The Relationship between Organizational Commitment and Organizational Trust of Staff

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ABSTRACT

The present study aimed at investigating the relationship between organizational trust and organizational commitment in staff. Eighty-four persons from 101 staff of department of Sports and Youth in the province of Mazandaran responded to two questionnaires of “Organizational Trust Inventory (OTI)” developed by Shockley-Zalaba, Ellis, and Winograd (2000) and “Organizational Commitment Questionnaire (OCQ)” developed by Allen and Meyer (1990). The reliability analysis of questionnaires for OTI, and OCQ were reported α = 0.92 and α = 0.82, respectively based on Cronbach's alpha measure. Results revealed that there is a positive and significant relationship between organizational trust and organizational commitment (r = 0.573, p = 0.001), affective commitment (r = 0.54, p = 0.001), task commitment is (r = 0.345, p = 0.001). But the positive relationship between organizational trust and continuous commitment (r = 0.202) wasn’t significant (p = 0.066). In conclusion, it is suggested that managers should create trust of staff in order to increase its organizational commitment.

Key Words: organizational trust, organizational commitment, affective commitments, task commitments, staff.

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INTRODUCTION

Sports organizations must be regarded as one of the major pillars of any society. Survival, stability, and development of any society depend on the quality and level of its employees’ commitment. Due to its individual and collective responsibilities, physical education and sports organization can encourage development and improvement in any society. These are possible in the light of effective management of the organization. The study of knowledge management shows that the notion of commitment is one of the most important issues discussed in management fields and leadership styles of organizations. It is also one of the fundamental values, on which an organization can rely and base its employees’ evaluation. In addition to the notion of commitment, another factor that has received much more attention in organization’s behavioral sciences is the existence of trust within an organization (1).

According to Fitzroy (2007), trust is the foundation of success both in our personal lives and in our working relationships. In fact, all relationships are built on trust. So, it is very important that all managers understand the importance of trust, how to promote trust within the company, and their role in building trust. Managers will be able to fulfill his/her subordinates’ higher needs only if they provide psychologically appropriate environment, in which trust plays a significant role within their organizations (2).

We can see openness, responsible staff, productivity, organizational commitment, adaptive culture, team work, high job satisfaction, and involvement in decision makings in organizations that are reliable and trustful (3).

So what makes job commitment outstanding as an outcome of organizational trust is that it is perceived to be a determining factor of social discipline for work and has the most regulating impact on business (4).

Sports organizations are places in which sports champions and sports talents grow and develop in any society. Therefore, it is very important to address inter-organizational problems of sports organizations. In such organizations, setting trust and promoting job commitment among employees will directly affect the output of the system. Because lack of trust and commitment to the job can cause pessimism, dissatisfaction and lack of motivation among employees resulting in less work, absenteeism, unaccountability towards assigned duties, and inattention to the product or the output-human (5).

Thus, sports organizations’ managers should try to make employees committed to their organizations and give them opportunities to promote commitment and make them be less anxious by establishing positive attitude and proper policies, increasing trust and providing a condition in which there are no tension and worries (6).

In a research, Bloember, Pluymaekers & Bloemer et al. (2013), in their research, examined the role of trust and commitment as energizing forces for the export performance in 134 export companies located in east parts of Netherlands. Findings of the research suggest that effective trust and commitment are energizing forces to increase competition among companies leading to positive impact on export (7).

Park et al. (2012), in their study, explored the impact of communication effectiveness on service quality, trust and relationship commitment in IT services. From the IT service provider's viewpoint, it is important to raise the level of clients’ relationship commitment during this service encounter as their business continuity depends upon clients’ assessment. Intuitively, effective communication and effective service quality, mediated by trust, are critical factors in
raising the level of relationship commitment (8).

Celep and Yilmazturk (2012) investigated the relationship among organizational trust, multidimensional and organizational commitment and perceived organizational support in state school teachers in the city of Goalkug. The results showed that teachers’ trust in management improved their organizational commitment and perceived organizational support. In fact, organizational trust was a prerequisite for organizational commitment. Also, teachers with perceived organizational support were more committed to their organization (9).

Lee, Zhang and Yin (2011) studied the relationship between a professional learning community (PLC), organizational trust, namely faculty trust in colleagues, teachers' collective efficacy, and their impacts on teachers’ commitment to students in Hong Kong. Results indicated that two PLC factors including collective learning and application and supportive conditions, and the factors of organizational trust - faculty trust in colleagues and collective teacher efficacy - could significantly and positively account for teachers' organizational commitment to students (10).

Xiao et al. (2010) and Molden and Finkel (2010) investigated the effects of team trust and individual trust on the cooperative performance and examined the role of relationship commitment. Findings showed that individual and team trust had a little impact on cooperative performance. Moreover, the effect of trust and relationship commitment and their roles were greater than individual trust and relationship commitment in improving cooperative performance (11, 12).

Given that both variables of organizational trust and organizational commitment seem to have been effective organizational factors, studying the relationship between them is one of the things that can help directors of sports organizations find faults and manage their corporate affairs. In addition, this study facilitates the coordination of organization’s individual goals as one of the most important factors in the efficacy of the organization. Meanwhile, it can be used to identify the variables listed in a given organization, as well as to outline a desired situation and model.

MATERIALS AND METHODS
This study is an applied research with a descriptive/correlational survey design.

Subjects. Statistical population comprised all staff (N=101) in the departments of Sports and Youth in the province of Mazandaran where 84 staff were selected by using simple random-sampling based on Morgan table.

Instruments. Two questionnaires of "Organizational Trust Inventory (OTI) developed by Shockley-Zalabak, Ellis, and Winograd (2000) (13) and Organizational Commitment Questionnaire (OCQ) developed by Allen & Meyer (1990) (14) were used to collect data. The reliability analysis of questionnaires for OTI, and OCQ were reported (α = 92%) and (α = 82%), respectively based on Cronbach's alpha measure.

Statistical Analysis. Data analysis was conducted at two descriptive and inferential statistic levels using SPSS. For descriptive statistics, the statistical indicators such as frequency, sum, mean, etc. and for inferential statistics, Kolmogorov - Smirnov (K-S) for checking the normality of the data, as well as the Pearson correlation coefficient for assessing the association between variables were used respectively.

RESULTS
Descriptive statistics is shown in table 1.
Table 1. Factor structure of PMQ

<table>
<thead>
<tr>
<th>Variables</th>
<th>Category</th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>male</td>
<td>51</td>
<td>60.7</td>
</tr>
<tr>
<td></td>
<td>female</td>
<td>33</td>
<td>39.3</td>
</tr>
<tr>
<td>Age (years)</td>
<td>20-29</td>
<td>15</td>
<td>71.9</td>
</tr>
<tr>
<td></td>
<td>30-39</td>
<td>43</td>
<td>51.2</td>
</tr>
<tr>
<td></td>
<td>40-49</td>
<td>18</td>
<td>21.4</td>
</tr>
<tr>
<td></td>
<td>Over 50</td>
<td>8</td>
<td>9.5</td>
</tr>
<tr>
<td>Work Experience (years)</td>
<td>1-5</td>
<td>20</td>
<td>23.8</td>
</tr>
<tr>
<td></td>
<td>6-10</td>
<td>21</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td>11-15</td>
<td>21</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td>16-20</td>
<td>21</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td>Over 20</td>
<td>1</td>
<td>1.2</td>
</tr>
</tbody>
</table>

There is a positive and significant relationship between organizational trust and organizational commitment ($r = 0.573$, $p = 0.001$), affective commitment ($r = 0.540$, $p = 0.001$), task commitment is ($r = 0.345$, $p = 0.001$). But the positive relationship between organizational trust and continuous commitment ($r = 0.202$) wasn’t significant ($p = 0.066$) [Table 2].

Table 2 Pearson’s correlation coefficient for the relationship between organizational trust and dimensions of organizational commitment

<table>
<thead>
<tr>
<th>Organizational Trust</th>
<th>$r$</th>
<th>$p$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Commitment</td>
<td>0.573</td>
<td>0.001</td>
</tr>
<tr>
<td>Affective Commitment</td>
<td>*0.540</td>
<td>0.001</td>
</tr>
<tr>
<td>Continuous Commitment</td>
<td>0.202</td>
<td>0.066</td>
</tr>
<tr>
<td>Task Commitment</td>
<td>*0.345</td>
<td>0.001</td>
</tr>
</tbody>
</table>

**DISCUSSION**

As discussed previously, this study aimed at investigating the relationship between organizational commitment and organizational trust in staff as a case study in department of Sports and Youth in the province of Mazandaran. The following are the results obtained from research hypotheses.

According to the data obtained from the current research, there was a significant positive relationship between organizational trust and organizational commitment in staff department of Sports and Youth in the province of Mazandaran showing that this result is in perfect harmony with the finding Bloemer, Pluymakers and Odekerken (2012) (7). In conclusion, the perception of trust by employees will result in organizational commitment. Because a committed staff aligns him/herself with the goals and values of the organization, wants the best for the organization, and tends to show the best of organizational citizenship behavior. That is, inner desire of an employee to perform tasks beyond what the organization expects.

According to the research data, organizational trust correlated significantly and positively with affective commitment in...
staff's Organizational Commitment and Organizational Trust


References


رابطه میان تعهد سازمانی و اعتماد سازمانی کارکنان

۱- مریم علیجاناپور، ۲- مرتضی دوستی، ۳- محبوبه علیجاناپور

جکیده

هدف اصلی پژوهش بررسی رابطه اعتقاد سازمانی با تعهد سازمانی کارکنان اداره کل ورزش و جوانان است. از میان ۱۰۱ کارمند، ۴۲ نفر بر اساس جدول مورگان به صورت تصادفی انتخاب شدند. داده‌های پژوهش از طریق دو پرسشنامه های اعتقاد سازمانی شاکلی-زالاکاک، یسی و ونوگرد (۲۰۰۰) و تعهد سازمانی آلن و می.پیر (۱۹۹۰) جمع‌آوری شد که پس از تحلیل ضریب پایایی پرسشنامه‌ها، میزان ضریب پایایی آلفای کرونباخ برای پرسشنامه اعتقاد سازمانی (۰/۸۲) و پرسشنامه تعهد سازمانی (۰/۸۴) گزارش گردید. تحلیل همبستگی پیرسون نشان داد که اعتقاد سازمانی کارکنان اداره کل ورزش و جوانان استان مازندران با تعهد سازمانی (۰/۵۲/۹) و ویژگی‌های تعهد عاطفی (۰/۵۴) و ویژگی تعهد کلیفی (۰/۲۳/۵) و تعهد تکلیفی (۰/۲۱۰) و تعهد مثبت و منفی دارد و با ویژگی تعهد مستمر تعهد سازمانی رابطه مثبت و منفی دارد (۰/۲۳/۵۰ و ۰/۲ و ۰/۶۶/۵۰ = p)، بر اساس یافته‌ها یافته‌ها می‌کند که مدیران اداره کل ورزش و جوانان با ایجاد اعتقاد را در بین کارکنان به وجود آورند و افراد از افزایش تعهد سازمانی آنها شوند.

واژگان کلیدی: اعتقاد سازمانی، تعهد سازمانی، تعهد تکلیفی، تعهد عاطفی، کارکنان.

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