

Trust in Leaders as Mediator of Public Service Motivation and Organizational Citizenship Behavior in Government-Owned and Controlled Corporations

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ABSTRACT

Organizational citizenship behavior (OCB) is an important dimension of effective public service delivery, but its correlation with other variables in the workplace remains uncharted. This study seeks to investigate the mediating role of trust in leaders in the correlation between public service motivation (PSM) and OCB among the employees of Government-Owned and Controlled Corporations (GOCCs) in Davao City. The study used a quantitative method, and 323 respondents completed structured survey questionnaires. The results were analyzed using JAMOVI to establish the correlation and mediation roles. The findings indicate that trust in leaders is an important amplifier of the correlation between PSM and OCB. Employees with high levels of PSM and OCB also have high levels of trust in leaders, and this is a symbiotic relationship. This finding is significant in that it underscores the importance of trust in leaders not only as a tool for enhancing motivation and behavior but also as an important factor in organizational effectiveness. Moreover, trust and engagement building is consistent with SDG 11, which advocates for sustainable, resilient, and inclusive governance practices to improve public service delivery and community well-being.

Keywords: public administration, trust in leaders, public service motivation, organizational citizenship behavior, government-owned and controlled corporations, mediation, Philippines

INTRODUCTION

Organizational citizenship behaviors that are not included in job descriptions are often required under such uncertain conditions, they are important to the success of the organization but cannot be required (Alamsyah & Anugrah, 2025). Human behavior, as mentioned by Badke-Schaub and Schaub (2021) and Sapiro (2024), is also accountable for organizational problems, these behaviors often times affected by the scope of organizational factors, such as problems associated with individual and collective trust, as well as organizational citizenship behavior. This means that in the scenario of the delivery of public services in the public sector, especially in GOCCs of the Philippines, supportive behavior among coworkers and commitment beyond job duties are generally recognized to contribute significantly (Miarni & Ibrahim, 2025). The understanding of the operation of OCB within its organizational context is therefore a challenge to workers in the public sector (Ingram, 2020).

The need to address organizational behavior is very important in order to avoid situations that could negatively affect performance and reduce leaders' trust (Sapiro, 2024). The concept of OCB is very important in developing a supportive work environment that enhances public satisfaction beyond the performance standards specified in the formal job description (Liu et al., 2024). When it comes to organizational development, there are certain functions that organizational citizenship behavior performs. Dumayas and Dura (2024) state that autonomy in employee behavior and action is beneficial for the effective management of a company. For example, it is widely acknowledged that OCB is a key performance enhancer in the public sector. There are valid grounds to assume that OCB has a particular significance in public organizations in view of the importance of generalized citizenship in government-citizen relationships and the objectives of public administration reforms to achieve a higher level of organizational responsiveness to citizens (Ingrams, 2020). Similarly, chronic issues and bureaucratic inefficiency pose important challenges for Public Service Motivation in Philippine government sectors (Tersona & Lagura, 2025). Consequently, PSM is often seen as a major factor in OCB within the public sector. This supports the idea that government employees engage in extra-role behavior mainly due to their natural desire to serve the public (Miarni & Ibrahim, 2025).

The development of OCB is critical as it enhances the performance of the organization and creates a peaceful and effective working environment (Hadi et al., 2025). According to the study by Zhang et al., (2023), organizational citizenship behavior is effective in controlling the mutuality among the members of a work unit, hence improving performance and organizational success. The concept of organizational citizenship behavior may play a significant role in the successful running of the organization and can enhance the performance of public service, irrespective of whether they are recognized or not (Molines et al., 2022). Indeed, individuals who have a high level of PSM are fond of organizational citizenship behavior since such kind of employees exhibit helping behavior towards others in the organization, hence improving the performance of the organization (Peng, Peng, Lei, & Xie, 2024). Additionally, the level of trust in leaders (TIL), is a factor that contributes to the enhancement of the behavior of employees' organizational citizenship behavior (Wahyuni et al., 2021). Some related studies indicate that PSM can substitute for the relationship between leadership and OCB since it offers individuals internal motivation to serve their organizations and fellow employees (Ingrams, 2020).

The findings not only add to the relevance of OCB by examining the international trends, cooperation, and conceptual association beyond sustainability, but it can be said that the study initiative to emphasize the sustainable development goal (SDG 11) of OCB, which aims to achieve sustainable cities and communities in the Philippines. For example, with the urban problems in the Philippines, such as waste and disaster issues, employees in public sectors have to go beyond their formal roles (Alamsyah & Anugrah, 2025). Hadi et al., (2025) stated on their study that employees who feel supported and cared for by their leaders are more likely to go beyond their formal roles, which include activities such as helping colleagues, building team spirit, and addressing organizational issues. Therefore, the relevance of the study to OCB is very important as it improves organizational performance and provides a more harmonious work environment.

The theories of trust in leaders, public service motivation, and organizational citizenship behavior are used in this study. It also discusses how citizens participate in governance beyond their official roles. extra role behavior of citizens in governance. Participating in community programs, giving feedback, supporting local initiatives, and exhibiting leadership in governance are some of the examples of extra role behavior of citizens (Santos, et al. 2023).

Public service motivation theory, developed by Perry and Wise, which has been improved further in recent literature, is the basis of the research. According to the theory, the need to serve the public is motivated through a combination of normative, emotional, and rational factors in response to particular contexts (Malbasias & Lagura, 2026). For example, people may be inspired to follow leaders who seem to genuinely want to serve the public. They start going the extra mile by joining neighborhood programs, offering constructive criticism, or supporting regional development programs. In this way, PSM acts as a bridge in our view. It connects citizens' perceptions of leadership with their own participation (Aryal & Kaur, 2026).

Social Exchange Theory (SET) supports the correlations between OCB and trust in leaders. The exchanges between supervisors and subordinates include favors from the supervisor and are perceived as proximate or direct social exchanges. Trust can also be developed out of an exchange relationship with the expectation that it will be built over time (Lee et al., 2024). According to Mohamed and Lahlimi (2025), employees are more likely to perform behaviors that benefit the company, such as going beyond the call of duty to perform tasks that are not even required of them, if they see that the leadership is highly supportive.

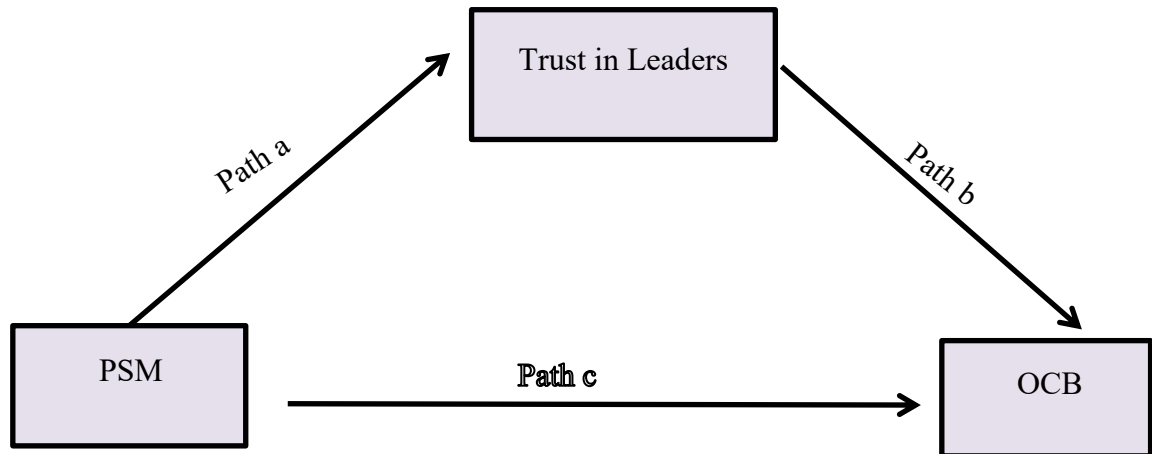
All these theories show the significant relationship between public service motivation (PSM), and the mediating role that trust in leaders (TIL) plays in developing and improving organizational citizenship behavior (OCB). The researcher believes that by considering trust in leaders as a mediating factor, it is easier to grasp how OCB is impacted by public service motivation. Employees may already possess an inner drive to serve, but it is also dependent on how much trust these employees have in their leaders. In this way, trust is an essential link between motivation and actual behavior.

Figure 1 presents a mediation model where Public Service Motivation (PSM) directly and indirectly influences Organizational Citizenship Behavior (OCB) through Trust in Leaders (TL). Path A describes the relationship between trust in leaders and PSM. This suggests that workers are more likely to build trust in leaders as they grow and become motivated to serve the public. When workers see that leaders are dependable, open, and dedicated to serving the common good, trust levels are likely to build up in most Philippine government agencies. Workers who value service highly are more likely to look up to leaders who value service highly, and this will build trust (EON Group & Ateneo de Manila University, 2024). Path B highlights how employees' trust in leaders directly influence their organizational citizenship behaviors (OCB). When employees trust their leaders, they feel ease and motivated to do more than just the job description. For example, supporting each other and creating a positive working environment. Recent studies have also emphasizes the importance of trust in promoting these extra-role behaviors considering that it provides the employees with a strong relational platform in the workplace (Lee et al., 2024; Luo et al., 2025).

The immediate effect of PSM on OCB is seen through path c. This means that workers who are high in their motivation to serve the public are likely to be going above and beyond the call of duty regardless of the inclusion of trust. They would naturally be inclined to do those things that are best for the organization and the community simply because they are motivated to serve the public (Luo & Choong 2025).

The mediation take place through the indirect impact of PSM on OCB through trust in leaders, in addition to the direct impact. To elaborate further, workers who are internally motivated to serve the public are more likely to trust their leaders, which in turn leads them to exhibit organizational citizenship behavior. Hence, trust acts as the mediator between the internal motivation of workers and their external behavior in the organization (Lee et al., 2024)

Figure 1. Conceptual Framework of the Study



This research is necessary since the current situation of governance in the region shows that despite the implementation of various national and local initiatives aimed at giving government employees a range of professional skills, thereby improving their organizational behavior and leadership, there are still a number of problems and issues involving government employees (Rabaca & Badiola, 2025). Moreover, there was still a lack of research on the relationship between organizational behavior and public service motivation, especially in terms of workplace trust in leaders as the mediating or outcome variable. This assumption was confirmed by the study conducted by Esmlami & Taheri (2023), and the factors of PSM and OCB have been given little attention in the previous literature, which supports this assumption. The majority of the literature has only focused on PSM and OCB, without considering trust in leaders as a mediator. Hence, there is a need for research that can identify the importance of employees' organizational behavior and eliminate barriers to improve public service motivation and leadership trust. In addition, the study combined the role in the achievement of the UN Sustainable Development Goal 11 (SDG 11) on sustainable cities and communities by encouraging institutional members to display positive behavior, driven by trust and motivations that convert policy into action.

This research attempts to fill these gaps by exploring the mediating role of trust in leaders between public service motivation (PSM) and organizational citizenship behavior (OCB) by integrating the present literature on how these mediations are created in Government-owned and controlled corporations (GOCC) in the Philippines. Generally, this research attempts to (1) determine the degree of trust in leaders (TIL), (2) examine public service motivation on workplace issues, (3) measure the dimensions of OCB such as conscientiousness, altruism, civic virtue, courtesy, and sportsmanship, (4) explore the direct relationship between PSM and OCB, and (5) determine the mediating role of trust in leaders between PSM and OCB. The hypotheses of the research pertain to several significant linkages and dimensions of Organizational Citizenship Behavior (OCB) in government-owned and controlled corporations (GOCC). To begin with, it hypothesizes that there is no significant linkage between organizational citizenship behavior (OCB), public service motivation (PSM), and trust in leaders (TIL). It also tries to determine whether there is any exogenous variable that significantly affects OCB, and whether there is an optimal model that can best

describe the variables that influence OCB in these units. These research hypotheses form the basis for exploring the intricate relationships of OCB and its variables in the context of PSM and TIL as mediators. From the researcher's perspective, this study has both global and social significance because of its focus on the importance of OCB, the proof of its beneficial effects, and its alignment with public service motivation (PSM) and trust in leaders (TIL) in the controlled corporations. Aside from that, this study also makes a dual contribution because it summarizes the current knowledge and indicates the directions for further study. From the philosophical perspective, it assists in organizing and consolidating an ever-expanding body of knowledge by illuminating its foundations and future direction. From an operational point of view, it provides academics, professionals, and leaders with insights into how trust in leadership can be used as a strategic tool to ensure organizational citizenship behavior (Mohamed & Lahlimi, 2025). This, in turn, leads to sustainable cities and communities for Sustainable Development Goal 11 (SDG 11) to organizational success in the area of controlled corporations in the twenty-first century.

METHODS

This section of the proposed dissertation address a number of important aspects and procedures pertaining to research respondents, materials and instruments, and design and procedure.

Research Respondents

The study was done in Davao City, Philippines, with the target population of 300 participants from various employees of government-owned and controlled corporations (GOCC). On February 2025, a total of 150,766 permanent filled positions for all government entities in Region XI-Davao, but this is for all government positions, not just GOCCs and does not state the breakdown for Davao City itself (Department of Budget and Management, 2025).

The type of sampling used was stratified sampling. This ensured that all employees in the region of Davao City have an equal chance of being selected and included in the final sample based on the overall population of the city on GOCCs. This approach also gave all individuals in the study group a chance of being selected as respondents (Apostol & Torcino, 2023).

In the survey, a total of 323 respondents were able to be gathered based on the following criteria; a regular or permanent employee of a GOCC, employees with at least one year of experience in the organization, and most importantly, the researcher ensured that the participants' participation in the survey was voluntary and without penalty. The respondents in each government agency representing the GOCC employees in Davao City were selected proportionately based on the size of the population. This provides a better accuracy of error estimation since the size of the sample of each government agency is proportional to the size of the population.

The Inclusion and exclusion criteria of the research were in line with the objectives of the research. This ensured that the data collected was relevant. Only permanent rank and file personnel with a minimum of one year's experience in GOCCs were considered. The respondents' rights were protected throughout the research. This ensured that the respondents were free to participate or opt out of the research at will without any penalties.

Materials and Instrument

This study examined the mediating effect of trust in leaders and the level of public service motivation and organizational citizenship behavior in GOCC. The study utilized modified and contextualized survey questionnaires from authentic online journal sources. The questionnaire was modified by the researcher from Habeeb (2019), Flavian, Guinaliu, and Jordan (2019), and Dela Salde and Gempes (2018). The

questionnaire was founded on 20 items, which recognized the significance of determining the level of organizational citizenship behavior in GOCC. The questionnaire was based on five factors of OCB. Successively, the questionnaire was founded on 16 items with four indicators of PSM. The questionnaire aimed at determining the level of public service motivation in GOCC. Finally, the researcher modified a questionnaire developed by Flavian et al., (2019) which compromised the four aspects of trust in leaders in GOCC with twenty items. The research paper has undergone a rigorous process of continuous improvement. First and foremost, the researcher submitted the paper to her research adviser for improvement and suggestions on how to improve the presentation of the paper. The suggestions made by the adviser were followed and implemented before the data collection process. The improved paper includes. These were improved upon based on the mistakes, comments, and suggestions provided by professional validators. The group of experts and an external evaluator further improved and confirmed the final version, ensuring the highest quality of research.

In order to ensure the validity of the questionnaires, the researcher took great pains to assemble a panel of competent validators. Four internal validators, each of whom had extensive knowledge of the field of study, gave the questionnaire the needed careful scrutiny. In addition, a renowned professor of DPA, a KCAST Vice President who served as an external validator, also contributed his valuable insight. Each of the validators rated the research questionnaire using a scale of 1-5, taking into consideration the validity and dependability of the questions. On the issue of confirming the questionnaires, the questionnaires were assessed by the internal and external validators, with a mean score of 4.59, which falls under the category of "Very Good". The individual scores slightly differed among the validators, with two of the internal validators scoring the questionnaire as "Excellent" (5.00), while others scored them between 3.57, 4.85, and 4.57, showing a high level of consensus on the validity of the questionnaires.

The validity of the questionnaire was determined by the face and content validity, while the reliability was determined by path analysis among five GOCCs in Davao City. The variables have excellent internal consistency with Cronbach Alpha values above 0.90. The standard deviation of Trust in Leaders was 0.48 with a mean of 4.39, which is "Very High". The standard deviation of Public Service Motivation was 0.45 with a mean of 4.38, also "Very High". The standard deviation of Organizational Citizenship Behavior was 0.42 with a mean of 4.25, also "Very High". These variables are very reliable together.

Design and Procedure

The research design adopted in this study was quantitative because the study only involved numerical information. The data was collected using a structured questionnaire, which required the respondents to indicate their level of agreement with a series of statements on the subject. The use of this kind of questionnaire ensured that the respondents were able to provide straightforward and rapid answers. Quantitative research design enables the summarization of data using measures such as the mean, median, and standard deviation. It also enables the investigation of the relationship between variables using tools such as regression analysis and Pearson correlation. In this type of research, there are normally independent and dependent variables, which may be affected by the independent variable (Jakobo & Taifa, 2025).

This research was approved by the panel, and it began during the second semester of the 2024-2025 school year. The researcher formally asked for permission from the dean of the graduate school of the University of Mindanao and from the regional manager of each GOCC agency in Davao City before the actual data gathering took place. The researcher submitted the necessary documents to an ethics committee for review to ensure that the moral standards were observed.

After obtaining the necessary approval, the researcher personally met with the respondents to discuss the purpose of the research. Each item in the questionnaire was mentioned to ensure that all items were understood by the respondents. This was also one of the ways to ensure that a proper and truthful response was obtained. After that, the surveys were collected and analyzed using the help of a statistician. The analysis used the necessary tools to interpret the results and obtain findings. Mean was used to establish the levels of trust in leaders, public service motivation, and organizational citizenship behavior among the employees and supervisors. Mean and standard deviation were employed to establish the relationship that prevails between the variables, and path analysis was used to establish which of the variables was the most dominant. Stratified random sampling was also employed to establish the most suitable model of organizational citizenship behavior for the employees of GOCC in Davao city.

Using a comprehensive scale, the researcher analyzed the responses of the respondents. The scale started from a very high level for the independent variable, which is the public service motivation (PSM) in GOCC, to the dependent variable, the organizational citizenship behavior (OCB) with means score ranging from 4.25 to 4.38, indicating a very high level. In the mediating variable, a mean score of 4.39 in trust in leaders is observed in GOCC, indicating a very high level. A score ranging from 4.13 - 4.17 indicates a high level, where individual observes the manifestation of the variables. A score ranging from 2.60–3.39 indicates a moderate level, where individuals occasionally observe the manifestation of the variables. A score ranging from 1.80–2.59 indicates a low level, where the respondents rarely observe the occurrence of situations. Finally, a mean score ranging from 1.00 to 1.79 indicates a highly minimal level, where the occurrence of variables was hardly observed. This study used stratified random sampling, a method that helps make sure all key subgroups within the population are properly represented.

The design was relevant since the study aimed at describing and measuring the respondents' perceptions without manipulating any variable. The data was collected using a structured survey questionnaire with a likert scale. The analysis was conducted using descriptive statistics, where the mean was used to establish the level of the indicators while the standard deviation was used to establish the variability of the responses. The mean scores were interpreted using descriptive categories such as high and very high. The use of descriptive statistics in the analysis ensured that the perceptions of the respondents were presented in an objective manner.

The research followed the guidelines set by the University of Mindanao Ethics and Review Committee (UMERC) to ensure that the results are ethically sound. The process was used to ensure that the participants were voluntarily taking part in the survey, that they were not revealing their identities, and other processes related to the anonymity of the participants, the minimization of potential risks, and the emphasis of relative benefits. It is with this that the University of Mindanao Ethics Review Committee (UMERC) approved the research with a Certificate of Approval on January 8, 2025 with protocol number UMERC- 2024-478.

RESULTS AND DISCUSSION

This section presents and analyzes the data gathered and assessed regarding public service motivation, organizational citizenship behavior and trust in leaders among employees of government-owned and controlled corporations in Davao City.

Public Service Motivation of Employees in Government-Owned and Controlled Corporation

Table 1 presents the overall descriptive statistics on public service motivation of the respondents. The overall results indicate that the public service motivation was generally very high, with an overall mean

score of 4.38 (SD = 0.45). Among the dimensions, commitment to public values scored the highest mean of 4.53 (SD = 0.49), which shows that the respondents highly value the importance of serving the public interest and adhering to ethical principles in their profession. This was followed by compassion with a mean of 4.49 (SD = 0.57) and attraction to public participation with a mean of 4.36 (SD = 0.52), which were also described as very high. Self-sacrifice scored a mean of 4.13 (SD = 0.69) and was described as high.

Table 1

Level of Public Service Motivation in Government-Owned and Controlled Corporations

Indicator	SD	Mean	Descriptive Level
Attraction to public participation	0.52	4.36	Very High
Commitment to public values	0.49	4.53	Very High
Compassion	0.57	4.49	Very High
Self-Sacrifice	0.69	4.13	High
Overall	0.45	4.38	Very High

This implies that although the respondents are ready to give priority to public and organizational goals rather than personal interests, this dimension is stated to a slightly lesser extent than the other dimensions. The findings convey that the respondents show a high level of motivation to serve the public, which is evident from their high commitment to public values, empathy with others, and engagement with public service.

To support the findings on public service motivation (PSM), Dagohoy and Dura (2022) found that city government employees in the Davao Region exhibited a high level of public service motivation. Their study indicated that employees who are selfless, empathetic, and interested in policy-making are more inclined to serve the public. This suggests that public employees in local government settings generally perform their duties with positive intentions and a strong sense of compassion for the community. Likewise, Tudy (2024) examined public service motivation among government employees from various agencies across Luzon, Visayas, and Mindanao and found that commitment to public interest emerged as one of the strongest indicators of employee motivation. This finding implies that government workers tend to prioritize the welfare of the general public over personal interests (Boot, 2024). Although the concept of public interest has been interpreted from different ideological and ethical perspectives (Machakaire & Mokhele, 2024), public servants are nonetheless expected to uphold the principle of the common good in the performance of their official duties.

Organizational Citizenship Behavior in Government-Owned and Controlled Corporations

Table 2 shows the overall results of Organizational Citizenship Behavior, it indicates that employees in GOCCs has a very high level of OCB, with an overall mean score of 4.25 and a standard deviation of 0.42. Among the dimensions, courtesy is the most prominent (M = 4.37, SD = 0.48, Very High), which indicates that people are polite, respectful, and considerate of each other on a daily basis. Conscientiousness (M = 4.30, SD = 0.56, Very High) and sportsmanship (M = 4.25, SD = 0.55, Very High) are also very high, which indicates that the participants take their responsibilities seriously and deal with difficulties with a cooperative and patient approach. Altruism (M = 4.17, SD = 0.58, High) and civic virtue (M = 4.17, SD

= 0.54, High) are slightly lower but still indicate a genuine desire to help others and contribute to the well-being of the organization. Overall, the mean score is (M = 4.25, SD = 0.42, Very High).

Table 2

Level of Organizational Citizenship Behavior in Government-owned and Controlled Corporations

Indicator	SD	Mean	Descriptive Level
Altruism	0.58	4.17	High
Courtesy	0.48	4.37	Very High
Sportsmanship	0.55	4.25	Very High
Conscientiousness	0.56	4.30	Very High
Civic Virtue	0.54	4.17	High
Overall	0.42	4.25	Very High

The findings from the research suggest a workplace where respect, teamwork, and commitment are demonstrated, and this is a positive environment that is created. Such behaviors are not only encouraging but also important in creating a healthy organizational culture.

These findings are consistent with previous studies suggesting that engaged employees are naturally motivated to go beyond their formal responsibilities. Hasanuddin (2020), Na-Nan et al. (2021), and Dumayas and Dura (2024) point out that such employees show behaviors like being courteous, taking initiative, and making thoughtful decisions that benefit the organization. They keep themselves updated on organizational events, adjust to internal changes, and pay attention to important announcements, demonstrating both responsibility and commitment. Likewise, Nitafan and Idris (2024) found that employees in the Davao Region regularly exhibit high levels of organizational citizenship behavior, willingly assisting colleagues, joining activities that support the organization, and displaying diligence, responsibility, and a strong work ethic. These actions collectively create a positive and productive work environment where collaboration and mutual support thrive.

Trust in Leaders in Government-Owned and Controlled Corporation

Table 3 indicates that the overall respondents display a very high level of trust in their leaders on all the dimensions of trust. Justice was the most highly rated dimension with a mean score of 4.46 (SD = 0.51, Very High), suggesting that the employees view their leaders as fair and impartial in their decision-making. Integrity (M = 4.42, SD = 0.52, Very High) and benevolence (M = 4.37, SD = 0.51, Very High) were also viewed as very high, suggesting that the employees trust their leaders to be honest and ethical in their dealings and to have a genuine concern for their well-being. Empathy (M = 4.33, SD = 0.58, Very High) suggests that the leaders are viewed as understanding and considerate of the employees' feelings and needs. The overall score (M = 4.39, SD = 0.48, Very High) suggests a very high level of trust, implying that the employees feel protected, valued, and cared for by their leaders, which is important for a positive and motivating work environment.

Table 3

Level of Trust in Leader in Government-owned and Controlled Corporations

Indicator	SD	Mean	Descriptive Level
Benevolence	0.51	4.37	Very High
Integrity	0.52	4.42	Very High
Empathy	0.58	4.33	Very High
Justice	0.51	4.46	Very High
Overall	0.48	4.39	Very High

The findings indicate that the employees trust their leaders in a genuine manner and have faith in their leadership. Justice was scored the highest, and this indicates that the leaders are perceived as fair and make decisions that are not biased. Integrity, benevolence, and empathy were also scored very high, and this indicates that the leaders are honest, caring, and take notice of the employees' needs. Overall, this high level of trust in the leadership creates a positive and motivating work environment.

These findings are supported by previous studies on trust in leadership. For instance, Bantam and Pradana (2024) found that Generation Z employees in Indonesia tend to place strong trust in their leaders, whether they work in virtual or traditional settings. They further explain that trust involves believing that a leader will act in ways that are meaningful and supportive, even without direct supervision. Likewise, Ivziku et al. (2024) observed that nurses in an Italian public hospital who trusted their leaders were more likely to develop loyalty not only to their leaders but also to their teams and the organization as a whole. This sense of trust and loyalty, in turn, encourages employees to remain committed to their roles, their units, and their profession over the long term.

Relationship of Public Service Motivation and Organizational Citizenship Behavior

As shown in Table 4, the overall analysis of all the dimensions of Public Service Motivation (PSM) is significantly and positively related to Organizational Citizenship Behavior (OCB). Attraction to Public Participation is strongly related to Courtesy ($r = 0.482, p < 0.001$) and Overall OCB ($r = 0.528, p < 0.001$), while Commitment to Public Values is most strongly related to Overall OCB ($r = 0.474, p < 0.001$). Compassion is also positively related to Courtesy ($r = 0.490, p < 0.001$) and Overall OCB ($r = 0.507, p < 0.001$). However, Self-Sacrifice is most strongly related to all the dimensions of OCB, including Overall OCB ($r = 0.626, p < 0.001$). Overall, employees with higher levels of PSM, particularly those who are willing to put public interests first, tend to display stronger citizenship behaviors, with Overall PSM being very strongly related to Overall OCB ($r = 0.678, p < 0.001$).

Table 4

Significance on the Relationship between Public Service Motivation and Organizational Citizenship Behavior

Public Service Motivation	Organizational Citizen Behavior					
	Altruism	Courtesy	Sportsmanship	Conscientiousness	Civic Virtues	Overall
Attraction to public participation	.453*	.482**	.335**	.305**	.462**	.528**

	0.000	0.000	0.000	0.000	0.000	0.000
Commitment to public values	.438**	.474**	.346**	.259**	.315**	.474**
	0.000	0.000	0.000	0.000	0.000	0.000
Compassion	.441**	.490**	.413**	.327**	.288**	.507**
	0.000	0.000	0.000	0.000	0.000	0.000
Self-Sacrifice	.485**	.505**	.470**	.460**	.486**	.626**
	0.000	0.000	0.000	0.000	0.000	0.000
Overall	.572**	.613**	.499**	.436**	.493**	.678**
	0.000	0.000	0.000	0.000	0.000	0.000

Employees who are driven by the need to serve the public are more likely to go above and beyond their call of duty. They are more likely to be helpful, ethical, and place the interests of the organization and the public above their own. In general, employees with high levels of public service motivation are likely to be team players and have a positive attitude towards their workplace.

Several scholars have supported this idea. Ingrams (2020) found that Public Service Motivation (PSM) is positively linked to Organizational Citizenship Behavior (OCB). Employees who are genuinely committed to public service are more likely to go beyond their formal duties and help others. This pattern appears in both public and private organizations, where strong public service values contribute to better organizational performance. Additionally, the study of Eslami and Taheri (2023), supports the link between public service motivation and organizational citizenship behavior. It revealed that when public service motivation was correlated with the elements of organizational citizenship behavior, particularly with altruism, conscientiousness, and civic virtue, it indicated an affirmative positive impact on public service motivation.

Relationship of Public Service Motivation and Trust in Leader

Table 5 shows that employees with higher levels of public service motivation are more likely to trust their leaders. Those with high Attraction to Public Participation view their leaders as fair and compassionate, with the strongest link to Justice ($r = 0.378, p < 0.001$). Employees who value public service trust their leaders even more when they display integrity ($r = 0.476, p < 0.001$) and overall fairness ($r = 0.472, p < 0.001$). Employees who are compassionate view their leaders favorably, especially in terms of overall trust ($r = 0.488, p < 0.001$), and those who are willing to make personal sacrifices still display high levels of trust in all aspects of their leaders (Overall $r = 0.430, p < 0.001$). Public service motivation promotes a positive work environment where employees feel confident in their leaders, which in turn fosters teamwork and a positive organizational culture.

Table 5
Significance on the Relationship between Public Service Motivation and Trust in Leader

Public Service Motivation	Trust in Leader				
	Benevolence	Integrity	Empathy	Justice	Overall
Attraction to public participation	.297*	.335**	.316**	.378**	.366**
	0.000	0.000	0.000	0.000	0.000
Commitment to public values	.384**	.476**	.415**	.434**	.472**
	0.000	0.000	0.000	0.000	0.000

Compassion	.430**	.457**	.431**	.454**	.488**
	0.000	0.000	0.000	0.000	0.000
Self-Sacrifice	.351**	.406**	.389**	.412**	.430**
	0.000	0.000	0.000	0.000	0.000
Overall	.458**	.523**	.487**	.526**	.550**
	0.000	0.000	0.000	0.000	0.000

The results indicate that employees who are motivated to serve the public are more trusting of their leaders. Employees who value public participation and are compassionate in nature perceive their leaders as fair and caring. Employees who hold high public values and are willing to make sacrifices perceive their leaders more favorably. In summary, high public service motivation is essential in fostering trust, teamwork, and a supportive work environment.

These results align with findings from the previous studies, for instance, according to the findings of Huang and Liu (2023), trust in leaders emerges as a key mechanism that strengthens employees' willingness to serve the public, translating positive leadership practices into higher motivation and commitment. The results highlight that cultivating trust through moral and benevolent leadership is more effective in sustaining public service motivation than relying on authority or control within the organization. Similarly, According to Kim and Kim (2024), trust is fundamental to the proper functioning of society and to democratic governance, the findings of their study concluded that trust are positively related to PSM, with trust being the stronger predictor of PSM.

Relationship of Trust in Leaders and Organizational Citizenship Behavior

In Table 6, the results indicate the overall findings that trust in leaders is positively related to Organizational Citizenship Behavior (OCB) on all dimensions. Employees who view their leaders as benevolent, integrity-oriented, empathetic, and fair are more likely to go the extra mile in their work. Benevolence has very high correlations with Overall OCB ($r = 0.581, p < 0.001$), while integrity and justice are also very strongly related to citizenship behaviors, especially those of Courtesy, Sportsmanship, and Civic Virtues. Overall, trust in leadership is most strongly related to Overall OCB ($r = 0.637, p < 0.001$), indicating that when employees trust the fairness and character of their leaders, they are more likely to be motivated to make a positive contribution to the organization.

Table 6

Significance on the Relationship between Trust in Leader and Organizational Citizen Behavior

Trust in Leader	Organizational Citizen Behavior					
	Altruism	Courtesy	Sportsmanship	Conscientiousness	Civic Virtues	Overall
Benevolence	.410*	.481**	.447**	.432**	.466**	.581**
	0.000	0.000	0.000	0.000	0.000	0.000
Integrity	.391**	.491**	.462**	.456**	.452**	.584**
	0.000	0.000	0.000	0.000	0.000	0.000
Empathy	.407**	.449**	.443**	.427**	.445**	.565**
	0.000	0.000	0.000	0.000	0.000	0.000

Justice	.346**	.450**	.479**	.478**	.479**	.580**
	0.000	0.000	0.000	0.000	0.000	0.000
Overall	.429**	.516**	.505**	.494**	.508**	.637**
	0.000	0.000	0.000	0.000	0.000	0.000

The findings of the study indicate that when the employees trust their leaders, they are more likely to go beyond the call of duty in their job. Fair, caring, and honest leaders motivate employees to help each other and make the organization a positive place to work.

These findings are consistent with previous studies on organizational citizenship behavior (OCB) and trust in leaders within government institutions. Lee et al. (2024) noted that employees’ trust in their leaders develops after they cognitively assess the leader’s trustworthiness. This trust then shapes how employees behave in the organization. When employees trust their leaders, they are more willing to go beyond their formal duties and demonstrate organizational citizenship behavior. Thus, trust in leaders serves as an emotional link that translates perceptions of trustworthiness into positive, voluntary work behavior. Similarly, Ertosun and Aşçı (2021) reported a strong relationship between trust in leaders and several dimensions of OCB, such as altruism, civic virtue, conscientiousness, and courtesy, with civic virtue emerging as the most strongly affected dimension. Their findings further indicate that trust in leaders encourages employees to take on additional responsibilities and actively participate in work-related activities. Overall, their study highlights the crucial role of leaders in fostering a climate of trust within the organization.

Mediation Analysis

As shown in Table 7, the overall results are that Public Service Motivation (PSM) has a significant positive effect on Organizational Citizenship Behavior (OCB), both directly and indirectly through Trust in Leaders (TL). The indirect effect of PSM on OCB via TL is 0.191 (SE = 0.0276, β = 0.208, z = 6.94, p < 0.001), suggesting that trust mediates about 30.7% of the total relationship. Unpacking the mediation, the components show that PSM is a strong predictor of trust in leaders (estimate = 0.586, SE = 0.0494, β = 0.550, z = 11.84, p < 0.001), and TL has a significant positive effect on OCB (estimate = 0.327, SE = 0.0382, β = 0.379, z = 8.56, p < 0.001). The direct effect of PSM on OCB is 0.432 (SE = 0.0406, β = 0.470, z = 10.63, p < 0.001), whereas the total effect is 0.623 (SE = 0.0376, β = 0.678, z = 16.56, p < 0.001). These findings indicate that the more employees are motivated by public service values, the more they will exhibit citizenship behaviors, and this relationship will be strengthened if they trust their leaders, which emphasizes the crucial role of leaders in converting motivation into meaningful contributions to the organization.

Table 7

Mediation of Trust in Leader on Public Service Motivation and Organizational Citizen Behavior

Type	Effect	Estimate	SE	β	z	p
Indirect	PSM \Rightarrow TL \Rightarrow OCB	0.191	0.0276	0.208	6.94	< .001
Component	PSM \Rightarrow TL	0.586	0.0494	0.550	11.84	< .001
	TL \Rightarrow OCB	0.327	0.0382	0.379	8.56	< .001

Type	Effect	Estimate	SE	β	z	p
Direct	PSM \Rightarrow OCB	0.432	0.0406	0.470	10.63	< .001
Total	PSM \Rightarrow OCB	0.623	0.0376	0.678	16.56	< .001

Percent of Mediation = 30.7%

This implies that when employees are motivated to serve the public, they are more likely to extend beyond their duties and make a positive contribution to the organization. This is even more likely to happen when they trust their leaders, since trust in leadership is a factor that promotes cooperation, helpfulness, and commitment. Trust is what helps to ensure that the motivation of employees is translated into actions that are beneficial to the group and the organization as a whole.

To support this findings, several studies across different industries have confirmed the relationship between public service motivation (PSM) on organizational citizenship behavior (OCB) and the mediation effect of trust in leaders (TL) specifically in government settings. For example, the studies of Eslami and Taheri (2023) shows a positive relationship between public service motivation and organizational citizenship behavior in organizations. They concluded in their studies that High levels of public service motivation among organizational staff are more likely to be linked to increased organizational citizenship behavior, which in turn affects the public organization's overall performance. Another study corroborates the findings, the research conducted by Huan and Liu (2023) showed that trust in leaders mediates public service motivation (PSM) and other variables like authoritarian leadership, kindness, and ethics in the public sector resulting in positive outcomes. Similarly, Ertosun and Aşçı's (2021) discovered that, with the exception of sportsmanship, altruism, civil virtue, conscientiousness, and courtesy-based organizational citizenship behaviors are all associated with trust in leaders. These findings suggested the significance of trust in leaders as a key mediator in the relationship between organizational citizenship behavior (OCB) and public service motivation (PSM). In particular, servant leadership and other trust-building leadership philosophies can indirectly raise OCB by influencing PSM.

Mediation Model of Trust in Leader on Public Service Motivation and Organizational Citizenship Behavior

This part is about the relationship between the variables in the study. This path model examines the relationship between public service motivation (PSM) and organizational citizenship behavior (OCB), both directly and indirectly. The figure above shows a mediation model which describes how Public Service Motivation (PSM) influences Organizational Citizenship Behavior (OCB) both directly and indirectly via Trust in Leaders (TL). The relationship between PSM and TL is strong and positive (0.59), which indicates that employees with high levels of public service motivation also have high levels of trust in their leaders. Additionally, trust in leaders is positively related to OCB (0.33), which means that employees who trust their leaders are likely to go above and beyond in their work. Interestingly, the relationship between PSM and OCB is negative (-0.43) and direct, which may indicate that when trust in leadership is controlled, certain aspects of motivation may be related to citizenship behavior in unexpected ways. Overall, the model shows that trust in leaders is an important mediator, which indicates that both motivation and trust are important in encouraging employees to go above and beyond in their work.

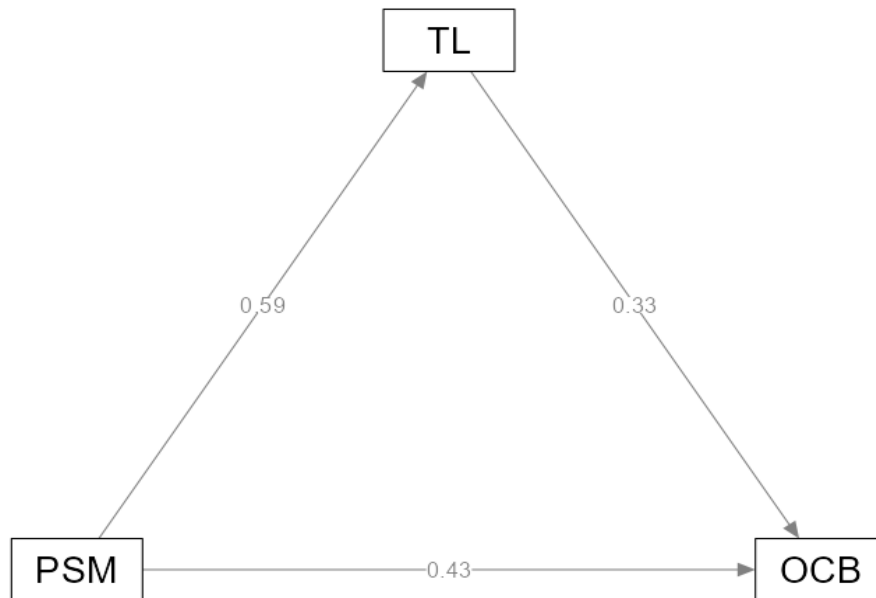


Figure 2. Mediation Path Model of Trust in Leader Between Public Service Motivation and Organizational Citizen Behavior

This path model demonstrates how public service motivation (PSM) can improve the organizational citizenship behavior (OCB) among employees, leading to enhanced trust in leaders in the workforce. The statement emphasizes the mutuality of public service motivation and organizational citizenship behavior variables fostering trust in leaders on the personnel.

In keeping with the aforementioned assertion, for example, a manager who listens actively and promotes staff ideas, is respected by the employees. Workers are more likely to go the extra mile because they feel their efforts are appreciated and aligned with leadership goals. This trust sustains and enhances employee motivation. Consequently, the research is supported by a large number of studies. Evidence from research by Ingrams (2020) indicate a positive association between public service motivation and organizational citizenship behavior. Workers who are driven by public service motivation are more likely to be connected within OCB. Ertosun and Aşçı (2021) indicates that the elements of organizational citizenship behavior are strongly correlated with the variable of trust in leaders resulting in a positive outcome within the organization. Furthermore, Huang and Liu (2023) concluded that trust in leaders positively relates to PSM. Trust in leaders was found to mediate the relationship between PSM and other factors such as benevolence and morality. These studies are important in representing how trust in leaders moderates public service motivation and organizational citizenship behavior, resulting positive behavior and motivated employees that build trust leading to positive performance and attained organizational goals in the public sector

CONCLUSION AND RECOMMENDATION

The study's descriptive findings indicate that employees in GOCC have a very high level public service motivation, and therefore, they were also drawn to public work, devoted to public values, empathetic, and self-sacrificing. Among the indicators, commitment to public values, compassion and appeal to public involvement scored the highest while self-sacrifice scored the lowest. In the same manner, GOCC workers show a very high level of OCB. Courtesy, conscientiousness, and sportsmanship were rated very high, while altruism and civic virtue were rated high. This indicated that the employees of GOCCs are highly cooperative and actively involved in organizational affairs.

Moreover, the degree of trust in Leaders was perceived to be very high among the employees of GOCCs in Davao City, which indicates that the employees have a high level of confidence in their leaders. Justice was perceived to be the highest, followed closely by integrity, benevolence, and empathy, which indicates that the employees perceive their leaders as fair, ethical, caring, and understanding.

In the correlation of Public Service Motivation (PSM) and Organizational Citizenship Behavior (OCB), PSM strongly and significantly correlated positively with Organizational Citizenship Behavior of the employees of GOCCs in Davao City, as the overall correlation revealed a strong relationship. Among the dimensions, self-sacrifice had the highest correlation with overall citizenship behavior, followed by attraction to public participation, compassion, and commitment to public values, which suggest that employees who value public interest are more likely to go beyond the call of duty. These findings are in support of the notion that a stronger sense of public service values among GOCC employees is related to a higher level of cooperation, responsibility, and volunteerism in the workplace.

In addition, Public Service Motivation was found to have a positive and significant relationship with Trust in Leaders among the employees of GOCCs in Davao City, which means that employees who have strong values of public service are likely to view their leaders as trustworthy. Compassion and commitment to public values had the strongest relationship with overall trust, while attraction to public participation and self-sacrifice had a moderate but significant relationship. The results suggest that employees of GOCCs who are motivated by public service are likely to see their leaders as fair, ethical, empathetic, and just.

Consistently, Trust in Leaders was found to have a strong and positive relationship with Organizational Citizenship Behavior among the employees of GOCCs in Davao City, which suggests that employees who trust their leaders are more likely to perform extra-role behaviors. Integrity and Benevolence had the strongest relationships with overall citizenship behavior, while Empathy and Justice also had strong positive associations with all dimensions of OCB. These results suggest that employees who view their leaders as ethical, fair, and caring are more likely to display altruistic, cooperative, and responsible behaviors in the workplace.

The mediation analysis revealed that Trust in Leaders partially mediates the relationship between Public Service Motivation and Organizational Citizenship Behavior among GOCC employees in Davao City. Roughly 30% of the relationship between public service motivation and citizenship behavior is mediated by employees' trust in their leaders, and the other 70% is direct. This suggests that both strong public service values and trust in leaders are essential for encouraging proactive and cooperative behaviors in the workplace.

The results of this study supported the research's theoretical underpinnings. Employees' trust in leaders in public organizations is largely determined by their organizational citizenship behavior and motivation for public service. The validity of the theoretical framework has been confirmed by the strong positive correlations and the significant impact on trust in leaders. By using the conception theoretical associations,

the path analysis showed positive correlations between the variables of organizational citizenship behavior and public service motivation. The study demonstrated the quality of encouraging organizational citizenship behavior and public service motivation in order to boost employee's trust in leaders in government-owned and controlled corporations (GOCC). This validates the research's theoretical presumptions.

Based on the study's conclusions, the following suggestions offer specific, doable actions that are arranged into two primary clusters for both real-world application and additional research.

The study's findings suggest that the Government-Owned and Controlled Corporations (GOCCs) in the Philippines need to enhance their initiatives that can help develop Public Service Motivation (PSM) among their employees. Ethics enhancement, value formation, and community service programs can help the employees retain their high level of commitment to public values, compassion, and attraction to public participation. GOCCs should also prioritize building a culture of trust within their organizations. This can be done by promoting transparent decision making, consistent communication, and fairness in policies and practices. Government organizations should invest in leadership development programs that focus on justice, integrity, benevolence, and empathy. When leaders act in a fair and ethical manner, they are able to build trust, which in turn encourages employees to act in a proactive and cooperative manner. Feedback, decision-making, and recognition of ethical leadership can help build trust at all organizational levels.

Second, HR practitioners play a vital role in shaping organizational culture. HR should be encouraged to design and implement training programs focused on leadership trust, emotional intelligence, and effective communication. HR units may also establish feedback mechanisms where employees can safely express concerns and evaluate leadership practices. This will help maintain a healthy and trusting work environment. Also, they must adopt approaches that connect motivation, trust, and organizational citizenship behavior. These approaches include rewarding employees who exhibit extra-role behaviors, such as altruism, courtesy, sportsmanship, conscientiousness, and civic virtue. Building on the idea of encouraging cooperation between motivated employees and trusted leaders can help improve overall organizational effectiveness and the workplace environment. By promoting motivation, trust, and organizational citizenship, the Philippines can develop a more responsible and high-performing workforce.

For employees, they are encouraged to actively participate in fostering a positive organizational culture by maintaining professionalism, cooperation, and open communication. While leadership plays a key role, trust is a two-way process. Employees should also engage constructively, support organizational initiatives, and uphold the values of public service in their daily work.

For Future Researchers, they may explore other variables that could further explain the relationship between PSM and OCB, such as organizational culture, job satisfaction, or leadership styles. Researchers may also consider using mixed methods or qualitative approaches to gain deeper insights into employees' lived experiences. Expanding the study to other regions or types of public institutions can also help validate and generalize the findings.

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