

The Influence of Interpersonal Trust and Organizational Commitment on Perceived Organizational Performance

Erlan Bakiev¹
Zirve University, Turkey

This study aims to examine the influence of organizational social capital and organizational citizenship behavior on perceived organizational performance. Interpersonal trust is accepted as an attribute of organizational social capital and organizational commitment is considered as a dimension of organizational citizenship behavior. The interpersonal trust among police officers at Kyrgyz National Police (KNP) and their commitment to KNP is analyzed by the statistical analysis of this study. The 400 surveys were distributed to police officers of the KNP in 7 different regions of Kyrgyzstan and the capital city of Bishkek. The correlational research and Structural Equation Modeling (SEM) is used to analyze the results. The results of this study indicate that that interpersonal trust among officers and high level of commitment leads to an increased level of performance at KNP. Based on these results, both policy makers and police managers should focus on developing trusted environment and officers' motivation.

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Keywords: *Organizational social capital; organizational citizenship behavior, interpersonal trust, organizational commitment, organizational performance*

1. Introduction

The process of training motivated officers and trust building within public organization is on the shoulders of qualified managers and leaders. Berg et al. (2008) state that the role of managers and leaders is enormous in introducing reforms, especially when it comes to deciding on management models. Furthermore, Carnevale (1995) states that any organization can perform better without the strength and social cohesion provided by trust. Therefore, in order to introduce any management model and involve all employees in this process it is important to have trusted leadership. Geller (1999) argues that in order to have successful feedback process and advanced behavior-based observation we need high degree of interpersonal trust among co-workers. This study utilizes two theoretical perspectives, Organizational Social Capital (OSC) and Organizational Citizenship Behavior (OCB) (Podsakoff et al., 2005; Bolino et al., 2002; Leana and Van Buren, 1999; Neuman and Kickul, 1998), to examine the influence of interpersonal trust and organizational commitment on perceived organizational performance in Kyrgyz National Police (KNP).

The first theoretical perspective, OSC, has been an interest of scholars from different fields for a decade. Since this study focuses on police organization, the OSC is demonstrated as an organizational attribute (Leana and Van Buren, 1999). Leana and Van Buren (1999) define OSC as a resource that shows the character of social relations within organizations realized through employees' shared trust (p. 540). Consequently, the main question in this

¹ Correspondance to Erlan Bakiev, Email: erlan.bakiev@zirve.edu.tr

study is whether interpersonal trust has influence on perceived organizational performance in KNP.

On the other hand, OCB illustrates inputs of organizational performance and defined by Appelbaum et al. (2004) as personal behavior that bases on volunteer actions to enhance organizational performance. Moon et al. (2005) in their research distinguish OCB into two dimensions, interpersonal and organizational. This study focuses on interpersonal level of OCB. Consequently, the other research question for this study is whether organizational commitment of police officers at KNP has any influence on organizational performance. Moreover, this study examines the correlation among interpersonal trust of police officers and their commitment.

The statistical analysis of this research highlights the importance of the interpersonal trust in relationships between ranked officers and sergeants in KNP which is based on classical public administration model with command-control management style. This study examines whether interpersonal trust and organizational commitment improve organizational performance and productivity in KNP which is one of the essential challenges in this organization.

Kyrgyzstan is one of the post-soviet states in Central Asia which still has the remnants of traditional soviet police school. Galdarev (2008) argues that Russian police organization, as well as Kyrgyz police, is a social institution that despite of variety of reforms and renovations until nowadays keeps old-Soviet structure, traditions and methods. Gudkov (2000) states that primarily Soviet criminal justice system and the police was oriented to protect totalitarian rather than citizens and their rights. Because of this circumstance there hasn't done any research that examines the internal relationships in KNP. Consequently, this is the first empirical study which examines the influence of interpersonal trust and commitment on perceived organizational performance in KNP setting.

2. Literature Review and Study Variables

Interpersonal Trust

The literature does not have broad collection of evidence demonstrating the difference between trust and interpersonal trust within the public agencies. However, it is safe to mention the dissimilarity of interpersonal trust where the reciprocity of trust is essential. Six (2007) defines the interpersonal trust as "...a psychological state comprising the intention to accept vulnerability to the actions that is important to you" (p. 209). McAllister (2005) defines interpersonal trust as "the extent to which a person is confident in, and willing to act on the basis of, the words, actions and decisions of another" (p.24).

Geller (1999) in his study observed two dimensions of interpersonal trust which are confidence in the intentions of others, and confidence in the ability of others. Geller (1999) states that interpersonal trust within work cultures "... should also refer to the extent people ascribe good intentions and abilities to their peers" (p. 3). Workers have two perspectives in terms of interpersonal trust; one of them is when a worker trusts a co-worker's ability but mistrust on his/her intentions the other is when a worker trusts on co-worker's intention but mistrusts in his/her capability on a particular job assignment (Geller, 1999).

Interpersonal trust in organizations is viewed both on organizational and individual levels (McAllister, 1995). McAllister (1995) argues that the efficiency in organizations is

only possible when interdependent parties work together (p.24). On the other hand, DePasquale and Geller (1999) state that it is widely accepted that high level of interpersonal trust is advantageous for organizational functioning. McAllister (1995) in his research divided interpersonal trust into two dimensions, as cognitive and affect-based interpersonal trust. Cognition-based trust in organizational setting includes competence, responsibility, reliability and dependability, on the other hand, affect-based trust represent emotional bonds between co-workers (McAllister, 1995). McAllister (1995) interviewed 194 managers and professionals and his results demonstrate that managers with high affect-based trust in their colleagues are more inclined to look for opportunities to meet co-workers' work-related needs and to engage in productive intervention. This study builds path for future research on how trust among managers in organizations influence their behavior and performance. Furthermore, McAllister (1995) argues that cognition based trust has negative relationship with affiliated citizenship behavior.

Organizational Commitment

The interest to organizational commitment has been increasing since 1980s in different fields of social science (Allen and Meyer, 1990; Mathieu and Zajac, 1990). The concept of organizational commitment has become popular in organizational psychology and organizational behavior (Mathieu and Zajac, 1990). Mathieu and Zajac (1990) claim that organizational commitment there are bulk of empirical research "...both as a consequence and an antecedent of other work-related variables of interest" (p.171). As a predictor of organizational commitment Mathieu and Zajac (1990) mention employees' absenteeism, performance, turnover, and other behaviors. Moreover, Mathieu and Zajac (1990) believe that there might be relationship between job involvement/job satisfaction and organizational commitment. Mastroski et al. (1994) state that commitment and productivity have some correlation within each other and officers who are committed to productivity are the least responsive to official incentives.

Mathieu and Zajac (1990) in their analysis found that group-leader relations have correlation with organizational commitment. For instance, task interdependence increases the awareness of employees about their contributions to the organization which increases their attitudinal commitment to the organization (Mathieu and Zajac, 1990). They also found positive relationships between participatory leadership, leader communication with organizational commitment. "Leader initiating structure and consideration behaviors both tended to correlate positively with commitment at moderate levels" (Mathieu and Zajac, 1990, p.181).

Moynihan and Pandey (2007) in their research highlight that the concept public service motivation initiates higher levels of organizational commitment. Similarly Moynihan and Pandey (2007) state that public organization personnel with higher levels of public service motivation are characterized with higher levels of performance, achievement, organizational commitment, and job satisfaction. The authors state that one of the benefits of public service motivation is "...that it both helps recruit individuals into the public sector and strengthens employee ties with the public sector, providing a basis for loyalty, motivation, and commitment that is more effective than monetary incentives" (p. 48).

Meyer et al. (1989) in their empirical study examined the influence of affective commitment (i.e., emotional attachment to, identification with, and involvement in the organization), continuance commitment (i.e., perceived costs associated with leaving the company) and job satisfaction on the performance of high-level managers (p.152). Meyer et

al. (1989) state that organizational commitment is mostly known by its negative relationship to turnover. In other words, the more organizations have committed employees the less they have employees leaving the organization which is costly for any organization. In this study Meyer et al. (1989) didn't find any correlation between continuance, job satisfaction and performance. However, the correlations that involve affective commitment illustrate significant relationship between performance and employees' affective orientation toward the organization. "Our data suggest that it is important for organizations to examine the policies they implement to increase commitment" (Meyer et al., 1989, p.155). Based on the literature it is safe to hypothesize:

H1: Interpersonal Trust and Organizational Commitment at KNP are positively correlated with each other.

Organizational Performance

In the last decade there were observed attempts of public organizations to develop alternatives for service delivery in order to increase the productivity. Managers in public sector focused on accountability and high performance and started thinking how to restructure bureaucratic agencies, redefine organizational missions, streamline agency processes, and decentralize decision-making (Denhart and Denhart, 2000, p. 550). For instance, Grabosky (1988) define productivity as the output achieved by police department for a certain amount of investments or input. "Unfortunately, productivity in policing is easier to conceptualize than to measure, for the ultimate ends of policing often resist quantification" (Grabosky, 1988, p.2). However, it is possible to measure police productivity.

Performance measurement can help public organizations to establish organizational efficiency. Wang (2000) defines performance measurement as the evaluating point of activities and achievements by a variety of indicators and exemplifies the efficiency measures in policing as "the number of arrests per police employee" or "patrol miles per patrol officer" (p. 115). Grakovsky (1988) mentions cost-benefit analysis and cost-effectiveness analysis. "Cost-benefit analysis addresses whether a particular activity represents a worthwhile use of resources, by comparing the monetary costs of an activity with its monetary consequences" (Grabosky, 1988, p.2). On the other hand, cost-effectiveness analysis defines how a specific goal can be reached at least cost (Grabosky, 1988). Consequently, it is safe to say that police productivity depends on monetary factors only. However, it is obvious that increasing or decreasing funds doesn't guarantee productivity. Grabosky (1988) concludes that any "...public sector agency should be able to command an increase in resources unless it can demonstrate that its current allocation is being used efficiently, and that its resources are targeted at specific, measurable objectives in a logical manner" (p. 6).

One of the important advantages of productivity measurement is an improvement of performance (Whisenand, 2011). Today, there is a lot of evidence which illustrate that police performance systems work" (Whisenand, 2011). Mastrofski et al. (1994) mentioned worker capability and opportunity (performance-reward expectancy) as the strongest predictors of productivity. Moreover, government policy makers, citizens and police leaders want to know whether police meet assigned performance level which fosters the transparency (Whisenand, 2011). However, there is a threat of manipulation in measuring police performance. Whisenand (2011) argues that people are "...suspicious that the data will be used as a hammer for punishing rather than a key for rewards and encouragement" (p. 320). The other criticism of performance measurement is dependence of performance measurement on political environment (Whisenand, 2011). Nyhan (2000) states that trust-building processes

among managers and subordinates can lead to increased productivity. Moreover, Nyhan (2000) found strong relationship between interpersonal trust within organization and organizational commitment.

H2: Interpersonal Trust positively influences Organizational Performance at KNP.

H3: Organizational Commitment positively influences Organizational Performance at KNP.

3. Theoretical Framework

Organizational Social Capital (OSC)

In one of the commerce speeches Laurence Prusak (IMB CEO) said that any progress happens if you don't trust people (Prusak, 2010). Prusak (2010) argues that trust in an organization is a perfect lubricant for corporate efficiency which avoids tons of needles monitoring, bargains and negotiations. Today, the same waste of time and resources is on the agenda in KNP. Because of distrustful environment in KNP high rank officers pressure their subordinates and try to keep them under close eye implementing strong command and control model. These circumstances deeply affect officers' mood and organizational performance.

Leana and Van Buren (1999) were first who introduced OSC and considered it as a substitute for leadership in organizations. Leana and Van Buren (1999) see organizational social capital as an investment that benefit both organization and employees which is realized by employees' cooperative aspirations and reciprocal trust. However, scholars are still not in consensus on whether trust is a consequence or antecedent of collective action (Leana and Van Buren, 1999). In many different fields the interpersonal trust, employee involvement, training and labor management have been related with performance improvements, cost savings, and product quality enhancements (Leana and Van Buren, 1999). Leana and Van Buren (1999) perceive social capital "...with its emphasis on collective identity and action and its reliance on generalized trust, rather than formal monitoring and economic incentives, should facilitate the adoption and effectiveness of flexible or high performance work practices" (p.548). Consequently, it is safe to argue that interpersonal trust is a component of an OSC.

Cohen and Prusak (2001) state that social capital in organizations is a bridge that makes those organizations more than a collection of people that aim to reach their individual goals. The characteristics and indicators of social capital are high level of trust, strong personal networks, energetic communities, shared understanding and equal participation in joint activities (Cohen and Prusak, 2001). They argue that social capital in organizations supports trust, collaboration, commitment and coherent organizational behavior. Cohen and Prusak (2001) state that social capital necessitates organizational investments, such as demonstrating trust, effective communication and equal participation. Consequently, it is safe to argue that social capital reflects the conceptual framework of this study in terms of representing an interpersonal trust as a component of the OSC. Moreover, Bolino et al. (2002) state that social capital enhances organizational performance.

Organizational citizenship behavior (OCB)

OCB in many studies (Bolino et al., 2002; Neuman and Kickul, 1998) was connected with organizational performance. Bolino et al. (2002) define OCB as employee behavior that

facilitates organizational operation by going beyond official requirements which are not directly recognized by the formal reward system. In other words, OCB is employees' behavior committed voluntarily without expecting any rewards and appreciation. "Thus, contextual performance (like OCB) includes such contributions as volunteering for extra job activities, helping others, and upholding workplace rules and procedures regardless of personal inconvenience" (Organ and Ryan, 1995, p.776). On the other hand, Lee and Allen (2002) argue that central to all definitions OCB is an employee behavior that serves to facilitate organizational functioning but not critical to the task.

Posadkoff et al. (2000) argue that there is no consensus on OCB definition and they identified almost 30 potential different forms of OCB. Posadkoff et al. (2000) classified OCB constructs into seven groups where prevail terms like civic virtue, organizational compliance and helping behavior. Civic virtue proposed by Posadkoff et al. (2000) perfectly represents organizational commitment which is expressed by active participation on organization's governance, monitoring threats to the organization, looking for organization's best interest and self-dedication. The meta-analytic analyses of studies illustrate that the consequences of OCB found all types of performance (Posadkoff et al. (2000)).

Allen and Rush (1998) in their cross-sectional correlational research on the process linking OCB and performance judgements implement two separate surveys. Both of the surveys were addressed to find out the subordinates OCB and performance and findings indicate that people who engage in OCB have high commitment to their organizations (Allen and Rush, 1998). Considering the facts and evidence above it is safe to claim that organizational commitment is a component of OCB. Moreover, there are enough indications to state that organizational performance is a consequence of organizational commitment.

4. Methodology

This study examines the influence of KNP officers' interpersonal trust and organizational commitment on organizational performance. Both exogenous and endogenous variables are latent constructs and cannot be observed directly. Thus, the measurement models of latent constructs examine the variables in this study. The interpersonal trust among ranked officers and their subordinates and their commitment to KNP is questioned by the statistical analysis of this study. Moreover, the influence of control variables, such as age, rank, region, educational level, tenure and salary is examined. The questions in the questionnaire are adopted from different studies (Nyhan, 2000; Porter and Smith, 1970; and Sahin, 2010). Operationalization of each variable is shown in Table 1.

In order to make sure the samples represent the population each participant, police officer, is chosen from one of the 7 different regions of Kyrgyzstan (Chui, Osh, Jalalabad, Issyk-Kol, Naryn, Batken and Talas) and the capital city of Bishkek. KNP is a centralized organization functioning under the Ministry of Internal of Kyrgyz Republic. Kyrgyzstan is a country with seven regions where each of the regions has administrative headquarters for all government regional agencies. In order to represent the whole population all seven regions and the city of Bishkek were chosen. Bishkek has a special status where all the main ministries, foreign embassies and other organizations' main offices are located there. Because of the police officers' high workload and the number of officers, it is safe to consider Bishkek equivalent to a region. Based on the number of almost equal officers in each of the regions and the capital Bishkek this study considers 50 officers for each region.

Table 1: Variable Definition in the SEM model

Variable	Type	Attribute	Role	Adopted	Source
IT1	Categorical	Numbers	Mediating	Nyhan, 2000	Survey
IT2		1=Strongly Agree			
IT3		2=Agree			
IT4		3= Neither agree nor disagree			
		4= Disagree			
		5=Strongly Disagree			
OC1	Categorical	Numbers	Mediating	Porter and Smith, 1970; Nyhan, 2000	Survey
OC2		1=Strongly Agree			
OC3		2=Agree			
OC4		3= Neither agree nor disagree			
OC5		4= Disagree			
		5=Strongly Disagree			
PR1	Categorical	Numbers	Endogenous	Nyhan, 2000; Sahin, 2010	Survey
PR2		1=Strongly Agree			
PR3		2=Agree			
PR4		3= Neither agree nor disagree			
PR5		4= Disagree			
PR6		5=Strongly Disagree			
Dn1	Nominal	Department Name	Exogenous		
Survey					
Ys2	Ordinal	How many years have you served in KNP?	Exogenous		Survey
G3	Nominal	What is your gender?	Exogenous		Survey
Ed4	Ordinal	What is the highest degree you completed?	Exogenous		Survey
Rn5	Ordinal	What is your rank?	Exogenous		Survey

F= Feedback; P=Participation; E=Empowerment; IT=Interpersonal Trust; OC= Organizational Commitment; OPr= Organizational Performance; Dn= Department name; Ys= Years Served; G=Gender; Ed=Education; Rn= Rank

The KNP is the major law enforcement agency in Kyrgyzstan with its nearly 17,000 sworn police officers. The number of the participant officers in this study is calculated based on the number of officers in each region. Bartlett et al. (2001) developed a table for determining minimum return the sample and it indicates the sample size as 264 with a .95 confidence level for this study. In order to reach the recommended sample size requirement 400 surveys were distributed to police officers of the KNP. The systematic random selection method is used in this study to choose police departments in the KNP. The level of analysis is individual, police officers of the KNP. This study received 267 responses which is enough to fit the rule of thumb for the population of 17000 KNP police officers. Each participant is chosen from 7 different large regions and the capital Bishkek. The questionnaire for this study consists of 8 sections with questions designed by Porter and Smith (1970), Tsai and Ghoshal (1998), Nyhan (2000) and Sahin (2010). The questions are designed to measure perceived organizational performance, interpersonal trust and perceived organizational commitment of KNP officers. In the questionnaire respondents are asked to indicate the extent to which they agree with each statement by using a five-point Likert scale. Cronbach's Alpha score, ranging from 0 to 1, is the most widely used criterion that assesses the extent to which a measurement produces consistent results at different times (Nunnally and Bernstein,

1994). Consequently, Cronbach's Alpha is used to assess the internal consistency of the multi-item measurement scale in this study. Nunnally and Bernstein (1994) suggest that a set of items indicating a Cronbach's Alpha higher than 0.80 is acceptable for internal consistency. The Cronbach's Alphas for IT, OC and PR in this study are 0.85, 0.88 and 0.86 respectively.

The correlational research and Structural Equation Modelling (SEM) is used to analyze the results. SEM is a powerful multivariate analysis technique, to examine the relationship between exogenous and endogenous latent variables and control variables. The theoretically informed model that is proposed based on the literature is validated by means of SEM. The process of model validation consists of two parts, (1) validating a developed measurement model and (2) validating a covariance structure model (Byrne, 2001). Only by validating the measurement models, the structural model can be developed and validated to test the influence of exogenous variables in the model on the organizational performance in KNP.

This study utilizes confirmatory factor analysis (CFA) to develop and validate the measurement model for the latent variables. CFA aims to test whether the hypothesized measurement model fits the data (Hox and Bechger, 1998). This method allows examining whether the theoretical model that shows relationships among variables identified in the operational procedures is consistent with the data (Jackson, 2005). The CFA model represents a clear hypothesis about the factor structure (Hox & Bechger, 1998). Parra et al. (2005) define CFA as a model that characterizes the relationships between measured variables and factors which are required to have multiple measured variables.

In order to obtain estimates of other factor loadings one indicator was chosen and matched as a scale factor and given a regression weight of "1" to the factor loading (Byrne, 2001). Since the latent variables are difficult to measure with a single indicator and they are not directly observable, the measurement models are developed for each latent construct by utilizing multiple observable items (indicators). In order to evaluate the measurement model's fit to the data through CFA the goodness of fit statistics produced by AMOS is used. There are various criteria to evaluate the goodness of fit of the models. After achieving good goodness-of-fit statistics scores for the model the measurement models are used in the SEM analysis.

The covariance structure model is developed by including exogenous latent variables, endogenous latent variables, and control variables in the model to examine the structural relationship between the measurements of this study. Based on the theories and literature, this study hypothesizes that interpersonal trust and organizational commitment increase perceived organizational performance in KNP.

5. Results and Discussions

Descriptive Analysis

The descriptive statistics on interpersonal trust show that the majority of the respondents at KNP agreed on that their supervisors are technically competent on what they are doing and they can rely on what their supervisors tell them. About %30 of the officers were uncertain on their supervisors' competence in doing their job and matched as neither agree nor disagree and neither agree nor disagree with this statement. The majority of respondents perceived the indicator that shows the supervisor's back up in a pinch as neither

agree nor disagree. Only %30 of officers was agreed with this statement. The majority of the respondents agreed that they could tell anything about their job tasks to their supervisors.

Descriptive statistics of organizational commitment illustrates that almost the half of the respondents (128) agree that they put greater effort than expected to help KNP. Moreover, the majority of officers were agreeing that they are proud to be a part of their organization. On the other hand, only few of them strongly disagree that they are proud to be a part of KNP. Most of the officers agree and strongly agree that they would be happy to spend the rest of their career at KNP. Almost the half of the respondents agrees with the statement saying that they feel KNP's problems as their own. Approximately %40 agrees to accept any type of job assignment to keep working at KNP.

Nearly %25 of the respondents agree that everyone in their department is busy and there is little idle time. However, approximately %20 of all respondents disagree with that in their departments everyone is busy. The majority of officers were neither agree nor disagree with statement stating that everyone in their department gives their best efforts. On the other hand, only %30 of respondents agreed that in their departments everyone give his/her best effort.

Correlation Analysis

Interpersonal trust is measured with four indicators which express the extent to which respondents agree with the trust building process in KNP. The correlation matrix among control variables and interpersonal trust indicates a negative correlation among gender and supervisors' support to their subordinates when they are in a pinch. On the other hand, rank and supervisors' support in a pinch has a positive correlation among each other. The tenure has positive correlation with the statement saying that officers can tell their supervisors anything related to their job.

The correlation matrix of organizational commitment and control variables indicates that there is positive and significant relationship of gender, educational level and rank with the statement saying that officers will put more effort beyond the expected to help KNP. In other words, male high ranked officers with higher education are more likely to put efforts beyond expected. Also there is positive significant correlation of control variables tenure, educational level and rank with the statements indicating officer's pridefulness of being a part of KNP. Moreover, there is significant correlation of tenure and rank with perception of officers desiring to spend the rest of careers in KNP. There is positive and significant of the educational level and officers' willingness to accept any type of job assessment in order to keep working in this organization.

The correlation matrix on perceived organizational performance indicates that there is statistically significant correlation among educational level of officers and the statement specifying that everyone in the department is busy and there is little idle time. There are statistically negative relationships between the regional characteristics of respondents with three statements. These statements are the perception on that everyone at KNP gives his/her best efforts, the perception on the high level of productivity of KNP and perception on the high quality of the work performed by current co-workers of respondents in their immediate group.

In all of the measurement models the factor loadings were higher than the set threshold value of .50. The first step in CFA is assessing the critical ratios to identify

significant and insignificant relationships in the measurement model (Hox and Bechger, 1998). The factor loadings of all indicators have critical ratios greater than recommended 1.96 with positive directions. Due to strong factor loadings and significant values none of the indicators were removed from the generic measurement models.

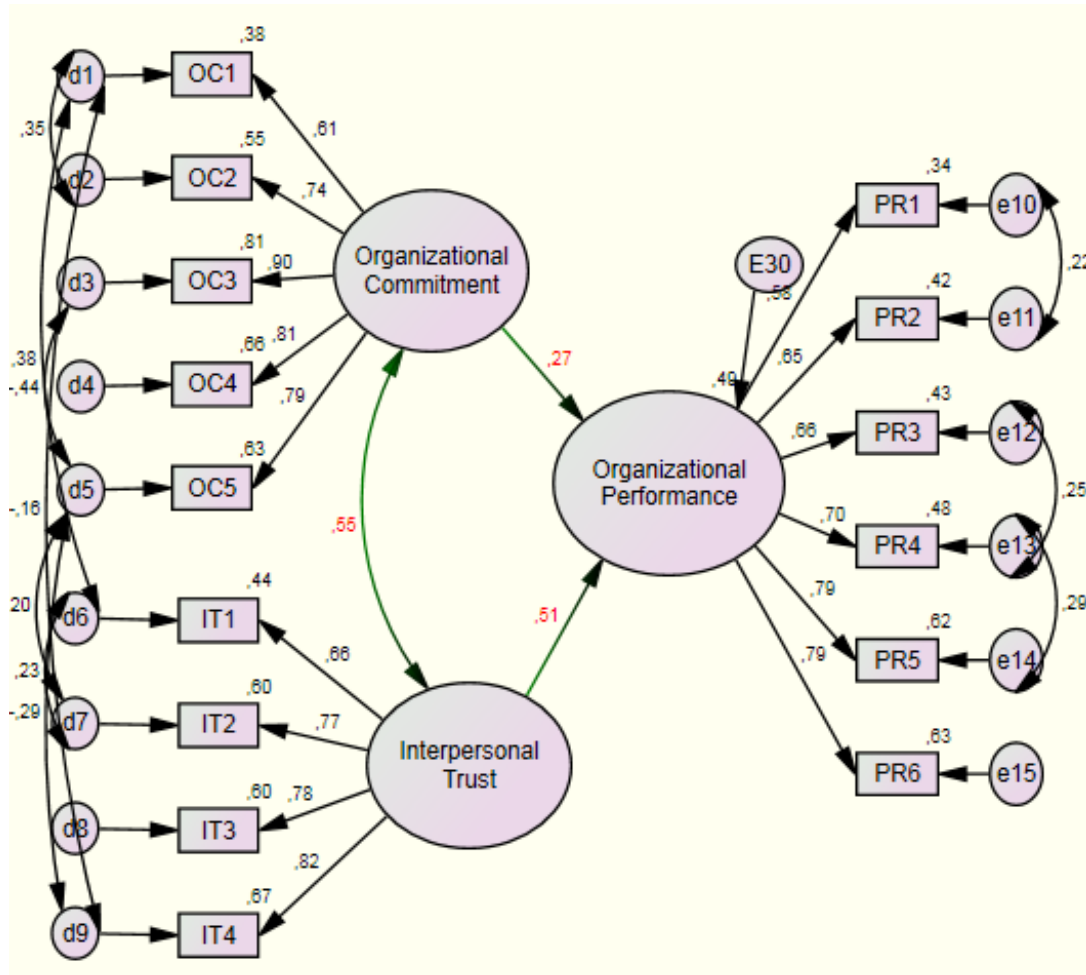


Figure 1: Structural Equation Modelling

After several steps of adjustment of modification indices (MI) the results were substantially improved. The insignificant control variables were eliminated from the model. All hypothesized latent variables indicated significant relationships and are all retained in the model. Based on estimates the control variables indicate insignificant critical ratios and were eliminated from the model. After removing control variables the SEM analysis was conducted over again and the goodness-of-fit statistics indicate that the revised structural model was substantially improved but did not reach the accepted levels (Figure 1). Based on the modification indices (MI) several error terms of indicators were correlated and the model reached recommended levels.

Table 2: Goodness of Fit Statistics of SEM Model

Fit Indices	Criterion	Generic Model	Revised Model
Chi-square (χ^2)	Low	379,713	147,544
Degrees Of Freedom	(df) ≥ 0	116	77
Likelihood Ratio	(χ^2 /df) < 4	3,273	1.916
Tucker Lewis Index	(TLI) $> .90$	0.859	0.955
Comparative Fit Index	(CFI) $> .90$	0.880	0.967
Root Mean Square Error of Approximation (RMSEA)	$\leq .05$	0.092	0.049
Hoelter's Critical N	(CN) > 200	109	197

Table 2 illustrates the goodness-of-fit statistics for both generic and revised SEM models. All critical ratios in the revised model are statistically significant ($p \leq .05$). After eliminating the insignificant control and correlating error terms of indicator variables based on MI the goodness-of-fit statistics indicated significant improvements. The comparison of generic SEM model goodness-of-fit scores and the revised model goodness-of-fit scores are improved. For instance, the TLI and CFI radically improved from .859 and .880 to .955 and .967 respectively. The likelihood ratio decreased from 3.273 to 1.916. Substantial change was seen in RMSEA value which decreased from .064 to .049 ($\leq .05$). The RMSEA value reached the recommended level which is supposed to be less than .05. The Hoelter's statistics in the generic model was too low, yet after model improvement it reached to 197 with the recommendation of 200. Overall, the results indicate that the revised SEM model provided an adequate model fit and fit the data well.

The SEM results of the revised model indicate that the bulk of the regression coefficients of latent variables, construct items and correlation coefficients among the measurement error terms are statistically significant. The correlation coefficients between the exogenous latent variables indicate statistically significant correlation with each other. The factor loadings range between .61 to .90. The regression coefficient in the revised SEM model for Interpersonal Trust was detected as .50 and higher than regression coefficient for Organizational Commitment which was obtained as .26. There was located positive and strong correlation between Interpersonal and Organizational Commitment ($r: .55$).

Hypothesis 1: Interpersonal Trust and Organizational Commitment at KNP are positively correlated with each other.

This hypothesis of the study supported by the results. The results of this study indicate that the exogenous latent variables of interpersonal trust and organizational commitment are positively correlated with each other and have a regression weight of .55. The critical ratio of this correlation is 6.640. This correlation is found to be statistically significant at the .05 level. The study rejected the null hypothesis based on the results of this study. Consequently, this inter-correlation of this study indicates enough statistical support to substantiate that police officers at the KNP who have higher levels interpersonal trust are more committed to their organization and job and reverses; officers who are more committed have higher level of interpersonal trust.

Hypothesis 2: Interpersonal Trust positively influences Organizational Performance at KNP.

The second hypothesis of this study hypothesizes that there is a positive relationship of interpersonal trust with organizational performance. Interpersonal trust, a latent variable, has a standardized regression weight of .50 which is a relatively high regression weight. This relationship is found to be positive and statistically significant at the .05 level. The critical ratio of this relationship is 5.575 which is above the recommended 1.96. Consequently, the null hypothesis is rejected. The results statistically confirm that officers at the KNP having high level of interpersonal trust are more likely to perform better. Consequently, it is safe to claim that interpersonal trust increases organizational performance at the KNP.

Hypothesis 3: Organizational Commitment positively influences Organizational Performance at KNP.

This hypothesis of the study was also supported by the results of the analysis. Organizational commitment positively influences organizational performance at KNP and this hypothesis was found to be significant with a standardized regression coefficient of .26. The regression coefficient value was positive and the critical ratio (3.350) of this relationship was higher than recommended 1.96. Consequently, the relationship between participation and organizational commitment was statistically significant at $p \leq .05$. Based on these results the study rejects the null hypothesis which means that SEM analysis provided enough significant evidence on the correlation of organizational commitment and organizational performance.

6. Conclusion

The role of leadership is enormous in developing trusted environment and implementing any type of policy recommendations (Whisenand, 2011). Consequently, it is very important to recruit KNP leaders who value and understand the importance of OSC with its dimension, interpersonal trust. Consequently, policy makers should try to create trustworthy work conditions with elements of participative decision-making. In addition, results indicate that giving more latitude in actions and empowering leads to increase in number committed officers. Therefore, policy makers should develop the groundwork for organizational commitment increase.

Considering both policy and managerial implication aspects, policy makers and managers should take into consideration these important elements to improve organizational commitment. This study benefits police administrators and policy providers. The results of this study help to better understand the role of police leadership and to provide a more trusted atmosphere within the organization. The results of this study also suggest that KNP leadership and management should involve subordinates in decision-making processes, and often empower and give feedback on their performance. In order to increase commitment in KNP managers should create more trusted relationships with their subordinates.

The most important contribution of this study is for policy makers and managers at KNP. The results of this study illustrate that OSC and OCB have a significant influence on organizational performance. Results also indicate that interpersonal trust among officers and high level of commitment leads to an increased level of performance at KNP. Based on these results, both policy makers and police managers should focus on developing trusted environment and officers' motivation.

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