

**Organizational Trust and Its Impact on Employees' Voluntary
Contributions: A Study on Organizational Citizenship
Behavior¹**

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Abstract

In modern work life, employees' voluntary contributions are critical for organizational effectiveness and sustainable success. This study examines the impact of organizational trust (trust in the organization, managers, and coworkers) on organizational citizenship behavior within the context of the Turkish public sector, specifically among the administrative staff of Karabük University. Data were collected through face-to-face surveys from 234 administrative staff at Karabük University. Organizational trust was measured in three dimensions (trust in the organization, trust in managers, and trust in coworkers), while organizational citizenship behavior was assessed

¹ Produced from the Master's Thesis completed by Gökhan ÖZDEMİR

across five dimensions (altruism, conscientiousness, courtesy, sportsmanship, and civic virtue). Path analysis results within the framework of structural equation modeling revealed that trust in coworkers has a strong and significant effect on all dimensions of organizational citizenship behavior. Trust in the organization positively influences altruism, courtesy, and civic virtue, while trust in managers supports conscientiousness, courtesy, and sportsmanship. The findings highlight that trust in coworkers plays a pivotal role in promoting organizational citizenship behavior within the collectivist cultural structure of the Turkish public sector, with social exchange processes shaping voluntary behaviors. This research underscores the potential of a trust-based organizational culture to enhance organizational efficiency through organizational citizenship behavior and offers practical recommendations for fostering healthier work environments in the Turkish public sector.

Keywords: Trust in the Organization, Trust in Managers, Trust in Coworkers, Organizational Citizenship Behavior, Public Sector

Örgütsel Güvenin Çalışanların Gönüllü Katkılarına Etkisi: Örgütsel Vatandaşlık Davranışı Üzerine Bir Araştırma

Öz

Modern iş yaşamında çalışanların gönüllü katkıları, örgütlerin etkinliği ve sürdürülebilir başarısı için kritik bir öneme sahiptir. Bu çalışma, Türkiye’de kamu sektörü bağlamında, Karabük Üniversitesi idari personeli örnekleminde, örgütsel güvenin (örgüte, yöneticiye ve çalışma arkadaşlarına duyulan güven) örgütsel vatandaşlık davranışı üzerindeki etkisini incelemektedir. Veriler, Karabük Üniversitesi’nde görev yapan 234 idari personelden yüz yüze anket yöntemiyle toplanmıştır. Örgütsel güven, üç boyutuyla (örgüte güven, yöneticiye güven, çalışma arkadaşlarına güven), ÖVD ise beş boyutuyla (özgecilik, vicdanlılık, nezaket, centilmenlik, sivil erdem) ölçülmüştür. Yapısal eşitlik modellemesi kapsamında yol analizi sonuçları, çalışma arkadaşlarına duyulan güvenin örgütsel vatandaşlık davranışının tüm boyutları üzerinde güçlü ve anlamlı bir etkisi olduğunu ortaya koymuştur. Örgüte duyulan güven, özgecilik, nezaket ve sivil erdem boyutlarını olumlu etkilerken, yöneticiye duyulan güven vicdanlılık, nezaket ve centilmenlik boyutlarını desteklemiştir. Bulgular, özellikle çalışma arkadaşlarına duyulan güvenin, Türk kamu sektörünün kolektivist kültürel yapısında örgütsel vatandaşlık davranışını teşvik etmede kilit bir rol oynadığını ve sosyal mübadele süreçlerinin gönüllü davranışları şekillendirdiğini göstermektedir. Bu araştırma, güven temelli bir örgüt kültürünün örgütsel vatandaşlık davranışı aracılığıyla örgütsel verimliliği artırma potansiyelini vurgulayarak,

Türk kamu sektöründe daha sağlıklı çalışma ortamlarının geliştirilmesine yönelik pratik öneriler sunmaktadır.

Anahtar Kelimeler: Örgüte Güven, Yöneticiye Güven, Çalışma Arkadaşlarına Güven, Örgütsel Vatandaşlık Davranışı, Kamu Sektörü

Introduction

The reshaping of work patterns and the integration of work-life balance in modern workplaces have made understanding employees' organizational behaviors and workplace relationships increasingly important (Allen, Regina, Wiernik, & Waiwood, 2023; Amstad, Meier, Fasel, Elfering, & Semmer, 2011). Today's high-pressure and dynamic work environments significantly impact employees' job satisfaction, motivation, and voluntary contributions, thereby increasing the importance of concepts such as organizational trust and organizational citizenship behavior (Bakker & Demerouti, 2017; Organ, 1988). In this context, the effect of organizational trust on employees' voluntary behaviors beyond their job descriptions has become a widely researched topic, particularly in hierarchical and collectivist settings like the public sector (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). This study aims to investigate the impact of organizational trust (trust in the organization, managers, and coworkers) on organizational citizenship behavior within the framework of social exchange theory and in the context of the Turkish public sector.

Social exchange theory posits that employees' relationships with their organization, managers, and coworkers are based on mutual trust and expectations of benefits (Blau, 1964). This theory suggests

that organizational trust is a fundamental mechanism that enhances employees' inclination to exhibit organizational citizenship behavior. Organizational trust reflects employees' belief that their organization is fair, transparent, and supportive, that their managers are honest and competent, and that their coworkers are collaborative and trustworthy (Mayer, Davis, & Schoorman, 1995). High levels of trust increase the likelihood of employees displaying behaviors such as altruism, conscientiousness, courtesy, sportsmanship, and civic virtue (Büyükyılmaz & Fidan, 2017; Tokgöz & Aytemiz Seymen, 2013). Conversely, low trust levels may lead to negative outcomes such as loss of motivation, communication problems, and high turnover (Demir & Saçlı, 2022). While the literature generally supports the effect of organizational trust on organizational citizenship behavior, how this relationship manifests in collectivist and hierarchical contexts like the Turkish public sector remains underexplored.

This study examines the impact of organizational trust on organizational citizenship behavior among the administrative staff of Karabük University. Administrative personnel, operating under heavy workloads and formal job descriptions within the hierarchical structure of the public sector, provide a unique opportunity to understand how organizational citizenship behavior is shaped. Within this framework, the primary aim of this research is to investigate the effect of organizational trust on organizational citizenship behavior and the role of different trust dimensions (trust in the organization, managers, and coworkers) in this relationship in the context of Karabük University's administrative staff. By exploring the intersection of work life and organizational behaviors, this study

contributes to understanding how a trust-based culture supports employees' voluntary contributions while providing new insights into the dynamics of organizational citizenship behavior in the Turkish public sector.

1. Conceptual Framework

1.1. Organizational Trust

Organizational trust is a critical element for the healthy functioning and sustainable success of organizations. Trust is a multidimensional phenomenon examined across a wide range of contexts, from interpersonal relationships to organizational dynamics (Schoorman, Mayer, & Davis, 2007). In an organizational context, trust can be defined as employees' belief in the honesty, integrity, and goodwill of their organization, managers, and coworkers (Mayer et al., 1995, p. 712). This concept serves as a fundamental mechanism that triggers positive outcomes such as collaboration, productivity, motivation, and organizational citizenship behaviors (Aryee, Budhwar, & Chen, 2002; Dai, Tang, Chen, & Hou, 2022; Deluga, 1994; Dyne, Vandewalle, Kostova, Latham, & Cummings, 2000).

The role of trust in organizations determines the quality of interactions between individuals and the organization. Mishra and Morrissey (1990, p. 444) describe organizational trust as employees' belief that the organization will act fairly and supportively toward them. This belief enhances employees' commitment to organizational goals and encourages cooperation even in situations of uncertainty and risk. Organizational trust not only operates at the individual level but

also fosters a climate of trust across groups and the entire organization, shaping organizational culture (Canning et al., 2020; Mousa Alriyami, Alneyadi, Alnuaimi, & Kampouris, 2024).

Key elements underpinning organizational trust include competence, openness, concern, and reliability (Ibrahim & Ribbers, 2009; Kähkönen, Blomqvist, Gillespie, & Vanhala, 2021; Mayer et al., 1995). Competence refers to the organization's and employees' capacity to achieve goals. Openness is associated with transparent and honest communication within the organization. Concern reflects the organization's commitment to employees' well-being and value. Reliability is linked to consistent and trustworthy behaviors. These elements are fundamental factors in the formation and sustainability of organizational trust (Asunakutlu, 2002).

Organizational trust can be examined in three main dimensions: trust in the organization, trust in managers, and trust in coworkers (Aryee et al., 2002; Özkan Canbolat, Erenler Tekmen, & Cobutoğlu, 2023; Tokgöz & Aytemiz Seymen, 2013). Trust in the organization reflects employees' belief in the fairness of organizational policies, systems, and justice perceptions. Trust in managers is based on perceptions of leaders' honesty, competence, and fair treatment of employees. Trust in coworkers is associated with mutual respect, collaboration, and support within teams. These three dimensions provide a comprehensive understanding of organizational trust.

Factors influencing the formation of organizational trust include past experiences, organizational culture, communication, perceptions of justice, and leadership behaviors. Mayer et al. (1995) suggest that trust is built on individuals' propensity to trust and the

characteristics of the trusted party (integrity, competence, benevolence). To enhance trust in organizations, managers must engage in open communication, value employees' opinions, and exhibit fair management practices (Büyükyılmaz & Koyuncu, 2020). Additionally, reducing uncertainties and meeting employees' expectations play a critical role in trust-building (Fulmer & Gelfand, 2012).

The outcomes of organizational trust include positive results such as job satisfaction (Karagöz & Erdoğan, 2023; Xuan Liu, Kim, & Love, 2025), organizational commitment (Raziq, Wazir, Memon, Rice, & Moazzam, 2025; Uyar, 2024), performance improvement (Xing Liu, Kassa, & Tekleab, 2025), organizational citizenship behaviors (Büyükyılmaz & Fidan, 2017; Dai et al., 2022; Düşükcan & Tutuş, 2023; Özlük & Baykal, 2020), and innovation (Laufer, Deacon, Mende, & Schäfer, 2025; Yeşil & Özbağış, 2022). In organizations with high trust environments, employees are more committed to their jobs, adopt organizational goals, and voluntarily exert extra effort (Aryee et al., 2002). Moreover, trust reduces conflicts, facilitating collaboration and coordination within the organization (Sims, Barreto, Sell, Lawrence, & Seymour, 2024). Conversely, low trust levels can lead to communication problems, loss of motivation, and high turnover (Demir & Saçlı, 2022; Galioto, Pedone, Vantarakis, La Marca, & Bianco, 2025; Ozgeldi & Hamitoglu, 2019).

Organizational trust is an indispensable element for organizational effectiveness and long-term success. The formation and sustainability of trust depend on dynamics such as organizational culture, leadership, and communication. Organizations should adopt

transparent policies, encourage employee participation, and exhibit fair management practices to strengthen the trust environment. By doing so, they can maximize the benefits of organizational trust's positive effects.

1.2. Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) refers to a set of voluntary behaviors that are not directly defined in an organization's formal reward system but enhance its effectiveness and efficiency (Moorman, 1991; Podsakoff et al., 2000; Williams & Anderson, 1991). Most commonly defined, OCB encompasses behaviors employees exhibit beyond their job descriptions to contribute to the organization's functioning (Organ, 1988, p. 4; 1997, p. 86; Organ & Ryan, 1995, p. 776; Smith, Organ, & Near, 1983, p. 654). OCB plays a critical role in organizations' competitive advantage and sustainable success, reflecting employees' commitment, collaboration skills, and voluntary contributions to organizational goals (Podsakoff, Whiting, Podsakoff, & Blume, 2009).

The roots of OCB trace back to the 1930s, when Chester Barnard (1938) emphasized the importance of employees' "willingness to cooperate" for organizational survival. Katz and Kahn (1966) described these behaviors as "spontaneous behaviors," noting that organizational success depends not only on formal task performance but also on employees' voluntary contributions. OCB emerged as an independent concept in the 1980s through the work of Organ and colleagues (Organ, 1988; Smith et al., 1983).

OCB encompasses behaviors outside formal reward and penalty systems that support organizational effectiveness. These behaviors are categorized into five main dimensions (Organ, 1988):

- Altruism: Helping coworkers, such as training a new employee or taking on a sick colleague's tasks.
- Conscientiousness: Exhibiting a high level of responsibility toward work, such as working overtime or adhering to time management.
- Courtesy: Acting proactively to prevent conflicts, such as maintaining politeness and harmony in communication.
- Civic Virtue: Actively participating in organizational development, such as attending meetings voluntarily or supporting organizational decisions.
- Sportsmanship: Maintaining a positive attitude despite adverse conditions, such as remaining patient during high workloads.

Several factors influence the emergence of OCB, including employees' personality traits (e.g., extraversion, conscientiousness), job satisfaction, perceptions of organizational justice, and leadership behaviors (Hoffman, Blair, Meriac, & Woehr, 2007; Robinson & Morrison, 1995). In particular, supportive and fair leadership behaviors enhance employees' inclination to exhibit OCB (Büyükyılmaz & Alper Ay, 2017; Podsakoff et al., 2000).

OCB significantly contributes to organizations through employees' voluntary positive behaviors beyond their job descriptions. These behaviors primarily increase overall organizational efficiency, leading to performance improvements, as employees' self-initiated efforts enable more effective and faster work

processes (İmamoğlu, Türkcan, & Birgülen, 2022). Additionally, behaviors such as altruism and courtesy foster a strong sense of collaboration and harmony among team members, reinforcing team spirit (Şener & Büyükyılmaz, 2021). Furthermore, employees' sense of belonging to the organization enhances organizational commitment, significantly reducing turnover rates (Çelik & Çıra, 2013). Lastly, civic virtue behaviors encourage employees to generate innovative ideas, contributing to organizational development and competitiveness (Wu, Chen, & Wang, 2023). Thus, OCB is an indispensable element for sustainable success in modern workplaces. However, OCB also has potential downsides. For instance, excessive altruism may disrupt employees' own tasks or weaken formal organizational systems (e.g., training, performance evaluation) (Bolino, Turnley, & Niehoff, 2004; Koopman, Lanaj, & Scott, 2016).

OCB is a concept of critical importance for organizations' long-term success. Employees' voluntary contributions enhance organizational competitiveness while fostering a positive work culture. Therefore, organizations are recommended to develop policies that encourage OCB, such as fair reward systems and leadership training.

1.3. Relationship Between Organizational Trust and Organizational Citizenship Behavior and Hypotheses

According to Blau's (1964) social exchange theory, citizenship behaviors are employee actions not coerced by managers. Similarly, Organ (1988) argues that social exchange is essential for OCB, emphasizing that mutual trust, which forms the foundation of social exchange relationships, ensures the reciprocity of citizenship

behaviors over time. Therefore, within the framework of social exchange theory, it can be inferred that an increase in organizational trust is associated with OCB.

Numerous studies have explored the relationship between trust in the organization and OCB. Research indicates a positive relationship between trust in the organization and OCB dimensions (altruism, conscientiousness, courtesy, civic virtue, and sportsmanship) (Büyükyılmaz & Fidan, 2017; Dirks & Ferrin, 2002; Tokgöz & Aytemiz Seymen, 2013). This relationship has been confirmed by Özkan Canbolat et al. (2023). Studies by Tyler and Blader (2003) and Gould-Williams (2003) also found that trust in the organization significantly influences extra-role behaviors. In this context, it is hypothesized that trust in the organization positively affects all OCB dimensions, leading to the first hypothesis:

H1: Trust in the organization has a positive effect on the OCB dimensions of (H1a) altruism, (H1b) conscientiousness, (H1c) courtesy, (H1d) civic virtue, and (H1e) sportsmanship.

Research also demonstrates that, alongside trust in the organization, trust in managers positively influences OCB. Podsakoff et al. (2009) noted that trust in managers increases employees' voluntary citizenship behaviors. Similarly, a study by Aryee et al. (2002) found that trust in managers positively impacts various OCB dimensions, highlighting that managers' honest, fair, and supportive behaviors encourage employees to help coworkers, improve processes, and contribute to organizational goals. A study by Lester and Brower (1995) found that trust in managers enhances subordinates' performance and OCB. This indicates that managers' trustworthy and

supportive attitudes strengthen employees' OCB. The findings confirm that positive relationships between managers and employees foster voluntary behaviors.

These findings suggest that the effect of trust in managers on OCB stems from the critical role of leadership behaviors in shaping employees' motivation and commitment. Trust in managers makes employees feel valued and supported, increasing their voluntary efforts toward organizational goals (Büyükyılmaz & Alper Ay, 2017). In particular, managers' open communication, valuing employees' work, and fair management practices are key factors that amplify the impact of trust on OCB (Büyükyılmaz & Koyuncu, 2020). Therefore, it is hypothesized that trust in managers positively affects all OCB dimensions, leading to the second hypothesis:

H2: Trust in managers has a positive effect on the OCB dimensions of (H2a) altruism, (H2b) conscientiousness, (H2c) courtesy, (H2d) civic virtue, and (H2e) sportsmanship.

Some studies also highlight a relationship between trust in coworkers and OCB. Settoon and Mossholder (2002), based on data from two organizations, found positive relationships between trust in coworkers and interpersonal citizenship behaviors toward colleagues. Similarly, various studies have demonstrated that trust in coworkers enhances OCB (Aryee et al., 2002; Tan & Lim, 2009).

The literature emphasizes the importance of social capital and the quality of team relationships in the effect of trust in coworkers on OCB. Podsakoff et al. (2000) noted that trust in coworkers strengthens socially oriented behaviors such as such as altruism and courtesy. Likewise, Wu et al. (2023) demonstrated that a trustworthy team

environment boosts employee' motivation to exhibit voluntary behaviors, positively impacting organizational effectiveness. Trust in coworkers enhances the quality of social bonds within teams, thereby positively influencing OCB. In this context, it is hypothesized that trust in coworkers positively affects all OCB dimensions, leading to the third hypothesis:

H3: Trust in coworkers has a positive effect on the OCB dimensions of (H3a) altruism, (H3b) conscientiousness, (H3c) courtesy, (H3d) civic virtue, and (H3e) sportsmanship.

2. Methodology

2.1. Population and Sample

The population of this study consists of the administrative staff employed at Karabük University, Türkiye. According to official data obtained from the Karabük University Personnel Department, there were 465 active administrative personnel at the time of the study. This figure represents the primary parameter defining the study's population and encompasses all administrative employees working in various units, faculties, institutes, colleges, and support units of Karabük University. Administrative staff play a critical role in the university's daily operations, performing managerial, operational, and supportive tasks. These employees hold various positions (e.g., clerks, secretaries, technicians, administrative managers) and operate at different levels of responsibility.

A convenience sampling method was used for sample selection. Convenience sampling involves selecting participants who

are accessible and willing to participate. This method was chosen as a suitable option to enhance the study's feasibility, considering time, cost, and logistical constraints. Questionnaires were distributed to 350 personnel selected through this method from the population of 465 administrative staff. The distribution was conducted through face-to-face interactions across various administrative units of the university. The aim was to ensure participation from personnel in different units and positions, thereby increasing the sample's diversity. Ethical approval for the study was obtained from the Karabük University Social and Human Sciences Research Ethics Committee prior to data collection (Date: 17.10.2019, Decision No: 2019/16).

Of the 350 distributed questionnaires, 234 were completed and returned valid, yielding a response rate of 66%. This represents approximately 50% of the population. Therefore, the study's sample consists of 234 administrative staff, and analyses were conducted on this sample.

2.2. Scales

In this study, measurements were conducted to assess participants' levels of organizational trust and organizational citizenship behavior. Details of the two scales used are provided below.

To determine the extent to which participants trust their organization, managers, and coworkers, the scale developed by Tokgöz and Aytemiz Seymen (2013) was utilized. Within the framework of their organizational trust scale, Tokgöz and Aytemiz

Seymen (2013) employed Whitener, Brodt, Korsgaard, and Werner's (1998) managerial trustworthiness model to measure trust in the organization, Mayer et al.'s (1995) trust model to measure trust in managers, and McAllister's (1995) interpersonal trust scale to measure trust in coworkers. The organizational trust scale consists of three dimensions and a total of 27 items. The first dimension, trust in the organization, is measured with 8 items. The second dimension, trust in managers, comprises 10 items. The third dimension, trust in coworkers, is assessed with 9 items. Responses are recorded on a 5-point Likert scale, with participants rating items from 1 (strongly disagree) to 5 (strongly agree). The scale includes no reverse-coded items. Higher scores on the scale indicate a higher level of perceived organizational trust among participants.

To measure the degree of citizenship behaviors participants exhibit toward their organization, the organizational citizenship behavior scale developed by Bolat (2008) was used. This scale was adapted from Tokgöz and Aytemiz Seymen (2013) for the study. The OCB scale comprises 5 dimensions and a total of 20 items. These dimensions are altruism, conscientiousness, courtesy, civic virtue, and sportsmanship. Each dimension is measured with 4 items. Responses are recorded on a 5-point Likert scale, with participants rating items from 1 (strongly disagree) to 5 (strongly agree). The scale includes two reverse-coded items, which were recoded for inclusion in the analyses. Higher scores on the scale indicate a higher level of organizational citizenship behavior among participants.

2.3. Analysis Method

The study first assessed the validity and reliability of the scales. Since the scales were previously used in other studies, confirmatory factor analysis (CFA) was employed to determine validity. CFA was conducted using the AMOS program.

The reliability of the scales was assessed by calculating the Cronbach's Alpha (α) statistic, the most commonly used method by researchers. Reliability tests were performed using the SPSS program.

After conducting validity and reliability analyses, hypothesis tests were performed. For hypothesis testing, path analysis within the framework of structural equation modeling was utilized. Path analysis was conducted using the AMOS program.

3. Findings

3.1. Demographic Distribution

As part of the analyses, the distribution of the 234 administrative personnel participants was examined based on gender, marital status, age, education level, tenure at the university, years of service, number of previous organizations, and intention to change organizations. The distribution of participants according to these variables is presented in Table 1.

Table 1: Demographic Characteristics

Variable	Category	Frequency (N)	Percentage (%)
Gender	<i>Female</i>	73	31.2
	<i>Male</i>	161	68.8
Marital Status	<i>Married</i>	188	80.4
	<i>Single</i>	45	19.2
	<i>No response</i>	1	0.4
Age	<i>30 and below</i>	49	20.9
	<i>31-38</i>	72	30.8
	<i>39-44</i>	60	25.7
	<i>45 and above</i>	48	20.5
	<i>No response</i>	5	2.1
	<i>High school and below</i>	12	5.1
Education Level	<i>Associate degree</i>	51	21.8
	<i>Bachelor's degree</i>	122	52.1
	<i>Postgraduate</i>	47	20.1
	<i>No response</i>	2	0.9
Tenure	<i>2 years or less</i>	4	1.7
	<i>3-5 years</i>	67	28.6
	<i>6-9 years</i>	114	48.7
	<i>10 years and more</i>	47	20.0
	<i>No response</i>	2	0.9
TOPLAM		234	100

Table 1 reveals that the most notable characteristic is the predominance of male participants. Males constitute 68.8% of the sample (n=161), while females account for only 31.2% (n=73). Regarding marital status, married participants form the majority, with 80.4% (n=188), while 19.2% (n=45) are single, and 0.4% (n=1) did not respond. In terms of age distribution, 30.8% (n=72) are aged 31-38, 25.7% (n=60) are 39-44, 20.9% (n=49) are 30 or below, and 20.5% (n=48) are 45 or above, with 2.1% (n=5) not responding.

Regarding education level, 52.1% (n=122) hold a bachelor's degree, 21.8% (n=51) an associate degree, 20.1% (n=47) a postgraduate degree, and 5.1% (n=12) a high school degree or below, with 0.9% (n=2)

not responding. In terms of tenure at Karabük University, 48.7% (n=114) have 6-9 years, 28.6% (n=67) have 3-5 years, 20% (n=47) have 10 years or more, and 1.7% (n=4) have 2 years or less, with 0.9% (n=2) not responding.

3.2. Validity and Reliability Analysis

To test the construct validity of the scales used in the study, confirmatory factor analysis (CFA) was employed. CFA is used to determine the extent to which a scale, previously validated and grouped under specific factors, aligns with the sample of the current study (Anderson & Gerbing, 1988; Byrne, 2016).

First, CFA was conducted to test the construct validity of the organizational trust scale. The analysis revealed that one item in the trust in coworkers dimension had standardized residual covariance values exceeding 2.50 with other items, negatively affecting the scale's structure and fit. Consequently, this item was excluded from the analysis, and CFA was repeated (Hair, Black, Babin, & Anderson, 2019). The results are presented in Table 2.

Table 2: CFA Results for the Organizational Trust Scale

Items	Factor Loadings	Standard Errors	t value
<i>Trust in the Organization</i>			
1. ORGTRUST1	0.834**	-	-
2. ORGTRUST2	0.911**	0.042	26.374
3. ORGTRUST3	0.896**	0.056	17.791
4. ORGTRUST4	0.891**	0.059	17.603
5. ORGTRUST5	0.850**	0.061	16.324
6. ORGTRUST6	0.858**	0.064	16.583
7. ORGTRUST7	0.882**	0.060	17.339
8. ORGTRUST8	0.844**	0.064	16.078
<i>Trust in Manager</i>			
1. MANTRUST1	0.858**	-	-
2. MANTRUST2	0.925**	0.043	25.158
3. MANTRUST3	0.947**	0.050	21.895
4. MANTRUST4	0.961**	0.047	22.693
5. MANTRUST5	0.957**	0.050	22.494
6. MANTRUST6	0.886**	0.055	19.016
7. MANTRUST7	0.915**	0.046	23.299
8. MANTRUST8	0.942**	0.049	21.685
9. MANTRUST9	0.872**	0.054	18.424
10. MANTRUST10	0.785**	0.059	15.258
<i>Trust in Coworkers</i>			
1. COWTRUST1	0.886**	-	-
2. COWTRUST2	0.925**	0.045	22.548
3. COWTRUST3	0.942**	0.046	23.776
4. COWTRUST4	0.953**	0.044	24.566
5. COWTRUST5	0.895**	0.048	20.825
6. COWTRUST6	0.899**	0.046	21.056
7. COWTRUST7	0.946**	0.045	24.033
8. COWTRUST8	0.823**	0.047	20.031

*p<0.05; **p<0.01; N=234

Model fit indices were calculated as follows: $\chi^2/sd = 2.437$, GFI = 0.825, NFI = 0.925, CFI = 0.954, SRMR = 0.042, and RMSEA = 0.079. All fit indices fall within acceptable ranges (Hu & Bentler, 1999), confirming the construct validity of the organizational trust scale.

Second, CFA was conducted to test the construct validity of the OCB scale. The results are presented in Table 3.

Table 3: CFA Results for the OCB Scale

Items	Factor Loadings	Standard Errors	t value
<i>Altruism</i>			
1. ALTR1	0.898**	-	-
2. ALTR2	0.994**	0.039	28.700
3. ALTR3	0.878**	0.048	20.702
4. ALTR4	0.904**	0.046	22.303
<i>Conscientiousness</i>			
1. CONS1	0.894**	-	-
2. CONS2	0.820**	0.051	17.206
3. CONS3	0.946**	0.043	23.821
4. CONS4	0.905**	0.046	21.374
<i>Courtesy</i>			
1. COUR1	0.964**	-	-
2. COUR2	0.911**	0.032	27.866
3. COUR3	0.942**	0.029	32.450
4. COUR4	0.885**	0.037	24.958
<i>Sportsmanship</i>			
1. SPOR1	0.738**	-	-
2. SPOR2	0.885**	0.075	13.555
3. SPOR3	0.909**	0.078	13.848
4. SPOR4	0.687**	0.065	13.534
<i>Civic Virtue</i>			
1. CIVI1	0.890**	-	-
2. CIVI2	0.834**	0.053	16.412
3. CIVI3	0.738**	0.066	11.727
4. CIVI4	0.850**	0.054	16.935

*p < 0.05; **p < 0.01; N = 234

Model fit indices were calculated as follows: $\chi^2/sd = 2.934$, GFI = 0.837, NFI = 0.915, CFI = 0.952, SRMR = 0.043, and RMSEA = 0.081, all within acceptable ranges (Hu & Bentler, 1999). Thus, the CFA results confirm the construct validity of the organizational citizenship behavior scale.

After confirming construct validity, the reliability of the scales was examined. Reliability was assessed using the Cronbach's Alpha (α) statistic, the most commonly used method. A scale is considered reliable if its Cronbach's Alpha value exceeds 0.70 (Kline, 2023; Nunnally & Bernstein, 1994). The Cronbach's Alpha values for the organizational trust and organizational citizenship behavior scales are presented in Table 4.

Table 4: Reliability Values

Scales	Number of Items	Cronbach Alfa (α)
Organizational Trust	26	0,972
Trust in Organization	8	0,953
Trust in Managers	10	0,969
Trust in Coworkers	8	0,965
Organizational Citizenship Behavior	20	0,962
Altruism	4	0,960
Conscientiousness	4	0,940
Courtesy	4	0,960
Sportsmanship	4	0,893
Civic Virtue	4	0,888

According to Table 4, the reliability value for the organizational trust scale is 0.972. The reliability values for its dimensions are 0.953 for trust in the organization, 0.969 for trust in managers, and 0.965 for trust in coworkers. The reliability value for the organizational citizenship behavior scale is 0.962, with dimension-specific values of 0.960 for altruism, 0.940 for conscientiousness, 0.960 for courtesy, 0.893 for sportsmanship, and 0.888 for civic virtue. All calculated Cronbach's Alpha values exceed 0.70, indicating that the scales used in the study are reliable (Kline, 2023; Nunnally & Bernstein, 1994).

3.3. Correlations

Prior to testing the study's hypotheses, the relationships between the variables used in the analyses were examined through correlation analysis. The findings from the correlation analysis are presented in Table 5.

Table 5: Correlation Values Between Variables

Variables	Correlations							
	1	2	3	4	5	6	7	8
1 Trust in Organization	1							
2 Trust in Managers	0.590**	1						
3 Trust in Coworkers	0.512**	0.558**	1					
4 Altruism	0.492**	0.494**	0.598**	1				
5 Conscientiousness	0.409**	0.533**	0.537**	0.657**	1			
6 Courtesy	0.403**	0.442**	0.487**	0.677*	0.699**	1		
7 Sportsmanship	0.361**	0.476**	0.537**	0.658**	0.644**	0.601**	1	
8 Civic Virtue	0.438**	0.428**	0.503**	0.601**	0.611**	0.634**	0.509**	1

*p < 0.05; **p < 0.01; N = 234

According to the correlation analysis results shown in Table 5, the relationships among the dimensions of organizational trust are positive and significant. Similarly, all relationships among the dimensions of organizational citizenship behavior are positive and significant. Furthermore, all relationships between the dimensions of organizational trust and the dimensions of organizational citizenship behavior are significant and, as expected, positive. These findings indicate that the relationships anticipated in the research hypotheses are predictable, thereby confirming the validity of the hypothesis tests.

3.4. Hypothesis Testing

The study investigates how employees' trust in the organization, managers, and coworkers influences their tendency to

exhibit OCB. Specifically, it aims to determine the extent to which trust in the organization, trust in managers, and trust in coworkers affects the dimensions of OCB (altruism, conscientiousness, courtesy, sportsmanship, and civil virtue).

To align with the study's objectives, three main hypotheses, each with five sub-hypotheses, were tested. Structural equation modeling was employed, and path analysis was used to examine the relationships. The standardized coefficients, standard errors, t-values, and p-values for the tested hypotheses are presented in Table 6.

Table 6: Path Analysis Findings

Variables		Standardized Coefficient	Standard Error	t-value	p-value
Trust in Organization	→ Altruism	0.213**	0.068	3.065	0.002
Trust in Organization	→ Conscientiousness	0.054	0.077	0.748	0.454
Trust in Organization	→ Courtesy	0.150*	0.091	1.983	0.047
Trust in Organization	→ Sportsmanship	0.047	0.075	0.632	0.527
Trust in Organization	→ Civic Virtue	0.186*	0.083	2.362	0.018
Trust in Managers	→ Altruism	0.073	0.063	1.057	0.291
Trust in Managers	→ Conscientiousness	0.299**	0.073	4.024	0.001
Trust in Managers	→ Courtesy	0.151*	0.085	1.985	0.047
Trust in Managers	→ Sportsmanship	0.210**	0.071	2.760	0.006
Trust in Managers	→ Civic Virtue	0.114	0.077	1.449	0.147
Trust in Coworkers	→ Altruism	0.469**	0.066	6.917	0.001
Trust in Coworkers	→ Conscientiousness	0.387**	0.073	5.531	0.001
Trust in Coworkers	→ Courtesy	0.382**	0.085	5.330	0.001
Trust in Coworkers	→ Sportsmanship	0.488**	0.076	6.351	0.001
Trust in Coworkers	→ Civic Virtue	0.387**	0.078	5.147	0.001

*p < 0.05; **p < 0.01; N = 234

Model fit indices were calculated as follows: $\chi^2/sd = 2.749$, GFI = 0.766, NFI = 0.901, CFI = 0.934, SRMR = 0.071, and RMSEA = 0.087. Some fit indices fall outside the desired ranges, which is likely due to sample size. Researchers note that sample size directly impacts indices like GFI and RMSEA (Byrne, 2016; Hair et al., 2019; Hu & Bentler et al., 1999). Since most indices meet acceptable criteria, the path analysis is considered valid.

The first hypothesis of the study examines the effect of employees' trust in the organization on the dimensions of organizational citizenship behavior (OCB) (altruism, conscientiousness, courtesy, sportsmanship, civic virtue). Path analysis results indicate that trust in the organization significantly increases altruism (H1a: $\beta=0.213$, $p<0.01$), courtesy (H1c: $\beta=0.150$, $p<0.05$), and civic virtue (H1e: $\beta=0.186$, $p<0.05$). However, trust in the organization has no significant effect on conscientiousness (H1b: $\beta=0.054$, $p>0.05$) or sportsmanship (H1d: $\beta=0.047$, $p>0.05$). These findings show that H1a, H1c, and H1e are supported, while H1b and H1d are not supported.

The second hypothesis investigates the effect of employees' trust in managers on OCB dimensions (altruism, conscientiousness, courtesy, sportsmanship, civic virtue). Path analysis results show that increased trust in managers significantly enhances conscientiousness (H2b: $\beta=0.299$, $p<0.01$), courtesy (H2c: $\beta=0.151$, $p<0.05$), and sportsmanship (H2d: $\beta=0.210$, $p<0.01$). However, trust in managers has no significant effect on altruism (H2a: $\beta=0.073$, $p>0.05$) or civic virtue (H2e: $\beta=0.114$, $p>0.05$). These findings indicate that H2b, H2c, and H2d are supported, while H2a and H2e are not supported.

The third hypothesis examines the effect of trust in coworkers on employees' OCB dimensions (altruism, conscientiousness, courtesy, sportsmanship, civic virtue). Path analysis results reveal that increased trust in coworkers positively affects altruism (H3a: $\beta=0.469$, $p<0.01$), conscientiousness (H3b: $\beta=0.387$, $p<0.01$), courtesy (H3c: $\beta=0.382$, $p<0.01$), sportsmanship (H3d: $\beta=0.488$, $p<0.01$), and civic virtue (H3e: $\beta=0.387$, $p<0.01$). Thus, trust in coworkers has a positive

effect on all OCB dimensions. Accordingly, H3a, H3b, H3c, H3d, and H3e are supported.

A summary of the tested hypotheses and the findings from the path analysis is presented in Table 7.

Table 7: Summary of Hypothesis Test Results

Hypothesis			Beta Coefficient (β)	Result
H1a	Trust in Organization	→ Altruism	0.213**	SUPPORTED
H1b	Trust in Organization	→ Conscientiousness	0.054	NOT SUPPORTED
H1c	Trust in Organization	→ Courtesy	0.150*	SUPPORTED
H1d	Trust in Organization	→ Sportsmanship	0.047	NOT SUPPORTED
H1e	Trust in Organization	→ Civic Virtue	0.186*	SUPPORTED
H2a	Trust in Managers	→ Altruism	0.073	NOT SUPPORTED
H2b	Trust in Managers	→ Conscientiousness	0.299**	SUPPORTED
H2c	Trust in Managers	→ Courtesy	0.151*	SUPPORTED
H2d	Trust in Managers	→ Sportsmanship	0.210**	SUPPORTED
H2e	Trust in Managers	→ Civic Virtue	0.114	NOT SUPPORTED
H3a	Trust in Coworkers	→ Altruism	0.469**	SUPPORTED
H3b	Trust in Coworkers	→ Conscientiousness	0.387**	SUPPORTED
H3c	Trust in Coworkers	→ Courtesy	0.382**	SUPPORTED
H3d	Trust in Coworkers	→ Sportsmanship	0.488**	SUPPORTED
H3e	Trust in Coworkers	→ Civic Virtue	0.387**	SUPPORTED

* $p < 0.05$; ** $p < 0.01$; $N = 234$

Additionally, based on the path analysis results, the explained variance for altruism is 34.8% ($R^2=0.348$), for conscientiousness is 43.5% ($R^2=0.435$), for courtesy is 34.3% ($R^2=0.343$), for sportsmanship is 41.3% ($R^2=0.413$), and for civic virtue is 43.4% ($R^2=0.434$).

Discussion

Guided by social exchange theory, this study examined the impact of organizational trust (trust in the organization, managers, and coworkers) on the dimensions of OCB (altruism, conscientiousness, courtesy, sportsmanship, civic virtue) among the administrative staff of Karabük University. The findings partially support the effect of organizational trust on OCB and reveal that different trust dimensions are associated with various OCB dimensions. These results align with

previous studies in the literature and confirm the critical role of trust in encouraging employees' voluntary behaviors (Aryee et al., 2002; Podsakoff et al., 2000; Wu et al., 2023).

Firstly, trust in the organization was found to have a positive effect on the altruism, courtesy, and civic virtue dimensions of OCB. This finding suggests that employees' belief in the organization's fair, transparent, and supportive policies encourages voluntary behaviors such as helping coworkers, preventing conflicts, and actively participating in organizational processes. However, trust in the organization had no significant effect on conscientiousness and sportsmanship. This may indicate that, in the context of Karabük University's administrative staff, organizational trust primarily influences socially oriented behaviors (e.g., altruism and courtesy), while behaviors like individual responsibility (conscientiousness) or patience in stressful situations (sportsmanship) may be more influenced by other factors, such as intrinsic motivation or workload. For instance, the intense work pace or adherence to formal job descriptions among administrative staff may link conscientiousness more to internal motivation or job demands than to organizational trust.

Secondly, trust in managers was found to positively affect the conscientiousness, courtesy, and sportsmanship dimensions of OCB. This suggests that managers' honest, fair, and supportive behaviors increase employees' sense of responsibility toward their work, politeness, and patience in challenging conditions. Notably, the strong effect of trust in managers on conscientiousness highlights the critical role of leaders in encouraging behaviors such as process improvement

or working overtime. However, trust in managers had no significant effect on altruism and civic virtue. This may indicate that, among Karabük University's administrative staff, behaviors like helping coworkers or actively participating in organizational processes are more closely tied to trust in coworkers than trust in managers. The intensive teamwork in administrative units may link altruism more to relationships among coworkers than to managerial influence.

Thirdly, trust in coworkers was found to have a significant positive effect on all OCB dimensions (altruism, conscientiousness, courtesy, sportsmanship, civic virtue). This underscores that perceptions of mutual respect, collaboration, and support within teams strongly encourage employees' voluntary behaviors. The particularly strong effect of trust in coworkers on altruism and sportsmanship highlights the importance of social capital and interpersonal relationships in fostering OCB. In the context of Karabük University's administrative staff, trust among coworkers significantly supports behaviors such as helping peers, preventing conflicts, remaining patient in challenging conditions, and contributing to organizational processes. This finding aligns with social exchange theory, confirming that a trustworthy team environment enhances employees' voluntary contributions (Blau, 1964; Settoon & Mossholder, 2002).

Theoretical Contributions

This study makes significant theoretical contributions to the literature by examining the relationship between organizational trust and OCB in the Turkish public sector, specifically among university administrative staff, within the framework of social exchange theory. First, it supports the explanatory power of social exchange theory in

the hierarchical and collectivist structure of the Turkish sector by testing the effect of trust on OCB. The findings, particularly the strong effect of trust in coworkers on all OCB dimensions, demonstrate that social exchange relationships operate robustly in the Turkish context. This highlights the critical role of team-based trust in shaping voluntary behaviors at both individual and organizational levels in collectivist cultures (Hofstede, 1980). Social exchange theory posits that employees' trust fosters reciprocal behaviors (Blau, 1964), and this study validates this framework in the Turkish public sector, showing trust as a core mechanism in social exchange processes.

Second, the study contributes by detailing how different dimensions of organizational trust (trust in the organization, managers, and coworkers) relate to various OCB dimensions. The significant effect of trust in coworkers on all OCB dimensions underscores the importance of team relationships, aligning with social capital theory, which suggests that trust facilitates access to resources through social networks (Fulmer & Gelfand, 2012). This study confirms the role of social capital in enhancing socially oriented behaviors like altruism and courtesy in the Turkish public sector. Conversely, the lack of effect of trust in the organization and managers on certain OCB dimensions (e.g., conscientiousness and sportsmanship) suggests that the impact of organizational and managerial trust may be context-specific, influenced by factors like bureaucratic structures or hierarchical relationships in the Turkish public sector. This indicates that the effect of trust on OCB is not universal and requires consideration of cultural and sectoral contexts. For example, the hierarchical structure of the Turkish public sector

may limit the influence of trust in the organization or managers on behaviors like conscientiousness.

Third, by focusing on administrative staff—a group less studied compared to academic staff or private-sector employees—this study offers a fresh perspective. The intense workload, hierarchical structure, and public-sector dynamics of Karabük University's administrative staff provide a unique context for understanding OCB. The findings, showing a strong link between trust in coworkers and voluntary behaviors, emphasize the critical role of teamwork and social bonds in fostering OCB in the public sector. This provides new insights into how OCB operates in an understudied group, where adherence to formal job descriptions may shape context-specific OCB dynamics.

Fourth, by examining how different OCB dimensions relate to various sources of trust, the study strengthens multidimensional approaches in the OCB literature. While OCB is often treated as a general concept, this study shows that each OCB dimension may interact differently with trust types, offering a more nuanced theoretical framework.

Practical Contributions

The findings offer practical recommendations for public-sector organizations like Karabük University. First, the strong effect of trust in coworkers on all OCB dimensions highlights the importance of policies that strengthen teamwork and social bonds. Organizations can foster trust among employees through regular team-building activities, collaborative projects, and open communication channels. Karabük University's administrative units could organize social events

(e.g., team picnics, sports tournaments) or establish digital platforms (e.g., internal communication apps) to encourage knowledge sharing. Such initiatives would enhance behaviors like altruism and courtesy, creating a positive workplace atmosphere. Collaborative projects would also boost employees' motivation to support each other, improving process efficiency.

Second, the effect of trust in managers on conscientiousness, courtesy, and sportsmanship underscores the importance of leadership training. Karabük University managers could be trained in open communication, fair management, and supportive behaviors. Leadership development programs could focus on valuing employee input, providing effective feedback, and implementing fair reward systems. These efforts would encourage behaviors like process improvement, politeness, and patience in challenging conditions. Regular one-on-one meetings with employees could make them feel valued, indirectly boosting OCB.

Third, the effect of trust in the organization on altruism, courtesy, and civic virtue highlights the importance of transparent and fair organizational policies. Karabük University could enhance trust by implementing fair promotion and reward systems, transparent decision-making processes, and policies that encourage employee participation. Regular meetings to gather staff input or platforms for contributing to organizational processes could increase commitment to organizational goals, fostering civic virtue. Ensuring transparency in decision-making and valuing employee suggestions would further strengthen trust.

Fourth, public-sector organizations like Karabük University could adopt flexible work arrangements or support programs to balance workloads and encourage OCB. Digital tools (e.g., task management software) or task-sharing systems could reduce workload, boosting employees' motivation for voluntary behaviors. Programs supporting employee well-being (e.g., stress management training, family-friendly policies, psychological support) could strengthen the trust environment, indirectly fostering OCB. Given the intense workload of administrative staff, work-life balance policies could enhance productivity in both work and personal life.

Finally, organizations could develop reward and recognition systems to encourage OCB. Karabük University could launch an "employee of the month" program or hold award ceremonies to recognize behaviors like altruism or civic virtue. Such initiatives would boost motivation for OCB and reinforce a trust-based culture, enhancing job satisfaction and organizational commitment.

Limitations and Suggestions for Future Research

While this study provides valuable insights into the relationship between organizational trust and OCB, it has some limitations. First, its cross-sectional design limits causal inferences. Longitudinal studies are needed to understand how the effect of trust on OCB evolves over time.

Second, the study is limited to Karabük University's administrative staff, which may restrict the generalizability of findings to other sectors or cultural contexts. The hierarchical and collectivist structure of the Turkish public sector may involve context-specific factors shaping the trust-OCB relationship.

Third, the study focused on direct relationships between trust and OCB, without exploring mediators or moderators. Variables like job satisfaction, organizational commitment, or perceived organizational support could mediate this relationship. Future studies could include such variables to explore the psychological and organizational mechanisms underlying the trust-OCB link.

The following suggestions are offered for future research:

First, dyadic approaches could be used to further explore the effect of trust in coworkers on OCB. Given the collectivist norms in Turkish culture, which emphasize interdependence, trust perceptions among team members and their impact on OCB could be analyzed by collecting data from both parties.

Second, the potential negative consequences of OCB should be addressed. Literature suggests that excessive OCB can disrupt employees' own tasks, lead to burnout, or weaken formal systems (e.g., training or performance evaluation) (Bolino et al., 2004; Koopman et al., 2016). In the Turkish public sector, the long-term effects of OCB under heavy workloads should be examined, along with whether collectivist norms drive excessive OCB and its impact on employee well-being.

Third, cross-cultural comparative studies could clarify the dynamics of the trust-OCB relationship across different contexts. While Turkey's collectivist culture may explain the strong effect of trust in coworkers, trust in the organization or managers may be more influential in individualistic cultures (e.g., the U.S. or Europe). Such studies could identify universal and context-specific elements, contributing to the cross-cultural organizational behavior literature.

Conclusion

This study, grounded in social exchange theory, examined the effect of organizational trust on OCB dimensions among Karabük University's administrative staff. The findings reveal that trust influences OCB in varying ways, with trust in coworkers having a strong effect on all OCB dimensions. Trust in the organization supports altruism, courtesy, and civic virtue, while trust in managers fosters conscientiousness, courtesy, and sportsmanship. These results confirm trust as a fundamental mechanism shaping voluntary contributions in the Turkish public sector. By supporting social exchange and social capital theories in the Turkish context, the study highlights how collectivist norms strengthen team-based trust and OCB. Emphasizing the potential of a trust-based culture to enhance organizational efficiency through OCB, this study provides valuable insights for sustainable success in the Turkish public sector.

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