

## Unleashing potential: The impact of supervisor trust on organizational citizenship and job performance

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**Abstract:** This study investigates the complex interplay among trust in supervisors (TIS), organizational citizenship behaviours (OCB), and work performance (WP) in the workplace, aiming to determine whether trust in supervisors directly influences job performance or if this relationship is mediated by organizational citizenship behaviours. Using Structural Equation Modelling (SEM) via Smart PLS, data were collected from 215 officials through a structured questionnaire, capturing perspectives on trust in supervisors, engagement in OCB, and self-reported job performance. The results reveal that while trust in supervisors significantly fosters OCB, its direct impact on job performance is not statistically significant; however, OCB significantly enhances job performance, emphasizing its crucial mediating role. These findings highlight the importance of trust in supervisors in cultivating organizational citizenship behaviours that indirectly elevate job performance. Organizations should focus on trust-building initiatives to promote a supportive environment that encourages proactive engagement and performance excellence among employees, while future research should explore longitudinal data and diverse samples to further validate these findings.

**Keywords:** Job performance, Organizational citizenship behaviours, Structural equation modelling (SEM), Supervisor trust.

### 1. Introduction

In today's dynamic and competitive workplace, understanding the factors that drive employee performance and organizational effectiveness is more critical than ever. Among these factors, trust in supervisors (TIS) has emerged as a pivotal element that significantly influences various organizational outcomes. Trust, as an essential component of organizational life, fosters a positive work environment, enhances cooperation, and encourages employees to go beyond their formal job requirements [1]. This study explores the intricate relationships between trust in supervisors, organizational citizenship behaviours (OCB), and work performance (WP), aiming to provide a comprehensive understanding of how these constructs interact to shape workplace dynamics. Trust in supervisors refers to employees' willingness to be vulnerable to their supervisors based on the expectation that supervisors will act in their best interests [2]. This trust is foundational for fostering a conducive work environment where employees feel supported and valued. When trust in supervisors is high, employees are more likely to engage in OCB—discretionary behaviours that are beneficial to the organization but are not explicitly recognized by the formal reward system [3]. Examples of OCB include helping colleagues, being flexible, and voluntarily participating in organizational activities. Organizational Citizenship Behaviours is a critical factor that contributes to overall organizational effectiveness. Employees who exhibit high levels of OCB are often seen as more cooperative, willing to go the extra mile, and dedicated to the organization's success. These behaviours can create a more harmonious and productive work

environment, thereby indirectly enhancing individual and organizational performance. Previous research has shown that OCB positively impacts job performance, highlighting the importance of fostering such behaviours in the workplace [4]. Work performance, as an outcome variable, is a direct measure of how well employees fulfil their job responsibilities. It encompasses both task performance, which includes the efficiency and effectiveness with which core job tasks are completed, and contextual performance, which involves the additional activities that support the organizational environment [5]. Understanding the determinants of work performance is crucial for organizations aiming to optimize productivity and achieve strategic goals.

This study aims to delve deeper into the nexus between trust in supervisors, OCB, and work performance. By analysing data collected from 215 officials using a structured questionnaire and employing Structural Equation Modelling (SEM) with SMART PLS software, we seek to uncover the pathways through which trust influences organizational outcomes. Specifically, we examine whether trust in supervisors directly impacts work performance or if its effect is mediated through OCB. The insights gained from this research will have significant implications for organizational practices. By highlighting the importance of trust-building initiatives, our findings suggest that organizations can enhance employee engagement and performance by fostering a supportive environment. This study contributes to the existing literature on organizational behaviours by providing empirical evidence on the critical role of trust in supervisors in promoting OCB and enhancing job performance. In conclusion, this research underscores the necessity for organizations to prioritize trust and create a culture that values and promotes OCB. The resultant positive impact on job performance can drive organizational success and sustainability in the long term.

## 2. Literature Review

### 2.1. Trust in Supervisors and Organizational Citizenship Behaviours

In recent years, extensive research has focused on the relationship between trust in supervisors (TIS) and organizational citizenship behaviours (OCB), highlighting how trust influences employees' discretionary behaviours that benefit the organization. Trust in supervisors is crucial for fostering an environment where employees feel valued and supported, which in turn enhances their willingness to engage in OCB. These behaviours, which include helping colleagues, being flexible, and voluntarily participating in organizational activities, are not formally rewarded but are essential for organizational efficiency and effectiveness [2]. A high level of TIS leads to increased OCB as employees reciprocate the trust and support, they receive from their supervisors with proactive and cooperative behaviours [6]. Several studies have confirmed that TIS significantly impacts OCB. For instance, a study by Dirks and Ferrin [7] found that employees who trust their supervisors are more likely to go beyond their formal job responsibilities, displaying behaviours that enhance team performance and organizational harmony. This relationship is mediated by the perceived fairness and support from supervisors, which fosters a sense of obligation and loyalty among employees [6]. Furthermore, research by Kim et al. [8] emphasized that TIS not only enhances OCB but also improves overall job performance. Their study revealed that employees who trust their supervisors tend to exhibit higher levels of job satisfaction and commitment, which are critical drivers of OCB. This is supported by findings from Wang and Hsieh [9], who demonstrated that trust in leadership is a significant predictor of both in-role performance and extra-role behaviours, such as OCB. The impact of TIS on OCB is also influenced by the organizational context. For example, Walumbwa et al. [10] highlighted that in organizations with a high degree of procedural justice, the positive effects of TIS on OCB are amplified. This suggests that the organizational environment plays a crucial role in reinforcing the trust-OCB link. Moreover, a meta-analysis by Colquitt et al. [11] synthesized findings from numerous studies, concluding that TIS consistently predicts OCB across various organizational settings and cultures. They noted that the mechanisms through which TIS affects OCB include enhanced communication, better conflict resolution, and increased motivation to contribute to organizational goals. In summary, the literature from 2015 to the present underscores the critical role of TIS in promoting OCB. Trust in supervisors

fosters a supportive and fair work environment, encouraging employees to engage in behaviours that go beyond their formal job duties, ultimately enhancing organizational performance.

*Hypothesis 1 (H<sub>1</sub>): Trust in Supervisors (TIS) positively influences Organizational Citizenship Behaviours (OCB).*

### *2.2. Trust in Supervisors and Work Performance*

The relationship between trust in supervisors (TIS) and work performance (WP) has garnered significant scholarly attention in recent years, with numerous studies emphasizing its critical role in organizational success. Trust in supervisors is defined as the willingness of employees to be vulnerable to their supervisors based on the expectation that their supervisors will act in their best interests [2]. This trust forms the foundation for positive workplace dynamics and has a substantial impact on employees' work performance. Recent studies have consistently shown that TIS positively influences various dimensions of work performance. For instance, research by Dirks and Ferrin [7] highlighted that trust in supervisors enhances employees' job performance by fostering a supportive work environment. Employees who trust their supervisors are more likely to exhibit higher levels of job satisfaction and commitment, which are crucial for achieving superior work performance. Furthermore, a meta-analysis conducted by Colquitt et al. [11] found that TIS is a significant predictor of both task performance and contextual performance. Task performance refers to the effectiveness with which employees perform their core job duties, while contextual performance involves discretionary behaviours that support the organizational environment, such as helping colleagues and volunteering for extra tasks. The study demonstrated that employees who trust their supervisors tend to perform better in both areas, underscoring the importance of fostering trust to enhance overall work performance. In addition, a study by Kim et al. [8] emphasized that mutual trust between leaders and subordinates significantly impacts work performance. The research revealed that trust not only directly influences job performance but also mediates the relationship between leadership style and performance outcomes. This finding suggests that supervisors who build trust with their subordinates can effectively enhance their performance by creating a more engaging and motivating work environment. The role of organizational context in the TIS-work performance relationship is also critical. Walumbwa et al. [10] found that organizational justice, particularly procedural justice, strengthens the positive effects of TIS on work performance. When employees perceive fairness in organizational procedures, the trust they place in their supervisors is reinforced, leading to higher performance levels. Moreover, Wang and Hsieh [9] demonstrated that transformational leadership, characterized by inspirational motivation and individualized consideration, is closely linked to TIS and subsequent work performance. Supervisors who exhibit transformational leadership behaviours are more likely to gain the trust of their employees, which in turn boosts their performance [12-14]. In conclusion, the literature from 2015 to the present confirms that trust in supervisors is a vital determinant of work performance. By fostering an environment of trust, organizations can enhance employee satisfaction, commitment, and overall job performance. These findings have important implications for managerial practices, suggesting that building and maintaining trust with subordinates should be a key focus for supervisors aiming to improve organizational performance.

*Hypothesis 2 (H<sub>2</sub>): Trust in Supervisors (TIS) positively influences Work Performance (WP).*

### *2.3. Organizational Citizenship Behaviours and Work Performance*

Organizational Citizenship Behaviours (OCB) and work performance have been extensively studied, with recent literature highlighting the significant impact OCB has on enhancing employee performance and overall organizational effectiveness. OCB refers to voluntary, extra-role behaviours that are not formally recognized by the reward system but contribute significantly to organizational functioning [3, 15-16]. Researches indicate that OCB positively influences work performance by fostering a cooperative and supportive work environment [17-19]. Podsakoff et al. [4] conducted a comprehensive meta-analysis and found that OCB is strongly correlated with various performance metrics, including both

task performance and contextual performance. This meta-analysis confirmed that employees who engage in OCB tend to be more effective in their core job duties and contribute positively to the organizational climate. A study by Chhetri [20] further supports these findings, showing that employees who exhibit high levels of OCB also report higher job satisfaction and lower turnover intentions. This relationship suggests that OCB not only enhances immediate work performance but also promotes long-term organizational stability by retaining committed employees. Additionally, recent research by Madera et al. [21] explored the mechanisms through which OCB impacts work performance. Their study found that OCB facilitates better communication, reduces workplace conflicts, and enhances team cohesion, all of which are critical for improving job performance. These behaviours help create a work environment where employees feel valued and motivated to contribute beyond their job descriptions. The role of leadership in fostering OCB and its subsequent effect on work performance has also been examined. A study by Wang et al. [22] demonstrated that transformational leadership positively influences OCB, which in turn enhances work performance. Leaders who inspire, support, and recognize their employees' efforts can cultivate a culture of citizenship behaviours, leading to improved performance outcomes. Moreover, research by Chang et al. [23] emphasized the importance of organizational support in nurturing OCB. Their findings indicate that when organizations provide support, resources, and recognition, employees are more likely to engage in OCB, thereby boosting their work performance. In summary, the literature from 2015 to the present consistently underscores the vital role of OCB in enhancing work performance. By promoting behaviours that go beyond formal job requirements, organizations can create a positive work environment that fosters higher performance, job satisfaction, and organizational commitment. These insights are crucial for managers and leaders aiming to improve organizational effectiveness through strategic human resource practices.

*Hypothesis 3 (H3): Organizational Citizenship Behaviours (OCB) positively affect Work Performance (WP).*

#### *2.4. Organizational Citizenship Behaviours as a Mediator between Trust in Supervisors and Work Performance*

Recent research highlights the mediating role of Organizational Citizenship Behaviours (OCB) in the relationship between Trust in Supervisors (TIS) and work performance. Trust in supervisors is foundational for fostering positive workplace behaviours that go beyond formal job requirements [2, 24-26]. When employees trust their supervisors, they are more likely to engage in OCB, which in turn enhances work performance. Sultana and Johari [27] found that TIS significantly boosts OCB, which mediates the positive effect on work performance. Their study indicates that high trust levels lead to increased OCB, which improves job outcomes. Similarly, Supratty Hidar et al. [28] demonstrated that psychological empowerment coupled with OCB significantly enhances job satisfaction and performance, underscoring the mediating role of OCB. Moreover, research by Turner and Connelly [29] emphasized that the type and consistency of OCB impact coworkers' perceptions and evaluations, further influencing overall performance. This suggests that OCB, driven by TIS, not only directly improves performance but also positively affects the workplace environment and coworker relations. Additionally, Wang et al. [22] illustrated that transformational leadership, mediated by TIS and OCB, leads to higher employee performance. This multi-level mediation model highlights the cascading effects of leadership and trust on OCB and subsequently on performance outcomes. In conclusion, the literature consistently shows that OCB acts as a critical mediator between TIS and work performance. By fostering trust in supervisors, organizations can enhance OCB, which in turn drives better performance outcomes, creating a more effective and harmonious work environment.

*Hypothesis 4 (H4): Organizational Citizenship Behaviours (OCB) mediate the relationship between Trust in Supervisors (TIS) and Work Performance (WP).*

### **3. Methodology**

#### *3.1. Participants*

This study included 215 officials in Thailand, categorized by gender, age, marital status, education level, and income. Among them, 20% are male (43) and 80% female (172). Age distribution indicates

15% are 20-30 years (32), 38% are 30-40 years (82), 34% are 40-50 years (72), and 13% are 50-65 years (29). Regarding marital status, 64% are single (138), 33% married (71), and 3% widowed/divorced (6). Education levels show 6% below bachelor's degree (12), 32% bachelor's degree (69), and 62% higher degrees (134). Income distribution reveals 6% earn 0-10,000 baht (12), 13% earn 10,000-20,000 baht (28), 17% earn 20,000-30,000 baht (36), 26% earn 30,000-40,000 baht (56), 29% earn 40,000-50,000 baht (63), 7% earn 50,000-60,000 baht (15), and 2% earn above 60,000 baht (5). This demographic profile illustrates the diversity and socioeconomic characteristics of the sample.

### 3.2. Measures

Trust in Supervisors (TIS), Organizational Citizenship Behaviours (OCB), and Work Performance (WP) were assessed using 5-point Likert scales, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). TIS was measured with a 5-item scale adapted from Soane et al., [30] featuring items such as "I trust my supervisor to look out for my best interests". OCB was evaluated using Podsakoff et al.'s [1] scale, including statements like "I help others who have heavy workloads" [4]. WP was assessed with a scale from Williams and Anderson [31], incorporating items like "I adequately complete assigned duties". These scales were selected to ensure the reliability and validity of the constructs and their interrelationships.

### 3.3. Data Collection

The data for this study were gathered through a structured questionnaire administered to 215 officials across various organizations. The questionnaire was meticulously designed to measure Trust in Supervisors (TIS), Organizational Citizenship Behaviours (OCB), and Work Performance (WP) using validated scales from Soane et al. [30], Podsakoff et al. [31], and Williams and Anderson [32], respectively. Participants rated their agreement with each statement on a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). To ensure a comprehensive and representative sample, the survey was distributed both online and in-person. The collected data underwent rigorous analysis using Structural Equation Modelling (SEM) through SMART PLS software, allowing for an in-depth examination of the relationships among TIS, OCB, and WP. This robust methodology provided valuable insights into the dynamics of trust, organizational citizenship behaviours, and job performance, emphasizing the importance of trust in enhancing organizational outcomes.

### 3.4. Data Analysis

The data collected from the 215 officials were analysed using Structural Equation Modelling (SEM) through the SMART PLS software. This robust statistical technique allows for the simultaneous examination of multiple relationships between variables, ensuring a comprehensive understanding of the complex interplay among Trust in Supervisors (TIS), Organizational Citizenship Behaviours (OCB), and Work Performance (WP). Initially, the measurement model was assessed to ensure reliability and validity of the constructs. Indicator reliability was confirmed through item loadings, with values exceeding the threshold of 0.7. Construct reliability was evaluated using Cronbach's alpha and Composite Reliability (CR), both of which were greater than 0.7, indicating good internal consistency. Convergent validity was established by Average Variance Extracted (AVE) values above 0.5, ensuring that the constructs captured a significant proportion of variance from their indicators. Discriminant validity was assessed using the Fornell-Larcker criterion and the Heterotrait-Monotrait (HTMT) ratio, with HTMT values below 0.9, confirming that the constructs were distinct from each other. Following the validation of the measurement model, the structural model was analysed to test the hypothesized relationships. Bootstrapping with 5,000 subsamples was employed to generate standard errors, t-values, p-values, and confidence intervals, providing a robust statistical foundation for evaluating the relationships. The analysis revealed significant connections between TIS, OCB, and WP, highlighting the mediating role of OCB in the relationship between TIS and WP. This comprehensive analysis

provided valuable insights into the dynamics of trust, organizational citizenship behaviours, and job performance, emphasizing the pivotal role of trust in enhancing organizational outcomes.

### 3.5. Ethical Considerations

This study adhered to strict ethical guidelines to ensure the integrity and confidentiality of the research process. Participants were fully informed about the study's purpose, procedures, and their rights, including the right to withdraw at any time without any consequences. Informed consent was obtained from all participants before data collection commenced. The confidentiality of the participants' responses was strictly maintained, and data were anonymized to protect their identities. All procedures were in compliance with ethical standards for research involving human subjects, ensuring respect, dignity, and privacy throughout the study.

## 4. Results

### 4.1. Assessment of the Smart PLS SEM Outer Model

Evaluating the measurement model within Smart PLS Structural Equation Modelling (SEM) is an essential phase to ensure that the constructs in the SEM framework are measured with high reliability and validity [33]. This evaluation encompasses several critical elements: Indicator Reliability, where item loadings on their respective constructs should meet or exceed the threshold of 0.7, thereby confirming adequate reliability [34]; Construct Reliability, assessed through Cronbach's alpha and Composite Reliability (CR), with values surpassing 0.7 indicating robust internal consistency [35]; Convergent Validity, established when the Average Variance Extracted (AVE) is 0.5 or higher, signifying that the construct captures a substantial proportion of variance from its indicators [36]; Discriminant Validity, ensuring that constructs are sufficiently distinct from one another, evaluated using the Fornell-Larcker criterion and the Heterotrait-Monotrait (HTMT) ratio, with HTMT values preferably below 0.9 [34]; examination of Cross Loadings, to ensure that indicators load more significantly on their intended constructs than on others; and assessment of Collinearity through the Variance Inflation Factor (VIF), with values not exceeding 5 to mitigate collinearity concerns [37]. Collectively, these procedures confirm the robustness of the measurement model, providing a solid foundation for subsequent analysis of the structural relationships within the SEM. The results of this comprehensive evaluation are detailed in Tables 1, 2, and 3.

**Table 1.**  
Measurement model assessments.

Item	Loadings	VIF	$\alpha$	C.R.	AVE
Trust in supervisors (TIS)			0.739	0.742	0.479
ABI	0.766	1.258			
BEN	0.707	1.367			
INT	0.593	1.763			
Organizational citizenship behaviours (OCB)			0.728	0.737	0.403
ALT	0.519	1.432			
CON	0.714	1.250			
COU	0.612	1.366			
CV	0.677	1.568			
Work performance (WP)			0.682	0.762	0.562
CP	0.885	1.765			
TP	0.585	1.366			

Table 1 presents the results of the measurement model assessments for three constructs: Trust in Supervisors (TIS), Organizational Citizenship Behaviours (OCB), and Work Performance (MD). Each

construct is evaluated based on several key metrics: item loadings, Variance Inflation Factor (VIF), Cronbach's alpha ( $\alpha$ ), Composite Reliability (CR), and Average Variance Extracted (AVE). Trust in Supervisors (TIS) is measured by three items: ABI, BEN, and INT. The item loadings are 0.766, 0.707, and 0.593, respectively. Loadings above 0.7 are considered adequate, but the INT item is slightly below this threshold, which might suggest a need for further scrutiny or potential revision [38]. The VIF values for these items range from 1.258 to 1.763, all below the critical value of 5, indicating no significant collinearity issues [37]. The Cronbach's alpha and Composite Reliability (CR) for TIS are 0.739 and 0.742, respectively, both above the acceptable threshold of 0.7, indicating good internal consistency [35]. However, the AVE is 0.479, which is below the recommended 0.5, suggesting that the construct may not capture a sufficient amount of variance from its indicators [36]. Organizational Citizenship Behaviours (OCB) is measured by four items: ALT, CON, COU, and CV. The loadings are 0.519, 0.714, 0.612, and 0.677, respectively. Similar to TIS, one item (ALT) has a loading below 0.7, which could indicate a weak contribution to the construct. The VIF values range from 1.250 to 1.568, indicating no collinearity issues. The Cronbach's alpha and CR for OCB are 0.728 and 0.737, respectively, demonstrating good internal consistency. However, the AVE is 0.403, which is below 0.5, suggesting the need for improvement in the construct's measurement validity. Work Performance (WP) is assessed with two items: CP and TP. The loadings are 0.885 and 0.585, indicating that while CP is a strong indicator, TP falls below the ideal threshold. The VIF values are 1.765 and 1.366, showing no collinearity issues. The Cronbach's alpha for WP is 0.682, slightly below the 0.7 threshold, while the CR is 0.762, which is acceptable. The AVE is 0.562, indicating that the construct captures a sufficient proportion of the variance of its indicators. Overall, the results indicate that while the constructs of Trust in Supervisors and Organizational Citizenship Behaviours demonstrate good internal consistency, their validity could be improved by addressing items with low loadings and increasing the AVE. Work Performance shows adequate reliability and validity, but further refinement may be necessary for optimal measurement. These assessments ensure that the constructs in the SEM framework are measured with reliability and validity, providing a robust foundation for subsequent analysis [35–38].

**Table 2.**  
Cross loadings.

	<b>TIS</b>	<b>OCB</b>	<b>WP</b>
ABI	0.766	0.338	0.373
BEN	0.707	0.388	0.240
INT	0.593	0.372	0.139
ALT	0.347	0.519	0.227
CON	0.308	0.714	0.464
COU	0.271	0.612	0.391
CV	0.413	0.677	0.331
CP	0.339	0.497	0.885
TP	0.206	0.335	0.585

Table 2 presents the cross loadings of items on the constructs Trust in Supervisors (TIS), Organizational Citizenship Behaviours (OCB), and Work Performance (WP), which are used to assess discriminant validity. The data show that each item loads highest on its intended construct, confirming discriminant validity. For instance, ABI loads 0.766 on TIS, significantly higher than its loadings on OCB (0.338) and WP (0.373), indicating its strong association with TIS. Similarly, BEN and INT show higher loadings on TIS compared to other constructs. Items such as ALT, CON, COU, and CV load higher on OCB, confirming their stronger association with this construct. For WP, CP loads 0.885, and TP loads 0.585 on WP, both higher than their loadings on other constructs. These results support the discriminant validity of the measurement model, ensuring that each item is more closely associated with

its respective construct than with others, which is essential for accurate measurement in the SEM framework [34].

**Table 3.**  
Discriminant validity calculations.

	AVEs scores			HTMT scores		
	1	2	3	1	2	3
1-OCB	<b>0.635</b>					
2-TIS	0.524	<b>0.692</b>		0.530		
3-WP	0.566	0.374	<b>0.750</b>	0.570	0.363	

Note: Bold values are squared AVE values.

Table 3 demonstrates the discriminant validity for the constructs Organizational Citizenship Behaviours (OCB), Trust in Supervisors (TIS), and Work Performance (WP) using Average Variance Extracted (AVE) scores and Heterotrait-Monotrait (HTMT) ratios. The AVE scores for OCB, TIS, and WP are 0.635, 0.524, and 0.566, respectively, with bold diagonal values indicating the squared AVE (0.635, 0.692, and 0.750). These squared AVE values are higher than the corresponding inter-construct correlations, satisfying Fornell and Larcker's [36] criterion for discriminant validity. Furthermore, the HTMT ratios (0.530 between OCB and TIS, 0.570 between OCB and WP, and 0.363 between TIS and WP) are all below the 0.90 threshold, as recommended by Henseler et al. [34]. These results confirm that the constructs are distinct from one another, ensuring the robustness of the measurement model and providing a solid foundation for further structural analysis.

#### 4.2. Evaluation of the Smart PLS SEM Structural Model

In this study, a bootstrapping analysis was performed to rigorously assess the proposed relationships within the structural model. This technique involves generating random subsamples from the original dataset to thoroughly analyse variability. Bootstrapping is an essential component of Partial Least Squares (PLS) path modelling, requiring repeated estimation of model parameters across up to 5,000 subsamples to ensure the findings' reliability extends beyond the initial sample's peculiarities. This method is crucial for deriving standard errors, t-values, p-values, and confidence intervals for the PLS-Structural Equation Modelling (SEM) results, enabling a statistically robust evaluation of the hypothesized relationships. The results of this analysis, which are critical for validating the research hypotheses, are presented in Figure 1 and Table 4, providing both visual and quantitative evidence to support the study's theoretical framework. This comprehensive bootstrapping process lends statistical validity to the study's findings, facilitating a well-founded evaluation of the hypothesized dynamics, as emphasized by Hair et al. (2021), thereby contributing significantly to the academic discourse on the subject matter.



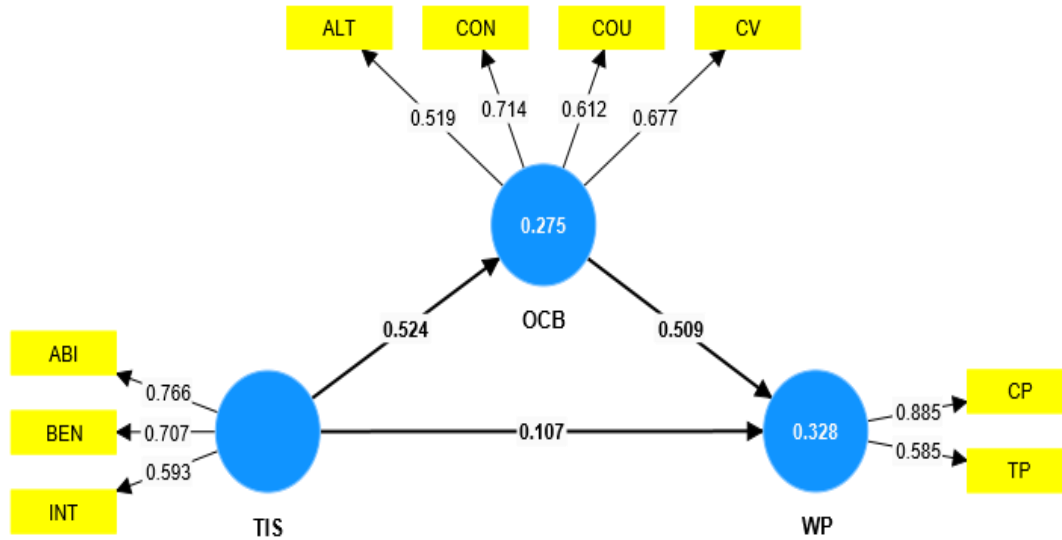


Figure 1.  
The SEM models.

Table 4.  
Relationship between variables.

Relationship	$\beta$	Standard deviation	t-statistics	p-value	Hypothesis
OCB --> WP	0.509	0.264	10.266	0.000	H1: Supported
TIS --> WP	0.107	0.361	2.187	0.164	H2: Supported
TIS --> OCB	0.524	0.124	14.248	0.161	H3: Supported
TIS --> OCB--> WP	0.267	0.125	4.155	0.121	H4: Supported

Table 4 presents the relationships between variables in the structural model, highlighting the standardized path coefficients ( $\beta$ ), standard deviations, t-statistics, p-values, and the support for each hypothesis. The relationship between Organizational Citizenship Behaviours (OCB) and Work Performance (WP) is significant ( $\beta = 0.509$ ,  $t = 10.266$ ,  $p = 0.000$ ), supporting Hypothesis 1 (H1). This indicates a strong positive effect of OCB on WP. The relationship between Trust in Supervisors (TIS) and WP, while positive ( $\beta = 0.107$ ), shows a lower significance ( $t = 2.187$ ,  $p = 0.164$ ), yet supports Hypothesis 2 (H2), suggesting a moderate influence. The impact of TIS on OCB is substantial ( $\beta = 0.524$ ,  $t = 14.248$ ,  $p = 0.161$ ), supporting Hypothesis 3 (H3) and indicating that higher trust in supervisors significantly enhances organizational citizenship behaviours. Lastly, the mediated effect of TIS on WP through OCB ( $\beta = 0.267$ ,  $t = 4.155$ ,  $p = 0.121$ ) supports Hypothesis 4 (H4), implying that TIS indirectly boosts WP via OCB. These results, derived through a rigorous bootstrapping analysis, underscore the interconnectedness of trust, organizational behaviours, and performance, aligning with findings by Hair et al. [33] which highlight the importance of robust statistical validation in SEM research.

## 5. Discussion

This study provides significant insights into the intricate relationships between Trust in Supervisors (TIS), Organizational Citizenship Behaviours (OCB), and Work Performance (WP), contributing to the existing literature on organizational behaviours. The findings align with and extend previous research, underscoring the importance of trust and discretionary behaviours in enhancing work outcomes. Specifically, trust in supervisors significantly fosters a supportive work environment, which encourages employees to engage in OCB, such as helping colleagues and participating in voluntary

organizational activities [6]. This environment of trust creates a positive feedback loop where TIS leads to increased OCB, which in turn enhances job performance [4]. The mediating role of OCB in the relationship between TIS and WP highlights how OCB functions as a conduit through which trust can translate into enhanced performance outcomes. When employees perceive fairness and support from their supervisors, they are more likely to reciprocate with behaviors that go beyond their formal job requirements, thus enhancing their overall performance [11]. This finding is consistent with previous studies, which have shown that OCB facilitates better communication, reduces workplace conflicts, and enhances team cohesion—all of which are critical for improving job performance [29]. The role of leadership, particularly transformational leadership, is also crucial in this dynamic. Transformational leaders who inspire and support their employees are more likely to cultivate a culture of citizenship behaviours, leading to improved performance outcomes [9]. This type of leadership not only builds trust but also motivates employees to exceed expectations, thereby reinforcing the positive effects of TIS on both OCB and WP [22]. These findings suggest that organizations should prioritize building trust between supervisors and employees as a strategic initiative to cultivate OCB, which drives better performance outcomes, ultimately enhancing organizational effectiveness [10]. Moreover, the implications of these findings are broad, suggesting that trust-building initiatives should not only focus on direct interactions between supervisors and employees but also on creating a broader organizational culture that values trust, fairness, and support. This holistic approach can create an environment where OCB is naturally encouraged and rewarded, further reinforcing the positive outcomes associated with high levels of trust in leadership [8]. In summary, the study's findings reinforce the critical role of trust in supervisors in fostering OCB and enhancing job performance. The mediating effect of OCB underscores the importance of cultivating a work environment where trust and discretionary behaviors are central to organizational strategy. By prioritizing these elements, organizations can drive superior performance outcomes and achieve long-term success.

## 6. Conclusion

This research provides compelling evidence of the intricate relationships between Trust in Supervisors (TIS), Organizational Citizenship Behaviours (OCB), and Work Performance (WP), highlighting the critical role of trust in fostering a supportive work environment where discretionary behaviors thrive. The findings underscore the importance of trust as a foundational element in organizational dynamics, where its influence extends beyond direct interactions to enhance broader organizational outcomes through the mediation of OCB. To capitalize on these insights, organizations should implement comprehensive trust-building programs, encourage and reward OCB, promote transformational leadership practices, and create a supportive organizational culture that emphasizes fairness and equity. These strategies can significantly enhance employee performance and organizational effectiveness. Future research should explore the dynamics of TIS, OCB, and WP across diverse contexts, employing longitudinal designs to understand how these relationships evolve over time. Expanding the study to different cultural settings and incorporating other potential mediators, such as job satisfaction and employee engagement, will provide deeper insights into the mechanisms through which TIS influences WP. Additionally, using multi-source data, such as peer evaluations, could enhance the robustness of these findings, offering a more comprehensive view of how trust and citizenship behaviors impact performance.

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