

The Influence of Trust through Organizational Citizenship Behaviors and its Impact on Organizational Anti-Product Behaviors in Tuka Steel Company in Isfahan

Masoumeh Lajevardi¹, Reza Ebrahimzadeh^{1,2*}

¹*Department of Industrial Engineering, Najafabad Branch, Islamic Azad University, Najafabad, Iran*

²*Faculty Member of Humanities Science, Department of Cultural Management and Planning, Isfahan (Khorasgan) Branch, Islamic Azad University, Isfahan, Iran*

*Corresponding Author: Reza Ebrahimzadeh

ABSTRACT: The present study is aimed at identifying the effects of organizational trust on the Counter-Productive Behavior of the staff and it was conducted by considering the Organizational Citizenship Behavior to be a moderating variable. To do so, a number of standard questionnaires, including organizational trust, organizational citizenship behavior, and counter-productive behaviors were adopted to measure these variables. After the validity of the measurement tools was secured by explanatory analysis, the reliability of the questionnaire for the organizational trust –based upon Chronbach’s alpha coefficient – (0.819), organizational citizenship behavior with Chronbach’s alpha coefficient (0.940) and organizational counter-productive behaviors (with Chronbach’s alpha coefficient 0.890) were estimated and were distributed among a sample consisting 370 people out of 741 working staff in Tuka Steel Company of Isfahan. The present research methodology is of descriptive type, based on the method of structural equation modeling, which is used by classification sampling. The results from the research model indicate that according to the proposed model of the analysis, the Organizational Trust influences the Counter-Productive manner of the company staff via Organizational Citizenship Behavior. This influence is regarded as significant and it is equal to -0/23. Eventually, with respect to the direct impact of organizational trust and the Organizational Citizenship Behavior on the reduction of counter-productive behaviors, a number of proposals have been provided to the managers in order to both strengthen and to enhance the influence of organizational trust and Organizational Citizenship Behavior.

Keywords: Organizational Citizenship Behavior, Organizational Trust, Counter-Productive Behavior, Organization.

INTRODUCTION

Trust, a really substantial term, has been studied a lot so far. That is why it results in a lot of efforts and collaborative behaviors and plays a significant key role in numerous interpersonal relations. In general , organizational trust can be defined as the tendency of a group or one side to be vulnerable to the other side , which is based upon an expectation in which the other group is certain , reliable , considerate , concerned and trustworthy (Javaheri Kamel, 2009). Organizational trust can maintain and promote the staff by enhancing the communication and expanding cooperation between them and the managers and it can also maximize the efficiency among the teams. The staff believes that when they can trust their managers and their colleagues, they feel a sense of possession and commitment. Creating an atmosphere by virtue of the organizational trust has many beneficial advantages for the organization. As the studies represent, trust may help promote

communication, cooperation, and teamwork. Likewise, it can lead to job satisfaction among the staff and their intra-duty related citizenship and organizational behaviors (Velez, 2006).

Nowadays trust is of considerable significance in terms of organizational, political and social relations. In organizational studies, trust can be treated as a fundamental factor for the influential organizations, and is highly regarded and appreciated by the leadership experts and the researchers. The ability to establish trust among the workforce is hugely regarded by them. According to what the study of organizational literature represents, trust is considered to be an absolutely vital and essential criterion for both the individuals and the organizational success (Argyris, 1973). The high level of intra-organizational trust can compensate the weaknesses in the other resources to a great extent in order to promote productivity. According to the studies, trust helps to create intra-personal and interpersonal influences and both the internal and the external relations of the organization are influenced by that. Therefore, it can be noted that the higher the level of organizational trust, the more equivalent it will mean the promotion of job satisfaction, organizational commitment, confidence-based atmosphere among the staff, enhancement of cooperation and collaboration, division of information, resolution of the problems, capability facilitators, the ability to make changes, organizational learning and innovation, reduction of mental stress and pressure, reduction of mistrust in the future, settling the disputes and contradictions, and, eventually, creating a framework for maximizing organizational productivity. The low-level of organization of organizational trust will lead to the increasing rate of contradiction, organizational instability, duty refusal, low motivation, insolvable rumors and strikes and the obstacles preventing goal realization (Hart & Cooper, 2001).

In the recent years, two really important variables have drawn the attention of industrial and organizational psychologists both conceptually and practically in order to develop the organizations. These two variables include: organizational citizenship and counter-productive behaviors. Citizenship behaviors can be defined as intentional behaviors that are based on the desires of the staff, and are voluntarily expressed and have nothing to do with their rewards, respectively, but they can help with the promotion of organizational performance. Organizational researchers have indicated that some of the staff participates in the health-related issues and their organizational effectiveness by doing jobs beyond their duties. Likewise, counter-productive behavior is a really important issue faced by the organizations. For this reason, some of the empirical studies have focused their attention on the outcomes and the consequences of these behaviors. Additionally, theoretical reviews have attempted various research literatures related to counter-productive behaviors and the influence of organizational citizenship behaviors has been explored. Attempts made to improve the performance have been considered to be an indispensable principle since the initial days when management began to emerge, and it is introduced in the new fields of study and encompasses more areas. Unlike the past, in which the staff were expected to perform on the level of their own formally defined roles, in the newly made psychological contracts, those voluntary behaviors and beyond-the-role duties are treated as "organizational citizenship behaviors" in which the long-term participation and cooperation of the individual with organizational success is mainly emphasized. The idea that the trust at workplace serves as a potential criterion which leads to organizational performance and can be one of the major sources of competitive advantage in the long run, has been widely and quickly appreciated. Providing an atmosphere based on organizational trust produces numerous positive effects for the organization. On the contrary, the cost obtained as a result of mistrust can be too heavy, mainly because of the staffs' unwillingness to cooperation and participation, inappropriate risk-taking behaviors, low-quality jobs, and the need to control (Pucetaite and Lamsa, 2008). Building up trust and organizational citizenship behavior can enhance the performance, and the effectiveness and the sustainability of the organizations will be secured in the long run. Therefore, with regard to the above-mentioned issues, it can be concluded that organizational trust and citizenship behavior can have a direct impact on the reduction of counter-productive and deviational behaviors of the staff in the organizations. Considering the objective of this study, which has been how to explore and define the impact of organizational trust via organizational citizenship behavior and its influence over the counter-productive behavior in Tuka Steel Company of Isfahan, the research findings were mainly discussed over along with its results at the end of the research. Some recommendations will be made in order to strengthen and to improve the impacts of organizational trust and citizenship behaviors to prevent counter-productive manners.

With respect to the above-mentioned points, the most important objectives of this research are as follows :

- Determining the impact of organizational trust on organizational citizenship behavior in Steel Company of Tuka in Isfahan
- Determining the effect of organizational citizenship behavior on the counter-productive manner in the above company
- Identifying the impact of organizational trust on the counter-productive behavior in Tuka Steel Company of Isfahan.

The research hypotheses were made based on the above objectives. Furthermore, the main research hypothesis argues that:

Counter-productive behaviors in Tuka Steel Company are influenced by organizational trust, which can be formed via organizational citizenship behaviors.

The remaining sub-hypotheses of the research have been proposed according to the followings:

1- Organizational citizenship behavior influences the counter-productive behavior in Tuka Steel Company of Isfahan

2- Organizational trust influences the organizational citizenship behavior in Tuka Steel Company of Isfahan

3- Organizational trust influences the counter-productive behavior in Tuka Steel Company of Isfahan.

Consequently, based on the current hypotheses and the exploration of research history, the following model will be presented which represents the relationship between the main variables and the theoretical framework of the existing study

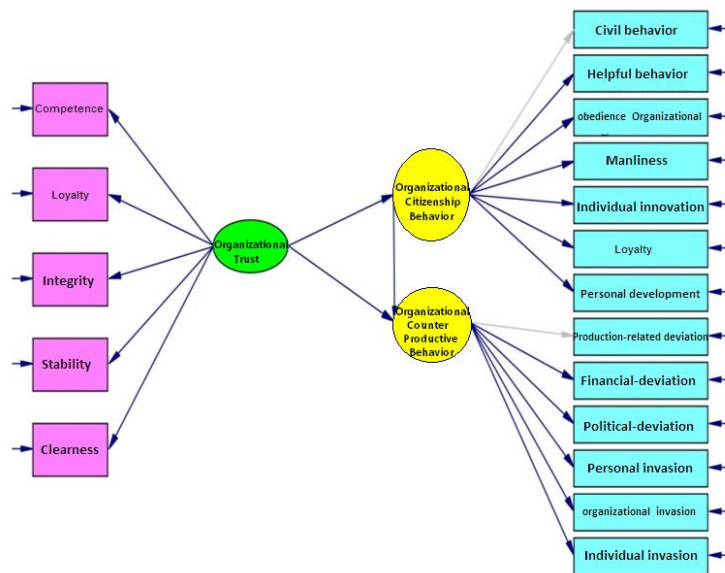


Figure 1. The conceptual model of the research hypotheses.

In the present study, since the major objective is to explore the impact of trust on counter-productive behaviors, and it is made based on structural equations, it appears like a novel idea. Furthermore, no variable has been considered so far to be able to decrease counter-productive behaviors in the organization or to neutralize its effects. Therefore, it has not been examined as a cause-and-effect-relationship process, and to provide a framework by which the counter-productive behavior can be reduced in an organization.

METHODOLOGY

As the major objective of this study is to investigate the impact of organizational trust on counter-productive behaviors through organizational citizenship manners, the current study is practical in terms of its objective, it is found to be descriptive based on correlation method and data collection, and it is considered to be structural equation modeling. The main tool necessary for data collection is a questionnaire, which has been designed based upon the investigated variables from 65 questions which is generally composed of two parts:

Part 1: It includes some questions for collecting the data required for demographics (including gender, education, background history, organizational position, which contains four questions.

Part Two: It contains technical questions in Likert dimension, in which standard questionnaires have been used. In order to measure different dimensions of organizational trust, organizational citizenship behavior and counter-productive behavior, we have used a standardized questionnaire. In order to measure reliability, an initial sample consisting 30 questionnaires was pretested, and reliability coefficient was estimated using Chronbach's Alfa Method. For all the questions related to each of the above-mentioned variables, 0.889 was obtained for organizational trust, 0.940 was achieved for organizational citizenship behavior and 0.890 for counter-productive behavior in the organization.

These digits represent the fact that the questionnaires are reliable enough. In order to estimate validity of the questions, we have used exploratory factor analysis. In this study, the questionnaires were analyzed using explanatory and research factor analysis. As the results indicate, the entire questionnaire for the validity test has a sample error of 0.5 and the results of Bartlet Test are meaningfully over 1.96. The results of this step are

shown in Table 1. It is also important to note that some of the questions belonging to the study were removed in the research factor structure, mainly due to of low relationship existed between commonality and compatibility

Table 1. The results of explanatory analysis.

The main domain number of questions	The name of the agents in the order of importance in the specified variance	The results of explanatory analysis	Specified Variance
Organizational trust questionnaire(12 questions)	Competence(15.205),Loyalty(13.434),Integrity(10.858),Stability(10.631),Clearness(9.572)	$\chi^2/df = 1.057$, GFI= 0.97, AGFI = 0.96 , RMSEA= 0.014	59.699
Organizational citizenship behavior questionnaire(24 questions)	Citizenship behavior(11.006), Helpful behavior(90.43), Organizational obedience(8.531),Manliness(7.012), Individual innovation(6.017),Loyalty(5.632), Individual development(5.015)	$\chi^2/df = 2.302$, GFI= 0.92, AGFI = 0.91 , RMSEA= 0.065	52.357
Organizational counter-productive behavior questionnaire(29 questions)	Production-related deviation(10.980),Financial deviation(9.631),Political deviation(8.566),Personal invasion(7.029), Organizational invasion(6.266), Individual invasion(5.707)	$\chi^2/df = 1/079$, GFI= 0/92, AGFI = 0/91 , RMSEA= 0/016	48/139

The population and sampling method

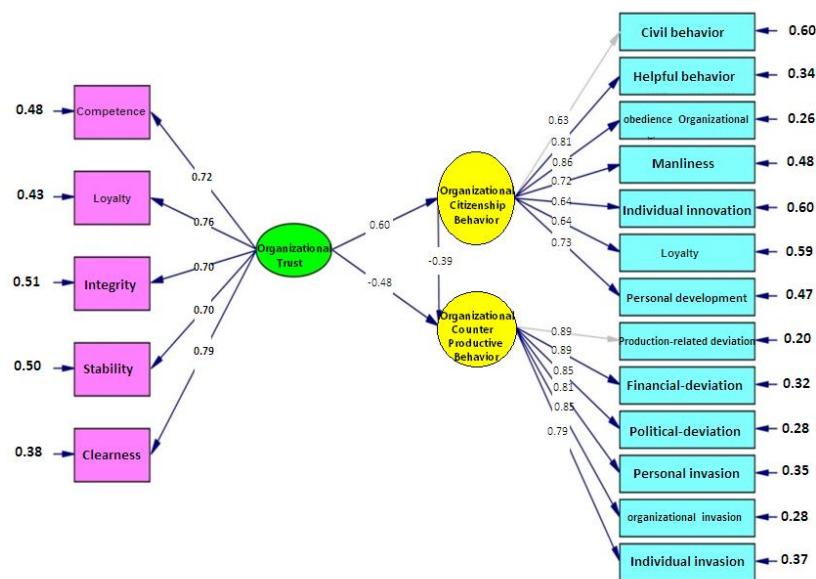
The statistical community of this study encompasses the entire staffs working in Tuka Steel Company of Isfahan in 2015, which are statistically 741 people. On the other hand, according to the results of the research done on the relationship between the impacts of organizational trust over the counter-productive behaviors through organizational citizenship behavior, it is indicated that these demographic variables including the level of education, gender, and job history can be influential on organizational counter-productive behaviors. In order for the researcher to be able to investigate these effects in his studies and to examine them more accurately, s/he uses a sampling method known as " classification sampling ", and the statistical samples have been extracted from different educational levels, various jobs with background histories less than 5 years or over 20 years both extracted from male and female groups. Accordingly, the researcher attempted to collect necessary information after he referred to the company and estimated the total number of 370 samples based on Cochran sampling formula, and then he began to distribute the questionnaire using the classification sampling which was adopted regarding the sampling framework. The main characteristics of demographical variables used in the study are shown in great details in Table 2. Eventually, 313 questionnaires were collected with good return rate of %85. In order for the researcher to collect the questionnaires, she attended in Tuka Steel Company for three consecutive months and has managed to distribute his questionnaires and has also collected the required data.

Table 2. Demographic variables used in the research.

Variable	Frequency	Variable	Frequency
Bachelor's degree	18.8%	Gender	
Master's degree	4.5%	Male	93.9%
Mediating managers	6.1%	Female	6.1%
Top manager	3.5%	Level of Education	
Working Years		Below diploma	26.2%
Less than 5 years	4.2%	Diploma	25.6%
5-10 years	18.5%	A.A degree	15.3%
10-15 years	55.6%	B.A degree	16.3%
15-20 years	16.6%	M.A degree	15.0%
Over 20 years	5.1%	PhD degree	1.6%
		Occupation	
		Technical expert and worker	67.1%

RESULTS

In order to analyze the collected data in this research, we will firstly examine the descriptive statistics, which elaborate on demographic variables including gender, level of education, and job history. In order to investigate the questions and the research hypotheses and to analyze the considered model along with its components, analytical statistical methods have been adopted. The descriptive findings of this study, based on Table 2, are as follows: The men have formulated 93.9 % and the women have been 6.1% of the respondents, out of which 67.1 % of the respondents were technical experts and they held B.A degrees, 4.5 % were M.A holders, 6.1 % were the mediating managers, and 3.5% were among the top managers. With respect to the educational degree, 26.2 % of the respondents held a degree below diploma level, 15.3 % held foundation degree, 16.3% held a BA degree, 15 % held an MA degree and 1/6 % were among the PhD holders that this was based on the respondents' job history, 4.2 % were among the respondents who had a job history less than 5 years, 18.5 % with a job history less than 5-10 years, 55.6 % with a job history of 10-15 years, 16.6 % with a job profile of 15-20 years and 5.1 % had a job profile of over 20 years. While explaining the research analytical findings, we will elaborate on the research hypotheses. In order to examine the research hypotheses that were elaborated on the research, we have used the structural modeling of the equations. The output for the major model of Lisrel Software is presented for the research hypotheses.



Chi-Square=151.35, df=132, P-value=0.11942, RMSEA=0.022

Figure 2. The standardized coefficients model related to research hypotheses.

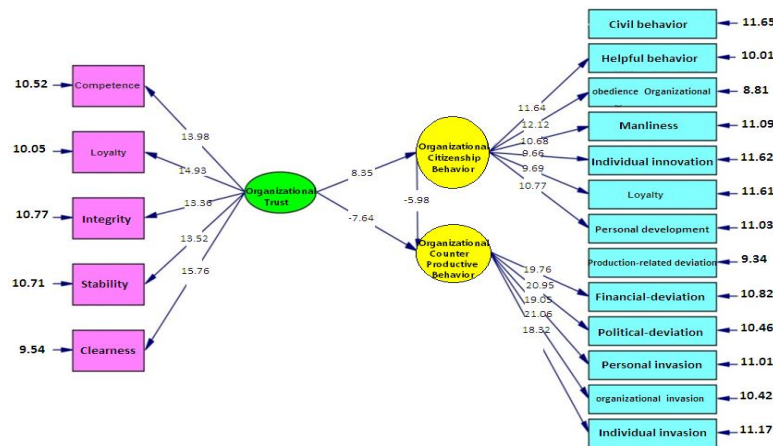
With regard to Lisrel output, the relationship between χ^2 and the calculated df equals to 1.147. However, this low relationship represents how suitably the model is processed. Likewise, the proposed model is much more precise with regard to the following results that are obtained from the output of Lisrel Software.

0.022= RMSEA and 0.119= P-value and 132= df 151.35= χ^2

Since P-value is higher than the level of standard significance (0.05), the proposed model is considered to be suitable. The entire indexes for evaluation of the model are presented along with their amounts and represent good of fit indexes of the model. Before exploiting the above results, the indices related to the model are evaluated and the research hypotheses were examined with regard to the track and the significance coefficients. Considering the model and the indices for that model, we need to examine its significance of the coefficients based on T-Value. Table 3 illustrates the results of Lisrel output. With respect to the proposed results in Table 3, the model is considered to be appropriate. Therefore, as Fig.2 and Fig. 3 suggest, (Coefficients for significance), the entire research hypotheses are confirmed. Table 4 summarizes the entire research hypotheses in addition to the research results.

Table 3. The indices for good of fit regarding the model of research hypothesis using Lisrel software.

Name of Index	Standard amount of Index	The amount of index in the model	Conclusion
χ^2/df	1-3%	1.147	Goodness of fit is suitable
P- Value	Over 0.05%	0.119	Same as above
G.F.I	Over 0.9%	0.95	Same as above
A.G.F.F	Over 0.9%	0.93	Same as above
N.F.I	Over 0.9%	0.98	Same as above
C.F.I	Over 0.9%	1.00	Same as above
R.M.S.E.A	Less than 0.1%	0.022	Same as above



Chi-Square=151.35, df=132, P-value=0.11942, RMSEA=0.022

Figure 3. Corrective index of T model related to the research hypotheses.

Table 4. The summary of research hypotheses.

Number	The name of relationship	Effects	T value	Results
1	The main hypothesis: the impact of the organizational trust via organizational citizenship behavior on the counter-productive behaviors	-0.23	-5.81	Confirmed
2	The sub hypothesis 1: the impact of organizational trust on Organizational Citizenship Behavior	0.60	8.35	Confirmed
3	The sub hypothesis 2: the impact of Organizational Citizenship Behavior on counter-productive behavior	-0.39	-5.98	Confirmed
4	The sub hypothesis 3: the impact of the organizational trust on counter-productive behavior	-0.48	-7.64	Confirmed

DISCUSSION AND CONCLUSION

In this study, we firstly analyzed the data using descriptive statistics as shown in the tables of frequency and the charts. Then, the research hypotheses were analyzed based on analytical statistics using Lisrel and SPSS18 software. The results obtained according to Table 4, are as follows: The research findings on the

research major hypothesis indicating that organizational trust can influence the counter-productive behaviors of the company through organizational citizenship behavior, represents this fact that the counter-productive behavior is influenced by organizational trust via organizational citizenship behavior, and the coefficient for influence is -0.23. Therefore, in order to prevent counter-productive behaviors, the top managers are required to address how to enhance organizational confidence. The above-mentioned results are in accordance with the internal studies (Shirazi et al., 2013) and the external studies indicating the positive influence of trust over the citizenship behavior and a negative effect on the counter-productive manner. The major reason for this influence is that the staff in the organization begins to have a sense of possession about the organization and feel sensitive about its problems. Such staff is highly interested in cooperation and is eager to take responsibility in their organizational careers and can eagerly help those who cope with job-related problems to enhance the total performance of the organization. On the other hand, as the counter-productive behaviors are harmful for the organization, those groups of staff that are involved with organizational citizenship behaviors, tend to not to be engaged in counter-productive manners. The research findings about the first semi-research (quasi-research) hypothesis indicating that organizational trust influences organizational citizenship behavior, represents the fact that the organizational citizenship behavior is influenced by organizational trust.

According to the results obtained from the structural equation model, the coefficient for the direct influence of organizational trust over citizenship behavior organizational confidence has been 0.60, and the significance coefficient from T- statistics has been 8.35, which signifies the positive and direct effect of organizational trust over organizational citizenship behavior trust. This conclusion is compatible with the results obtained from the internal studies (ZareiMatin et al., 2011) and those internal studies (Yilmaz & Atalay, 2009), which represent the positive and strong influence of organizational trust over organizational citizenship behavior.

The research finding on the second research hypothesis indicating that organizational citizenship behavior influences the counter-productive behavior, shows that organizational citizenship behavior can directly influence the deviational organizational behavior, and as the extracted results from the structural equation model represent, the coefficient for the direct influence of organizational citizenship behavior over the deviational organizational trust is -0.93, and the coefficient of significance from T statistics is about -5.98 indicating the direct and strong influence of organizational citizenship behavior over organizational deviational manner. The above conclusion is in accordance with the research findings (Dalal, 2005), which represents the direct and negative influence of citizenship behavior over the deviational manner. The research findings on the third research hypotheses indicating "organizational trust" influences counter-productive behavior, shows that the organizational citizenship behavior can influence the counter-productive manners, and the coefficient of the direct influence is -0.48 and the significance coefficient obtained from T -statistics is -7.64, which signifies the strong and direct influence of organizational trust over the deviated (deviational) behavior. Before the practical recommendations are proposed, given the research result, it should be noted that the present study suffers from some restrictions that need to be taken into consideration by the researchers in the future. The most noticeable restrictions are as follows:

- 1- The present study has been only conducted in the Iranian Private Industries (Tuka holding Company in Isfahan) and the results should be cautiously generalized to the other industries and organizations.
- 2- As the present study is of quantitative (also descriptive) method, accurate results may not be fully provided. Therefore, it is highly recommended that such studies that act as a research restriction should be conducted in an integrated manner.
- 3- In order to achieve the more accurate results in the structural equation model, the role of mediating/ intervening variables should be considered for the future studies.
- 4- In order to achieve better results, the above restrictions are required to be mentioned in the future studies so that many different industries (including Steel Company) are taken into consideration in order to attain a more comprehensive pattern.

Therefore, with respect to the results obtained from the data analysis, and regarding the direct influence of organizational trust and citizenship behavior in reducing the counter-productive behaviors in order to enhance and to strengthen the influence of organizational trust and citizenship behavior, one is required to take the following measurements to prevent the counter-productive behaviors:

- 1- The organizational managers are expected to feel proud of their members and the staff with regard to their collaboration and participations. In order for the managers to create a culture in the organization based on participation, they are needed to identify the preventative causes and take the necessary steps to resolve the problems. Fundamentally, the preventative causes or factors can be categorized in the following group:
 - Individualism culture among the staff
 - Lack of reliability witnessed by the subordinates toward the efficiency and the effectiveness of cooperative management.
 - Strong beliefs held by some managers about the assumptions of X theory
 - In order for the above obstacles to be eliminated, the managers in the organization are expected to establish a system based on recommendations

- Regardless of personal tendencies, the managers in the organization need to endeavor a lot in order to integrate the individual goals into those of the organizations.

The managers are expected to unite different groups into one single thinking and idea in order to raise creative people with experimental talents. This will be effective in developing the individual initiatives in organizational citizenship behaviors, inspiring the organizational staff with an optimistic image about the future, is considered to be the major source of motivation in order to move forward toward the organizational goals, which facilitates the organizational citizenship behavior in the organization as a whole. The staff is required to be guided, trained, and supported by their managers, and their potentials need to be developed and enhanced on a regular process, because those staff with high level of individual potentials feel more dominant, take more initiatives, take more responsibilities and are more quick learners.

Promoting positive ethics

The managers are expected to inhibit a set of moral ethics in the organization. Those teams that abide by a set of appropriate ethics are found to be healthier, more successful, more adaptive, more responsible and more competent. Honesty forms the foundation of trust and confidence in each organization and needs to be considered from the very scratch. The organizational manager needs to reflect and to promote honesty and unity on his own and throughout the organization. The managers are expected to identify some strategies in which they can be available to the staff. Lack of responsibility can result in lack of trust. Friendly relations need to be encouraged among the members of an organization and the tendency to cooperation and team-work needs to be promoted. Creating a sense of meaningfulness, competence, effectiveness and mutual trust should be inhibited among the staff. With respect to the research results, the following recommendations are found to be necessary for the studies:

- The effective factors in terms of counter-productive behavior need to be examined using meta-analysis
 - The role of group unity and its relationship with counter-productive behavior needs to be examined.
- The connection between the role of counter-productive behavior and organizational confidence in different organizations should be conducted using an adaptive method.
- Conducting a research based on meta-analysis over the studies regarding the citizenship behavior needs to be considered.
 - The relationship between organizational equality and deviated behavior should be examined

REFERENCES

- Argyris C, 1973. On Organizations of the Future. Beverly Hills, CA: Sage.
- Dalal RS, 2005. A meta-analysis of the relationship between organizational citizenship behavior and counterproductive work behavior. *Journal of Applied Psychology*. 90: 1241–1255.
- Hart P, Cooper C, 2001. Occupational stress: Toward a more integrative Framework. *Handbook of industrial work and organizational psychology*. Thousand Oaks, CA: Sage.
- Javaheri Kamel M, 2009. The impact of organizational justice. The relationship between the membership leader, trust and psychological capability on the organizational citizenship behaviors, human development. No. 84.
- Pucetaite R, Lamsa AM, 2008. Developing organizational trust through advancement of employees' work ethic in a post-socialist context. *Journal of Business Ethics*. 82: 325-337.
- Shirazi A, Khodaverdian L, Naeimi M, 2013. The influence of organizational trust over organizational civic behaviors , A case study. Gas Horasan-e- Shomali Province. *Research management*. No 5.
- Velez P, 2006. Effects of Organizational Trust. A Dissertation Submitted to the Faculty of the Hahn School of Nursing and Health Science, University of San Diego. In Partial Fulfillment of the Requirement for the Degree of Doctor of Philosophy in Nursing.
- Yilmaz A, Atalay C, 2009. A theoretical analyze on the concept of trust in organizational life. *European Journal of Social Sciences*. 8(2): 341-352.
- Zarei Matin H, Alvani SM, Jandaghi GhR , Ahmadi F, 2011. Presentation of a comprehensive model on the effective factors influencing the development of Organizational civic behavior, A case study : The Staff of National Oil Company, faculty of Management. University of Tehran, periodical of Governmental management. 5: 32- 56.