

**YANGON UNIVERSITY OF ECONOMICS**  
**DEPARTMENT OF MANAGEMENT STUDIES**  
**MBA PROGRAMME**

**THE EFFECT OF ORGANIZATIONAL TRUST ON**  
**ORGANIZATIONAL CITIZENSHIP BEHAVIOR AT**  
**AMATA GARDEN RESORT**

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**MBA II – 58**

**MBA 23<sup>rd</sup> BATCH**

**DECEMBER, 2019**

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**ACADEMIC YEAR (2017-2019)**

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A Thesis submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA)

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## ACCEPTANCE

This is to certify that the thesis entitled “**The Effect of Organizational Trust on Organizational Citizenship Behavior at Amata Garden Resort**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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**DECEMBER, 2019**

## **ABSTRACT**

The study aims to analyze influencing factors on organizational trust and to investigate the effect of organizational trust on organizational citizenship behavior. The results of the study indicate that procedural and interactional justice have the strong effect on organizational trust. In examining organizational support, supervisor support has the strong effect on organizational trust. In investigating personality traits, agreeableness has the strong effect on organizational trust. Finally, trust in supervisor and colleagues have the strong effect on organizational citizenship behavior at Amata Garden Resort. To improve organizational trust, Amata Garden Resort should thrive to improve procedural justice, interactional justice, supervisor support and agreeableness personality trait by increasing transparency in making job decisions, providing training to supervisors for supporting employees and recruiting employees who have agreeableness personality trait. Moreover, Amata Garden Resort should focus on such activities as building relationship between supervisors and their subordinates, encouraging team work and creating an effective communication channel to increase employee trust in supervisors and colleagues which leads to increase organizational citizenship behavior at Amata Garden Resort.

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## **List of Abbreviations**

$\alpha$	Cronbah's Alpha
$\beta$	Beta Coefficient
T	t-test
F	F-test
R	Pearson Correlation Coefficient
Sig	p-value
VIF	Variance Inflation factor
OCB	Organizational Citizenship Behavior

# CHAPTER 1

## INTRODUCTION

Trust is the extent a person believe in the other people. Without each part trust each other, no one can reach an agreement and have a progress in their collaborative work. If a person believes in the other party, he or she tries to cooperate with the other and this action will lead to improve their performance. In other words, an employee follows the direction which the organization sets when he or she believes in what it does. An organization can achieve from organizational trust such benefits as increased productivity among staff, improved employee morale, the ability to work as an effective team and the ability to work efficiently.

Today, all organizations thrive to cope with fast-pacing changes in the intense competitive market. Therefore, organizations try to use their scarce resources effectively and efficiently. Among these resources, human resource becomes an important factor in bringing the success of an organization, especially in service industry because the service industry is a labor intensive industry. The businesses in the service industry can only achieve their goals and targets when their employees follow their direction and believe in the organization. Moreover, employees perform their duties and responsibilities when they trust in their organization.

Hotel is one of the business type in service industry and it also functions for organizational trust in the same way. In hotels, organizational trust of employee plays an important role for their long term successful operations because their trust on colleagues, supervisors and organization can improve their reliability and satisfaction. Besides, it can then turn to improve their moral and ethical practices which is beyond the expectation of organization. Trust plays an important role within an organization. It inspires engagement, collaboration and creativity. All of these attitude and behavior can lead to customer service improvement, organizational profits and higher organizational image because organizational success is relied on not only physical factors but also mainly on psychological factors in hotels.

Organizational trust is an essential for all relationships in a business. Organizational trust depends on the interaction of the internal stakeholders of a business. The cooperation

and performance can be diminished if the performers doubt each other and are lack of trust in the organization. Therefore, lack of trust in the workplace may bring lower productivity and performance, interruptions in innovation, intense competition among employees instead of collaboration, increased unnecessary cost and time consumed for auditing and checking on each other.

Therefore, organizations thrive to increase organizational trust by providing open communication network, fostering transparency in decision making process and operation, treating all employees justly and equally, having respect for all employees, creating a truthful and honest environment in their workplace.

### **1.1 Rationale of the Study**

In service industry, human resource is the most important resource than the other resources because employees are the people who directly serve customers. Therefore, organizations in service industry thrive to improve morale and ethical behavior of their employees to utilize their human resources efficiently and effectively. Employees in every organization can be efficient where they can have trust and high level of job satisfaction. If the employees are satisfied with their jobs and trust their colleagues, supervisor and organization, the organization can achieve its objectives efficiently. Therefore, the organizational trust of employees significantly influence on the organizational long term success.

However, organizational trust does not appear itself and it depends on many factors. Among these factors, the most common factor which is significant in a hotel operation are organizational justice, how employees perceive organizational support and personality traits of employees. If the trust culture is fostered in the organizational, organizational citizenship behavior of employees can evolve. The employees with organizational trust involved themselves positively in citizenship behavior in every organization. Therefore, employees' contribution can exceed over the expectations if the organization does not fail to foster organizational trust building in the workplace.

In hotel industry, human resource is the main influencer for a hotel's success. The existence of organizational trust can improve the morale and motivation thus facilitating collaboration, work satisfaction and organizational loyalty. Employees have to believe in colleagues, supervisors and organization to serve customers well to achieve organizational

long-term survival and profitability. For example, waiters and waitresses from service section of food and beverages department cannot satisfy customers if they don't have trust in employees from production section of food and beverages department. In the same way, receptionists from front office department cannot guarantee cleanness and hygiene of guest rooms to customers if they don't believe the work of employees from housekeeping department. In hotels, behavior of most employees directly effect on customer satisfaction and then on organizational profitability. Therefore, all employees includes in the process must act in harmony and believe in each other's activities. Moreover, employees cannot perform their tasks and responsibilities if they don't believe in their supervisor and organization's direction. Therefore, organizational trust is one of the most important factor for the success of Amata Garden Resort.

## **1.2 Objectives of the Study**

The objectives of the study are as follows:

1. To analyze influencing factors on organizational trust at Amata Garden Resort
2. To investigate the effect of organizational trust on organizational citizenship behavior at Amata Garden Resort

## **1.3 Scope and Method of the Study**

The study focuses only on organizational trust, its influencing factors and its effect on organizational citizenship behavior. Besides, only organizational justice, organizational support and personality traits are studied as the influencing factors of organizational trust. The other influencing factors are excluded according to the nature of studied business. Moreover, the study focuses only on organizational trust and organizational citizenship behavior, and does not focus on other aspects at Amata Garden Resort.

The study is conducted at Amata Garden Resort which is located on the eastern bank of Inle Lake at Ingyin Gone Village, Nyaung Shwe. The study is conducted during April and May 2019.

In the study, both primary and secondary data is used to meet the research objectives. For the primary data, a well-structured questionnaire is distributed to employees who are currently working at Amata Garden Resort. For secondary data, information from

hotel website, previous research papers, articles and text books are used in the study. The descriptive method is applied to conduct this study.

In this study, simple random sampling method analytical method is applied to conduct the study. The questions used in the questionnaire are closed ended questions with 5-point Likert scale. The questionnaire is in Myanmar language to respond effectively and efficiently for respondents. The questionnaires were distributed in 24 April 2019 and collected in 20 May 2019. Therefore, data collection period takes 26 days. The population size of Amata Garden Resort is 125 employees at the studied period. The total of 110 questionnaires were distributed and 101 questionnaires were collected at the end of the study. Among these questionnaires, 6 questionnaires were rejected because of incompleteness. Therefore, the sample size of the study is 95 employees.

#### **1.4 Organization of the Study**

The study constitutes with five chapters. Chapter one is introduction including rationale of the study, objectives of the study, scope and method of the study and organization of the study. Chapter two presents theoretical background of organizational trust, influencing factors of organizational trust and organizational citizenship behavior. Moreover, previous studies and conceptual framework of this study are presented in Chapter two. Chapter three describes profile and organizational trust of Amata Garden Resort. Chapter four analyzes the influencing factors on organizational trust and the effect of organizational trust on organizational citizenship behavior at Amata Garden Resort. Chapter five is conclusion which consists of findings and discussions, suggestions and recommendations and needs for further study.

## CHAPTER 2

### THEORETICAL BACKGROUND

This chapter describes the theoretical background of organizational justice, perceived organizational support, personality traits, organizational trust and organizational citizenship behavior of employees at Amata Garden Resort. And then the previous researches relating to the study are described and a conceptual framework compilation for the study is presented at the end of the chapter.

#### 2.1. Organizational Justice

The success of an organization depends on how employees perceive fairness in distributing rewards, procedures in distributing rewards and personal relationship among employees. Therefore, organizational justice relates to treatment by others on an employee and other variables in the workplace. In essence, organizational justice is referred to as the study of people's perceptions of fairness in organization. There are three main components of organizational justice; distributive justice, procedural justice, and interactional justice. Interactional justice further includes interpersonal and informational justice (Adams, 1965).

In today workplace, people are concerned with sharing and distributing rewards for their work achievements. And this can bring an intense competition instead of cooperation when they perceive their shares of reward are unjust. Distributive justice is fairness relating to outcomes and distribution of resources. The outcomes of a task may be tangible such as salary or intangible recognition. In other words, distributive justice is one of the organizational justice forms which emphasizes the perception of employees that they have received fair amounts of valued work-related.

People do not focus only on the fair and just outcomes of their contribution on their work but also on the process how these outcomes are determined. In other words, procedural justice is the perception of employees on fairness of procedures used to determine the outcomes they receive. In essence, procedural justice can be defined fairness in procedures of distributing rewards in the work.

Interactional justice can be defined as the quality of interpersonal treatment received during the enactment of organizational procedures. Interactional justice is further broken down into two constituents: interpersonal and informational justice. Perceptions of respect, politeness, dignity in one's treatment or when taking decisions are a part of interpersonal justice while the sufficiency of the explanations given in terms of their specificity, timeliness, and truthfulness comes under informational justice (Colquitt, 2001). In summary, interactional justice is degree of fairness that employees perceive in their relationship with the others in the workplace and how much information they receive in the workplace.

## **2.2 Organizational Support**

Organizational support is employee perception on support by the organization provides. According to organizational support theory, the development of POS is encouraged by employees' tendency to assign the organization humanlike characteristics (Eisenberger, et al., 1986). Perceived organizational support can be distinguished into perceived supervisor support and perceived organizational support. When it comes from direct supervisors, it can be defined as perceived supervisor support, whereas it comes from organization, it refers to as perceived organizational support.

Perceived Organizational Support refers to as the situation in which "employees develop global beliefs concerning the extent to which the organization values their contributions and cares about their well-being" (Eisenberger, et al., 1986). If an organization really pay attention to an employee well-being including both work and personal goodness, it can directly affect organizational trust of the employee.

Employee sees better supervisor support to be the degree to which employees perceive that they are being cared for, valued for their contributions (Eisenberger, Fasolo, and Davis La-Mastro, 1990). Therefore, perceived supervisor support are most likely as emotional support and warm relationship between a supervisor and a subordinate. These activity such as coaching, advising, giving a hand in hard time and guidance which are provided by a supervisor can significantly influence trust in supervisor.

### **2.3 Personality Traits**

Personality is the unique a relatively stable patterns of behavior, thoughts, patterns and emotions shown by individuals (Greenberg and Baron, 2008). Personality is the relatively stable set of psychological attributes that distinguish one person from another (Moorhead and Griffin, 2014). Personality plays an important role in organizational behavior because it influence many aspects of behavior in work settings.

The Big Five personality traits (OCEAN model) is a tool to classify personality traits of people. The standardized personality tests of Big Five personality dimensions determine how positively or negatively a person scores on each of the Big Five. For example, a person who scores negatively on extraversion can be referred to as an introverted person who is shy and reluctant to communicate with other people. If a person scores negatively on emotional stability tend to be a nervous, angry and tense person. Therefore, a person's scores on the Big Five reveal a personality profile as unique as his or her fingerprints. (Kinicki and Fugate 2018). There are five specific personality traits are openness, conscientiousness, extraversion, agreeableness, and neuroticism.

First of all, openness is a tendency to enjoy new experiences and new ideas. This dimension ranges from witty, having great interest in broad areas and imaginative and to having narrow interests and simple-minded at the other end. Therefore, a person's personality can be assumed as intellectual, imaginative, curious, and broad-mined if he or she scores positively on openness dimensions.

The second personality trait is conscientiousness that refers to a tendency to show self-discipline, to strive for competence and achievement. It ranges from self-disciplined, well organized, cautious, responsible, and precise and unorganized and careless at the other end. If a person scores positively to this dimension, he or she is considered as a dependable, achievement oriented and persistent person.

The third personality dimension is extraversion which can be defined as a tendency to seek simulation and to enjoy the other people. It ranges having good communication, energetic, outgoing and enthusiastic and to restrained, silent, shy at the other end. Therefore, a person is outgoing, talkative, sociable and assertive if the person scores positively to this dimension.

The fourth personality dimension is agreeableness. Agreeableness is a tendency to be compassionate toward others. This dimension ranges from good-nature, cooperative,

trusting, empathetic, altruistic and helpful at one end, to irritable, suspicious, and uncooperative at the other. If a person scores positively to this dimension, this person is a softhearted person.

Finally, neuroticism a tendency to experience unpleasant emotions easily. This dimension ranges from poised, calm, composed at one end, to nervous, anxious. They are often self-conscious and shy and they view minor frustrations as hopelessly difficult. Therefore, a person feels anxiety, stress, worry, fear, anger, frustration, envy, jealousy and guilt if he or she shows positive response to this dimension and even depression and mental disorder at the worst situation.

The big five personality traits has a strong impact on a variety of workplace behaviors and outcomes, even when employee ability and other factors are being considered. Moreover, personality influences employee well-being in various way. For example, personality influences a person's emotional attachment to their job, how well they handle work- stress, and even what career they pursue. The personality traits has an effect on types of workplace behavior within an organization, including organizational citizenship behavior, which is beyond the expected formal job duties and performance of employees.

## **2.4 Organizational Trust**

Organizational trust reflects such factors as truthfulness, belief, loyalty and sincerity the members of an organization within an organization would have towards each other where these factors are made tangible with behavior (Arslan, 2009). Trust is a multifaceted concept that captures one's faith or belief in the integrity or reliability of another person or thing (Janasz, Dowd and Schneider, 2006).

Therefore, organizational trust plays an important role in employee performance. Organizational trust has its internal aspects such as trust of employees towards the managers, trust of employees to each other, trust of employees towards the organizational structure and organizational system as well (Çıtır & Kavi, 2010, as cited in Gucer and Demirdag, 2014).

Trust in colleagues can be described as the beliefs of an employee on his or her colleagues that their colleagues are qualified, fair, and trustworthy and behave in an ethical manner. Colleagues are the closet people for an employee in his or her work. They are one of the major influencer in one's work performance. Therefore, trust in colleagues directly

affect work accomplishment especially in service industry because employees are directly serve customers and customers consume the service spontaneously.

Trust in direct supervisor is referred to as an employee's willingness to believe in actions of his or her immediate supervisor. The supervisors provide most of the guidance and direction to employees in daily work schedule and also monitor work performance of employees. Therefore, employees follow their supervisors' order and job guidance while they try to match with their supervisor's expectation on their work.

Trust in organizations is defined as the "positive expectations individuals have about the intent and behaviors of multiple organizational members based on organizational roles, relationships, experiences, and interdependencies" (Huff and Kelley, 2003). If an organization sets a good culture, structure, system and practices, it can definitely create an environment with high level of trust and help improve the sway the managers hold on their employees.

In business, as in life, trust is an essential building block in developing relationships with customers, colleagues, and business associates. Trust is essential in the work environment. Subordinates need to be able to trust their managers, managers need to be able to trust senior management, and everyone needs to be able to expect consistent reactions from their co-workers and associates. Therefore, trust not only impacts communication with internal and external stakeholders but also influences the actions of organizational stakeholders.

## **2.5 Organizational Citizenship Behavior**

Organizational Citizenship Behavior (OCB) is an informal form of behavior in which people go beyond what is formally expected of them to contribute to the well-being of their organization and those in it (Greenberg and Baron, 2008). Therefore, organizational citizenship behavior is the act of an employee which contributes to organization and individuals in workplace. Organizational citizenship behavior refers to the behavior of individuals who make a positive overall contribution to the organization (Moorhead and Griffin, 2014). Organizational citizenship behaviors (OCBs) can be every form in an organization, such as cooperation, collaboration and helpfulness to others not only in physical but also in social and psychological context. In order to succeed, an organization has to encourage OCB in the work environment along with task performance. In essence,

organizational citizenship behavior in simple terms is the discretionary behavior which does not receive any formal recognition or reward.

Organizational citizenship behaviors take many forms. Some are directed toward individuals, such as assisting co-workers with their work problems, adjusting your work schedule to accommodate co-workers, showing genuine courtesy toward co-workers, and sharing your work resources (supplies, technology, staff) with co-workers. Moreover, it can also be in the form of supporting the organization's public image, helping the organization to avoid potential problems, attending voluntary functions to support the organization and providing ideas beyond assigned own job for organizational development.

Therefore, organizational citizenship behaviors were measured in three different ways: overall OCB, organizationally directed OCB-O, individually directed OCB -I. OCB-O represents acts of organizational citizenship directed at the organization itself in the workplace (i.e., helping the company in ways that go beyond what is expected). OCB-I mean acts of organizational citizenship directed at other individuals in the workplace (i.e., helping coworkers in ways that go beyond what is expected). In the study, overall OCB model is used.

The organizational citizenship behavior helps to maximize the organizational performance of companies (Podsakoff, MacKenzie, Paine & Bachrach, 2000). Organizational citizenship behavior have important effect on work related measures such as job satisfaction, organizational commitment and recruitment. Moreover, organizational citizenship behavior has a strong impact on organizational effectiveness.

## **2.6 Previous Studies**

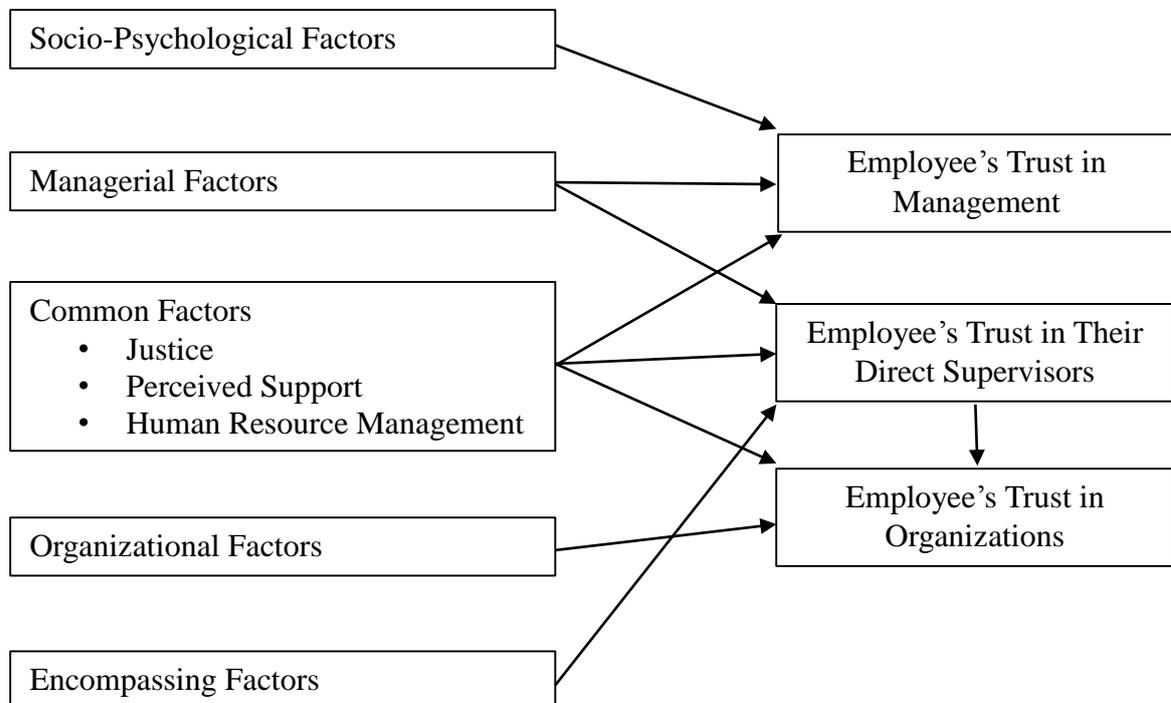
The success of an organization highly depends on how its employees serve customers and then it mainly depends on how much employees have trust in their colleagues, supervisors and organization. Therefore, their organizational trust has a strong impact on the organizational success. Many researches showed common influencing factors of organizational trust are organizational justice and organizational trust. Moreover, personality traits play an important role in the previous study of organizational trust. Therefore, a lot of previous researches indicates that the level of organizational trust is highly dependent upon organizational justice, organizational support and personality traits. Besides, there are researches which indicate organizational trust has a direct effect on

organizational citizenship behavior which can lead to the long term success of an organization.

### 2.6.1 The Effect of Organizational Justice and Organizational Trust

There are many researches and findings relating to organizational justice and organizational trust. The empirical research of justice on trust revealed explicitly that when employees perceive that the outcomes they receive are fair, their trust in their supervisors increases (Pillai et al., 2001; Cohen-Charash and Spector, 2001; Ertürk, 2007, as cited in Ozilymaz, 2012). Besides, Distributive and procedural justice are both significant and positive predictors of employees’ trust in organizations, whereas interactional justice is a significant and positive predictor of employees’ trust in supervisors (Wong, Ngo & Wong, 2006). Moreover, interactional justice is the least strongly associated with employees’ trust in organizations (Charash and Spector, 2001). Both distributive justice and interactional justice are the least strongly associated with employees’ trust in organizations (Aryee, Budhwar & Chen, 2002).

**Figure 2.1 A Model of the Antecedents of the Three Referents of Trust**



Source : Ozyilmaz (2012)

Ozyilmaz (2012) investigated the influencing factors of organizational trust on organizational trust and the influencing factors can be classified into five distinct groups or factors: socio-psychological, managerial, common, organizational, and encompassing factors. In the common factors, justice, perceived support and human resource management affect organizational trust. The results indicates that managerial, common, and encompassing factors influence organizational trust in supervisors. Trust in organization is directly affected by common factors, organizational factors and trust in direct supervisor and is indirectly influenced by managerial factors, common factors and encompassing factors through employee's trust in their direct supervisors. Organizational trust in supervisors has received the most empirical research attention among the three referents of trust.

### **2.6.2 The Effect of Organizational Support and Organizational Trust**

Based on differences in organizational support employees perceive, their organizational trust differs. The results of the following researches reveal the influence of perceived organizational support on organizational trust. The direct effect of perceived support can be in unique support forms as social-political support, resource support, and information support (Chan, Taylor, and Markham, 2008).

Perceived organizational support, procedural justice, and transformational leadership were more accurate predictors of employees' trust in management than such personality/demographic factors as age, gender, tenure, and propensity to trust (Connell, Ferres and Travaglione, 2003). Perceived supervisor support is also required for organizations to gain middle managers' trust (Zhang, et al., 2008).

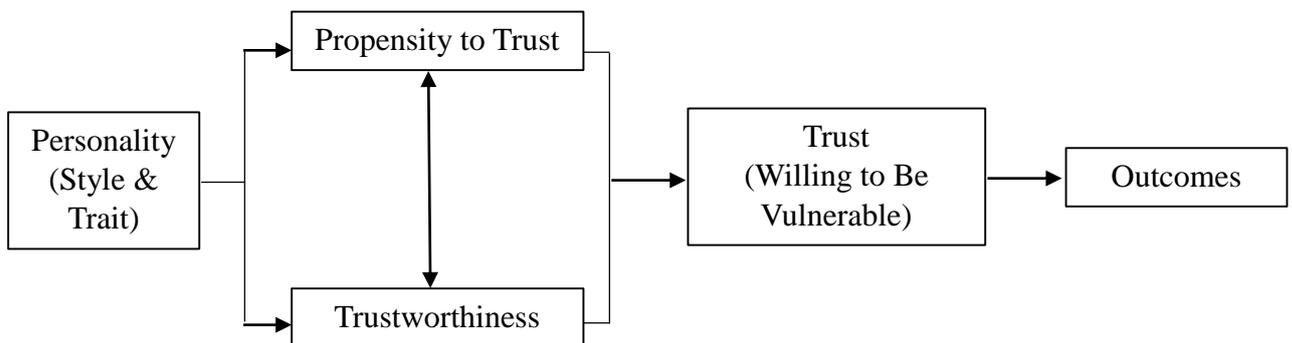
Shukla and Rai (2015) conducted a research to examine the role of perceived organizational support in the development of organizational trust and organizational commitment in a leading Indian Information Technology (IT) Company. The results reveled that perceived organizational support was positively related to both organizational trust and organizational commitment. Moreover, Kara and Gunes (2015) studied the relationship between organizational support and organizational trust of teachers. The results indicated that there is positive and low- level significant correlations were found towards perceived organizational support and sub-dimensions with organizational trust.

### 2.6.3 The Effect of Personality Traits and Organizational Trust

The differences in personality traits of each employee have a distinct impact trust culture in an organization. Many researches emphasize on the impact of personality on organizational cultures in past decade.

Hogan and Holland's research shows some evidence of pro-social and cooperative behaviors exhibited by extraverts, which may be indicative of a willingness of extraverts to trust others more quickly (Hogan and Holland, 2003, as cited in Sicora, 2015). Agreeableness seems to be particularly relevant to workplace trust. Individuals who are high in agreeableness are likely to believe that others have good intentions (Mooradian, Renzl, & Matzler, 2006). The findings of a research which is conducted in an experimental setting suggested higher levels of trait anxiety are associated with more skepticism and a lower propensity to trust others (Fahr and Irlenbusch, 2008).

**Figure 2.2 Personality and Trust Research Model**



Source : Sicora (2015)

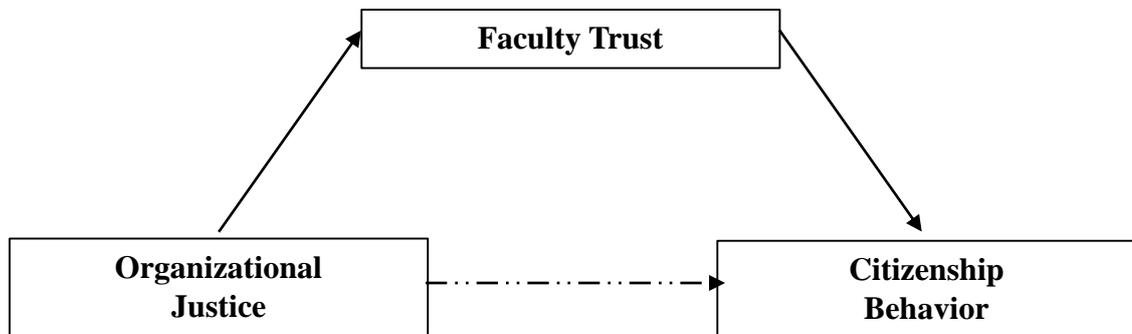
Sicora (2015) conducted a research which examines the effect of personality on trust of employees and managers and reviews personality styles as an antecedent of trust between employees and managers. In the study, around 900 respondents participated from 18 different U.S. organizations. The results from this research reveals that agreeableness was found to be a significant predictor of trust. The researcher found that the higher an individual's agreeableness and emotional stability is, the higher is their trust. Sicora (2015) also found that extraversion is not significantly related to trust and no relationship between

trust and conscientiousness and openness. The researcher concluded there are differences between personality (styles and traits) and its impact on trust in an organization.

#### **2.6.4 The Effect of Organizational Trust and Organizational Citizenship Behavior**

The previous researches approved that the higher level of organizational trust is within an organizations, the higher level of organizational citizenship behavior is within an organization.

**Figure 2.3 Proposed Mediating Model**



Source : Tahseen and Akhtar (2016)

Tahseen and Akhtar (2016) conducted a study with analyzes the relationship among organizational justice, trust and organizational citizenship behavior of teachers in universities. 285 teachers from twelve universities in Punjab province of Pakistan participated in the study. The results indicates that the effect of organizational justice on organizational citizenship behavior was significantly mediated through trust. The finding implies that positive perception of organizational justice not only strengthens faculty trust, but this fortified trust also stimulates teachers' citizenship behavior. It also signifies the value of justice in an educational organization (Tahseen and Akhtar, 2016).

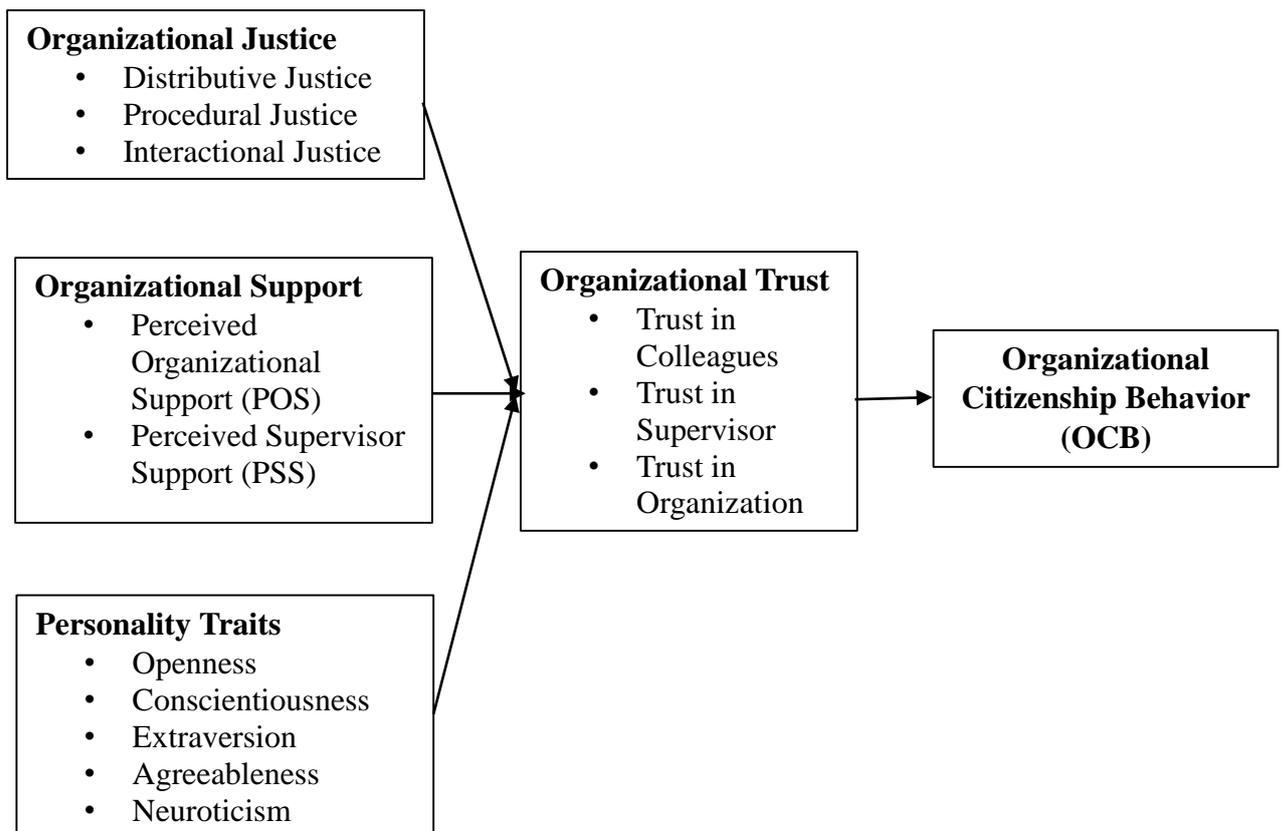
Moreover, the other research indicates that high level of trust is formed when they work with people form long term relationships, are allowed to people participate in decision making processes. Because of this trust, they believe that they are working in a safe climate and it results their collaboration increases, feeling happy coming to work, be happier, more

fun and creative while doing their work. In the same time, employees also consider their organization's future and organizational goals in organizations. (Semercioglu; 2012, as cited in Gucer and Demirdag, 2014).The employees having trust involved themselves positively in citizenship behavior Moorman (1991). The other research observed that employee perceptions in a business organization with regard to development of trust into action, which led to their firm citizenship behavior. (Aryee, Budhwar & Chen, 2002).

## 2.7 Conceptual Framework

Based on the previous researches, the study examines influencing factors on organizational trust of employees and the effect of organizational trust on organizational citizenship behavior at Amata Garden Resort according to the following conceptual framework.

**Figure 2.4 Conceptual Framework**



Source : Own Compilation (2019)

Figure 2.4 illustrates conceptual framework of the study to analyze influencing factors of organizational trust and its influence on organizational citizenship behavior. In the study, organizational justice is analyzed through three variables: distributional justice, procedural justice and interactional justice. Organizational support is examined with two dimensions: perceived organizational support and perceived supervisor support. Personality traits of employees at Amata Garden Resort are investigated with five traits, which are openness, conscientiousness, extraversion, agreeableness and neuroticism.

Organizational trust, which is the focus of the study, is analyzed with three variables. These variables are trust in colleagues, trust in supervisors and trust in organization. Finally, organizational citizenship behavior of employees at Amata Garden Resort is studied as overall organizational citizenship behavior (OCB) including OCB-I and OCB-O.

## **CHAPTER 3**

### **PROFILE AND ORGANIZATIONAL TRUST OF EMPLOYEES AT AMATA GARDEN RESORT**

This chapter describes profile and organizational structure of Amata Garden Resort and responsibilities of each department at Amata Garden Resort to gain the insight of organizational trust at Amata Garden Resort. Moreover, this chapter also emphasizes the activities relating to reflect organizational trust within Amata Garden Resort to analyze organizational trust of employees at Amata Garden Resort. Besides, demographic profiles of respondents at Amata Garden Resort are also presented in this chapter. Finally, reliability analysis is conducted to test the reliability of the data collected at the end of this chapter.

#### **3.1 Profile of Amata Garden Resort**

Amata Garden Resort is a subsidiary of Amata Hotel Group. Its head office is located at No. 10, Inya Yikthar Road, Mayngone Township, Yangon Myanmar. Amata Hotel Group is incorporated in 1993 operating hotels, resorts, restaurants and oriental ballooning services under Amata Brand. The Amata Hotel Group operates in the boutique, premium, mid-market and value segments of the hospitality market through Amata Resort & Spa, Ngapali Beach, Amata Boutique House, Bagan, Amata Garden Resort, Bagan, Riverside@Hsipaw Resort, Hsipaw, Amata Garden Resort, Inle Lake and Oriental Ballooning, Bagan, Ngapali, Inle and Shan Yoma mountain range.

Amata Hotel Group is a well-known hotel chain by providing superior services to customers including full resort hotel services, fine dining restaurants, spa and hot air ballooning services in four places: Ngapali, Bagan, Hsipaw and Inle Lake. According to the philosophy of Amata hotel group, “Amata” is a place where people can meet pure happiness, extreme beauty and supreme delight. According to its belief, the mission of Amata Hotel Group is “to make Myanmar the perfect holiday heaven for lovers of nature and culture believing in continuous learning and sharing.”

In accordance with its purpose, Amata Hotel Group’s priority is sustainable responsible behavior by committing in triple-bottom lines of environmental, financial and social responsibility. Thorough the collaborations of all stakeholders including all

employees, suppliers, partners, management committee and customers of Amata Hotel Group, it emphasizes to reduce environmental impact and risk of business by focusing on critical areas such as carbon emissions, energy, food and beverages, indoor environmental quality, supply chain, waste and water. Moreover, it also engages in conserving natural resources, protecting ecosystem diversity, driving sustainable development, minimizing water and pollution, establishing on key environmental performance indicators, and raising environmental awareness among their employees, guests and communities. Therefore, Amata Hotel Group is one of the well-known leading hotel chains in Myanmar tourism industry through the efforts of all stakeholders at Amata Hotel Group.

Because of its worthiness of service, the apogee of Myanmar hospitality, vantage location, modern amenities that are recognized and appreciated by customers, Amata Hotel Group won many achievements such as awards from Trip Advisor, which is the world largest travel site. Starting from 2011 to 2015 continuously, Amata resort and spa at Ngapali beach achieved “Certificate of Excellence Hall of Fame” which is granted by Trip Advisor only to those businesses that have won the “Certificate of Excellence” because of five years achievements continuously. Moreover, Amata Garden Resort, Inle Lake, My Bagan Residence by Amata and Riverside@Hsipaw resort also achieved “Certificate of Excellence” in 2017 and 2018 respectively.

Besides, My Bagan Residence by Amata and Riverside@Hsipaw resort also won “Travellers Choice” award in 2018. The other awards such as “Guest Review” awards from Booking.com have achieved by Amata Hotel Group’s hotels and resorts in 2017 and 2018. Recently, Amata Garden Resort won “Guest Review 2018” award with 9.1 out of 10 in 2019 which reflects excellent hospitality service of Amata Garden Resort. With these achievements, Amata Hotel Group announces its future plan for expansion in Yangon, Ngwe Saung Beach, Pindaya and Andaman Sea. Moreover, Amata Hotel Group is currently planning to open one hotel in Pindaya with the capacity of 60 rooms, two hotels in Myeik with the capacity of 20 and 30 rooms respectively, and one more in Hpa-an with the capacity of 50 rooms.

Amata Garden Resort is one of the well-known subsidiary hotel of Amata Hotel Group. It is located on the eastern bank of Inle Lake at Ingyin Gone Village, Nyaung Shwe, surrounded by green forest, Shan Hills and the lake itself. So, the place itself is wrapped in quiet charms of its own. Moreover, it has easy accessible transportations. Amata Garden Resort is well connected by air with one & a half hour drive from Heho Airport to resort.

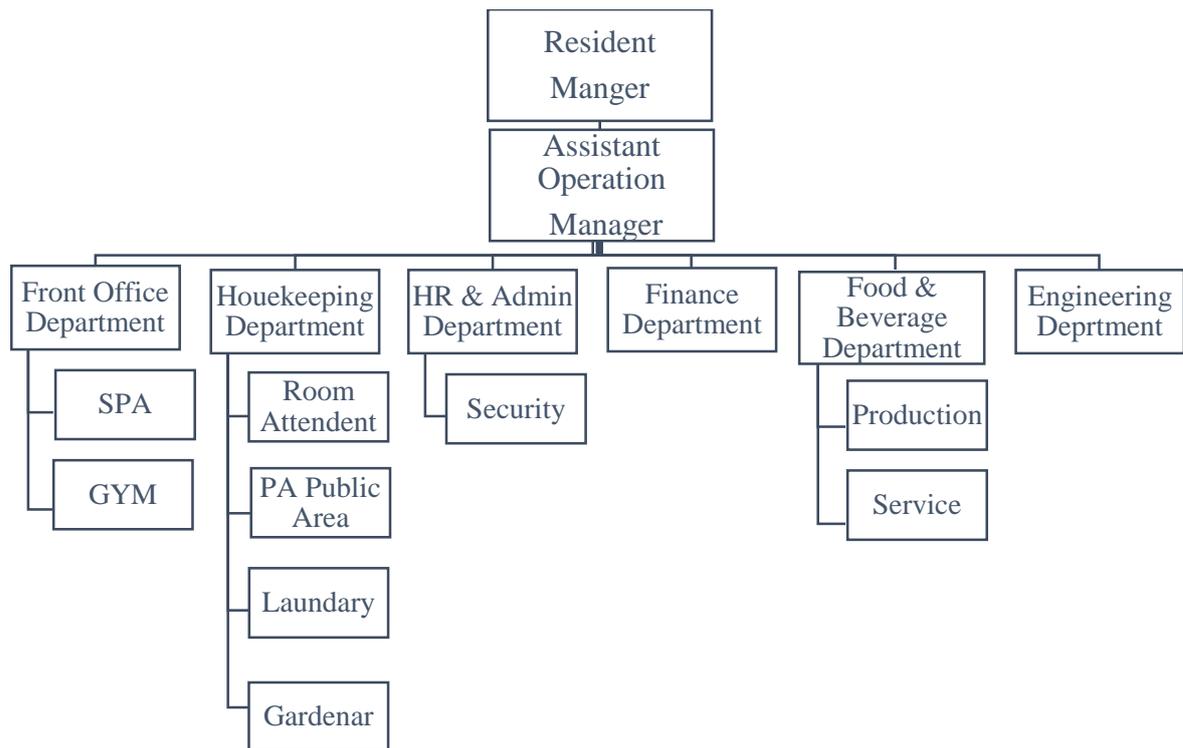
Moreover, guests can also get to the resort by a pleasant 50 minute boat ride from Nyaung Shwe boat jetty and they can also use 50 minutes' drive from Heho airport to boat jetty by car.

Since Amata Garden Resort is the only high rise with 3 story hotel in this area, guests can enjoy an unbroken view of the Inle Lake and the mountains. Amata Garden Resort has 60 deluxe rooms & 2 deluxe Suites. Besides, it has Spa, Shan traditionally styled houseboats, restaurant, indoor and outdoor sunset lake view bar. At Amata Garden Resort , hotel rooms are designed with comfort and convenience in mind. Each room are designed by combining Myanmar traditional architecture and modern design with Inle Lake and Shan Mountain View. With pleasant hotel rooms, Amata Garden Resort provides such services as guest rooms feature, private balconies, individual air-conditioning, a working desk, coffee/tea facilities, satellite TV, mini bar, in-room safe, room service, laundry service, bath room with hot & cold shower, nightly turndown service for every guests of Amata Garden Resort.

For dining, the restaurant which has 150 seats serves multi-cuisine including the Continental, Chinese, Myanmar and traditional Shan culinary delicacies. The sunset bar offers a wide variety drinks and appetizers where guests can experienced the natural beauty of Inle Lake. In this way, Amata Garden Resort thrives to satisfy both foreign and local customers' diverse needs and wants.

Currently, Amata Garden Resort operates with human resource of 125 people. With heart-warming services provided by its all employees, Amata Garden Resort always tries to satisfy its guests. They always perform their duties and responsibilities according to their roles to accommodate customers' request. Amata Garden Resort constitutes its organizational structure with main six departments under the supervision of resident manager. The following organizational structure represents how Amata Garden Resort constitutes its human resources under each respective departments.

**Figure 3.1 Organizational Chart of Amata Garden Resort**



Source: Amata Garden Resort (2019)

The detailed organizational behavior and duties of each departments are presented to explore organizational trust existence among departments and individuals at Amata Garden Resort. All employees at Amata Garden Resort acts in harmony and trust each other to accomplish their tasks and duties which can be beyond customers’ expectation. First of all, front office department is responsible for hotel check in and check out of room, replying inquiries from guest and facilitating customers’ prompt requests. Besides, spa and gym functions are operated under this department. Actually, front office has the most direct contact with customers and acts as the nerve system of Amata Garden resort. The housekeeping department which is responsible for cleaning and upkeep for rooms and public area. It has four sub functions: room attendant, PA public are, laundry and gardener. The employees from this department must comply with their prior training to keep standardized cleanness and layout which has a direct impact on customer satisfaction.

The third department is HR and admin department. It acts as the heart of Amata Garden Resort which is responsible not only for hiring, training and development of employees but also for improving employee engagement, commitment and welfare, such

as throwing annual staff party, throwing monthly staff birthday party and sponsoring staff trips. Moreover, this department also encourages fair and just behaviors within the organization, such as annual increasing salary on the basis of performance appraisal, rewarding outstanding and experienced staff annually. Under the supervision of this department, security team is responsible for securing and protecting guests, employees and properties of the hotel. Therefore, HR and admin department is the focus of organizational trust at Amata Garden Resort.

The fourth department is finance department which has to handle all financial tasks relating to all financial transactions, budgeting, financial analysis and report. The main role of food and beverage department is to serve foods in accordance with customer demand. The employees in this department are crucial because they have also direct contact with customers in catering foods. It has a direct impact on satisfying customer needs and wants because two functions: production and service must perform activities by building trust among them. The service team cannot guarantee customer satisfaction if they don't believe in food production team. Finally, engineering department is responsible for preparing and maintain machinery, water dismissal and distribution and lighting system at Amata Garden Resort.

Therefore, organizational trust on each individuals at all departments at Amata Garden Resort plays an important role. Although employees at Amata Garden Resort comply and act as procedures and rules which is set in the organization, they cannot achieve superior performance which is important in satisfying customers if they don't trust each other within the organization. Amata Garden Resort pursues employee-focused policies and procedures such specific policy and procedures, fairly distribution of pay and benefits, training and development and other employee well-being plans. Moreover, Amata Garden Resort provides a working environment for its employees which encourages equitable rewards, freedom of voice, two ways communication channel and other supports within the organization.

### **3.2 Demographic Profile of the Respondents**

In this section, demographic information of respondents at Amata Garden Resort are presented. The data are collected with structured questionnaires from of employees at Amata Garden Resort.

There are totally seven items of demographic information of respondents related to the study at Amata Garden Resort. They are gender, age, marital status, educational level, monthly income, position and tenure information of employees at Amata Garden Resort. Table 3.1 shows demographic profile of respondents of the study.

**Table 3.1 Demographic Profile of Respondents**

<b>Item</b>	<b>No. of Respondents</b>	<b>Percentage</b>
<b>Gender</b>		
Male	55	58
Female	40	42
<b>Age Group</b>		
18-27 years	39	41
28-37 years	41	43
38-47 years	15	16
<b>Marital Status</b>		
Single	54	57
Married	41	43
<b>Educational Level</b>		
Primary	56	59
High School	23	24
Graduate	16	17
<b>Monthly Income</b>		
150 000 - 299 999 MMK	72	76
300 000 - 449 999 MMK	12	13
450 000 – 599 999 MMK	5	5
Above 600 000 MMK	6	6
<b>Position</b>		
Ordinary Staff	72	76
Supervisor	9	10
Team Leader	5	5
Assistant Manager	3	3
Manager	6	6
<b>Tenure</b>		
Less than one year	21	22
1-3 years	34	36
Above 3 years	40	42
<b>Total</b>	<b>95</b>	<b>100</b>

Source : Survey Data (2019)

Table 3.1 illustrates demographic information of demographic profile of respondents under 7 dimensions: gender, age, marital status, educational level, monthly income, position and tenure.

First of all, there are 95 respondents to the distributed 95 questionnaires. Among 95 respondents, the majority is male that is 58% of respondents. However, it can be assumed that male and female are balanced at Amata Garden Resort because of the nature of the work. Moreover, most employees of Amata Garden Resort are 28 to 38 years old which is the young, active and productive age group. There is no one who is over 48 years old at Amata Garden Resort. Most employees are single which occupies 57 % of respondents at Amata Garden Resort. But married employees are 43% of respondents. Therefore, both single and married employees prefer to work at Amata Garden Resort.

Based on the demographic information of respondents, primary is the most common educational level of employees at Amara Garden Resort and graduates are the minority at the hotel. This data shows that most of the operations at Amata Garden Resort are not related to the educational level but to the vocational training of hotel and tourism. Besides, human resource department of Amata Garden Resort focuses on personal skills and working experience rather than educational background in recruitment and selection. Moreover, most employees at the hotel earn between 149 999 and 300 000 Kyats of monthly income.

According to the data of respondents, the majority are staffs who are 76 % of total respondents as usual, followed by 10% of respondents who are supervisors at Amata Garden Resort. Finally, the majority at the hotel has worked above 3 years. This fact shows employee engagement at Amata Garden Resort. The minority has worked less than one year which is 22 % of respondents.

### **3.3 Reliability Analysis**

To test the consistency and reliability of the data collected for the study, reliability test is conducted for responses to items used in the study. In conducting reliability test, Cronbach's alpha is utilized for each question item to test the reliability of data. If the Cronbach's alpha is over 0.7, the item is highly reliable. The following table shows all Cronbach's alpha for all variables of the questionnaire which is used in the study.

**Table 3.2 Reliability Analysis**

No.	Variables	No. of Items	Cronbach's alpha	State of Reliability
1.	Distributive Justice	5	0.856	Good
2.	Procedural Justice	6	0.884	Good
3.	Interactional Justice	9	0.857	Good
4.	Perceived Organizational Support	8	0.905	Excellent
5.	Perceived Supervisor Support	8	0.860	Good
6.	Openness	4	0.767	Reliable
7.	Conscientiousness	4	0.756	Reliable
8.	Extraversion	4	0.771	Reliable
9.	Agreeableness	4	0.977	Excellent
10.	Neuroticism	4	0.764	Reliable
11.	Trust in Supervisor	10	0.831	Good
12.	Trust in Colleagues	5	0.884	Good
13.	Trust in Organization	7	0.839	Good
14.	Organizational Trust	22	0.875	Good
15.	Organizational Citizenship Behavior	20	0.870	Good

Source : Survey Data (2019)

Table 3.2 shows Cronbach's alpha of all variables. All variables are reliable because all of them are above 0.7. Therefore, openness, conscientiousness and extraversion and neuroticism variables are reliable for this study. Distributive justice, procedural justice, interactional justice, perceived supervisor support, trust in supervisor, trust in colleagues, trust in organization, organizational trust and organizational citizenship behavior variables are good reliable for this study. Finally, perceived organizational support and agreeableness are excellent reliable for this study.

### **3.4 Organizational Trust of Employees at Amata Garden Resort**

Organizational trust is one's faith or belief in the integrity or reliability of another person or thing in the workplace. Organizational trust are factors such as truthfulness, belief, loyalty and sincerity of employees in an organization and shown in behavior tangibly. Organizational trust has three aspects: trust in supervisor, colleagues and organization. Trust in direct supervisor is defined as the willingness to believe in direct supervisor by their immediate subordinates. Trust in Colleagues is the collection of beliefs that their colleagues are qualified, fair, and trustworthy and would exhibit ethical behavior. Trust in Organization is positive expectations individuals have about the intent and

behaviors of multiple organizational members based on organizational roles, relationships, experiences, and interdependencies.

In the study, 22 questions are used to analyze organizational trust of employees at Amata Garden Resort: 10 questions for trust in supervisor, 5 questions for trust in colleagues, and 7 questions for trust in organization. According to the respondents' answers, organizational trust data is gathered by the following table.

**Table 3.3 Organizational Trust**

No.	Particulars	Mean	Standard Deviation
<b>Trust in Supervisor</b>			
1.	Job skills and knowledge of supervisor	3.45	0.615
2.	Making job decisions by supervisor	3.67	0.626
3.	Performing own duties by supervisor	3.81	0.789
4.	Keeping promise by supervisor	3.91	0.585
5.	Consistent words and work by supervisor	3.96	0.600
6.	Helping by manager when employees need	3.96	0.483
7.	Having trust on supervisor's words	3.97	0.535
8.	Ease of talk to manager	4.03	0.592
9.	Supervisor's working ability	3.97	0.573
10.	Getting subordinates' opinions	4.09	0.620
	<b>Overall Mean</b>	<b>3.88</b>	
<b>Trust in colleagues</b>			
1.	Helping by colleagues in a problem	4.12	0.650
2.	Trust in colleagues' working ability	4.17	0.697
3.	Performing duties by colleagues in absent of supervisor	4.09	0.654
4.	Helping colleagues in a task	4.11	0.644
5.	Specializing colleagues' ability in their own field	4.12	0.616
	<b>Overall Mean</b>	<b>4.12</b>	
<b>Trust in Organization</b>			
1.	Fair and just treatment in organization	4.03	0.627
2.	Keeping promise by organization	4.09	0.637
3.	Back up by organization if help is needed	4.13	0.606
4.	Honesty of organization	4.17	0.630

<b>No.</b>	<b>Particulars</b>	<b>Mean</b>	<b>Standard Deviation</b>
5.	Supporting awarding by organization	4.12	0.616
6.	Caring employees' problems by organization	4.11	0.644
7.	Believing employee policies set by organization	4.18	0.618
	<b>Overall Mean</b>	<b>4.12</b>	

Source : Survey Data (2019)

Table 3.3 shows that all means are above 3 and it can be assumed that there is organizational trust at Amata Garden Resort. Among three aspects of organizational trust, trust in colleagues is relatively high with the highest value of 4.12 and trust in supervisor has the lowest value of 3.88.

According to the results, trust in colleagues has the highest mean value among three types of organizational trust of employees at Amata Garden Resort. In analyzing trust in supervisor, most employees believe that their supervisor get their opinions when they make job related decisions. In analyzing trust in colleagues, most employees believe in their colleagues' working activities. In analyzing trust in organization, most employees believe employee policies which are set by their organization. Based on the results, it can be assumed that trust in colleagues is the most dominant variable among three types of organizational trust. Therefore, most employees believe in their colleagues rather than their organization and direct supervisor at Amata Garden Resort.

## **CHAPTER 4**

### **ANALYSIS OF ORGANZATIONAL TRUST AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR**

The objectives of this study are to analyze influencing factors on organizational trust and to investigate the effect of organizational trust on organizational citizenship behavior. In this chapter, the mean values of each variables and analyses are presented to satisfy these objectives.

First of all, data from questionnaires are presented in the form of descriptive statistics with arithmetic means and standard deviation. And influencing factors on organizational trust is analyzed to satisfy the objective of the study. Finally, the effect of organizational trust on organizational citizenship behavior is examined at the end of chapter.

#### **4.1 Analysis of Influencing Factors on Organizational Trust**

To analyze influencing factors on organizational trust at Amata Garden Resort, a total of 56 questions are used. The questions are grouped according to their respective nature. There are three main variables and they are organizational justice, organizational support and personality traits.

##### **4.1.1 Organizational Justice**

Organizational justice is how employees perceive fairness in their work. In essence, organizational justice is referred to as the study of people's perceptions of fairness in organization. The three components of organizational justice; distributive justice, procedural justice, and interactional justice.

Distributive justice is the form of organizational justice that focuses on people's beliefs that they have received fair amounts of valued work-related rewards. Procedural justice is people's perceptions of the fairness of the procedure used to determine the outcomes they receive in their workplace. Interactional justice can be defined as the quality of interpersonal treatment received during the enactment of organizational procedures. In

other words, interactional justice is degree of fairness that employees perceive in their relationship with the others in the workplace and how much information they receive in the workplace.

To examine organizational justice at Amata Garden Resort, organizational justice questionnaire consisting of 20 questions is applied. These questions are divided into three groups: distributive justice, procedural justice and interactional justice. There are 5 questions for distributive justice, 6 questions for procedural justice and 9 questions for interactional justice to analyze organizational justice at Amata Garden Resort. According to the respondents' answers, the organizational justice data is gathered by the following table.

**Table 4.1 Organizational Justice**

No.	Particulars	Mean	Standard Deviation
<b>Distributive Justice</b>			
1.	Fairness of work schedule	3.45	0.805
2.	Fairness of pay level	3.54	0.727
3.	Fairness of workload	3.73	0.535
4.	Fairness of rewards	3.78	0.509
5.	Fairness of job responsibilities	3.89	0.515
	<b>Overall Mean</b>	<b>3.68</b>	
<b>Procedural Justice</b>			
6.	Unbiased job decisions by manager	4.05	0.777
7.	Informing concerned employees by manager	4.11	0.805
8.	Collecting accurate information by manger	4.13	0.718
9.	Clarifying decisions by manager	4.06	0.697
10.	Consistent job decisions to all affected employees	4.02	0.684
11.	Allowance to challenge manager for job decisions	4.02	0.729
	<b>Overall Mean</b>	<b>4.06</b>	
<b>Interactional Justice</b>			
12.	Kind consideration to employees by managers	4.06	0.697
13.	Respectful treatment by managers	4.05	0.690
14.	Having sensitivity to employees' needs by managers	4.04	0.667

<b>No.</b>	<b>Particulars</b>	<b>Mean</b>	<b>Standard Deviation</b>
15.	Truthful manner by manager for decisions	4.02	0.785
16.	Concerning employee right by manager	3.80	0.557
15.	Truthful manner by manager for decisions	4.02	0.785
17.	Discussion with employees by manager	3.88	0.481
18.	Offering adequate information by manager	3.87	0.589
19.	Offering sensible explanations to employees by manager	3.91	0.566
20.	Clear explanation by manager for job decision	3.87	0.672
	<b>Overall Mean</b>	<b>3.95</b>	

Source : Survey Data (2019)

Table 4.1 shows that all means are above 3 and it can be assumed that there is organizational justice at Amata Garden Resort. Among three types of organizational justice, procedural justice has the highest mean value of 4.06 and distributive justice has the lowest mean value of 3.68

According to the results, procedural justice has the highest mean value among three types of organizational justice at Amata Garden Resort. In analyzing distributive justice, most employees perceive that they have quite fair job responsibilities. In analyzing procedural justice, most employees perceive that their managers collect accurate and complete information in making job decisions. In analyzing interactional justice, most employees perceive that most employees perceive that their managers treat them with kindness and consideration in making job decisions. Based on the results, most employees perceive that they receive procedural justice rather than distributive justice and interactional justice at Amata Garden Resort.

#### **4.1.2 Organizational Support**

Organizational support is the perception of employees on support that the organization provides. Perceived organizational support can be differentiated into perceived supervisor support and perceived organizational support. When it comes from direct supervisors, it can be defined as perceived supervisor support, whereas it comes from organization, it refers to as perceived organizational support.

Perceived organizational support is the belief of employees on an organization that the organization values their contributions and also cares about their well-being. Perceived supervisor support is the degree which employees perceive that they are being cared for, valued for their contributions by their direct supervisors, such as coaching, advising, giving a hand in hard time and guidance which are provided by a supervisor.

In the study, organizational support is analyzed with 16 questions: 8 questions for perceived supervisor support and organization respectively. According to the respondents' answers, the organizational support data is gathered by the following table.

**Table 4.2 Organizational Support**

No.	Particulars	Mean	Standard Deviation
<b>Perceived Organizational Support</b>			
1.	Consideration for employees' goals and values	4.05	0.777
2.	Helping employees in encountering a problem	4.14	0.738
3.	Real care about employee well-being	4.15	0.714
4.	Forgiveness to an honest mistake	4.14	0.709
5.	Helping employees if a favor is requested	4.13	0.656
6.	Taking no advantage to employees if there is opportunity	4.09	0.701
7.	Concerning employees	4.08	0.663
8.	Caring about employees' opinions	4.16	0.641
	<b>Overall Mean</b>	<b>4.12</b>	
<b>Perceived Supervisor Support</b>			
9.	Consideration for employees' goals and values	4.02	0.618
10.	Helping employees in encountering a problem	4.07	0.672
11.	Real care about employee well-being	3.97	0.627
12.	Forgiveness to an honest mistake	4.05	0.625
13.	Helping employees if a favor is requested	4.08	0.647
14.	Taking no advantage to employees if there is opportunity	3.76	0.560
15.	Concerning employees	3.76	0.614
16.	Caring about employees' opinions	3.89	0.627
	<b>Overall Mean</b>	<b>3.95</b>	

Source : Survey Data (2019)

Table 4.2 shows that all means of organizational support are above 3 and it can be assumed that they get support from both of their direct supervisors and organization. Among two types of organizational support, perceived organizational support has the higher mean value of 4.12 and perceived supervisor support has the lower mean value of 3.95.

According to the results, perceived organizational support has the higher mean value between two types of organizational support at Amata Garden Resort. In analyzing perceived organizational support, most employees perceive that their organization care and consider about their opinions. In analyzing perceived supervisor support, most employees perceive that their supervisors are willing to help them when they request a special favor. Based on the results, it can be assumed that most employees perceive that they receive organizational support rather than supervisor support at Amata Garden Resort.

#### 4.1.3 Personality Traits

Personality is the unique a relatively stable patterns of behavior, thoughts, patterns and emotions shown by individuals. Personality plays an important role in organizational behavior because it influence many aspects of behavior in work settings. Therefore, personality traits has an impact on an employee behavior in the work environment.

There are a total of 20 questions are used to examine personality traits. And openness, conscientiousness, extraversion, agreeableness, and neuroticism are analyzed 4 questions respectively. According to the respondents' answers, the personality traits data is gathered by the following table.

**Table 4.3 Personality Traits**

No.	Particulars	Mean	Standard Deviation
<b>Openness</b>			
1.	Having a vivid imagination	3.13	.747
2.	Having interest in abstract ideas	3.13	.606
3.	No difficulty in understanding abstract ideas	3.40	.830
4.	Having a good imagination	4.08	.953
	<b>Overall Mean</b>	<b>3.43</b>	

No.	Particulars	Mean	Standard Deviation
<b>Conscientiousness</b>			
1.	Getting chores done right away	3.85	.945
2.	Remembering to put things back in their proper place	3.21	.742
3.	Liking order	2.75	.771
4.	Making no mess of things	3.92	.907
	<b>Overall Mean</b>	<b>3.43</b>	
<b>Extraversion</b>			
1.	Life of the party	3.87	.815
2.	Talking a lot	3.23	.721
3.	Talking to a lot of different people	2.96	.683
4.	Keeping in spotlight	3.32	.775
	<b>Overall Mean</b>	<b>3.34</b>	
<b>Agreeableness</b>			
1.	Sympathizing others' feelings	4.08	.663
2.	Interesting in other's problems	4.05	.705
3.	Feeling others' emotions	4.09	.654
4.	Interesting in others	4.06	.712
	<b>Overall Mean</b>	<b>4.07</b>	
<b>Neuroticism</b>			
1.	Having frequent mood swings	2.84	.790
2.	No relaxation at most of time	2.82	.684
3.	Upset easily	2.41	.844
4.	Feeling blue	2.81	.789
	<b>Overall Mean</b>	<b>2.72</b>	

Source : Survey Data (2019)

Table 4.3 shows that all mean values are above 3 except the items of neuroticism. It can be assumed that there are more employees who have openness, conscientiousness, extraversion and agreeableness personality traits while there are only few employees who have neuroticism personality trait. Among five types of personality traits, agreeableness has the highest mean value of 4.07 and neuroticism has the lowest mean value of 2.72.

According to the result, agreeableness has the highest mean value among five types of personality traits at Amata Garden Resort. In analyzing openness, most employees have

good imagination. In analyzing conscientiousness, most employees make no mess of things. In analyzing extraversion, most employees live their life with fun and happily. In analyzing agreeableness, most employees feel emotions of other people. In analyzing neuroticism, most people have frequent mood swings in their daily life. Based on the results, there are more employees who have agreeableness personality trait rather than employees who have openness, conscientiousness, extraversion and neuroticism personality traits at Amata Garden Resort.

#### 4.1.4 Analysis on the Effect of Organizational Justice on Organizational Trust

To analyze the effect of organizational justice on organizational trust, an analysis is conducted which has three independent variables: distributive justice, procedural justice and interactional justice, and one dependent variable: organizational trust. According to the respondents' answers, the results are presented in the following table.

**Table 4.4 Effect of Organizational Justice on Organizational Trust**

Model	Unstandardized Coefficients		T	Sig.	VIF
	B	Std. Error			
(Constant)	1.540	.283	5.432	.000	
Distributive Justice	.138**	.055	2.500	.014	1.143
Procedural Justice	.209***	.048	4.406	.000	1.145
Interactional Justice	.292***	.065	4.495	.000	1.174
R Square	.473				
Adjusted R Square	.456				
R	.688				
F Value	27.262***				

Source : Survey Data (2019)

Note: \*\*\* Significant at 1% or 0.01 level; \*\* Significant at 5% or 0.05 level; \* Significant at 10% or 0.1 level

Table 4.4 shows that the effect of organizational justice on organizational trust. The variables supposed to influence organizational trust is considered moderately strong as the

values of R square is 47.3%. All the values of VIF are under 10, which are 1.143, 1.145 and 1.174.

According to the results, procedural justice has the strong effect on organization trust. Therefore, the analysis reveals that unbiased job decisions, informing concerned employees, collecting accurate information, clarifying decisions, allowance to challenge job decisions and consistent job decisions to all affected employees lead to increase organizational trust of employees at Amata Garden Resort.

Moreover, interactional justice also has the strong effect on organizational trust. Therefore, it can be concluded that kind consideration to employees, respectful treatment by managers, having sensitivity to employees' needs by managers and truthful manner by managers in job decisions lead to an increase in organizational trust of employees at Amata Garden Resort.

Finally, distributive justice has the moderate effect on organizational trust. It indicates that fairness in work schedule, pay level, workload, rewards and job responsibilities intend to an increase in organizational trust at Amata Garden Resort. In summary, organizational trust at Amata Garden Resort would be increased effectively if hotel management enforces to improve procedural justice and interactional justice in the working environment.

#### **4.1.5 Analysis on the Effect of Organizational Support on Organizational Trust**

To analyze the effect of organizational support on organizational trust, an analysis is conducted in the study. In this analysis, there are two independent variables: perceived organizational support and perceived supervisor support, and one dependent variable: organizational trust. According to the respondents' answers, the results are presented in the following table.

**Table 4.5 Effect of Organizational Support on Organizational Trust**

Model	Unstandardized Coefficients		T	Sig.	VIF
	B	Std. Error			
(Constant)	2.049	.277	7.392	.000	
Perceived Organizational Support	.114*	.059	1.929	.057	1.270
Perceived Supervisor Support	.388***	.072	5.391	.000	1.270
R Square	.369				
Adjusted R Square	.355				
R	.608				
F Value	26.910***				

Source : Survey Data (2019)

Note: \*\*\* Significant at 1% or 0.01 level; \*\* Significant at 5% or 0.05 level; \* Significant at 10% or 0.1 level

Table 4.5 shows that the effect of organizational support on organizational trust. The variables supposed to influence organizational trust is considered moderately strong as the values of R square is 36.9 %. All the values of VIF are under 10, which are both 1.270.

According to the results, perceived supervisor support has the strong effect on organization trust. Therefore, the analysis reveals that supervisor's consideration for employees' goals and values, helping employees in encountering a problem, real care about employee well-being, forgiveness to an honest mistake, helping employees if a favor is requested, taking no advantage to employees if there is opportunity, concerning employees, caring about employees' opinions lead to increase organizational trust of employees at Amata Garden Resort.

Moreover, perceived organizational support has the slight effect on organizational trust. Therefore, it can be concluded that organization's consideration for employees' goals and values, helping employees in encountering a problem, real care about employee well-being, forgiveness to an honest mistake, helping employees if a favor is requested, taking no advantage to employees if there is opportunity, concerning employees, caring about

employees' opinions lead to increase organizational trust of employees at Amata Garden Resort. In summary, organizational trust at Amata Garden Resort would be increased effectively if hotel management enforces to improve perceived supervisor support in the working environment.

#### 4.1.6 Analysis on the Effect of Personality Traits on Organizational Trust

To analyze the influence of personality traits on organizational trust, an analysis is conducted in the study. In this analysis, there are five independent variables: openness, conscientiousness, extraversion, agreeableness, and neuroticism, and one dependent variable: organizational trust. According to the respondents' answers, the results are presented in the following table.

**Table 4.6 Effect of Personality Traits on Organizational Trust**

Model	Unstandardized Coefficients		t	Sig.	VIF
	B	Std. Error			
(Constant)	2.990	.424	7.057	.000	
Openness	-.033	.058	-.572	.569	1.121
Conscientiousness	.027	.052	.519	.605	1.012
Extraversion	.030	.062	.476	.635	1.156
Agreeableness	.176***	.052	3.381	.001	1.057
Neuroticism	.098	.061	1.598	.114	1.025
R Square	.149				
Adjusted R Square	.101				
R	.386				
F Value	3.122**				

Source : Survey Data (2019)

Note: \*\*\* Significant at 1% or 0.01 level; \*\* Significant at 5% or 0.05 level; \* Significant at 10% or 0.1 level

Table 4.6 shows that the effect of personality traits on organizational trust. The variables supposed to influence organizational trust is considered moderately strong as the values of R square is 14.9 %. All the values of VIF are under 10, which are 1.121, 1.012, 1.156, 1.057 and 1.025.

According to the results agreeableness has the strong effect on organization trust. Therefore, the analysis reveals that existence of employees who sympathize with others' feelings, are interested in other people's problems, feel others' emotions, are interested in other people lead to increase organizational trust of employees at Amata Garden Resort.

Moreover, openness, conscientiousness, extraversion and neuroticism have no effect on organizational trust. In summary, organizational trust at Amata Garden Resort would be increased effectively if hotel management improve the existence of employees who have agreeableness personality trait and agreeableness culture in the working environment.

## **4.2 Analysis of The Effect of Organizational Trust on Organizational Citizenship Behavior**

To analyze the effect of organizational trust on organizational citizenship behavior at Amata Garden Resort, a total of 20 questions are used. The questions are grouped according to their respective nature. The independent variable is organizational trust and the dependent variable is organizational citizenship behavior.

### **4.2.1 Organizational Citizenship Behavior**

Organizational citizenship behavior (OCB) is an informal act of an employee which contributes to organization and individuals positively in the workplace. In the study, organizational citizenship behavior is analyzed with 20 questions. According to the respondents' answers, the organizational citizenship behavior data is gathered by the following table.

**Table 4.7 Organizational Citizenship Behavior**

<b>No.</b>	<b>Particulars</b>	<b>Mean</b>	<b>Standard Deviation</b>
1	Pick up meal for others at work	3.93	0.606
2	Take time to advice, coach, or mentor co-workers	3.95	0.590
3	Help co-workers to learn new skills or shared knowledge	3.92	0.539
4	Help new employees get oriented to the job	3.94	0.542

<b>No.</b>	<b>Particulars</b>	<b>Mean</b>	<b>Standard Deviation</b>
5	Lend a compassionate ear to someone with a work problem	4.04	0.563
6	Lend a compassionate ear to someone with a personal problem	4.02	0.583
7	Change vacation schedule, workdays, or shifts to accommodate co-workers' needs	4.09	0.637
8	Offer suggestions to improve how work is done	4.06	0.681
9	Offer suggestions for improving the work environment	4.18	0.714
10	Finish something for co-workers who have to leave early	3.54	0.542
11	Help less capable co-workers lift heavy objects	4.18	0.635
12	Help co-workers who have too much to do	4.22	0.639
13	Volunteer for extra work assignments	4.14	0.576
14	Take phone messages for absent or busy co-workers	4.12	0.599
15	Say good things about the employer in front of others	4.16	0.599
16	Give up meal and other breaks to complete work	4.16	0.673
17	Help co-workers in dealing with difficult persons	4.09	0.654
18	Give encouragement or appreciation to co-workers	4.14	0.646
19	Decorate the common work space	4.09	0.637
20	Defend for co-workers who are being spoken ill by others	4.06	0.665
	<b>Overall Mean</b>	<b>4.05</b>	

Source : Survey Data (2019)

Table 4.7 shows that all mean values are above 3 and it can be assumed that there is organizational citizenship behavior at Amata Garden Resort. In analyzing organizational citizenship behavior, helped a co-worker who had too much to do statement has the highest mean value of 4.22 but finished something for co-worker who had to leave early statement has the lowest mean value of 3.54.

According to the results, most employees help their co-workers who have too much to do. However, only a few people finish something for their co-workers who have to leave early at Amata Garden Resort. Based on the results of the analysis, organizational citizenship behavior is high at Amata Garden Resort. Therefore, most employees at Amata Garden Resort usually help their co-workers, support new employees and support their organization voluntarily without the force by other people and organization.

#### 4.2.2 Analysis on the Effect of Organizational Trust on Organizational Citizenship Behavior

To analyze the effect of organizational trust on organizational citizenship behavior, an analysis is conducted in the study. In this analysis, there are three independent variables: trust in supervisor, trust in colleagues and trust in organization, and one dependent variable: organizational citizenship behavior. According to the respondents' answers, the results are presented in the following table.

**Table 4.8 Effect of Organizational Trust on Organizational Citizenship Behavior**

Model	Unstandardized Coefficients		t	Sig.	VIF
	B	Std. Error			
(Constant)	1.838	.348	5.277	.000	
Trust in Supervisor	.280***	.090	3.124	.002	1.384
Trust in Colleagues	.161***	.056	2.896	.005	1.118
Trust in Organization	.110	.074	1.487	.140	1.339
R Square	.314				
Adjusted R Square	.291				
R	.560				
F Value	13.860***				

Source : Survey Data (2019)

Note: \*\*\* Significant at 1% or 0.01 level; \*\* Significant at 5% or 0.05 level; \* Significant at 10% or 0.1 level

Table 4.8 shows that the effect of trust in supervisor, trust in colleagues, trust in organization on organizational citizenship behavior. The variables supposed to influence organizational citizenship behavior is considered moderately strong as the values of R square is 31.4 %. All the values of VIF are under 10, which are 1.384, 1.118 and 1.339.

According to the results, trust in supervisor has the strong effect on organizational citizenship behavior. Therefore, the analysis reveals that trust of employees in supervisor's words, job skills and knowledge of supervisor, job decisions made by supervisor, performing own duties by supervisor, keeping promise by supervisor, consistent words and work by supervisor, helping by manager when employees need, ease of talk to manager,

supervisor's working ability and getting subordinates' opinions lead to increase organizational citizenship behavior at Amata Garden Resort.

Moreover, trust in colleagues has the strong effect on organizational citizenship behavior. Therefore, it can be concluded that trust of employees on their colleagues' help, working ability and work performance in absent of supervisor leads to improve organizational citizenship behavior at Amata Garden Resort.

Finally, trust in organization has no effect on organizational citizenship behavior. In summary, organizational citizenship behavior at Amata Garden Resort would be increased if hotel management improve trust in supervisor and trust in colleagues in the working environment.

## **CHAPTER 5**

### **CONCLUSION**

In this chapter, the results of the analysis are presented to satisfy the objectives of the study. The objectives of the study are to analyze influencing factors on organizational trust and to investigate the effect of organizational trust on organizational citizenship behavior at Amata Garden Resort. To satisfy the objectives of the study, not only results of the research are described but also appropriate literature will be integrated into the discussions. This chapter constitutes with three sections which are findings and discussions, suggestions and recommendations, and needs for further research.

#### **5.1 Findings and Discussions**

The study focuses on organizational trust and organizational citizenship behavior of employees at Amata Garden Resort. According to the survey data, the majority of the respondents are male but the number of male and female are not too differ. Therefore, it can be assumed that male and female are balanced at Amata Garden Resort because of the work nature. Moreover, most of the employees are young and active who are at the most productive working age. The majority at Amata Garden Resort are singles but there are also married employees. Therefore, it can be assumed that both single and married employees prefer to work at Amata Garden Resort. Most employees are at primary educational level because of the hotel operations' nature which need vocational training than formal education. The majority of the respondents are staffs in the study.

According to the results in analyzing organizational justice, employees perceive that there is organizational justice within the organization. Most employees at Amata Garden Resort perceive that their managers make job decisions without bias, inform concerned employees, collect accurate information, clarify decisions and providing consistent job decisions to all affected employees. Therefore, it indicates that most employees perceive that there is procedural justice rather than distributive justice and interactional justice in the working environment.

According to the results in analyzing organizational support, employees perceive that there is organizational support within the organization. Most employees at Amata

Garden Resort perceive that they have received their organization's consideration for employees' goals and values, helping employees in encountering a problem, real care about employee well-being, forgiveness to an honest mistake, helping employees if a favor is requested, taking no advantage to employees if there is opportunity, concerning employees, caring about employees' opinions. Therefore, it indicates that most employees perceive that there is perceived organizational support rather than perceived supervisor support in the working environment.

According to the results in analyzing organizational support, most employees at Amata Garden Resort have agreeableness personality trait. Therefore, most employees sympathize feelings of other people, are interesting other's problem, feel other's emotions and are interesting in other people.

According to the results in analyzing organizational trust, there is organizational trust at Amata Garden Resort. Most employees perceive that they receive help from their colleagues and organization. Therefore, most employees of Amata Garden Resort believes in their colleagues and organization than their supervisor.

According to the results in analyzing organizational citizenship behavior, there is organizational citizenship behavior at Amata Garden Resort. Therefore, most of the employees positively contribute to other people and organization. They usually perform such good behaviors as helping colleagues, working extra for other people, decorating common workplace, giving suggestions for work improvements and procedures, helping new workers, providing guidance to new workers, sharing new skills and knowledge to colleagues, listening to other people about their work related problems. These behaviors are usually above the expectations by the organization and other people which are formally set by the organization. Therefore, organizational citizenship behavior is highly practiced by most of the employees at Amata Garden Resort.

In analyzing the effect of organizational justice on organizational trust, procedural justice and interactional justice have the strong effect on organizational trust. However, distributive justice has the moderate effect on organizational trust based on the analysis of the survey data. In summary, it can be concluded that improving procedural and interactional justice lead to increase organizational trust at Amata Garden Resort.

In examining the effect of organizational support on organizational trust, perceived supervisor support has the strong effect on organizational trust. However, perceived

organizational support has the slight effect on organizational trust. In summary, it can be concluded that improving supervisor support lead to increase organizational trust at Amata Garden Resort.

In analyzing the effect of personality traits on organizational trust, agreeableness has the strong effect on organizational trust. However, openness, conscientiousness, extraversion and neuroticism personality traits have no effect on organizational trust. In summary, it can be concluded that increasing the number of employees with agreeableness personality trait lead to increase organizational trust at Amata Garden Resort.

In analyzing the effect of organizational trust on organizational citizenship behavior, trust in supervisor and trust in colleagues have the strong effect on organizational citizenship behavior. However, trust in organization has no effect on organizational citizenship behavior. In summary, it can be concluded that improving trust in supervisor and colleagues lead to increase organizational citizenship behavior at Amata Garden Resort.

Therefore, procedural justice, perceived supervisor support and agreeableness have the strong effect on organizational trust among the influencing factors of organizational trust. Moreover, trust in supervisor and trust in colleagues have the strong effect on organizational citizenship behavior at Amata Garden Resort according to the analysis of survey data.

## **5.2 Suggestions and Recommendations**

In every organization, organizational trust of employee plays an important role for their long term successful operations because organizational trust can improve their reliability and satisfaction. Besides, it can then turn to improve their moral and ethical practices which is beyond the expectation of organization. The study focuses on organizational trust and organizational citizenship behavior at Amata Garden Resort. Therefore, the results of this study have implications for management team of Amata Garden Resort to improve organizational trust and organizational citizenship behavior of employees.

To improve organizational trust effectively and efficiently, Amata Garden Resort should thrive to increase procedural justice, perceived supervisor support and agreeableness personality in the working environment. Most employees at Amata Garden Resort perceive

that there is more procedural justice than other types of justice. Therefore, Amata Garden Resort should increase procedural and interactional justice to improve organizational by enforcing and developing more activities such as increasing transparency in making job decisions, providing necessary information and important fact for decisions, providing chance to challenge decisions made by manager, improving relationship between decision makers and affected entities and encouraging managers to consider their subordinates' needs and right.

To increase organizational trust, Amata Garden Resort should also train supervisors to provide work related support to their subordinates and to establish good relationships with their subordinates. Moreover, Amata Garden Resort should encourage supervisors to consider employees' goals and values, employee well-being and employees' opinion in decision making. It can then contribute to physical and emotional working environment of employees which intend to increase organizational trust, they should take seriously and perform these activities immediately because employees perceive that they do not get enough support from their supervisors than their organization.

Moreover, Amata Garden Resort should develop the working environment to enforce agreeableness personality trait, such as sympathy to others' feelings, interest in other people and their problems and feel emotion of other people in the workplace in order to increase organizational trust. Amata Garden Resort should establish a good team work among employees and educate them to make their own decisions relating to what kind of their action benefits really for themselves, organization and community to avoid negative group polarization. Moreover, the human resource department of Amata Garden Resort should take consideration into hiring people with agreeableness personality trait for the place where there are only a few people with this trait. Finally, the human resource department should pair these new employees with the trained employees to smooth boarding process and spread agreeableness culture.

To enforce organizational citizenship behavior, Amata Garden Resort should improve trust in supervisors and colleagues. However, the majority at Amata Garden Resort believe in their colleagues according to the results of analysis. Therefore, Amata Garden Resort should improve the perception of employees on their supervisors by the following way. Amata Garden Resort should train supervisors to support their subordinates and improve job skills and knowledge of supervisors. Moreover, an effective communication between supervisor and their subordinate, such as one-on-one communication, personal

development plan meeting and so on, should be provided to earn employee trust in supervisors. Therefore, the organization should create effective communication channel and train them to listen their employees' true needs and problems. The most important thing in building trust is establishing the respectful culture to each other for improving organizational citizenship behavior in an organization.

### **5.3 Needs for Further Research**

This study provides useful information and findings for Amata Garden Resort and study for organizational trust. This research studied only a hotel due to resource limitations. The future researches should consider to analyze other hotels enough to reflect the whole hotel industry. In other words, sample size should be increased in future researches. Moreover, future researches can conduct for other service industries. Although this research studied organizational justice, organizational support and personality traits as the influencing factors of organizational justice, there are many other influencing factors of organizational trust which are beyond of the study. Therefore, future researches should analyze to shape more specific picture of organizational trust. In the same way, the consequences of organizational trust is not only organizational citizenship behavior but also other consequences such as employee engagement. Therefore, future researches should examine more variables to infer organizational trust within an organization in more details.

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## APPENDIX (A)

### THE EFFECT OF ORGANIZATIONAL TRUST ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR

#### AT AMATA GARDEN RESORT

**This questionnaire is only for submitting MBA Thesis. It is not related to any other business purpose or any person. Please kindly provide feedback to this questionnaire and we do appreciate for your time.**

#### Section A : General Information

(Please indicate the most appropriate response as  .)

##### 1. Gender

Male   
Female

##### 2. Age Group

18-27 years   
28-37 years   
38-47 years   
Above 48 years

##### 3. Marital Status

Single   
Married

##### 4. Educational Level

Primary   
High School   
Graduate

##### 5. Monthly Income

150 000 - 299 999 MMK   
300 000 - 449 999 MMK   
450 000 – 599 999 MMK   
Above 600 000 MMK

##### 6. Position

Ordinary Staff   
Supervisor   
Team Leader   
Assistant Manager   
Manager

##### 7. Tenure

Less than one year   
1-3 years   
Above 3 years

## Section (B): Question Related to Organizational Justice

Please indicate the most appropriate response as ✓ with the scale given below;

5= Strongly Agree    4= Agree    3=Neutral    2=Disagree    1= Strongly Disagree

<b>Distributive Justice</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	My work schedule is fair.					
2	I think that my level of pay is fair.					
3	I consider my work load to be quite fair.					
4	Overall the rewards I receive here quite fair.					
5	I feel that my job responsibilities are quite fair.					
<b>Procedural Justice</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
6	Job decisions are made by the manager in an unbiased manner.					
7	My manager makes sure that all employee concerns are heard before job decisions are made.					
8	To make job decisions, my manager collects accurate and complete information.					
9	My manager clarifies decisions and provides additional information when requested by employees.					
10	All jobs decisions are applied consistently to all affected employees.					
11	Employees are allowed to challenge or appeal job decisions made by their managers.					
<b>Interactional Justice</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
12	When decisions are made about my job, the manager treats me with kindness and consideration.					
13	When decisions are made about my job, the manager treats me with respect and dignity.					
14	When decisions are made about my job, the manager is sensitive to my personal needs.					
15	When decisions are made about my job, the manager deals with me in a truthful manner.					
16	When decisions are made about my job, the manager shows concern for my right as employee.					

	<b>Interactional Justice</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
17	Concerning decisions made about my job, the manager discusses with me the implications of the decisions.					
18	The manager offers adequate justification for decisions made about my job.					
19	When making decisions about my job, the manager offers explanations that make sense to me.					
20	My manager explains very clearly any decisions made about my job.					

**Section (C): Question Related to Perceived Organizational Support**

Please indicate the most appropriate response as ✓ with the scale given below;

5= Strongly Agree    4= Agree    3=Neutral    2=Disagree    1= Strongly Disagree

	<b>Perceived Organizational / Supervisor Support</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	The organization strongly considers my goals and values.					
2	Help is available from the organization when I have a problem.					
3	The organization really cares about my wellbeing.					
4	The organization would forgive an honest mistake on my part.					
5	The organization is willing to help me when I need a special favor.					
6	If given the opportunity, the organization would not take advantage of me.					
7	The organization shows concern for me.					
8	The organization cares about my opinions.					
9	My supervisor strongly considers my goals and values.					
10	Help is available from my supervisor when I have a problem.					
11	My supervisor really cares about my wellbeing.					
12	My supervisor would forgive an honest mistake on my part.					
13	My supervisor is willing to help me when I need a special favor.					

	<b>Perceived Organizational / Supervisor Support</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
14	If given the opportunity, my supervisor would not take advantage of me.					
15	My supervisor shows concern for me.					
16	My supervisor cares about my opinions.					

**Section (D): Question Related to Personality Traits**

Please indicate the most appropriate response as ✓ with the scale given below;

5= Strongly Agree    4= Agree    3=Neural    2=Disagree    1= Strongly Disagree

	<b>Personality Traits</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	I am the life of the party.					
2	I sympathize with others' feelings.					
3	I get chores done right away.					
4	I have frequent mood swings.					
5	I have a vivid imagination.					
6	I talk a lot.					
7	I am interested in other people's problems.					
8	I remember to put things back in their proper place.					
9	I am not relaxed most of the time.					
10	I am interested in abstract ideas.					
11	I talk to a lot of different people at parties.					
12	I feel others' emotions					
13	I like order.					
14	I get upset easily.					
15	I have no difficulty understanding abstract ideas.					
16	I keep in the spotlight.					

	<b>Personality Traits</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
17	I am really interested in others.					
18	I make no mess of things.					
19	I feel blue.					
20	I have a good imagination					

### Section (E): Question Related to Organizational Trust

Please indicate the most appropriate response as ✓ with the scale given below;

5= Strongly Agree    4= Agree    3=Neutral    2=Disagree    1= Strongly Disagree

	<b>Trust in Supervisor</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	I trust my supervisor that he/she has enough knowledge and skills about job.					
2	I trust my supervisor that he/she makes right decisions about job.					
3	I trust my supervisor that he/she fully does his/her own duties.					
4	I trust my supervisor that he/she keeps one's promise.					
5	What my supervisor says is consistent with what he/she does.					
6	When he/she needed by employees, my supervisor is helpful and behaves supportively.					
7	I trust my supervisor about any subject what he/she tells me.					
8	I can easily talk to my supervisor about issues of my job.					
9	I trust my supervisor that he/she can do the works easily and smoothly.					
10	My supervisor gets our opinions when he/she makes decisions and applying procedures about job.					
	<b>Trust in Colleagues</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
11	When I encounter a problem related with my job, I believe that my colleagues will help me deal with it.					
12	I trust my colleagues that they do/will their best on job.					

<b>Trust in Colleagues</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
13	My colleagues do their duties, even if the supervisors do not shown on workplace.					
14	I trust my colleagues that they do not make my job difficult when carrying out a task that requires a lot of attention.					
15	I trust my colleagues about specializing in their own field.					
<b>Trust in Organization</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
16	The company where I work always treats me fairly and justly.					
17	The company where I work always keeps one's promise.					
18	The company where I work always backs me up when I need help.					
19	I trust the company where I work about being honest with its employees.					
20	The company where I work awards and supports me as long as I do my work well enough.					
21	The company where I work cares with my problems.					
22	I trust this company's policies that related with employees.					

**Section (F): Question Related to Organizational Citizenship Behavior**

Please indicate the most appropriate response as ✓ with the scale given below;

5= Strongly Agree    4= Agree    3=Neural    2=Disagree    1= Strongly Disagree

<b>Organizational Citizenship Behavior</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	I picked up meal for others at work.					
2	I took time to advice, coach, or mentor a co-worker.					
3	I helped co-worker learn new skills or shared job knowledge.					
4	I helped new employees get oriented to the job.					
5	I lent a compassionate ear when someone had a work problem.					
6	I lent a compassionate ear when someone had a personal problem.					

	<b>Organizational Citizenship Behavior</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
7	I changed vacation schedule, workdays, or shifts to accommodate co-worker's needs.					
8	I offered suggestions to improve how work is done.					
9	I offered suggestions for improving the work environment.					
10	I finished something for co-worker who had to leave early.					
11	I helped a less capable co-worker lift a heavy box or other object.					
12	I helped a co-worker who had too much to do.					
13	I volunteered for extra work assignments.					
14	I took phone messages for absent or busy co-worker.					
15	I said good things about your employer in front of others.					
16	I gave up meal and other breaks to complete work.					
17	I volunteered to help a co-worker deal with a difficult customer, vendor, or co-worker.					
18	I went out of the way to give co-worker encouragement or express appreciation.					
19	I decorated, straightened up, or otherwise beautified common work space.					
20	I defended a co-worker who was being 'put-down' or spoken ill of by other co-workers or supervisor.					

## APPENDIX (B)

### Output of the SPSS

#### (1) Effect of Organizational Justice on Organizational Trust

##### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of The Estimate	Durbin-Watson
1	.688 <sup>a</sup>	.473	.456	.25252	1.595

a. Predictors: (Constant), Distributive Justice, Procedural Justice, Interactional Justice

b. Dependent Variable: Organizational Trust

##### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig
1	Regression	5.215	3	1.738	27.262	.000 <sup>b</sup>
	Residual	5.803	91	.064		
	Total	11.018	94			

a. Dependent variable: Organizational Trust

b. Predictors: (Constant), Distributive Justice, Procedural Justice, Interactional Justice

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics			
	B	Std. Error	Beta			Tolerance	VIF		
1	(Constant)	1.540	.283		5.432	.000			
	Distributive Justice Mean	.138	.055		.203	2.500	.014	.875	1.143
	Procedural Justice Mean	.209	.048		.359	4.406	.000	.874	1.145
	Interactional Justice Mean	.292	.065		.371	4.495	.000	.852	1.174

a. Dependent variable: Organizational Trust

**(2) Effect of Organizational Support on Organizational Trust**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of The Estimate	Durbin-Watson
1	.608 <sup>a</sup>	.369	.355	.27488	1.478

a. Predictors: (Constant), Perceived Supervisor Support, Perceived Organizational Support

b. Dependent Variable: Organizational Trust

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig
1	Regression	4.067	2	2.033	26.910	.000 <sup>b</sup>
	Residual	6.951	92	.076		
	Total	11.018	94			

a. Dependent variable: Organizational Trust

b. Predictors: (Constant), Perceived Supervisor Support, Perceived Organizational Support

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.049	.277		7.392	.000		
	Perceived Organizational Support Mean	.114	.059	.180	1.929	.057	.787	1.270
	Perceived Supervisor Support Mean	.388	.072	.503	5.391	.000	.787	1.270

a. Dependent variable: Organizational Trust

**(3) Effect of Personality Traits on Organizational Trust**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of The Estimate	Durbin-Watson
1	.386 <sup>a</sup>	.149	.101	.32454	1.106

a. Predictors: (Constant), Neuroticism, Extraversion, Conscientiousness, Agreeableness, Openness

b. Dependent Variable: Organizational Trust

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig
1	Regression	1.644	5	.329	3.122	.012 <sup>b</sup>
	Residual	9.374	89	.105		
	Total	11.018	94			

a. Dependent variable: Organizational Trust

b. Predictors: (Constant), Neuroticism, Extraversion, Conscientiousness, Agreeableness, Openness

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.990	.424		7.057	.000		
	Openness Mean	-.033	.058	-.059	-.572	.569	.892	1.121
	Conscientiousness Mean	.027	.052	.051	.519	.605	.988	1.012
	Extraversion Mean	.030	.062	.050	.476	.635	.865	1.156
	Agreeableness Mean	.176	.052	.340	3.381	.001	.946	1.057
	Neuroticism Mean	.098	.061	.158	1.598	.114	.973	1.028

a. Dependent variable: Organizational Trust

**(4) Effect of Organizational Trust on Organizational Citizenship Behavior**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of The Estimate	Durbin-Watson
1	.560 <sup>a</sup>	.314	.291	.27893	2.082

a. Predictors: (Constant), Trust in Organization, Trust in Colleagues, Trust in Supervisor

b. Dependent Variable: Organizational Citizenship Behavior Mean

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig
1   Regression	3.235	3	1.078	13.860	.000 <sup>b</sup>
Residual	7.080	91	.078		
Total	10.315	94			

a. Dependent variable: Organizational Citizenship Behavior Mean

b. Predictors: (Constant), Trust in Organization, Trust in Colleagues, Trust in Supervisor

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.838	.348		5.277	.000		
	Trust in Supervisor	.280	.090	.319	3.124	.002	.722	1.384
	Trust in Colleagues	.161	.056	.266	2.896	.005	.894	1.118
	Trust in Organization	.110	.074	.149	1.487	.140	.747	1.339

a. Dependent variable: Organizational Citizenship Behavior