

THE EVOLUTION OF TRUST AND ITS INFLUENCE ON ORGANISATIONAL CITIZENSHIP BEHAVIOUR

Fajer Danish*

Abstract *Organisational Citizenship Behaviour (OCB) includes those behaviours that are not mentioned in employees' job descriptions and for which they are not rewarded. However, those behaviours improve the workplace environment, i.e., helping out fellow employees, taking the initiative, and other behaviours. Trust from respective positions on employees influences OCB and engages them in extra roles by showing good behaviours, which keeps a peaceful working climate. The sole objective of the study is to determine how trust is likely to influence OCB while investigating the Bahrain Olympic Committee (BOC). Considering the qualitative approach, the research will likely include some semi-structured interviews, and 17 are BOC managers. Five OCB dimensions were targeted: civic virtue, courtesy, conscientiousness, sportsmanship, and altruism. These findings indicate that enhanced managerial trust is likely to correlate positively with OCB enhancement through various dimensions. Civic virtue was identified as the most prominent OCB theme, underscoring the managers' strong Support and emotional engagement for assessments at the BOC. This study contributes significantly to current literature, specifically within the Middle Eastern context, that will likely offer suggestions for more research and practical implications for enhancing trust and OCB in similar organisations.*

Keywords: *Trust, Organisational Citizenship Behaviour OCB, Bahrain Olympic Committee (BOC), Employee Engagement, Workplace Climate, Qualitative Research*

INTRODUCTION

Trust has been widely accepted as a fundamental aspect of human interaction and communication. Regardless of its significance, the ideology is evaluated based on the Western lens that is dominantly affected by the cultural norms and values highlighted in studies by Tsui and Wu (2005). Considering the context, the trust must be investigated based on societal and diverse national frameworks conducted in regions like the Arabian Gulf. The research that has to be undertaken within these regions is found to be pertinent within firms that enhance employee welfare and economic performance (Redman et al., 2022). Trust is considered rather integral in strengthening professional and personal relationships and has been found to have far-reaching effects on the lives of individuals (Ozmen, 2018). Based on how it is an intangible entity, trust is found to be essential and perceptible (Skinner et al., 2014). Within the organisational behaviour domain, trust is closely affiliated with Organisational Citizenship Behaviour (OCB), enhancing the performance of the employees, deepening commitment,

and increasing satisfaction (Singh & Srivastava, 2016). The entire design is based on organisational trust and comes up with horizontal and vertical dimensions capable of improving OCB (Laski & Moosavai, 2016). Trust is likely to go beyond all of the organisational members, including peers and managers, who are influenced by the overall performance of an organisation.

The research is likely to advance the literature that can be detected regarding organisational trust by addressing various gaps. The previous research is found to be focused on narrower aspects like the trust of employees and managers (Alaaraj et al., 2018) or the readiness for engaging within the long-term commitments of the organisations (Serrano Archimi et al., 2018; Verburg et al., 2018; Yu et al., 2018; Yue et al., 2019). The study will likely widen the dimensions by incorporating the perception of managers' trust, which is reflected in OCB.

Furthermore, although there are established correlations between OCB and trust, more research appears to be needed to explore how the multiple dimensions can influence OCB

* Royal University for Women, Bahrain. Email: fajerdanish@gmail.com

(Koodamara et al., 2019; Yildiz, 2019). While addressing these, the study will likely examine the indirect effects of multi-dimensional trust based on OCB by responding to calls for a thorough investigation. As these are addressed, the study comes to investigate some indirect effects based on multi-dimensional trust that revolves around OCB, all the while responding to calls based on thorough investigations (Salanova et al., 2021; Nienaber et al., 2015) and making contributions on scholarly discussions (Choi et al., 2022).

The study also quite critically fulfils a notable void by emphasising the Middle East, specifically around the Arab Gulf, a region that is under-represented in organisational trust research (Redman et al., 2011; Tlaiss & Elamin, 2015). As the organisational trust around Bahrain is explored, the research will likely provide valuable insights into how trust is enacted and perceived within a collectivist culture while informing practitioners about effective strategies for maintaining and fostering trust. The regional perspective is relevant considering the organisational and cultural practices quite prevalent within the Gulf and differ from Western Norms.

Furthermore, the study will likely employ Social Exchange Theory (SET) to elucidate the connection between organisational and national cultures while influencing trust within organisations. Previous research highlights the effect of national culture on organisational practices, where political families play a pivotal role in shaping regulations and policies (Aslam et al., 2016; Amin et al., 2012). These insights are essential for comprehending the influence of cultural dynamics that influence decision-making and trust-building processes within organisations.

The qualitative methodology and its use within the research will likely provide a contextual and more profound comprehension of organisational trust within Bahrain, an area meant to be explored through such procedures. These findings not only enrich the existing literature on trust but also offer comparisons between Western and Middle Eastern contexts. They also serve as a practical guide for enhancing organisational policies and strategies within similar culture-based settings.

AN OVERVIEW OF BOC

In 1979, the Bahrain Olympic Committee (BOC) was established under the auspices of King Hamad Al Khalifa. The international debut was made at the 1984 Olympics (Bahrain Olympic Committee, 2018). This operates as a civil entity entirely independent and recognised by the International Olympic Committee. This owns mandates for overseeing and organising all the sports-based events within Bahrain while adhering to obligations and rights outlined within the Olympic Charter (Bahrain Olympic Committee, 2018). The committee's primary mission was to promote

and foster enhanced participation among Bahrain's youth and improve the professional standards of sports facilities (Bahrain Olympic Correspondence, 2018). Operating under strict governance aligned with the Olympic Charter, the BOC aims to support, protect and promote Olympic sports activities within the state.

Leadership at the BOC has seen significant figures, with Sheikh Nasser Al Khalifa presiding as the first President from September 2010 until April 2019, succeeded by Sheikh Khalid bin Hamad Al Khalifa. Sheikh Isa bin Ali Al Khalifa, vice president, oversees a robust agenda under the Bahrain Sports Federation's supervision (Pavitt, 2017). The BOC also oversees the National Sports Medicine Centre and the National Anti-Doping Committee, addressing any issues or complaints related to sports in the country. Through its affiliations with 26 sports associations, the BOC supports a variety of sports, including swimming and shooting, making substantial contributions to the athletic landscape (Bahrain Olympic Committee, 2018).

Moreover, the BOC is committed to regularly nurturing human capital for training and development to foster the growth of employees. For a significant move towards enhancing workforce skills, BOC and the Bahrain Institute of Banking and Finance (BIBF) have partnered based on a Memorandum of Understanding that was signed back in 2021 and aimed at bolstering the competencies of employees (BIBF, 2021). The collaboration is likely to reflect a commitment to a collectivist culture and developing robust relationships among the employees to achieve strategic objectives collaboratively. On a national scale, the BOC significantly influences Bahraini society, enhancing international stature and community involvement.

Considering its extensive influence, internationally and domestically, the BOC has been found to serve as more of an exemplary organisation for evaluating organisational trust-based dynamics around the Arabian Gulf. Based on a diverse employee base, a team of board of directors with 10 members, 26 sporting associations, and 9 departments, the trust has to be uniquely explored as per the context.

LITERATURE REVIEW

Trust

The multiple scholars had given an introduction to different perspectives and terminologies for defining trust, underscoring the complexity involved. Ozmen (2018) observed that even though some researchers perceived trust as more of an inherently internal state, others treated it as a social climate product. The definition proposed by Rousseau et al. (1998) is among the most broadly accepted ones that conceptualise trust as more of a psychological state, where positive expectations are harboured along with others'

intentions, all while permitting one to be open and vulnerable. The ideology of trust highlights openness and vulnerability as the primary elements, supported by Skinner et al. (2014) and further examined by Nienaber et al. (2015). As per this framework, trust includes the risk of being susceptible to others' actions, regardless of control of outcomes.

Expanding the notion, Flores and Solomon (1998) characterised trust as a social practice that evolves based on continuous interactions where commitments and promises are broken or upheld. The interactions determine whether the trust is eroded or cultivated among parties (Skinner et al., 2014).

Further ahead, Skinner et al. (2014) and the UK's Chartered Institute of Personnel Development (CIPD, 2012) explain trust to be more of an agreement among different parties. Each of these expects to acquire some benefit from others, exposing themselves to potential harm. The dynamic is likely to lead towards two separate outcomes; if trust is honoured, a more significant interaction is activated based on trust building if one among these parties exploits vulnerability for meeting the obligations, potentially leading to resistance or reluctance for further interaction.

Also, Kramer and Tyler (1996) conceptualised trust through a formula that suggests trust is developed when individuals share experiences and characteristics resembling expectations and societal norms. According to their theory, trust either strengthens or weakens based on repeated interactions, with on-going experiences facilitating trust when parties recognise their similarities, leading to shared characteristics and aligned goals. Furthermore, they define trust as the belief that (a) individuals or groups will act in good faith and strive to fulfill commitments, (b) both parties will remain truthful in all commitments, and (c) neither party will exploit the other, irrespective of the circumstances and opportunities that arise.

This research analyses trust primarily through the lens provided by Rousseau et al. (1998), who view trust as an internal and personal phenomenon. Additionally, the definitions by Flores & Solomon (1998), Skinner et al. (2014), and the UK's Chartered Institute of Personnel Development (CIPD, 2012) are also incorporated, emphasising trust as a dynamic social practice involving the fulfillment or breach of commitments between two parties. This study also incorporates Kramer and Tyler's (1996) insights on dyadic interactions and the inherent risks of trust, indicating that trust operates at both the organisational and interpersonal levels.

Han and Curtis (2022) have noted that organisational and interpersonal trust share similarities but possess distinct characteristics. This study focuses on the interpersonal aspects of trust, specifically examining the trust between

managers and their employees. Considering the in-depth interviews with managers, the insights based on the perception of trust of employees are mostly garnered, indicating the interpersonal dynamics within the play. Furthermore, the trust of employees in terms of management is evaluated through an online survey that captures perceptions and reinforces the focus of the study regarding interpersonal trust dynamics.

Kramer and Tyler's framework is instrumental as it comprehends trust at the organisational level. The on-going interactions among managers and employees will likely lead to identity sense and objectives. The perspective of Flores and Solomon is found to be relevant when examining the cultural factors that affect trust dynamics among employees and managers. Trust is found to be suggested where it is rooted in the interactions of individuals and is significantly affected through a broader cultural context as per the occurrence of interactions. The multifaceted approach helps study trust and its complexity at various organisational levels.

OCB

The literature based on OCB has been expanding tremendously in the last decades, which can draw considerable attention within business practices and organisational studies (Moorman et al., 2018). This was termed 'good soldier syndrome' during the initial phase by Organ in 1988. The OCB resembles extra-role behaviour that some workers exhibit. Organ defined it as actions carried out by an employee towards the organisation or a colleague, characterised by goodwill and not mandated by job responsibilities (Organ, 1988). OCB represents voluntary, discretionary employee behaviours that extend beyond formal role requirements, performed without the expectation of immediate or substantial rewards, although the employee might anticipate a future return (Gao & He, 2017; Organ, 1988).

Organ (1988) delineated five dimensions to measure OCB, though no definitive measure exists. These dimensions include altruism, courtesy, sportsmanship, civic virtue and conscientiousness (Podsakoff et al., 1990; Smith et al., 1983). Employees' discretion is involved in conscientiousness behaviours that exceed basic job requirements. Civic virtue manifests as employee engagement in the organisation's political life, advocating for constructive changes, and participating actively in its governance. Sportsmanship encompasses employees' ability to overlook minor grievances and focus on organisational unity (Organ, 1988). The other two dimensions, oriented towards individual interactions within the organisation, are courtesy and altruism. Courtesy involves actions that prevent problems from arising within the workflow, such as proactive communication about task handling to avoid disruptions

(Tziner & Sharoni, 2014; Organ, 1988). Altruism is the selfless assistance employees offer to colleagues, helping them navigate organisational tasks and resolve work-related issues.

Lee et al. (2013) have linked an ethical work climate and Corporate Social Responsibility (CSR) initiatives to enhanced organisational trust. They observed that fostering an environment characterised by trust encourages stronger employee attachment to the organisation, thereby improving retention and motivating employees to utilise their competencies effectively, act with integrity and keep focus on welfare and growth (Ben-Ner & Putterman, 2011).

The dynamics of social exchange significantly influence OCB; when employees feel valued and derive satisfaction from their roles, they are likely to reciprocate with engagement that surpasses their job descriptions (Tremblay et al., 2009). Involvement in decision-making processes increases employees' sense of responsibility towards daily operations, encouraging them to contribute beyond formal expectations. Moreover, the perceptions based on higher organisational justice, specifically the quality relationships with supervisors, enhance the chances of employees being rewarded, all the while nurturing an environment of fairness of environment, all while enhancing the inclination based on the alignment of working more closely with the goals of the organisation through an OCB.

To conclude, the research is likely to identify how reasonably rewarding employees can be recognised and how their contributions are pivotal in fostering a sense of value within them. This sort of common benefit highlights the importance of OCB as a driving force that accomplishes an organisation's objectives through enhanced employee engagement and ethical practices.

The Influence of Trust on OCB

The research conducted previously indicated that firms are likely to develop altruism to tremendously increase trust based on the abilities and competencies of employees (Piatak & Holt, 2020). Altruism is expected to be nurtured through nurturing of a sense of belonging, devotion, and interpersonal justice that altogether inspires voluntary supportive behaviours within employees (Carrera et al., 2018). These behaviours can be strengthened in terms of active engagement within organisational matters while maintaining open communication and providing some positive feedback (Wan, 2017). Further ahead, Chun (2017) has highlighted some organisational efforts for building trust-based relations that are likely to drive dimensions for OCB like conscientiousness, warmth, zeal and integrity.

The study revealed further how trust is found to correlate positively with OCB. Yildiz (2019) indicated how

positive psychological capital moderated the connection between trust and OCB in Turkey's healthcare sector. Further ahead, Verburg et al. (2018) noted how trust-mediated relationships within normative control, OCB, and normative control and performance. Likewise, Koodamara et al. (2019) observed a positive association between OCB and organisational trust. Naami et al. (2020) identified organisation based self-esteem as a successful mediator among OCB, trust and work spirituality. Qiu et al. (2019) also discovered that trust effectively mediates the connection between authentic leadership and the customer-oriented OCB.

The impact of social context on relationship dynamics and consequent trust-oriented behaviours in organisations is described by attribution theory (Janowicz-Panjaitan & Krishnan, 2009), highlighting the role of positive or negative organisational climates. Understanding how employees perceive trust is crucial for appreciating its overall effect on OCB, as noted by Banwo and Du (2020), who define OCB as more of a positive behaviour employees extend towards the firms.

The establishment of mutual agreement among employees and managers that leads to the organisation's trust is reflected in heightened levels of OCB, embodying the principles of SET (Cook et al., 2013). SET, which assesses social behaviours through risk and benefit analysis before engaging in social exchanges (Homans, 1958), explains that people's actions, outcomes and environmental and interpersonal networks are influenced by trust (Blau, 1964). Culture and social exchange appear intertwined, impacting behavioural choices, personal values and individuals (Cook et al., 2013; Chernyak-Hai & Rabenu, 2018), affecting OCB and trust. SET suggests how employees demonstrate high trust and engagement when they perceive the organisational rewards to be substantial in return for their contributions.

Furthermore, SET highlights the importance of balancing cost and benefit analyses, along with organisational trust and justice, to foster mutual working practices (Wang & Noe, 2010). When employees perceive a fair link between reward and performance (distributive justice), their trust in management increases, likely enhancing their organisational commitment and citizenship behaviour. The benefits and social costs like caring, friendship and respect, along with economic incentives, contribute significantly to building organisational trust and performance (Wu et al., 2006).

However, it is important to recognise that while OCB reflects discretionary and productive behaviours, Counterproductive Work Behaviour (CWB) results from negative actions that breach organisational norms and can damage an organisation's reputation (Tziner & Sharoni, 2014). CWB often emerges from workplace hindrances and can severely impact employees' contributions and the

overall organisational climate. Thus, understanding the dual dynamics of OCB and CWB is crucial for fostering a healthy, productive organisational environment.

RESEARCH PROBLEM AND QUESTION

The BOC, with its governance over 26 sporting associations, each with distinct Boards of Directors and employee teams, presents a complex and multifaceted organisational structure. This diversity creates unique challenges and opportunities for analysing how trust operates within the organisation. Curado (2018) highlights that inadequate knowledge sharing, trust deficits among managers and poor normative commitment can stifle innovation, serving as a caution for SME managers. OCB is identified as a pivotal mechanism through which individuals contribute indirectly to organisational welfare beyond their formal duties (Tambe, 2014).

OCB is often viewed as an involuntary behaviour reflecting employees' support for the psychological and social fabric of firm (Somech & Zahavy, 2004; Blakely et al., 2005). However, Singh & Srivastava (2016) suggest that the integration of OCB across all organisational domains remains under-explored. Ahmadi et al. (2011) argued that OCB fosters organisational efficiency organically, as it is driven by employees' experiences, often without their conscious realisation. While OCB generally reflects positively on an organisation, there is a risk of exploitation as some organisations may take undue advantage of employees' goodwill (Organ, 1988).

The role of social exchange in fostering or hindering OCB is crucial. Employees assess the fairness of social, economic and occupational exchanges within the organisation. Employees are likely to enhance their engagement and contributions when these exchanges are perceived as equitable. Conversely, perceptions of unfairness can diminish their participation. The dynamics of organisational justice—be those procedural, informational, interpersonal or distributive—are fundamental in shaping organisational trust and, subsequently, how an organisation reciprocates through displaying trustworthiness in terms of benevolence, integrity and abilities (Ahmadi et al., 2011).

Additionally, counterproductive behaviours such as increase in employee turnover and high absenteeism can be precipitated by misjudgements in performance evaluations, leading to diminished trust in the organisation (Skinner et al., 2014). Such dynamics are likely to underline significance of comprehending connection between OCB and trust in diversified organisational context as that of BOC.

Considering the background, the overarching question that the research looks forward to address is:

How trust of employees within the organisation influences their display on OCB?

The inquiry aims to unveil layers of trust along with its influence over behaviour of employees in the complicated structural framework of BOC, all the while offering insights towards broader implications of the trust dynamics around varied organisational settings.

RESEARCH METHODOLOGY

While exploring the trust among the BOC, the research looks forward to adopt a rather flexible research strategy that had been suggested by Snape and Spencer (2003). The approach includes reviewing previous studies for organisational trust that is related with variables for identifying potential flaws and directions based on future research. The concerned study focuses over the primary qualitative data analysis that can focus over views of 17 BOC managers in terms with trust of employees and firm's policies, procedures and regulations.

The primary data that is gathered through the semi-structured interviews selected for capturing nuanced understanding of insights of managers within trust and employee satisfaction as per BOC. The strength of experience around managers provides informed and valuable perspectives that are essential for deeper analysis of the trust dynamics conducted in the organisation. The interviews particularly examined how the trust of employees affects display based on OCB, all the while considering those five OCB dimensions identified by Romaiha et al. (2019).

The interview protocols that include participant consent applications and schedules on interviews can be distributed in advance as they allow participants adequate amount of preparation time. The preparation ensured how managers can provide substantive and thoughtful responses for interview questions that address research objectives comprehensively. The subjective nature of the managerial perceptions is likely to necessitate findings' cautious interpretation. The managers as figureheads of departments can exhibit biases that colour narratives on positive as well as negative notes depending upon satisfaction of the roles at BOC. All the while bringing this into recognition, the study acknowledges potential influence of biases and highlights significance of data triangulation for achieving balanced comprehension.

For ensuring validity and reliability of qualitative data, a thematic analysis was employed as primary analytical tool. The concerned method is widely known for the efficacy it brings in the qualitative research based on the

ability to compensate a wider range of epistemologies and the applicability around various data types (Braun & Clarke, 2006; Nowell et al., 2017; Fugard & Potts, 2015). The thematic analysis assists in terms of identifying differences and similarities among participants' responses for enhancement of analysis.

Data through the interviews was primarily transcribed through audio recordings towards text with a deeper attention to maintain the communicative elements that is based on words like facial expressions and body language, that had been noted for enriching context based comprehension of responses (Yin, 2018). Further ahead, the data had been analysed and organised through Microsoft Word and further integrated to QSR Nvivo v12 software. The software was supporting systematic categorisation of the data to the themes and nodes, all the while enabling comprehensive thematic analysis (Bryman & Bell, 2015; Ritchie et al., 2003).

MANAGERS' INTERVIEW ANALYSIS

The analysis of primary qualitative data has appeared to be significant as it had been represented through the managers' perspectives in terms of interactions with their colleagues with BOC. These qualitative findings clarify how the trust of employees in BOC had proven to be beneficial with their influence over OCB. The concerned section evaluated the research question:

"How trust of employees within the organization affects the OCB display?"

Based on the interviews that had been conducted between managers, the themes emerged back then to be integral in terms of understanding the dynamics of OCB and trust inside the organisation. The themes include civic virtue, courtesy, altruism, sportsmanship and conscientiousness. Each among these themes encapsulates different facets based on trust and the influence that it leaves voluntarily.

Civic Virtue

The civic virtue was rather extensively examined in terms with comprehension that the behaviours of employees reflect a commitment towards an organisation, specifically through active participation within organisational assessments. This may involve sharing ideas, offering resolutions and voicing opinions that are among key elements that represent responsibility and engagement regarding the organisation (Organ, 1988). Further ahead, the theme extends towards involvement of employees as per activities beyond workplace, exemplifying solidarity with colleagues and a sense of community with the colleagues of wider community (Kang et al., 2016).

The relevant illustration of the employee commitment towards both organisation and community is likely to be provided by interviewee 1. These members noted how frequent participation of employees in regards with sport based events takes place and confines some regular working hours. The observation highlights the degree to which employees willingly engage with assessments that might not be related with work. The engagement does not only enhance communal ties of the organisation but also reflect positively towards the overall culture.

The interviewee 10 indicated how managers viewed attendance at the formal events to be more of voluntary demonstration of commitment, representing support for BOC and employees. Such gatherings were described as socially perceived liabilities that highlight support and a caring demeanour regarding the team. The perspective identifies how the participation of managers within these events is a professional responsibility and a personal commitment that aims towards strengthening of organisational bonds.

The interviewee 12 indicated cultural factors that are affected by decision on attending several events, noting how managers recognise significance of presence in terms with strengthening of relationships. These emphasise significance of appearing present during both solemn and joyous occasions as this profoundly influenced connections as per their cultural context.

The interviewees 13, 14 and 16 identified how attending some social events can be deeply ingrained within their culture. The interviewee 13 highlighted the significance of being present during all kinds of occasions leaving an emphasis on the cultural expectation. The interviewee 14 clearly remarked occasionally in terms with attending such events, viewing the significant cultural gesture. However, the interviewee 16 expressed sense of obligation for attending social gatherings, stating how these were part of cultural habits. These further expanded in terms with themes of attendance, where the interviewee 12 stated how the participation included informal social events like dinner, celebration ad lunch through resignations, retirements or promotions that served as solidarity acts of colleagues. The interviewee 15 is likely to share practice on organising some informal gatherings like dinners for fostering relaxed environment that can boost workplace productivity. Such occasions extend towards some significant life events based on funerals and weddings with encouragement regarding collective participation from departments for strengthening team bonds.

The interviewee 5 shed light upon substantial role of how civic virtue that enhances workplace dynamics notes its impact that is increasing productivity. The employees and managers at BOC get engaged with activities that can embody the civic virtue that builds up trust and encourages

proactive behaviours. Through this a positive relationship among employees and the organisation is developed that leads to OCB, which in turn turns out to be crucial for prosperous work environment.

Altruism

The following theme was altruism that was quite evident through instances where the employees provided assistance to the colleagues without much expectations on reciprocation (Cheng et al., 2018). The interviewee 10 exemplified the readiness for helping state their commitment in terms of determining solutions for team members. The proactive support rather consistently articulated based on phrases as 'I will be there for them' and 'will always support them in one way or another'. The spirit of assistance was moreover laid emphasis upon by interviewee 15. This was the candidate who displayed commitment in terms of assisting employees 'by all means' as per their capacity, obliging to regulations and rules of BOC. These statements highlight a genuine desire within managers to provide support to staff members.

The interviewee 5 shed light upon how the altruistic behaviour is likely to stem significantly from trust that would have been developed over the course of various years. This explains how the employees feel enough secure to discuss professional and personal issues, noting that an unnecessary support along with guidance would be provided. The interviewee 4 mirrored this by noting how employees find themselves to be quite confident in regards with approaching and addressing the personal concerns involved. These are clearly assured based on assistance that is received considering the influence of issue on work.

Such comments from the end of managers indicate various insights regarding trust that can be found in the organisation. Initially, the comfort that employees realise with discussion of personal matters among the managers identifies a good foundational trust. Furthermore, a deep-seated belief within ability of managers to carefully address and resolve issues. Lastly, the managers represent robust confidence in terms of problem-solving capabilities. Collaboratively, the elements highlight profound influence related with trust for enhancing OCB manifested through altruism.

Conscientiousness

This theme emerged from instances, according to which the employees moved 'beyond and above' or an 'extra mile' in order to contribute tremendously to the organisation and department in overall (Debusscher et al., 2017). The interviewee 1 identified the effect of passion in terms with performance of workers, suggesting how personal connection with work inspires for giving best. The interviewee 11

expressed confidence in terms with employees' specialised knowledge along with dedication towards maximisation of contributions.

The connection in terms with conscientiousness was carefully illustrated by the third interviewee who made an observation regarding how employees potentially exert further effort and move beyond simple requirements as they come across higher trust levels. These members indicated that environments where trust is limited makes employees restrict the efforts towards minimum required according to job descriptions. Likewise, as per a trusting environment, the connection among employees and managers transforms the professional boundaries, nurturing a heartfelt and collaborative commitment to work. Such observation highlights a rather critical part played by trust for motivating employees regarding dedicating themselves completely towards the tasks.

Courtesy

The concerned theme indicated politeness levels and considerations that employees represented towards others (Ajlouni et al., 2019). Various managers laid an emphasis regarding the significance of sustaining respectful and considerate environment in order to prevent the workplace tensions. The interviewee 15 noticed the requirement for kindness within the everyday interactions and communications for developing comfortable work environment. The interviewee 16 shed light upon the role of soothing and addressing concerns of employees ensuring if they feel motivated and supported. The interviewee 2 further described an approach on managing personal issues that influence work, emphasising the commitment on understanding and listening sides of an issue. The concerned approach resolves conflicts and strengthens the team spirit affiliated with collective responsibility.

Furthermore, the interviewee 3 examined the approach on managing department based problems that involve building stronger foundation of teamwork and trust. The approach assisted in developing courteous interactions while ensuring employees did not feel unjustly blamed. Based on this method, a collaborative and trustworthy atmosphere had been established that addressed issues with understanding and empathy. The interviewee 8 further noted how maintaining calm and removing some fears on blame among employees was likely to play a rather significant role as it came to reinforcing trust and courtesy in the organisation. The observation of the manager indicated how a higher level among employees and managers regarding trust can often correspond as per higher extent of courtesy. This suggested how courtesy was not a mere separate behaviour, rather it was a direct manifestation of trust existing as per relationship.

Sportsmanship

As Organ and Ryan (1995) outlined, Sportsmanship is characterised by employees maintaining a positive and willing attitude despite workplace challenges. It involves a tendency to refrain from complaining and to accept minor frustrations, keeping a continuously positive outlook towards delays and problems, as further explained by Romaiha et al. (2019). The primary manifestation of sportsmanship observed was employees' consideration, restraint and choice to stay positive during frustrating or difficult circumstances.

Unlike other themes, the interviews suggested that only a select number of managers recognised a spirit of sportsmanship. However, sportsmanship was noted to be particularly evident in the media department, where employees often worked odd or extended hours without expressing grievances. Interviewee 16 mentioned the need for more flexible working hours and better consideration of time off and vacation days for the media department due to the unpredictable nature of their work related to activities or CSR campaigns.

Interviewee 11's approach to sustaining an open-door policy also inspires sportsmanship. The employees are welcome to discuss personal issues whenever they feel like it. This policy promotes a constructive and supportive environment where the challenges are addressed positively and openly while enhancing openness and a support-based culture in the workplace.

Discussion of employees' problems is a consideration that highlights an inter-connectedness between trust and sportsmanship. The discussions reveal how sportsmanship stems in terms of the trust that exists between employees and managers. The trust affects employees to represent sportsmanlike behaviours like additional working hours without complaint. Sportsmanship does not merely represent a resilient and positive attitude in the face of challenges in the workplace but also emerges as an outcome of profound trust in an organisation.

DISCUSSION

The study explored how employees' trust in the BOC influenced various dimensions of OCB. The research affirmed that heightened trust enhanced OCB across five key themes: altruism, civic virtue, conscientiousness, courtesy and sportsmanship. This is supported by the findings of Koodamara et al. (2019) and is consistent with previous research that emphasises the pivotal role of trust in fostering an effective organisational environment.

Trust is a cornerstone for equity-based distributive justice, effective social exchange, reciprocity and positive employee-manager relations, which are crucial antecedents of OCB, as

noted by Coyle-Shapiro et al. (2016). The robust relationship between trust and OCB is also supported by Nohe and Hertel (2017) and Flavian et al. (2019), who identify trust as a primary precursor in organisational settings. Civic virtue emerged as the most prominent dimension of OCB, facilitated by employees engaging in informal gatherings and open discussions, which fostered strong bonds beyond formal work interactions, as indicated by Zhang et al. (2017).

Moreover, altruism was identified as a critical component, possibly influenced by the equitable distribution of power and justice within the BOC. This aligns with the findings of Durán-Brizuela et al. (2017). The tendency for managers and employees to engage in open communication and mutual assistance was indicative of a benevolence-based trust environment, encouraging a supportive and cooperative organisational culture.

The remaining dimensions of OCB—conscientiousness, courtesy and sportsmanship—were seen as behaviours driven by the foundational trust within the BOC. Conscientiousness was reflected in employees' dedication to excellence; courtesy was evident in consideration towards others, facilitating cordial relationships; and sportsmanship was demonstrated through restraint in challenging situations. These findings align with Chan and Lai (2017) and Ismail et al. (2018), who noted that vital justice dimensions within an organisation encourage employees to reciprocate with positive behaviours.

The study also highlights the role of SET, suggesting that employees exhibit productive behaviours across various dimensions of OCB when an organisation fosters social processes leading to trust. Studies such as Jung & Ali (2017) underscore this reciprocal relationship, emphasising the importance of cooperative employee relations for organisational success.

However, the study acknowledges limitations related to its qualitative design, potential biases due to the researcher's connection to the BOC, and challenges in generalisability due to its single-case study approach in a Bahraini context. The study employed data triangulation to mitigate these biases and carefully excluded personal beliefs. Despite these limitations, the research provides insightful contributions to understanding trust and OCB within the specific cultural context of the Arab Gulf, offering a novel perspective that enriches the global discourse on organisational behaviour.

CONCLUSIONS AND RECOMMENDATIONS

The primary qualitative data provided some remarkable insights regarding managerial strategies that focused on fostering motivation and enhancing working relationships while increasing organisational trust among the BOC—the

data corroborated the presence of employees' trust and the beneficial influence over OCB. Integrating the Bahraini perspective enhances existing literature by illuminating unique cultural elements, such as the significance of family ties within business relationships in the Arabian Gulf, which differ significantly from Western cultural norms.

The research findings identified potential benefits of understanding trust around the Bahraini context of the international companies operating in the Gulf. Such insights are likely to inform the improvement of effective managerial policies and strategies, which enhance employee-manager relations and accomplish organisational success.

Considering the study's limitations, the findings suggested various directions for future research: elaborating the study's scope to include multiple organisations in Bahrain using a conceptual framework that would permit broader generalisations and enhance the overall robustness of findings. Further ahead, diverse samples within future research designs, like conducting semi-structured interviews with managers and employees, are likely to provide a better and more detailed comprehension of OCB and trust through different perspectives of the organisation. Considering culture influenced by global communications, travel and the internet, it is advisable to conduct follow-up studies in the same settings after a few years to assess how evolving cultural influences impact trust within organisations.

This research contributes to academic knowledge and offers practical insights for practitioners in the Arabian Gulf. By deepening the understanding of trust dynamics in this specific regional context, practitioners can better tailor strategies to foster organisational success in culturally congruent ways. This approach is particularly relevant in regions like Bahrain, where cultural nuances significantly influence business operations and relationships.

REFERENCES

- Ahmadi, F., Salavati, A., Sheikhesmaeili, S., & Mirzaei, M. (2011). Effects of organizational socialization (OS) on organizational citizenship behavior (OCB). *IJCRB*, 3(5), 395-406.
- Ajlouni, W., Kaur, G., & Alomari, S. (2019). Fuzzy-based analysis for behavioral factors (altruism, courtesy, sportsmanship, civic virtue, and conscientiousness) to investigate the impact of gender on organizational citizenship behavior (OCB).
- Alaaraj, S., Mohamed, Z. A., & Ahmad Bustamam, U. S. (2018). External growth strategies and organizational performance in emerging markets: The mediating role of inter-organizational trust. *Review of International Business and Strategy*, 28(2), 206-222.
- Amah, O. E. (2017). Leadership styles and relational energy in a high-quality mentoring relationship. *Indian Journal of Industrial Relations*, 53(1), 59-72.
- Amin, M., Assaad, R., Al-Baharna, N., Dervis, K., Desai, R. M., Dhillon, N. S., Galal, A., Ghanem, H., Graham, C., Kaufmann, D., Kharas, H., Page, J., Salehi-Isfahani, D., Sierra, K., & Yousef, T. M. (2012). *After the Spring: Economic Transformations in the Arab World*. Oxford University Press, Oxford, New York.
- Aslam, U., Ilyas, M., & Imran, M. K. (2016). Detrimental effects of cynicism on organizational change: An interactive model of organizational cynicism (a study of employees in public sector organizations). *Journal of Organizational Change Management*, 29(4), 580-598.
- Aslam, U., Muqadas, F., & Imran, M. K. (2018). Exploring the sources and role of knowledge sharing to overcome the challenges of organizational change implementation. *International Journal of Organizational Analysis*, 26(3), 567-581.
- Bahrain Olympic Committee (BOC). (2018). About us. [Online] Retrieved October 3, 2023, from <http://www.boc.bh/en/aboutus>
- Banwo, A. O., & Du, J. (2020). When the good outweighs the bad: Organizational citizenship behavior (OCB) in the workplace. *Human Resource Development International*, 23(1), 88-97.
- Ben-Ner, A., & Putterman, L. (2011). Trusting, trustworthiness, and CSR: Some experiments and implications. In *Corporate Social Responsibility and Corporate Governance* (pp. 410-431). London: Palgrave Macmillan.
- BIBF. (2021). *BIBF signs a MoU with Bahrain Olympic Committee*. [Online] Retrieved August 12, 2023, from <https://www.bibf.com/bibf-signs-a-mou-with-bahrain-olympic-committee/>
- Blakely, G. L., Andrews, M. C., & Moorman, R. H. (2005). The moderating effects of equity sensitivity on the relationship between organisational justice and organisational citizenship behaviours. *Journal of Business and Psychology*, 20(2), 259-273.
- Blau, P. M., (1964). *Exchange and power in social life*. New York, NY: John Wiley.
- Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3, 77-101.
- Bryman, A., & Bell, E. (2015). *Business research methods* (4th ed.). Oxford: Oxford University Press United Kingdom.
- Carrera, J. S., Brown, P., Brody, J. G., & Morello-Frosch, R. (2018). Research altruism as motivation for participation

- in community-centered environmental health research. *Social Science and Medicine*, 196, 175-181.
- Chan, S. H. J., & Lai, H. Y. I. (2017). Understanding the link between communication satisfaction, perceived justice and organisational citizenship behaviour. *Journal of Business Research*, 70, 214-223.
- Chernyak-Hai, L., & Rabenu, E. (2018). The new era workplace relationships: Is social exchange theory still relevant? *Industrial and Organizational Psychology*, 11(3), 456-481.
- Cheung, F. Y. M., Peng, K., & Wong, C. S. (2018). *Beyond exchange and prosocial motives, is altruistic helping a valid motive for organizational citizenship behavior?* Chinese Management Studies.
- Choi, Y., Ha, S. B., & Choi, D. (2022). Leader humor and followers' change-oriented organizational citizenship behavior: The role of leader Machiavellianism. *Behavioral Sciences*, 12(2), 22.
- Chun, R. (2017). Organizational virtue and performance: An empirical study of customers and employees. *Journal of Business Ethics*, 146(4), 869-881.
- CIPD, 2012. *Where has all the trust gone? Stainable organisation performance*. Chartered Institute of Professional Development.
- Cook, K. S., Cheshire, C., Rice, E. R., & Nakagawa, S. (2013). Social exchange theory. *Handbook of Social Psychology*, 61-88.
- Coyle-Shapiro, J. A., Diehl, M. R., & Chang, C. (2016). The employee-organization relationship and organizational citizenship behavior. In *The Oxford Handbook of Organizational Citizenship Behavior*.
- Curado, C. (2018). Human resource management contribution to innovation in small and medium-sized enterprises: A mixed methods approach. *Creativity and Innovation Management*, 27(1), 79-90.
- Dahmardeh, M., & Nastiezaie, N. (2019). The impact of organizational trust on organizational commitment through the mediating variable of organizational participation. *Public Management Researches*, 12(44), 155-180.
- Debusscher, J., Hofmans, J., & De Fruyt, F. (2017). The multiple face (t)s of state conscientiousness: Predicting task performance and organizational citizenship behavior. *Journal of Research in Personality*, 69, 78-85.
- Durán-Brizuela, R., Brenes-Leiva, G., Solís Salazar, M., & Torres-Carballo, F. (2017). Effects of power distance diversity within workgroups on work role performance and organizational citizenship behavior. *Revista Tecnología en Marcha*, 30, 35-48.
- Erthal, A., & Marques, L. (2018). National culture and organisational culture in lean organisations: A systematic review. *Production Planning & Control*, 29(8), 668-687.
- Flavian, C., Guinalíu, M., & Jordan, P. (2019). Antecedents and consequences of trust on a virtual team leader". *European Journal of Management and Business Economics*, 28(1), 2-24.
- Flores, F., & Solomon, R. C. (1998). 'Creating trust'. *Business Ethics Quarterly*, 8(2), 205-232.
- Fugard, A. J., & Potts, H. W. (2015). Supporting thinking on sample sizes for thematic analyses: a quantitative tool. *International Journal of Social Research Methodology*, 18(6), 669-684.
- Gao, Y., & He, W. (2017). Corporate social responsibility and employee organizational citizenship behavior: The pivotal roles of ethical leadership and organizational justice. *Management Decision*, 55(2), 294-309.
- Gholami, M., Saki, M., & Hossein Pour, A. H. (2019). Nurses' perception of empowerment and its relationship with organizational commitment and trust in teaching hospitals in Iran. *Journal of Nursing Management*, 27(5), 1020-1029.
- Hamdi, S., Gancarski, A. L., Bouzeghoub, A., & Yahia, S. B. (2016). Tison: Trust inference in trust-oriented social networks. *ACM Transactions on Information Systems (TOIS)*, 34(3), 17.
- Han, Q., & Curtis, D. R. (2022). *Infectious Inequalities: Epidemics, Trust, and Social Vulnerabilities in Cinema* (p. 166). Taylor & Francis.
- Hofstede, G. (2019). National culture - Hofstede insights. [Online] Hofstede Insights. Retrieved January 7, 2023, from <https://www.hofstede-insights.com/models/national-culture/>
- Homans, G. C. (1958). Social behavior as exchange. *American Journal of Sociology*, 63(6), 597-606.
- Ismail, S., Iqbal, Z., & Adeel, M. (2018). Impact of organizational justice and organizational citizenship behavior on employee's performance. *International Journal of Human Resource Studies*, 8(2), 187-200.
- Janowicz-Panjaitan, M., & Krishnan, R. (2009). Measures for dealing with competence and integrity violations of interorganisational trust at the corporate and operating levels of organisational hierarchy. *Journal of Management Studies*, 46(2), 245-268.
- Jung, H. J., & Ali, M. (2017). Corporate social responsibility, organizational justice and positive employee attitudes: In the context of Korean employment relations. *Sustainability*, 9(11), 1992.
- Kamil, N. M., Sulaiman, M., Ahad, M., Gani, O., & Khaliq, A. (2015). The effect of piety on organizational citizenship behavior (OCB) from Islamic perspective: A study of International professionals in Southeast Asia, *Journal of Social Sciences and Humanities*, 10(1), 223-239.

- Kang, Y. H., & Ryan, A. M. (2016). Should more senior workers be better citizens? Expectations of helping and civic virtue related to seniority. *Springer Plus*, 5(1), 1687.
- Kargas, A. D., & Varoutas, D. (2015). On the relation between organizational culture and leadership: An empirical analysis. *Cogent Business & Management*, 2(1), 1055953.
- Koodamara, N. K., Rao, M. U., Prabhu, S., Noronha, S. F., & Rao, R. (2019). Role of procedural justice and organizational trust on organizational citizenship behavior among IT employees.
- Kougiannou, N. K., & O'meara Wallis, M. (2020). Chimneys don't belch out carnations!' The (in)tolerance of corporate hypocrisy: A case study of trust and community engagement strategies. *Journal of Business Research*, 114, 348-362.
- Kramer, R., & Tylor, T. (1996). *Trust in organisations frontiers of theory and research*. California: Sage Publications.
- Laski, S. A., & Moosavi, S. J. (2016). The relationship between organisational trust, OCB and performance of faculty of physical education. *International Journal of Humanities and Cultural Studies (IJHCS)*, 1(1), 1280-1287.
- Lee, C. K., Song, H. J., Lee, H. M., Lee, S., & Bernhard, B. J. (2013). The impact of CSR on casino employees' organisational trust, job satisfaction, and customer orientation: An empirical examination of responsible gambling strategies. *International Journal of Hospitality Management*, 33, 406-415.
- Lister, E. D. (2013). *Restoring trust in organisations and leaders: Enduring challenges and emerging answers*.
- Matten, D., & Moon, J. (2008). "Implicit" and "explicit" CSR: A conceptual framework for a comparative understanding of corporate social responsibility. *Academy of Management Review*, 33(2), 404-424.
- McKnight, D. H., Choudhury, V., & Kacmar, C. (2000). Trust in e-commerce vendors: A two-stage model. *ICIS 2000 Proceedings*, 54.
- Moorman, R., Brower, H., & Grover, S. (2018). Organizational citizenship behaviour and trust: The double reinforcing spiral. *The Oxford Handbook of Organizational Citizenship Behaviour*, 285-296.
- Morse, J. M. (2016). *Mixed method design: Principles and procedures*. Routledge.
- Naami, A., Hashemi, S. E., & Qanavati, S. (2020). The effect of organizational trust and workplace spirituality on organizational citizenship behavior and psychological well-being: Mediating role of organization based self-esteem. *International Journal of Psychology*, 14(1).
- Nienaber, A.-M., Romeike, P. D., Searle, R., & Schewe, G. (2015). A qualitative meta-analysis of trust in supervisor-subordinate relationships. *Journal of Managerial Psychology*, 30(5), 507-534.
- Nohe, C., & Hertel, G. (2017). Transformational leadership and organizational citizenship behavior: A meta-analytic test of underlying mechanisms. *Frontiers in Psychology*, 8, 1364.
- Nowell, L. S., Norris, J. M., White, D. E., & Moules, N. J. (2017). Thematic analysis: Striving to meet the trustworthiness criteria. *International Journal of Qualitative Methods*, 16(1).
- Organ, D. W. (1988). *Organisational citizenship behaviour: The good soldier syndrome*. Lexington, MA: Lexington, Books.
- Organ, D. W., & Ryan, K. (1995). A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior. *Personnel Psychology*, 48(4), 775-802.
- Özbek, V., Günelan, M., Koç, F., Şahin, N. K., & Kaş, E. (2015). The effects of perceived risk and cost on technology acceptance: A study on tourists' use of online booking. *Journal of Social Sciences*, 13(2).
- Ozmen, Y. (2018). How employees define organisational trust: Analysing employee trust in organisation. *Journal of Global Responsibility*, 9(1), 21-40.
- Pavitt, M. (2017). Sheikh Nasser re-elected as Bahrain Olympic committee president. [Online] inside the games. Retrieved October 3, 2023, from <https://www.insidethegames.biz/articles/1050882/sheikh-nasser-re-elected-as-bahrain-olympic-committee-president>
- Piatak, J. S., & Holt, S. B. (2020). Disentangling altruism and public service motivation: Who exhibits organizational citizenship behaviour? *Public Management Review*, 1-25.
- Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviours and their effects on followers' trust in leader, satisfaction, and organisational citizenship behaviours. *The Leadership Quarterly*, 1(2), 107-142.
- Qiu, S., Alizadeh, A., Dooley, L. M., & Zhang, R. (2019). The effects of authentic leadership on trust in leaders, organizational citizenship behavior, and service quality in the Chinese hospitality industry. *Journal of Hospitality and Tourism Management*, 40, 77-87.
- Redman, T., Dietz, G., Snape, E., & van der Borg, W. (2011). Multiple constituencies of trust: A study of the Oman military. *The International Journal of Human Resource Management*, 22(11), 2384-2402.
- Ritchie J., Lewis, J., & Elam, G. (2003). Designing and selecting samples. In J. Ritchie & J. Lewis (Eds.), *Qualitative Research Practice a Guide for Social Science Students and Researchers*. California: Sage Publication Thousand Oaks.

- Romaiha, N. R., Maulud, F. S. F., Wan, W. M., Ismail, A. J., Fahana, N., & Harun, A. (2019). The determinants of organizational citizenship behaviour (OCB). *International Journal of Academic Research in Business and Social Sciences*, 9(8).
- Rousseau, D. M., Sitkin, S. B., Burt, R. S., & Camerer, C. (1998). Not so different after all: A cross-discipline view of trust. *Academy of Management Review*, 23(3), 393-404.
- Salanova, M., Acosta-Antognoni, H., Llorens, S., & Le Blanc, P. (2021). We trust you! A multilevel-multireferent model based on organizational trust to explain performance. *International Journal of Environmental Research and Public Health*, 18(8), 4241.
- Serrano Archimi, C., Reynaud, E., Yasin, H. M., & Bhatti, Z. A. (2018). How perceived corporate social responsibility affects employee cynicism: The mediating role of organizational trust. *Journal of Business Ethics*, 151, 907-921.
- Singh, A., Singh, A., & Singh, A. (2016). Role of big-five personality traits in predicting trustworthy behaviour among front line managerial personnel. *Journal of Contemporary Psychological Research*, 3, 1-14.
- Singh, U., & Srivastava, K. B. (2016). Organisational trust and organisational citizenship behaviour. *Global Business Review*, 17(3), 594-609.
- Skinner, D., Dietz, G., & Weibel, A. (2014). The dark side of trust: when trust becomes a 'poisoned chalice'. *Organisation*, 21(2), 206-224.
- Smith, C. A., Organ, D. W., & Near, J. P. (1983). Organisational citizenship behaviour: Its nature and antecedents. *Journal of Applied Psychology*, 68(4), 653.
- Snape, D., & Spencer, L. (2003). The foundations of qualitative research. In J. Ritchie & J. Lewis (Eds.), *Qualitative Research Practice a Guide for Social Science Students and Researchers*. California: Sage Publication Thousand Oaks.
- Somech, A. & Drach-Zahavy, A., (2004). Exploring organisational citizenship behaviour from an organisational perspective: The relationship between organisational learning and organisational citizenship behaviour. *Journal of Occupational and Organisational Psychology*, 77(3), 281-298.
- Tambe, S. (2014). A study of organisational citizenship behaviour (OCB) and its dimensions: A literature review. [Online]. Retrieved March, 2023, from <http://dspace.vpmthane.org:8080/jspui/bitstream/123456789/3769/1/research%20paper%20%281%29.pdf>
- Thomas, R. M., & Iding, M. K. (2011). *Explaining conversations: A developmental social exchange theory*. Jason Aronson.
- Tlaiss, H., & Elamin, A. (2015). Exploring organizational trust and organizational justice among junior and middle managers in Saudi Arabia. *Journal of Management Development*, 34(9), 1042-1060.
- Tremblay, M. A., Blanchard, C. M., Taylor, S., Pelletier, L. G., & Villeneuve, M. (2009). Work extrinsic and intrinsic motivation scale: Its value for organisational psychology research. *Canadian Journal of Behavioural Science*, 41, 226-231.
- Tsui, A. S., & Wu, J. B. (2005). The new employment relationship versus the mutual investment approach: Implications for human resource management. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management*, 44(2), 115-121.
- Tziner, A., & Sharoni, G. (2014). Organisational citizenship behaviour, organisational justice, job stress, and work family conflict: Examination of their interrelationships with respondents from a non-Western culture. *Revista de Psicología del Trabajo y de las Organizaciones*, 30(1), 35-42.
- Vaismoradi, M., Jones, J., Turunen, H., & Snelgrove, S. (2016). Theme development in qualitative content analysis and thematic analysis. *Journal of Nursing Education and Practice*, 6(5), 100-110.
- Verburb, R. M., Nienaber, A. M., Searle, R. H., Weibel, A., Den Hartog, D. N., & Rupp, D. E. (2018). The role of organizational control systems in employees' organizational trust and performance outcomes. *Group & Organization Management*, 43(2), 179-206.
- Wahda, Mursalim, Fauziah, & Asty. (2020). Extra-role behaviour improvement model: Organizational learning culture, organizational trust, and organizational justice approach. *International Journal of Engineering Business Management*, 12, 1847979020963774.
- Wan, H. L. (2017). *Relationship between organisational justice and organisational citizenship behaviour: Examining the mediating role of job satisfaction*.
- Wang, S., & Noe, R. A. (2010). Knowledge sharing: A review and directions for future research. *Human Resource Management Review*, 20(2), 115-131.
- Wu, S., Lin, C. S., & Lin, T. C. (2006, January). Exploring knowledge sharing in virtual teams: A social exchange theory perspective. In *Proceedings of the 39th Annual Hawaii International Conference on System Sciences (HICSS'06)* (vol. 1, pp. 26b-26b). IEEE.
- Yaghoubi, N. M., Haghi, A., & Asl, S. (2011). e-Government and citizen satisfaction in Iran: Empirical study on ICT offices. *World Applied Sciences Journal*, 12(7), 1084-1092.

- Yildiz, H. (2019). The interactive effect of positive psychological capital and organizational trust on organizational citizenship behavior. *Sage Open*, 9(3), 2158244019862661.
- Yin, R. K. (2015). *Qualitative research from start to finish* (2nd ed.). New York, NY: Guilford Publications.
- Yin, R. K. (2018). *Case study research and application: Design and methods*. Thousand Oaks, CA: Sage.
- Yu, M. C., Mai, Q., Tsai, S. B., & Dai, Y. (2018). An empirical study on the organizational trust, employee-organization relationship and innovative behavior from the integrated perspective of social exchange and organizational sustainability. *Sustainability*, 10(3), 864.
- Yue, C. A., Men, L. R., & Ferguson, M. A. (2019). Bridging transformational leadership, transparent communication, and employee openness to change: The mediating role of trust. *Public Relations Review*, 45(3), 101779.
- Zhang, Y., Guo, Y., & Newman, A. (2017). Identity judgments, work engagement, and organizational citizenship behavior: The mediating effects based on group engagement model. *Tourism Management*, 61, 190-197.

APPENDIX: INTERVIEW RESPONSES

Civic Virtue

Interviewee 1: 'There are a lot of sports events happening outside the work environment. I certainly see employees of the BOC attending these.'

Interviewee 10: 'Formal gatherings are seen socially as a must-attend obligation. They help show how caring and supportive I can be.'

Interviewee 12: 'Yes, I try to be there always, whether for sad or happy occasions, as this affects our relationship with them, especially in our culture.'

Interviewee 13: 'I am always there for sad and happy occasions as it is part of the culture.'

Interviewee 14: 'I sometimes attend both their sad and happy occasions as this is a significant gesture in our culture.'

Interviewee 16: 'Yes, I do attend social gatherings and am obliged to do so as they are part of my cultural habits.'

Interviewee 12: 'Also, we do attend lunch gatherings at weekends and celebrate the promotion, resignations, or retirements of peers by going out for dinner.'

Interviewee 15: 'We go out on many informal occasions like having dinner together; I arrange these gatherings to build a more stress-free environment, which helps productivity at work. As for occasion gatherings of weddings and funerals, yes, I do attend them and encourage other department employees to do so by going altogether.'

Altruism

Interviewee 10: 'I always try to find a way to help them, whether by finding a direct solution immediately or scheduling an appointment after thinking about their issue. Either way, I am there for them and will support them in one way or another.'

Interviewee 15: 'I do help the employees. By all means, I can and in my power while abiding by the rules and regulations of the BOC.'

Interviewee 5: 'We have reached a stage where employees have built so much trust in me that they can come forward, discuss some of their issues and ask for professional help. As we have been the same people within the same department for almost five years, I help them set priorities, plan, ask for the right tools, and empower them to make decisions.'

Interviewee 4: 'So, they do come and talk about their issues and they are certain that I will help, regardless of whether the issue is personal and will affect their work. They know I am there to listen and advise.'

Conscientiousness

Interviewee 1: 'An individual will always give his best in something he likes and has a passion for.'

Interviewee 3: 'If trust disappears or gets hindered, a lot of things change; they stop working with all their heart and just do what they are told and what the job description tells them to do. In other words, they give you the minimum that they have. However, if they trust you, you will be categorised into another category. Even though you're a manager, you can turn out to be a friend and they work with you closely as a friend and put in more effort as they work from the heart.'

Courtesy

Interviewee 15: 'We all need to bear in mind that we work with employees eight hours a day so we need to be comfortable with them and treat them kindly to avoid negative or unwanted feelings.'

Interviewee 16: 'I first listen and understand their situation. If they feel demotivated, I soothe them and then solve the issue.'

Interviewee 2: ‘Employees talk about their personal issues only if it affects their work. They ask for help with a certain workload or ask to take extra time off when they have a personal matter to deal with. I make sure I listen to the employee and then I listen to the other end of the story if there is another person involved. However, I always have my employees back and support them. In some cases, if the work-related issue is because of workload within the department, I try to look into it and ask peers within the department to help him/her out.’

Interviewee 3: ‘After certain instances and certain problems had arisen in the department, and because of how I had dealt with such problems, they knew I would not throw them under the bus. Basically, I have paved the way for friendly, trustworthy relationships. If it is my employee’s issue, and it is related to the department’s work, I will have an individual talk with him in my office and resolve the issue to make sure he is satisfied. If it is an issue related to someone else in the BOC, I will listen to my employee first and then hear the other’s perspective. I will apologise to the other if my

employee was wrong and will also ask him to do so. I will apologise on his behalf because this is the team spirit and how teams work and he is in my department. Hence, I, as well as they, take responsibility for their actions.’

Interviewee 8: ‘Most of the time, I manage to calm them down, taking away employees’ fear of being blamed and shamed and reinforcing trust.’

Sportsmanship

Interviewee 16: ‘With the media department, more flexible working hours need to be implemented. Also, their time off and vacation days need to be considered as they tend to be interrupted depending on the activities or the CSR campaigns being held.’

Interviewee 11: ‘Some do, others prefer not to, yet I try my best to open my door to anyone who needs to discuss his or her personal issues.’