

## Comparing the Mediation Role of Organizational Trust on the Effect of Workplace Spirituality on Organizational Citizenship Behavior

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Received for publication: 30 November 2021.

Accepted for publication: 24 January 2022.

### Abstract

In this article the mediation role of Organizational Trust on the effect of Workplace Spirituality on the Organizational Citizenship Behavior has been researched and compared in Iran and Turkey. Target populations of this study were the academic staff of Gazi University in Turkey and Islamic Azad University of Tabriz in Iran. According to Cochran formula for sample size calculation, Total sample size for Gazi University was 343 and for Tabriz Azad University was 293. According to the results of the analysis WS has direct and positive effect on organizational citizenship behavior in both countries. Also, the results show that in both countries Organizational trust has direct, positive and significant effect on organizational citizenship behavior. For effect of WS on organizational trust for Turkey this effect is positive and significant and for Iran there is no significant effect of WS on organizational trust. Finally, in Turkey, Organizational trust mediates the relationship of WS and organizational citizenship behavior but in Iran there is no organizational trust mediation on this relationship.

**Keywords:** Workplace Spirituality, organizational Trust, Organizational Citizenship Behavior

### Introduction

WS (workplace Spirituality) is a subject that recently draws attention in industries and among academics. WS encompasses meaningful work, sense of community, and value of organization. Being different from religious tenets, WS has a strong relation with the success of workers, organization and communities. It's the connection between the employee's nature with his or her activities and task, which increases organizational commitment and job satisfaction and performance. (Leigh, 1997; Milliman, et.al, 2003; Mirvis, 1997).

Trust has also been linked to organizational outcomes such as sales and profits, employee turnover, cooperative behavior among employees (Davis, et.al, 2000). Being of trust in the workplace is important to achieve high organizational performance and competitiveness (Lamsa and Pucetaite, 2006).

On the other hand, In today's business environment with turbulent conditions, employees with the high commitment is a factor that can significantly help an organization to compete effectively in business environment to get the best performance in the marketplace (Meyer et al,2004). A factors that motivates workers to contribute to the organization is organizational citizenship behavior [OCB] that is a concept that has been studied in many research. Studies have found that OCB is linked positively to a variety of organizational outcomes (Özer, 2012; Podsakoff et al, 2009).

In this regard , these three concepts are important to increase the organizational performance. There are some researches have investigated the relationship between these concepts. Sadykova and

Tutar found that the WS has positive correlation with organizational trust. Kokalan (2017), found that WS dimensions (engaging work, sense of community, spiritual connection, and mystical experience) have direct significant positive effect on Organizational Trust (OT). According to some other research's WS also has positive effect on organizational citizenship behavior. (Kazemipour et.al,2012, Charoensukmongkol,2015, Genty et.al,2017) ,Ahmadi et.al ,2014) .

Also organizational trust has positive effect on Organizational citizenship behavior. (sing and Srivastava,2016; Pourkeiani and Tanabandeh,2016; Peikani and Mirshamshiri,2016; Yucel and Samanci,2009; Tokgoz and Seyman,2013).

Despite of these researches about the direct relationships between these concepts in an organization in the literature, there is no research about the mediating effect of Organizational trust on the relationship between WS and Organizational citizenship behavior. Furthermore, because of difference between national cultures that impacts the organization culture and factors such as Organizational trust , Organizational citizenship behavior and WS (Handy , 1993; Cakır and orucu ,1999; Tosi et.al , 1990), in this study the difference of the mediating effect of Organizational trust on the relationship between WS and Organizational citizenship behavior in İran and Turkey has been discussed .

## **Literature review**

### ***Workplace Spirituality***

Because WS has recently entered the literature and there are not many researches about that, as there is no more definition of the concept, there is no generally accepted consensus about these definitions.

The combination of the words "workplace" and "spirituality" in the 1980s caused many contradictions. this situation created impersonal community awareness by highlighting the themes of "a meaningful work and compliance with workplace values". (Sheep, 2006).

Some researcher's define workplace spirituality as employees' inner lives associated with meaningful work and occurring in a community context. (Ashmos and Duchon, 2000). This concept is concerned with employees who understand and express themselves in terms of the meanings and purposes in their lives that connect them to others and to their work communities (Duchon and plowman,2005).

Workplace spirituality has a meaning that includes the concepts of personal development, reliability and generosity, learning, responsibility, seeking truth and meaning, reaching a higher purpose, and compassion in working life (Freshman,1999). In this context, workplace spirituality requires establishing a shared conscience for a workplace that will enable people to relate wholeheartedly, respect each other, develop trusting relationships (Neal ve Biberman, 2003).

Mitroff and Denton (1999) describe the concept of WS as the finding ultimate goal of the individual in life, to develop a strong connection with colleagues and other work-related people, and to work together with each other, to create a strong connection between their beliefs and workplace values.

A consensus could not be reached on the dimensions of WS, as in its definition. However, there are some common dimensions of different authors. Milliman et al. (2003) examined WS in three dimensions:

1) meaningful work, 2) sense of community 3) alignment with organizational values. Ashmos and Duchon (2000), mention three dimensions as inner life, meaningful work and community feeling.

Kinjerski and Skrypnek (2006) declare that WS has four dimensions:

- 1) passion for work: refers to a person's belief in having a job with lofty goals. This dimension shows the compatibility of the individual values and beliefs of the person with the values and beliefs of the job.
- 2) Community emotions: Expresses deep bonds and relationships made with others
- 3) The spiritual bond: It involves a sense of attachment to someone or power greater than one's self.
- 4) The mysterious experience dimension expresses the state of being positive, energetic and alive, the feeling of being perfect.

#### ***Organizational Trust***

The concept of organizational trust has old history. Many Philosophy and social sciences specialists have said about the vitality of trust for social life continuity (Mollering et.al,2004).

Rotter states that trust is “an expectancy of an individual or group for relying on the word, promise, verbal or written statement of another individual or group” .(Rotter,1967).Organizational trust is to feel that employer is honest and he/she will be committed to their words and they are supporting persons (Taşkın ve Dilek, 2010).

Organizational trust basically refers to the positive situation developed by the member of the organization on the basis of roles, relationships and experiences within the organization, about their own intentions and behaviors.

When we look at the studies on organizational trust, it is seen that the studies on organizational trust are concentrated in three different areas. It is seen that some studies focus on interpersonal trust relations, some studies on relations of trust with the supervisor, and some studies on relations of trust with senior management (Tüzün, 2007; Demircan and Ceylan, 2003).

Cummings and Bromiley (1996) organizational trust is defined as “the effort of a person or group members to act in good faith in accordance with explicit or imprecise commitments towards another person or group, being honest in predetermined commitments in negotiations and even when there are appropriate opportunities. the belief that one does not profit from the situation of the other party or the collective belief of the group.

Organizational trust is defined by Tan and Lim as the willingness of organizational employees to be vulnerable to the actions of the organization. ( Tan & Lim,2009).

#### ***Organizational Citizenship Behavior***

It is defined as work-related behaviors that are within the scope of the employee's discretion, not supported by the formal reward system of the organization, and that increase the effectiveness of organizational functions (Blakely et al. 2003). Such behaviors are not mandatory in job descriptions and duties, do not require sanctions or penalties when neglected, and include more personal preference results (Podsakoff et al., 2000). There are three major components that build understanding OCB. First, the voluntary behavior that is not in the formally written roles and duties. Second, the behavior should be beneficial for organization and its aims. Third, should encompasses a multidimensional nature (Somech and Drach-Zahavy, 2004).

OCB is an optional personal behavior that is not directly or clearly defined by the official reward system and increases the effectiveness of the organization as a whole (Organ,1988).

In many articles ,OCB holds five dimensions: altruism, conscientiousness, courtesy, sportsmanship, and civic virtue (Organ 1988; Van Dyne et al. 1994; Podsakoff et al. 2000).

1) Altruism: Altruism is a voluntary behavior to help individuals who interact face to face at work. For example, behaviors to help employees for using tools, completing their tasks, accessing certain information, preparing a project or presentation on time. (Allison et.al, 2001).

2) Civic Virtue: Civic virtue is the employees making themselves responsible for the events that affect the organization and participating voluntarily in meetings and decisions making (Podsakoff et al. 2000).

3) Conscientiousness: It refers to the voluntary contribution of employees to the functioning of the organization by going beyond the behaviors related to their jobs and their roles (Allison et al. 2001).

4) Sportsmanship: It means that the employees of the organization tolerate the inevitable difficulties, discontent and troubles that arise without complaining or whining. (Podsakoff et al., 2000).

5) Courtesy: According to the organ, courtesy is about employees' respect for each other's ideas. This includes helping others, behaviors that prevent problems with colleagues (Podsakoff et al., 2000).

### **Methodology**

The mediation role of Organizational Trust on the effect of Workplace Spirituality on Organizational Citizenship Behavior was researched. In this section Hypotheses, sample size and sample gathering method and

#### ***Hypotheses***

There are four main hypotheses in this research:

- 1) WS has a positive effect on organizational citizenship behavior.
- 2) WS has a positive effect on organizational trust.
- 3) Organizational trust has positive effect on organizational citizenship behavior.
- 4) Organizational Trust has a mediation effect on the relationship between WS and Organizational citizenship behavior.

#### ***Sampling and data Gathering***

Target populations of this study were the academic staff of Gazi University in Turkey and Islamic Azad University Of Tabriz in Iran. Population number for Gazi University was 3145 and for Tabriz Azad University was 1217.

According to Cochran formula for sample size calculation ,Total sample size for Gazi University was 343 and for Tabriz Azad University was 293.

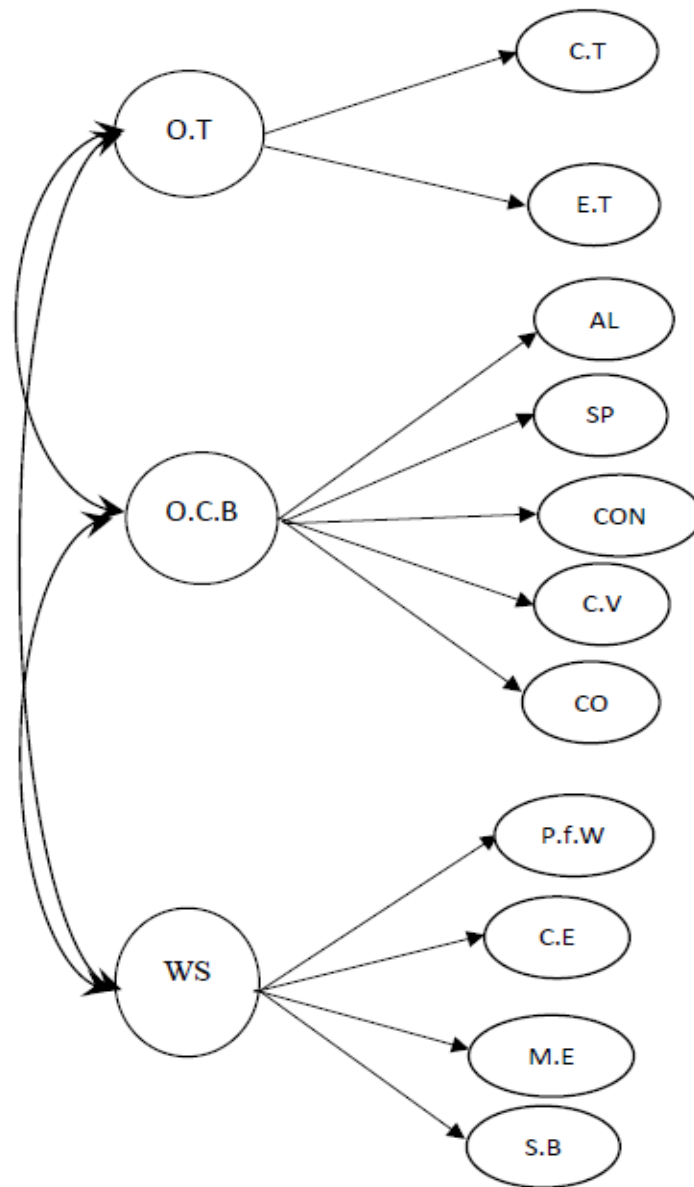
350 and 295 questionnaires were collected from Gazi University and Azad University of Tabriz.

142 participants in Gazi University and 103 participants in Azad University of Tabriz were women.

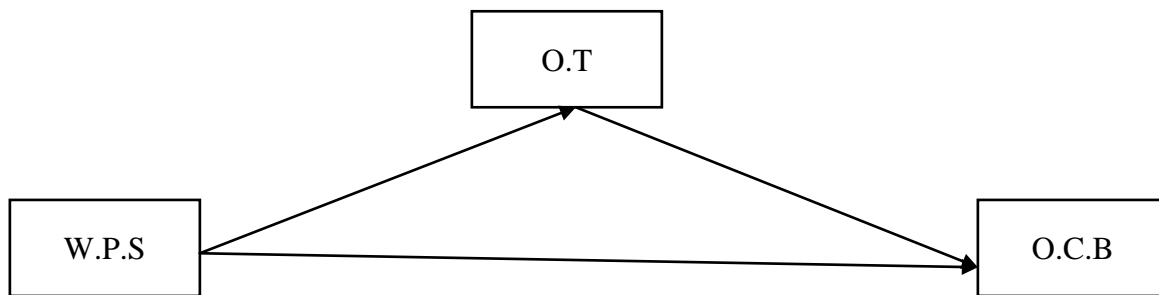
For measuring WS questionnaire designed by Kinjerski and Skrypnek (2006), and for measuring organizational trust questionnaire designed by Nyhan ve Marlowe (1997) that adopted and used in Turkey by Demircan (2003), and for measuring organizational citizenship behavior the questioner designed by Podsakoff et.al (1990) and adopted and used in Turkey by Kaplan (2011) were used.

#### ***Research models and analysis summery***

Measurement and Structural model of this research is as bellow:



**Figure 1. Measurement Model of Research**



**Figure 2: Structural Model of the Research**

## Results

**Table 1. Reliability Test Results**

Kronboach $\alpha$ for Turkey	Kronboach $\alpha$ for Iran	Questions number of any variable	Research Variable
0/862	0/791	7	Cognitive Trust
0/842	0/855	5	Emotional Trust
0/903	0/865	5	Passion for work
0/856	0/726	4	Community emotions
0/955	0/917	3	The spiritual bond
0/801	0/861	5	The mysterious experience
0/778	0/711	5	Altruism
0/909	0/889	4	Civic Virtue
0/845	0/784	5	Conscientiousness
0/947	0/901	5	Sportsmanship
0/754	0/874	5	Courtesy
0/812	0/847	33	Total

The reliability of the questionnaire for two sample group has calculated by Chronbach  $\alpha$ . As it would be shown in Table 1, the amount of  $\alpha$  of all variables is higher than 0.7. And the reliability of the questionnaires with the coefficients of (0/847) and (842) have been verified in high level for two sample groups.

### *Evaluating the Measurement and structural model*

The SEM was used as the statistical method for research. AMOS21 software was used for analyzing data. As it is shown in Table 2, measurement model has acceptable level of goodness of fit for both sample groups.

**Table 2. The Goodness of Fit indexes of measurement model**

Index's name	Values for Turkey	Values for Iran	Acceptable value for Fit of model	Result
IFI	0.925	0/942	Values close to 1, More than 0.9	Accepted
CFI	0.969	0/912	Values close to 1, More than 0.9	Accepted
PNFI	0.712	0/740	More than 0.6	Accepted
PCFI	0.755	0/684	More than 0.6	Accepted
RMSEA	0.065	0,042	Good <0.05, 0,05-0,10 moderate >0,10 bad	Accepted
CMIN/DF	2.854	3,261	Between one and five	Accepted

On the other hand, the results of the validity and reliability test are as written in the table below:

**Table 3. Reliability and Validity test results for Turkey**

	CR	AVE	MSV	ASV	WS	Organization- al trust	Organization- al citizenship behavior
WS	0.851	0.549	0.118	0.104	0.741		
Organizational trust	0.802	0.602	0.302	0.511	0.419	0.776	
Organizational citizenship be- havior	0.935	0.657	0.528	0.205	0.389	0.543	0.810

**Table 4. Reliability and Validity test results for Iran**

	CR	AVE	MSV	ASV	WS	Organization- al trust	Organization- al citizenship behavior
WS	0.702	0.509	0.0281	0.205	0.714		
Organization- al trust	0.756	0.587	0.412	0.568	0.352	0.767	
Organization- al citizenship behavior	0.865	0.601	0.499	0.230	0.306	0.504	0.776

Necessary conditions for validity and reliability of construct are as bellow:

**Reliability**

CR > 0.7

**Convergent Validity**

AVE > 0.5

**Discriminant Validity**

MSV < AVE and ASV < AVE and Square root of AVE should be greater than inter-construct correlations.

Looking at the table above, this measurement model has validity and reliability for two sample groups.

For assessing the common method bias the CLF(Common Latent Factor) method has been applied (Serrano et.al, 2018). For the both countries, differences of standard regression weights of observed items before and after adding common latent factor are below (0.2) and this shows that there are no common method bias in collected data.

After all, the results for the mediation effect of organizational trust on the relationship of WS and organizational citizenship behavior are as bellow:

At first step all the direct effects have been noticed and the results are as below:

**Table 5. Direct effects and their P values**

countries	Iran			Turkey		
variables	W.P.S	O.T	O.C.B	W.P.S	O.T	O.C.B
W.P.S		.526(.153)	.157(.004)		.604(.001)	.141(.000)
O.T			.382(.000)			.410(.021)



According to the scale above, in Iran , WS has no significant effect on organizational trust.

**Table 6. Analysis results for Iran**

Relationship	Direct effect without mediator	Direct effect with mediator	Indirect effect
W.P.S, O.T, O.C.B	.357 (.000)	.157(.004)	0.201(0.378)

**Table 7. Analysis results for Turkey**

Relationship	Direct effect without mediator	Direct effect with mediator	Indirect effect
W.P.S, O.T, O.C.B	.464 (.000)	.141(.000)	.247(.005)

According to the results in Iran only the direct effect of WS on organizational citizenship behavior has been proven and the mediation effect of organizational trust has not been proven. On the other hand In Turkey in addition to direct effect of WS on organizational citizenship behavior, there is a mediation effect of organizational trust on this effect.

### Discussion

According to the results of the analysis WS has direct and positive effect on organizational citizenship behavior in both country and this results is the same with other research's like Kim and Hunsaker (2018), Nasurdin et.al (2013), Gupta and Kumar (2020).

Also, the results show that in both countries Organizational trust has direct, positive and significant effect on organizational citizenship behavior and this results concur with results of other research's like sing and Srivastava (2016), Peikani and Mirshamshiri, (2016),Yucel and Kalayci (2009), Tokgoz and Seyman (2013) .

For the effect of WS on organizational trust two countries are different. for Turkey this effect is positive and significant and also concurs with results of other previous results like Kokalan (2017), Sadykova and Tutar (2014) and Shool and Kamali, (2015) but for Iran there is no significant effect of WS on organizational trust.

Finally in Turkey, Organizational trust mediates the relationship of WS and organizational citizenship behavior but in Iran there is no organizational trust mediation on this relationship.

This results show that there is a difference in relationships between WS and trust and also the role of trust in relationship between WS and Organizational citizenship behavior. This differences in relationships can be originated from many factors but the main factor that this research has been based on is difference of national culture and it show that difference of two national culture can make difference in the relationships of factors researched in this paper. For the future research's it will be beneficial to research the main reasons for the differences of the relationships between the factors in this research in Iran and Turkey according to dimensions of organizational and national cultures declared in Hofstede's papers and research's.

### Conclusion

In this article the mediation role of Organizational Trust on the effect of Workplace Spirituality on the Organizational Citizenship Behavior has been researched and compared in Iran and Turkey. Because of cultural difference in these two countries, It's important to assess the relationships between factors affected by general and national and organizational culture. In this research it



has been shown that in Iran Organizational Trust has no mediation role of on the effect of Workplace Spirituality on the Organizational Citizenship Behavior whereas in Turkey Organizational Trust mediates the effect of Workplace Spirituality on the Organizational Citizenship Behavior. This research has been done for the first time between cultural. The results show that its better to have more research's based on Cultural differences and factors being affected by that.

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