<3, 2<4.
	(2) associate	226	3.87	0.84				
	(3) bachelor's	376	4.03	0.70				
	(4) graduate	134	4.11	0.75				

The results of the one-way ANOVA presented in Table 13 revealed a statistically significant difference in Organizational Citizenship Scale (OCS) scores across educational levels, $F(3, 796) = 38.084$, $p < .001$. The highest mean score was observed in the graduate education group ($M = 4.11$, $SD = 0.75$), followed by the bachelor's degree group ($M = 4.03$, $SD = 0.70$), the associate degree group ($M = 3.87$, $SD = 0.84$), and the high school group ($M = 2.95$, $SD = 1.08$). The LSD post-hoc test indicated that the high school group had significantly lower OCS scores than the other three educational groups. In addition, the associate degree group had significantly lower OCS scores than the bachelor's and graduate education groups. No statistically significant difference was found between the bachelor's and graduate education groups ($p = .318$). Accordingly, organizational citizenship behavior differed significantly across educational levels, and H5 was supported.

H6 proposed that participants' perceptions of organizational citizenship behavior differ significantly according to length of service. The results of the one-way analysis of variance are presented in Table 14.

Table 14: Organizational Citizenship Scale Scores by Years of Service: One-Way ANOVA Results

Dimensions	Years of Service	n	$\bar{x}$	Sd	Df	F	P	Difference
OCS	(1) 1-5 years	386	3.92	.75	4, 795	3.06	0.016	1>5, 2>5, 3>5.
	(2) 6-10 years	150	4.04	.91				
	(3) 11-15 years	115	3.96	.82				
	(4) 16-20 years	77	3.84	.89				
	(5) 21 years+	72	3.63	1.02				

The results of the one-way ANOVA presented in Table 14 revealed a statistically significant difference in Organizational Citizenship Scale (OCS) scores across years-of-service groups, $F(4, 795) = 3.062$, $p =$

.016. The highest mean score was observed among participants with 6–10 years of service ($M = 4.04$, $SD = 0.91$), while the lowest mean score was recorded among those with 21 years or more of service ($M = 3.63$, $SD = 1.02$). The LSD post-hoc test indicated that participants with 1–5 years ($p = .008$), 6–10 years ($p = .001$), and 11–15 years of service ($p = .009$) had significantly higher OCS scores than participants with 21 years or more of service. No statistically significant differences were found in the remaining pairwise comparisons. Accordingly, organizational citizenship behavior differed significantly across years-of-service groups, and H6 was supported.

Results in relation to the fourth research question

The fourth research question examined whether public employees' perceptions of public service motivation differed significantly according to gender, age, marital status, educational level, income level, and length of service. To address this research question, hypotheses H7–H12 were tested using independent-samples t-tests and one-way ANOVA test.

H7 proposed that participants' perceptions of public service motivation differ significantly according to gender. The results of the independent-samples t-test are presented in Table 15.

Table 15: Public Service Motivation Scale Scores by Gender: Independent-Samples t-Test Results

Dimensions	Gender	n	$\bar{x}$	Sd	Df	t	p
PSM	Female	350	3.70	.78	704.250	1.094	.274
	Male	450	3.64	.70			

The independent-samples t-test results presented in Table 15 indicate that the mean Public Service Motivation Scale (PSM) score was 3.70 ($SD = 0.78$) for female participants and 3.64 ($SD = 0.70$) for male participants. Although female participants had a slightly higher mean score, the difference was not statistically significant, $t(704.250) = 1.094$, $p = .274 > .05$. Accordingly, public service motivation did not differ significantly by gender, and H7 was not supported.

H8 proposed that participants' perceptions of public service motivation differ significantly according to marital status. The results of the independent-samples t-test are presented in Table 16.

Table 16: Public Service Motivation Scale Scores by Marital Status: Independent-Samples t-Test Results

Dimensions	Marital Status	n	$\bar{x}$	Sd	Df	t	p
PSM	Single	311	3.60	.73	798	-2.033	.042
	Married	489	3.71	.74			

The independent-samples t-test results presented in Table 16 indicate that the mean Public Service Motivation Scale (PSM) score was 3.60 ($SD = 0.73$) for single participants and 3.71 ($SD = 0.74$) for married participants. Married participants had a statistically significantly higher mean PSM score than single participants, $t(798) = -2.033$, $p = .042 < .05$. Accordingly, public service motivation differed significantly by marital status, and H8 was supported.

H9 proposed that participants' perceptions of public service motivation differ significantly according to age groups. The results of the one-way analysis of variance are presented in Table 17.

Table 17: Public Service Motivation Scale Scores by Age Group: One-Way ANOVA Results

Dimensions	Age	n	$\bar{x}$	Sd	Df	F	P	Difference
PSM	(1) 18-24	102	3.69	.68	4,795	1.512	.197	—
	(2) 25-30	320	3.62	.71				
	(3) 31-40	197	3.77	.80				
	(4) 41-50	108	3.68	.67				
	(5) 51+	73	3.60	.79				

The results of the one-way ANOVA presented in Table 17 indicated that Public Service Motivation Scale (PSM) scores did not differ significantly across age groups, $F(4, 795) = 1.512$, $p = .197 > .05$. Although participants aged 31–40 had the highest mean score ($M = 3.77$, $SD = 0.80$) and those aged 51 years or older had the lowest mean score ($M = 3.60$, $SD = 0.79$), the overall difference was not statistically

significant. Accordingly, public service motivation did not differ significantly across age groups, and H9 was not supported.

H10 proposed that participants' perceptions of public service motivation differ significantly according to income level. The results of the one-way analysis of variance are presented in Table 18.

Table 18: Public Service Motivation Scale Scores by Income Level: One-Way ANOVA Results

Dimensions	Income	n	$\bar{x}$	Sd	Df	F	P	Difference
PSM	(1)50.000-75.000	392	3.53	.64	3, 796	11.18	p < .001	1<2,1<4, 3<4
	(2)75.001-100.000	187	3.77	.84				
	(3)100.001-125.000	85	3.70	.74				
	(4)125.001 +TL	136	3.91	.73				

The results of the one-way ANOVA presented in Table 18 revealed a statistically significant difference in Public Service Motivation Scale (PSM) scores across income groups, $F(3, 796) = 11.180$, $p < .001$. Participants in the highest income group (125,001 TL and above) had the highest mean PSM score ($M = 3.91$, $SD = 0.73$), whereas participants in the lowest income group (50,000–75,000 TL) had the lowest mean score ($M = 3.53$, $SD = 0.64$). The LSD post-hoc test indicated that participants in the 75,001–100,000 TL income group had significantly higher PSM scores than those in the 50,000–75,000 TL group. Participants earning 125,001 TL and above also had significantly higher PSM scores than those in the 50,000–75,000 TL and 100,001–125,000 TL income groups. No statistically significant differences were found in the remaining pairwise comparisons. Accordingly, public service motivation differed significantly across income groups, and H10 was supported.

H11 proposed that participants' perceptions of public service motivation differ significantly according to educational level. The results of the one-way analysis of variance are presented in Table 19.

Table 19: Public Service Motivation Scale Scores by Education Level: One-Way ANOVA Results

Dimensions	Education	n	$\bar{x}$	Sd	Df	F	P	Difference
PSM	(1) high school	64	3.28	.84	3, 796	8.10	p < .001	1<2, 1<3, 1<4.
	(2) associate.	226	3.64	.72				
	(3) bachelor's	376	3.71	.68				
	(4) graduate	134	3.78	.79				

The results of the one-way ANOVA presented in Table 19 revealed a statistically significant difference in Public Service Motivation Scale (PSM) scores across educational levels, $F(3, 796) = 8.100$, $p < .001$. The lowest mean score was observed among participants with a high school education ($M = 3.28$, $SD = 0.84$), whereas the highest mean score was found among participants with a graduate degree ($M = 3.78$, $SD = 0.79$). An examination of the group means indicated that public service motivation scores tended to increase with higher educational attainment. According to the LSD post-hoc test, participants with an associate degree, a bachelor's degree, and a graduate degree had significantly higher PSM scores than those with a high school education. No statistically significant differences were found among the remaining educational groups. Accordingly, public service motivation differed significantly across educational levels, and H11 was supported.

H12 proposed that participants' perceptions of public service motivation differ significantly according to length of service. The results of the one-way analysis of variance are presented in Table 20.

Table 20: Public Service Motivation Scale Scores by Years of Service: One-Way ANOVA Results

Dimensions	Years of Service	n	$\bar{x}$	Sd	Df	F	P	Difference
PSM	(1)1-5 years	386	3.61	0.68	4, 795	1.77	0.133	-----
	(2)6-10 years	150	3.79	0.81				
	(3) 11-15 years	115	3.72	0.76				
	(4) 16-20 years	77	3.63	0.71				
	(5) 21+ years	72	3.67	0.79				

The results of the one-way ANOVA test, conducted to determine whether participants' Public Service Motivation Scale scores differed according to their years of service, indicate that public service motivation did not differ significantly across years-of-service groups. Accordingly, no significant differences were observed in public service motivation levels among employees with different lengths of service.

When the group means are examined, participants with 6–10 years of service reported the highest mean public service motivation score, followed by those with 11–15 years, 21 years or more, 16–20 years, and 1–5 years of service. Although minor differences in mean scores were observed across the service-year groups, these differences were not statistically significant. Therefore, it can be concluded that public service motivation remains relatively stable regardless of employees' years of service. Based on this finding, H12 was rejected.

Discussion, conclusion, and recommendations

This section presents the discussion of the research findings, the conclusion, and the recommendations.

Discussion

The study revealed a strong positive association between organizational citizenship behavior (OCS) and public service motivation (PSM), supported by the correlation and path analyses. Employees reporting more voluntary organizational contributions also tended to report stronger public service motivation; the cross-sectional design, however, does not establish causality. Kim (2006) reported a relationship between PSM and organizational citizenship behavior among Korean public employees, while Pandey et al. (2008) examined PSM and interpersonal citizenship behavior. De Geus et al. (2020) emphasized the roles of organizational conditions, including leadership, justice, trust, and job satisfaction, and Ingrams (2020) likewise examined PSM and organizational citizenship behavior alongside workplace factors. Together, these studies indicate that voluntary organizational behavior should be considered in its institutional context.

Vandenabeele (2007) emphasized the institutional foundations of PSM, and Ritz et al. (2016) associated it with positive employee and organizational outcomes. Erten and Türkmen (2022) established the validity and reliability of a Turkish adaptation of the PSM scale; Kayacı (2025) reported an association between PSM and job satisfaction among public employees, while Timuroğlu and Çokgören (2019) found a positive relationship between organizational trust and citizenship behavior. These findings provide context for the association observed in the present study.

The demographic results were construct-specific. OCS differed significantly by age, income, education, and years of service, but not by gender or marital status. PSM differed by marital status, income, and education, but not by gender, age, or years of service. Married participants reported higher PSM scores than single participants. Kayacı (2025) likewise found that age and professional experience did not significantly moderate the relationship between PSM and job satisfaction; this does not imply that the present study tested the same moderating relationships.

Both OCS and PSM differed across income and educational groups. In OCS, the highest income group scored significantly higher than all three other groups; in PSM, only selected income-group comparisons were significant. Educational-group means were generally higher in the more advanced categories, although not every pairwise difference was significant. Organizational experience and institutional factors have been discussed in relation to PSM (Camilleri, 2007; Moynihan & Pandey, 2007); Huang (2022) addressed the role of public administration education. Income-related differences should be interpreted without assuming that income caused higher motivation or citizenship behavior (Naff & Crum, 1999; Kaiser, 2014).

OCS differed significantly across age and service-year groups, whereas PSM did not. The LSD comparisons for OCS indicated that employees with 1–5, 6–10, and 11–15 years of service scored higher than those with at least 21 years of service; other service-year comparisons were not significant. These findings do not support a uniform decline with age or tenure. Ritz et al. (2016) noted that demographic associations with PSM vary across studies. The different patterns observed for OCS and PSM suggest that organizational climate and employees' work experiences merit attention alongside demographic characteristics.

Overall, the demographic differences provide context for, but do not explain, the strong statistical association between OCS and PSM. Organizational conditions and individual experiences were not tested as mechanisms in the present analyses; future studies may examine their roles directly.

Conclusion

This study examined OCS and PSM among 800 public employees in Kars, Türkiye. The variables were strongly and positively correlated ($r = .785$, $p < .001$); OCS also significantly predicted PSM in the specified path model ($\beta = .790$, $p < .001$). As the data are cross-sectional, these findings establish association rather than a causal effect.

OCS differed significantly according to age ($F(4, 795) = 4.554$, $p = .001$), income ($F(3, 796) = 6.079$, $p < .001$), education ($F(3, 796) = 38.084$, $p < .001$), and years of service ($F(4, 795) = 3.062$, $p = .016$), but not gender ($p = .400$) or marital status ($p = .114$). The highest income group scored above the other income groups. Participants with 1–5, 6–10, and 11–15 years of service scored above those with 21 or more years; the other service-year comparisons were not significant.

PSM differed significantly by marital status ($t(798) = -2.033$, $p = .042$), income ($F(3, 796) = 11.180$, $p < .001$), and education ($F(3, 796) = 8.10$, $p < .001$). Married participants had higher mean PSM scores than single participants. Significant income differences occurred between selected groups, not all income categories. No significant overall difference was found by gender ($p = .274$), age ($p = .197$), or years of service ($p = .133$).

Although closely associated, OCS and PSM did not show identical demographic patterns: age and service years differentiated OCS but not PSM, while marital status differentiated PSM but not OCS. Income and educational attainment differentiated both variables. These results should not be interpreted as evidence that demographic attributes themselves cause changes in either construct.

The sample was drawn from public employees in one province and relied on self-reported data collected at one point in time. Accordingly, the findings may not generalize to all public employees, and the direction of the relationship between OCS and PSM cannot be established. Comparative and longitudinal studies could provide stronger evidence.

Recommendations

Because OCS and PSM were strongly associated, public institutions may consider practices supporting voluntary participation, cooperation, trust, and employee involvement. Opportunities to express views, contribute to decisions, and receive recognition may support a constructive organizational environment; their effects were not tested in this study.

Educational and income-group differences suggest that professional development, fair personnel practices, and working conditions deserve attention. In-service education may address public values, ethical responsibility, citizen-oriented service, and teamwork. Income associations should not be construed as evidence that higher pay directly increases OCS or PSM.

Age and service-year differences in OCS may warrant attention to employees' changing professional experiences through orientation, mentoring, recognition, and career development. Because PSM did not differ significantly by age or service years, such characteristics should not be used alone to infer employees' public service motivation. Gender did not significantly differentiate either construct; marital status differentiated PSM only. Organizational practices should avoid assumptions about individuals based on these characteristics.

Future research may include employees from other provinces and institutions, use longitudinal or multi-source data, and test organizational commitment, job satisfaction, ethical leadership, organizational trust, perceived organizational support, and organizational identification as potential mediators or moderators. Such designs could help clarify the relationship between OCS and PSM without attributing causality to the present cross-sectional findings.

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The author has no conflict of interest to declare.

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Ethics committee approval for this study was obtained from the Kafkas University Social Sciences and Humanities Scientific Research and Publication Ethics Committee on May 6, 2026, under Decision No. 19 (Document No. 100).

Informed Consent and Voluntary Participation:

Participation in the study was voluntary. Participants were informed about the purpose of the research, and their informed consent was obtained before data collection.

Data Availability Statement:

The data supporting the findings of this study are available from the corresponding author upon reasonable request, subject to the protection of participants' confidentiality and applicable ethical requirements.

The research data were analyzed using IBM SPSS Statistics and IBM SPSS AMOS. Descriptive statistics, frequency and percentage analyses, reliability analysis, Pearson correlation analysis, independent-samples t-tests, and one-way analysis of variance (ANOVA) were performed using IBM SPSS Statistics. Confirmatory factor analysis (CFA) and path analysis within the framework of structural equation modeling were conducted using IBM SPSS AMOS.

Use of Artificial Intelligence:

ChatGPT (OpenAI) was used solely for English language editing, grammar correction, and proofreading of the manuscript. The author reviewed and approved the final text and takes full responsibility for the content of the article.

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