



Organizational Commitment and Organizational Citizenship Behaviour: The Moderating Effect of Trust among Fast Food Restaurant Employees

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ABSTRACT

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There is an increasing employee turnover rate in the fast-food service industry. When organizational citizenship behavior among the employees is low, they tend to be demotivated, and their productivity will be reduced, affecting the tasks or jobs their supervisor assigns. Organizational citizenship behavior refers to the voluntary behavior exhibited by the employees while in the organization. Employees with this behavior tend to work harder as it boosts their motivation and induces passion. The study investigates the effect of organizational commitment on organizational citizenship behavior among the employees in fast-food restaurants in Negeri Sembilan. There are three-dimensional components of organizational commitment, namely: (1) affective commitment, (2) continuance commitment, and (3) normative commitment. Furthermore, this study also examines the role of organizational trust as a moderator of the relationship between organizational commitment and organizational citizenship behavior. This study was conducted covering various levels of employee positions in fast-food restaurants. This study's respondents are from the fast-food restaurant workers at KFC, McDonald's, Pizza Hut, Subway, and Domino in Negeri Sembilan. The study used disproportionate stratified random sampling that resulted in 181 employees, and the data was collected using a questionnaire survey. This research data has been analysed through descriptive statistics and hierarchical regression analysis. The results found affective, continuance, and normative commitment associated with organizational citizenship behavior. In addition, trust has also contributed to significant factors that have influenced the level of organizational citizenship behavior among employees. The trust moderates the relationship between affective commitment and organizational citizenship behavior. However, trust does not moderate the relationship between continuance and normative commitment, and organizational citizenship behavior.

1. Introduction

The fast-food industry in Malaysia is growing, and there are various fast-food franchises all over the country because it has received a warm welcome from customers who want fast service and

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food that is easy to buy and can be eaten anywhere [1]. The lifestyle of today's society, which is always busy with daily tasks, is one of the reasons why restaurants with fast food concepts are the leading choice of consumers. In addition to the pleasant location, the comfortable environment, the speed of service, and the variety of menus and food products that suit the tastes of all ages make customers love to visit fast food restaurants [2]. Fast food restaurants with a quick service concept were first introduced in Malaysia in the early 1960s, with the opening of the first A&W restaurant in Kuala Lumpur in 1963. This was followed by KFC (1972), McDonalds (1982), and several others [3]. At the beginning of its development, most of them were only concentrated in big cities. The franchise system opens more branches in small towns to meet the increasing demand and changing consumer lifestyles and tastes [3].

Employees in fast food restaurants are the most critical asset for the owner. However, the turnover rate in the industry is higher [4]. There is no accurate statistical data to represent the total percentage employee turnover rate in the fast-food industry in Malaysia. However, the study by Ghazali and Asmawi [5] has shown evidence that the employee turnover rate is over 80%. Nowadays, the organization's employee turnover rate is increasing regardless of whether it is small or large, especially in the fast-food industry [6]. The organization has taken various steps to prevent this problem from happening frequently because this will disrupt employee performance due to the organization's failure to manage the problem of employees who quit or move from the existing organization [7]. Thus, the fast-food industry in Malaysia needs to focus on organizational commitment, trust, and organizational citizenship behavior [8,9]. These factors can hinder the willingness of employees to quit the fast-food industry [9].

Additionally, some new employees need help adjusting to the new organization, which can cause a lack of motivation to work in a new environment [10]. Employees may not be able to accept the new culture and feel that the new workplace does not fit, and they will begin to decide to quit [11]. Some new employees try to learn and accept a new culture in a fast-food restaurant, but sometimes it takes time to adapt, leading to low employee motivation, and eventually, they choose to quit [12]. Fast food managers highly committed to the organization will be ready to stay in it because it reflects an individual's attitude towards its goals, objectives, and values [13]. Lack of commitment will cause employees to think about finding a new job, wanting to quit, moving jobs, and the occurrence of turnover [14]. If the employee has a high commitment, problems related to absenteeism in the workplace, job turnover rate, and desire to leave the organization are low [15,23,24].

Organizational commitment helps to achieve organizational citizenship behavior. It is a discretionary behavior that can increase the effectiveness of an organization [15]. In addition, organizational citizenship behavior is also positively related to job satisfaction, organizational justice, and task performance [16]. Trust is one of the factors that organizations must have to form employee loyalty within the organization [39,40]. When employees trust the leader, it will create employees ready to give their best ability for the organization [17,41,42]. Canning *et al.*, [18] stated that trust would be very beneficial if it could be instilled by all organization members at all levels, from top leadership to supervisors and frontline employees. Further, Gustafsson *et al.*, [19] evaluate some of the benefits of trust in the organization: it encourages taking risks and us to dare to take risks. Accordingly, four objectives of the study have been developed as follows:

- i. To examine the level of organizational citizenship behavior.
- ii. To examine the influence of organizational commitment (affective, continuance, and normative commitment) on organizational citizenship behavior.
- iii. To examine the influence of organizational trust on organizational citizenship behavior.
- iv. To examine the moderator influence of organizational trust towards the relationship between organizational commitment (affective, continuance, and normative commitment) and organizational citizenship behavior.

2. Literature Review

2.1 Social Exchange Theory

The theoretical framework for the empirical study derives mainly from social exchange theory. Social exchange theory is a social psychological theory. It is a sociological perspective that explains social change and stability as a process of negotiation between various parties [20]. Social exchange theory states that relationships between people are formed by subjective profit and loss analysis and comparing different alternatives. Social exchange theory has its roots in economics, psychology, anthropology, and sociology. The variety of disciplinary backgrounds that underlie the theory of social exchange results in a variety of characteristics of exchange. According to this theory, the formula for predicting the behavior of any individual in any situation is:

$$\text{Behavior (Benefit)} = \text{Interaction Reward} - \text{Interaction Cost} \quad (1)$$

Rewards can come in many forms, such as social recognition, money, gifts, and even daily gestures like a smile or a pat on the back [21]. Punishment also comes in many forms, from public humiliation, beatings, or capital punishment to subtle gestures such as raised eyebrows or frowns [21]. The basic assumption of social exchange theory is that people involved in the interaction rationally seek to maximize their profits [20]. Most human satisfaction comes from other people, and people have access to information about the social, economic, and psychological aspects of their interactions that allow them to consider alternative and more favorable situations compared to their current situation. The exchange operates according to cultural norms. Good human resource practices that provide organizational support, trust, a reward system, supervisory support, and feedback will have a positive emotional impact on employees, and this will shape organizational citizenship behavior [22].

2.2 Organizational Commitment

Organizational commitment is one of the basic concepts of work motivation and productivity [23,24]. According to Allen and Meyer [23], organizational commitment is a psychological state that reflects an employee's relationship with the organization and has implications for the willingness to stay in the organization. According to Kawiana *et al.*, [15], commitment is essential to achieving an organization's goals. The three-component model by Allen and Meyer [23] is one of the models that is often used in studies of organizational commitment. This model explains organizational commitment as a multidimensional construct consisting of three main components: affective commitment, continuous commitment, and normative commitment. The affective commitment dimension refers to an employee's emotional attachment to the organization [23]. How the employees feel about the organization after they work for a specific period would affect their entire

lives in a certain way. It denotes the employee's sense of loyalty to the organization. The employees also remain in the same organization because they believe it is beneficial and fulfilling for them to do so. The continuance commitment dimension is related to the costs that the employee will bear if they leave the organization [23]. These types of employees know the negative impacts of leaving the organization. This commitment is based on a need to be in the organization rather than a desire. Employees feel they need to stay due to factors such as reducing other job opportunities if they leave the organization. Other than that, when an individual works in the fast-food industry for an extensive period, they know that if they were to retire from the industry, it would be difficult for them to find new employment because they have been confined in the industry so much that they do not have any other working experience. The normative commitment dimension is related to the sense of responsibility to remain in the organization [23]. Employees will feel obligated to stay because they feel indebted to the opportunities or benefits the organization has given them. Commitment can be achieved when everyone in the organization is aware of the rights and obligations of the organization, regardless of the individual's position [24].

2.3 Organizational Citizenship Behavior

Organizational citizenship behavior has been defined as voluntary behavior that is not listed in the reward system and can positively impact the organization's functionality [16]. William and Anderson [25] have divided organizational citizenship behavior into two parts, namely individual organizational citizenship behavior (OCB-I) and organizational citizenship behavior (OCB-O). Organizational citizenship behavior is also known as a multidimensional construct [26]. In addition, organizational citizenship behaviors could increase capabilities to attract employees to the organization [27]. Organizational citizenship behavior is a voluntary action not due to coercion performed by individuals, even though this action is not part of their duties as a member of the organization, but on the initiative to provide the best contribution to the organization. Citizenship behavior is also interpreted as exceeding formal responsibilities [27]. A person with organizational citizenship behavior is not paid in the form of money or bonus but is more shown with attitude, such as volunteering to help colleagues [28]. Huang *et al.*, [28] found that competent employees will exhibit organizational citizenship behaviors. Organizational citizenship behavior is necessary because individuals who have organizational citizenship behavior can have a positive effect on their colleagues [29]. Organizational citizenship behavior also contributes to organizational effectiveness by increasing collaboration and productivity management and encouraging better use of resources [30]. The impact of this organizational citizenship behavior does not result in employees experiencing fatigue because it is only done by employees voluntarily without being told or forced by colleagues or superiors [30].

There are five dimensions of organizational citizenship behavior [31]. First is altruistic behavior, which helps colleagues facing difficulties, such as showing new employees how to use equipment [32]. Second is conscientious behavior, which shows more effort made by the employee than what is expected by the organization. Conscientiousness refers to a person's timely behavior, high attendance rate, and ability to exceed expected needs [33]. Next is sportsmanship behavior that tolerates and does not complain when experiencing difficulties. It shows someone who does not like to protest or raise dissatisfaction over minor problems [33]. Courtesy behavior refers to maintaining a good relationship with colleagues to avoid internal conflicts, such as giving advance notice about the work schedule to someone in need or consulting with others before taking any action that will affect them [33]. Early research found that employees who show courtesy reduce conflict between them [34]. Finally, civic virtue shows that a person pays attention when carrying

out organizational tasks and responsibilities [35]. This dimension refers to the responsibility given by the organization to a person to improve the quality of the functions obtained [35].

2.4 The Influence of Organizational Commitment on Organizational Citizenship Behavior

Studies on the influence of organizational commitment on organizational citizenship behavior have been conducted by several researchers in different studies [36]. For example, Purwanto [37] found that job satisfaction, organizational commitment, and organizational culture significantly influence organizational citizenship behavior. According to Guzeller and Celiker [12], if employees in an organization are highly committed to their jobs, they are willing to do whatever they feel is best to improve their organization's goals. According to Nurjanah *et al.*, [9], organizational commitment is a perception of an organization's wisdom, practices, and functionality that can be accepted by every employee. Organizational commitment is an effort to involve oneself in the organization, and there is no desire to leave the organization. Employees with high organizational commitment, such as the desire to remain in the organization, will work well and have a sense of belonging to the organization so that they will do things that are beneficial for the organization [36]. Employees with organizational citizenship behavior will accept and comply with all rules and policies in the organization [13]. Therefore, employees will try harder to show good work performance. They will also have a high sense of empathy to help their work colleagues. Organizational commitment will make the employees give their best to their organization. Employees with a high commitment will be more oriented toward work and able to work together, which is part of the attitude of organizational citizenship behavior [38].

2.5 The Moderating Influence of Organizational Trust

Trust is confidence from someone towards other people or something [19]. High trust in the organization can build good relationships with fellow groups in the team because if team members trust each other, it creates good conditions for information exchange, thus improving organizational performance [39]. An organization with a high level of trust has a more productive workforce and better employee morale [39]. Elements related to trust in the organization are as follows: (1) information is divided by open; (2) offenses are tolerated and motivated as a way of learning; (3) culture of innovative and creative; (4) people speak honestly and face real problems; (5) there is some honest communication and collaboration; (6) there is no meeting after the meeting; (7) transparency; (8) honest and authentic; (8) accountability; (9) positive energy [40]. Some benefits of organizational trust are (1) driving the ability to take risks, (2) facilitating the exchange of information, and (3) promoting group effectiveness [41]. Trust has an emotional component where the employee experiences positive feelings towards the trusted people. In an organization, employee trust is very likely to increase employee commitment, which is very positive for every organization in terms of maintaining and developing its organization [42]. From the discussion, the following hypotheses were derived:

- H1: Affective commitment influences organizational citizenship behavior.
- H2: Continuance commitment influences organizational citizenship behavior.
- H3: Normative commitment influences organizational citizenship behavior.
- H4: Organizational trust influences organizational citizenship behavior.
- H5: The relationship between affective commitment and organizational citizenship behavior is moderated by organizational trust.

- H6: The relationship between continuance commitment and organizational citizenship behavior is moderated by organizational trust.
- H7: The relationship between normative commitment and organizational citizenship behavior is moderated by organizational trust.

Figure 1 shows the conceptual model of the study. A moderator variable influences the relationship between two variables. Using moderator variables in research helps we better understand the relationship between two variables and control multidimensional factors. This also increases the model's accuracy, increases research efficiency, and facilitates data processing and analysis. The independent variables for the study are affective, continuance, and normative commitment. The moderating variable is organizational trust, and the dependent variable is organizational citizenship behavior.

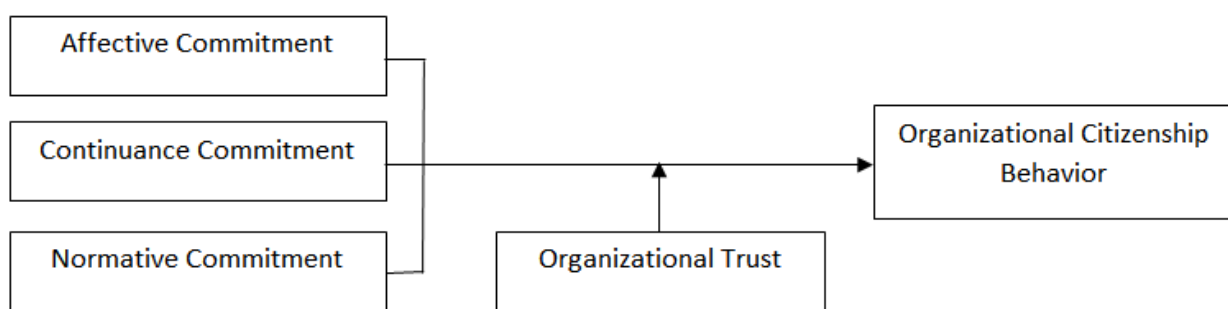


Fig. 1. Research model

3. Methodology

To achieve the objective of this study, a cross-sectional design using a quantitative method has been applied. Using the quantitative method helps the researchers to collect a large amount of data. Furthermore, the instrument data used to collect data by the researcher are through questionnaires. In line with this research study, the researchers do not focus on the employee's position in the organization. This means all the employees have the same opportunity to participate in the study. The study used disproportionate stratified random sampling. Disproportionate stratified random sampling is one of the types of probability sampling. The total population is employees from the 19 selected fast-food restaurants in Negeri Sembilan. The restaurants include KFC, McDonald's, Pizza Hut, Subway, and Domino. The population of the 19 selected fast-food restaurants is 440 employees. The Krejcie and Morgan method can determine the sample size only if the research aims to estimate the population proportion. Therefore, 205 respondents are selected from the sample. Table 1 summarizes the sampling distribution.

Table 1
 Sample distribution

Name	Number of Restaurants	Number of Employees	Number of Samples
KFC	4	172	80
McDonald's	4	146	68
Pizza Hut	4	60	28
Subway	3	21	10
Domino	4	41	19
Total	19	440	205

This study adopted the survey items from the previous research. Ten items for organizational citizenship behavior were adapted from Organ *et al.*, [43]. Next, 21 items of organizational commitment were adapted from Meyer and Allen [44], and seven items measuring organizational trust were adapted from Lee and Choi [45]. The Likert scale measures the variables ranging from strongly disagree (1) to strongly agree (5). Table 2 summarizes the measurement of variables. The study used the hierarchical regression technique to statistically test and prove the relationships between organizational commitment, trust, and citizenship behavior. The purpose is to see the difference in the level of influence in each test step. Before examining the hypotheses, the study inspects for reliability or trustworthiness, as well as the consistency of a series of measurements. For Sekaran [46], a reliability value of less than 0.60 is considered low and unacceptable; an alpha value between 0.60 and 0.80 is acceptable, while an alpha value that exceeds 0.80 is considered good. Next, the assumption of the data's normality is examined by examining skewness and kurtosis. The Skewness value should fall within the range of -3 to +3. Moreover, for kurtosis, the range of -10 to +10 needs to be assumed [47].

Table 2
 Measurement of variables

Variable	Items
Organizational Commitment	Affective Commitment
	1. This job is a part of my life.
	2. These jobs' problems are my own.
	3. I am a 'part of the family' in this job.
	4. I do feel 'emotionally attached' to this job.
	5. This job has a great deal of personal meaning for me.
	6. I do feel a strong sense of belonging to this job.
	7. I enjoy discussing my job scope with people outside my organization.
	Continuance Commitment
	1. It would be tough to leave my job right now, even if I wanted to.
	2. If I leave my job, everything in my life will be affected.
	3. The most essential thing is to keep my job.
	4. I have limited alternatives to consider leaving this job.
	5. Among the consequences that can happen if you leave this job is the need for alternatives.
	6. I am not afraid of the consequences if I quit my job without preparing for it.
	7. I would be relatively inexpensive to leave my organization now.
	Normative Commitment
	1. People nowadays practice job-hopping too much.
	2. I do not necessarily believe that a person must always be loyal to his or her job.
	3. Job hopping is not unethical.
	4. I will keep this job because loyalty is essential, and I feel a moral obligation to remain.
5. I am in a dilemma if I quit this job.	
6. I was taught to believe in remaining loyal to one's job.	
7. Things were better these days when individual stayed with only one job for the rest of their careers.	
Organizational Trust	1. The co-workers are generally trustworthy.
	2. The co-workers trusted other members' intentions and behaviors.
	3. The co-workers have reciprocal faith in others' abilities.
	4. The co-workers trusted others' behavior to work towards organizational goals.
	5. I think co-workers have reciprocal faith in others' decisions toward organizational interests rather than individual interests.
	6. The co-workers have a relationship based on reciprocal faith.
	7. I have a firm belief in my supervisor.

Organizational	1. I always listen to my co-worker's problems and try to suggest solutions.
Citizenship Behaviour	2. I motivate co-workers to help organizations to achieve their objectives.
	3. I volunteer to take on additional tasks separate from the work.
	4. I give constructive suggestions for improvement from time to time.
	5. I provide extra support to customers.
	6. I am enthusiastic about my job.
	7. I promote my organization's products and services.
	8. I project a good image of my organization to the people.
	9. I follow my organization's rules even when not monitored.
	10. I protect the organizational resources.

4. Results

4.1 Demographic Profiles

About 181 data of respondents were collected. The response rate was 88%. From the data obtained, females represented 100 respondents with 55.2%, whereas males represented 81 respondents with 44.8%. The highest age group was between 21–25-year-old with 113 respondents or 62.4%, followed by the age group of below 20-year-old with 35 respondents (19.3%), 26–30-year-old (n=31, 17.1%), and 31–35-year-old (n=2, 1.1%). Malay indicated 152 respondents or 84.0%, followed by Indian, which represented 17 respondents or 9.4%, then Chinese with 9 respondents or 5.0%, and other races (n=3, 1.7%). Finally, the highest academic qualification was *Sijil Pelajaran Malaysia (SPM)*, with 73 respondents or 40.3%, and the second highest is Diploma holder, with 55 respondents or 30.4%. This is followed by bachelor's degree holders with 23 respondents or 12.7%, *Sijil Tinggi Pelajaran Malaysia (STPM)* holders with 18 respondents or 9.9%, Certificate holders (n=7, 3.9%), and *Penilaian Menengah Rendah (PMR)* (n=5, 2.8%).

Table 3
 Profile of the respondents

No.	Profile	Frequency (n)	Percentage (%)
1	Gender		
	Male	81	44.8
	Female	100	55.2
2	Age		
	< 20 Years Old	35	19.3
	21- 25 Years Old	113	62.4
	26-30 Years Old	31	17.1
	31-35 Years Old	2	1.1
3	Race		
	Malay	152	84.0
	Chinese	9	5.0
	Indian	17	9.4
	Others	3	1.7
4	Education level		
	Degree	23	12.7
	Diploma	55	30.4
	STPM	18	9.9
	Certificate	7	3.9
	SPM	73	40.3
	PMR	5	2.8

Table 4 explains the franchise, staff category, period of service, and types of employment contracts. As for the franchise, most respondents worked at McDonald's, with 54 employees, or

29.8%. KFC follows this with 39 respondents or 21.5%, Domino with 37 respondents or 20.4%, and Pizza Hut with 28 respondents 12.7%. Based on the staff category, the highest was from the front counter, with 76 respondents or 42.0%; the second was kitchen helper, with 75 respondents or 41.4%, and the delivery boy, with 30 respondents or 16.6%. The period of service showed that the number of employees who worked less than one year was the highest, with 127 respondents or 70.2%. This is followed by 1-3 years with 47 respondents or 26.0%, 4- 6 years (n=4, 2.2%), and more than seven years (n=3, 1.7%). The last demographic profile is about the types of employment contracts. Most respondents were full-time workers, with 121 respondents or 66.9%, whereas part-time workers had 60 or 33.1%.

Table 4
 Franchise profile

No.	Profile	Frequency (n)	Percentage (%)
1	Franchise		
	McDonald's	54	29.8
	KFC	39	21.5
	Pizza Hut	28	15.5
	Subway	23	12.7
	Domino	37	20.4
2	Staff category		
	Front Counter	76	42.0
	Kitchen Helper	75	41.4
	Delivery Boy	30	16.6
3	Period of service		
	<1 Year	127	70.2
	1-3 Years	47	26.0
	4- 6 Years	4	2.2
	> 7 Years	3	1.7
4	Types of employment contract		
	Fulltime	121	66.9
	Part-Time	60	33.1

4.2 Reliability Test Results

Table 5 shows the results of the study's reliability test. As shown, the Cronbach's alpha value should be at least 0.60 or more for the test's reliability to be determined. Regarding this, Cronbach's alpha value for the variables was above 0.60, indicating that the reliability is the same as that of the other variables.

Table 5
 Result of reliability test

Variable/Construct	Number of Items	Cronbach's Alpha	Reliability Assumed
Organizational Citizenship Behaviour	10	0.862	Yes
Affective Commitment	7	0.871	Yes
Continuance Commitment	7	0.840	Yes
Normative Commitment	7	0.855	Yes
Organizational Trust	7	0.892	Yes

4.3 Normality Test Results

The normality of the variables can be seen in Table 6 which explains the normality of distribution from the skewness and kurtosis. The results showed that the normality of the data was assumed.

Table 6

Result of the normality test

Variable/Construct	Skewness	Kurtosis	Normality Assumed
Organizational Citizenship Behaviour	-0.080	0.374	Yes
Affective Commitment	-0.974	1.579	Yes
Continuance Commitment	-0.830	1.545	Yes
Normative Commitment	-0.508	0.090	Yes
Organisational Trust	-0.053	0.318	Yes

4.4 Main Findings

Descriptive is used to describe the findings about the level of organizational citizenship behavior among the employees in fast-food restaurants. The range is used to examine the levels; Low (0.00-1.66), medium (1.67-3.33), and high (3.34-5.00). Table 7 shows the descriptive statistics for the organizational citizenship behavior level. The total mean was 3.963, and the total standard deviation was 0.555. The total score scale, which exceeded 3.33 (midpoints of the scale), is interpreted as high levels of organizational citizenship behavior among the employees in fast-food restaurants.

Table 7

Level of organizational citizenship behaviour (mean and std. deviation)

Item/Variable	Mean	Std. Deviation
I always listen to my co-workers' problems and try to suggest solutions	3.920	0.785
I motivate co-workers to help organizations to achieve their objectives	3.920	0.778
I provide extra support to customers	3.910	0.791
I am enthusiastic about my job	3.890	0.823
I promote my organization's products and services	4.020	0.813
I project a good image of my organization to the people	4.060	0.751
I follow my organization's rules even when not monitored	3.960	0.766
I protect the organizational resources	4.030	0.730
Total	3.963	0.555

Table 8 shows a significant positive relationship between organizational citizenship behavior and affective commitment, $r = 0.416$, $p < 0.05$. Next, a significant positive relation exists between organizational citizenship behavior and continuance commitment, $r = 0.318$, $p < 0.05$. Moreover, a significant positive relation exists between organizational citizenship behavior and normative commitment, $r = 0.384$, $p < 0.05$. Therefore, hypotheses 1, 2, and 3 were accepted. Finally, organizational trust significantly influences organizational citizenship behavior ($r = 0.345$, $p < 0.05$). Thus, hypothesis 4 was accepted.

Table 8
 Correlation analyses

	Mean	SD	1	2	3	4	5
(1) Organizational Citizenship Behaviour	3.963	0.555	1.000				
(2) Affective Commitment	3.594	0.737	0.416**	1.000			
(3) Continuance Commitment	3.110	0.565	0.318**	0.289**	1.000		
(4) Normative Commitment	3.653	0.783	0.384**	0.624**	0.326**	1.000	
(5) Organizational Trust	3.517	0.470	0.345**	0.450**	0.370**	0.210**	1.000

Table 9 showed the regression result, which indicated that the estimated equation is statistically significant at less than 1 percent level ($p < 0.01$) with an F value for all models ranging between 19.089 and 29.256. This indicated that the models for Model 1, Model 2, and Model 3 are significant. The reported Durbin Watson value was 1.743, suggesting that the residuals were reasonably independent. Model 1 showed the regression analysis with two variables, one representing affective commitment and the other representing organizational citizenship behavior. The model was significant with R square = 0.142, Adjusted R square = 0.137, F value = 29.256, and F change = 29.256. The result showed that affective commitment ($\beta = 0.377$, $p < 0.01$), is significant at $p < 0.10$. Affective commitment is found to have a positive influence on organizational citizenship behavior.

Table 9
 Hierarchical linear regression

Variable	Std Beta Model 1	Std Beta Model 2	Std Beta Model 3
Model Variables			
Affective Commitment	0.377 0.000**	0.222 0.012**	0.195 0.021**
Continuance Commitment		0.230 0.005**	0.104 0.069
Normative Commitment		0.246 0.006**	0.140 0.108
Moderating Variable			
Organisational Trust*Affective Commitment			0.315 0.000**
R square	0.142	0.178	0.262
Adjusted R square	0.137	0.169	0.249
F Value	29.256	19.089	20.722
F Change	29.256	7.798	19.890
Sig. F Change	0.000	0.006	0.000
Durbin Watson			1.743

Regression Analysis

Dependent Variable: Organizational Citizenship Behaviour

- Model 1 Predictors: (Constant), Affective Commitment
- Model 2 Predictors: (Constant), Affective Commitment, Continuance Commitment, Normative Commitment
- Model 3 Predictors: (Constant), Affective Commitment, Continuance Commitment, Normative Commitment, Trust
- ** denote significance at 1% level

In Model 2, the three independent variables and the dependent variable were included in the model. The model showed evidence of a direct relationship between independent variables and dependent variable after being statistically controlled. From Table 9, the model improved significantly with R square = 0.178, Adjusted R square = 0.169, F value = 19.089, and F change =

7.798. The result showed that the control variables, namely affective commitment ($\beta = 0.222$, $p < 0.01$), continuance commitment ($\beta = 0.230$, $p < 0.01$), and normative commitment ($\beta = 0.246$, $p < 0.01$), were found to be significant at $p < 0.01$.

In Model 3, all independent variables, the moderating variable, and the interaction terms were entered to determine the significance of the interaction terms. The purpose of running Model 3 was to determine the interaction effect between the independent and dependent variables. In Model 3, when the interaction terms were included, the R square = 0.262, Adjusted R square = 0.249, F value = 20.722, and F change = 19.890. The result showed that affective commitment ($\beta = 0.195$, $p < 0.01$) and organizational trust ($\beta = 0.315$, $p < 0.01$) are found to be significant at $p < 0.01$. Therefore, the result showed that organizational trust significantly moderates affective commitment. Thus, hypothesis 5 was accepted. Hypotheses 6 and 7 were rejected since continuance ($\beta = 0.104$, $p > 0.01$), normative commitment ($\beta = 0.140$, $p > 0.01$), and organizational citizenship behavior relationship are not mediated by trust.

5. Discussion

The results found affective, continuance, and normative commitment are associated with organizational citizenship behavior. In addition, trust has influenced organizational citizenship behavior. Next, trust moderated the relationship between affective commitment and organizational citizenship behavior. These results indicate the critical roles of organizational commitment and organizational trust in promoting organizational citizenship behavior. These findings are consistent with the previous studies [36-40]. Organizational commitment is closely related to the psychological aspects of accepting and believing in the values and goals of the organization that appear as a desire to maintain membership [36]. The problem that is often associated with low organizational commitment and trust is job turnover. Employee turnover can disrupt the productivity of the team and the organization. New employees must learn their roles and responsibilities, which can be time-consuming and disrupt the smooth flow of work. Recruiting and training new employees requires significant financial and time resources [37]. A high turnover rate can affect the company's image in the eyes of employees, customers, and shareholders. This can make the company look unstable and less attractive to prospective employees and potential customers [37]. Thus, organizational commitment and trust are the critical variables for organizational performance. Open communication can reduce dissatisfaction, which can lead to turnover. Moreover, acknowledging the performance and contribution of employees is an important step. This can create a sense of appreciation that can motivate employees to stay [39]. The supervisor and managers must provide support through mentors or senior colleagues to help new employees adapt and feel motivated. The top management also needs to ensure that company policies are fair and applied consistently [40].

Theoretically, this study contributes to the current literature in organizational studies because it provides causal relationship evidence to indicate the linkages between organizational commitment, trust, and organizational citizenship behavior. Past studies have examined the direct relationship between the variables, and the causal examination model still less. As practical implications, manager or supervisory support can encourage employees to exhibit organizational citizenship behavior when performing daily office tasks. This supportive environment also helps employees feel more confident carrying out the assigned tasks while improving organizational productivity [37]. When employees feel happy to be in an organization, it indirectly causes the workers to achieve their goals. Increasing the practice of organizational citizenship behavior among employees can reduce the rate of deviant behavior [33]. Clarity of organizational goals is one of the aspects of

organizational climate that significantly affects organizational citizenship behavior. When the employees know the organization's goals, it will be easier for them to do their work more efficiently [32]. The formalization that occurs in the organization can contribute to employees' organizational citizenship behavior [48]. If formalization happens in an organization, it causes the organization of work procedures to run more organized and smoothly. An organization is said to practice formalization when there is an arrangement of employee positions according to rank or grade. A formalized organization also has ethics; employees must obey rules without exception [48]. Chams-Anturi *et al.*, [49] support that formalization influences organizational citizenship behavior.

Leaders must always be honest and support their employees. An effective leader will always be honest and tell the truth in the best possible way. Leaders should always be considerate of their employees' efforts and sensitive to their feelings. Leaders who understand other people's situations and have high empathy are leaders who have high trust among their subordinates. A trusted leader always listens to the problems of the employees, motivates, inspires, and finds ways to help them [31]. A trusted leader always listens and gets feedback from the subordinates [50]. From the feedback received, the leader will examine and take appropriate action on rational, relevant, and beneficial feedback to the organization. Leaders who are trusted often give appreciation to their employees [50, 51]. Thank you has become a part of the culture of the organization. In addition, awards in the form of certificates, remuneration, gifts, bonuses, or promotions are also given to employees who have shown excellence. The selection of employees who are eligible for recognition is done fairly and equitably [42]. Such leaders' consistent and continuous efforts will create strong relationships, a sense of appreciation, mutual respect, and trust. Trust is essential to building a healthy culture, and it helps employees build relationships with leaders and colleagues and influences perceptions of the organization [52].

6. Conclusions

This study found that organizational trust moderates the relationship between affective commitment and organizational citizenship behavior. Organizational citizenship behavior influences employees to practice additional roles and show their contribution to the organization more than their work roles. The willingness and involvement to do more from formal responsibilities in the organization help to increase the effectiveness of an organization's functions. The limitations of the study are practically unavoidable. Among the limitations that exist when carrying out this study is from the aspect of the target respondents. Furthermore, this study used a questionnaire to collect data, which had some things that could be improved. Among the areas for improvement is the possibility of non-transparency when respondents answer each question presented to represent themselves. Respondents are likely to answer the questions without following the actual picture and not based on their opinion or what they went through. In addition, using questionnaires that the respondents answer can cause an element of bias where the results obtained might need to be more accurate. Therefore, future research might extend the sample size to a larger population to improve generalization. Moreover, using an interview approach or focus group discussions will help provide an in-depth understanding of the study context and enhance the validity and accuracy of data collection. Future studies also encourage the extension and development of the current model by including other variables such as organizational culture, leadership style, reward system, motivation, and other relevant variables that could affect organizational citizenship behavior.

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