

PERCEIVED ORGANIZATIONAL TRUST AS AN ANTECEDENT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOUR: FINDINGS FROM LODGING ENTERPRISES IN TURKEY

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Two concepts that have just made their way into research on management of tourism enterprises are perceived organizational trust (POT) and organizational citizenship behaviour (OCB). Trust and citizenship behaviours of employees have become a central variable in regard to the well-being of organizations. Although the studies of these subjects have increased markedly in the past decade little effort has spotlighted on the relationship between POT and OCB from the point of tourism sector. Therefore in this study the relationship between POT and OCB is examined in Turkey with 412 participants. The analyses found support for 7 hypotheses, including support for a strong relationship between POT and OCB. Contrary to expectations, there were no significant differences between some dimensions of OCB and POT. By the help of findings it is expected to contribute to the theoretical studies in the field of tourism.

Keywords: *Perceived Organizational Trust, Organizational Citizenship Behaviour, Tourism Sector, Lodging Enterprises.*

JEL Classification: *L83, M1, O1*

INTRODUCTION

Organizational citizenship behaviour (OCB) is obviously an applicable concept for tourism sector, especially for lodging enterprises. To begin with, as Van Dyne and LePine (1998) suggested helping is beneficial for all organizations since roles are generally interdependent and employee cooperation facilitates overall performance. This argument is valid especially in lodging enterprises which are commonly characterized by high levels of interdependence in most functional areas.

Secondly, the importance of managing human resources which can help to increase competitiveness of organizations has also become a vital



feature in the success of tourism enterprises. As is known human resources play a significant role in tourism sector and this is as well the answer of the question “why human resources demand special attention?”

The primary reason for this importance is that the services are perceived as inseparable from their providers (Nadiri and Tanova, 2010). Previous researchers have shown that OCB could influence customer loyalty due to improved employee-customer interaction (Bell and Menguc, 2002; Suh and Yoon, 2003; Armario et.al, 2004). Moreover Waltz and Niehoff (1996) found support for their hypothesis (in their study of 34 limited-menu restaurants) that OCB is positively related to organizational performance. Bienstock, et.al, (2003) examined 49 fast-food restaurants and found that OCB was positively related to the extent to which service was delivered according to organizational standards. Additionally similar results were found in studies of Stamper and Van Dyne (2001; 2003) which examined the relationships between OCB and organizational culture in family and chain-owned restaurants.

With the help of previous researches it can easily be understood that OCB are valuable and beneficial work behaviours from an organizational perspective. But what can organizations such as hotels do to build a work environment that elicits OCB? The antecedents of OCB may be numerous some of which can be listed as job satisfaction (Williams and Anderson, 1992), employee mood (William and Wong, 1999), organizational justice (Moorman, Blakely and Niehoff, 1998; Konovsky and Pugh, 1994).

In this study perceived organizational trust (POT) had been chosen as an antecedent of OCB since it is assumed that there exist a very strong relationship between POT and OCB. Since OCB is likely to make enhanced personal and professional outcomes possible, trustworthy managers may be more likely to encourage their subordinates to engage in citizenship behaviours that help them to achieve organizational goals (Podsakoff, Whiting, Podsakoff and Blume, 2009). Thus, OCB may possibly emerge from employee trust.

LITERATURE REVIEW

Organizational trust

Trust is an extremely vital component of the organization and the term has been the focal point of quite a few studies on organizational theory (Pillai et al, 1991; Mayer, et al, 1995; Brockner et al, 1997; Lane and Bachmann, 1998; Dirks, 2000; Dirks and Ferrin, 2001; Ugboro,

2003). Furthermore early organizational scholars such as Argyris, Likert and McGregor professed trust to be an important hallmark of effective organizations (Dirks and Ferrin, 2001). Moreover in the studies related with trust the term is typically linked to risk taking, positive expectations and vulnerability.

There are several definitions related to the subject of trust in the literature. For ex. Rousseau et al. (1998:395) defined trust as *“a psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behaviour of another”*. Mayer, et al. on the other hand (1995:712) identified trust broadly as *“the motivation of a party to be open to to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party”*. While there are many definitions of trust in the literature Tschannen-Moran (2001) suggested that there exist no less than five components of trust gathered from the literature which are benevolence, reliability, competency, honesty and openness.

In view of the fact that the organizations are also formed by individuals the definition and dimensions of organizational trust are extremely similar to interpersonal trust. For ex. Cook and Wall (1980) define organizational trust as *“the extent to which one is willing to ascribe good intentions to and have confidence in the words and actions of other people”*.

According to Dirks and Ferrin (2001) the existence of trust between members of an organization can contribute to the increased efficiency of various organizational tasks. Moreover it is also suggested that trust is beneficial because it facilitates the effects of other determinants on desired outcome.

Studies of trust in organizations generally presented trust as a variable that influences or is influenced by one or more organizational variables and trust has been demonstrated to be an important predictor of organizational outcomes such as OCB (Konovsky and Pugh, 1994; Van Dyne et al., 2000; Wong et al, 2006), employee commitment Brouker et al., 1997; Pillai et al., 1991; Ugboro, 2003), and other workplace attitudes, behaviours and performance issues (Jones and George, 1998; Mayer et al., 1995).

Then again it is remarkable that in the studies concerning organizational trust a variety of dimensions have been used. Doesn't matter what the dimensions are, it can be easily understood from the previous researches that employees are more satisfied with their work if they sense that management can be trusted to do what is necessary. This

outcome should direct managers towards exercising the ways to increase the level perceived trust of their employees.

Organizational citizenship behaviour

Current researches show that successful organizations derive benefit from employees who do more than their daily duties (Podsakoff et al., 2009) and these behaviours are essential for organizations since it helps the accomplishment of organizational goals (Fisher, McPhail and Menghetti, 2010).

Organizational citizenship behaviour (OCB) can be defined as individual behaviours that are discretionary and not rewarded directly by the organization (Organ, 1990; Podsakoff and MacKenzie, 1997; Turnipseed and Rassuli, 2005; Organ, Podsakoff and MacKenzie, 2006;

Chiang and Hsiesh, 2012). In other words employees who show OCB not only do their obligations but also initiate voluntary actions beyond their work roles which mean they are helping others without waiting for any rewards, doing a better job, making an effort above and beyond formal requirements, and filling the gap between procedures and regulations. According to Organ (1988) this definition of OCB reflects a “good soldier syndrome”.

By reviewing the relevant literature of OCB it can be easily seen that there exist a lack of consensus about the dimensions. Furthermore researchers consider that OCB is a multidimensional construct and OCBs can be divided into two main groups as affiliative and challenging OCB (Williams and Nadin, 2012). The literature mostly examines the affiliative OCB (Bettencourt, 2004). Choi (2007) lists affiliative dimensions as helping behaviour, sportsmanship, loyalty, self-development and civic virtue. Although OCB can take several forms, five main dimensions have been generally suggested and established in the literature (Organ, 1988; Podsakoff et al, 1990; Niehoff and Moorman, 1993; Konovsky and Organ, 1996; Allison, Voss and Dryer, 2001) as altruism, civic virtue, courtesy, sportsmanship and conscientiousness. Altruism can be defined shortly as behaviours that have the effect of helping other individuals. An employee who is readily helping a customer to handle a problem (Podsakoff et al, 1990) can be given as an example for altruism. Civic virtue can be defined as keeping oneself informed on matters that affect the organization whereas courtesy includes actions aimed at preventing work-related problems with others from occurring (Organ, 1988). On the other hand the negative activities which employees avoid from doing even though he/she has right to do so are considered under the sportsmanship

dimension (Organ, 1990). Lastly the behaviour that goes beyond the minimum role requirements such as punctuality (Organ, 1988) is a specific definition of conscientiousness.

Last but not the least Podsakoff et al, (2000) emphasized that OCB contributes to organizational performance by increasing worker or managerial activity, enabling the organization to adapt effectively to environmental changes, strengthening the organization’s ability to retain the best employees and releasing resources.

Although previous researches suggested several consequences of the effect of POT and OCB separately on different organizational issues, there are considerably few researches dealing with the effect of POT on OCB. Moreover, neither of these researches is from tourism domain. Researches examining the main effects of trust on OCB are listed in Table 1.

Table 1. Researches associated with the effects POT on OCB

Year	Author(s)	Thesis Related to POT and OCB
1990	Podsakoff, et al.	Trust in leader mediates the relationship between leader behaviour and OCB.
1991	Pillai, Schriesheim and Williams	Trust in leader mediates the relationship between leader behaviour and OCB.
1994	Konovsky and Pugh	Trust in manager mediates the relationship between justice and OCB.
1994	Deluga	Trust building by leader has positive effect on OCB.
1995	McAllister	Trust in co-worker has positive effect on OCB.
1996	Robinson	Trust in organization has positive effect on OCB.

METHODOLOGY

Scale and data analysis

To date, many different instruments have been used to study the trust concept. Rotter (1967) developed a personal trust scale which was purely based on the definition of trust and failed to address the relationship of trust with other organizational factors. Bromiley & Cummings (1993) developed their trust inventory that aims to measure the overall feeling of trust of a group in an organization but failed to

consider the group members' positive or negative impact on respondent. These instruments also failed to report adequate psychometric property and validity testing data.

Several sources from the literature were used in preparing the questionnaire for the current research. The survey instrument used in the study was composed of three main parts. The first part had 18 questions which were related to perceived organizational trust (POT). POT was measured by using 12 items developed by Nyhan and Marlowe (1997). In their study, Nyhan and Marlowe used measures of trust in two different dimensions as managerial and organizational trust. Moreover 8 items developed by Cook and Wall (1980) were also added to the research scale as interpersonal trust. Consequently in recent study different measures were taken into account and perception of trust was identified as having three main dimensions as (a) trust to the manager, (b) trust of the organization and (c) interpersonal trust.

The second part included 24 questions that related to organizational citizenship behaviour (OCB). For the measurement of OCB, 24 items developed by Podsakoff, Mackenzie, Moorman and Fetter (1990) were chosen. OCB was identified as having five dimensions as (a) altruism, (b) courtesy, (c) sportsmanship, (d) conscientiousness and (e) civic virtue.

In the study, the reliability of POT as a whole was measured to be *0.92* and the reliability of three different trust dimensions were *0.95* for trust to the manager, *0.82* for trust of the organization and *0.86* for interpersonal trust. On the other side the reliability of OCB was measured to be *0.82*. The reliability of each OCB dimensions were also measured as following; *0.80* for altruism, *0.81* for courtesy, *0.77* for sportsmanship, *0.86* for conscientiousness and *0.94* for civic virtue.

POT and OCB items used a 5-point Likert-type scale that ranged from "strongly disagree" to "strongly agree". The last part was made up of 6 demographic questions including; gender, age, education, department, work experience and gender of the manager. Gender and gender of the manager questions were coded as dichotomous variables (1: female and 2: male) and other questions were measured using a 5-point scale. In order to ensure its adequacy, the pre-test questionnaire was subjected to a random sample of 50 hotel employees.

Data analyses for this study comprised descriptive analyses, factor analysis, correlation analyses and regression analyses. The collected data were analyzed using Statistical Package for Social Science (SPSS). The study as well tested the hypothesized relationships utilizing several tests.

Sample and data collection

The data used in this article was collected from 15 national and international chain hotels in Istanbul, Ankara and Izmir -the three biggest cities in Turkey- that agreed to collaborate in this study. The survey universe was consist of hotel employees from four different departments (front-office, housekeeping, food and beverage, guest-relations) as all chain hotels commonly have the same nature of departmentalization. The logic behind including employees from different departments into the research is the fact that the interactions between the employees and supervisors, managers and co-workers seem to change according to departmental differences. It is expected that this hypothesis will be proven throughout the data.

Due to the lack of consistent data regarding the size of the target population (the exact total number of hotel employees) it was considered to be statistically infinite. The questionnaire was provided by human resource departments of the hotels to the employees. The employees were also informed about the study's purpose in this process.

The research was conducted with the permission of hotel managers; however it was impossible to collect data from all employees working in selected hotels. From each participating hotel approximately 35-40 questionnaires were collected. Out of 800 questionnaires distributed to hotels, 412 of them returned thus the response rate was calculated as 51,5%.

Research Model and Hypotheses

To validate the constructs, the research model was estimated with the factor analysis in which all measurement items were loaded on their expected constructs. Depending on these results the research model was designed as shown in Figure 1.

In this study it is aimed to find out the relationship between perceived organizational trust levels (POT) and organizational citizenship behaviour (OCB). In this context hypotheses were developed as following:

H₁: POT is positively related to overall OCB.

H₂: Interpersonal trust is positively related to the dimensions of OCB.

H_{2a}: Interpersonal trust is positively related to altruism.

H_{2b}: Interpersonal trust is positively related to courtesy.

H_{2c}: Interpersonal trust is positively related to sportsmanship.

H_{2d}: Interpersonal trust is positively related to conscientiousness.

H_{2c}: Interpersonal trust is positively related to civic virtue.

H₃: Trust to the manager is positively related to the dimensions of OCB.

H_{3a}: Trust to the manager is positively related to altruism.

H_{3b}: Trust to the manager is positively related to courtesy.

H_{3c}: Trust to the manager is positively related to sportsmanship.

H_{3d}: Trust to the manager is positively related to conscientiousness.

H_{3e}: Trust to the manager is positively related to civic virtue.

H₄: Trust of the organization is positively related to the dimensions of OCB.

H_{4a}: Trust of the organization is positively related to altruism.

H_{4b}: Trust of the organization is positively related to courtesy.

H_{4c}: Trust of the organization is positively related to sportsmanship.

H_{4d}: Trust of the organization is positively related to conscientiousness.

H_{4e}: Trust of the organization is positively related to civic virtue.

H₅: There is a relationship between demographic characteristics and POT.

H_{5a}: There is a relationship between gender and POT.

H_{5b}: There is a relationship between gender of the manager and POT.

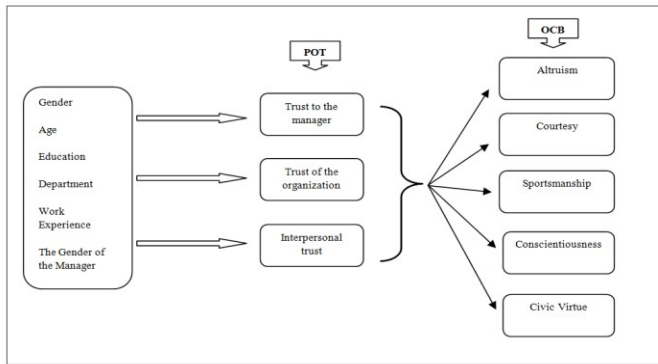
H_{5c}: There is a relationship between age and POT.

H_{5d}: There is a relationship between department and POT.

H_{5e}: There is a relationship between work experience and POT.

H_{5f}: There is a relationship between education and POT.

Figure 1. The Research Model



FINDINGS

Among the 412 respondents, 264 respondents (64%) were female and 148 respondents (36%) were male. 36% of the respondents were aged between 32-37 years. Education levels were fairly high, with over 48% having university degrees or above. The majority (41%) of the respondents had average work experience of 1-5 years. At the same time 92 respondents were from the front office department, 196 were from food and beverage department, 80 were from housekeeping and 44 were from guest-relations department. 194 respondents were working with a female manager whereas 218 were working with a male manager.

In testing model for factor analysis all factor loadings were significant ($p < 0.001$). The reliability ranged from 0.72 to 0.95 and the factor loadings of each item on rotated component matrix are demonstrated in Table 2.

Table 2. Results of factor analysis

Constructs		Factor loadings	Reliability
Perceived Organizational Trust (POT) – Kaiser-Meyer-Olkin Measure of Sampling Adequacy: .722			0.92
Trust to the manager	I feel confident that my manager is technically competent at his/her job.	0.90	0.95
	I believe that my manager will take well thought out decisions about his/her job.	0.87	
	I think that my manager will follow through on assignments.	0.86	
	I feel that my manager has an acceptable level of understanding of his/her job.	0.85	
	I believe that my manager is doing his/her job in an acceptable manner.	0.85	
	I believe everything my manager tells to me.	0.83	
Trust of the organization	I feel that my manager is doing his/her job without causing other problems.	0.82	0.82
	I believe that my manager is thinking through what he/she is doing on the job.	0.79	
	I feel that this organization threatens me fairly.	0.78	
	The level of trust between managers and workers is very high in this organization.	0.72	
Interpersonal trust	The level of trust among the people I work is very high in this organization.	0.83	0.86
	The degree to which we can depend on each other in this organization is very high.	0.82	
	I have full confidence in the skills of my coworkers.	0.82	
	Most of my coworkers would get on with their work even if managers were not around.	0.81	
	I can rely on other workers not to make my job more difficult by careless work.	0.80	
	If I got into difficulties at work I know my coworkers would help me out.	0.79	
Organizational Citizenship Behavior (OCB) - Kaiser-Meyer-Olkin Measure of Sampling Adequacy: .888			0.72
Altruism	I help others who have been absent.	0.77	0.71
	I help others who have heavy workloads.	0.76	
	I help orient new people even though it is not required.	0.73	
Courtesy	I willingly help others who have work related problems.	0.67	0.83
	I am always ready to lend a helping hand to others.	0.66	
	I take steps to try to prevent problems with other workers.	0.80	
	I am mindful of how my behavior affects other people's job.	0.78	
	I do not abuse the rights of others.	0.72	
Sportsmanship (R: reversely coded)	I always consider the impact of my actions on coworkers.	0.71	0.78
	I try to avoid creating problems for coworkers.	0.71	
	I consume a lot of time complaining about trivial matters.	0.79	
	I always focus on what's wrong, rather than the positive side.	0.73	
	I tend to make "mountains out of molehills".	0.71	
Conscientiousness	I always find fault with what the operation is doing.	0.70	0.81
	I always talk about leaving my job.	0.68	
	I am always at work on time.	0.80	
	I do not take extra breaks.	0.78	
	I obey company rules even when no one is watching.	0.72	
Civic virtue	I am one of the most conscientious employees in this organization.	0.69	0.79
	I believe in giving an honest day's work for an honest day's pay.	0.64	
	I always attend meetings that are not mandatory.	0.90	
	I attend functions that help the company image.	0.83	
	I keep abreast of changes in the organization.	0.74	0.71
	I keep up with organization announcements.	0.71	

Primarily a correlation analysis was conducted to detect any significant difference between POT and OCB. Table 3 contains the results of the correlation analysis. The findings of the current study suggested that a strong positive correlation was found between the independent and dependant variables ($r=.645$ and $p<01$). As the results of the study supported the hypothesized relationship between POT and OCB, H1 was accepted.

Afterwards H₂ was examined through the correlation analysis to reveal the relationship between interpersonal trust and different dimensions of OCB. A positive correlation was found only between interpersonal trust and sportsmanship ($r=0,246$ and $p=0,001$). Other OCB dimensions (altruism, courtesy, conscientious and civic virtue) were not related to interpersonal trust. Eventually H_{2c} was supported for sportsmanship and other dimensions of OCB (H_{2a}, H_{2b}, H_{2d} and H_{2e}) were rejected.

The same analysis is carried out to find the relationship between trust to manager and OCB dimensions. A positive correlation was found between trust to manager and civic virtue ($r=0,164$ and $p=0,005$). H_{3e} was supported for civic virtue whereas it is rejected for other dimensions (H_{3a} , H_{3b} , H_{3c} and H_{3e}).

Table 3. Correlations among the study variables

		POT	OCB	Trust to man.	Trust of org.	Interpersonal	Altruism	Courtesy	Sportsmanship	Conscientious	Civic Virtue
POT	Pearson Sig(2-tailed) N	1 412 412	,645** ,000 412								
OCB	Pearson Sig(2-tailed) N	,645** ,000 412	1 ,000 412								
Trust to man.	Pearson Sig(2-tailed) N	,867** ,000 412	,386** ,000 412	1 ,000 412							
Trust of org.	Pearson Sig(2-tailed) N	,831** ,000 412	,383** ,000 412	,561** ,000 412	1 ,000 412						
Interpersonal	Pearson Sig(2-tailed) N	,564** ,000 412	,137** ,042 412	,268** ,000 412	,426** ,000 412	1 ,000 412					
Altruism	Pearson Sig(2-tailed) N	,149** ,004 412	,615** ,000 412	,143 ,052 412	,136 ,064 412	,064 ,384 412	1 ,000 412				
Courtesy	Pearson Sig(2-tailed) N	,047 ,512 412	,623** ,000 412	,019 ,801 412	,109 ,136 412	,013 ,861 412	,333** ,000 412	1 ,000 412			
Sportsmanship	Pearson Sig(2-tailed) N	,197** ,000 412	,420** ,000 412	,105 ,153 412	,170** ,020 412	,246** ,001 412	,043 ,565 412	,062 ,399 412	1 ,000 412		
Conscientious	Pearson Sig(2-tailed) N	,024 ,740 412	,364** ,000 412	-.023 ,760 412	,053 ,471 412	,068 ,358 412	,131 ,074 412	,190** ,000 412	-.007 ,921 412	1 ,000 412	
Civic Virtue	Pearson Sig(2-tailed) N	,146** ,004 412	,672** ,000 412	,164** ,005 412	,136 ,063 412	,019 ,800 412	,238** ,001 412	,341** ,000 412	,096 ,192 412	,452** ,000 412	1 ,000 412

**Correlation is significant at the 0.01 level (2-tailed).
 * Correlation is significant at the 0.05 level (2-tailed).

Moreover a positive correlation was found between trust of the organization and sportsmanship ($r=0,170$ and $p=0,020$). H_{4c} was supported for sportsmanship and H_{4a} , H_{4b} , H_{4d} , H_{4e} were rejected.

On the other hand T Test and Anova Test were conducted to analyze the significant differences in participants' perceptions of organizational trust according to their demographic characteristics such as gender, age, education level, work experience, department and gender of the manager. T Test was applied to analyze the difference in participants'

POT in relation to their gender and gender of their managers. Anova Test was conducted to see the difference in participants' POT in relation to their age, education level, work experience and departments. The results can be observed in Table 4 for T Test and Table 5 for Anova Test.

T test results demonstrated that there is no significant difference between POT and gender ($p=0,227$) and POT and gender of the participants' manager ($p=0,672$). H_{5a} and H_{5b} were rejected.

Table 4. T Test results for difference in participants POT in relation to gender and gender of their manager

Gender		N	Mean	Std. Deviation	t	P
POT	Female	264	3,7218	,72249	-,837	,227
	Male	148	3,8114	,65618	-,861	
Gender of the manager		N	Mean	Std. Deviation	t	P
POT	Female	194	3,7506	,70232	-,051	,672
	Male	218	3,7559	,70025	-,065	

Table 5. Anova Test results for difference in participants' POT in relation to age, education level, department and work experience

Age		N	Mean	Std. Deviation	F	P
POT	20-25	21	2,81	215	2,268	0,000
	26-31	63	3,24			
	32-37	148	3,96			
	38-45	127	3,39			
	46 and more	53	3,21			
Education Level		N	Mean	Std. Deviation	F	P
POT	Primary	0	0	215	1,125	0,346
	High school	62	2,11			
	2-year College	117	2,32			
	University	198	2,41			
	Post Graduate	35	2,10			
Department		N	Mean	Std. Deviation	F	P
POT	Front Office	92	3,75	215	1,432	0,000
	F&B	196	2,98			
	Housekeeping	80	2,01			
	Guest Relations	44	3,81			
Work Experience		N	Mean	Std. Deviation	F	P
POT	Less than 1 year	24	2,30	215	1,511	0,000
	1-5 years	167	2,21			
	6-10 years	108	3,92			
	11-15 years	60	3,17			
	16 years and more	53	2,56			

According to Anova Test results a difference was detected between POT and age of the participants ($F=2,268$ and $p=0,000$). The Tukey Test was also carried out to analyze the differences between groups. The figures suggested that those who were between 32-37 ages have the highest perception of trust levels than other age groups (H_{5c} was supported). Another test conducted for any difference in the participants' POT according to their department suggested that those who have worked in front office and guest relations have higher POT that those who have worked in food & beverage and housekeeping departments ($F=1,432$ and $p=0,000$). So H_{5d} was supported. A further difference was detected between POT and the participants' work experience. The results showed that those who have 6-10 years of experience have the highest level of POT ($F=1,511$ and $p=0,000$) which means H_{5e} was supported. No significant difference was detected between POT and education level of the participants (H_{5f} was rejected).

Moreover the R^2 values were used in order to find out what

percentage of total change in the dependent variable was due to the independent variable dimensions. The determination factor was found to be $r^2: 0,622$ which showed that 62% of OCB were dependent on POT. All three dimensions of POT were affecting OCB of the participants in the regression analysis and their Beta (β) levels were as follows: trust to manager ($p=0,000$ and $\beta=0,474$), trust of organization ($p=0,001$ and $\beta=0,371$) and interpersonal trust ($p=0,001$ and $\beta=0,173$).

CONCLUSION

The main objective of this study was to find out the relation and interaction between perceived organizational trust (POT) and organizational citizenship behaviour (OCB) of employees at lodging enterprises. In this context, the regression analysis results suggested that employees' POT would have a positive impact on their OCB levels. Therefore existing research carried out in the context of the lodging enterprises seems to support the existence of a relationship between POT and OCB. In terms of demographic characteristics, no links had been established between gender and POT and gender of the manager and POT, whereas significant differences had been found between age-department-work experience and POT. The results implied that hotel employees who perceived high levels of trust to manager, trust of organization and interpersonal trust were more willing to perform citizenship activities.

Interdependence is an obligation while working together since people must mostly depend on others to achieve organizational goals. Therefore, managers need to have a better understanding of the role of perceived organizational trust (POT) and its consequences in the lodging enterprises. Since OCB has positive outcomes for employees and the organization itself, lodging enterprises' managers should pay more attention to increase the levels of POT which could also raise the levels of OCB of employees and in this way decrease undesirable negative behaviours.

Consequently, there were several limitations in this study. First is the absence of mediating variables (such as perceived organizational support or justice, turnover intentions) that could help to explain particularly why POT affects OCB in lodging enterprises. Secondly, since all data for the current study were collected from one country, the results may not be generalizable to other employees in different countries. Future studies may test if the inclusion of any mediators in the model changes or not, the relative importance of the relationship between POT and OCB.

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