





## Organizational Trust and Citizenship Behaviors at Djelfa University's Faculty of Economics

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### Abstract:

This research aims to assess faculty members' attitudes at Djelfa University's Faculty of Economic Sciences in Algeria toward organizational trust's influence on improving organizational citizenship behaviors. Moreover, the research used a descriptive approach and case study methodology to achieve this goal. Furthermore, the research included a sample of 98 permanent professors. The results indicated that faculty members had a medium level of perception regarding organizational trust and citizenship behaviors. The research also demonstrated that trust in an organization's management significantly and positively promotes organizational citizenship behaviors within the studied college. In contrast, neither trust in co-workers nor direct supervisors affect organizational citizenship behaviors among faculty members.

**Key words:** Organizational Trust, Trust in co-workers, trust in the boss, Trust in the management of the Organization, Organizational Citizenship Behaviors, Organizational Behavior, Faculty of Economic Sciences, University of Djelfa, University Professor.

**JEL Classification Codes :** M1, M12, M19, L0.

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## Introduction :

The Algerian government relies on universities as a primary source of investment in human capital, as they are considered distinguished scientific, knowledge, and educational institutions and an indicator of the progress or backwardness of countries. The strength and influence of universities are due to the efficiency of their human resources, especially research professors. Unfortunately, Algerian universities still need help with the problem of the outflow of their distinguished cadres to foreign countries due to several factors related to their psychological and emotional state that plays a prominent role in motivating and moving them to perform their duties to the fullest.

Also, trust between university professors is one of the main pillars that help university institutions enhance their effectiveness and achieve their ruling goals. It is a pivotal factor in achieving success. Likewise, the trust of professors in the university they belong to is essential in organizational trust, as individuals are allowed to express their thoughts and feelings, and an atmosphere prevails with them. Cooperation and knowledge sharing, but universities that lack organizational trust will inevitably lead to reduced communication, knowledge sharing, and cooperation with these institutions.

Moreover, many researchers have pointed out the importance of employees' readiness to make extra efforts beyond their official job duties, especially behaviors related to organizational citizenship. As they are informal behaviors that the employee performs voluntarily and are not linked to the incentives and rewards of the organization, and these behaviors appear in the worker through the individual's assistance to his employees and his performance of additional work without complaining or complaining and without causing problems in the organization, and his keenness on the development and excellence of the outputs of his organization.

Accordingly, achieving organizational trust among employees is one of the challenges facing the Ministry of Higher Education due to its diverse human resources and different cultures and knowledge backgrounds. Therefore, we will seek to shed light on organizational trust and citizenship behaviors by analyzing the relationship between them and measuring faculty members' attitudes at the Faculty of Economic Sciences at Martyr Zian Ashour University in Djelfa about organizational trust's impact in enhancing organizational citizenship behaviors.

### I.1- Research Problem and Questions

Based on what has been mentioned above, this research's problem can be formulated into the following question: *How can Organizational Trust with its dimensions impact enhancing organizational citizenship behaviors to faculty members in the Faculty of Economic Sciences at Djelfa University?*

Based on this problem, the research seeks to find answers to the following sub-questions:

- What is the level of perception for organizational trust dimensions of faculty members in the college under research?
- To what extent do faculty members practice organizational citizenship behaviors in the college under research?
- What are the statistically significant correlation and impact relationship between perceived organizational trust dimensions in enhancing organizational immigration behaviors among faculty members in the college under research?

### **I.2- Research Hypotheses**

To answer the research's problem and its questions, we put forward the following hypotheses:

- Faculty members working in the college being studied have a high level of understanding of the dimensions of organizational trust;
- There is a high practice of organizational citizenship behaviors by faculty members working in the college under research;
- Organizational trust has a statistically significant effect on enhancing organizational citizenship behaviors among faculty members in the college under research.

### **I.3- Research Objectives**

An attempt to identify dimensions of the concept of organizational trust and the concept of organizational citizenship behaviors and their most important dimensions. An attempt to research the degree of influence of organizational trust as an independent variable on organizational citizenship behaviors from the point of view of individuals surveyed at the institution under research. In addition to reaching results through which appropriate suggestions can be presented that can be helpful to all researchers interested in the topic of this research or for professors working in the field of higher education scientific research in Algeria.

### **I.4- The importance of the research**

From a scientific perspective, this research is significant as it addresses the social dimension of an organization. This aspect is frequently overlooked in many organizations and warrants greater attention and importance.

On a practical level, this research allows us to analyze the relationship between organizational trust and organizational citizenship behaviors among faculty members in the college being studied. It can be achieved by assessing faculty members'

comprehension of the various facets of organizational trust and evaluating their current practices in this area.

This research can inform the creation of training and development programs for faculty members and university administration to enhance organizational trust and foster organizational citizenship behaviors. By bolstering organizational trust through field research findings, these programs can also help faculty members play more active roles in their college.

### **I.5-The research limits**

The research mainly revolved around researching the impact of organizational trust in its dimensions on enhancing organizational citizenship behaviors among professors at the Faculty of Economic Sciences at Martyr Zian Ashour University in Djelfa. We distributed a questionnaire containing paragraphs that reflect the dimensions of variables on the entire community, consisting of 162 permanent professors.

As for time limits, this research was conducted during the first semester exams period for two weeks from January 2023. We distributed 150 questionnaires and collected 139 questionnaires from them. It turned out that 41 forms were not suitable for analysis. In comparison, valid forms for analysis reached 98 forms, estimated at 60% of the total community represented by all permanent professors at the college under research.

### **I.6- Previous studies**

- The study of (Al-Asimi & Al-Hunaiti, 2019) entitled: *The Impact of organizational trust on organizational citizenship behavior, a case study*: This research aims to reveal the attitudes of workers in the General Authority for Civil Aviation towards the impact of organizational trust on organizational citizenship behavior. The research reached several results: All dimensions of organizational trust positively affect citizenship behaviors; amongst important suggestions from this research is that management must enhance organizational trust among individuals by improving various human resources practices, considering workers' interests when making related decisions, and providing justifications for those decisions in appreciation for their feelings.
- The study of (Najeeb & Karim, 2018) entitled: *The Role of organizational trust in enhancing organizational citizenship behavior: an analytical, diagnostic study*: aimed to reveal workers' attitudes toward the relationship between organizational trust and organizational citizenship behaviors within Kirkuk Municipality Directorate. The research found a significant and robust correlation between organizational trust and organizational citizenship behavior within the Kirkuk Municipality Directorate. It also reached several conclusions and proposed recommendations, including the need for the directorate to pay more attention to

promoting organizational citizenship behaviors, Spreading the culture of organizational citizenship through providing a suitable climate to increase employee loyalty to the organization and increase oversight mechanisms, self-control and shared responsibility, and outstanding performance.

- The study of (Al-Tarif, 2015) entitled: *best practices for Tracking the Level of organizational trust in primary schools and its relationship with organizational citizenship behavior among teachers*: Research aimed to reveal the attitudes of primary school workers in Onaizah Governorate about the relationship between organizational trust and organizational citizenship behaviors. The research relied on a descriptive approach. The results showed a positive correlation between organizational trust and organizational citizenship behaviors among teachers. One of the most critical recommendations from the research is that one of the essential elements of successful leadership is achieving justice in opportunities available to teachers and employees in general. Providing equal opportunities to teachers and employees is a crucial principle that education management must adhere to by education management in Onaizah Governorate to achieve a high level of organizational trust and citizenship among teachers.
- The study of (Hawzan, 2013) entitled: *Organizational Trust among Secondary School Principals and its Relationship with Organizational Citizenship Behavior among Female Teachers in Makkah Al-Mukarramah City*: The purpose of this research is to reveal the attitudes of secondary school principals and female teachers in Makkah Al-Mukarramah City about the impact of organizational trust on organizational citizenship behaviors. It found a statistically significant effect between organizational trust among principals and teacher practice for citizenship behaviors. The research recommended: establishing a committee called the Organizational Trust Support Committee consisting of the school principal and female teachers.

### I.7- Leveraging Insights from previous studies

Previous research showed us how to formulate the methodology of the current research and contributed to the theoretical framework of the current research. We have also benefited from statistical methods and scales used to gather information, clarify the relationship between the research's axes, and Benefit from comparing the results of previous research and the findings of this research.

This research aims to provide a modest intellectual contribution by enriching the theoretical understanding of various variables, and it also considers several modified variables such as gender, age, employee qualifications, job position, job experience, and the distance between an employee's residence and workplace. Moreover, the results of this research will then be applied to the professors working in the college under research

so that we can reach conclusions and suggestions that can be generalized later to reach the rest of Zian Ashour University colleges in Djelfa.

### **I.8- Research Structure**

The research is divided into two parts: a theoretical section that discusses the research variables and an applied section that analyzes data collected from professors. This section will test hypotheses and discuss the results of the statistical analysis. The conclusion summarizes the essential findings and recommendations of the research.

## **II- LITERATURE REVIEW:**

In this section, the theoretical background for the research variables will be presented.

### **II.1- Organizational trust**

Trust has been and remains a subject of interest for many thinkers and researchers in various scientific disciplines such as management sciences, organization, and organizational behavior. Organizational trust is fundamental to many social, personal, and administrative relationships. It is essential for the success and development of institutions, as it fosters mutual trust between individuals and management. In light of this information, we will explore the concept and significance of organizational trust and its main dimensions through the following:

#### **II.1.1- The concept of organizational trust:**

Japanese William Ouch introduced the Z theory in 1981, embracing the principle of organizational trust as one of the fundamental principles adopted by Japanese management. The theory confirms that confidence and productivity are positively correlated. It affects performance in general and increases everyday transactions dominated by cooperation, which reduces efforts to monitor performance. According to what most thinkers in this field addressed, he identified organizational trust with three dimensions: Trust between co-workers and supervisors and trust in organization management (Souam, 2020, p. 347).

Organizational trust refers to employees' positive feelings and expectations towards an organization. It links to an organization's administrative practices based on adherence to managerial ethics and avoidance of actions that may harm employees' interests (Mouafak & Dif, 2016, p. 35).

He also defined it as the belief in the reliability of specific individuals based on their expected behaviors, such as those of a direct supervisor or senior management. This trust extends to not needing to monitor their behaviors (Hazerchi, 2008, p. 06).

Based on this, organizational trust encompasses the following: Organizational trust is a shared set of expectations between two or more teams. It is an unwritten psychological contract that governs adherence to relationships and behaviors, founded on a mutual relationship between two or more individuals - the trustee and the responsible party. The individual who places trust is affected by the extent to which the trustee fulfills their stated promises through certain desirable behaviors. Organizational trust helps alleviate fears arising from exchanging relationships and roles within the organization and can be relied upon to solve problems of cooperation and coordination.

### II.1.2- The importance of organizational trust

The need for trust has arisen as companies seek growth opportunities through expansion strategies with partners, outsourcing to new suppliers, or navigating different cultures. Organizational trust is becoming increasingly important as a component of social capital and provides a sense of security for the future. It is based on accumulated experience between parties regarding their interactions and is essential for achieving organizational integration among individuals and fulfilling their interests to ensure long-term stability (Vineburgh, 2010, p. 35).

And We assert that organizational trust is crucial in predicting individual and group behavior in the workplace and forecasting trends in job satisfaction among faculty members.

### II.1.3- Elements of organizational trust

Researchers have identified five essential elements of organizational trust:

- Competence: It represents the degree of possession of the entrusted individual with the necessary skill, experience, and knowledge;
- Integrity: It is the integrity of the personality of the entrusted individual and the extent of his credibility and integrity;
- Openness: Refers to the degree of availability of information and not withholding it;
- Dependability: the extent to which an individual relies on another individual or group (Lamour & Boudaoud, 2019, p. 441).

### II.1.4- Dimensions of organizational trust

Behavioral indicators form the basis of research on organizational trust and indicate the existence of an organizational trust that falls under one of three fundamental dimensions: Trust in colleagues, Trust in supervisors, and Trust in organization management.

- Trust in colleagues: Represented by the tendency of working individuals towards positive attitudes and cooperative mutual relationships, This is demonstrated

through transparent communication and the exchange of thoughts and information among individuals to achieve effectiveness (Becerra & Gupta, 2003, p. 34), and from our point of view, the things that make a working individual worthy of his colleagues' trust include his commitment and seriousness at work and his adherence to core principles and values and ethics, caring for the interests of team members, and helping other colleagues.

- *Trust in supervisors:* It is the positive expectations of subordinates towards their direct boss at work. The direct boss gains the trust of his subordinates when he is known to be competent, capable, valuable, and ethical, in addition to being open to individuals and caring for their needs and interests and fairness in dealing with them by providing support for them (Bahri & Kharmouche, 2022, p. 1301). As for Robbins, he sees that workers' trust in their supervisor is related to the supervisor's leadership traits through his integrity, honesty, and fairness. Individuals trust the leader and comply with his orders because they know that this leadership guarantees their rights and does not exploit them (Robbins, 2003, p. 337). Therefore, an individual's trust in his supervisor results from a particular party realizing that the other party behaves competently according to its duties.
- *Trust in organization management:* They were represented by the positive expectations of a working individual towards senior management of the organization through their intention and desire to trust their words and actions. It on rules, policies, outputs, and leadership organization, such as fairness in rewards, procedures, quality relationships, opportunities for professional development, and respect (Maamri, 2022, p. 133). Workers' trust in organization management is considered a source of competitive advantage for an organization. It enhances intellectual capital, producing individual and collective flexibility and conviction for workers' organizational commitment (Carrie & Van Buren, 1999, p. 547).

In addition, the confidence of individuals in their organization can grow and develop. It is a component of social capital that gives the worker a place within the organization's social structure (Benbental , 2018, p. 185).

## II.2- Organizational citizenship behaviors

The ideas associated with organizational citizenship behaviors emerged based on (Dennis Organ) conviction in 1977 that job satisfaction affects individuals' desire to help their colleagues and partners at work and their inclination to cooperate in organizational activities that govern the course of work. The concept and subject of organizational citizenship became entrenched through the many researches and research conducted on it later within the foreign environment, and the content of organizational citizenship had



a clear space in researches and writings on organizational behavior concerning the fact that the basic concept of the term organizational citizenship has gone through more than one concept over time including associated performance, organizational spontaneity, Loyalty behavior and social support, extra-role behaviors, civil organizational behavior, out-of-role behaviors, outside the official role behaviours, "personal, organizational behavior," voluntary participation, non-costly behavior, and all these names, fall under the concept of organizational citizenship as an optional human behavior accompanied by moral and social values performed by an employee towards his organization to support his official duties in a cooperative manner outside what is officially stipulated within his primary work (HASSAK & Benmoussa, 2022, p. 473).

### III.2.1- From the earlier definitions

Defined citizenship as the characteristic of a citizen defining his national rights and duties, as he is characterized by his loyalty to his country and his service in times of peace and crisis and cooperation with other citizens through voluntary or official work in the public or private sector, and the unification of everyone's efforts to achieve the higher strategic goals of the country (Lassali, Khaldi, & Hazerchi, 2021, p. 174).

To give the true significance of the concept of organizational citizenship behaviors, which is the subject of our research, several definitions can be referred to, including the following: Dennis Organ defines it as the individual's voluntary and optional actions that do not fall within the instructions and work contract, job description, or within the official incentive systems in the institution, as it aims to achieve goals of the organization and increase its effectiveness (Belhadje, 2021, p. 57). Robbins defined it as unusual behavior. It increases the organization's efficiency and is not considered a requirement for official work (Miri, 2021, p. 536), Are also defined as voluntary actions that go beyond the system of official rewards and incentives that help satisfy the needs of workers and increase organizational cohesion that benefits the organization entirely (Righi & Maamri, 2021, p. 341).

From the earlier definitions, we can derive this definition of organizational citizenship behaviors: They are discretionary and elective actions that are not routine, do not come under an organization's roles distribution system, and are not included in formal job requirements. These behaviors include helping colleagues at work and embodying a spirit of cooperation and integration within the organization. These ethical behaviors are characterized by non-coercion, depend on personal choice, and increase organizational effectiveness.

## II.2.2- Dimensions of organizational citizenship behaviors

According to Dennis Organ (1988), most researchers agree that there are five dimensions of OCB: altruism, Conscientiousness, Sportsmanship, Civic virtue, and Courtesy.

- *Altruism*: means helping or loving others. It is a behavior that supports a particular individual with a task related from an organizational perspective. It often involves assisting a co-worker with a specific project or finishing a task in an atypical condition, transferring official holidays or vacations to another co-worker, being prepared to aid new co-workers in acclimating to the work environment, and helping co-workers at work resolve issues they encounter (Kercenna & Bouatit, 2021, p. 138).
- *Conscientiousness*: refers to an individual's indirect voluntary behavior towards the organization and others through respect for regulations and systems, commitment to working hours, preservation of organizational resources and property, and increased performance levels above known or expected levels (Habita & Sbea, 2022, p. 618).
- *Sportsmanship*: reflects an employee's willingness to accept organizational annoyances or frustrations without nagging or complaining and contributes to reducing Arguments and conflict between colleagues and encouraging them to settle disputes and his willingness to (Belhadje, 2020, p. 26).
- *Civic Virtue*: means the continuous follow-up of what is written and published as internal announcements and instructions for the organization by the employee and their respect for applied laws and regulations. Their constant commitment to attending work-related meetings and preserving their institution's reputation. In addition to their practical and responsible participation in managing the organization's affairs and ensuring its success and development (Taleb & Iben Aoun, 2020, p. 238).
- *Courtesy*: is a behavior that reflects how an individual contributes to avoiding problems with their colleagues at work by respecting their wishes and recognizing their opinions before making decisions. It also includes providing necessary information and advice (Zerroukhi, Ben Abed, & Kerbouche, 2020, p. 72).

From our point of view, these dimensions mentioned above are the basis on which the concept of organizational citizenship behaviors is based. Their names may differ in some references and among some thinkers, but they remain similar in their definitions and essence. On the other hand, we see a near agreement among many thinkers about these five dimensions that they are essential pillars for organizational citizenship behaviors (HASSAK & Benmoussa, 2022, p. 474).

### III- METHODS AND MATERIALS:

To achieve the main objective of this research, we adopted a descriptive approach using a case study method.

#### **III.1- Research hypotheses**

We adopted three main hypotheses to answer the research problem. Where we will try to test their validity statistically:

- The first hypothesis is H<sub>1-1</sub>: Faculty members working in the college being studied have a high level of understanding of the dimensions of organizational trust;
- The second hypothesis H<sub>1-2</sub>: There is a high practice of organizational citizenship behaviors by faculty members working in the college under research;
- The third hypothesis H<sub>1-3</sub>: Organizational trust has a statistically significant effect on enhancing organizational citizenship behaviors among faculty members in the college under research.

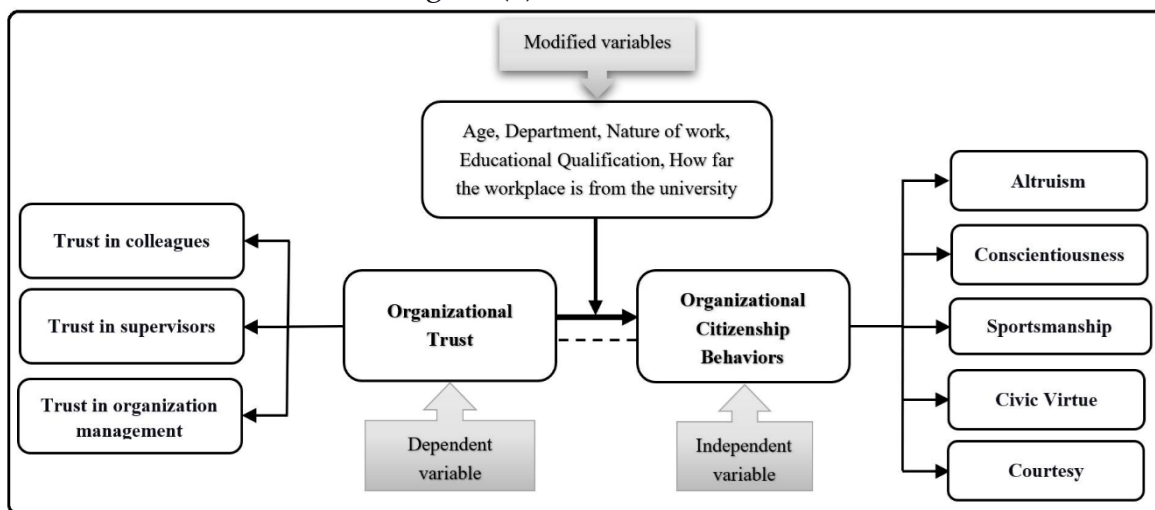
#### **III.2- Research population and sample**

The community consists of 162 permanent professors; we distributed 150 questionnaires to the professors, collecting 139 questionnaires. It was found that 41 forms were not suitable for analysis. In contrast, the valid forms for analysis amounted to 98 singles, estimated at 60% of the total community represented by all the permanent professors in the research college.

#### **III.3- Research model**

In light of reviewing a selected group of previous research related to this current research and its dimensions, based on this research's problem and objectives, we developed this model:

Figure (1): Research model



Source: Prepared by the authors based on previous research.

### III.4- Test of normality

First, we must make sure that the information retrieved from working individuals is subject to normal distribution or vice versa, and this is before we perform various statistical analyses and discuss their results (HASSAK & Benmoussa, 2022). The following table shows the Kolmogorov-Smirnov test for the variables of the research:

**Table (01): Test (K-S)**

The Variable	Probability Value
Organizational Trust Variables	0,105
OCB Variable	0,200*
Research Variables	0,195

**Source:** Prepared by authors based on IBM SPSS Statistics.

We see that the probability value of the research variables is higher than ( $\alpha \geq 0,05$ ). Therefore, the research axes are subject to a normal distribution, and accordingly, we will carry out various laboratory tests to answer this research's questions and hypotheses.

### III.5- The stability of the research tool:

To confirm the stability of the research tool, which means that the results will be approximately the same if we redistribute the same questionnaire to the same individuals, we calculated Cronbach's alpha coefficient for the research variables, and its values are explained as follows:

**Table (02): Reliability ratio for variables and their dimensions**

The Field	Cronbach's Alpha	N of Items	The Field	Cronbach's Alpha	N of Items
<u>OCB</u>	<u>0,79</u>	<u>24</u>	<u>Organizational Trust</u>	<u>0,83</u>	<u>27</u>
Altruism	0,77	05	Trust in Colleagues	0,80	09
Conscientiousness	0,70	05	Trust in Supervisors	0,75	10
Sportsmanship	0,78	05	Trust in Organization Management	0,74	08
Civic Virtue	0,76	04	/	/	/
Courtesy	0,71	05	<b>All research variables</b>	<b>0,83</b>	<b>51</b>

**Source:** Prepared by authors based on IBM SPSS Statistics.

The stability coefficient for the entire research was 0.833, indicating a high level of stability for the research as a whole. Therefore, we can rely on the results obtained by 83% when redistributing the questionnaire to the same research sample.

**VI- RESULTS AND DISCUSSION:**

The following list will be useful during the final checking of an article before the submission. Before sending the manuscript to the Journal for review, the author/authors should ensure the following:

**VI.1- Diagnosing the personal and functional information of the research items:**

The following table summarizes the results of the distribution of research items according to the modified variables consisting of age, educational qualification, nature of work, years of experience, the department to which the professors belong, and the extent to which the place of residence is far from the university (KM):

**Table (03):** Distribution of respondents according to personal and occupational data

Personal data	Statement	Frequ	%
Years of Experience	05 years and under	14	14,3
	From 06 - 10 years old	40	40,8
	From 11 - 15 years old	42	42,9
	More than 15 years	2	2,0
	/	/	/
Total		98	%100
How far the place of residence is from the university (km)	Less than 10	58	59,2
	From 11 to 80	21	21,4
	From 81 to 150	16	16,3
	more than 150	3	3,1
	Total	98	%100
Work nature	Administrative Professor	10	10,2
	Mr	88	89,8
	/	/	/
	Total	98	%100
Qualification	Assistant professor B	5	5,1
	Assistant Professor A	8	8,2
	Professor Lecturer B	17	17,3
	Professor Lecturer A	47	48,0
	Professor	21	21,4
Total		98	%100
Department to which I belong	Management sciences	26	26,5
	Economic sciences	25	25,5
	Commercial Sciences	24	24,5
	Financial and Accounting sciences	23	23,5
	Total	98	%100
The age	From 31-40 years old	57	58,2
	From 41-50 years old	32	32,7
	Over 51 years old	9	9,2
	Total	98	%100

**Source:** Prepared by authors based on IBM SPSS Statistics.

The research questionnaires were distributed equally to all college departments, enhancing the credibility of the sample and its ability to represent the research population better. Moreover, all the professors who participated in this research were well-qualified and aware of the problems of using questionnaires in scientific research. That Helped increase transparency and the accuracy of their answers. We also noticed that 45% of the participants in the research have more than ten years of experience in the field of higher education, which led to obtaining more realistic results on the research subject.

**VI.2- Testing the research hypotheses:**

**VI.2.1- analysis of the first hypothesis H<sub>1-1</sub>:**

Which states that: "Faculty members working in the college being studied have à high level of understanding of the dimensions of organizational trust." To answer the hypothesis and test its validity, we calculated the arithmetic mean to determine the levels of perception of the professors. The results of the analysis we show in the following table:

**Table (04):** The level of perception of the independent variable (Organizational trust)

Dimensions of Organizational Trust variable	Mean	Std. Deviation	general trend
Trust in Colleagues	3,65	0,67	Medium
Trust in Supervisors	3,66	0,50	Medium
Trust in Organization Management	2,58	0,68	Medium
The general level of perception of Organizational Trust	3,16	0,43	Medium

**Source:** Prepared by authors based on IBM SPSS Statistics.

The professors had a medium level of organizational trust due to the value of the weighted arithmetic mean of 3.16 and a standard deviation of 0.43 for this variable. That indicates few differences in individuals' answers about the dimensions of organizational trust. Regarding ranking these dimensions, Trust in Supervisors came first, followed by Trust in Colleagues. Moreover, In the last place, we find the dimension of trust in the organization's management. We recorded all of them at an average level among the research sample, and their answers were less dispersed and more homogeneous.

Thus, the first hypothesis, H<sub>1-1</sub>, states that "Faculty members working in the college being studied have à high level of understanding of the dimensions of organizational trust" It has proven to be a medium level for all Professors.

This result is consistent with the research (Bououden & Zaibet, 2021, p. 2021), which showed a medium degree of agreement for organizational trust, according to the opinions of professors of the Department of Psychology, University of Constantine -2-. Moreover, research results (Nedjimi & Boutaleb, 2022) revealed a medium level of Organizational Trust at the Faculty of Economic Sciences at Jijel University. The research of each (lamour, Kacham, & Bouzidi, 2020) indicates that there is a practice of factors affecting organizational trust at the University of Ghardaia. However, it is to a moderate degree from the point of view of the employees of the University of Ghardaia.

While the result of this hypothesis differs From the research of (Mouafak & Dif, 2016), who concluded that there is a high level of awareness in the Scientific and Technical Research Center for Dry Areas in Biskra, and the research of (Benbertal , 2018), which showed a high level of organizational confidence among professors of the Faculty of Economic sciences at the University of Laghouat, as well The result of this hypothesis differs with the research of (Yousfi, 2019), whose research shows that the level of awareness was high among faculty members at the Faculty of Economic Sciences at M'sila University.

**VI.2.2- analysis of the second hypothesis H<sub>1-2</sub>**

Which states that: "There is a high practice of organizational citizenship behaviors by faculty members working in the college under research." To answer the hypothesis and test its validity, we calculated the arithmetic mean to determine the levels of perception of the professors. The results of the analysis are shown in the following table:

**Table (05):** Professors' levels of awareness of the dimensions of OCB

Dimensions of OCB variable	Mean	Std. Deviation	general trend
Altruism	3,58	0,63	Medium
Conscientiousness	3,45	0,86	Medium
Sportsmanship	3,25	0,97	Medium
Civic Virtue	3,89	0,68	High
Courtesy	3,81	0,74	High
The general level of perception of OCB	3,59	0,46	Medium

**Source:** Prepared by authors based on IBM SPSS Statistics.

The professors had a medium level of organizational citizenship behavior due to the value of the weighted arithmetic mean of 3.59 and a standard deviation of 0.46 for this variable. That indicates few differences in individuals' answers about the dimensions of organizational trust. Regarding ranking these dimensions, the dimension of civilized behavior came in the first place, followed by the dimension of civility in the second place, as we recorded their achievement at a high level, and then comes the dimension of altruism and the dimension of living conscience. In the last rank, we find the dimension of sportsmanship, where we recorded their achievement at medium levels. Moreover, their answers have been more dispersed and more homogeneous.

Thus, the first hypothesis, H<sub>1-2</sub>, states, "There is a high practice of organizational citizenship behaviors by faculty members working in the college under research" It has proven to be a medium level for all Professors.

Altruism is generally present in the Faculty of Economic Sciences in Djelfa. It is evident through the individual initiatives the professors undertake and their assistance to the new assistant professors. It goes beyond some people doing additional activities outside working hours with their keenness to achieve the college's desired results. We

also note that the research sample has an average living conscience. And although the department head supervises the follow-up of their work of professors, some professors are absent for unclear reasons, and Some respondents need to adhere to their working hours and adhere to the work system,

As for sportsmanship behavior, its degree was also average among college professors. The average morale among professors is evident through their acceptance of remarks and constructive criticism, willingness to consider dissenting opinions, and ability to rise above trivial problems and endure difficulties without complaint. They strive to advance the Faculty of Economic Sciences at Djelfa University through individual and collective voluntary work.

The behaviors of civility represented generosity, kindness, and tact we find in most of the professors. It is evident through their keenness to avoid and create problems, care and caution against falling into them and consider the feelings of students and colleagues, and respect their privacy at work.

This result is consistent with the research (Djedjig, Zerroukhi, & Hadjab, 2020), which showed a moderate degree of approval of organizational citizenship behaviors among professors of the Faculty of Humanities and Social Sciences at the University of Chlef. It adds (Bassour & Abdellah, 2019) concluded that there is a moderate awareness of organizational citizenship behaviors. Organizational citizenship to the opinions of a sample of professors of the Faculty of Economic Sciences at Medea University and the research of (Kallab Debbih, 2022) where the results of their research revealed the existence of an average level of organizational citizenship behaviors among a sample of permanent professors at the University of Laghouat and the research showed (Mattoug & Boufalta, 2021) the presence of an average level of citizenship behaviors among faculty members at the Faculty of Economics Sciences, University of Constantine -2-.

Our current research differed from the research (Bensalem, 2021), which showed the high level of organizational citizenship behaviors among professors of the Faculty of Science. Economic sciences in Jam Setif 01, and adds (Chater, Kaouach, & Charif, 2021) organizational citizenship behavior is highly aware in the Faculty of Economic Sciences at the University of Jijel.

### VI.2.1- Analysis of the third hypothesis H<sub>1-3</sub>

Which states that "Organizational trust has a statistically significant effect on enhancing organizational citizenship behaviors among faculty members in the college under research." To answer the above hypothesis and test its validity, we used the gradual regression test to determine the contribution of each dimension Separately in building the mathematical model that represents the effect of Organizational Trust in



enhancing organizational citizenship behaviors among professors working at the Faculty of Economic Sciences in Djelfa. The results we showed in the following table:

**Table (06):** Results of gradual regression to test the impact of organizational justice and its dimensions on organizational citizenship behaviors

Independent Dimensions	Model Parameters	(T) Test	Probability Value (Sig.)	Presence of the Impact
$\beta_0$	3,037	17,353	<,001	/
Trust in Organization Management	0,213	3,243	0,002	There is
Trust in Colleagues	0,063 <sup>b</sup>	0,648	0,519	There is no impact
Trust in Supervisors	0,105 <sup>b</sup>	1,079	0,283	There is no impact
Correlation	0,314 <sup>a</sup>			
Determination Coefficient (R <sup>2</sup> )	0,099			
Test (F)	10,517			
Significance Level	0,05			

**Source:** Prepared by researchers based on IBM SPSS Statistics.

We note that each of the two dimensions (Trust in Colleagues and Trust in Supervisors) does not affect the promotion of organizational citizenship behaviors because the probability value (sig.) of the two dimensions is higher than the assumed Significance level whose value ( $\alpha \geq 0.05$ ).

While there is an effect of the dimension (Trust in Organization Management) in promoting and consolidating organizational citizenship behaviors in the college under research based on the following results:

- The probability value (sig.) of The Trust in Organization Management was 0.002, which is less than the assumed  $\alpha$  level of 0.05;
- The value of the coefficient ( $\beta_0$ ) is 0.2130. This value indicates that a change of one unit in trust in the organization's management will result in a 21.3% change in organizational citizenship behaviors;
- The correlation (R) between the dimension of Trust in Organization Management with the behaviors of organizational citizenship amounted to a value of 0.314, meaning that there is a direct positive relationship between trust in the management of the organization with the dependent variable organizational citizenship behaviors;
- The variance R<sup>2</sup> amounted to a value of 0.099, meaning that the change in the dimension of Trust in Organization Management will lead to a change in organizational citizenship behaviors by 10% and that the rest of this percentage is due to other variables and dimensions that did not appear in the proposed model in the research.

Based on the previous results, we conclude the regression equation for the model of this research according to the following mathematical formula:  $Y = 3,037 + 0,213 X_1 + \varepsilon$

- Where **Y**: represents the enhancement of the level of organizational citizenship behaviors, **X1**: represents the dimension of Trust in Organization Management, while " $\epsilon$ ": represents the random error, and the number **3,037** represents the value of the fixed limit, which is the value of enhancing the level of organizational citizenship behaviors that are not related to the dimension of trust in the management of the organization, the value of Y When ( $X = 0$ ), and **0.213** represent the regression coefficients.

The above shows us that the third hypothesis,  $H_{1-3}$ , states, "Organizational trust has a statistically significant effect on enhancing organizational citizenship behaviors among faculty members in the college under research." Have proven for the Dimension of Trust in Organization Management. However, the dimensions of Trust in Colleagues and trust in Supervisors" have no effect.

## V- CONCLUSION:

In light of the main objective of the research, which is to measure the attitudes of faculty members at the Faculty of Economic Sciences at the University of Djelfa about the impact of prevailing organizational trust in improving their behaviors related to organizational citizenship, the results and suggestions of the research were as follows:

### V.1- Results of the research:

The research reached several results, the most important of which were the following:

- We concluded in this research that the level of the first axis, related to organizational trust, was average among professors of the Faculty of Economic Sciences at the University of Djelfa, and this is reflected in the weighted arithmetic mean of this variable, as it reached 3.16;
- It became clear to us that the level of awareness of the second axis related to organizational citizenship behaviors was average among faculty members at the Faculty of Economic Sciences at the University of Djelfa, and this is due to the value of the weighted arithmetic mean, which amounted to 3.59;
- We conclude through the results of the gradual regression that both dimensions (trust in co-workers and trust in the president) do not affect the promotion of organizational citizenship behaviors among professors at Djelfa University's Faculty of Economics;
- We conclude through the results of the gradual regression that there is an effect of the dimension of trust in the organization's management in promoting organizational citizenship behaviors among faculty members at the Faculty of Economic Sciences at the University of Djelfa.

## V.2- Research suggestions

In light of the previous results, we present a set of proposals that would contribute to achieving more organizational trust and enhancing organizational citizenship behaviors among faculty members at the Faculty of Economic Sciences at the University of Djelfa. Within the framework of improving business in this faculty, the research proposes the following:

- Enhancing the factors influencing organizational trust because it contributes to improving performance at the individual and institutional levels by creating an appropriate and supportive environment for this purpose and organizing scientific seminars aimed at that;
- Increasing the level of professors' awareness of the importance of their trust in each other by taking advantage of some personal qualities such as integrity, reliability, steadfastness in principle, empowerment of others, openness, and effective communication, in addition to the need to focus on the issue of cohesion and cooperative relations that help build and strengthen confidence among employees within the college.
- Focusing on teamwork in the form of teams within the college, giving it preference over individual work, and spreading a culture of cooperation between all levels and disciplines
- Achieving stability among the heads of departments in the college and moving away from continuous change to create positive interaction between employees and their superiors and supporting their positive behaviors, especially with the presence of trust in their bosses, but it is not sufficient to enhance organizational citizenship behaviors;
- In addition to giving some flexibility in the implementation of administrative procedures and laws to employees and increasing their participation in decision-making and taking their suggestions in official meetings, working to encourage teamwork and informal discussions among college employees and creating an atmosphere of social interaction and communication between them, Which increases their values of cooperation and reduces their employees' fear of sharing their knowledge and skills with their college colleagues;
- We suggest adopting the method of direct communication, albeit periodically, to explain the decisions issued by the college or university administration and set up a fund for new ideas, suggestions, and observations that the professors cannot disclose publicly. Moreover, publishing an e-mail through which they can communicate with the administration Central directly for inquiries or concerns that cannot resolve at the department level or if they are far from the university;

- Benefiting from the pioneering Arab and international experiences in the field of developing organizational citizenship behaviors and taking the lessons learned from them, organizing forums, seminars, and research days with developing training and development programs for professors and university management by specialists in business administration and organizational behavior, and their importance for faculty members and the college alike, to improve behaviors related to corporate citizenship, the additional role of college professors;
- Promoting the culture of altruism among professors in general and administrative professors in particular by encouraging interest in the public interest of the college and giving preference to personal interests;
- Developing a living conscience in the hearts of professors is that commitment through which the working individual exceeds the minimum limits of work requirements through the preparation of material and moral means and an appropriate and comfortable organizational climate that makes the professor attracted and psychologically linked to work in this college and thus strengthen the awakening of his living conscience;
- Paying attention to the behaviors of civility among professors, as they direct the individual to prevent problems at work by cultivating organizational confidence between the various research teams and coordination between individuals and groups within the college to enhance the spirit of cooperation and severe and transparent communication between them, which seeks to uncover the causes of problems and take the initiative to solve them;
- Enhancing the sportsmanship of professors as an ability to adapt to difficulties through training courses in psychology for various professors, especially professors' administrators in middle management, to increase their interaction skills with others, which requires mastering multiple methods of communication;
- Encouraging recreational, cultural, and sports activities that strengthen the bonds of friendship and brotherhood among the college faculty members.

### V.3- Research horizons

We recommend that studies like this one be conducted annually to assess the college administration's progress regarding this issue. Repeating this research every year will allow us to track how much improvement has been accomplished over time in this area.

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