Investigating the Relationship between Perceived Organizational Support and Organizational Trust

Fariba Karimi /e-mail: faribakarimi2005@yahoo.com
Department of Educational Sciences, Isfahan (Khorasgan) Branch, Islamic Azad University, Isfahan, Iran.
Sayed Mostafa Banitaba Jashveqani / e-mail: banitaba1977@yahoo.com
Department of Educational Sciences, Isfahan (Khorasgan) Branch, Islamic Azad University, Isfahan, Iran.

The present research aims to determine relationship between perceived organizational support and organizational trust. It was a descriptive correlation study. The statistical population of the research included all female teachers of high schools of district 4 of Isfahan City. Organizational support questionnaire developed by Eisenberger et al. (1986) and Sashkin's organizational trust questionnaire (1988) were instruments used in this research. 1986questionnaire. For organizational trust questionnaire, alpha was equal to 0.90 and for perceived organizational support, it was equal to 0.83. The results showed that there is a significant relationship between perceived organizational support and organizational trust. Furthermore, the results showed that there are significant relationships between perceived organizational support and 10 dimensions of organizational trust except for manager's honesty for predicting future results.

Key words: *organizational trust; organizational support; teachers of education department*

1. Introduction

Perceived organizational support is a concept which has received a lot of attention by experts of organizational behavior. Perceived support in work environment can be considered as one of the main social units in which individuals spend most their awake hours. Perceived organizational support is a state in which the individual thinks he or she is being considered as important and useful by the organization and his or her services are required immediately. This construct is affected by just judgement of organization about its employees. Employees' perceptions of organizational support are affected by different variables. These perceptions are related to various spectrums of positive working

consequences. For instance, a high level of perceived organizational support indicates a safe work environment within the organization. Furthermore, it shows that employees believe that the organization would support them in different situations, defend their desirable performance and reward their attempts. Such a belief makes employees respond appropriately to this behavior of their respective organization and they will try to compensate it. This mutual action results in higher levels of organizational commitment and the employees become more involved in behaviors which are beneficial for the organization. Based upon social trade theory, high levels of perceived organizational support create some kind of sense of obligation to repay. According to organizational support theory, when an organization pays attention to welfare and common values of employees, they feel high levels of perceived organizational support. Employees who have high levels of perceived organizational support have more commitment to their organizations. They make attempts for its success and feel higher levels of occupational satisfaction. Such employees become absent or leave their jobs less possibly.[1] Based on this theory, such employees will do works beyond their formal occupational duties (organizational citizenship behavior) more possibly.[2] In addition to this sense of satisfaction, some others will try to acquire necessary teachings and therefore play their roles effectively. Employees who experience high levels of perceived organizational support feel that they must be effective for their respective organization and thereby compensate organizational support. Perceived organizational support increases performance productivity and provides cooperation, organizational progress, emotional organizational commitment and organizational citizenship behavior. Perceived organizational support is considered as a part of social capital concept. Social capital refers to goodwill, friendship, mutual empathy and social association existing among members of a group. In perceived support, it is a principle that family, friends and colleagues are important assets. Individuals receive necessary supports when required because there is an internal trust in the group. Individuals express their organizational commitment dependent on perceptions they have about organizational support. Perceived organizational support is a form of commitment the direction of which is from organization towards the employees (contrary to other forms of commitment the directions of which are vice versa). Perceived organizational support increases when this feeling exists within an organization that the organization and management observe standards and pay attention to

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[1]   Eisenberger, R. – Huntington, R. – Hutchison, S. – Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71(3), pp. 500–507.

[2]   Armeli, S. – Eisenberger, R. – Fasolo, P. – Lynch, P. (1998). Perceived organizational support and police performance: The moderating influence of socioemotional needs. *Journal of Applied Psychology*, 83(2), pp. 288–297.

employees' participation values.[3] Organizational support is a criterion based on which employees evaluate organizational emotional commitment to them. Actions like attention to employees' needs and recognition of their abilities and activities are among such criteria. According to social trade theory, voluntary behavior is stimulated by norms. In other words, when mutual commitments are observed in behavior, individuals learn more about social intention. When behavior satisfies social obligations, trade process forms. Employees who have high levels of perceived social support believe that the organization pays attention to them and considers rewards for their acceptable activities. In contrast, employees who have low levels of social support believe that organizational managers don't understand them, are not aware of their special needs and prefer to substitute someone else.[4] Absence of support reduces the level of commitment to organization because employees may believe that organizational activities are spiteful rather than nice. In such a condition, employees lose their trust in the organization and their interests in organization will be reduced. Absence of trust and interest may even result in alienation and hatred. In general, employees with high levels of perceived organizational support feel higher levels of occupational commitment and satisfaction compared to those with low levels of perceived support. They are also more prepared to do beyond-role behaviors or organizational citizenship behavior. Scientists of social sciences and psychologists have discovered that employees with high levels of perceived support have higher intelligence and work success and stronger relations, they are healthier, they persuade themselves and others to do work and are able to trust in others and be trusted by others.

Development of knowledge and technology and business areas, economic environments has been turned into challenging environments and new paradigms have made it difficult for organizations to survive. Organizational trust has a considerable role in increasing participation in organizations and allows individuals and organizations to increase their investment. Mutual trust of members in each other is one of the main features of successful organizations. Trust is a fragile and sensitive phenomenon and it takes a long time to be formed but it can be disappeared very easily. Its re-gaining is also very difficult. Trust is necessary for ethical leadership and management. Studies have shown that trust is

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[3] Golparvar, M. – Nasri, M. – Malekpour, M. (2007). The role of participation in decision-making, occupational attachment, occupational substitutes and … in perceived organizational justice in teachers of exceptional schools in Isfahan. *Quarterly of research in curricular planning* (knowledge and research in educational sciences-curricular planning), period 21, number 15, pp. 25–46.

[4] Eisenberger, R. – Armeli, S. – Rexwinkel, B. – Lynch, P. D. – Rhoades, L. (2001). Reciprocation of perceived organizational support. *Journal of Applied Psychology*, 86, pp. 42–51.

based upon experience and can be learnt. Employees' trust in one level can affect their trust in other levels. For instance, employees' trust in a supervisor can influence their trust in organization. In contrast, absence of trust in supervisors results in negative behaviors.[5] defined trust as "an individual's tendency to make him or her vulnerable against others actions" based on social trade model. Insights of perception of trust help us specify how managers can affect employees' trust. We will be able to analyze behaviors managers do for increasing trust within organizations (or analyze reliable behaviors of managers). One of the aspects of reliable behavior of managers is their attention to employees' welfare. Managers can improve trust by respecting others' rights, paying attention to employees' needs and interests and accepting employees' apologies for unfavorable actions. Open communications, access to information and sharing feelings and perceptions are factors which influence on understanding of reliability of organization and managers. This process may take place the other way round, i.e. a state in which access to information is not possible for every one and employees are behaved unjustly and unfairly. This perception results in mutual absence of trust and reduces organizational commitment. Trust increases efficiency and effectiveness of communications and cooperation. Furthermore, it is recognized as an important factor in manager's efficiency, employees' satisfaction and their commitments.[6] Trust improves managers and employees because in such an environment, ideas are traded freely and open relations are flowing within the organization. Humans require trust from birth to death. Trust is a feeling which is needed in family, school environment, working life and friends' environment. Trust can affect the lives of organizational members. Every organization has a specific atmosphere and trust can have positive impacts on behaviors and its level can reduce or increase organizational efficiency. Trust has different dimensions which have been presented in a classification provided by Sashkin. He classified trust into 10 dimensions: stability of manager's behavior towards different individuals, stability of manager's speech in different situations, appropriateness of presented information by manager, consistency of manager's speech with his past behavior, accuracy of manager's speech for predicting future behavior, consistency between manager's speech and action, accuracy of manager's speech for predicting future results and possibility to trust in manager. Members should feel secured in organizational environment in order to create trust within organization. Development of trust requires both management and employees to

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[5]　Meyer, J. P. – Herscovitch, L. (2001). Commitment in workplace: Toward a general model. *Human Resource Management Review* 11, pp. 299–326.

[6]　Ellonen, R. – Blomqvist, K. – Puumalainen, K. (2008). The role of trust in organisational innovativeness. *European Journal of Innovation Management* Vol. 11, pp: 160–181 Availablefrom:http://www.emeraldinsight.com

be aware of each other's criticisms and feel responsible towards creating an atmosphere full of trust.[7] In organizations with low level of trust, employees perform at high level of stress and are not involved in decision-making. When wrong decisions are made, they are blamed. They don't receive open and proper information. In this situation, decision-making process becomes weak and decisions have low qualities. Employees' concentration on work will be reduced and productivity decreases. Moreover, innovation is also disrupted and innovative employees are rejected by management and feel afraid. This is while trust is the main element of performance of contemporary managers. One of the main performances of managers is investment in the main capital of their organization i.e. human resources. Today, investment in human capital and experiences and abilities is very important and these factors form the base of competitive superiority for any organization. One of the main and effective organizations in today's world is education department. This department is the motor for development and a stable competitive factor in the third millennium. Studies show that development in any country depends on its human resources and education department is an organization which produces knowledgeable human resource. Therefore, organizational behavior concepts like organizational support and trust are very important in this organization. Today, organizational support and thereby organizational trust and its concerning concepts have been reduced in educational organizations as a result of some conditions. This is resulted from general conditions of different societies because general trust has been reduced over the past years and in spite of globalization and specialization of tasks, functions and lifestyles, societies have experienced increase in uncertainty. Therefore, as individuals' dependence on cooperation increases, trust becomes important. Human resources in education department are not exceptions to this rule because employees of this department will be able to educate more acceptable intelligence capitals by perceiving more favorable organizational support and trust culture. The present research therefore, the present research tries to investigate relationship between perceived organizational support and trust in woman teachers of high schools of district 4 in Isfahan City.

2. Research purposes

2.1 determination of relationship between organizational trust and perceived organizational support

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[7]   Zarei Matin, H. – Hasanzadeh, H. (2004). Intra-organziationl trust and investigation of the present situation in executive oranziations of Iran. *Management of organizational culture, winter* 2004, number 7, pp. 79–126.

2.2 determination of relationship between dimensions of organizational trust and perceived organizational support

2.3 determination of difference between ideas of respondents of organizational trust questionnaire considering demographic factors

2.4 determinations of differences between ideas of respondents of organizational support questionnaire considering demographic factors

3. Research methodology

The present research is an applied study in terms of target and it is a descriptive correlation research. This is a descriptive research because it aims to describe events objectively, really and regularly. Further, research methodology is of correlation type because it aims to discover relationship between two variables and it is used for predicting the score of a respondent in a variable out of his or her scores in other variables. the statistical population of the present research included all female teachers of high schools of district 4 in Isfahan City (135 people). According to Morgan Table, 100 people were selected as sample members. Organizational support questionnaire developed by Ayzenberger et al (1986) and organizational trust questionnaire designed by Sashkin (1988) were used as measurement instruments. Reliability coefficient of the questionnaires was equal to 0.90 for organizational trust questionnaire and 0.83 for organizational support questionnaire.

4. Results

4.1 there is a relationship between organizational trust and perceived organizational support

Table 1. Correlation coefficient between organizational trust and perceived organizational support.

Dependent variable	Perceived organizational support		
Independent variable	Correlation coefficient	Squared correlation coefficient	Sig.
Organizational trust	0.675	0.456	0.001

Results of table 1 show that correlation coefficient between organizational trust and perceived organizational support is significant. In other words, there is a significant relationship between organizational trust and perceived organizational support (r=0.675). according to determination coefficient (r-squared), 0.456 of the variance of organizational trust and perceived

organizational support is in common. Therefore, the first hypothesis is supported and there is a relationship between organizational trust and perceived organizational support.

4.2 there is a relationship between dimensions of organizational trust and perceived organizational support.

Table 2. Correlation coefficients between dimensions of organizational trust and perceived organizational support.

Dependent variable	Perceived organizational support		
Predicting variable statistical index	Correlation coefficient	Squared correlation coefficient	Sig.
Manager's behavior stability towards different individuals	0.728	0.530	0.001
Stability of manager's speech towards different individuals	0.563	0.317	0.001
Stability of manager's behavior in different situations	0.656	0.430	0.001
Stability of manager's speech in different situations	0.588	0.436	0.001
Appropriateness of propounded information by manager	0.458	0.210	0.001
Consistency between manager's past behavior and speech	0.594	0.353	0.001
Accuracy of manager's speech for prediction of future	0.188	0.035	0.001
Consistency between actions and speech of manager	0.678	0.460	0.001
Accuracy of manager's speech for prediction f results	0.693	0.480	0.001
Manager's complete reliability	0.671	0.450	0.001

Results of table 2 indicate that correlation coefficients between dimensions of organizational trust and pp are significant. In other words, there are significant relationships between perceived organizational support and 10 dimensions of organizational trust except for manager's speech for predicting future results.

4.3 There is a difference between ideas of the respondents of organizational trust questionnaire considering demographic factors

Table 3. Multi-way variance analysis on organizational trust scores considering demographic features.

source	Sum of squares	df	Mean of squares	F	Sig.
age	505.774	3	168.591	0.241	0.868
Educational degree	5998.716	3	1999.572	2.850	0.051
experience	3984.141	4	996.035	1.422	0.238

Results of table 3 show that there is no significant difference between ideas of respondents of organizational trust questionnaire considering demographic factors.

4.4 There is a difference between ideas of respondents of organizational support questionnaire considering demographic factors.

Table 4. Multi-way variance analysis on perceived organizational support considering demographic features.

source	Sum of squares	df	Mean of squares	F	Sig.
age	1625.074	3	541.695	1.065	0.371
Educational degree	1364.303	3	454.768	0.894	0.450
experience	1271.774	4	317.944	0.625	0.646

Results of table 4 indicate that there is no significant difference between ideas of respondents of organizational support questionnaire considering demographic features.

5. Conclusion and discussion

Considering the novelty of this subject and absence of enough literature on specification of relationship between organizational trust and perceived organizational support, we had restrictions for comparing the results of past studies with the present study.[8] conducted a research titled "prediction of organizational citizenship behavior via organizational trust, organizational justice and perceived organizational support in Sport and Youths departments in southern Khorasan Province". He concluded that perceived organizational support cannot perform as a mediating variable in relationship between organizational

justice and OCB and also relationship between organizational trust and OCB. Therefore, the results are consistent with the results of the present research[9] conducted a research titled: "relationship between perceived organizational support and employees' occupational performance in Sport and Youths departments in western Iranian provinces. His results showed that perceived organizational support has a positive and strong relationship with occupational performance and its dimensions and perceived organizational support can be an effective variable on occupational performance and its dimensions. The results of this research are consistent with the results of the present research[10] conducted a research titled: "the influence of organizational justice, perceived organizational support and organizational trust on commitment". Further, the results show that perceived organizational support has a direct and indirect influence on commitment. Its indirect influence is via organizational trust and its direct influence on commitment is more than the influence of other variables. The results of the present research are consistent with the results of this research[11] conducted a research titled "path model for relationships between perceived organizational support and occupational, professional and organizational variables". He concluded that only the following variables had direct ad significant relationships with perceived organizational support: participation in decision-making, satisfaction with payment, promotion opportunity, internal motivation, supervision quality and organizational trust. The results of this research are consistent with the results of the present research[12] conducted a research titled

8   Amir Rezaee, A. (2014). *Prediction of organizational citizenship behavior out of orgnaizational trust, organizational justice and perceived organizational support in Sport and youths departments in Southern Khorasan*. Master degree thesis, Birjand University, research center for physical education and sports sciences.

9   Asgari, B. – Poursoltani Zarandi, H. – Aghayee, N. – Fattahi, J. (2013). Relationship between percieved organizational support and employees' occupational performance in Sports and Youths departments in western Iranian provinces. *Journal of north sports management and physiology*, period 1, number 2, pp. 19–28.

10 Amir Kafi, M. – Hashemi Nasab, F. (2013). Investigation of the influence of organizational trust, perceived organizational support and organziational trust on organizational commitment. *Scientific and research bi-quarterly of iranian social issues*, period 4, number 1, pp. 33–62.

11 Arizi, H. – Golparvar, M. (2011). Path model for perceived organizational support relationship with occupational. *Professional and organizational variables*, period 15, number 4 (successive 73), pp. 147–173.

12 Hayavi, G. (2011). *Investiagtion of the influence of perceived organizational support on emotional commitment, job satisfaction and job performance with mediating role of trust in organization and organization-based self-esteem in staff employees of national Iranian Drilling company*. Master degree thesis, Ahwaz Shahid Chamran University, faculty of psychology and educational sciences.

"the influence of perceived organizational support on emotional commitment, occupational satisfaction and job performance with mediating role of trust in organization and organization-based self-esteem in staff employees of National Iranian Drilling Company. He found that perceived organizational support has a positive and direct influence on mediating variables and emotional commitment and job satisfaction. However, the positive impact of perceived organizational support on job performance was not verified. Furthermore, the results supported the significance of the impacts of the two mediating variables on relationship between variables. The results of this research are also consistent with the results of the present research. The results of this research showed that there is a positive and significant relationship between perceived organizational support and organization trust and an increase in organizational support can increase organizational trust and has a negative relationship with job laving and job dissatisfaction. These researchers also concluded that services quality can be improved by reducing tendency to leaving one's job and it's regarding factors. Main environmental changes have influenced all individuals and organizations. Factors like globalization, transfer to conscious economy and consistency with changing conditions have made organizations to look for more flexible, simpler and more dynamic organizational structures. Organizations have developed strategies for matching internal and external conditions and use all resources effectively. Since service and industrial organizations of Iran require changes, education department has a special and sensitive place due to the importance and types of services they provide and population it covers. This is because organizational structure and conditions of education department influence students' performance. However, resources restrictions in the previous years have made managers and policy-makers of educational system to improve productivity by increasing work and decreasing cost and human resource. This has affected the quality of education. Up to now, evidence has showed that different factors influence employees' occupational performance and productivity. However, the factor which has been important all time is supporting employees and employees' trust in their respective organizations. Reduction in trust and organizational support affects absenteeism, need for leaving job and even reduction in employees' health. These factors hinder organizational achievement of goals. In spite of the importance of this subject in organizations like schools, few studies have been conducted unfortunately to investigate trust and organizational support in teachers. It seems necessary to conduct studies on organizational support and its impact on employees' trust in comparison with other organizations. The previous studies are all restricted and have not been conducted in educational centers. Therefore, the present research was valuable because it filled the gap of study in this field. Its target was to investigate relationship between perceived organizational support and organizational trust in teachers of education

department. When employees feel their respective organization supports them (organizational support), they consider them as elements of the organization and feel more loyalty and adherence to the organization (organizational trust and commitment). The results of this research showed that there is a positive and significant relationship between perceived organizational support and organizational trust and it has a negative relationship with tendency to leave job. The authors also found that when tendency to leave job and its regarding factors are reduced, the quality of services can be improved and managers play important roles in improving positive working environment and teachers' performance. On the other hand, development of participatory culture and organizational support is very important for managers. Participatory culture acts as a regulating mechanism and reflects ideas of organizational members. In this culture, managers play supportive role in strategic changes. There is a significant relationship between participatory culture and organizational trust. Further, relationship between organizational trust and participatory culture does not influence organizational features. This means that this relationship can be established in any organization with any kind of conditions. Participatory culture in an appropriate working environment can increase organizational and professional commitment. A combination of these two variables can improve productivity. Studies have shown that presence of a positive working environment enables teachers to implement professional teaching and increase their decision-making power. Managerial features employees' features and the level of support teachers receive can influence their performances.

6. Conclusion

The result of the research showed that there is a significant relationship between perceived organizational support and organizational trust. Further, the results showed that there are significant relationships between perceived organizational support and 10 dimensions of organizational trust except for accuracy of mangers' speech for prediction of future results. Results showed that there is no significant relationship between ideas of respondents' of organizational support questionnaire and organizational trust questionnaire considering demographic features.