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# 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  $\alpha = 0.92$  and  $\alpha = 0.82$ , 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 ( $\alpha = 92\%$ ) and ( $\alpha = 82\%$ ), 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**

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

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**

<i>Organizational Trust</i>	<i>r</i>	<i>p</i>
Organizational Commitment	*0.573	0.001
Affective Commitment	*0.540	0.001
Continuous Commitment	0.202	0.066
Task Commitment	*0.345	0.001

## 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, Pluymaekers 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 department of Sports and Youth. These obtained results are consistent with the findings by Park *et al.* (2012), and Celep and Yilmazturk (2012) (8, 9). To sum up, It is worthy of noting that when the perception of the trust is based on reciprocity, staff will become committed in response because organizational commitment is an important predictor for organizational effectiveness, which can lead to improvement, planning and maintenance of human resources.

Based on the research data, no significant positive relationship between organizational trust and continuous commitment in staff in department of Sports and Youth was observed. This result is opposed to the findings by Lee, Zhang and Yin (2011), and Xiao *et al.* (2010) (10, 12). Therefore, it can be concluded that trust is one of the social capitals, with which organizations can create and maintain unity and represent organizationally democratic values as well as increase the legitimacy and effectiveness. In fact, when the employees feel and believe the perception of trust in the organizations, they can be expected to advance in motivation for organization's improvement and commitment. These employees will do their jobs properly and make a self-assessment of their performance.

According to the obtained data from the research, organizational trust builds a significant positive relationship with task commitment in staff in department of Sports and Youth. This result is similar to the finding by Molden and Finkel (2010) (11). Accordingly, the importance of trust in organizations is well evident today and we should realize that trust is needed for people to communicate and collaborate. So, an

organization can promote organizational trust by valuing its employees' work in order to improve its performances, appreciating additional efforts of its employees in a timely manner, paying attention to its employees' general welfare, and their overall satisfaction. Also, the organization can benefit from the positive outcome of organizational trust- task commitment- among employees.

## CONCLUSION

Employees are considered as the most important resource of any organization. Therefore, based on the above definition of organizational trust and commitment and inferences from findings of the link between commitment components and organizational trust, it can be concluded that the more the managers try to strengthen factors with positive relationships, the more they will be able to raise staff with creative and innovative ideas that can be shown, and that can be resulted in turning the organization into a successful enterprise. Apart from sponsorship to promote sports, physical education and sports can provide jobs in many different areas for those who are unemployed. The creation of the trust, thereby, will cause the effectiveness of an organization and reduce the cost of evaluating and monitoring. Here are the research implications for managers of Sports and Youth Department in the province of Mazandaran: they should promote organizational trust as much as possible, estimate and evaluate its impact on the organization through evaluative systems, and finally create and formulate motivation and commitment within the organization.

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## تازه‌های علوم کاربردی ورزش

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# رابطه میان تعهد سازمانی و اعتماد سازمانی کارکنان

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## چکیده

هدف اصلی پژوهش، بررسی رابطه اعتماد سازمانی با تعهد سازمانی کارکنان اداره کل ورزش و جوانان استان مازندران است. از میان ۱۰۱ کارمند، ۸۴ نفر بر اساس جدول مورگان به صورت تصادفی انتخاب شدند. داده‌های پژوهش از طریق دو پرسشنامه های اعتماد سازمانی شاکلی-زالاباک، الیس و وینوگراد (۲۰۰۰) و تعهد سازمانی آلن و می‌یر (۱۹۹۰) جمع‌آوری شد که پس از تحلیل ضریب پایایی پرسشنامه‌ها، میزان ضریب پایایی آلفای کرونباخ برای پرسشنامه اعتماد سازمانی ۰/۹۲ و پرسشنامه تعهد سازمانی ۰/۸۲ گزارش گردید. تحلیل همبستگی پیرسون نشان داد که اعتماد سازمانی کارکنان اداره کل ورزش و جوانان استان مازندران با تعهد سازمانی ( $r = 0.573$  و  $p = 0.001$ ) و مولفه‌های تعهد عاطفی ( $r = 0.54$  و  $p = 0.001$ ) و تعهد تکلیفی ( $r = 0.345$  و  $p = 0.001$ ) آن رابطه مثبت و معنادار دارد و با مولفه تعهد مستمر تعهد سازمانی رابطه مثبت و معنادار ندارد ( $r = 0.202$  و  $p = 0.066$ ). بر اساس یافته‌ها پیشنهاد می‌کنند که مدیران اداره کل ورزش و جوانان باید اعتماد را در بین کارکنان به وجود آورند تا شاید موجب افزایش تعهد سازمانی آن‌ها شوند.

**واژگان کلیدی:** اعتماد سازمانی، تعهد سازمانی، تعهد تکلیفی، تعهد عاطفی، کارکنان.

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