Organizational Citizenship Behavior among Employees of Private Business Schools: A Multi-Level Perspective Involving Behavior Monitoring and Organizational Trust

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Abstract

The study explores the role of Organizational Trust (OT) in predicting Organizational Citizenship Behavior (OCB) with the moderation of Behavior Monitoring (BM). The study in an innovative way extends the extant literature and studies the influence of moderation effect of Behavior Monitoring on the relationship between OT and OCB. This study made use of pragmatism approach, for this purpose quantitative research was carried out. The quantitative approach helped to triangulate the findings from both quantitative and qualitative sides. The Quantitative analysis was based on a survey. The sample for the survey consisted of individuals working in the private business schools of Peshawar. A sample of 300 employees was selected based on their relevance to the area of research. Stratified random sampling was used to extract the sample. Questionnaires were distributed to the sample respondents. Reliability and validity of data instruments were also tested. The hypotheses were tested using different econometric tests like simple regression, multiple regressions and moderated analysis. The study also carries recommendations. The study can be extended for application in other institutions as well as organizations in Pakistan and outside Pakistan.

Keywords: Organizational Citizenship Behavior, Organizational Trust, Behavior Monitoring, Private Business Schools, Peshawar

Introduction

The concept of organization citizenship behavior has got much popularity and attention from the researchers since starts. The concept has been recognized as intangible, the OCB has not been rewarded or recognized formally, and the perception like 'friendliness' or 'helpfulness' are not possible to quantify. According to Ehrhart (2004)

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and also the promising work done by Podsakoff et al., (2000) which argued a positive effect on the firm level, it can be effective in increasing the organizational effectiveness by its different dimensions. The Behavior Monitoring (BM) is explored to see its moderating role between Organizational Trust (OT) and Organizational Citizenship Behavior (OCB). These variables for business schools are very important to analyze employee's behavior while working in the organization. This is because the behavior of the employee often forms the very foundation for the Organizational Trust (OT). The management has to explore the behavior of employees while assigning tasks, punctuality etc. This study provides recommendations for the employees of private business schools to improve their performance.

The concept of OCB can be referring to the individual behavior which can be significant in enhancing the organization effectiveness for smooth functioning. The concept of OCB can be important in getting organization effectiveness by giving most social and positive environment of working in the firm which can be helpful in getting organization goals. The behavior of OCB can be dealt as the voluntary behavior of the individual and introduced by the study of Organ (1988). The root study of OCB can be taken of Katz (1964) who introduces the idea of extra role behavior. The study of Organ (1988) defines the OCB as the extra role behavior, discretionary and helpful behaviors showed by the employees that are not recognized by the formal reward system. Additionally, motivating employees to engage in OCB leads to attaining higher results for organization in the form of efficiency, effectiveness, higher productivity, cost reduction, customer satisfaction and reducing turnover rate and absenteeism (Podsakoff et al., 2009).

The economic downturn in recent times has resulted in decreasing demands for education sector products or services and has forced a lot of business institutions to close. Nowadays, almost all the business schools are following the policy of downsizing (reducing the number of employees). However, implementing downsizing strategy does not always leads to get desired goal. According to Schraeder et al., (2006), the failure of downsizing strategy may be due to the psychological impact on surviving employees that may affect their level of work engagement within organization. In this regard the employee behavior and reactions in different situations are important in getting his/her loyalty and performance. The study conducted by Ali and Waqar (2013) highlighted OCB under different leadership styles among the school teachers which clearly shows that the concept of OCB has been evaluated in the education sector, but the factor of trust and behavior monitoring has been ignored. Batool (2013) conducted a study on OCB and organization commitment in the banking sector of Pakistan which

clearly highlighted that the concept of OCB has been less evaluated in the education sector while the factor trust and behavior monitoring has been taken from the gap which was evaluated in the analysis of present study.

Research Questions
This study has the following research questions:
1) Is there any relationship between Organizational Trust (OT) and Organizational Citizenship Behavior (OCB)?
    1a: Is there any relationship between Organizational Trust (OT) and Altruism (AL)?
    1b: Is there any relationship between Organizational Trust (OT) and Courtesy (CR)?
    1c: Is there any relationship between Organizational Trust (OT) and Sportsmanship (SP)?
    1d: Is there any relationship between Organizational Trust (OT) and Conscientiousness (CO)?
    1e: Is there any relationship between Organizational Trust (OT) and Civic Virtue (CV)?
2) To what extent does Behavior Monitoring (BM) moderate the relationship between Organizational Trust (OT) and Organizational Citizenship Behavior (OCB)?
    2a: Is there any moderating effect of Behavior Monitoring (BM) on the relationship between Organizational Trust (OT) and Altruism (AL)?
    2b: Is there any moderating effect of Behavior Monitoring (BM) on the relationship between Organizational Trust (OT) and Courtesy (CR)?
    2c: Is there any moderating effect of Behavior Monitoring (BM) on the relationship between Organizational Trust (OT) and Sportsmanship (SP)?
    2d: Is there any moderating effect of Behavior Monitoring (BM) on the relationship between Organizational Trust (OT) and Conscientiousness (CO)?
    2e: Is there any moderating effect of Behavior Monitoring (BM) on the relationship between Organizational Trust (OT) and Civic Virtue (CV)?

Research Objectives
1) To explore the relationship between Organizational Trust (OT) and Organizational Citizenship Behavior (OCB).
    1a: To evaluate the role of Organizational Trust (OT) in Altruism (AL) among the employees in the Business Schools (Institutions).

1b: To evaluate the effect of Organizational Trust (OT) in Courtesy (CR) among the employees in the Business Schools (Institutions).

1c: To understand the role of Organizational Trust (OT) in Sportsmanship (SP) among the employees in the Business Schools (Institutions).

1d: To check the effect of Organizational Trust (OT) on Conscientiousness (CO) among the employees in the Business Schools (Institutions).

1e: To find out the effect of Organizational Trust (OT) in Civic Virtue (CV) among the employees in the Business Schools (Institutions).

2) To find out the moderating role of Behavior Monitoring (BM) on the relationship between Organizational Trust (OT) and Organizational Citizenship Behavior (OCB).

2a: To check the moderating role of Behavior Monitoring (BM) among the Organizational Trust (OT) and Altruism (AL).

2b: To find out the moderating role of Behavior Monitoring (BM) among the Organizational Trust (OT) and Courtesy (CR).

2c: To understand the moderating role of Behavior Monitoring (BM) among the Organizational Trust (OT) and Sportsmanship (SP).

2d: To check the moderating role of Behavior Monitoring (BM) among the Organizational Trust (OT) and Conscientiousness (CO).

2e: To check the moderating role of Behavior Monitoring (BM) among the Organizational Trust (OT) and Civic Virtue (CV).

Literature Review

According to Organ (1988) the concept of OCB can be defined as "it is the behavior of the individual which can be treated as helping behavior that are discretionary, not particularly or expressly apparent by the officially compensated systems, and triumphant process of the association". The employees who have abnormal condition of OCBs could prompt superior profitability by helping their associates in the organization (Wang, C. H., Baba, V. V., Hackett, R. D., & Hong, Y. 2016).

Dimitriades (2007) concluded that activity association has a propensity to be a probable factor on OCBs. The study also concluded that limit of the researchers with elevated ratio of enclosure possess the inclination to show their performance added customers considered OCBs than employee having low employment association. Workers who possess the mental association to their associations is lofty may link more in social behavior.

Podsakoff et al., (2000) defined organization citizenship behavior (OCB) as "extraordinary behavior which is directly or

specifically supposed by the implemented system of reward in the firm. OCB gives a method for dealing with the interdependencies among individuals from a work unit, which builds the aggregate results accomplished; decreases the requirement for an association to give rare assets to basic support capacities, which authorizes assets for profitability; and enhances the capacity of others to play out their employments by arranging for time for more proficient arranging, planning, critical thinking, etc.

Organization citizenship behavior is an uncommon kind of work behavior that is characterized as individual behavior that is useful to the association and is optional, not straightforwardly or particularly perceived by the formal reward framework. These behaviors are fairly a matter of individual decision, with the end goal that their oversights are not for the most part comprehended as culpable. Organization citizenship behavior is thought to significantly affect the adequacy and proficiency of work groups and associations, along these lines adding to the general profitability of the association (Sharma et al., 2011).

Jovchelovitch (2008) characterized framework trust (here utilized as a surrogate for organization trust) as the look that the whole thing is appropriately all together. This sort of trust is important for the compelling working as political and financial trade. As indicated in the study that nonattendance of people in general's trust and trust in the dependability, adequacy, and authenticity of the social images, for example, cash and laws would prompt the crumple of present-day social establishments which sets that framework trust underpins relational trust. Subsequently, one could expect that people would lose trust in people with a relating disintegration of trust in foundations. This structure for understanding framework trust in the public arena gives a valuable component to understanding framework trust in associations.

Bennis and Thomas (2002) investigated relationship between worker impression of hireling administration and trust in organization pioneers and in addition organization trust (OT). Moreover, the workers of worker drove associations in the examination showed larger amounts of organization trust than workers working in associations where pioneers working on utilizing non-hireling styles. This investigation was hypothetically established in trust hypothesis that has set up the centrality of pioneer behavior in the improvement of workers' trust in pioneers. This investigation included observational help for hypothetical models recommending that worker administration is a particular authority composes that can inspire trust.

From the previous studies, it is observed that a significant relationship exists between OT and OCB. Laski and Moosavi, (2016) examined the relationship between OT, OCB and performance of

Physical Education teachers in Islamic Azad University of Rasht in Iran. Results revealed that there was a significant relationship between OT and OCB and between OT and organizational performance as well as between the OCB and organizational performance of Physical Education teachers.

OCB alludes to business related activities past the formal expected set of responsibilities however immensely valued by workforce, for the reason that it can help the effectiveness and achievability of organization objectives. Trust empowers agreeable behavior (Gambetta, 1988), lessens struggle (Rousseau et al., 1998) and diminishes exchange costs (Chiles and McMackin, 1996) at work. Trust has exhibited to be an essential indicator of certain organization results, for example, organizational responsibility and organization citizenship behavior. Firm employees' behavior in the working environment had pulled in numerous analysts' benevolence in past decades. Distinctive sorts of attitude and behavior have been researched. These attitude and behavior incorporate trans-social attitude and behavior, additional part attitude and behavior, singular activity and organization citizenship attitude and behavior.

Behavior Monitoring changes the conduct of the individuals who are monitored and the individuals who monitor others (Schweitzer, Ho, and Zhang, 2016). Schweitzer,et.al. (2016) considered conduct under various observing routines in rehashed trust diversions. They found that trustees acted positively when they anticipate monitoring—they were consistent when they knew ahead of time that they would be observed, however they exploit trustors when they knew ahead of time that they would not be observed.

Belot and Schröder (2015) found that monitoring improves work quality just if motivating forces are strict, yet considerably lessens timeliness independently of the related motivation. They claimed that Monitoring doesn't influence theft. Their findings strongly supported reciprocal system, whereby workers retaliate for being distrusted.

Hypothesis
On the basis of literature review following hypothesis were developed:
1) There is significant relationship between Organizational Trust (OT) and Organizational Citizenship Behavior (OCB)
   1a: There is significant relationship between Organizational Trust (OT) and Altruism (AL)
   1b: There is significant relationship between Organizational Trust (OT) and Courtesy (CR)
   1c: There is significant relationship between Organizational Trust (OT) and Sportsmanship (SP)

1d: There is significant relationship between Organizational Trust (OT) and Conscientiousness (CO)

1e: There is significant relationship between Organizational Trust (OT) and Civic Virtue (CV)

2) Behavior Monitoring (BM) moderates the relationship between Organizational Trust (OT) and Organizational Citizenship Behavior (OCB)

2a: Behavior Monitoring (BM) has a significant moderating effect on the relationship between Organizational Trust (OT) and Altruism (AL)

2b: Behavior Monitoring (BM) has a significant moderating effect on the relationship between Organizational Trust (OT) and Courtesy (CR)

2c: Behavior Monitoring (BM) has a significant moderating effect on the relationship between Organizational Trust (OT) and Sportsmanship (SP)

2d: Behavior Monitoring (BM) has a significant moderating effect on the relationship between Organizational Trust (OT) and Conscientiousness (CO)

2e: Behavior Monitoring (BM) has a significant moderating effect on the relationship Organizational Trust (OT) and Civic Virtue (CV)

Proposed Model of the Study

This research study proposes that the relationship between Organizational Trust (OT) and Organizational Citizenship Behavior (OCB) is moderated by Behavior Monitoring (BM) as shown in the figure below.
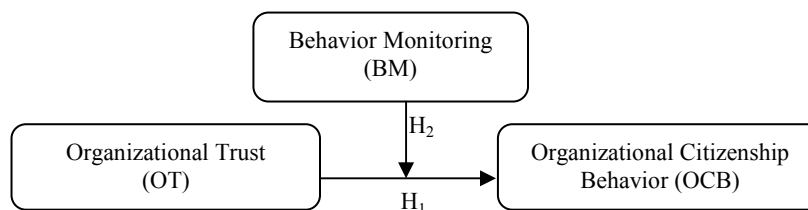
Figure 1 Theoretical model

Whereas;
OT: Organizational Trust
BM: Behavior Monitoring
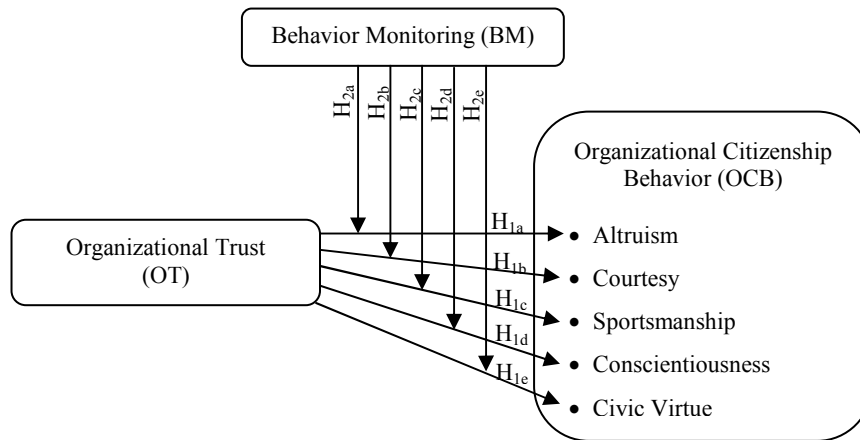*OCB: Organizational Citizenship Behavior*

Extended Model

Figure 1.1. Extended Theoretical Model with the dimensions of OCB

Research Methodology

Research Design and Method

The methodology of this study depends upon the research questions as well as preceding research studies conducted on the same problem. The survey method was applied for data collection. The basic purpose of the research was to test its aims and objectives theoretically and hypothetically. Study was of causal and co-relational type, while the scope was non-contrived. The unit of analysis was individuals, and it was cross-sectional on time horizon.

There are four main types of quantitative research designs: descriptive, co-relational, quasi-experimental and experimental (Creswell, J. W., & Creswell, J. D., 2017). Our study followed Quantitative approach.

Population and Sample Size

The private business schools of Peshawar District constituted the population of this research study. The private business schools were considered only for the analysis, as it is very difficult to study all business schools operating in Peshawar. Therefore, six private business schools were taken for the study as a sample. We opted for convenient sampling technique. Also, due to limited resources this study was based on 300 employees from different private sector universities of Peshawar. In addition, extant research suggests that a sample size of 300 is sufficient to run the factor analysis (MacCallum et al., 1999).

Data Collection

The data collection in the study is the most significant part which can be treated as the backbone of the research study. The present study is based on the quantitative techniques i.e. dependent on the closed ended questionnaire. The closed ended questionnaire was adopted from the review of literature. These questionnaires were distributed among the sample respondents. All the questionnaires were administered personally to analyze the questions in depth, to obtain findings based on the true emotions of the employees working in these organizations.

Table 1: Number of Respondents

University	No	Sample size
Iqra National University, Peshawar	59	35
CECOS University, Peshawar	40	29
Qurtuba University of Science & Information Technology, Peshawar	87	46
Sarhad University of Science & Information Technology, Peshawar	225	100
Abasyn University, Peshawar	126	45
City University of Science & Information Technology, Peshawar	117	45
Total	654	300

Data Collection
Firstly, the data was collected from selected population, then the data has been entered in MS Excel and every single reply for the individual items have been scaled and composed in MS Excel. The Excel sheet has been imported in SPSS and the collective items have been transformed to individual variables. Then these variables have been used for the running of tests.

Data Analysis and Discussion
Table 2: Reliability Test

S. No	Variables	Cronbach Alpha	Remarks
1	Organizational Trust	.910	Reliable
2	Behavior Monitoring	.856	Reliable
3	Altruism	.781	Reliable
4	Courtesy	.881	Reliable
5	Sportsmanship	.818	Reliable
6	Conscientiousness	.916	Reliable
7	Civic Virtue	.872	Reliable

The table 2 shows the reliability statistics of the current study to check the variables. As the nature of the variables in the study is primary in nature and the data of the said variables have been collected by closed ended questionnaire from the sample respondents. It is important in this scenario that the variables should be valid for the data collection or in other words there should be internal consistency. The standard value of the test is .70 which shows that the value of the alpha for the variables must be more than .70. The values of alpha shows that the variables are valid and internally consistent.

Correlation

The objective of the current study was to evaluate the relationship among the organizational trust, organizational citizenship behavior and behavior monitoring among the employees of private business schools operating in Peshawar. Different studies have used different models for the relationship objective, but the current study used the Behavior Monitoring as a moderating variable to evaluate the relationship among the OT (independent variable) and OCB (dependent variable). The strength of this relationship was measured through Pearson Correlation test. The model is significant in estimating two tailed relationship among the variables, the strength of correlation in terms of percentage and the significance of the relationship by estimating the probability level.

Table 3: Correlations

		OT	AL	CR	SP	CO	CV	BM
OT	R	1						
	Sig.							
	N	300						
AL	R	.677**	1					
	Sig.	.000						
	N	300	300					
CR	R	.569**	.521**	1				
	Sig.	.000	.000					
	N	300	300	300				
SP	R	.820**	.667**	.456**	1			
	Sig.	.000	.000	.000				
	N	300	300	300	300			
CO	R	.191**	.275**	.667**	-.097	1		
	Sig.	.001	.000	.000	.092			
	N	300	300	300	300	300		
CV	R	.780**	.667**	.329**	.792**	.048	1	
	Sig.	.000	.000	.000	.000	.411		
	N	300	300	300	300	300	300	
BM	R	.561**	.678**	.691**	.674**	.134*	.286**	1
	Sig.	.000	.000	.000	.000	.020	.000	
	N	300	300	300	300	300	300	300

OT= Organization Trust; AL= Altruism; CR= Courtesy; SP= Sportsmanship;
CO= Conscientiousness; CV=Civic Virtue; BM= Behavior Monitoring

Organizational Trust and Altruism

The findings of the table suggested that there is a positive relationship between the organizational trust and organizational citizenship behavior. The positive relationship of Organizational Trust and Altruism shows that when the organizational trust has been increased or when the perception of Organizational Trust (OT) among the employees has been increased then the Altruism will be increased, this proves the positive relationship. The organizational trust and Altruism have 67 percent relationship as this value is mentioned in the table and this relationship is significant which has been proven by the p-value which is less than 0.05.

Organizational Trust and Courtesy

There is a positive relationship between the organizational trust and courtesy. The positive relationship of organizational trust and courtesy shows that when organizational trust has been increased or when the perception of Organizational Trust (OT) among the employees has been increased then the courtesy will be increased, this proves the positive relationship. The organizational trust and courtesy have 56 percent relationship as this value is mentioned in the table and this relationship is significant which has been proven by the p-value which is less than 0.05.

Organizational Trust and Sportsmanship

There is a positive relationship between the organizational trust and sportsmanship. The positive relationship of organizational trust and sportsmanship shows that when the organizational trust has been increased or when the perception of Organizational Trust (OT) among the employees has been increased then the sportsmanship will be increased, this proves the positive relationship. The organizational trust and sportsmanship courtesy have 82 percent relationship as this value is mentioned in the table and this relationship is significant which has been proven by the p-value which is less than 0.05.

Organizational Trust and Conscientiousness

There is a positive relationship between the organizational trust and conscientiousness. The positive relationship of organizational trust and conscientiousness shows that when the organizational trust has been increased or when the perception of Organizational Trust (OT) among the employees has been increased then the conscientiousness will be increased, this proves the positive relationship. The organizational trust and conscientiousness have 19 percent relationship as this value is mentioned in the table and this relationship is significant which has been proven by the p-value which is less than 0.05.

Organizational Trust and Civic Virtue

There is a positive relationship between the organizational trust and civic virtue. The positive relationship of organizational trust and civic virtue shows that when the organizational trust has been increased or when the perception of Organizational Trust (OT) among the employees has been increased then the civic virtue will be increased; this relationship proves the positive relationship. The organizational trust and civic virtue have 78 percent relationship as this value is mentioned in the table and this relationship is significant which has been proven by the p-value which is less than 0.05.

The positive relationship of organizational trust and employee behavior shows that when the organizational trust has been increased or when the perception of Organizational Trust (OT) among the employees has been increased then the employee behavior will be increased, this proves the positive relationship. The organizational trust and employee behavior have 56 percent relationship as this value is mentioned in the table and this relationship is significant which has been proven by the p-value which is less than 0.05.

Regression Analysis (Model Testing)

The major objective of this paper is to evaluate the effect of Organizational Trust (OT) on the Organizational Citizenship Behavior (OCB) in private business schools of Peshawar. The objective behind the selection of regression model was that this model is helpful in estimating the relationship among the independent and dependent variables by the 'R' or correlation coefficient. The model can explain the variance explained in the dependent variable due to independent variable taken in the study by 'R-square' or coefficient of determination.

Table 4 Summary of Results

Relationship between Trust and OCB Dimensions	Without Moderation R values (R-square values)	With Moderation R values (R-square values)	Comparison
Altruism	0.67(0.459)	0.76(0.589)	Positive (0.09)
Courtesy	0.67(0.459)	0.72(0.526)	Positive (0.05)
Sportsmanship	0.820(0.672)	0.86(0.739)	Positive (0.04)
Conscientiousness	0.19(0.037)	0.19(0.038)	No Change (0.00)
Civic Virtue	0.78(0.608)	0.80(0.641)	Positive (0.02)

Table 4 shows that BM has a positive moderating effect on the dimensions of Altruism, Courtesy, Sportsmanship and Civic Virtue. The moderating effect of BM on Conscientiousness is not that significant as shown in the table above.

Results and Findings
The hypotheses 1a for the organization trust and altruism confirms by the finding which concluded by the organizational trust can make a positive change in the Altruism as the beta or coefficient of organizational trust is .67 and the sign of the beta shows that this variance will be positive and significant. The hypotheses 2a for the Behavior Monitoring and altruism shows the beta value of employee trust has been decreased from .67 to .433 with a significant t-value which shows that the Behavior Monitoring has a weak moderation among the organizational trust and altruism.

The hypotheses 1b for the organization trust and courtesy confirms by the finding which concluded that organizational trust can make a positive change in the Courtesy as the beta or coefficient of organizational trust is .569. The sign of the beta shows that this variance will be positive and significant. The hypotheses 2b for the Behavior Monitoring and courtesy shows the beta value of employee trust has been decreased from .569 to .265 which shows with a significant t-value which shows that the employee behavior has a weak moderation among the organizational trust and courtesy.

The hypotheses 1c for the organization trust and sportsmanship confirms by the finding which concluded that the organizational trust can make a positive change in the sportsmanship as the beta or coefficient of organizational trust is .820. The sign of the beta shows that this variance will be positive and significant. The hypotheses 2c for the Behavior Monitoring and sportsmanship shows the beta value of employee trust has been decreased from .820 to .645 which shows with a significant t-value which shows that the employee behavior has a weak moderation among the organizational trust and sportsmanship.

The hypotheses 1d for the organization trust and conscientiousness confirms by the finding which concluded that the organizational trust can make a positive change in the conscientiousness as the beta or coefficient of organizational trust is .190 and the sign of the beta shows that this variance will be positive and significant as the t-value of the organizational trust is 3.3. The hypotheses 2d for the Behavior Monitoring and conscientiousness shows the beta value of employee trust has been decreased from .19 to .16 which shows with a significant t-value which shows that the employee behavior has a weak moderation among the organizational trust and conscientiousness.

The hypotheses 1e for the organization trust and civic virtue confirms by the finding which concluded that the organizational trust can make a positive change in the civic virtue as the beta or coefficient of organizational trust is .78 the beta shows that this variance will be positive and significant as the t-value of the organizational trust is 21.4. The hypotheses 2e for the Behavior Monitoring and civic virtue shows

he beta value of employee trust has been increased from .78 to .90 which shows with a significant t-value which shows that the employee behavior has strong moderation among the organizational trust and civic virtue.

Conclusion and Discussion

The present study was conducted to evaluate the role of trust in the OCB, with a mediating role of behavior monitoring in the education sector of Peshawar. The prevailing study has adopted a sequence in which questionnaire was distributed to the employees of private business schools and then based on the results of questionnaire of these business schools. The study has used the quantitative techniques for the collection of data, the assembling of data, finalizing the quantitative technique of data analysis and to testify the hypotheses derived from the literature. The private business schools of Peshawar District constituted the population of this research study. The private business schools were considered only for the analysis, as it is very difficult to study all business schools operating in Peshawar. Therefore, six private business schools were taken for the study as a sample. The study has opted for convenient sampling technique. Also, due to limited resources this study was based on 300 employees from different private sector universities of Peshawar. All the questionnaires were administered personally to analyze the questions in depth, to obtain findings based on the true emotions of the employees working in these organizations.

The findings suggested that the trust has a significant effect on the altruism, courtesy, sportsmanship, conscientiousness and civic virtue in the sample firms. Trust As per the study of Podsakoff et al., (2000), organization citizenship behavior (OCB) as "extraordinary behavior which is directly or specifically supposed by the implemented system of reward in the firm. OCB gives a method for dealing with the interdependencies among individuals from a work unit, which builds the aggregate results accomplished; decreases the requirement for an association to give rare assets to basic support capacities, which authorizes assets for profitability; and enhances the capacity of others to play out their employments by arranging for time for more proficient arranging, planning, critical thinking, etc. Organization citizenship behavior are an uncommon kind of work behavior that are characterized as individual behavior that are useful to the association and are optional, not straightforwardly or expressly perceived by the formal reward framework. "These behaviors are fairly a matter of individual decision, with the end goal that their oversights are not for the most part comprehended as culpable. Organization citizenship behavior is thought to importantly affect the adequacy and proficiency of work groups and

associations, along these lines adding to the general profitability of the association (Sharma et al., 2011).

Recommendations
- The research study recommends that the management should engage the employees in the group-based tasks so that a positive communication can be developed among them. This increase in communication can increase the organizational trust as well as the Organizational Citizenship Behavior.
- The management should provide a conducive environment based on mutual respect, in which all the employees should respect each other especially when the group involves a female member. Respect for fellow employees leads to an increase in the trust of employees on the policies of the institutions.
- The management should support and encourage the employees facing a failure situation so that that the employees do not fail in their future attempts.
- The employees should know about the OCB within the context of their work environment.
- Management should monitor the behavior of the employees in a disciplined and dignified manner that does not violates the employees' privacy or security. By monitoring employee behavior, the organization brings awareness to the employee to display desirable behavior and inculcate trustworthy practices that can enhance both individual trust and organizational trust.
- The organizational trust brings such a benefit to the organization that employees start to display a positive organization citizenship behavior that often the organization does need to monitor the behavior of the employee.

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