



The Link Between Employees' Organizational Tenure and Citizenship Behaviour: do Different Types of Trust Play Important Role?

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Abstract

This study aims to examine the mediating effects of five different types of employees' trust on the relationship between employees' organizational tenure and their organizational citizenship behaviour. Using data obtained from 163 employees from banking organization located in Kota Kinabalu, Sabah. Structural equation modelling was used to assess the relationship between variables. The Employees Trust Scale and Organizational Citizenship Behaviour Scale were used to measure the variable. The relationship between the variables was analysed by using partial least squares structural equation modelling [PLS-SEM]. Results showed that the direct effect of employee organizational tenure showed a positive but not significant effect towards organizational citizenship behaviour. For the direct effect of employee's trust towards their organizational citizenship behaviour, the sub scale of integrity and relationship influence organizational citizenship behaviour significantly. The sub scale of integrity shows a negative and significant effect towards organization citizenship, whereas the sub scale of relationship affects organizational citizenship behaviour positively. While, the mediation test showed mediation effect did not exist between employee organizational tenure, employee's trust, and organizational citizenship behaviour. The final part of analysis indicated the model has adequate predictive relevance.

Keywords: Organizational Citizenship Behaviour; Organizational Tenure; Employees' Trust

1. Introduction

Today, global economic crisis and frequent organizational restructuring pose greater challenges for employees in establishing their career. Life-long job security is no longer expected by the employees in their organization employment [1]. Jacob Morgan claimed that, "Job security is a complete myth, as is long-term employment. Companies lay off employees in droves by the thousands! They just make sweeping cuts when they need to. The average employee tenure is under five years and for millennial it's under three years." The phenomenon showed that there was a significant relationship between organizational tenure and career development of the employees. Study on the effect of job tenure on job performance itself and organizational behavior had been paid less attention. The question of whether staying on a job for a long period of time enhances or decreases employees' productivity and its effects on organizational behavior still remain inconclusive. Therefore, it is important to conduct extensive research on the influence of organizational tenure in employees' organization behavior.

Findings from research have shown that employee organization behavior differ across career stages [2, 3]. Employees with a longer job tenure are commonly considered to be more reliable, productive, loyal and committed to the organization [4], and are more able to socialize with co-workers [5] and more engaged in organi-

zational citizenship behavior. Human capital theory suggests that employees' organizational tenure is positively related to their job performance. According to the theory employees gain more knowledge and skills about how to perform their jobs effectively over time [5]. The attraction-selection-attrition model claims that employees with poor performance will their jobs early from the organization where they work, leaving the better performers in the organization and accruing longer tenure [6]. In contrast, findings from Hackman [7] study suggests that long job tenure would lead to decreased intrinsic motivation and increased feelings of job boredom and job dissatisfaction of employees. This study will examine more in depth the relationship between organizational tenure effects on employees' organizational citizenship behavior by incorporating employees' trust toward their supervisor, as a possible mediator of the effect between organizational tenure and organizational citizenship behavior.

2. Literature review

Organizational citizenship behavior [OCB] is now considered as fifth bottom line variable in organization behavior research and practice [8]. Several studies have been conducted to identify antecedents and consequences of this bottom line variable. After the concept of OCB had been proposed, a large amount of studies on OCB has been conducted, emphasizing both antecedents and con-

sequences [9, 10]. However, to date, there has been much less attention paid to the impact of organizational tenure on OCB itself. Organizational tenure is frequently measured in studies of job performance and is always treated as control variable in investigations of how other variables affect employee job performance. Researchers [11-14] observed that working experience contributes positively to OCB although these studies focused more on employee work experience rather than on organizational tenure. Human capital theory claims that job tenure is an indicator to an employee's value. Employees who stay longer in their jobs will gain more knowledge and skills about job's requirements, the organization's goals, and how different various tasks and work processes fit together [15]. The knowledge and skills, in turn, will help the longer job tenure employees to have more promotion opportunities, earn higher wages [16], and more positive psychological senses of community. Longer job tenure employees are also expected to display more [discretionary] OCB towards co-workers [i.e., altruism- and courtesy OCBs] [17], and have a more objective view on what to expect from the organization. Longer job tenure will emphasize the positive sides of their organization [18], subsequently complain less, and thus display an increased amount of OCB.

Trust in organization is a prerequisite bottom line in organization's strategy [19]. Trust within employer and employee would reinforce good behavior of employees. Employees' ethical behavior is the best policy for an organization to earn good reputation. Ethical behavior is based on their experience in career as they have to make decision on what action should be taken every day [20]. Employees who have longer working experience will have higher positive feeling towards their employer which will lead to good behavior and OCB [11]. [21] found that employees who have worked for more than five years in the organization would show OCB in their working. This may be because employees who have longer working experience tend to value and appreciate their organization more and are more commitment in order to pay back the organization. They also state that experienced employees in the organization are more likely to engage in OCB because they trust their employer which leads to higher level of job satisfaction and job commitment. Hence, working experience may strengthen or weaken the relationship between employees' trust and their OCB. The main purpose of this study therefore was to investigate to what extent is the relationship between employees' organizational tenure and two aspects of organizational citizenship behavior mediated by employees' trust toward their supervisor?

3. Methodology/Materials

3.1. Participants

A total of 163 employees [males = 62, females = 101] from local-owned and foreign-owned bank in Kota Kinabalu, Sabah were selected randomly as the respondents in this study. There were 62 male employees [38%] and 101 female employees [62%]. Employees in the sample were employed for a period ranging from 1 year to 35 years in their current positions.

3.2. Measures

The measurement used in this study consists of three parts: demographic information, Employees Trust Scale [ETS] and Organizational Citizenship Behavior Scale [OCBS]. The demographic information includes gender, age, marital status, number of children, religion, ethnicity, participants' academic level and their working experience which include organization ownership, occupational category and the duration in their present company and position. Employee organizational tenure is measured item based on years of employee working experience.

Employees' Trust Scale is a scale developed by [22, 23]. Employees' Trust Scale consists of 28 items that used to measure five factors: Competency, Benevolence, Integrity, Position status, Relationship. Competency [consists of 6 items], measures employ-

ees' trust toward their supervisor in the extent to which the supervisor is judged to have abilities, knowledge, and skills in managing and administering the organization. Benevolence [5 items], measures employees' trust toward their supervisor in the extent to which they believe their supervisor has the desire to do something positive for them and for the organization. Integrity [8 items] measures the supervisor's adherence to a set of values that their subordinates find acceptable. Position Status [5 items], which refers to employees' trust in supervisor due to the nature of the status privileges itself, the obligation for employees to trust a leader because a leader is obliged to carry out the tasks entrusted and a leader is a decision-maker in the organization. Relationship [4 items] measures the employees' trust toward their supervisor because of the mutual understanding between employee-employer and the good relationship between the two parties [22]. Responses for the items are given on five-point Likert scales [1= strongly disagree, 2 = disagree, 3 = neutral, 4 =agree, and 5 = strongly agree] to indicate respondents' degree of agreement or disagreement with each statement of the items.

Organizational Citizenship Behavior Scale [OCBS]. This instrument is designed by Smith et al.[24]. It contains 16 items to measure two subscales: altruism [6 items] and general compliance [8 items]. Smith et al.[24] defined altruism as the instinctive action that helps other employees in problem or task related to organization. As for general compliance, it is a more impersonal form of uprightness which is doing right or proper things for the system instead of for a specific person. Responses for the items also are given on five-point Likert scales [1= seldom, 2= occasionally, 3= often, 4= almost always, 5= always].

4. Results and findings

4.1. Measurement Model Assessment

In order to assess the reflective measurement model, Hair et al. [25] suggested examining the reliability and validity as measured by composite reliability [CR] and Average Variance Extracted [AVE]. For indicator reliability, a threshold value of factor loading for each indicator should be higher than 0.7 [25]. In the current study, construct validity in form of convergent and discriminant validity was assessed for good-fitting measurement model of the inventory. The convergent validity of the inventory was assessed by using the criteria of the average variance extracted [AVE] value of the latent variable should be above 0.50 threshold [AVE > 0.50] [25].

The final model of this study involved reflective-reflective second order construct "Organizational citizenship behaviour". Organizational citizenship behaviour consists of altruism scale and compliance scale. Employees' trust scale was a reflective first order construct which contains of competency, benevolence, integrity, position status, and relationship. Whereas, employees' organisational tenure is a single item construct which is measured item based on years of employee working experience. In this study, the first stage of analysis involved the assessment of reflective first order constructs namely competency, benevolence, integrity, position status, relationship, altruism, and compliance. Results showed that the factor loading of all indicators were greater than the recommended value of higher 0.7, except COMP4 [0.643] of competence construct, POST5 [0.665] of position status construct, COMPL8 [0.215], COMPL2 [0.203], and COMPL5 [0.224] of compliance construct, ALTU2 [0.413], and ALTU3 [0.598] of altruism construct.

When assessing the construct reliability, PLS-SEM is more favourable towards CR [25]. Table 2 demonstrates the CR value of all reflective first order constructs. The results showed that all the CR of first order constructs exceeds the threshold value of 0.70. Thus, it can be concluded that the measurement model is reliable and internally consistent.

The outcome of the construct validity of a reflective measurement model is convergent and discriminant validity. The evidence of convergent validity was examined by comparing the results of the

analysis to the recommended thresholds values for convergent validity AVE > 0.50. AVE is used to measure the amount of variance in a latent variable as a product of its indicators. Therefore, convergent validity is met if the AVE value for the latent variables is exceeding 0.50 [25]. Based on Table 1, all the AVE for all constructs exceeds the threshold value of 0.50, therefore the convergent validity of the measurement model is established.

The Fornell & Larcker [26] criterion was used to test the discriminant validity of the model. According to Fornell & Larcker [26], if a latent variable accounts for more variance in its associated indicators variables than it shares with other constructs in the same model, this showed that discriminant validity was established. In order to meet this requirement, AVE in each construct is compared to its squared correlations with other constructs in the model [27]. The result showed that the square root of AVE for benevolence and competency constructs is lower than the remaining constructs. This suggested that the two constructs have some discriminant validity issues. Therefore, an adjustment had been done to increase the square root of AVE for benevolence and competency construct, item BENE2, and COMP2 with the lowest loading value were deleted to improve discriminant validity of the constructs. Table 1 shows that all square root of the AVE for all constructs after the adjustment. The result showed the square root of the AVE of all constructs was higher than the remaining constructs which indicated that the discriminant validity of the measurement model was met.

Table 1: Discriminant Validity for First Order Constructs

Construct	1	2	3	4	5	6	7
1 Altruism	0.877						
2 Benevolence	0.346	0.879					
3 Compliance	0.469	0.251	0.836				
4 Competency	0.338	0.826	0.305	0.869			
5 Integrity	0.309	0.873	0.227	0.856	0.789		
6 Position	0.400	0.688	0.269	0.642	0.634	0.775	
7 Relationship	0.486	0.798	0.360	0.765	0.775	0.713	0.814

Note: Diagonal in bold is the square root of AVE

Second step of measurement model assessment is generating the second order construct by using the two-stage approach. Altruism and compliance are used to establish organizational citizenship behaviour reflective construct. In the first stage, the repeated indicator approach is used to obtain the latent variable scores of altruism and compliance. In the second stage, the scores of altruism and compliance are serves as manifest variables in the organizational citizenship behaviour. Table 2 shows the results of assessment organizational citizenship behaviour as second order reflective construct in relation to two reflective constructs [altruism and compliance] and employees' trust construct.

Table 2: Results of the Assessment Model Where Organizational Citizenship Behaviour [OCB] as Second Order Construct.

Construct	Item	Loadings	CR	AV Es
Organizational Citizenship Behaviour	Altruism	0.896	0.847	0.734
	Compliance	0.816		
Benevolence	BENE1	0.850	0.931	0.772
	BENE3	0.879		
	BENE4	0.882		
	BENE5	0.903		
Competency	COMP1	0.875	0.903	0.755
	COMP3	0.845		
	COMP5	0.857		

	COMP6	0.875		
Integrity	INTE1	0.748	0.929	0.622
	INTE2	0.801		
	INTE3	0.797		
	INTE4	0.827		
	INTE5	0.776		
	INTE6	0.804		
	INTE7	0.766		
	INTE8	0.790		
Position	POST1	0.653	0.857	0.601
	POST2	0.801		
	POST3	0.792		
	POST4	0.841		
Relationship	RELA1	0.856	0.887	0.663
	RELA2	0.813		
	RELA3	0.800		
	RELA4	0.785		

4.2. Structural Model Assessment

In the preliminary assessment of structural model, the [R-square] R2 measure for the endogenous constructs and the path coefficients need to be determined. In current study, the R2 value of organizational citizenship behaviour construct is 0.271. While, R2 value of other endogenous constructs in this study were: R2 = .018 for benevolence; R2 = .017 for competency; R2 = .013 for integrity; R2 = .002 for position status; R2 = .001 for relationship. In measuring the values of R2, Vinzi et al. [28] suggested values of 0.19, 0.33, and 0.67 considered as weak, moderate, and substantial respectively.

In order to determine the significant hypothesized relationship, the bootstrapping with 500 resamples was performed using PLS2.0 to obtain the standard path coefficients, standard errors, and t-value [29]. Table 3 showed the results of hypothesis testing. The direct effect for employee organizational tenure shows a positive but not significant effect on organizational citizenship behaviour [$\beta = 0.05$, $p > .05$]. Meanwhile, for the direct effect of employee's trust on organizational citizenship behaviour, result indicated that the construct of integrity affect organization citizenship behaviour negatively and significantly [$\beta = -0.254$, $p < .05$], whereas the construct of relationship showed a positive and significant effect on organization citizenship behaviour [$\beta = 0.578$, $p < .05$]. The result also showed the direct effect of benevolence, competency and position status construct on organization citizenship behaviour were not significant.

In order to test the mediation effect of employees' trust, the indirect effects of the different type of employees' trust [e.g., relationship, integrity, position status, benevolence and competency] on the relationship between employee organizational tenure and organizational citizenship behaviour was tested. In the path model, the mediation effect can be tested by the indirect effect computed by the product of involving path coefficients [29]. As shown in Table 5, the empirical t-value of the direct and indirect effect for all the relationships were analysed. The results showed the indirect effect of all type of employees' trust on organizational citizenship behaviour were not significant. This suggested that the mediation effect of employee's trust did not exist between employee organizational tenure and organizational citizenship behaviour.

The final part of analysis is the reporting of predictive relevance [Q2] of the model by using blindfolding procedure. Hair Jr et al.[29]asserted that only endogenous construct with reflective indicators should be applied for blindfolding procedure. The Q2 value must be more than 0 for the model to achieved predictive relevance. From table 5, the Q2 value of organizational citizenship behaviour is 0.150 therefore the model has adequate predictive relevance. According to Hair Jr et al.[29], the value of 0.15 indicates that the exogenous constructs has a medium predictive relevance for a certain endogenous constructs.

Table 3: Hypothesis Testing Structural Model

Relationship	Beta Values	S.E	T Values	Decision	f ²	R ²	Q ²
EOT → OCB	0.050	0.079	0.634	Not Supported	-	0.27	0.15
BEN → OCB	-0.088	0.144	0.612	Not Supported	-		
CPY → OCB	0.140	0.141	0.996	Not Supported	-		
INT → OCB	-0.254	0.134	1.897*	Supported	0.02		
POS → OCB	0.107	0.128	0.834	Not Supported	-		
REL → OCB	0.578	0.112	5.178**	Supported	0.13		
EOT → BEN → OCB	-0.016	0.022	-0.727	Not Supported	-		
EOT → CPY → OCB	0.015	0.022	0.669	Not Supported	-		
EOT → INT → OCB	-0.023	0.025	-0.903	Not Supported	-		
EOT → POS → OCB	0.005	0.016	0.318	Not Supported	-		
EOT → REL → OCB	0.015	0.041	0.373	Not Supported	-		

Notes: **p<0.01; *p<0.05

EOT=employees' organizational tenure; BEN=benevolence; CPY=competency; INT=integrity; POS=position; REL=relationship; OCB=organizational citizenship behaviour.

5. Conclusion

The validity and reliability procedure employed using partial least square [PLS] techniques on the current study confirmed that the measurement model is reliable and internally consistent. The convergent validity and the discriminant validity of the measurement model are sufficiently met and therefore reliable for further analysis. Employees' organizational tenure and organizational citizenship behaviour [OCB]. The hypothesis of employees' organizational tenure has a significant effect on organizational citizenship behaviour [OCB] was not supported in this study. Although some past researches indicated job tenure somehow is an indicator to positive OCB such as more promotion opportunities [16], earn higher wages [17], and have a more objective view on what to expect from the organization that are not the case with this study. Kegans et al.[11] indicated that working experience contributes positively to OCB. This indicates that other factors such as work commitment, competency and other external factors might influence OCB better than job tenure or work experience.

Employees' trust toward supervisor on employees' organizational citizenship behavior [OCB]. Contrary to findings in other researches which reported that there is a positive relation between supervisor's behavioral integrity and subordinates' organizational commitment [30, 31]. In addition Simons et al.[30] also found that subordinates' perceptions of supervisor behavioral integrity are positively related to their trust in the supervisor. Our study revealed that the direct effect for integrity shows a negative and significant effect towards organization citizenship. This could be due to the fact that trust is not a uni-dimensional concept rather it compromises different dimensions [32]. Trust in leader in affective form [e.g. benevolence] and cognitive forms [e.g. integrity] may operate through different processes and outcomes such as OCB. A leader may have high integrity but there may be a reluctance to engage in OCB if the leader is perceived to have low benevolence. A study done by Kramer & Cook [32] in a sample of employees of bank reported that the relationship between integrity and OCB is positive when benevolence is high. Even at moderate and low levels of benevolence, the relationship between integrity and OCB is not significant. Our study also revealed there is a positive and significant effect on relationship towards organization citizenship. In a collectivism society like Malaysia, relationship plays an important role in everyday life including in workplace. We expect that culture plays a role to the significant effects of relationship towards OCB.

Employees' organizational tenure and organizational citizenship behavior relationship mediated by employees' trust toward supervisor? This study showed that the mediation effect did not exist between employee organizational tenure, employee's trust, and organizational citizenship behaviour. Perhaps, relationship between number of years working and employee's trust towards OCB is not based solely on the immediate leader but rather the organization as a whole. Exploring different types of trust such as affective trust and cognitive trust in different organization settings or contexts may produce different findings. This study extends the

trust literature and deepens our understanding of the importance of trust between a subordinate and immediate leader in the context of Malaysia. However, mostly similar research has focused exclusively on the trust the subordinate has in his or her manager. Thus examine the role of trust in the dyadic context by simultaneously examining the relationships of the subordinate's trust in the manager and the manager's trust in the subordinate with subordinate should be carried out to understand the role of trust from both perspectives.

It can be concluded that the different types of employee's trust seemed to have a different effect on organizational citizenship behavior. The relationship domain showed the greatest effect on OCB, followed by integrity but in a negative direction. Contrary to the hypothesis the result showed that employees' trust did not mediate the relationship between employees' organizational tenure and OCB.

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