

Employees' Trust in Supervisor and Organizational Citizenship Behavior among Bank Employees

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The purpose of this study was to investigate the influence of employees' trust in their supervisor on their organizational citizenship behavior. This study also investigated the moderating effect of working experience in the relationship between employees' trust and their organizational citizenship behavior. Data were collected from 163 employees working in local-owned and foreign-owned bank in Kota Kinabalu, Sabah. The Employees Trust Scale created by Chua et al. and Organizational Citizenship Behavior Scale by Smith et al. were used in this study. Result indicated that employees' trust has positive and significant influence on their organizational citizenship behavior. Analysis on five subscale of employees' trust indicated that the subscale of position status and relationship were the significant predictors of employee's organizational citizenship behavior. Employee's working experience had moderating effect in the relationship between employees' trust and organizational citizenship behavior. However, the moderating effect only significant in the relationship between subscale of employer-employee relationship and organizational citizenship behavior among employees with less working experience. This study, it indicated that employees' trust has an impact on organizational citizenship behavior (OCB) in banking industry. This study also found that employees' working experience moderated the relationship between subscale of employer-employee relationship and organizational citizenship behavior.

Keywords: employees' trust, organizational citizenship behavior, working experience

Employees are assets of an organization. They spend most of their time at the organization hence, their thoughts, feelings and actions are important as it will affect their behavior in the organization (Brief & Weiss, 2002). Employees' organizational citizenship behavior (OCB) brings various positive outcomes to an organization such as enhancing employees' job performance and well-being, job satisfaction and increased their job efficiency, and friendliness in the organization. Likewise, employees' trust in their employer will increase their sense of belonging towards the organization, job satisfaction, performance and encourage them to be more engaged to the organization (Kashyap & Rangnekar, 2014).

Employees' OCB depends on the trust given by employers who discipline, reward or motivate their employees. As state by Morgan and Hunt (1994), trust between employers and employees are critical in providing resources, advantages and opportunities which are crucial for organizational citizenship behavior (OCB). Trust is one of the foundations of organizational management and also a platform to foster strong relationships between employers and employees. The management of organization would be chaotic without trust where the employees will be egocentric, suspicious of others, and jeopardized their own interest (Deming, 1994 as cited in Mayer, & Gavin, 2005). While, if mutual trust exists between employers and employees, a strong and firm relationship between them will be developed and willingness of employees to engage and commit to the organization will also be higher.

In discipline areas such as finance, banking and service, trust is a critical concept (Nicholson et al., 2001). Banking industry requires high level of trustworthiness as it involves money as the fundamental medium of exchange for goods. Dahlstrom, et al. (2014) stated that when customers do not trust the bank, they will refuse to go to that bank. They also claimed that in the banking industry, trust between employer and employee will raise their engagement in OCB. Labaf and Tahery (2015) also claimed that organizational trust in banks is able to motivate the employees and they are more keen to perform their task voluntarily in order to achieve their organizational goal. Hence, trust between an employer and employee in banking industry is essential as it would enhance cooperative behavior, willingness to assist co-worker, and reduce conflict in an organization (Gill, 2008).

However, according to a research by Hurley, and Waqar (2014), banking is one of the industries least-trusted by customer which only has a fifty-percent-trustworthiness as compared to the technology industry which has a seventy-seven trustworthiness. These credibility gap between customers and bankers will ultimately tarnish the reputation of the bank. Lack of trust could drive employees' interest away from activities that contribute to the organization (Mayer & Gavin, 2005). Thus, trust in banking industry is a prerequisite bottom line in organization's strategy (Zińczuk et al., 2013).

Kegans, McCamey, & Hammond, (2012) claimed that employees who have longer working experience will have higher positive feeling toward their

employer and higher in organizational citizenship behavior. Tang (2008) found that employees who worked more than five years in the organization showed higher OCB in their organization. They also stated that experienced employees are more likely to engage in OCB because they have trust in their employer. This in turn leads to higher level of job satisfaction and job commitment among employees. The findings showed there may be a link between employees' working experience, trust and their organizational citizenship behavior. Thus, in the present study, we investigated the influence of employees' trust in their supervisor and how it affects their organizational citizenship behavior. This study will also investigate the moderating effect of employees' working experience in the relationship between employees' trust and their organizational citizenship behavior.

Method

Participants

A total of 163 employees (males = 62, females = 101) from local-owned and foreign-owned bank in Kota Kinabalu, Sabah were selected randomly as the respondents in this study. There were 62 male employees (38%) and 101 female employees (62%). Employees in the sample were employed for a period ranging from 1 year to 35 years in their current positions.

Measures

The measurement used in this study consists of three parts: demographic information, Employees Trust Scale (ETS) and Organizational Citizenship Behavior Scale (OCBS). The demographic information such as gender, age, marital status, number of children, religion, ethnicity, academic level, working experience, and occupational category were collected.

Employees' Trust Scale is a scale developed by Chua, et al. (2015, 2014). Employees' Trust Scale consists of 28 items that used to measure five factors: Competency, Benevolence, Integrity, Position status, Relationship. Competency (consists of 6 items), measures employees' trust towards their supervisor in the extent to which the supervisor is judged to have abilities, knowledge, and skills in managing and administering the organization. Benevolence (5 items), measures employees' trust toward their supervisor in the extent to which they believe their supervisor has the desire to do something positive for them and for the organization. Integrity (8 items) measures the supervisor's adherence to a set of values that their subordinates find acceptable. Position

Status (5 items), which refers to employees' trust in supervisor due to the nature of the status privileges itself, the obligation for employees to trust a leader because a leader is obliged to carry out the tasks entrusted and a leader is a decision-maker in the organization. Relationship (4 items) measures the employees' trust toward their supervisor because of the mutual understanding between employee-employer and the good relationship between the two parties (Chua et al., 2016). Responses for the items are given on a five-point *Likert* scale (1= strongly disagree, 2 = disagree, 3 = neutral, 4 =agree, and 5 = strongly agree) to indicate respondents' degree of agreement or disagreement with each statement of the items.

Organizational Citizenship Behavior Scale (OCBS). This instrument is designed by Smith, Organ, and Near (1983). It contains 14 items to measure two subscales: altruism (6 items) and general compliance (8 items). Smith et al., (1983) defined altruism as the instinctive action that helps other employees with problems or tasks that are related with their organization. General compliance, on the other hand, is a more impersonal form of uprightness in which a person does the right or proper thing for the system rather than for a specific person. Responses for the items are also given on five-point *Likert* scales (1= seldom, 2= occasionally, 3= often, 4= almost always, 5= always).

Statistical Analysis

The data was analyzed by using IBM SPSS Statistics 20.0. A standard or simultaneous regression model was used to analyze the influence of employees' trust on the Organizational Citizenship Behavior (OCB). The same regression model was conducted separately based on employees' working experience and banks' ownership to test the moderating effect of these two variables in the relationship between employees' trust and their OCB.

Results and Discussion

The Effect of Employees' Trust on Their Organizational Citizenship Behavior

The simultaneous regression analysis indicated that employees' trust on their supervisor significantly and positively influences their organizational citizenship behavior (OCB) as well as on altruism and compliance (the subscale of OCB). Employees' trust on their supervisor is significantly 13.8% of the total variance in their OCB [$F(1,161) = 25.83, p < .05$]. The result also showed 10.9% of the total variance in their altruism [$F(1,161) = 19.62, p < .05$] and 8.6% of the total variance in their compliance [$F(1,161) =$

15.21, $p < .05$]. The results suggested that employees who trust their employer tend to engage in organizational citizenship behavior and employees

who do not trust their employer will not engage in OCB.

Table 1

Simultaneous Regression Analysis of the Effect of Employees' Trust on Their Organizational Citizenship Behavior, Altruism and Compliance

| Dependent Variable | Constant | R ² | F | Sig. | B | t | β | Sig. |
|-------------------------------------|----------|----------------|--------|------|------|-------|------|------|
| Organizational Citizenship Behavior | 2.30 | .138 | 25.83 | .001 | .083 | 5.082 | .372 | .001 |
| Altruism | 1.66 | .109 | 19.62 | .001 | .110 | 4.429 | .330 | .001 |
| Compliance | 2.935 | .086 | 15.210 | .001 | .055 | 3.900 | .294 | .001 |

Refer to Table 2 to 4, the result the subscale of position status ($\beta = .266$, $t = 2.50$, $p < .05$) and relationship ($\beta = .343$, $t = 2.775$, $p < .05$) in employees' trust were significant predictors of the employees' OCB toward their organization. These two variables also were significant predictors of altruism but not for compliance (refer Table 2 to 4). The results suggested that employees trust towards their employer in term of position status and relationship tend to engage in OCB and tend to help other employees in problems or tasks related to the organization. Position status refers to employees' trust in supervisor due to the privileges from status itself, the obligation for employees to trust a leader because a leader is obliged to carry out the tasks entrusted, and the leader being the decision-maker in the organization. Relationship measures the employees' trust toward their supervisor as a result of their collaboration, understanding, and good relationship between the employees and their supervisor (Chua et al., 2015).

These findings could probably be explained by the culture practiced in Asian countries, such as Malaysia, Hong Kong and Japan. In these countries, individuals are taught from a young age to respect a much older person such as a leader (Chua et al., 2014). They are also taught not to question their

superiors' authority, and are expected be obligated to their superior. Hence, employees who trust their supervisor because of the supervisor's authority and power tend to engage in organizational citizenship behavior. They also engage themselves more voluntarily in activity related to their organization such as guiding new employees in working and assisting co-workers to solve working problems (Podsakoff, et al., 2000), lend a hand to other employees when they need help, are punctual to work and exhibits behavior that complies with the organization's norm on what a "good employee will do" (Podsakoff et al., 2000).

The result also revealed that employees' trust in supervisor due to the good relationship between them and their supervisor tend to motivate the employees to engage in organizational citizenship behavior toward the organization. According to Chua et al. (2015), in a collectivism society like Malaysia, relationship plays an important role in everyday life including in the workplace. We expect that culture plays a significant role in the relationship towards OCB.

Table 2

Regression Analysis on the Effect of Subscale of Employees' Trust toward Their Organizational Citizenship Behavior

| Independent Variable | B | t | β | Sig. |
|----------------------|-------|--------|-------|-------|
| Competency | .038 | .157 | 0.37 | -.876 |
| Benevolence | .103 | .533 | .109 | .595 |
| Integrity | -.326 | -1.550 | -.308 | .123 |
| Position Status | .311 | 2.497 | .266 | .014 |
| Relationship | .309 | 2.775 | .343 | .006 |
| Constant | 2.259 | | | |
| R ² | .208 | | | |
| F | 8.233 | | | |

Table 3

Regression Analysis on the Effect of Subscale of Employees' Trust toward Altruism

| Independent Variable | B | t | β | Sig. |
|----------------------|-------|--------|---------|------|
| Competency | .060 | .164 | .039 | .870 |
| Benevolence | .083 | .278 | .058 | .781 |
| Integrity | -.476 | -1.472 | -.298 | .143 |
| Position Status | .450 | 2.349 | .254 | .020 |
| Relationship | .473 | 2.759 | .347 | .006 |
| Constant | 1.594 | | | |
| R ² | .179 | | | |
| F | 6.826 | | | |

Table 4

Regression Analysis on the Effect of Subscale of Employees' Trust toward Compliance

| Independent Variable | B | t | β | Sig. |
|----------------------|-------|-------|---------|------|
| Competency | .015 | .070 | .017 | .945 |
| Benevolence | .124 | .719 | .156 | .473 |
| Integrity | -.176 | -.944 | -.199 | .347 |
| Position status | .173 | 1.560 | .176 | .121 |
| Relationship | .146 | 1.475 | .193 | .142 |
| Constant | 2.923 | | | |
| R ² | .111 | | | |
| F | 3.908 | | | |

The Moderating Effect of Employee's Working Experience in the Relationship between Employees' Trust and Organizational Citizenship Behavior

The moderating effect of employees' working experience in the relationship between employees' trust toward their employer and their organizational citizenship behavior (OCB) were tested by comparing the regression results between two groups of employees: less working experienced employees (in this study it is define as employees with less than 5 years of working experience) and experienced employees (employees with above 5 years of working

experience). In Table 5, the results showed trust in supervisor for the employees with less working contributed significantly 16.5% of the total variance in OCB ($F_{(1, 102)} = 19.985$, $p < .05$). While, the analysis conducted on experience employees showed that this variable only contributed 7.6% of the total variance in their OCB ($F_{(1, 59)} = 4.763$, $p < .05$). The result suggested that working experience may moderate the relationship between employees' trust and their OCB. The findings showed that trust in supervisor among less working experience employees contributed higher variance in organizational citizenship behavior as compared to trust in supervisor among experience employees.

Table 5

Regression Analysis of the Moderating Effect of Working Experience in the Relationship between Employees' Trust and Organizational Citizenship Behavior

| Variable | Employees with less experience | | | Employees with more experience | | |
|----------|--------------------------------|---------|------|--------------------------------|---------|------|
| | B | β | Sig. | B | β | Sig. |
| Trust | .092 | .406 | .000 | | | |
| Constant | = 2.110 | | | Constant = 2.781 | | |
| R^2 | = .165 | | | R^2 = .076 | | |
| F | = 19.985 | | | F = 4.763 | | |

The analysis on the effect of each subscales of employees' trust toward OCB showed that out of the five subscales, relationship was the only significant predictor ($\beta = .334$, $t = 2.109$, $p < .05$) of OCB among less working experience employees (refer Table 6). But, none of these five sub scales were predictors of

OCB among experience employees. Contrary, according to the results shown in Table 7, relationship ($\beta = .523$, $t = 2.460$, $p < .05$) was a significant predictor of altruism among experience employees but not among less experience employees. These results also suggested the moderating effect of employee's working experience in the relationship between employees' trust and OCB.

Table 6

Regression Analysis of the Moderating Effect of Working Experience in the Relationship between Subscale of Employees' Trust and Organizational Citizenship Behavior

| Variable | Employees with less experience | | | Employees with more experience | | |
|-----------------|--------------------------------|---------|------|--------------------------------|---------|------|
| | B | β | Sig. | B | β | Sig. |
| Competency | -.580 | -.055 | .861 | .167 | .170 | .681 |
| Benevolence | .179 | .183 | .471 | -.029 | -.033 | .936 |
| Integrity | -.289 | .250 | .290 | -.375 | -.421 | .412 |
| Position Status | .309 | .258 | .098 | .306 | .275 | .093 |
| Relationship | .299 | .334 | .038 | .365 | .398 | .069 |
| Constant = | 2.218 | | | Constant = 2.307 | | |
| R^2 = | 215 | | | R^2 = .194 | | |
| F = | 5.321 | | | F = 2.598 | | |

Table 7

Regression Analysis of the Moderating Effect of Working Experience in the Relationship between Subscale of Employees' Trust and Altruism

| Variable | Less Experience Employees | | | Experience Employees | | |
|-----------------|---------------------------|---------|------|----------------------|---------|------|
| | B | β | Sig. | B | β | Sig. |
| Competency | .079 | .047 | .884 | -.135 | -.111 | .785 |
| Benevolence | .123 | .079 | .761 | -.115 | -.105 | .796 |
| Integrity | -.500 | -.271 | .263 | -.198 | -.180 | .722 |
| Position Status | .500 | .261 | .102 | .319 | .233 | .149 |
| Relationship | .429 | .299 | .068 | .590 | .523 | .017 |
| Constant = | 1.430 | | | Constant = 2.127 | | |
| R^2 = | .175 | | | R^2 = .212 | | |
| F = | 4.127 | | | F = 2.908 | | |

The findings of this study suggested that less working experience employees are more likely to engage in organizational citizenship behavior if they trust and have good relationship with their supervisor. When employees had less experience working with their supervisor, it is hard for them to trust their supervisor. Besides, lack of collaboration or relationship between employees and supervisor may lead to low confidence or trust in their employer due to the employee's fear of being exploited by their employer. Employees that have less experience working with their employer make it hard for them to justify the decision made by employer as they do not have insight on their employers (Cremer, Snyder, & Dewitte, 2001). Hence employees are less likely to engage in OCB or helping behavior when they do not trust their supervisor.

The findings also suggested that the trust that formed because of good relationship between

employee and employer has significant effect on altruism among experience employees. Employees that had been working with their employer for a longer time will increase their mutual understanding, familiarity, and level of knowledge between employees and employer which further helps in developing trust among them (Coulter & Coulter, 2002; Dirks & Ferrin, 2002). Therefore, when trust is high, employees will have higher commitment (Cremer et al., 2001). Experience employees are also expected to display more (discretionary) OCB towards co-workers (i.e., altruism- and courtesy OCBs) (Jacobsen & Levin, 2002), and have a more objective view on what to expect from the organization. Longer job tenure will emphasize the positive sides of their organization (Zacher & Frese, 2009).

Conclusion

From this study, it indicated that employees' trust has an impact on organizational citizenship behavior (OCB) in banking industry. Employees who trust their supervisor are more likely to engage in OCB. Especially, the trust developed because of good relationship between employees and their supervisors. The study also indicated the significant moderating effect of employees' working experience in the relationship between employees' trust and organizational citizenship behavior. However, the moderating effect was only significant in the relationship between the subscale of employer-employee relationship and organizational citizenship behavior among employees with less working experience.

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