ORGANIZATIONAL CULTURE CONSTRUCTS IN THE DEVELOPMENT OF ORGANIZATIONAL TRUST

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ABSTRACT

The main aim of this study is surviving organizational culture constructs in the development of organizational trust in Moghan Agro-Industry Company. First, we used specific dimensions of organizational culture (task-oriented culture, support-oriented culture, achievement-oriented culture, power-oriented culture). Second, we focused on organizational trust according to Colquitt et al (2009). We used informants from Moghan Agro-Industry Company explore dimensions of organizational culture and organizational trust and test our hypothesis. The data has collected from 196 employees of Moghan Agro-Industry Company by a questionnaire with 35 items by study of variables. All the reliability and validity of measures has examined. We used Spearman Correlation to analyze the research hypothesis. The findings of research show that there is a relationship between organizational culture dimensions and organizational trust.

Keywords: Organizational Culture, Organizational Trust, Culture.

1. INTRODUCTION

Like many social scientists, organizational researchers have been interested in the role of culture in organizational life and by some estimates have generated more than 4600 articles on the topic (Hartnell, Ou, & Kinicki, 2011). Significant debates emerged during the 1980’s and 1990’s as organizational culture became a management fad (Abrahamson, 1996). Academic debates focused on whether culture should be viewed from a materialist or ideational perspective, whether it is a unitary or distributed construct, and how it should be assessed and studied (Schneider, 1987).

Culture has long been on the agenda of management theorists and it has been characterized by many authors as “something to do with the people and unique quality and style of organization”, “the way we do things around here” or the “expressive non-rational qualities of an organization” (Deal and Kennedy, 1982).

There are a number of central aspects of culture:

- There is an evaluative element involving social expectations and standards; the values and beliefs that people hold central and that bind organizational groups.
- Culture is also a set of more material elements or artifacts. These are the signs and symbols that the organization is recognized by but they are also the events, behaviors and people that embody culture.
The medium of culture is social interaction, the web of communications that constitute a community. Here a shared language is particularly important in expressing and signifying a distinctive organizational culture (Rahimi and Vazifeh Damirchi, 2012).

However, social scientists began to converge on an operational definition of culture as the attitudes, values, beliefs, and behaviors that are shared by a particular group of people (Deresky, H., 2006; Lee and Yu, 2004; Kessapidou and Varsakelis, 2002) i.e. a definition that uses identifiable, measurable, and enduring behavioral components.

Attempts to define organizational culture have adopted a number of different approaches. Some focus on manifestations – the heroes and villains, rites, rituals, myths and legends that populate organizations. Culture is also socially constructed and reflects meanings that are constituted in interaction and that form commonly accepted definitions of the situation (Rahimi and Vazifeh Damirchi, 2012).

The major reason for the wider interest in organizational culture stems from the argument that certain organizational cultures lead to superior organizational financial performance (Ogbonna and Harris, 2000). Researchers found that cultural strength was significantly associated with financial performance both short term (Dennison and Mishra, 1995) and long term. Culture also affects an organization’s competitive position because of benefiting from having highly motivated employees dedicated to common goals (Ke and Wei, 2007), influencing the organizational performance (Lee and Yu, 2004), and developing organizational competences and obtaining competitive advantage. Overall, organizational culture can be the factor that sends an organization to greatness as its members are inspired to do their utmost to work hard to conceive and make goods and services that improve the welfare of their customers and hence develop organizational competences and obtain a competitive advantage (Jones, 2007). This illustrates that organizational culture is a determinant of entrepreneurial orientation, which refers to all aspects related to processes, practices and decision and decision making activities, which lead to adopt or acquire the new venture creation (Lumpkin, and Dess, 1996). There are three commonly accepted aspects of organizational culture, namely: bureaucratic; innovative; and supportive (Wallach, 1983). Bureaucracy is viewed as hierarchically structured, orderly, procedural, and highly regulated. Innovativeness is seen as creative, enterprising, risk-taking, and results-oriented. Supportiveness is characterized by equitable, sociable, trusting, and collaborative behaviors. Meanwhile, other researcher has outlined dimensions of organizational culture, which covered process-result oriented, open-closed system, tightly-loosely controlled, normative-pragmatic, and employee-job oriented (Hofstede, 1984).

Trust men and they will be true to you; treat them greatly, and they will show themselves great.”(Emerson, 1944) Ralph Waldo Emerson wrote this about the courage it takes to develop business relationships in his 1944 essay, Prudence. He emphasized that such relationships can develop only after one has carefully assessed the “present times, persons, property, and existing forms” of organizations. The keystone that supports such courage and assessment is an understanding of trust and the role it plays in productive organizational relationships. This primer explores the topic of organizational trust, its possible influence on
organizational effectiveness and efficiency, and actions leaders can take to build employee-employer business relationships based on authentic trust.

Many different definitions of trust are found in organizational behavior literature but they all refer to similar, intangible characteristics of human behaviors.

Three descriptions of trust are:

- “The belief in the integrity, character, and ability of a leader” (Robbins and Coulter, 1999).
- “Reciprocal faith in one’s intentions and behaviors” (Kreitner and Kinicki, 1998).
- “A confidant reliance on the integrity, honesty, or justice of another” (Funk and Wagnalls, 1985).

Integrity, character, ability, faith, reliability, honesty, and justice are strong words to live up to in the modern workplace. Yet, it is these high standards that create a culture of organizational trust.

The term organizational trust can be used in several ways. One form of trust is best described as inter organizational trust, or the trust between two organizations.

For example, many organizations trust a company like United Parcel Service (UPS) to deliver their products in a timely manner. Organizational trust may be better described as intra organizational trust, a term that can be used in different ways: some researchers focus on the relationship between workers and their immediate superiors (e.g., supervisors), while others look at the relationship between workers and those running the organization (e.g., senior leaders) (Dirks and Ferrin, 2002). The role of interpersonal trust within work groups and work teams can also be seen as an aspect of organizational trust (Dirks, 1999).

Trust may be classified as basic, simple, blind, or authentic. The characteristics of each type are shown and described by Solomon and Flores below: (Solomon and Flores, 2001)

- Basic trust is the ability and willingness to meet people without inordinate suspicion, the ability to talk comfortably to and deal with strangers, and the willingness to enter into intimate relationships. Basic trust provides the basis for one’s entire personality and demeanor toward the world.
- Simple trust is the utter absence of suspicion: it demands no reflection, no conscious choice, no scrutiny, and no justification. It may come about because no reason has ever arisen to question the other’s trustworthiness, but it may also be that the one who trusts is simply naïve.
- Blind trust has been exposed to violation and betrayal but refuses to believe it has occurred. Blind trust denies the possibility that anything could shake or betray the trust.
- Authentic trust is fully self-aware, cognizant of its own conditions and limitations, open to new and even unimagined possibilities, based on choice and responsibility rather than the mechanical operations of predictability, reliance, and rigid rule following. Authentic trust is well aware of the risks and willing to confront distrust and overcome it.

The main purpose of this study is surviving organizational culture constructs in the development of organizational trust at Moghan Agro-Industry Company. To achieve this aims we try to find answer to these questions: Is there relationship between organizational culture and organizational trust?
2. RESEARCH METHOD

We updated the Organizational Culture Diana, C. Physey (2004) and used it to identify specific dimensions of organizational culture (task-oriented culture, support-oriented culture, achievement-oriented culture, power-oriented culture). Then, we focused on organizational trust dimension according to Colquitt et al (2009). We used informants from Moghan Agro-Industry Company explore dimensions of organizational culture and organizational trust and test our hypothesis.

The data has collected from 196 employees of Moghan Agro-Industry Company by a questionnaire with 35 items by study of variables. All the reliability and validity of measures has examined. Questionnaire reliability was estimated by calculating Cronbach’s Alpha. It was 0.754 for organizational culture and was 0.884 for organizational trust. To analyze the research hypothesis we used Spearman Correlation.

3. RESULTS

In this paper we have 4 main hypothesis. The statistical way of analysis of hypotheses is two ways, $H_1$ is acceptance of hypothesis and $H_0$ is rejecting of hypothesis. In other words, it means that $H_1$ has positive meaning and $H_0$ has negative meaning.

1. There is significant relationship between task-oriented culture and organizational trust
2. There is significant relationship between support-oriented culture and organizational trust
3. There is significant relationship between achievement-oriented culture and organizational trust
4. There is significant relationship between power-oriented culture and organizational trust

Table 1, shows that the correlation coefficients between the independent (organizational culture) and dependent variable (organizational trust).

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<tr>
<th>Research Variables</th>
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<td>organizational trust</td>
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<td>task-oriented culture</td>
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<td>achievement-oriented culture</td>
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<td>support-oriented Culture</td>
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According to table 2, that presents the correlations of each hypothesis. The results show that organizational culture dimensions (achievement-oriented culture, support-oriented culture, task-oriented culture, power-oriented culture) significantly and highly related with organizational trust. Strong positive correlation was found between achievement-oriented culture and organizational trust ($r=0.58$).

- There is significant relationship between task-oriented culture and organizational trust in Moghan Agro-Industry Company. It is significant at alpha value ($0.000<0.05$). So, we can confirm $H_1$ and reject $H_0$.
- There is significant relationship between support-oriented culture and organizational trust in Moghan Agro-Industry Company. It is significant at alpha value ($0.000<0.05$). So, we can confirm $H_1$ and reject $H_0$.
- There is significant relationship between achievement-oriented culture and organizational trust in Moghan Agro-Industry Company. It is significant at alpha value ($0.000<0.05$). So, we can confirm $H_1$ and reject $H_0$.
- There is significant relationship between power-oriented culture and organizational trust in Moghan Agro-Industry Company. It is significant at alpha value ($0.021<0.05$). So, we can confirm $H_1$ and reject $H_0$.

The findings show that there is a correlation between the independent variables and also they have significant correlation dependent variable. Therefore, in such cases, we can confirm $H_1$ and says that there is significant correlation between organizational culture dimensions (achievement-oriented culture, support-oriented culture, task-oriented culture, power-oriented culture) and organizational trust in Moghan Agro-Industry Company.

REFERENCES