

Unveiling the Path: Organizational Trust, Social Relationships, and Their Impact on Organizational Citizenship Behavior at CV Hanselia

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Abstract

This research investigates the influence of organizational trust on organizational citizenship behavior (OCB) via social ties at CV Hanselia. This study utilizes data collected from questionnaires administered to 48 workers of CV Hanselia, which were subsequently evaluated using the Structural Equation Modeling (SEM) approach. The findings indicate that organizational trust positively influences organizational citizenship behavior, with social relationships serving as a reinforcing factor. These results show how important it is for people in an organization to trust each other and have excellent social ties to increase OCB and, in turn, help the business do better. The management implications of this study indicate that Hanselia CV should concentrate on formulating policies that enhance a culture of trust and social relationships among employees to foster positive behaviors that influence organizational performance and sustainability.

Keywords: Organizational Trust, Social Relationships, Organizational Citizenship Behavior

Introduction

Strong ties between people in an organization are important for it to work well and last (Hasrul Azwar Hasibuan et al., 2022). The success of an organization is measured not only by the accomplishment of official objectives but also by the attitudes and voluntary actions demonstrated by personnel (Astika et al., 2022). Organizational citizenship behavior (OCB) is when people do things that aren't part of their job description. This makes the workplace more positive and productive (Subhaktiyasa et al., 2023). Altruism, conscientiousness, and friendliness are all examples of organizational citizenship behavior (OCB) that can make an organization more effective by fostering teamwork and establishing a supportive environment (Ramli, 2023). Organizations must promote this citizenship behavior to reach long-term goals and keep up high performance (Nurrohmat, 2022). Building strong social ties at work is also vital for encouraging this positive behavior, which in turn helps the organization do better (Setiawan & Moko, 2024).

This conduct is called organizational citizenship behavior (OCB), and it encompasses beneficial traits including altruism, conscientiousness, friendliness, sportsmanship, and civic duty (Ruyani et al., 2025). Even though there isn't a formal compensation system for OCB, this behavior has a big effect on how well the organization works and how it feels (Salahat et al., 2024). OCB helps make the workplace more peaceful and cooperative, which in turn boosts performance and helps the business reach its goals (Rahman & Karim, 2022). Even if it doesn't receive direct rewards, OCB has an effect on how people get along at work and makes the organization's culture more supportive (Syah & Safrida, 2024). OCB is crucial to the organization's overall productivity and health, even if it's not officially part of the structure (Chernyak-Hai et al., 2024).

Additionally, experts believe that boosting OCB significantly depends on employee confidence in the organization (Elamin, 2024). Employees may be more likely to show organizational citizenship behavior if they trust the organization a lot (Armijos et al., 2025). When workers trust that the company is honest, capable, and has beneficial intentions, they are more willing to work diligently and do beneficial things without expecting to be rewarded right away (Wijaya, 2023). This trust makes people feel safe and comfortable, which leads to more cooperation and participation in reaching the goals of the organization (Iddrisu, 2025). Organizational trust significantly enhances organizational citizenship behavior (OCB) and overall performance (Calabro et al., 2023).

Social relationships (Aliyari, 2024) are one thing that can affect OCB. Employees that have strong social ties can make the workplace a better place to work and encourage teamwork (Mahmud



et al., 2023). When workers get along well with each other, they are more likely to show organizational citizenship behavior, which includes helping each other, sharing knowledge, and making voluntary contributions without expecting anything in return (Demirdag & Rurpcu, 2023). Healthy social ties also make people feel closer to each other, which might make them more motivated to work together to reach the organization's goals (Shah et al., 2022). Social relationships are vital for making the link between organizational trust and citizenship behavior stronger, and they also help make organizations more effective and productive (Alshurideh et al., 2023).

Social relationships are crucial in mitigating the impact of organizational trust on organizational citizenship behavior (OCB) (Sultan et al., 2024). When employees have strong social ties with each other, trust in the company will make employees more likely to act in a way that is beneficial for the organization (Aman et al., 2023). When employees trust their organization, they feel safe and comfortable, which makes them more willing to be transparent and helpful and work together without expecting rewards right away (Uçar, 2022). Positive social relationships can make emotional ties between people stronger, which encourages them to act better to reach shared goals (Kim, 2022). Social ties enhance the impact of organizational trust on OCB, foster collaboration, and elevate overall organizational performance (Kumar & Vasudevan, 2024).

However, although numerous studies have examined the relationship between organizational trust and OCB, the influence of social relationships in this process has received less attention. Social relationships formed in the workplace can strengthen the relationship between organizational trust and OCB. Therefore, it is important to understand how social relationships can mediate the influence of organizational trust on OCB. This research is expected to reveal previously unknown facts about the role of social relationships in mediating the influence of organizational trust on OCB, as well as provide practical implications for company managers in creating a work culture that supports organizational performance and goals.

Theoretical Review

Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) plays a crucial role in ensuring a company's survival and is a determining factor in creating competitive advantage (Lanatri Danirmala & Prajogo, 2022). OCB refers to voluntary behaviors performed by employees that are not regulated by formal policies but contribute significantly to the effectiveness and dynamics of an organization (Supriadi, 2023). Behaviors such as altruism, sense of duty, friendliness, sportsmanship, and civic duty are examples of OCB that play a role in improving company performance (Fadli & Nasib, 2020). Despite the absence of direct rewards, OCB significantly contributes to organizational success (Nasib et al., 2024). In a competitive business environment, companies with a strong OCB culture tend to have employees who are more engaged, motivated, and committed to achieving common goals (Nasib et al., 2023). Employees who demonstrate OCB are more adaptable, cooperative, and supportive of their colleagues, which in turn improves team performance and productivity (Syiafuddin et al., 2024). The presence of OCB also strengthens social relationships among employees, creates a more positive and collaborative work atmosphere, and becomes the basis for more effective innovation and problem solving (Fadli, 2024). OCB is an important element in achieving competitive advantage because it contributes to increasing effectiveness, loyalty, and job satisfaction, which impacts the company's overall performance (Honkley et al., 2025).

Social Relationships

Social relationships are very important for improving organizational citizenship behavior (OCB) and are a good way to improve a company's reputation (Pihl Thingvad et al., 2024). When employees have strong relationships with each other, they form emotional bonds that make it easier for them to work together, help each other, and support each other in the workplace (Pinnington et al., 2024). Good relationships with coworkers make employees more likely to do things on their own, like helping others and doing additional work without expecting to be rewarded right away (Kiewitz, 2022). These actions not only make the team function better, but they also make the workplace more

peaceful and productive (Rosnaida et al., 2024). Strong social ties are a way to encourage OCB, which in turn makes a firm look better to its employees, customers, and business partners (Rudolph, 2021). Social ties significantly mediate the impact of organizational trust on Organizational Citizenship Behavior (OCB) (Al Daboub et al., 2024). Employees are more likely to be open and active in working together when they trust the organization a lot (Marlina & Fajar Rezeki Ananda Lubis Nasib, 2023). When employees have strong social ties with each other, they feel more connected and are more likely to act like good citizens by assisting one other and doing more work without expecting instant benefits (Syaifuddin et al., 2023). OCB can go up when people have strong social ties, and the workplace becomes more peaceful (Tanady et al., 2024). Social ties act as a link that makes the good effect of organizational trust on OCB even stronger. This, in turn, makes the organization work better and more effectively (Lestari & Nasib, 2021).

Organizational Trust

Organizational trust is a major psychological factor that makes employees want to do things that go above and beyond their formal obligations, including organizational citizenship behaviors (OCB) (Lumineau et al., 2023). Organizational trust is a strong desire to build good relationships with others, work together better, and get more people to help the organization reach its goals (Oh & Kim, 2024). Employees who trust the company a lot are more inclined to do good things, such helping their coworkers and taking part in activities that help the company, without expecting anything in return (Alshaabani et al., 2022). This not only improves the connections between employees, but it also makes them more loyal and dedicated to the aims of the firm (Elamin, 2024). Multiple research studies have demonstrated that organizational trust significantly influences interpersonal interactions among employees, therefore enhancing Organizational Citizenship Behavior (OCB) (Iddrisu, 2025). Strong organizational trust makes the workplace more peaceful and positive, and it also makes people feel more connected to each other (Chung et al., 2024). Such confidence makes employees more likely to do things on their own, like help each other and work together, which is good for the success of the firm (Niwes et al., 2024). Organizational trust not only makes interactions between employees better, but it also makes them more committed to the organization's goals. The result leads to better overall performance and effectiveness (Utomo et al., 2023).

Methodology

This study employs a quantitative methodology via a survey approach to examine the impact of organizational trust on organizational citizenship behavior (OCB) through social ties among employees at CV Hanselia. Data were gathered by a standardized questionnaire administered to 48 employees chosen via a purposive selection strategy, where participants were picked based on their availability and desire to engage. We used Structural Equation Modeling (SEM) to look at the link between the variables we analyzed. We chose SEM because it can estimate complicated models with a lot of latent variables and mediation effects. There are two main steps in the analysis process: (1) checking the measurement model for validity and reliability using outer loadings, composite reliability, and Average Variance Extracted (AVE); and (2) checking the structural model for path coefficients, R^2 values, and the significance of direct and indirect effects using bootstrapping. A Sobel test was performed to validate the mediating influence of social relationships on the association between organizational trust and organizational citizenship behavior (OCB).

Results and Discussions

Results

Measurement Model Evaluation

The measurement model was evaluated using factor loadings, Cronbach's alpha, composite reliability (CR), and average variance extracted (AVE). Table 1 shows the results of testing for convergent validity for all of the study's constructs.

Table 1. Convergent Validity

Variabel	Kode	Outer Loading	Cronbach's Alpha	Composite Reliability	AVE
Organizational Trust	OT1	0.823	0.890	0.914	0.672
	OT2	0.845			
	OT3	0.865			
	OT4	0.800			
	OT5	0.811			
Organizational Citizenship Behavior (OCB)	OCB1	0.872	0.912	0.938	0.721
	OCB2	0.860			
	OCB3	0.884			
	OCB4	0.852			
	OCB5	0.821			
Social Relationships	SR1	0.804	0.879	0.902	0.654
	SR2	0.825			
	SR3	0.850			
	SR4	0.830			
	SR5	0.803			

This table shows the findings of the convergent validity test for the three primary variables in this study: organizational trust, organizational citizenship behavior (OCB), and social relationships. The results reveal that all of the indicators had outer loadings greater than 0.7, which means that they are legitimate for measuring the constructs they were meant to measure. For all constructions, Cronbach's Alpha and Composite Reliability scores are higher than 0.7, which means that the instrument is reliable. Also, the AVE value for each construct is higher than 0.5, which means that it has good convergent validity. These results indicate that the model utilized in this study measures things well.

Structural Model Evaluation

The bootstrapping method, which involved 5,000 resamples, was used to test the structural model and find out how important each predicted association was. Table 2 shows the outcomes of testing the hypotheses and estimating the path coefficients.

Table 2. Hypothesis Test Results

Relationship	Original Sample (O)	t-Statistic (O/STDEV)	P-Values	Description
Organizational Trust → Social Relationships	0.315	5.812	0.000	Significant
Organizational Trust → Organizational Citizenship Behavior	0.402	7.563	0.001	Significant
Social Relationships → Organizational Citizenship Behavior	0.278	4.945	0.000	Significant
Organizational Trust → Social Relationships → Organizational Citizenship Behavior	0.217	3.821	0.002	Significant

The Influence of Organizational Trust on Social Relationships

The findings from hypothesis testing in study at CV Hanselia demonstrate that organizational trust significantly impacts social connections. This research demonstrates that when employees at CV Hanselia trust each other more, their social relationships with each other are stronger. Trust fosters

a workplace environment characterized by mutual respect, openness, and the facilitation of successful communication and collaboration. This finding aligns with research (Liu et al., 2025) indicating that organizational trust is a crucial basis for fostering healthy and collaborative social relationships in the workplace. Additionally, (Under & Gereide, 2025) underscores that trust enhances psychological safety, facilitating employees' willingness to share ideas and cultivate strong interpersonal interactions. (Oh & Kim, 2025) says that trust makes people more likely to work together and less likely to have conflicts with each other in the organization. This finding is corroborated by (Kidron & Vinarski Peretz, 2025), which indicates that businesses characterized by elevated trust levels typically exhibit more robust social networks and enhanced team commitment. Furthermore, (Dahleez & Aboramadan, 2025) discovered that confidence in colleagues and leaders enhances bidirectional communication and expedites the adaptation process within a changing workplace.

From a managerial standpoint, the findings of this study suggest that CV Hanselia's management must establish a transparent and participative communication system, wherein employees are actively engaged in decision-making processes pertaining to their work. Also, there should always be internal training programs that teach employees about the ideals of honesty, openness, and working together. This will help build trust between employees. Management could also set up a reward system for those who work together, such exchanging ideas, supporting coworkers, and going to workplace social events. This method will create a culture of support in the workplace, improve social relationships, and boost employee loyalty and performance over time.

The Influence of Organizational Trust on Organizational Citizenship Behavior

This finding is consistent with research (Chen et al., 2025), which states that OCB grows from a sense of trust and satisfaction with the organization, which makes individuals willing to take voluntary actions for mutual progress. According to (Laufer et al., 2025), trust in leaders also increases prosocial behavior such as helping coworkers, maintaining harmony, and increasing team efficiency. In addition, (Alomran et al., 2024) emphasizes that trust in the organization strengthens affective commitment and loyalty, which directly contributes to increased OCB behavior. According to (Kidron & Vinarski-Peretz, 2024), employees with a strong trust in their superiors are more likely to show altruism, sportsmanship, and respect for the values of the organization. In line with that, (Chowdhury et al., 2024) revealed that good trust between leaders and subordinates strengthens interpersonal relationships, which ultimately fosters voluntary behavior as a form of support for the organization.

The findings from this study indicate that organizational trust is a fundamental factor influencing organizational citizenship behavior. In CV Hanselia, trust increases when leaders show justice in how they divide up work, distribute out rewards, and evaluate performance objectively. This fosters a sense of equality and non-discrimination among employees. Transparent two-way communication, where every major decision is made explicit and employees are free to share their hopes and feedback, is a sign of open leadership. Trustworthiness is shown by how consistent leaders' words and actions are and how committed they are to keeping their promises. This situation encourages employees to be loyal, work together, and offer their time and money freely, which all help the organization do better as a whole.

The Influence of Social Relationships on Organizational Citizenship Behavior

The research findings indicate that social relationships have a substantial impact on organizational citizenship behavior (OCB). This research shows that solid social relationships between CV Hanselia workers are crucial for promoting organizational citizenship behavior. The more people trust, talk, and work together, the more likely they are to help the organization reach its goals. These findings align with research (Iqbal & Parray, 2025) that substantiates the notion that organizational citizenship behavior (OCB) emerges from positive interpersonal connections and reciprocal respect inside the workplace. According to (Hameli & Yaslioglu, 2025), healthy social relationships enhance solidarity and bolster employee incentive to engage in prosocial behaviors, including assisting colleagues, fostering harmony, and promoting team performance. Furthermore, (Noor-E-Sahar et al., 2025) discovered that robust social ties enhance the sense of belonging and

commitment to the group, which are fundamental to the development of organizational citizenship behavior (OCB). (Lubis et al., 2025) also said that good communication between team members and support for each other can make the workplace a better place to work, which encourages people to volunteer. In accordance with this, (Satrianny et al., 2025) showed that strong social ties enhance a corporate culture rooted in collaboration and empathy, thereby elevating citizenship behavior within the workplace.

The findings of this study indicate that social ties are essential for cultivating a productive, inclusive, and harmonious work culture at CV Hanselia. When employees treat each other with respect, have beneficial conversations, and offer emotional and professional support to each other, they build social cohesiveness and encourage each other to work harder for the company's success. This situation shows that investing in better internal communication, team-building activities, and healthy relationships between employees is a beneficial way for CV Hanselia to consistently and sustainably improve organizational citizenship behavior (OCB).

The Influence of Organizational Trust on Organizational Citizenship Behavior through Social Relationships

Indirectly, social relationships play a crucial role in influencing organizational trust regarding organizational citizenship behavior (OCB) at CV Hanselia. This suggests that organizational trust has a direct effect on organizational citizenship behavior, and that effect is much stronger when the quality of social relationships between employees is improved. In other words, confidence in a company is the basis for stronger social ties at work, which leads to OCB behavior in the CV Hanselia setting. This finding aligns with research (Jankelová et al., 2025) that underscores trust as the foundation of mutually advantageous social relationships through the principle of social exchange, wherein individuals are motivated to reciprocate organizational trust with good contributions beyond official responsibilities. (Choong et al., 2025) also said that strong social ties make communication, empathy, and cooperation better. These are all things that need to happen before organizational citizenship behavior may happen. Additionally, (Bhastary et al., 2024) discovered that excellent interpersonal ties in the workplace enhance a sense of unity and elevate intrinsic motivation to assist colleagues. This finding is corroborated by (Syafuddin et al., 2024) which elucidates that trust in leaders and colleagues fosters a sense of psychological security, enabling individuals to engage more actively in organizational social activities. At the same time, (Lubis et al., 2024) reveals that social ties built on trust not only make employees more committed but also make them more concerned about the organization's common goals.

The findings of this research substantiate that social relationships serve as a vital mediation mechanism connecting organizational trust with organizational citizenship behavior (OCB). In CV Hanselia, a strong culture of trust that includes open communication between leaders and employees, respect for other points of view, and teamwork based on shared responsibility will make social connections at work stronger. Effective social relationships make the workplace a positive place to work, where people are encouraged to take the lead, help their coworkers without expecting anything in return, and do more than what is expected of them. Therefore, CV Hanselia should work to keep a culture of trust and favorable social ties in order to sustainably boost motivation, solidarity, and OCB behavior.

Conclusions

This study's results show a clear and important link between trust in the organization, social relationships, and organizational citizenship behavior (OCB) at CV Hanselia. Organizational trust has a direct favorable effect on OCB and an indirect effect through social ties, according to research. This means that trust between leaders and workers can lead to teamwork, a sense of responsibility, and voluntary participation in activities outside of work. The mediating influence of social ties reinforces these findings, as harmonious interpersonal relationships serve as a conduit that converts organizational trust into active and enduring corporate citizenship behavior in the workplace. The practical consequences of this study underscore that CV Hanselia's management must formulate

measures aimed at cultivating a culture of trust and transparent communication while simultaneously enhancing positive social ties among employees. A work culture based on trust can help people work together better, cut down on conflict inside the company, and make teams stronger, which can have an effect on how well the company does and how long it lasts.

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