



Figure 2) structural model of the organizational trust management with ethical intelligence attitude affecting the organizational citizenship behavior in financial and credit institutes

Table 1) statistical means of the scores of the ethical intelligence variables, organizational trust management and organizational citizenship behavior and their components

Variable	Managers' perspective	Staff's perspective	Total
Ethical intelligence			
Forgiveness	2.30±0.01	2.00±0.01	4.30±0.01
Helping	1.80±0.07	2.40±0.07	4.20±0.07
Sympathy	1.20±0.07	2.40±0.07	3.60±0.07
Self-control	1.60±0.06	3.00±0.06	4.60±0.06
Justice	1.80±0.07	2.20±0.07	4.00±0.07
Responsibility	1.50±0.07	2.90±0.07	4.40±0.07
Honesty	2.80±0.07	3.60±0.07	6.40±0.07
Organizational citizenship behavior			
Chivalry	2.90±0.07	1.40±0.07	4.30±0.07
Organizational loyalty	3.90±0.07	2.80±0.07	6.70±0.07
Cooperation	2.80±0.07	2.20±0.07	5.00±0.07
Politeness	1.90±0.07	1.60±0.07	3.50±0.07
Kindness	2.50±0.07	1.80±0.07	4.30±0.07
Organizational trust management			
Emotional trust			
Emotional commitment	2.80±0.12	4.30±0.12	7.10±0.12
Honest friendly behavior	2.00±0.00	3.90±0.01	5.90±0.01
Organizational trust	3.90±0.08	3.00±0.08	6.90±0.08
Leadership			
Active workplace	2.80±0.07	4.30±0.07	7.10±0.07
Organizational equity	3.00±0.08	3.30±0.08	9.30±0.08
Adaptability and stability	1.50±0.08	2.30±0.08	3.80±0.08
Organizational transparency	2.40±0.07	1.90±0.07	4.30±0.07
Adaptability	2.60±0.00	1.90±0.00	4.50±0.01
Security in the organization	3.90±0.08	2.90±0.08	6.80±0.08
Cognitive trust			
Competence	2.10±0.05	2.80±0.05	4.90±0.05
Social acceptance	2.60±0.05	3.40±0.05	6.00±0.05
Creativity	2.20±0.01	2.60±0.01	4.80±0.01
Awareness	3.00±0.06	3.30±0.06	6.30±0.06

Table 2) current research structural model fitness indicators

Indicators	Calculated amount	Optimum amount
Comparative fitness index (CFI)	0.95	≥ 0.90
Tucker Lewis index (TLI)	0.94	≥ 0.90
Root mean square error of approximation (RMSEA)	0.059	≤ 0.09
Standard root mean square residual (SRMSR)	0.047	≤ 0.10
The ratio of chi-square to the degree of freedom (χ^2/df)	2.14	≤ 3

Table 3) structural model results for each variable of the research

Variables	Standard coefficient	Standard deviation	Multiple correlation square
Organizational trust management			
Organizational trust	0.82	-	0.67
Cognitive trust	0.76	0.14	0.58
Emotional trust	0.67	0.12	0.45
Organizational trust			
Organizational equity	0.82	-	0.63
Compatibility	0.80	0.08	0.73
Organizational transparency	0.77	0.07	0.56
Adaptability	0.70	0.08	0.66
Organizational security	0.62	0.08	0.55
Active workplace	0.71	0.07	0.54
Leadership	0.51	0.08	0.42
Cognitive trust			
Awareness	0.62	-	0.54
Creativity	0.64	0.06	0.38
Competence	0.73	0.05	0.33
Social acceptance	0.85	0.05	0.36
Emotional trust			
Emotional commitment	0.72	-	0.63
Friendly behavior	0.64	0.12	0.42
Ethical intelligence			
Honesty	0.88	-	0.77
Responsibility	0.86	0.07	0.73
Forgiveness	0.76	0.07	0.58
Self-control	0.74	0.07	0.55
Helping	0.63	0.07	0.40
Justice	0.62	0.07	0.39
Sympathy	0.60	0.06	0.36
Organizational citizenship behavior			
Organizational loyalty	0.76	0.07	0.65
Kindness	0.70	0.07	0.55
Cooperation	0.68	0.07	0.52
Chivalry	0.63	0.07	0.46
Politeness	0.61	0.07	0.37

Table 4) route coefficients of organizational trust management model with ethical intelligence attitude affecting the organizational citizenship in financial and credit institute

Routes	Standard coefficient	Standard deviation	Multiple correlation square
Ethical intelligence - organizational trust management	0.89	0.06	0.79
Ethical intelligence - organizational citizenship behavior	0.74	0.06	0.67
Organizational trust management - organizational citizenship behavior	0.92	0.06	0.84