

## **Examining the Relationship between Organizational Trust, Organizational Citizenship Behavior and Job Satisfaction (Case study of Customs Department)**

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### **Abstract**

*The aim of this study is to examine the relationship between organizational trusts, organizational citizenship behavior and job satisfaction of employees. The populations in this study are employees of the Customs Department. Sampling method of this study is simple random sampling using Cochran formula and sample size is equal to 182 people. Researcher to collect data used questionnaire that included 44 questions. All questions for the whole are five-item Likert. Structural relations model, in this study, was used to analyze the data. To determine the validity and reliability of the questionnaire, content validity and Cronbach's alpha coefficient were obtained in order of job satisfaction. Specter (1997), 0.87, Organizational Trust Inventory Rother (2003), 0.86, and organizational citizenship behavior of Lee and Alan (2002) are equal to 0.89. For data analysis and hypothesis testing, was used lisrel statistical software was used. The results showed that there is a significant relationship between organizational trust, organizational citizenship behavior and job satisfaction.*

**Keywords: Organizational trust, Organizational citizenship behavior and Job satisfaction.**

## **Introduction**

One of the things that improve the business is to focus on job satisfaction of employees in the organization and the view of many managers is to increase job satisfaction that will improve their performance (Way et al., 2010). Spector (1997) knows job satisfaction is about how people feel about their jobs in general, or with respect to its various aspects (Javadeian et al., 2009). According Metle, job satisfaction indicates how people are feeling about the job and its various aspects, and the extent to which people love their job. The most widely accepted definition is "the positive feeling of satisfaction from a job is a job evaluation".

Melbourne and Francis (1961) stated that more satisfaction is a valuable source of information for the managers. Job satisfaction is sign of how people feel about their jobs, when compared to their expectations of different aspects of the work situation. Job satisfaction is important in theory and in practice. From a scientific standpoint, knowledge on job satisfaction can help future managers to understand how to motivate their subordinates to increase productivity. Understanding job satisfaction may be relative to performance, organizational efficiency and other issues, including job rotation (Metle, 2003). Considering job satisfaction can guide employees' behavior in such a way that it would affect the functioning and organizational tasks and lead to the positive and negative behavior. On the other hand trust in the organization is a key element because it creates participation and participation in organizations has always been important. Experts believe that trust can lead to collaboration between individuals, groups and organizations. Today, organizations are seeking new ways to enhance cooperation between individuals and groups and taking advantage of it effects. Today, scholars of various fields, including business management, describe processes of confidence in the business environment as strategy, organizational behavior, and inclusive participation (Gareth & Jenes, 1998). Shaw defines the confidence as belief in others; because we are dependent on others to achieve our wishes. Charlton says that employees trust their leaders and leaders should match their words with their deeds (Martins, 2002). In addition researchers have shown that organizations are looking for workers who go beyond expectations; desire to beat the behaviors that are not part of their official duties and their job. Generally, they have high organizational citizenship behavior (Raminfar et al., 2010).

Nowadays the voluntary and useful effort refers to learning extra role behaviors or organizational citizenship behavior. Organizational citizenship behavior is complex behaviors which are outside the range of behaviors required for individuals in the workplace, but in creating a desirable social and psychological atmosphere in the workplace which plays pivotal role. In the last 25 years witnessed a wide range of management and organizational research (Blakely et al., 2005). Clement and Vanderberghe (2000), stated that these behaviors equipped organizations to bring more benefits and reduce the need for costly formal mechanisms (Clement & Vanderberghe, 2000). The aim of this study was to examine the relationship between organizational trust, organizational citizenship behavior and job satisfaction.

### The Literature Review

According to Smith et al. (1969), job satisfaction, is an impressive feeling or reaction to the aspects of the job. According Edam et al. (1990) job satisfaction refers to the positive or negative feelings about working staff. In other words, satisfaction is an emotional evaluation of the work (Sora et al., 2005). Study of job satisfaction is important from two perspectives: first, the human aspect that deserves to be treated fairly and with respect by staff and second, from behavioral aspect that considers job satisfaction as a guide of employee behavior in such a way that effect on their performance and organizational tasks and consequently may lead to the positive and negative behavior. Experts believe that job satisfaction is an attitude. Definitionally, job satisfaction is an attitude toward work and in simple language it is how one feels about the job and its various aspects (Zaki, 2005). In Table (1), we present several definitions of job satisfaction.

Table 1: historical definition of job satisfaction (researcher)

Year	Researcher	The definition of job satisfaction
1935	Hoppock	Job satisfaction means mental, physical and environmental satisfaction of staff.
1984	Dawis & Lofquis	Job satisfaction is the outcome of individual assessments about this issue that how much work environment to satisfy his needs (Nasiri, 2009).
1990	Balzer & et al	Job satisfaction is individual feelings about the job or the experience of previous experiences, current expectations or other job opportunities (Asadi et al., 2002)
1996	Robbins	Job satisfaction is the difference between the amount of bonuses that employee receives and what he thought that he should receive (Robbins, 1998).
1997	Chandan	Job satisfaction is the kind of emotions and positive attitudes toward their jobs (Asadi et al., 2002).
1999	Acker	Job satisfaction are defined as a pleasant emotional and resulting individual assessment of its position in relation to job characteristics and dimensions (Zandipour and Javid, 2012)
2000	Spector	Job satisfaction is an attitude that shows how people feel about their jobs in general or with respect to various aspects. In simple words satisfaction is an indicator that shows the amount of interest of people to their jobs (Naami and Zargar, 2009)
2000	Oshagbemi	Job satisfaction is a positive emotional response to a specific job (Nadiri and Tanuva, 2010).

### Effects of job satisfaction

Job satisfaction leads to increased productivity, organizational commitment, physical and mental health. As a result, individual spirits go up and their life will be happy. They try to acquire

new skills and ultimately their performance will improve (Yazdi and Jafari, 2011). Lack of job satisfaction also reduces employee morale and low morale at work is undesirable. Some indicators of low morale include: anxiety, absence from work, late, employee turnover and early retirement (Comber and Barybal, 2007).

In general, job satisfaction leads to increased individual productivity. The worker has to be committed to the organization, to ensure his individual physical and mental health, increased individual spirit generates life satisfaction and to quickly learning of new skills of job. Research shows that when members gain job satisfaction, the absence or delay in job or even turnover decrease. Job dissatisfaction leads to issues such as anxiety, depression, stress, damaged personal relationships, wrath of the small stuff, the harassment sensitivity, forgetfulness, inability to make decisions and the lack of concentration. (Sadeghi, Fathi, 2003).

Satisfaction generates a sense of belonging to the organization and thus workers galvanize their interest and efforts in achieving the organization's objectives. Briefly, individual performance is desirable in addition to high effectiveness. Work accidents, absenteeism, delays and disputes in the workplace are less observed factors in the individual. Thus providing job satisfaction in addition to increasing the quality of work and reduced absenteeism and employee turnover caused mental and physical health. This will impact directly and effectively on their positive attitudes towards supervisors, colleagues ... (Farahmand and Sharifian, 2006).

### **Organizational citizenship behavior**

There aren't many definitions of organizational citizenship behavior. The major definition of this concept emanated from the work of Organ (1983). He says: "organizational citizenship behavior is, individual behavior, arbitrary and extra duty that is directly or indirectly effective in increasing the functionality of an organization, not organized by the formal reward system, (Hitt, 2006 ).

Organ and Batman in 1990 introduced two types of organizational citizenship behavior:

- A) Commitment to good working conditions and avoiding harming workers and their organizations, with behaviors such as complaints, appeal and accusations in minor issues;
- B) Active and positive participation, such as punctuality and attendance at work, beyond each individual task (Ballantyne, 1995).

### **Organizational citizenship behavior dimension**

Spector and Fox (2002) divided citizenship behaviors into two categories: facilitation of interpersonal contacts and job devotion.

1. Facilitate interpersonal contacts: it includes purposeful interpersonal behavior that helps the overall success of the organization and contains a measured and logical set of activities to improve morale and encourage cooperation, and help remove barriers to the implementation of tasks to colleagues focused on doing their jobs. Facilitate interpersonal include:

- (A) Colleague admires success;
- (B) Support to the colleagues who have personal problems;
- (C) Talk to colleagues;
- (D) Express positive statements about employees who feel good about themselves and others;
- (E) Behave fairly;

2. Devotion to Job: Job devotion includes disciplined behaviors, such as compliance with the rules, working hard and creatively solving business problems. Dedication to job is based on job incentive performance that encourages employees to do things that benefit the organization. Job devotion included important attention to details, practices, individual discipline and restraint and creativity to solve problems.

Podsakoff (2000) introduced categories such as behavior that divided organizational citizenship behavior in the seven categories.

- 1 - Conduct ongoing assessment;
- 2 - Chivalry;
- 3 - Individual innovation;
- 4 - Civic virtue;
- 5 - Organizational commitment;
- 6 - Self-satisfaction;
- 7- Personal growth.

Bolino and Turnley presented the following factors as indicators of organizational citizenship behavior which include as:

- 1. Loyalty
- 2. Compliance
- 3. Participation (social, education, and civic duty)
- 4. Courtesy and respect;
- 5. Altruism
- 6. Sportsmanship

The performance of citizens includes activities that help others do the work, support organization and volunteer in completing tasks or responsibilities.

Borman et al (2001), explained the multidimensional models that offer performance and organizational citizenship that these dimensions are:

- 1. Diligence with great enthusiasm and effort that is necessary to successfully complete work activities;
- 2. Volunteer to do work activities that are officially parts of the people task;
- 3. Assistance and cooperation with others;
- 4. Follow the rules and procedures of the organization

### **Organizational Trust**

One of the needs of employees is to establish trust between them and the managers. Existence of high level of confidence in the organization will be the reason of low costs and other

control mechanisms. Staff will be internally controlled and motivated. Given that building trust, leads to organizational effectiveness and reduce the costs of evaluation and control, therefore, identifying the factors that could generate trust are to be promoted (Hassanzadeh, 2005).

The definition of trust is the ability to meet your expectations in dealing with others and create interpersonal relations not necessarily based on individual interest or profit (Bijer, 1986). Based on this definition, one of the problems of organizations is the lack of trust between employees and managers. In our organizations, especially government agencies, there is a significant gap between staff and management and the demands of the two. As a result, decisions often encounter performance problems because the employee shows hardness in the implementation of decisions in contrast, managers do not trust their employees and they do not participate them in the decision-making process. This situation creates mistrust environment in the organization. Consequently, mistrust helps spreading rumors, conflict, politics and layoffs in the organization. In such an organization to talk about issues such as self-management and self-control, cooperation, creativity, and quality management and is useless. Most efforts to increase productivity will not reach the desired result because achieving organizational goals requires the cooperation of its members with each other and most important ways to facilitate cooperation. Only mutual trust between employees and management staff of organizations can be source of success for all (Chavoshi, 2008).

### **Sales Support**

Confidence in the organization and management literature:

There are three extensive streams in confidence literature: the first organizational trust as a phenomenon within the organization, such as trust between employees and supervisors or managers, or among colleagues which is our emphasis in this study. The second is trust between organizations; that is an interagency phenomenon and the third is the trust arising between firms and their customers as a marketing concept (Dietz& Hartog, 2006).

Dietz and Hartog 2006, introduce four dimensions of benevolence, competence, integrity and predictability which are the most important elements of trust. Mayer et al, (1955) also state three components of reliability, competence and benevolence cited as the main dimensions.

1) Reliability: This meant to believe that a person or organization do what it has promised, and will act consistently.

2) Competence: Competence refers to the ability of others in which they can carry out their duties (on the basis of skills and knowledge)

3) Benevolence: benevolence means kindness and person's motivation compared to mutual and a sincere interest in the welfare of others (Meyer et al., 1955).



### **Classification of organizational trust by Ellonen et al**

Ellonen et al. (2008), divided organizational trust into two dimensions: interpersonal trust (communication) and impersonal. In this study, we examined both types of organizational trust, personal trust and impersonal.

Personal trust can be broken into two dimensions: horizontal trust which is trust between employees and vertical trust that is between employees and their managers. This confidence is based on competence, benevolence and reliability. In this study, the type of impersonal corporate trust is called institutional trust. Non-personal trust in the organization has been very little studied. Institutional trust can be members' trust of strategy and vision of the organizations, business competence and its technology. Organizational structure and fair process refer to human resources policies (Ellonen et al., 2008).

We need to develop a strategy to increase the level of trust among all employees and managers to build trust in organizations. The researchers have worked to set the foundations of trust in organizations. Ebrahimi et al. (2013), in their study show various aspects of organizational trust and positive impact on the willingness of employees in the division of knowledge.

Factors affecting organizational trust and organizational factors of Yilmaz and Atalay, (2009) include assessment success employees using modern methods, having a fair reward systems and regular feedback on. Also, Nyhan, (2000) stated activities to increase confidence in the organization employees by including them in decision-making, giving feedback to employees and get feedback from them, and empowering employees. In general, many factors involved in building trust in organizations that recognize and make them an important factor in improving organizational performance, commitment and understanding of individual and organizational goals.

In contrast, researchers have measured different outcomes for organizational trust. For example, Nyhan (2000) results include increased productivity and strengthened confidence in the organization's commitment. Jane (2009) says the effect of organizational trust includes the creation of favorable trends, such as creating and sharing knowledge, job satisfaction, organizational citizenship behavior, organizational commitment, and so on. It also reduces negative attitudes, such as job abandonment, defensive behavior, behavior regulatory and organizational trust. According to Mishra and Morris (1990), other encouraging factors include facilitating open communication within the organization, information sharing, job satisfaction, and organizational commitment and increase performance. Organizational literature shows that trust is a critical factor for individual and organizational success and is the high level of organizational trust (Mardani, 2007, Haffman, 1994, Covey, 1990, Argyris. 1973).

Lack of other resources to improve productivity partially offsets. Studies show that trust creates intrapersonal effects and affect the interpersonal relationships within and outside of the

organization (Memarzadeh, 2009). Organizational productivity is ameliorated by improving job satisfaction, organizational commitment, and confidence atmosphere between staff, increased consultation, cooperation and justice. For organizational success, constantly changing roles and technologies and design as well as jobs and responsibilities, are essential (Grover, 1993).

The idea that trust in the workplace is a major factor that leads to improved organizational performance potential and can be a source of competitive advantage in the long run is also rapidly taken into consideration. Creating an environment of trust in an organization brings positive effects for organizations. In contrast, the costs of distrust due to lack of willingness of employees to collaborate, risk for inappropriate behavior, poor quality of work and the need for control can be hard (Pucetaite & Lamsa, 2008).

In fact, we trust that the others when they meet our predictions and expectation of them. (Lewicki, et al., 1998) In short, reliability means the beliefs that people have about the future behavior of the others. Three extensive streams are in the literature on trust. First, trust within the organization is a phenomenon within the organization, such as trust between employees and supervisors or managers, or between partners that focus on the study of this type of trust. Second there is the trust between organizations, and third, the trust arising between firms and their customers as a marketing concept (Dietz & Hartog, 2006).

### Factors affecting organizational trust and its consequences

To develop a strategy, we need to increase the level of trust among all employees and managers. The researchers have worked to set the foundations of trust in organizations. A study of McCauley and Kanert (1992) found that job-related variables such as participation in decision-making, autonomy, feedback, supportive supervisor behavior and communication, significantly can promote trust in the management.



Figure1. Conceptual Model

### Hypotheses

Hypothesis 1: There is a significant relationship between organizational trust and organizational citizenship behavior.

Hypothesis 2: There is a significant relationship between job satisfaction and organizational citizenship behavior.



Hypothesis 3: There is a significant relationship between organizational trust and job satisfaction.

Hypothesis 4: there is a significant relationship between organizational trust, job satisfaction and organizational citizenship behavior.

### Research method

This study is a scientific - application research. The populations in this study are employees of the Customs Department. The study used random sampling methods and formula Cochran sample size. Sample size was 182 people. In the field study, researcher for collect data used to questionnaire that included 44 was used to collect data. This data is analyzed by LISREL software. To determine the validity and reliability, we used content validity and Cronbach's alpha coefficient. Reliability factor was obtained in order of job satisfaction Specter (1997), 0.87, Organizational Trust Inventory Rother (2003), 0.86. Organizational citizenship behavior of Lee and Alan (2002) is equal to 0.89. In addition, indicators fitness model are calculated automatically by running the Perlis application for desired model.

### Data analysis

After collecting data using structural equation, LISREL confirmatory factor analysis was used to analyze statistical data. SEM is a multivariate analysis technique and is generally powerful and allows researchers to examine sets of regression simultaneously.

Table 2: fitness indexes study design

Fitting indexes	Standard values	Estimated values
Degrees of Freedom	-----	899
Chi-Square	Due to dependence to the sample size is not an appropriate criterion	3889.51
RMSEA	0.05	0.136
NFI	0.90	0.58
NNFI	0.90	0.59
CFI	0.90	0.61
RMR	0.05	0.093
GFI	0.90	0.51
AGFI	0.90	0.46

As shown in Table 1, indicators of compliance or goodness of fit is in a relatively acceptable level.

**Structural model test**

In this study, confirmatory factor analysis was used to test the measurement model and path analysis in order to confirm the structural model. The following two figures show the overall model of output LISREL software and at the same time involving the structural model and measurement model.

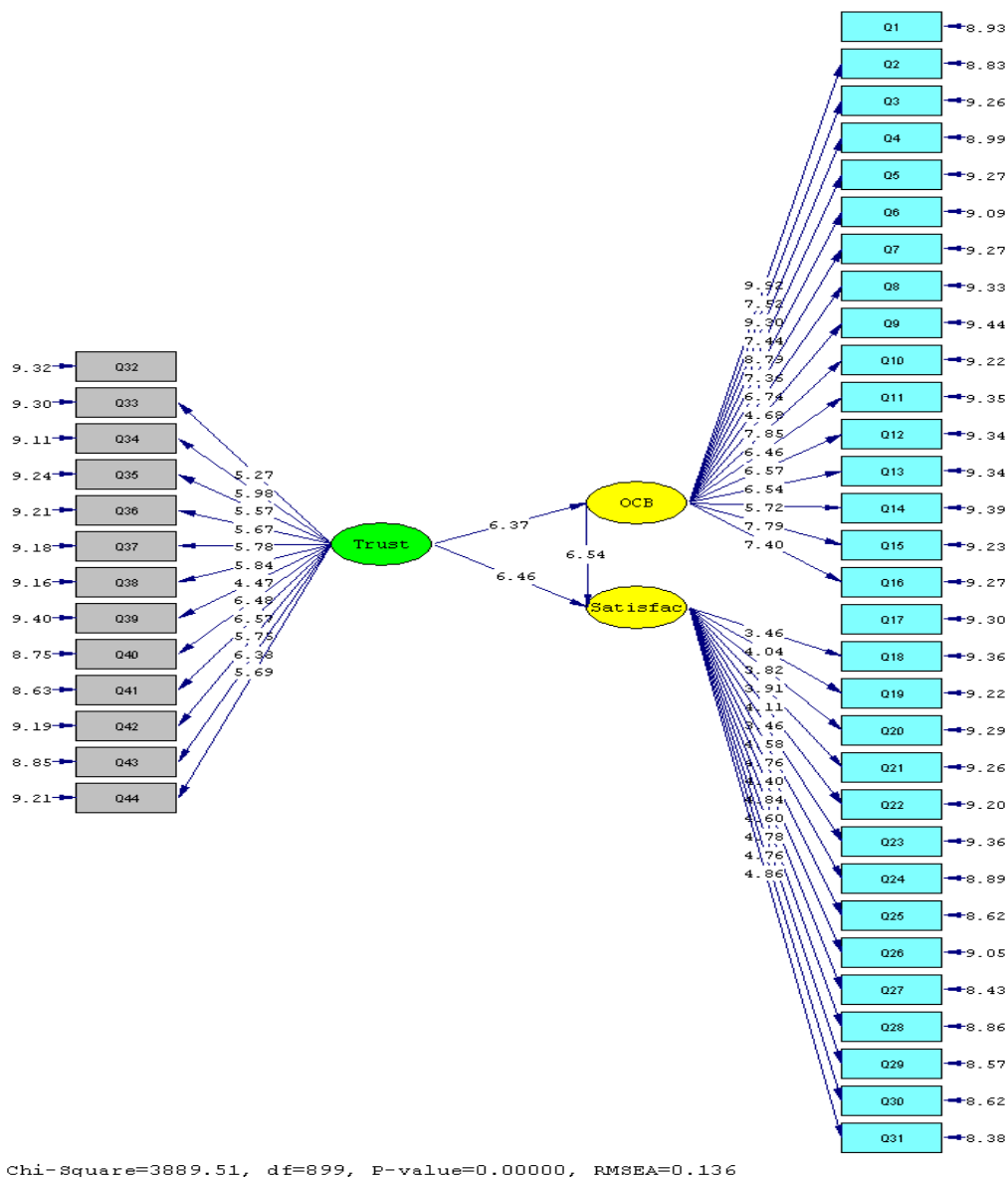


Figure 1: The base model with T values

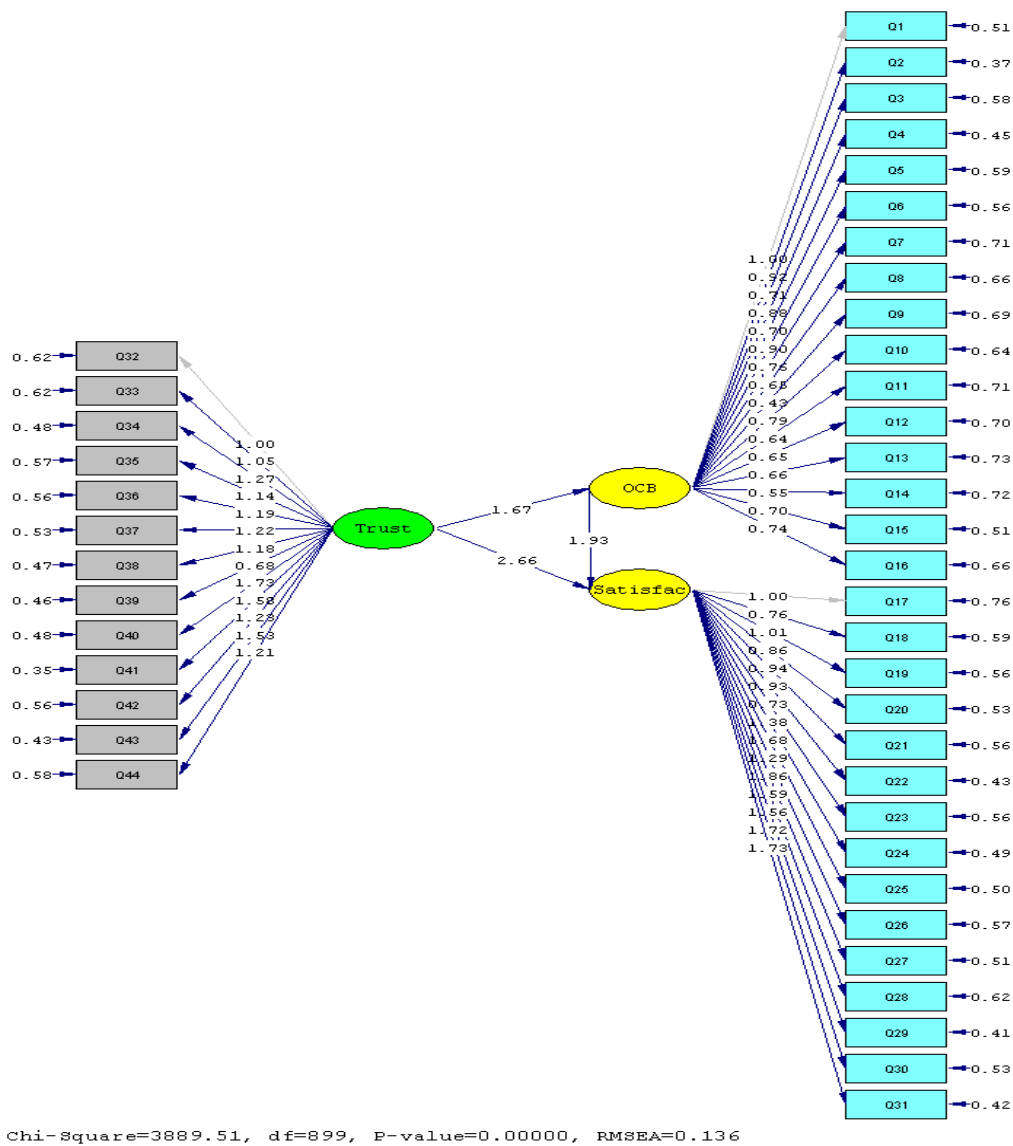


Figure 2: The base model with path coefficients

### The results and analysis

According to the analysis of data, hypotheses, findings and results are presented separately.

Hypothesis 1: There is a significant relationship between organizational trust and Organizational citizenship behavior.

Table 3: results of the first hypothesis

Hypothesis	Coefficient	Statistics t	Results
Hypothesis 1: There is a significant relationship between organizational trust and organizational citizenship behavior.	1.67	6.37	Accept

Based on the results shown in Table 3, the effect of independent variables on the dependent ones is supported by the data and the way that these two variables are linked together is positive and meaningful (is significance at the level of 5%). As a result, we can say with 95% confidence, there is a significant relationship between organizational trust and organizational citizenship behavior.

Hypothesis 2: There is a significant relationship between job satisfaction and organizational citizenship behavior.

Table 4: The results of the second hypothesis

Hypothesis	Coefficient	Statistics t	Results
Hypothesis 2: There is a significant relationship between job satisfaction and organizational citizenship behavior.	1.93	6.54	Accept

Based on the results shown in Table 4, the effect of independent variables on the dependent variable is supported by the data and the way these two variables are linked together is positive and significant (is significance at the level of 5%). As a result, can say with 95% confidence, there is a significant relationship between job satisfaction and organizational citizenship behavior.

Hypothesis 3: There is a significant relationship between organizational trust and job satisfaction.

Table 5: The results of the third hypothesis

Hypothesis	Coefficient	Statistics t	Results
Hypothesis 3: There is a significant relationship between organizational trust and job satisfaction.	2.66	6.46	Accept

Based on the results shown in Table 5, the effect of independent variables on the dependent variables is supported by the data and the way these two variables linked together is positive and significant (is significance at the level of 5%). As a result, can say with 95% confidence, there is a significant relationship between organizational trust and job satisfaction.

Hypothesis 4: there is a significant relationship between organizational trusts, job satisfaction, due to organizational citizenship behavior.

Table 6: The results of fourth hypothesis

Hypothesis	Coefficient	Statistics t	Results
Hypothesis 4: there is a significant relationship between organizational trusts, job satisfaction, due to Organizational citizenship behavior.	1.67×1.93=3.22		Accept

According to Table (6) the results of fourth hypothesis will be examined. Examining the role of mediator between organizational trust and job satisfaction, organizational citizenship behavior directly impacts on organizational citizenship behavior on organizational trust. It also confirmed a direct impact on job satisfaction and organizational citizenship behavior. It is also confirmed by the impact of organizational citizenship behavior on organizational trust and job satisfaction. The coefficient of endogenous latent variable and exogenous variable on organizational trust is clear. Organizational citizenship behavior is 1.67 and the T value is equal to 6/37 at significant level of 0/05 with reliability 0/95 that is significant and endogenous latent variables path coefficient OCB. The endogenous variable of job satisfaction and the value are equal to 6/54 at significant level 0/05 with significant reliability. As a result, the influence of the mediating role of organizational citizenship behavior between organizational trust and job satisfaction is equal to  $1.67 \times 1.93 = 3.22$  and researchers' claim is accepted.

### Conclusion

The results of the first hypothesis showed that the path coefficient between organizational trust and organizational citizenship behavior is equal to 1/67, and related T value is  $1/96 > 6/37$ , which is according to t-test, critical value 0/05 at the 95% confidence level. The null hypothesis can be rejected and the result of the first claim of researchers is accepted. We can say with 95% confidence that there is a significant relationship between organizational trust and organizational citizenship behavior.

The second hypothesis results showed that the path coefficient between job satisfaction and organizational citizenship behavior is equal to 1/93 and related T value is  $1/96 > 6/54$ , which is according to t-test, critical value 0/05 at the 95% confidence level, the null hypothesis can be rejected and result of the second claim of researchers is accepted. We can say with 95% confidence that there is a significant relationship between job satisfaction and organizational citizenship behavior.

The third hypothesis results showed that the path coefficient between the path coefficient between organizational trust and job satisfaction is equal to 2/66 and related T value is  $6/46 > 1/96$ , which is according to t-test, critical value 0/05 at the 95% confidence level, the null hypothesis can be rejected and result of the third claim of researchers is accepted. We can say with 95% confidence that there is a significant relationship between organizational trust and job satisfaction.

The fourth hypothesis results showed that the path coefficient between organizational trust and organizational citizenship behavior is equal to  $1/67$  and related T value is  $6/37 > 1/96$ , and the path coefficient between job satisfaction and organizational citizenship behavior is equal to  $1/93$  and related T value is  $6/54 > 1/96$ , which is according to t-test, critical value  $0/05$  at the 95% confidence level. The null hypothesis can be rejected. As a result, the influence of the mediating role of organizational citizenship behavior organizational trust and job satisfaction is equal to  $1.67 \times 1.93 = 3.22$  and the fourth claim of researchers is accepted.



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