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The Impact of Organizational Trust on Organizational Commitment Through the Mediating Variable of Organizational Participation

MohebAli Dahmardeh¹, *Naser Nastiezaie²

1-MSc. Student of educational administration, Department of educational administration and planning, Faculty of Education and Psychology, University of Sistan and Baluchestan, Zahedan, Iran.

2-Associate professor of Educational Administration, Department of educational administration and planning, Faculty of Education and Psychology, University of Sistan and Baluchestan, Zahedan, Iran. Email: n_nastie1354@ped.usb.ac.ir. (Corresponding Author).

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Abstract

The objective of the present study was to examine the impact of organizational trust on organizational commitment through the mediating variable of organizational participation. This descriptive-correlational study followed a correlation design. The population was employees of Zahedan education organization in the academic year 2017-2018. Using stratified convenience sampling method, 208 employees were selected and studied through applying three questionnaires: organizational trust (Kanawattanachai & Yoo, 2002), organizational participation (Nastiezaie, 2015) and organizational commitment (Dahmarde & nastiezaie, 2017). To analyze the data, test structural equation modeling using LISREL software were used. According to the findings, organizational trust has a positive and significant effect on organizational commitment and participation. Also, organizational trust has a positive and significant effect on organizational commitment through organizational participation variable. Therefore, managers can increase their organizational commitment by increasing organizational trust and organizational participation.

Introduction

One of the most important attitudes about human capital is an organizational commitment (Nastiezaie et al., 2015). Organizational commitment can be defined as believing in the values and goals of the organization, the sense of loyalty to the organization, the moral obligation, the heart's desire, and the sense of the need to stay in the organization (Weng et al., 2010). Organizational commitment of employees can be affected by several factors such as organizational trust. Trust is defined as a level of individual confidence in

another's competency and expecting him to act fairly and morally (Dai et al., 2013). Trust as a multilevel concept relates to the interactions of various levels of colleagues, teams, and levels within an organization (Dennis, 2004). Other variables affecting organizational commitment of employees can be their level of participation in the organization. Participation is a process in which employees of an organization engage voluntarily in their affairs and activities, provided they have the potential and motivation for effective intervention (Nastiezaie, 2014). The researcher has been working as an administrative officer in the Zahedan Education Organization for many years. During this period, he has encountered closely issues such as the desire to leave, delayed work, absence, unwillingness to continue to serve in the organization, low quality of work, lack of loyalty to the organization, avoidance of activities outside the scope of responsibilities, illegal activities against the organization, negative results of denunciation, and misconduct of the organization, limited control of the organization on employees, which indicates a low level of organizational commitment of the staff of education. It has also been closely observed over the years of service that managers are not welcome the employee participation, and that more employees are involved in superficial matters. In addition to the aforementioned, rumors, pessimism and false fears caused by a low level of organizational trust are prevalent in the education organization. Hence, he seeks to identify factors that can affect the organizational commitment of employees, which, according to organizational evidence and documents, has sought to investigate the role of organizational trust and organizational participation in order to be able to find suitable solutions based on the findings of this study to improve the organizational commitment of the staff to the top managers of education. Hence, the main issue of this research is: what is the relationship between organizational trust and organizational commitment through the intermediary variable of organizational participation?

Case study

The purpose of the current Study, according to the applied purpose and methodology, according to the main purpose of the research is a descriptive-correlational study based on the use of structural equation modeling. The statistical population of the study was all the administrative staff of the educational organization of Zahedan in the academic year of 1396-97 with 453 people (392 men and 61 women). A stratified random sampling method was used to determine the size of the sample and 208 people (180 men and 28 women) were selected as sample based on the Cochran sampling formula.

Materials and Methods

To collect information, three questionnaires of Nastiezaie were used: Organizational trust questionnaire (Kanawattanachai & Yoo, 2002), and Organizational commitment questionnaire of researcher made questionnaire (1393). In the Likert scale of the questionnaire it was set from 'I totally disagree with to the of 'I fully agree with'. The scoring method was set from 'I totally

disagree with =1, I fully agree with = 5. The content validity method was used to determine the validity of the questionnaires. In this regard, the questionnaires were approved by the faculty members of the educational management group of Sistan and Baluchestan University and verified that the questionnaires would measure the same characteristic of the researcher and have credibility. To determine the reliability of the questionnaire, Cronbach's alpha coefficient was used. The Cronbach's alpha coefficients for organizational participation, organizational trust and organizational commitment were 0.87, 0.91, and 0.83, respectively. To analyze the data, the structural equation modeling was used with the help of Lisrel software.

Discussion and Results

The results showed: 1. Organizational trust has a positive impact on organizational commitment. 2. Organizational participation has a positive impact on organizational commitment. 3. Organizational trust has a positive impact on organizational participation. 4. Organizational trust has a positive effect through participation in organizational commitment.

According to the findings of this study (the effect of organizational trust on organizational commitment through organizational participation), if managers of organizations are demanding committed employees, they should be able to provide the conditions that actualize the potential forces of employees, thereby improving the performance of these organizations. Executives can raise organizational effectiveness, once the employees feel that their managers are trustworthy. When there is mutual trust between the manager and the staff, managers participate staff in decision making, which, in turn, makes employees feel more committed to organizational commitment and are more careful to make better and more accurate decisions, and develop their knowledge and to fulfill tasks and duties. One of the most important limitations of the present study is that the current study can not accurately identify the various dimensions of the problem. Therefore, it is recommended to other researchers to do such studies in combination (quantitative and qualitative) and with regard to demographic characteristics. Also, considering that this study was carried out on employees of Zahedan Education Organization, the results of it should be cautiously generalized to other groups.

Conclusion

Managers can increase their organizational commitment by increasing organizational trust and organizational participation.

Keywords: Organizational Trust, Organizational Commitment, Organizational Participation.