

## The Relationship Between Organizational Trust and Employee Productivity Mediating Role Organizational Citizenship Behavior in Social Security Organization of Isfahan

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**Abstract:** The present study aimed to investigate the relationship between organizational trust and employee productivity with the mediating role of organizational citizenship behavior in the Isfahan social security. Research methodology in terms of purpose is descriptive and in terms of nature is functional. For this purpose, the statistical society of Isfahan which 580 were all social security organization using Morgan table, 234 individuals were selected to sampling. Data collection tools in this study, three questionnaires organizational trust, organizational citizenship behavior and productivity. In order to analyze the data, the software Amos22 and path analysis was used in statistical analysis. Research findings indicate that organizational trust on employee productivity with the mediating role of organizational citizenship behavior ( $p = 0.32$ ) is significant.

**Key words:** Organizational trust, employee productivity, organizational citizenship behavior, social security administration, data collection

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### INTRODUCTION

One of the problems in today's organizations is the lack of trust between employees and managers. In these organizations, especially government agencies, a significant gap exists between employees and management and their demands. Dehkordi (2014) defined trust as positive expectations of an individual, deeds, words and decisions on the other hand, apart from opportunistic actions. Organizational trust, in fact, is a trust between management and staff both should share.

Based on the outcome of the situation, organizational trust is a trust between the three groups of employees, managers and the organization as a whole and include three aspects of lateral trust (horizontal), vertical trust and institutional. Lateral trust (horizontal) refers to the trust between employees in an organization. Vertical trust, trust that exists between employees and managers and institutional trust is the trust of the members of the organization to the strategy and vision of the organization, commercial and technological capabilities, processes and structures are presented fairly and human resources policies (Ellonen *et al.*, 2008).

No organizational trust, there is likely minimal or no chance that the organization can achieve its strategic objectives. To increase organizational trust, managers must create an environment of trust for each member to be

specified by experienced staff (Odin, 2014). As we know, human resources is the most important factor in improving productivity and a sign of lack of productivity is lack of trust. If employees do not see in your organization, they also would not be fair to the customer.

The productivity of the employees allocated to analyze, measure and improve the efficiency of human resources and discussed the improvement of labor productivity, including direct labor and indirect labor (Nielsen *et al.*, 2009). In the context of improving the efficiency of different models presented, one of the models in order to help managers determine the cause of performance problems and the development of strategies to solve these problems.

In this model, seven words include performance: (A, C, H, I, E, V, E) ability, clarity, help, incentives, evaluation, validity, environment (Babaeian *et al.*, 2013). In another model Crest, human resources are the factors that improve productivity is set in word format "CREST" and recommended that the positive change in their status to improve:

- C: Creating organizational commitment and communication
- R: Respect, commemorate
- E: Enthusiasm
- S: Security and support
- T: Training (Khaki, 2013)

In research by Salari (214) to examine the relationship between organizational trust and employee productivity, it found that confidence has a huge impact on employee productivity. Low productivity result in stagnation and inflation. On the contrary, higher productivity can lead to lower costs, increased industrial production, profitability, more employment and creating job satisfaction among employees and moral reform health care organizations (Babaeian *et al.*, 2013).

It comes when employees have confidence to organization, their behavior will be based on organizational citizenship behavior. In fact, organizational citizenship behavior is voluntary not task and is explained as positive mood and need for affiliation or a sense of success, however, this type of employee behavior and attitudes are fundamental and effective organization. Particularly where suggest that organizations need to unite and social network of people (Mohanti and Rath, 2012).

Organ defined the citizenship behavior as positive measures to improve staff efficiency and cohesion in the workplace knows that transcends organizational requirements (Hodson, 2002). May be the most prestigious division organizational citizenship behavior information is provided by organization researchers study has been based on numerous studies. The dimensions of this model include altruism, work ethic, sportsmanship social customs (civil behavior) and respect for others (Castro *et al.*, 2004).

Khodaverdian in a study examined the impact of trust on organizational citizenship behavior as a significant positive relationship between these two variables. Mose and Holder stated that functional and organizational citizenship behavior is often learned by doing voluntary efforts by staff and by attracting more talented people, help organizations to improve their performance. In some cases, show the organizational citizenship behavior fundamentally big impact on performance evaluation and performance objectives (Mohanty and Rath, 2012).

Pavalache and Iliea the study examines the relationship between organizational citizenship behavior, job satisfaction and the characters and their staff during the study concluded when people are satisfied with their work tend to have organizational citizenship behavior and also individual effectiveness of these behaviors, introversion and duration of service in the organization relationship. Zhang *et al.* (2010), a study to evaluate the effect of job security on organizational citizenship behavior in their mediating role of organizational trust.

The results indicate a strong relationship between job security and organizational citizenship behavior and

organizational trust a mediating role in the relationship. Hashemi (2014) in a study titled "Assessment of the Relationship Between Organizational Citizenship Behavior and Employee Productivity" concluded that the development of citizenship behavior of employees will increase their productivity.

Social Security is a non-governmental public institution, organizations and major tasks of health insurance in two parts and a large number of community in the audience and to provide better service, the need for staff productivity but it seems people are not satisfied with the services the organization that dates back to decreased employee productivity. One of the important aspects that will reduce employee productivity, lack of confidence or lack of it. The lack of or decline in business confidence, the less we see organizational citizenship behavior by our employees.

It seems that trust through organizational citizenship behavior could lead to employee productivity. So far, many researches on the factors efficiency, organizational trust and organizational citizenship behavior but searches in books and articles have none at the same time, the relationship between organizational trust and employee productivity with the mediating role of organizational citizenship behavior in social security organizations have not reviewed. It seems that one of the reasons, the time limit for expanding the scope of research to be more variables.

So, in this research effort has been made to consider the various dimensions of organizational trust to examine the relationship between organizational citizenship behavior and employee productivity due to lack of studies, it is also partly be compensated. The present study tried to answer the hypothesis that the role of mediator between organizational trust and organizational citizenship behavior and employee productivity with a connection there?

## **MATERIALS AND METHODS**

Present study, in terms of purpose is functional and in terms of design is descriptive-regression. Statistical society of present study all the Social Security Organization in Isfahan. According to statistics obtained from the organization in 2015, total employees 580 people in any part using Morgan table based on population size, number of samples was taken 234 samples and sampling was available. Information collection tools of questionnaire following: Organizational trust by Ellonen *et al.* (2008) which contains three components confidence, self-portrait and institutional trust and a 49-item Likert questions is in the range of 5 (always, often,

sometimes, rarely and never). The reliability of the questionnaire using Cronbach's alpha coefficient was calculated 0.74.

Productivity which contains seven ability, understanding, jobs, organizational support, motivation, feedback, validity, environmental compatibility and has 26 questions in five-item Likert (very high, high, medium, low and very low). The reliability of the questionnaire using Cronbach's alpha coefficient was calculated 0.91.

Organizational citizenship behavior which includes five dimensions of altruism, work ethic, sportsmanship and forgiveness, civil and polite and considerate and has a 24-item Likert questions is in the range of 5 (strongly agree, agree, no comment, disagree and strongly disagree). The reliability of the questionnaire using Cronbach's alpha coefficient was calculated 0.91.

Content and face validity of tool for gathering information was approved by experts in the thematic and some members of the population. In order to analyze the research data software version 22 was used Amos.

## RESULTS AND DISCUSSION

**Research hypothesis:** There is a significant relationship between organizational trust and employee productivity through organizational citizenship behavior. To test the hypothesis according to literature the following theoretical model was tested by Amos software version 22 (Fig. 1).

As can be seen coefficient of organizational trust and organizational citizenship behavior (0.28), organizational

citizenship behavior on productivity (0.08) as well as organizational trust on productivity (0.56) at the level of ( $p < 0.01$ ) sense is significant. Covariance matrix entry contains 15 variables and 28 observed sample moments. The hypothetical model is estimated there are 33 parameters, so this model has 87 degrees of freedom and therefore fit index was calculated chi-square (Table 1).

As Table 2 shows, the model fit the data well. Chi-square test indicates the variance-covariance model is a good fit and statistics NFIRFI, IFI, TLI and CFI all good level of 0.9 or higher are closer, all show the value of RMSEA  $< 0.08$  that fit their model with data from the study. Table 3 shows the non-standard regression coefficients.

As seen in Table 4 according to the value of T observed, the connection is larger than 1.96. So, all coefficients were significant at 95% confidence level and the effect of independent variables on the dependent variable in all hypotheses are confirmed. The following table shows the standardized regression coefficients that the loadings that have been written on the model with standardized coefficients. Standardized coefficients Table 5 shows the test model. Under the direct and indirect effects have been reported and the entire structural model.

**Square multiple correlation coefficient ( $R^2$ ) dependent variables in the structural equation model:** Table 6 shows square multiple correlation coefficient for the two variables in the model the trust and organizational citizenship behavior, 0.0016 is obtained citizenship

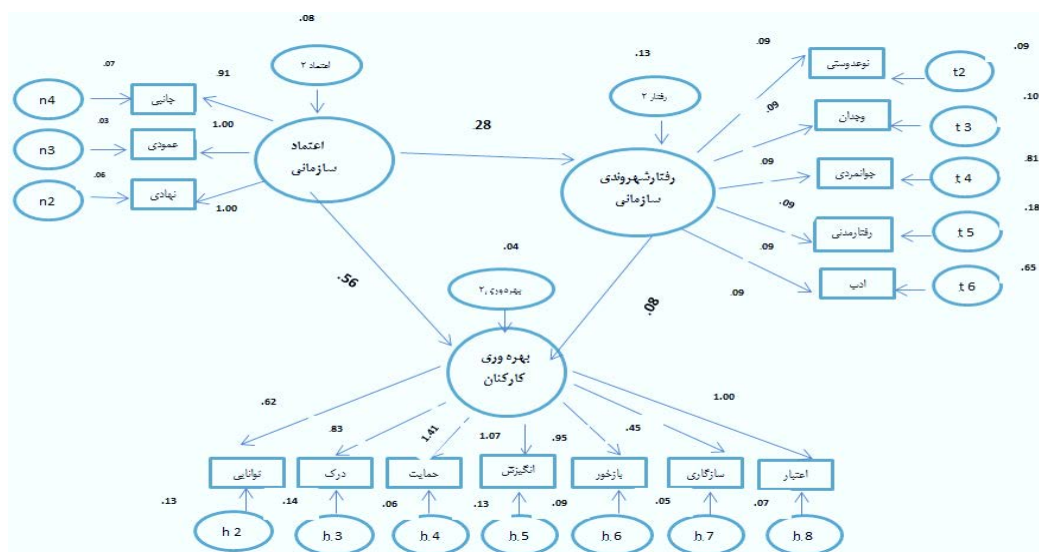


Fig. 1: The structural model of the relationship between trust and organizational productivity through organizational citizenship behavior

Table 1: Chi-square of study model

Significance level	Freedom degree	Chi-square
0.000	87	233.327

Table 2: Research model fit indices

Index	NFI	RFI	IFI	TLI	CFI	RMSEA
Model of study	0.952	0.901	0.963	0.931	0.927	0.04

Table 3: Non-standardized regression coefficients

Direct effect of independent variable on dependent variable	Effect coefficient	SE	t-values	Significance level
Organisational trust-organizational citizenship behaviour	0.36	1.251	6.341	0.000
Organisational citizenship behaviour-employees productivity	0.10	0.088	6.352	0.000
Organisational trust-employees productivity	0.62	0.924	8.820	0.000

Table 4: Standard in structural equation modeling coefficients

Direct effect of independent variable on dependent variable	Standard coefficient
Organizational citizenship behavior-organizational trust	0.28
Employees productivity-organizational citizenship behavior	0.08
Employees productivity-organizational trust	0.58

Table 5: Effect of variable of organizational trust on employee productivity mediated by organizational citizenship behavior

Variables relationships	Effect coefficient
A direct impact on organizational citizenship behavior organizational trust	0.28
Indirect impact on employee productivity and organizational trust	0.56 (0.08) = 0.049
Ensemble of organizational trust on employee productivity	0.329

Table 6: Square multiple correlation coefficient in the model

Dependent variables	Multiple coefficient (R <sup>2</sup> )
Citizenship behavior	0.0016
Organizational trust	0.3364

behavior, shows that citizens are able to explain the behavior of the variance employee productivity is 0.16. Also, multiple correlation coefficients for variables of organizational trust has been obtained 0.3364, indicating that these variables explain 33.64% of the variance is employee productivity that the explanation of average and show a good fit to the data model.

Due to these factors we can conclude that the null hypothesis is rejected here, i.e., between organizational trust and employee productivity through organizational citizenship behavior there is a significant relationship.

## CONCLUSION

Each inquiry is intended to achieve the goals. The results showed that the rate is achieving its goals. This study aimed to determine the “relationship between organizational trust and employee productivity with social security organization of the mediating role of organizational citizenship behavior” was designed and

implemented. Due to structural equation model was tested in this study, the coefficient of organizational trust and organizational citizenship behavior (0.28) organizational citizenship behavior on productivity (0.08) as well as organizational trust on productivity (0.56) at the level of ( $p < 0.01$ ) is significant.

Finally, the hypothesis of this study is confirmed. Its research has showed that the all three variables of organizational trust, employee productivity and Citizenship behavior has not been done but with access to research results such as Hashemi (2014) and Salari (2014) can be found relationships between these variables.

When people work in an ethical organization such as social security, do work properly with organizational ethical values and in fulfilling its responsibilities feel that they belong to the organization. As a result, the trust will be the special role. Organizational trust and strive for continuous improvement in our times is that as a competitive advantage. Building, maintaining and improving the level of trust, the cornerstone of the success of organizations. Organizations to survive and grow and develop, we need to have productive employees.

One of the pillars of productivity of employees and organizational is trust between employees and management. Organizational trust is established when the totality of an organization, increased employee productivity and all the staff for achieving most of their efforts, their objectives which is a mixture of intake compensatory and respect on the other hand, organization also realized more and better can be achieved by increasing efficiency in the competitive environment of business income.

Managers can create and implement necessary and appropriate motivation of employees by offering financial rewards, devolution, creating a friendly atmosphere and full of love and relationships based on collaboration between employees and self is effective in improving productivity. All these measures encourage employees to do their job with confidence and confidence to become effective employees.

In such circumstances, expect also more organizational citizenship behaviors. OCB enables up by the pleasant work environment to attract high-quality employees and thereby provide collaboration and employee productivity. Through research, the following suggestions are offered for managers and leaders of organizations.

Managers with transparency, authenticity words and actions and consider the objectives, mission and missions of the organization with employees to create and

increase organizational trust. Managers must justify their employees that achieve organizational success is not possible without their assistance, this causes increase employee productivity and organizational citizenship behavior from the staff.

Managers to boost employee productivity must consider the future and welfare of employees. Organization managers should be fair behavior with employees including equal treatment with employees working in similar circumstances and encourage the same in similar operations staff organizational citizenship behavior is that the cause of attention.

Organizational citizenship behavior in performance evaluation and encourage those employees who received high marks in this assessment and more attention of the employees' organizational citizenship behavior. Social Security managers should pay attention to the dynamics of the environment, the advancement of technology, changing needs of employees and customers, its social structure change. We are seeing some bureaucratic structure, formality and concentration are very much in Social Security Organization that existence of such cases stem from a lack of or lack of trust and managers to reduce such cases can increase organizational trust so that employees feel the unity, the belonging and confidence.

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