



Impact of Organizational Trust on the Organizational Citizenship Behavior among Employees at Jordan Phosphate Mines Company

Fatima Attallah Abedallah Al-Rwajfeh

Computer Engineer, Master of MBA

E-mail: Fatima.rw@jpmc.com.jo

Abstract

This study aims to investigate the Impact of Organizational Trust on the Organizational Citizenship Behavior among Employees at Jordan Phosphate Mines Company. Statistical Package for Social Sciences (SPSS) was used; a simple regression analysis was used to test the extent to which the dependent variable (organizational citizenship behavior) was affected by the independent variable (organizational trust). The results of the hypothesis test showed that the effect of organizational trust on the organizational citizenship behavior was positive and statistically significant. Accordingly, organizational trust has a significant role in the company the study also suggested providing a suitable climate of employees, taking care of the organizational citizenship behavior to increase the loyalty of employees and flourish the tools to create liable responsibility and self-control.

Key words: Jordan Phosphate Mines Company, organizational citizenship behavior, organization trust



Introduction

Management cannot be separated from human behavior as they are both strongly associated. Despite the many advances in this field of study, management cannot to achieve the organizational objectives unless heavily depending on human resources who are in turn the key players in translating these objectives in the field in the form of performances, behaviors and interactions.

The interactions between the employee and managers, other employees in the same organizations results in developing a set of behaviors, some are dysfunctional such as turnover intentions, spillover, and theft and others are functional such as organizational citizenship behavior (Haroun, 2014).

Organizational trust is one of the new emotional concepts in management. Trust leads to several positive organizational behaviors such as increasing the levels of knowledge sharing among employees, which is very significant for promoting productivity. In addition, it can regulate the relationships between employees, their co- workers, supervisors and managers.

Firstly: Problem of the study & its components

Despite the abundant management literature examining the impact of OT on OCB, the Arab management literature is still lacking such studies in the different business sectors. We need to further examine the impact of OT on OCB, especially among industrial sector, as this important population is not fully examined in previous management literature.

Practitioners and scholars recognize and acknowledge the importance of OCB to organizational performance, however, such studies regarding the investigation of these issues in the Arab world are still lacking and we do not have enough understanding of the factors that affect OCB in the Arab world context. Based on this, the study will attempt to fill the gap locally in the Arab literature (management field),



Particularly in identifying the impact of OT on OCB in the industrial sector. We can summarize the problem in these questions:

- 1- What is the level of organizational citizenship behavior among employees at JPMC from their perceptions?
- 2- What is the level of organizational trust among employees at JPMC from their perceptions?
- 3- Is there an impact of organizational trust on organizational citizenship behavior among employees at JPMC from their perceptions?

Secondly: Significance of the Study

The current study will shed light on the nature of the impact of OT on OCB. This study has both theoretical and practical importance. On the theoretical aspect, there is scarcity of research- to the researcher's limited knowledge- that addressed the determinants of OCB in the Arab culture. Several scholars have emphasized the role-played by OT and their effect on productivity (personal and organizational).

The results, as hoped, will benefit managers in the various management levels, in better understanding these organizational variables (OT & OCB) among employees and then work on developing programs that can promote them.

Thirdly: Purposes of the Study

The study will seek to achieve the following purposes:

- 1- Determine the perceived level of OCB among employees at JPMC from their perceptions.
- 2- Determine the perceived level of OT among employees at JPMC from their perceptions.
- 3- Identify the impact of OT on OCB among employees at JPMC from their perceptions.



Fourthly: Hypotheses of the Study

The main hypothesis will be tested in this study:

There is a statistically significant impact at ($\alpha \leq 0.05$) of overall OT on overall OCB and its individual domains (altruism, conscientiousness, sportsmanship, courtesy, civic virtue) among employees at JPMC.

Fifthly: Data Collection

As the study is correlational in nature, the primary source for data collection will be a questionnaire developed by the researcher while the secondary sources will be books, articles and other sources such as the internet.

Sixthly: Study Methodology

This study will adopt the quantitative approach to test the study hypothesis, and for answering the study objectives and hypothesis in which using quantitative method to collect information focuses on describing a phenomenon across a larger number of participants; thereby provides the possibility of summarizing characteristics crosswise groups or relationships. This approach surveys a large number of individuals and applies statistical techniques and methods to recognize overall patterns in the relations of processes. Accordingly, the use of surveys can be done across group, the primary aim of this study is to investigate the impact of OT on OCB, and to achieve this objective the descriptive analytical design was used and this design depends on survey and sample to collect data.

Seventhly: Sample and population

The population of this study is the employees at JPMC in Jordan from which a representative sample will be chosen.



Eighthly: Previous Studies

In this review, some studies relating the examined variables are presented to lay the foundations of this study.

1- Mey, Michelle; Werner, Amanda; Theron, Anthonie (2014). **The influence of perceptions of organizational trust and fairness on employee citizenship:** This study highlights the influence of organizational trust and justice on employees' organizational citizenship behavior (OCB). The findings emphasized the importance of positive justice perceptions and OT in predicting OCB. Furthermore, the results indicated that employees might have a higher level of OT when they perceive their organization as being fair and equitable and there is a strong significant relationship was found between organizational justice and employee trust.

2- Dolan, Shimon; Tzafrir, Shay; Baruch, Yehuda (2015). **Testing the causal relationships between procedural justice, trust and organizational citizenship behavior:** The study examines the impact of procedural justice on employees' trust in their organization and on Organizational Citizenship Behavior. The results indicate a significant and positive influence of procedural justice as a determinant of employees' trust in their organization and subsequently on OCB.

3- Biswas, N. & Mazumder, Z. (2017). **Exploring organizational citizenship behavior as an outcome of job satisfaction:** This paper focuses on the characteristics of employees who are satisfied with their job and therefore display a higher inclination towards displaying citizenship behavior. The study concluded that the majority of previous studies confirmed the positive relationship between OCB and JS among the different populations. It was also found that there were no statistically significant differences due to personal or organizational variables in the relationship between OCB and JS.

4- Belwalkar, S.; Vohra, V. & Pandey, A. (2018). **The relationship between work place spirituality, job satisfaction and organizational citizenship behaviors:** This study aims to investigate the relationships between workplace spirituality,



job satisfaction and organizational citizenship behaviors (OCBs). The results of the study revealed a statistically significant and positive correlation the different domain of OCB (altruism, civic virtue, courtesy and sportsmanship) and JS while no statistically significant and positive correlation was found between conscientiousness and JS.

5- Kailani, Mahmud; Aleassa, Hasan (2017). **The effect of organizational justice on its citizenship behavior among sales personnel in the banking sector in Jordan:** The aim of the study is to explore the perception of Jordanian sales personnel of organizational justice (OJ) and organizational citizenship behavior (OCB). It also explores the perception of distributive justice, procedural justice, and interactional justice. The results of the study showed that there is a positive relationship between organizational justice and organizational citizenship behavior. researchers recommend that Jordanian banks should promote organizational citizenship behavior and justice among sales personnel. Workshops targeting collaboration and confidence, shedding light on of the organizational policies applied to raise banks' sales personnel awareness could be executed.

Theoretical framework

Firstly: Organizational Trust

1- Concept of OT:

Organizational trust one of the new emotional concepts in management. Mayer, Davis and Shoorman (1995) defined the organizational trust as the willingness of a party to be vulnerable to the actions of another party, based on the expectations that the other will perform a particular action important to the trusting, irrespective of the ability to monitor or control that other party.

Baier (1986) define the OT as the ability to meet your expectations in dealing with others and create interpersonal relations not necessarily based on individual interest or profit.



For Li, Bai and Xi (2012), organizational trust refers to the collective perception of the organization's reliability. From the perspective of Costa (2003), trust in the organization is associated with the relationship established with the formal system, being based on laws, regulations and the institutional practices that maintain it.

Zand (1972) define OT as the conscious regulation of one's dependence on another. Cook and Wall (1980) define OT as the extent to which one is willing to ascribe good intentions to and have confidence in the words and actions of other people. Boon and Holmes (1991) define OT as a state involving confident positive expectation about another's motives with respect to oneself in situations entailing risk.

OT is the specific expectation that another's actions will be beneficial rather than detrimental and the generalized ability to take for granted . . . a vast array of features of the social order (Creed and Miles, 1996).

It is the employees' confidence that the organization will perform an action that is meaningful or at least not detrimental to them. Faith in management, assurance about their action, honesty and positive expectation form few of the similar components of the construct (Yilmaz & Atalay, 2009).

So based on many previous studies one of the most important problems in the organizations is the lack of trust between managers and employees from side, and between employees from other side. In our organizations there is a significant gap between the manager and the staff especially in government agencies.

2- Importance of OT:

Trust is a crucial factor in enhancing the long-term success of an organization. The outcomes of organizational trust are mostly seen in employees' behaviors in the organization they work in. Numerous studies have been conducted to investigate the relationship between trust and employee attitudes and behaviors.

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 organization is more success, development and innovative with high levels of trust, and the opposite occurs when distrust found in the organization's environment such as weak decisions, stress, less focus and less creative.

The idea that trusts 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, 2006).

The organizational trust has gained greater importance as the formal controls used in relations between organizations and between them and their employees have become insufficient to generate security to parties involved in a relationship (Batista & Oliveira, 2012).

As stated by Puusa and Tolvanen (2006), trust is the key to understanding the connection between the individual and the organization also creating a strong identity, besides being responsible for fostering behaviors beneficial to the group and to the organization itself.

As a result of the gap of trust between staff and management as we said previously, decisions often face performance problems because the employee shows hardiness in the implementation of decisions, 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.



Some researchers like Ferres, Connell & Travaglione (2004) found empirical support for the fundamental role of trust in predicting lowered turnover intentions, greater affective commitment and perceived organizational support. They also reported the lack of trust and the consequent problems in all kinds of organizations.

Shaw (1997) suggests that employees' trust is a vital component of competitive changes taking place in an organization for its success, and thus, for managers and professionals; building and maintaining a trusting relationship are critical to effective organizational functioning.

This study expected to contribute to research and practice by expanding the knowledge base of OT and its impact on OCB in Jordanian cultural context.

3- Factors affecting OT:

Trust in an organization is associated with system-wide variables, such as fairness of an organization's performance appraisal system and job security, which can explain the variance in trust in management over job and relational variables (such as job autonomy and supervisory support) (McCauley & Kuhnet, 1992).

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 could promote trust in the management.

Dolan, Tzafrir & Baruch (2015) in their study indicate a significant and positive influence of procedural justice as a determinant of employees' trust in their organization. Tzafrir et al (2004) found that procedural justice is a key element in building organizational trust (see also, Flaherty & Pappas, 2000; Kim & Mauborgne, 1993).

Folger and Konovsky (1989) assured that procedural justice has a strong influence on employee attitudes such as commitment, satisfaction, and trust. Also, Aryee et al. (2002) found that procedural justice had an effect on organizational trust.



Robinson and Morrison (1995) said when employees feel that the procedures were fair, they increased cognitive, affective, and behavioral reactions towards the organization such as job satisfaction, organizational commitment, and trust in their manager.

4- Dimensions of OT:

Organizational trust is a multidimensional construct. In this study, we examined both types of organizational trust, affective and cognitive.

Ellonen et al. (2008), divided organizational trust into two dimensions: interpersonal trust (communication) 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.

Lewis and Weigert (1985), divided the multifaceted construct of trust into cognitive, affective and behavioral.

McAllister (1995) in his paper, used the two types of trust; cognitive and affective based trust to address the functioning of interpersonal trust among managers and professionals in the organization. The author explained that cognitive based trust refers to trust “from the head,” this means that, cognitive trust is based on rational choice based on the analysis of the ability and competence. He explained affective trust as “trust from the heart”, which means trust based on emotional ties or the type of relationship one shares with another person.

Williams and Anderson (1991) distinguished between Organizational Citizenship Behavior directed towards an individual (OCB-I) and Organizational Citizenship Behavior directed towards organization (OCB-O), he defined OCB-I as behaviors that immediately benefit specific individuals and indirectly through this means contribute to the organization, for example helping co-workers with their work. OCB-O was defined as behaviors that benefit the organization in general, for example adhering to informal rules to maintain order in the organization.



Oliveira and Tamayo (2008) developed the Trust Scale in the Organization composed of five dimensions: (Promoting employee development, Organizational strength, Rules relating to dismissing employees, Organizational financial recognition, Ethical standards).

Secondly: Organizational Citizenship Behavior

1- Concept of OCB:

The beginning of emergence of organizational citizenship behavior concept was in 1977 by Organ but before that in 1964 Katz determined three main patterns of driving fundamental of organizational behavior.

One of the first works in the management literature, Organ (1983) defined OCB, 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”.

Also Morgan (1988, cited in Lu, 2014, p.381) defined OCB as a set of behaviors that are not explicitly described in the job description of a specific employee, in other words, organizational citizenship is the sum of all behaviors, whether formal or informal, an employee illustrate as long as he is in the organization and those behaviors reflect his\her sense of belonging.

As an organizational construct, OCB is the individual’s behavior that is directly or indirectly formed by the formal and informal organizational reward system. OCB is mainly framed from the affective, cognitive and emotional organizational variables members feel and perceive (Chherti, 2014).

Aldag & Rescke (1997) articulate the extra role behavior (OCB) as a contribution to an individual in works; exceed the requirements of and appreciation for the success of work that was promised.



These contributions such as helping behavior among others, willingness to do extra work, and uphold the rules of procedure of work regardless of personal problems, is a form of prosocial behavior, as social behavior positive, constructive, and willingness to give help.

This type of behavior is extra-role behavior, which is located in intra-role behavior. The intra-role behavior refers to the behavior of the job that is expressed in the job description. The role of formal organization is recognized and rewarded by the formal system. But an extra-role behavior refers to the practice of occupational beyond the formal employee behaviors that are optional, and are not usually considered in formal organizational reward systems (Hui, 1999).

OCB is discretionary behavior that is not formally part of an employee's formal job description, but that nevertheless supports the effective functioning of the organization (Robbins & Judge, 2006).

Despite the multiplicity of definitions of OCB, but they all share that voluntary discretionary behavior stems from inside of the person and does not reward the actor and does not punish the left, but it contributes to increase the effectiveness and performance of the organization.

2- Importance of OCB:

Many researchers and scholars emphasize the big importance of organizational citizenship behavior to both the organization and the individual. The importance of this behavior lies in improving the overall performance of the organization by building a base of reciprocal relationships among staff in different departments. In addition, maintain the unity and cohesion of the organization, also it improves the ability of managers and colleagues to perform their work perfectly and achieving organizational goals and objectives. So, the OCB reflect on the quality and quantity of the work done.



Employee citizenship in an organization is critical for every business organization but in the current dynamic era, and firms are facing lack of such behaviors within their organizations. Citizenship behaviors come in many distinct shapes and forms. All the types of OCB should be actively encouraged employees support the organization through enhancing each other's performance and wellbeing, and this is reflected in reduced costs and increased profitability at the organizational level (Makhdoom et al, 2016).

Organizational citizenship behavior (OCB) has garnered much academic attention since its conception. It is perceived to be something intangible; OCB is not always formally recognized or rewarded, and concepts like 'helpfulness' or 'friendliness' are also difficult to quantify. Yet OCB has been shown to have a considerable positive impact at the organizational level, enhancing organizational effectiveness from 18 to 38% across different dimensions of measurement (Podsakoff, MacKenzie, Paine & Bachrach, 2000; Ehrhart, 2004).

Many researches shed light on the OCB, highlights some of the ways through which OCB can be develop in the employees of an organization and explore some of the ways of encouraging OCB in the workplace. Therefore, in our study will try to contribute in understanding OCB & the impact of OT on it in an industrial sector (JPMC).

3- Factors affecting OCB:

Several studies have documented the influence of some organizational variables on OCB. Batool (2013) found that organizational commitment and job satisfaction were major determinants for OCB as such, it can be argued in this study that OCB is directly linked to several organizational variables and there is a need for determining them.

Zhang et al. (2010) study the effect of job security on organizational citizenship behavior. Researchers (Konovsky, Pugh 1994; Aryee et al. 2002) have found that different types of organizational justice affect OCB differentially.



Singh and Srivastava (2009) imply that the development of trust at the interpersonal level may be used as a strategy to motivate the employees to engage in OCB to ensure improved individual and organizational performance.

Masterson, Lewis, Goldman, and Taylor (2000) found a positive impact of procedural justice on organizationally directed OCB. In addition, Konovsky and Pugh (1994) support the role of supervisory trust in enhancing citizenship behavior (OCB). Wech (2002) suggested that trust could serve as a trigger to increase OCB.

4- Dimensions of OCB:

There has been a growing interest in the study of organizational citizenship behavior because there has been a lack of consensus about its dimensions in the history of literature.

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

Podsakoff et al. (2000) designed a theoretical model for explanation of organizational citizenship behavior with five factors: (Altruism: helping behaviors for supporting personnel or the co-workers who have work related problems. Courtesy: polite manners that prevent creation of problem at workplace. Sportsmanship: Chivalrous behaviors that avoid too much complaint at work. Civic virtue: manners representing individual's involvement in the activities related to the organization. Conscientiousness: behaviors that cause a person to do tasks more than what he is expected).



Organ (1988) has elaborated five specific categories of discretionary behaviour same as Padsakoff's categories.

Bolino and Turnley presented the following factors as indicators of organizational citizenship behavior which include: (Loyalty, Compliance, Participation (social, education, and civic duty), Courtesy and respect, Altruism, Sportsmanship).

Borman et al (2001) explained the multidimensional models that offer performance and OCB that these dimensions are: (Diligence with great enthusiasm and effort that is necessary to successfully complete work activities, Volunteer to do work activities that are officially parts of the people task, Assistance and cooperation with others, Follow the rules and procedures of the organization).

Smith et al (1983) identified two dimensions of organizational citizenship behaviour. The first OCB is altruism with items such as helping an overloaded worker catch up with the work flow to solve a problem and helping a new worker learn the job. The second factor termed as compliance or conscientiousness considers the sub factors that are more general and contribute to the group, department or organization which include punctual at work, low absenteeism, and refraining unnecessary breaks.

Graham (1986) proposed four-dimension model of organizational citizenship behavior: (Interpersonal helping, Individual initiative, Personal industry, Loyal boosterism).

Sharma and Jain (2014) reviewed literature and consulted academicians and industry practitioners and developed measurement scale for organizational citizenship behavior. The study categorized the behaviors into: (altruism, organizational compliance, sportsmanship and loyalty).

Singh and Kolekar (2015) categorized the OCB into: (Conscientiousness, courtesy, helping behaviour and sportsmanship).

Fred Luthans (2011) categorized the OCB into: (Loyalty, service delivery and participation).



Subedi, Bhandari & Sahadeb (2011) categorize OCB as follows: Altruism refers to voluntary behavior that is directed at helping other people with an organizationally relevant task or problem, such as picking up the workload of employees who are absent. Conscientiousness refers to discretionary behavior that goes beyond minimum job requirements, such as not taking extra breaks and adhering to the company's policies and procedures at all times. Sportsmanship refers to the willingness of an employee to tolerate less than ideal circumstances without excessive complaining. Courtesy refers to behavior aimed at preventing work-related problems, such as considering the impact of one's actions on other employees. Civic virtue refers to voluntary behavior that indicates that the employee participates responsibly in, or is concerned about, the political life of the organization, such as staying up to date with company developments.

Study procedure

Firstly: Def. of Jordan phosphate mines company

Jordan Phosphate Mines Co. is a public shareholding limited company, founded in 1949. Its current capital is JOD 82.5 million. The Company aims at mining and processing phosphate ore in Jordan. During the last six decades, the Company has assumed its pioneering position among the international companies in the fields of mining and producing fertilizers. It has become a major component of the Jordanian economic structure and exports. The activities of the Jordan Phosphate Mines Company can be classified under two complementary sectors: mining sector and phosphate fertilizer manufacturing sector.

Secondly: why we choose JPMC as case study

We choose JPMC for these reasons:

- 1- Availability of requirements of the study (easy data collection).



- 2- JPMC is one of the biggest industrial companies in Jordan; it has long history and extensive experience with continual improvement & innovation and focusing on the human capital.
- 3- This is the first study on JPMC regarding to impact of trust on behavior inside it.

Measure

The total of 299 questionnaires were distributed among employees at Jordan phosphate Mines Company (JPMC) which included two part; the first part consisted of the personal and functional characteristics of the research sample which included: number of years of service, academic level, gender, job description and age. The second part included 38 questions which measure the independent factor (OT) and dependent factor (OCB), the table 3.1 shows that the 5 points Likert scale was used. The Cronbach's Alpha was .93 which indicate a high ratability, data are subject to normal distribution based on normality test. The data was collected and analyzed by SPSS software, the descriptive analysis, f-distribution test, ANOVA test, skewness measurement and regression were applied.

Table 1.1 Likert scale

1	2	3	4	5
Strongly agree	Agree	Neutral	Disagree	Strongly disagree



Results and Discussion

3.1 Descriptive Analysis

The study was conducted to examine the impact of OT on OCB, the descriptive analysis show that most employees are male because of the nature of tasks and activities, the most frequencies age is (30-50) years which indicates that the company has strengthened its human resources with young and large age groups that can be relied upon in the implementation and realization of its strategic plans for the coming years with the presence of experts, the majority married and have bachelor's degree which indicates that the company depends on the employees with the primary education because the majority of its work and activities are operational and the most frequency experience is more than 15 years.

3.2 F- Distribution

The distribution of F is one of the most important distributions used in applied statistics (Fisher.A.R) was first described in 1920. One of the most important uses of the F distribution is giving the extent and strength of the relationship between the variables of the problem by obtaining the level of (important and above) and table 3.2 shows the F distributed values:

Questions	MeaN	Importance index	Questions	Mean	Importance index
A7	1.799331	35.98662207	A29	1.698997	33.97993311
A8	1.979933	39.59866221	A30	1.90301	38.06020067
A9	1.963211	39.26421405	A31	1.859532	37.19063545



OT	A10	2.123746	42.47491639	OCB	A32	1.983278	39.66555184
	A11	1.943144	38.86287625		A33	1.732441	34.64882943
	A12	2.32107	46.42140468		A34	1.685619	33.71237458
	A13	2.086957	41.73913043		A35	1.608696	32.17391304
	A14	2.123746	42.47491639		A36	1.769231	35.38461538
	A15	2.183946	43.67892977		A37	1.58194	31.63879599
	A16	2.254181	45.08361204		A38	1.809365	36.18729097
	A17	2.177258	43.5451505		A39	1.719064	34.3812709
	A18	2.130435	42.60869565		A40	1.789298	35.78595318
	A19	2.314381	46.28762542		A41	1.769231	35.38461538
	A20	2.471572	49.43143813		A42	2.086957	41.73913043
	A21	2.695652	53.91304348		A43	2.020067	40.40133779
	A22	2.294314	45.88628763		A44	1.90301	38.06020067
	A23	1.555184	31.10367893		A45	1.434783	28.69565217
	A24	1.966555	39.33110368		The most respond of the questions indicate that there are a (agree- strongly agree) answers so the importance of OT is very high to organization to improve the OCB. Which indicate there are a strong impact of OT on OCB.		
	A25	1.959866	39.19732441				
	A26	2.16388	43.27759197				
	A27	2.086957	41.73913043				
	A28	2.12709	42.54180602				

Table 1.2 F- Distribution Results

In this study the dimension of OT defined as affective and cognitive, the questions (A7-A28) study the OT dimension, the 33% of answers were strongly agree and about 67.7% were agree that means the company strategy focuses on improving the trust between the company and employees and through employees themselves. The questions (A29-A45) study the OCB the results



show that 89% were strongly agree with OCB dimension and 11% agree, which indicates that the employees have a good awareness and skills which help in improving the OCB such as its altruism, conscientiousness, sportsmanship, courtesy and civic virtue).

The results show that the most dimension of OT affects on OCB are questions A12, A19, A20 and A21 which focus on participation, interaction and exchange of experiences between employees, positive behavior of the employee in terms of understanding the nature of work and non-grumbling and the loyalty of the institution.

The most dimension of OCB which is affected by OT are questions A32, A42 and A43 which focus on increasing rest periods, attending meetings and doing non-mandatory work to improve the level of organizational work.

3.3 ANOVA Test

Cuevas et al (2004) stated that the ANOVA test is a way to find out the relationship between independent and dependent variables. In other words, it helps you know if you need to reject the null hypothesis or accept an alternative hypothesis. Basically, different groups are tested to see if there is a difference between them. The following table describe the ANOVA test results:

Table 3.3 ANOVA Results

S.O.V	Sum of Squares SS	Df	Mean Square MS	F	Sig.
Between Groups (Combined)	37.695	57	.661	3.299	.001
Within Groups	48.306	241	.200		
Total	86.001	298			



The results of ANOVA test show that the p-value equal $.001 < .005$ that means reject the null hypothesis and accept alternative hypothesis so the analysis prove that there is a good relationship and impact of organizational trust on the organizational citizenship behavior among employees at Jordan phosphate mines company, that mean the management should focus on OT strategy to improve OCB.

3.4 Skewness measurement

According to doane and seward (2011) stated that Skewness measure used to study the value of the frequency distribution curve and the direction of the accumulation of frequencies, which gives an indication of the existence of the relationship between the variables, skewness may be positive twisting to the right or negative twisting to the left. In this study the skewness measure for (OT) is equal 0.678 and for (OCB) is equal to 1.367 which mean both of (OT) and (OCB) have a positive and same direction and high skewed, so there are an impact of OT on OCB at JPMC.

3.5 Regression test

The regression test used to determine the relationship between two variables and investigate the correlation level between these variables.

The following table 3.3 shows the results of regression analysis, the table shows there is a positive relationship between OT and OCB. The adjusted R square value equal to 22.1% that mean the OT variables explain the 22.1% of the changes in the OCB variable or the 22.1% of the changes that occur in OCB due to OT variable and 78.9% due to other factors.



Table 3.3 The Regression Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.473 ^a	.223	.221	.47424	1.638

a. Predictors: (Constant):OT

b. Dependent Variable: OCB

table 3.4 describes the relationship between independent variable (OT) and dependent variable (OCB):

Table 3.4 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.915	0.098		9.330	.001
	OT	0.391	0.042	0.473	9.241	.000

From the table 3.4 the coefficients, B_0 is equal 0.915 and B_1 is equal 0.735, the following equation is used to

$$OT = 0.915 + 0.391 OCB \dots\dots\dots 3.1$$

That mean there is a positive linear relationships between OT and OCB, the p -value of B_0 is 0.001 less than .005 and for B_1 is 0.000 that mean the study reject the null hypothesis and accept the alternative hypothesis so there is an impact of OT on OCB.



Conclusions:

The study aims to investigate the impact of organizational trust on organizational citizenship behavior at Jordan Phosphate Mines Company; the study reached a number of conclusions:

- The results of the study showed a significant relationship between organizational trust and the behavior of organizational citizenship. This confirms that organizational trust is an appropriate independent variable for organizational citizenship behavior cases.
- The results of the study showed that there is a positive trend among the respondents about the variables of organizational trust which indicates the company's interest in organizational trust by providing a suitable environment for exchanging knowledge, experiences and feelings among employees, caring for the employee and providing help and assistance to solve his problems.
- The field study found that there is a voluntary behavior to support others and overcoming obstacles that indicate citizenship behavior has taken on an active role as a result of positive interaction between employees.
- The high level of importance index for independent variable OT and dependent variable OCB at JPMC because most of questionnaire answers between (strongly agree- agree).

Recommendation:

Based on the results of the study, it is appropriate to provide a set of proposals that help and strengthen the company to adopt the organizational confidence to ensure its position and success. The proposals are as follows:

- Stimulate employees and enhance their skills and behavior by following the incentive system.



- Provide a number of training courses to create an interactive and participatory environment among employees, which contributes to building personal and functional relationships between them.
- Organizational trust is considered one of the main factors in the organization's mission. Trust is the leader and guide for all organizational activities, which necessitates developing many potentials and mobilizing capacities and translating them into policies and programs to overcome obstacles that hinder organizational trust.
- Encourage increased organizational attention to promotion the organizational citizenship behaviors while providing an appropriate and moral environment that encourages them to conduct organizational citizenship behavior.
 - To take care of the media to spreading the culture of organizational citizenship in the company, which creates responsibility, self-control and high performance of the tasks entrusted to them.
- Format the required organizational structure to strengthen the relationship between management and employees to achieve effective communication for the sustainability of activities and reduce problems.

References:

- Aldag, R., & Reschke, W. (1997), "Employee value added: Measuring discretionary effort and its value to the organization", Center for Organization Effectiveness, Inc.
- Aryee, S., Budhwar, P.S. and Chen, Z.X. (2002), "Trust as a mediator of the relationship between organizational justice and work outcomes: test of a social exchange model", *Journal of Organizational Behavior*, Vol. 23, pp. 267-85.
- Baier, A. (1986), Trust and Antitrust Ethics. *Personnel Review*, Volume, 25, No. 5.
- Batista, R. L., & Oliveira, A. F. (2012). Antecedentes da confiança do empregado na organização. *Estudos de Psicologia*, 17(2), 247-254.



- Batool, Saima (2013). Developing organizational commitment and organizational justice to amplify organizational citizenship behavior in banking sector. *Pakistan Journal of Commerce and Social Sciences*, 7(3), 646-55.
- Belwalkar, S.; Vohra, V. & Pandey, A. (2018). The relationship between workplace spirituality, job satisfaction and organizational citizenship behaviors: An empirical study *Social Responsibility Journal*, 14 (2), 410-430.
- Biswas, N. & Mazumder, Z. (2017). Exploring organizational citizenship behavior as an outcome of job satisfaction: A critical review. *The IUP Journal of Organizational Behavior*, 16 (2), 8-25.
- Boon, S. and Holmes, J. (1991) *The Dynamics of Interpersonal Trust: Resolving Uncertainty in the Face of Risk*. In: Hinde, R. and Gorebel, J., Eds., *Cooperation and Prosocial Behaviour*, Cambridge University Press, Cambridge.
- Borman, W. C., Penner, L. A., Allen, T. D. & Motowildo, S. J. (2001). Personality predictors of citizenship performance.
- Chhetri, Perna (2014). The role of cognitive and affective trust in the relationship between organizational justice and organizational citizenship behavior: A conceptual framework. *Business: Theory and Practice*, 15(2): 170–178.
- Cook, J. and Wall, T. (1980) *New Work Attitude Measures of Trust, Organizational Commitment and Personal Need Non-Fulfilment*. *Journal of Occupational Psychology*.
- Costa, A. C. (2003). *Work team trust and effectiveness*. *Personnel Review*, 32(5), 605-623.
- Creed, W. E. D., & Miles, R. E. (1996). Trust in organizations: A conceptual framework linking organizational forms, managerial philosophies, and the opportunity costs of controls.
- Cuevas, A., Febrero, M., & Fraiman, R. (2004). An anova test for functional data. *Computational statistics & data analysis*, 47(1), 111-122.



- Doane, D. P., & Seward, L. E. (2011). Measuring skewness: a forgotten statistic? *Journal of statistics education*, 19(2).
- Dolan, Shimon; Tzafrir, Shay; Baruch, Yehuda (2015). Testing the causal relationships between procedural justice, trust and organizational citizenship behavior. *Journal of Organizational Behavior*, 16(3), 289 – 298.
- Đorić, D., Nikolić-Đorić, E., Jevremović, V., & Mališić, J. (2009). On measuring skewness and kurtosis. *Quality and Quantity*, 43(3), 481-493.
- Ellonen, R., Blomqvist, K., & Puumalainen, K. (2008). The role of trust in organizational innovativeness. *European Journal of Innovation Management*, 11(2), 160-181.
- Ferres, N., Connell, J. and Travaglione, T. (2003), “Engendering trust in manager-subordinate relationships: predictors and outcomes”, *Personnel Review*, Vol. 32 No. 5, pp. 569-87.
- Fisher, R. A. (1920). 012: A Mathematical Examination of the Methods of Determining the Accuracy of an Observation by the Mean Error, and by the Mean Square Error.
- Folger, R., and Konovsky, M. A. (1989). Effects of procedural and distributive justice on reactions to pay raise decisions. *Academy of Management Journal*, 32(1), 115 – 130.
- Graham, J. W. (1986). Organizational citizenship informed by political theory. Paper presented at the meeting of the Academy of Management Meetings, Chicago.
- Haroun, Sameera (2014). The effectiveness of organizational citizenship behavior in supporting organizational innovation: A case study on The National Society Of Industrial Cars SNVI. Unpublished MA thesis, Mohammad Bou Qarrah University, Algeria.



- Hassanzadeh, H. (2005). Identify factors affecting trust between employees and managers and review the status of existing executive agencies, Master's thesis, Tehran University, College of Qom.
- Hui C., Law K.S., Chen Z.X. (1999). A structural equation model of the effects of negative affectivity, leader-member exchange, and perceived job mobility on in-role and extra-role performance: A Chinese case; *Organizational Behavior and Human Decision Processes*, Vol.77, pp.3-21.
- Kailani, Mahmud; Aleassa, Hasan (2017). The effect of organizational justice on its citizenship behavior among sales personnel in the banking sector in Jordan. *International Journal of Business, Marketing, and Decision Sciences (IJBMDs)*.
- Konovsky, M. A.; Pugh, S. D. 1994. Citizenship behavior and social exchange, *Academy of Management Journal* 37(3): 656–669.
- Lamsa, A., and Pucetaite, R. (2006), 'Development of organizational trust among employees from a contextual perspective', *Business Ethics: a European Review*.
- Lewis, J. D.; Weigert, A. 1985. Trust as a social reality, *Social Forces* 63(4): 967–985. <http://dx.doi.org/10.1093/sf/63.4.967>.
- Li, P. P., Bai, Y., & Xi, Y. (2012). The contextual antecedents of organizational trust: a multidimensional cross-level analysis. *Management and Organization Review*, 8(2), 371-396.
- Lu, Xiaojun (2014). Ethical leadership and organizational citizenship behavior: The mediating roles of cognitive and affective trust. *Social Behavior and Personality*, 42(3), 379-390.
- Makhdoom, Habib. Anjum, Adeel. Sabir, Hazoor. Khaliq, Tanzeel. (2016). Impact of Organization Trust, Organization Justice and Job Satisfaction on Organization Citizenship Behavior: A study in Banking Sector of Pakistan.
- Masterson, S. S., Lewis, K., Goldman, B. M., and Taylor, M. S. (2000). Integrating justice and social exchange: The differing effects of fair procedures and treatment on work relationships. *Academy of Management Journal*, 43(4), 738 – 748.



- Mayer, R.; Davis, J.; Schoorman, F. (1995). An integrative model of organizational trust. *Academy of Management Review* 20(3), 709–734.
- McAllister, D. J. 1995. Affect- and cognition-based trust as foundations for interpersonal cooperation in organizations, *Academy of Management Journal* 38(1): 24–59.
- McCauley, Dan P.; Kuhnert, Karl W.(1992). *A Theoretical Review and Empirical Investigation of Employee Trust in Management*.
- Mey, Michelle; Werner, Amanda ; Theron, Anthonie (2014). The influence of perceptions of organizational trust and fairness on employee citizenship. *Problems and Perspectives in Management*, 12(3), 99-105.
- Oliveira, A. F., & Tamayo, A. (2008). Confiança do empregado na organização. In M. M. M. Siqueira (Ed.), *Medidas do comportamento organizacional: ferramentas de diagnóstico e gestão* (pp. 97-109). Porto Alegre: Artmed.
- Organ, D. (1988), "Organizational citizenship behavior: The good soldier syndrome", Lexington Books, Lexington, MA.
- Podsakoff, P. M., Mackenzie, S. B., Paine, J. B., and Bachrach, D. G. (2000). *Organizational citizenship behaviors: a critical review of the theoretical and empirical literature and suggestions for future research*.
- Puusa, A., & Tolvanen, U. (2006). Organizational identity and trust. *Electronic Journal of Business Ethics and Organization Studies*, 11(2), 29-33.
- Robinson, S. L., and Morrison, E. W. (1995). Psychological contracts and OCB: The effect of unfulfilled obligations on civic virtue behavior. *Journal of Organizational Behavior*, 16(3), 289 – 298.
- Sharma and Jain (2014). A scale for measuring organisational citizenship behaviour in manufacturing sector. *Pacific Business Review International*, Vol. 6 Issue 8.
- Shaw, R.B. (1997). *Trust in the balance: Building successful organization on results, integrity and concern*. San Francisco, CA: Jossey-Bass.



- Singh, U., & Srivastava, K. B. L. (2009). Interpersonal trust and organizational citizenship behavior. *Psychological Studies*, 54(1), 65-76.
- Singh, Niharika & Kolekar, Bajrang D. (2015). Testing Reliability of Organizational Citizenship Behavior Scale (OCBs) for Nonteaching Staff in Academics, *International Journal of Management (IJM)* Volume 6, Issue 9, pp. 55-66.
- Smith, C. A., Organ, D. W., & Near, J. P. (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of Applied Psychology*.
- Spector, P. E., & Fox, S. (2002). An emotion-centered model of voluntary work behavior: Some parallels between counterproductive work behavior (CWB) and organizational citizenship behavior (OCB). *Human Resource Management Review*, 12,269–292.
- Subedi, D., Bhandari, N. and Sahadeb, U. (2011). *Organizational Citizenship Behaviour*, Saarbrucken: Lambert Academic Publishing.
- Wech, B. A. (2002). Trust context: effect on organizational citizenship behavior, supervisory fairness, and job satisfaction beyond the influence of leader-member exchange. *Business and society*, 41(3), 353 – 360.
- Williams, L & Anderson, S. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*, 17: 601-617.
- Yilmaz, A., & Atalay, C.G. (2009). A theoretical analysis on the concept of trust in organizational life. *European Journal of Social Sciences*, 8(2), 341–352.
- Zand, D. E. 1972. Trust and managerial problem solving. *Administrative Science Quarterly*, 17(2), 229-239.
- Zhang, H, S.M Zhao and H.B. Fang, 2010. The impact of job security on the behavior of organizational citizens: The mediating effect of organizational trust. *J. Bus. Econ.*, 9: 33-38.