

## **The Relationship between Members Trust and OCB in the Private Sectors of Kuwait: The Role of Organizational Commitment**

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**Abstract:** This study goal is to describe the participant's behavior in private sectors of Kuwait. The study introduces two dimensions of organizational behavior: Trust and commitment. It tests a controller impact of commitment in the form of trust participant has in the organization and her or his OCB behavior in private sectors of Kuwait. Based on the sample of 400 respondents and the opinion of the respondents were obtained by using 19 questions, covering the following variables: Individuals Affective Trust (IATF), Individuals Cognitive Trust (ICTF), Affective Commitment (ACF), Continuance Commitment (CCF) and OCBF. Results proved that commitment in form of Affective and Continuance had a controlling role in the relationship between trust and OCB. However, the continuance commitment had negative impact on the OCB (dependent variable) and ICTF and IATF trust (independent variables). On the other hand, the Affective commitment had positive effect on the OCB and (dependent variable) and ICTF and IATF trusts.

**Key words:** Affective trust, cognitive trust, OCB and organization affective, continuance commitment, Kuwait

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### **INTRODUCTION**

All behaviors that are not necessarily part of employee's duties in the organization and contribute to the development of organizational performance are known as Organizational Citizenship Behavior (OCB) (Organ *et al.*, 2006a, b; Schnake, 1991). Helping out colleagues in performing research related tasks, staying extra hours without getting paid, welcoming new employees and enduring informal codes of conduct to preserve agreement. Organ *et al.* (2006a, b) conveyed two dimensions of Organizational Citizenship Behavior, an Interpersonal dimension (OCBI) and Organizational dimension (OCBO). Going for extra Kilometers in making a new employee feel welcomed are form of OCBI and behaviors such as involving in activities that develops organization's image are form of OCBO. Podsakoff *et al.* (2000) claim that cultural upbringing may impact the level of OCB with its factors and concerns but also the technique by which OCB behavior is introduced and completed which it effects organizational usefulness. Also organization commitment which is a mediator variable in this study is devoted to describe the relationship between employee and organization, Yet, many researches show that commitment is a combination of both trust (Dirks and Ferrin, 2002; Mayer and Gavin, 2005) and a determinant employee OCB behavior.

This study uses a sample of employees from Kuwait private organizations to examine the method through which OCB is originated in Middle Eastern society. In details the study investigates among employees trust organization commitment and OCB. First of all this article shows the theoretical framework, then covers the methodological characteristics of this study passed out on employee of Kuwait private sectors. After that the results and discussion of analysis are covered. The future research and limitations involved with this study are concealed in the final part.

### **Hypothesis and theoretical framework**

**Member's trust in organization:** Trust is a "psychological state which consists of accepting the vulnerability resulting from the positive expectations of the intentions or behaviors of the other". Honesty, confidence, reliability is known as some of words to describe Trust in modern organizations. These strong words bring high expectations that create a culture of organizational trust. It is this insecurity about the behaviors of one of the employee trade which creates, trust a factor of the attitudes and behaviors of the other employee. This study focuses on the importance of interpersonal trust relationships for supporting individual and organizational usefulness. Although, trust's significance has been recognized, the matter of how it

advances and utilities has established little methodical theoretical devotion. Hansen and Morrow (2003) claim the decision to empower trust depends highly on processes which may be in form of conscious and cognitive or emotional and effective. Aryee *et al.* (2002) argue cognitive trust is determined by assessment of an individual as to the ability of another individual in the organization to achieve commitments, affective trust grows from mutual attention and concern between two individuals. Even though these two elements of trust are different, since they have different concerns, yet they are complementary. Certainly employees may trust their organization in both forms because it is knowledgeable, consistent and reliable in making the desired decisions also they feel that organization objective toward them are decent (Hansen and Morrow, 2003).

The cognitive element of trust is usually considered as rational analysis of advantages and disadvantages of the decision to the individual trust. To maximize the profit of individual this decision is made by analyzing the risks or minimizing the losses that cause from the collaboration (Erdem and Ozen, 2003). Employees trust their co-workers based on the rational reasons, this depends on the information they have about the organization and based on their idea about its capability, consistency and reliability. Cognitive element of trust is made from views and self-interest of employee and it affects performance and achievement of individuals. The foundation of cognitive trust is cognitive reasoning (McAllister, 1995). If an employee is completely overwhelmed with an organization leader, educational training, knowledge and previous job performances, the employee tend to develop a cognitive trust relationship with the leader. In comparison, the affective element is derived from feeling of willingness, shared generosity and affective friendship between co-workers. Affective trust forms if an employee believes that leader personally likes him/her, he or she constantly show personal care and concern for them. Therefore, individuals obligates emotionally to a positive relationship which actually worries about the well being of other employee or manager (Erdem and Ozen, 2003). The affective element of trust is tent to be more subjective and emotionally attach to the organization than the cognitive element.

Close and interpersonal relationships are formed through face-to-face interactions. According to Johnson and Grayson (2005), the core of affective trust depends on a colleague, centered by emotions. On the other hand, in order for affective trust to exist, some elements of cognitive trust

must be there at first place (McAllister 1995). In a relationship of give-and-take, trust is frequently used to clarify an employee's behaviors towards his/her organization. The conversation and relationship between two individuals leads to long-term relationship; this is unlike many other fields of businesses such as economic exchange that the individual's duty is to achieve their short-term responsibilities.

The impact of social exchange theory is to join emotions as a main feature of social exchange procedures, social exchange is formed as combined activity, with minimum of two individuals and each individual has something valuable for the other party (Lawler, 2001). This theory expects that the more joint responsibility, the greater the emotions employee will connect to the social elements of the exchange. Social exchange theory is initiated by an organization's fair treatment of its employee (Colquitt *et al.*, 2001). According to this theory, when both employees take actions in favor of the organization, the relationship of exchange may be last longer where responsibilities will be hardened and appreciated. From the moment that the employee is confident that the organization will meet its future responsibilities, he or she will act mutually and behave positively toward the organization. James *et al.* (2006) stated that trust is connected to individual's behavior of commitment toward their organization.

Employee may display participation in form of becoming an administrator of his or her organization; he or she directly participates in the organization because administrator controls the organization policy (Siebert and Park, 2010). Employee may also participate indirectly in the organization meeting; he or she ensures that the company is running democratically. Employees involve in decision-making and in the political aspect of organization, also employee participation similar to an organization citizenship behavior. It is described as an individual utilization and active participation in the life of his or her organization and the fact of feeling worried by what goes on within that organization (Organ *et al.*, 2006).

There is experiential indication connecting trust in organization to the organization commitment and OCB (Robinson, 1996). Therefore, the extent that trust is a manifestation of organizational commitment and organizational commitment reinforces the mutual loyalty and supports. Trust will play the independent variable to connect organization commitment and the employee organizational citizenship behavior. By

the same logic, we expect trust in two dimension of affective and cognitive that impacts positively the organizational commitment.

**The controlled role of organizational commitment:**

Organizational commitment plays a controlling role in the relationship between trust and member's involvement in the organization as OCB. Employee's feeling of responsible to stay with the organization and it is a multidimensional behavioral which acknowledges the relationship between employee and the organization (Meyer and Smith, 2000). According to Meyer and Allen (1991, 1997) organizational commitment has three dimension: affective, normative and continuance commitment. Affective commitment involves emotional attachment to the organization, in the way that individual with affective commitment stay with the organization for long-term because they are willing to do stay. Normative commitment comes from sense of responsibility to the organization, those with normative commitment stay with organization because they sense that they have to stay.

However, continuance commitment comes from individual's realization of the costs related with leaving the organization. As a result, employee with continuance commitment stay with the organization because they have no other choice because of personal sacrifice related with leaving the organization or no other alternatives. However, we focus only on two dimension of affective and continuance commitment because the normative commitment is very close to the affective commitment.

One important aspect of HR practices is its association with affective commitment, however the role of HR practices in the strengthening of continuance commitment has been less discovered. According to Meyer and Smith (2000) continuance commitment is considered as a movement to engage in reliable lines of activity based on the individual's acknowledgment of the costs linked with stopping the movement. As a result, an employee whose priority is to stay in the organization is based on continuance commitment stay because they have no choice.

Meyer and Allen (1997) and McElroy (2001) have argued that HR practices correlated significantly with the continuance commitment. Employees who are considered empowered in their work environment they tend to absorb the organization as supportive and enhances affective commitment. However, those employees might believe that the benefit related to

empowerment is high and losing that benefit is costly, so this leads stronger continuance commitment as well.

In this research, we focus on the affective and continuance commitment, specifically we realized that affective commitment of employees has been found to be part of dominant importance in the private sector (the framework of this study). In addition, private sector organizations compare to other organizations provide less incentives for employees financially (Swales, 2002).

There have been many researches shown that commitment to the organization is strongly correlated to the trust (Moorman *et al.*, 1993). Many researchers have proved the major role of trust and according to Morgan and Hunt (1994) commitment shows a connection between symbiotic individuals, indicates unity, stability and reliability. These norms highlight the significance of trust as an originator of commitment. Previous researches have shown positive correlation between both affective and continuance commitments and trust (Aryee *et al.*, 2002; Flaherty and Pappas 2000; Tan and Lim 2009). In the private sectors of Kuwait to our knowledge organization commitment has not been used as controlled variable to explains employee organizational citizenship behavior. Organizational commitment is described largely in management and human resource management of organizational behavior as an essential element in relationship between individuals and organizations. According to Kaneshiro (2008) organizational commitment leads to benefit performances of individuals and increases the usefulness, productivity and dropping trading and lack of individual. In most circumstances, employees face issues when it comes to participate in their organization. Employees don't have power; their attitude creates issues and bad feeling. When employees have disagreement they tend to apply formal methods to show their opinions against other employees.

**Organizational citizenship behavior:** Organizational citizenship behavior as OCB includes all behaviors that are not necessary part of individual's formal job in the organization that adds to the improvement of organizational implementation (Organ *et al.*, 2006). Assisting colleague in performing job related tasks and working extra hours without getting paid are forms of OCB. According to Podsakoff *et al.* (2000) there are >30 dimensions to the OCB. Two of most well known OCB dimensions are altruism and compliance

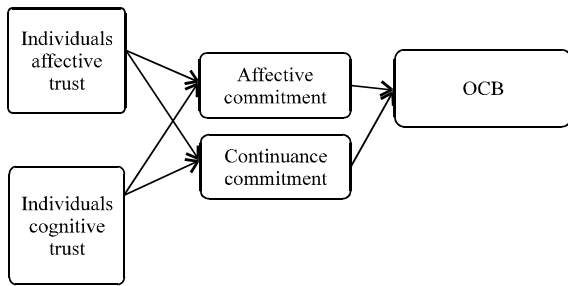


Fig. 1: Conceptual model of research

(Organ *et al.*, 2006). Altruism is described as the flexibility in helping attitude toward others which impacts certain employees while compliance is defined as the obliging attitude that assess in improving productivity.

In the present time the increase in competition has also increased the importance of organizational citizenship behavior as an aim for the development and operation of human resources and for achieving organizational practicality (Benjamin, 2012). According to Smith *et al.* (1983) describes that organizational citizenship behavior guarantees the productivity and efficiency of the organization in form of promoting originality and boosting flexibility. The framework model is shown in Fig. 1. We suggest the following hypothesis:

- H<sub>1</sub>: Employee's affective commitments will have significantly significant control on the relationship between affective trust and OCB
- H<sub>2</sub>: Employee's affective commitments will have significantly significant control on the relationship between their cognitive trust and OCB
- H<sub>3</sub>: Continuance commitment will have negative control on the relationship between employee's affective trust and OCB
- H<sub>4</sub>: Continuance commitment will have negative control on the relationship between employee's cognitive trust and OCB

## MATERIALS AND METHODS

**Sample and population:** Causal Research design was used for this research by using survey method. Standard structured questionnaire were taken to collect the data related to the study. The OCB Questionnaire developed by Hart and Moore (1996) was used to analyze the impact of OCB in Indian cements Chennai unit. The simple random sampling method was used to collect data from

400 random employees at Indian cements, Chennai. The opinion of the respondents was obtained by using 19 questions, covering the following variables: Individuals Affective Trust (IATF), Individuals Cognitive Trust (ICTF), Affective Commitment (ACF), Continuance Commitment (CCF) and OCBF. Responses were measured on the 5-point Likert scales. The primary data was collected by questionnaire from employees of Indian cements and the secondary data was collected from books, journals websites and company manuals. Data collected from the sample was analyzed by using Smart PLS 3.21. Software to verify the proposed framework. Measurement model and structural model were verified by Structural Equation Modeling using Smart PLS Software.

**Development of survey instruments:** Survey was conducted using a standard questionnaire and, Confirmatory Factor Analysis (CFA) was done for validating the questionnaire. The investigator is allowed by CFA to test the hypothesis that link between the observed variables and their underlying latent construct's. Smart PLS and SPSS are the tools used to analyse the data collected from the survey. Smart PLS stands for the software application of Partial Least Squares Structural Equation Modeling. The application of smart PLS by the researcher is for analysing the data. Confirmatory model and exploratory model are the two different models in SEM. Systematic and computation model evaluation is made by structural equation model (Fig. 2).

**Data collection:** Data collection involves collecting information needed to conduct the study. The questionnaires were formed from the related journal papers and validated using expert evaluation by two of the experts from the company. From the questionnaire validation, few questions which were not related to the company profile were excluded. Finally, the questionnaire was formed with 19 questions for conducting the survey. The data collection was made by supplying the questionnaire in the printed sheets to the staff of the company in personal. Responses were collected from 21 staff for the purpose of the pilot study which includes response from management level as the workshop working staff level. Primary data was collected by conducting the survey from the remaining staff of the company.

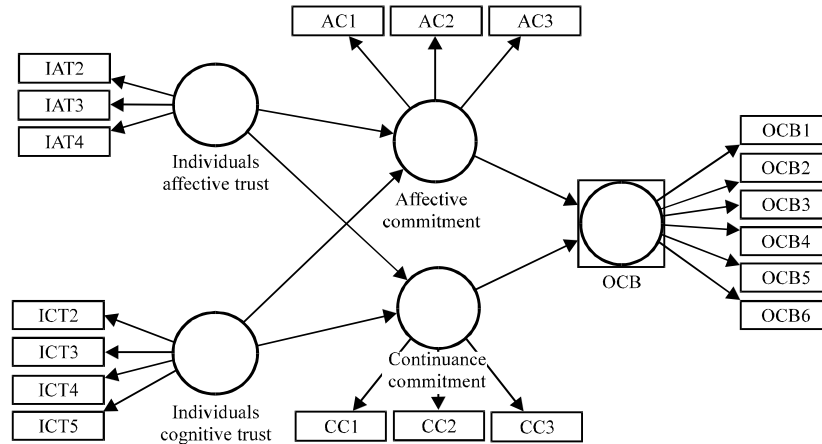


Fig. 2: Research model

**RESULTS AND DISCUSSION**

**Characteristics of sample and analysis method:** Smart PLS 3.2.1 was used to verify the model of this study. As PLS had relatively less strict requirements for sample size and residual distribution and its relationship between measurement item and construct could be used to analyze the model, formative indicator, Smart PLS was used. The subjects of this study are employees working for Car Company in Kuwait (Al-Sayer Group). For this study, 400 copies of questionnaire were distributed from Aug. 1-30, 2016 and then collected. Among the copies collected, some of them were excluded because they had problems. Finally, 346 (86.5%) copies were selected and used for the analysis.

Before performing the analysis, the assumptions related to linearity, normality and multi-co-linearity were assessed. After satisfying these assumptions, the Partial Least Square (PLS) path modeling using Smart PLS.

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Table 1: Reliability table for IATF, ICTF, ACF, CCF and OCBF

Scale	No. of items	$\alpha$
IATF	3	0.70
ICTF	4	0.71
ACF	3	0.81
CCF	3	0.89
OCBF	6	0.92

**Validity and reliability:** Reliability testing is done to assess the consistency of responses among a group of questions. This is also referred to as internal consistency or inter-item reliability. Cronbach's alpha coefficient is commonly used to measure reliability. The purpose of this test is to determine if a group of questions all measure the same construct, concept or idea. This test is used when creating a composite score to ensure that all of the items that make up the composite score are consistent with each other. The Cronbach reliability test calculates the reliability coefficient alpha ( $\alpha$ ) which indicates the degree of consistency among the items. George and Mallery suggest the following guidelines for evaluating  $\alpha$  values: >0.9 excellent, >0.8 good, >0.7 acceptable, >0.6 questionable, >0.5 poor,  $\leq 0.5$  unacceptable. The Cronbach reliability test assumes that the items being tested measure a single construct, (i.e., the construct is unidimensional) and that observations are independent of each other. Reliability test was applied using PASW18 Software and the reliability test measures are given Table 1.

**Frequencies and percentages for nominal variables:**

The most frequently observed category of gender was male (n = 299, 86%). The most frequently observed category of Nationality was Kuwaiti (n = 195, 56%). The most frequently observed category of agegroup was 25-35 (n = 133, 38%). The most frequently observed category of education was Bachelor degree (n = 183, 53%). The most

Table 2: Frequency table for nominal variables

Variables	n	Percentage
<b>Gender</b>		
Female	47	14
Male	299	86
Missing	0	0
<b>Nationality</b>		
Kuwaiti	195	56
Other nationalities	151	44
Missing	0	0
<b>Age group (years)</b>		
25-35	133	38
36-45	115	33
>25	69	20
<46	29	8
Missing	0	0
<b>Education</b>		
Bachelor degree	183	53
Diploma	73	21
Less than diploma	33	10
Postgraduate	57	16
Missing	0	0
<b>Salary (KD)</b>		
from 1000 to <2000	115	33
from 2000 to <3000	143	41
<1000	11	3
>3000	77	22
Missing	0	0
<b>Experience</b>		
Beginner level of experience	62	18
High level of experience	187	54
Moderate level of experience	97	28
Missing	0	0

frequently observed category of salary was from 2000 to <3000 KD (n = 143, 41%). The most frequently observed category of experience was High level of experience (n = 187, 54%) (Table 2).

**Pearson correlation analysis:** A Pearson correlation analysis was conducted among IAT, ICT, AC, CC and OCB. Cohen's standard was used to evaluate the strength of the relationships where coefficients between 0.10 and 0.29 represent a small association, coefficients between 0.30 and 0.49 represent a moderate association and coefficients above 0.50 indicate a large association. A Pearson correlation requires that the relationship between each pair of variables is monotonic (does not change direction). This assumption is violated if the points on the scatterplot between any pair of variables appear to shift from a positive to negative or negative to positive relationship.

There was a significant positive correlation between IAT and ICT (r = 0.50, p<0.001). The correlation coefficient between IAT and ICT was 0.50 indicating a large relationship. This indicates that as IAT increases, ICT tends to increase. There was a significant positive correlation between IAT and AC (r = 0.39, p<0.001). The correlation coefficient between IAT and AC was 0.39

Table 3 Pearson correlation matrix among IAT, ICT, AC, CC and OCB

Variables	1	2	3	4	5
IAT	-				
ICT	0.50	-			
AC	0.39	0.53	-		
CC	0.45	0.54	0.78	-	
OCB	0.45	0.50	0.68	0.70	-

The critical values are 0.11, 0.14 and 0.18 for significance levels 0.05, 0.01 and 0.001, respectively

indicating a moderate relationship. This indicates that as IAT increases, AC tends to increase. There was a significant positive correlation between IAT and CC (r = 0.45, p<0.001). The correlation coefficient between IAT and CC was 0.45 indicating a moderate relationship. This indicates that as IAT increases, CC tends to increase. There was a significant positive correlation between IAT and OCB (r = 0.45, p<0.001). The correlation coefficient between IAT and OCB was 0.45 indicating a moderate relationship. This indicates that as IAT increases, OCB tends to increase. There was a significant positive correlation between ICT and AC (r = 0.53, p<0.001). The correlation coefficient between ICT and AC was 0.53 indicating a large relationship. This indicates that as ICT increases, AC tends to increase. There was a significant positive correlation between ICT and CC (r = 0.54, p<0.001). The correlation coefficient between ICT and CC was 0.54 indicating a large relationship. This indicates that as ICT increases, CC tends to increase. There was a significant positive correlation between ICT and OCB (r = 0.50, p<0.001). The correlation coefficient between ICT and OCB was 0.50 indicating a large relationship. This indicates that as ICT increases, OCB tends to increase. There was a significant positive correlation between AC and CC (r = 0.78, p<0.001). The correlation coefficient between AC and CC was 0.78 indicating a large relationship. This indicates that as AC increases, CC tends to increase. There was a significant positive correlation between AC and OCB (r = 0.68, p<0.001). The correlation coefficient between AC and OCB was 0.68 indicating a large relationship. This indicates that as AC increases, OCB tends to increase. There was a significant positive correlation between CC and OCB (r = 0.70, p<0.001). The correlation coefficient between CC and OCB was 0.70 indicating a large relationship. This indicates that as CC increases, OCB tends to increase. Table 3 presents the results of the correlations. Figure 3 presents a scatterplot matrix of the correlations.

**Measuring the effects of IAT, ICT, AC, CC toward OCB:** Structural Equation Modeling (SEM) is defined as a statistical process for testing and estimating causal

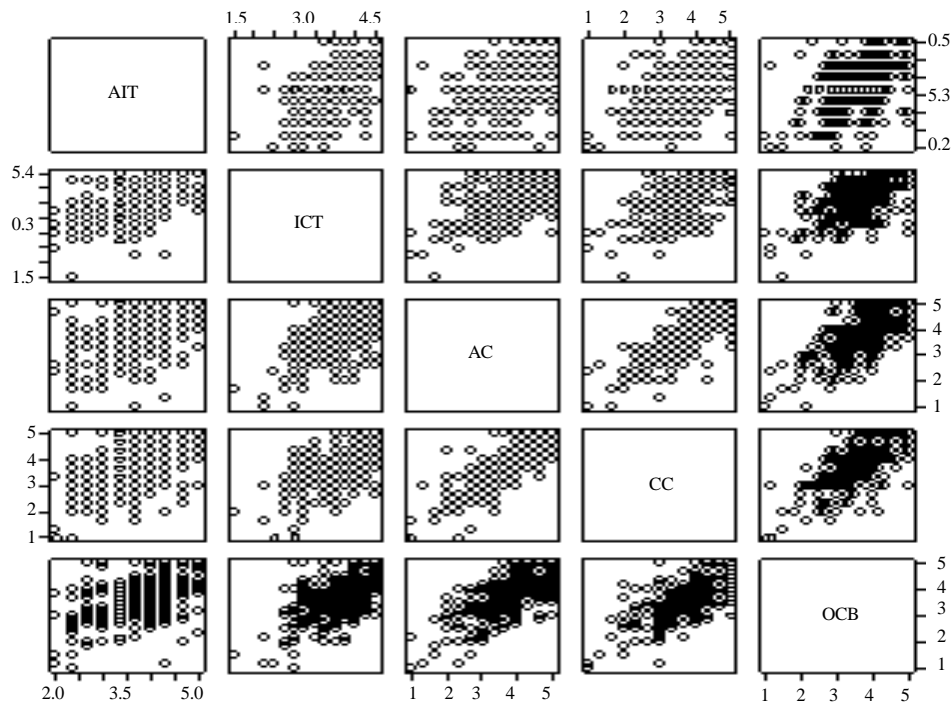


Fig. 3: Scatterplot matrix among IAT, ICT, AC, CC and OCB

relations using an integration of statistical data and qualitative causal speculations. Recognizing the pattern of correlation among a set of variables and ample variance is described for a specified model are the main goals of SEM. Structural model and measurement model are the two forms of SEM.

**Structural model:** Completion of every model consists of a structural model which is a part of the structural equation model diagram. It is used to relate both latent and manifest variables you will need to account for in the model. The important rules for creating a structural model are to be followed.

**A measurement model:** Is also a part of the structural equation model diagram. It is essential for the model having latent variables. The part of the diagram which is analogous to factor analysis needs to include all individual variables, items or observations that “load” onto the latent variable, their relationships, variances and errors.

**Measurement model results:** The individual item reliability, internal consistency reliability and discriminant validity were ensured for assessing the psychometric properties of the scales that have been adopted in the present study. In order to determine individual item reliability the outer loadings were used following on.

**Validity analysis of measurement factor:** PLS analysis requires a verification of internal consistency, convergent validity and discriminant validity for measurement item and construct. As a result of verification, composite reliability appeared at the standard value of 0.7 or higher and as reliability verification, cronbach’s alpha value appeared at the standard value of 0.7 or higher.

AVE appeared at the standard value of 0.5 or higher and factor loading values of construct all appeared at the verification standard value of 0.7 or higher except some items (Table 4).

As a result of analyzing discriminant validity, the smallest value (0.742), among the AVE’s square root values, exceeded the biggest coefficient value (0.735). Also, discriminant validity can be verified through confirmatory factor analysis. As a result of analysis, all survey items met this requirement (Table 5).

**Hypothesis testing results:** The PLS analysis results in the model of this study and the explanation power for the path model is expressed with explained variance,  $R^2$ . As a result of analyzing  $R^2$ , it appeared that effects on OCB was 54.5% where the effects from IATF on CF was 31.7% and the effects from ICTF on CCF was 34.3%.

The proposed theoretical research model shows the relationship between individual affective trust, individual cognitive trust, affective commitment, continuance

**Table 4: SEM validity analysis**

Item	Factor loading	SE (STERR)	t-statistics ( O/STERR )	p-values	Composite reliability	Cronbach's $\alpha$	AVE
AC1	0.848	0.018	47.134	0.000	0.887	0.809	0.723
AC2	0.841	0.025	33.293	0.000			
AC3	0.861	0.020	43.368	0.000			
CC1	0.901	0.013	66.748	0.000	0.934	0.895	0.826
CC2	0.918	0.013	72.101	0.000			
CC3	0.908	0.012	77.243	0.000			
IAT2	0.795	0.034	23.683	0.000	0.823	0.777	0.608
IAT3	0.715	0.046	15.570	0.000			
IAT4	0.826	0.028	29.972	0.000			
ICT2	0.587	0.064	9.115	0.000	0.829	0.723	0.551
ICT3	0.746	0.037	20.354	0.000			
ICT4	0.773	0.039	19.945	0.000			
ICT5	0.841	0.017	50.718	0.000			
OCB1	0.878	0.016	55.665	0.000	0.938	0.921	0.718
OCB2	0.850	0.025	34.123	0.000			
OCB3	0.877	0.017	52.808	0.000			
OCB4	0.881	0.016	54.902	0.000			
OCB5	0.739	0.032	22.797	0.000			
OCB6	0.850	0.019	44.160	0.000			

**Table 5: Correlation between latent variable**

Items	ACF	CCF	IATF	ICTF	OCB
ACF	0.850				
CCF	0.735	0.909			
IATF	0.393	0.456	0.780		
ICTF	0.541	0.540	0.473	0.742	
OCB	0.688	0.707	0.448	0.498	0.847

**Table 6: Hypotheses testing**

Items	Original sample (O)	Sample Mean (M)	SE (STERR)	t-statistics ( O/STERR )	p-values
ACF->OCB	0.346	0.348	0.067	5.158	0.000
CCF->OCB	0.435	0.433	0.067	6.448	0.000
IATF->ACF	0.177	0.179	0.058	3.053	0.002
IATF->CCF	0.258	0.256	0.053	4.842	0.000
ICTF->ACF	0.457	0.458	0.059	7.736	0.000
ICTF->CCF	0.418	0.421	0.049	8.576	0.000

commitment and organizational citizenship behavior. The OCB can be predicted by two factors which is ACF and CCF and both ACF and CCF had beta of 0.346 and 0.435. The continuance commitment has significantly negative controlling effect on the OCB and trust since the  $p = 0$  and the beta value is 0.432 proves that  $H_3$  has been accepted. In addition, affective commitment has significantly positive controlling effect on the OCB and trust since the  $p = 0$  and that  $H_1$  has been accepted. The ACF can be predicted by two factors which are IATF and ICTF and both IATF and ICTF have beta 0.177 and 0.457. The p-value for IATF is less than  $p < 0.002$  and the p-value for ICTF is equal to 0. Therefore, the  $H_1$  and  $H_2$  has been approved and the affective commitment has significantly positive controlling effect on the relationship between affective trust and OCB. Also, the affective commitment has significantly positive controlling effect on the relationship between their cognitive trust and OCB. The CCF can be predicted by two factors which are IATF and ICTF and both factors have beta of 0.258 and 0.418. The p-values for both factors are equal to 0. Therefore,

the  $H_4$  which is continuance commitment, has negative controlling effect on the OCB and cognitive trust has been approved.

The research model has been a significant model for analyzing Organizational citizenship behavior in private sectors in Kuwait. Table 6 showed that the  $H_4$  that were implemented for this study was approved in the context of organizational citizenship behavior practices in private sectors in Kuwait. Moreover, the two individuals affective trust and individuals cognitive trust factors were successfully merged within the research model. And both factors showed to have significantly positive effect on the OCB. As a result, the hypothesis related to these variables has been approved since all the beta values were positive. It appeared that the controlling variables in this study which were continuance commitment and affective commitment played an important role in showing the significant effects on the dependent variable of OCB and independent variables of individuals cognitive trust and individuals affective trust.



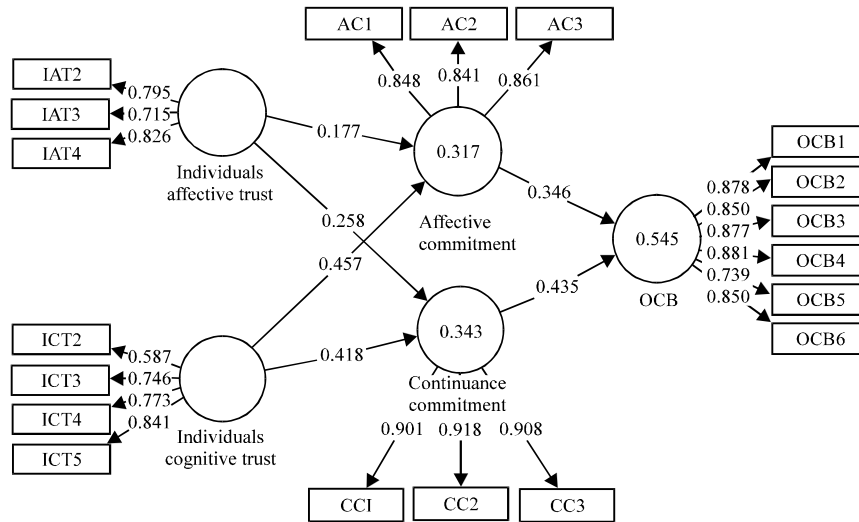


Fig. 4: Research model with hypothesis estimates

Lastly, the continuance commitment which is a controlling variable in this study, has negative mediator effect on the study dependent variable and independents variables. Therefore, the research model and hypothesis related to the study has been accepted and it is clear in Fig. 4.

**CONCLUSION**

The major aim of organizations now a day is to find variables that benefits their business and advances the OCB practices. This study results showed that trust is a starting point which describes employees willingness toward their organizations. Trust in the organization in forms of cognitive and affective have same influence on organization commitment which played a controlling factor in the study. Continuance commitment as mediator variable had negative impact on the OCB in private sectors in Kuwait. However, if employees are affectively close to the organization and trusts their supervisors and managers he or she more likely to put efforts in their organizations. This study showed that the controlling variable of affective commitment affects employees OCB practices in the private sectors in Kuwait. The managers of the private sectors in Kuwait should provide a condition which encourages employees to trust because this is a major of practicing OCB. Also, supervisors and leaders of organizations must pay more attention to their staff by motivating and keeping consistent relationships with them.

**LIMITATIONS**

This research had some limitation due to the fact that commitment was a controlling variable in the relationship

between the OCB and individuals affective and cognitive trust. The relationship between employees with their managers is most probably vibrant. Sometime employees maybe in some stages in their life during taking the questionnaire survey, so to have more accurate results the study should have been longer. The OCB is a social exchange between members and in order to better know this exchange it would be clever to analysis the expressions which organizations could take for employees. Future studies could focus on the effect that could be from practice of sharing knowledge and communication on the attitude of employees in Middle Eastern societies.

**RECOMMENDATIONS**

Lastly, according to Hart and Moore (1996), future researches should be focusing on the effect of trust among employees of private sectors in Kuwait. Therefore, further expansion of social trust exchange among members and the right to voice their opinions involves members in planning and developing the future of the organizations.

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