



Investigate the relationship between employee trust and organizational transformation in forensic medicine of Kohgiluyeh and Boyer Ahmad

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ABSTRACT

Objective: Employee trust is referred to the positive expectations of individuals and the demands of organization's members about the competence of reliability and benevolence of managers and other members. Trust is essential for organizational success, constant changes in roles and technologies and also design jobs and responsibilities. Employee trust can create Intrapersonal and interpersonal effects and influence the relations inside and outside the organization. **Methodology:** The aim of this study is to achieve this important thing that the existence of trust between employees of an organization what relationship has with organizational transformation? Whether by creating trust within the organization we will also see the creation of organizational transformation or not? Therefore this research has been done in this regard. Find important strategies to create trust within the organization have found a special importance and necessity and it can be said that access to the methods and strategies that by creating and expanding public trust in the organization, we can see a boom and change in the organization is also main objectives of this research. Therefore, for the realization of these strategies and results by using employee trust model that has designed by two scientists named Thomas and Chindler have considered the five dimensions of employee trust include honesty, competence, consistency or stability, loyalty and frankness, it is attempt to study issues related to this issue. The population of the research includes the employees of forensic medicine of Yasouj who were about 41 employees. **Results:** In this study, the descriptive survey method was used and questionnaire was used to collect data. The questionnaire distributed in a small sample size of 20 respondents and after collecting the data, the results were evaluated by using Cronbach's alpha coefficient, and the reliability of all questions was obtained 970% and high reliability of questions was confirmed. Then the data was analyzed by using descriptive and inferential statistics and by testing the hypotheses, the rightness or wrongness of them were checked in the area of critical values. **Conclusion:** Notably, it can be said of the results: Trust is closely related to productivity, organizational commitment and effectiveness and employee trust variable has a direct effect (0/876) on organizational transformation. And the results indicate that to make any change in the organization we require to create trust in the organization.

1. Introduction

Today's organizations do not have the opportunities of yesterday's organizations, so always should keep updated their abilities by appealing to speed and skill, and in the current field of competition, by appealing to the key factor of improvement i.e. "efficient human resources", move a step ahead of other competitors. For this purpose, there must be a high degree of trust within the organization to employees with faith to each other and rely on together, hand in hand create and organize a team that is leading. "Trust in the workplace is one of the main sources of competitive advantage".

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We can say that trust in a company or institution improve the quality of communications within the organization, coordination, implementation, innovation, strategy, commitment, participation and relationships with stakeholders and partners and of course also leads to customer satisfaction and the lack of trust leads to staff indifference, reducing their motivation and the slow implementation of programs. Trust is considered the infrastructure of empowerment and the foundation of leadership. Build trust within the organization requires a daily commitment and is made from the top of the organization to the bottom just like a child who learns to trust his swimming instructor and based on it fit his behavior and actions with him. Trust has an undeniable role in the performance of organizations and in the formation and enhancing organizational efficiency. Without Building Trust there is no chance to achieve the organizational strategic objectives.

With this interpretation and the importance of the existence of trust, but the concerns of many experts and administrative and organizational staff is that the lack of trust in office environment will caused a sharp decline in the efficiency and effectiveness of work. Also if the distrust be prevailed between the staff, this certainly will have a negative effect in overall development process of the organization. And the need to conduct appropriate studies and research projects to identify the factors that increase public confidence in staff and the organization has specific necessity.

The main problem which caused that the researcher choose this topic, according to the material presented above, is an increase in the spirit of distrust among staff and also between staff and managers in many public and even private places and offices in our country on the one hand and on the other hand, the inability in organizational transformation in line with environmental changes. These issues caused a dusty atmosphere for employees with psychological pressures and they always see themselves in danger of organizational transformation program.

Researcher seeks to uncover the fact that by measuring the trust in the organization, measure its association and affiliation with organizational transformation and pursue the question that whether the trust and its indexes are effective on the transformation of organizations?

In case of confirmation of such a relationship, a lot of scientific and practical strategies can be provided for prosperity and the ability to compliance with environment for many organizations of the country, especially organizations such as Forensic Medicine, which works in the field of services, and are always subject to environmental changes. According to what was said, the question is that: How will be the role of employee trust on organizational transformation?

Recently, the opinion has strongly welcomed by the public. Given that today's organizations to be success, strongly need the organizational trust, it is expected that the management grow it within the organization by using appropriate managerial practices.

Today scholars, especially in the field of management, describe employee trust processes in Trade and commerce areas as strategy alliance, participation and Inclusive organizational behavior.

Charlton says: leaders rely on staff to do what they need to be done. The leaders in these definitions similarly show that trust is a dynamic phenomenon that needs words and deeds. The interaction depends on various factors that may affect the creation of a model for trust, while Interpersonal trust is among organizational members; organizational trust refers to the trust between organizational members and the organization. With the expansion of globalization, the importance of employee trust at the social, economic, political and organizational relations has dramatically taken into consideration, so that the majority of experts in various fields have pointed to the importance of trust in organizations. The Studies of organizational literature have also emphasized on the importance of trust as the prerequisite of organizational effectiveness. Trust is essential for organizational success, constant changes in the roles and technologies, as well as design jobs and responsibilities. Trust can make the Intrapersonal and interpersonal effects, and influence the relationships within and outside the organization.

In this study, in addition to provide a clear concept and understanding of the managerial competence of managers, we seek to investigate its role in increasing the employee trust and organizational transformation. This vital issue should be considered within the organizational centers that the trust is something more than a slogan that companies and organizations only say in press conferences. Trust means supporting the long-term interests. Trust is hard to gain and easy to lose, but when an organization gained it, earns continuous benefits. The trust enhances one's loyalty and creates business interests in four fields:

1. Lower costs 2. Higher profit margins 3. Growth 4. Long-term competitive advantage

Study of the relationship between these two essential and important concepts in organizations is a need that if the hypotheses be proved can respond many of the shortcomings of organizational and administrative areas in our country. The second variable in the study ie organizational transformation is a planned activity or attempt throughout the organization which is managed by senior management of the organization and increases the effectiveness and health of organization through planned change programs in organizational processes, by using Behavioral Sciences.

Given that employee trust causes dependency to organizations, we should identify employee trust and factors affecting organizational transformation and try to boost employee trust. Therefore, the necessity of this research is to select the best strategy to increase employee trust due to cultural and social environment that the necessary Preventions and educations may be provided to increase the employee trust in the department.

Given the social and cultural conditions prevailing in the organizations if we can attract the trust of the employees and make them dependent to the organizations, we can implement the needed organizational transformations in organization in the best way. So the importance of this research is that if we find ways to increase the trust of staff towards the organization and train these strategies to staff and implement in organizations, we can perform the changes to the best way possible in organizations.

Trust is considered the infrastructure of empowerment and the foundation of leadership. Build trust within the organization requires a daily commitment and is made from the top of the organization to the bottom just like a child who learns to trust his swimming instructor and based on it fit his behavior and actions with him. Trust has an undeniable role in the performance of organizations and in the formation and enhancing organizational efficiency. Without Building Trust there is no chance to achieve the organizational strategic objectives.

Tusi (٢٠٠١), in a study noted that the existence of trust in the organization is of the characteristics of the growing organization. According to him trust is the believing in the rightness of others.

Niazpour Zilaei (۲۰۰۸) in A study on the factors affecting the building trust of school principals in IZEH concluded that factors such as a positive attitude towards the workplace, reinforce the confidence, self-control, personal commitment, motivation and freedom of action, has a considerable impact on building trust of managers.

Mohseni Tabrizi et al. (۲۰۰۹) in a study entitled factors affecting social trust of Iranian students abroad concluded that social trust has a relation with education level and Socio-economic status.

Gholipour et al (۲۰۰۹) in a study entitled the impact of servant leadership on building trust and empowerment concluded that there is a strong association between servant leadership, organizational trust and empowerment.

Yousefi et al (۲۰۱۰) investigated the relationship between nursing staff confidence and their job satisfaction in Isfahan Medical University hospitals. In this descriptive analytical study the population consisted of nurses in Educational Hospitals of Isfahan University of Medical Sciences in 1387 that by using random sampling method 111 samples were selected. Data collection tools were Sashkin questionnaire of job confidence with reliability of 98% and lessler job satisfaction questionnaire with reliability of 80%. Data were analyzed by descriptive statistics and also T-test and correlation coefficient. The findings showed that there was a relationship between nurses' level of job satisfaction and employee trust. Mean scores of job security, supervision and salary were the highest in nurses' job satisfaction regarding confidence dimensions. The results obtained by data analysis in main hypotheses of the study showed a relationship between nursing personnel's confidence and their job satisfaction. In other words, the more the nurses rely on organizational managers, the more job satisfaction they will have.

Atash Pour and Noorbakhsh (2010) to investigate the role of trust in public organizations studied the literature in One hundred magazines and books, and inspired by it has presented a conceptual model. According to this model, participation in decision making, getting feedback from employees and give feedback to them and empowering the employees lead to increased trust between supervisor and employees in government agencies.

Siegnall (2000) in a study entitled content factors of empowerment found that a) There is a positive relationship between the relationship with supervisor and psychological empowerment.

B) There is a relationship between team building and the level of psychological empowerment

Martins (2002), in a research showed that the management practices effect on trust relationships between employees and managers.

Kreitner and Kinciki (2005) in a study showed that there is a relationship between social capital and transfer of knowledge.

Joseph et al (2005) studied the relationship between employee perceptions of servant leadership and trust in supervisor in addition to the organizational trust. Their findings showed that perceptions of servant leadership are correlated with both trust in the leadership and organizational trust.

Tusi (۲۰۰۱) in a study as a suitable model for human resources development introduces four model in order to organizational development. In the model number 2, introduces the training as an important factor of human resources development.

Laschinger et al (2005) in a study entitled Application of empowerment in developing a sense of respect and trust in the workplace concluded that there is a relationship between empowerment and fair treatment. The results of Joseph et al (2005) showed that low opportunism and high confidence level increases participation success.

McShane et al (2005) in a study investigated the relationship between staff empowerment and interpersonal trust on managers concluded that employees who were empowerment in the workplace tend to have higher levels of interpersonal trust in their managers.

Niazpour (۲۰۰۸) investigated the trust in the creation of knowledge in the research environments and concluded that the level of trust is related with knowledge creation in these environments.

Moqimi (۱۹۹۹), in a research on the relationship between individuals' attitude with organizational transformation showed that the social context of the organization has a potential role in determining people's attitudes towards change.

Lewicki et al (2006) in a study on the impact of Social Networks on organizational individuals' reaction to the evolution, showed that when a person's social environment, including co-workers, supervisors and subordinates tend to resist against change, it is more likely that he resist against the change, too.

However, with the interpretations and explanations the necessity of research to develop a sense of trust and confidence in the organization has specific necessity. Because confidence can be achieved. Achieving the trust of the staff need to do research and study, and certainly managers willingly or unwillingly forced to move towards trust because in current competitive conditions, most organizations seeking to recruit capable people who ironically are dissatisfied with their organizational conditions and try to pull these professionals to their organizations with the promise of better working space (Trust - empowerment - more welfare - higher salaries - and ...) and surpass more than other competitors. So the study to find important strategies to build trust within the organization has been of particular importance and should have a special place in the human resources management programs of each organization.

Obviously, the results of the mentioned study has a special use in achieving organizational goals that by assessing the level of trust in the organizations measure its association and affiliation with the organizational transformation.

2. Materials and methods

Research Methodology provides the framework of investigative operations or actions to fulfill the objective of the study to test the hypothesis or answer research questions. The researcher can use different methods of research and do exploration, description (classification), establishing the concurrency relationship and establishing the cause - effect relationship.

The research method is objectively applied and its results can be use in organizations and administrations and so on and the research method in terms of nature is descriptive and correlational.

The population is the combination of all the cases that are adapted with the specific characteristics (Irannejad Parizi, ۲۰۰۳). The study population includes all employees of forensic medicine of Kohgiluyeh and Boyer Ahmad who were about 41 employees.

Since the study of all members of the population is time-consuming and not affordable in terms of cost, the researcher must sample. The sample can be accurate when the sampling frame (from which the sample is extracted) is complete and sufficiently accurate (Moqimi, ۱۹۹۹).

To estimate the size of an accurate sample, there is no specific amount or a fixed percentage of the population. This depends on the target population and data that should be collected and analyzed, (Irannejad Parizi, ۲۰۰۳). In this study due to the small number of population and with the opinion of the guide Master the number of research population was considered equal to the number of samples (41).

Since this is a field and applied research, the following methods were used to collect data:

A) The field method includes questionnaire

B) The library method includes books and articles about the subject in libraries and.

This research was mainly conducted by using authentic books, domestic and foreign researches, library and universities of management, relevant authentic domestic and foreign magazines and journals and authentic websites. In this research the method of data collection is field and questionnaire was used to do it.

3. Discussion and results

3.1 Research Finding

When statistical hypotheses were defined, the next step is to determine a degree for significant differences (α) and a volume for the studied sample (n). The way is that hypothesis H_0 is rejected in favor of the hypothesis H_1 , on the condition that we obtain a value from a statistical test that the possibility of the occurrence of that amount due to H_0 be equal to or less than a very small possibility that is shown with α . This small probability is called "significant level". Since the amount of α is directly involved in determining whether H_0 should be rejected or not, the imposition of objectivity in the investigation requires that we determine α before start to collect data. In this study, α is considered 0/05.

The significance level that the researcher selects to determine α in the research is based on his estimate of the significance or the applicability of his findings.

3.2 The main hypothesis

There is a significant relationship between employee trust and organizational transformation.

Pearson correlation coefficient was used to test the hypothesis. Statistical hypothesis is as follows:

H_0 : There is no correlation ($\rho = 0$)

H_1 : There is correlation ($\rho \neq 0$)

The following table shows the results of the Pearson correlation coefficient test between employee trust and organizational transformation:

Table 1. correlation coefficient between employee trust and organizational transformation

| Value | Title |
|-------|-------------------------|
| 0.87 | Correlation coefficient |
| 0.00 | Significance level |
| 41 | Number |

According to the table above by using the correlation coefficient between employee trust and organizational transformation we find that there is a direct correlation between employee trust and organizational transformation. And by increasing the employee trust, organizational transformation increases to 0/870. Because of the smaller significance level (0.00) than the assumed value of $\alpha=0/05$ we concluded that the null hypothesis that there is no correlation between these two variables, is rejected. Therefore it can be said that there is a significant relationship between employee trust and organizational transformation.

3.3 The first sub-hypothesis

There is a significant Relationship between honesty and organizational transformation.

Pearson correlation coefficient was used to test the hypothesis. Statistical hypothesis is as follows:

H_0 : There is no correlation ($\rho = 0$)

H_1 : There is correlation ($\rho \neq 0$)

The following table shows the results of the Pearson correlation coefficient test between honesty and organizational transformation:

Table 2. correlation coefficient between honesty and organizational transformation

| Value | Title |
|-------|-------------------------|
| 0.775 | Correlation coefficient |

| | |
|------|--------------------|
| 0.00 | Significance level |
| 41 | Number |

According to the table above by using the correlation coefficient between honesty and organizational transformation we find that there is a direct correlation between honesty and organizational transformation. And by increasing the honesty, organizational transformation increases to 0/775. Because of the smaller significance level (0.00) than the assumed value of $\alpha=0/05$ we concluded that the null hypothesis that there is no correlation between these two variables, is rejected. Therefore it can be said that there is a significant relationship between honesty and organizational transformation.

3.4 the second sub- hypothesis

There is a significant relationship between competence and organizational transformation.

Pearson correlation coefficient was used to test the hypothesis. Statistical hypothesis is as follows:

H0: There is no correlation ($\rho = 0$)

H1: There is correlation ($\rho \neq 0$)

The following table shows the results of the Pearson correlation coefficient test between competence and organizational transformation:

Table 3. correlation coefficient between competence and organizational transformation

| Value | Title |
|-------|-------------------------|
| 0.762 | Correlation coefficient |
| 0.00 | Significance level |
| 41 | Number |

According to the table above by using the correlation coefficient between competence and organizational transformation we find that there is a direct correlation between competence and organizational transformation. And by increasing the competence, organizational transformation increases to 0/762. Because of the smaller significance level (0.00) than the assumed value of $\alpha=0/05$ we concluded that the null hypothesis that there is no correlation between these two variables, is rejected. Therefore it can be said that there is a significant relationship between competence and organizational transformation.

3.5 The third sub-hypothesis

There is a significant relationship between consistency or stability and organizational transformation.

Pearson correlation coefficient was used to test the hypothesis. Statistical hypothesis is as follows:

H0: There is no correlation ($\rho = 0$)

H1: There is correlation ($\rho \neq 0$)

The following table shows the results of the Pearson correlation coefficient test between consistency or stability and organizational transformation:

Table 4 correlation coefficient between consistency or stability and organizational transformation

According to the table above by using the correlation coefficient between consistency or stability and organizational transformation we find that there is a direct correlation between consistency or stability and organizational transformation. And by increasing the consistency or stability, organizational transformation increases to 0/714. Because of the smaller significance level (0.00) than the assumed value of $\alpha=0/05$ we concluded that the null hypothesis that there is no correlation between these two variables, is rejected. Therefore it can be said that there is a significant relationship between consistency or stability and organizational transformation.

3.6 The fourth sub-hypothesis

There is a significant relationship between loyalty and organizational transformation.

Pearson correlation coefficient was used to test the hypothesis. Statistical hypothesis is as follows:

H0: There is no correlation ($\rho = 0$)

H1: There is correlation ($\rho \neq 0$)

The following table shows the results of the Pearson correlation coefficient test between loyalty and organizational transformation:

Table 5. correlation coefficient between loyalty and organizational transformation

| Value | Title |
|-------|-------------------------|
| 0.84 | Correlation coefficient |
| 0.00 | Significance level |
| 41 | Number |

According to the table above by using the correlation coefficient between loyalty and organizational transformation we find that there is a direct correlation between loyalty and organizational transformation. And by increasing the loyalty, organizational transformation increases to 0/840. Because of the smaller significance level (0.00) than the assumed value of $\alpha=0/05$ we concluded that the null hypothesis that there is no correlation between these two variables, is rejected. Therefore it can be said that there is a significant relationship between loyalty and organizational transformation.

3.7 The fifth sub-hypothesis

There is a significant relationship between the frankness and organizational transformation.

Pearson correlation coefficient was used to test the hypothesis. Statistical hypothesis is as follows:

H0: There is no correlation ($\rho = 0$)

H1: There is correlation ($\rho \neq 0$)

The following table shows the results of the Pearson correlation coefficient test between frankness and organizational transformation:

Table 6. correlation coefficient between frankness and organizational transformation

| Value | Title |
|-------|-------------------------|
| 0.825 | Correlation coefficient |
| 0.00 | Significance level |
| 41 | Number |

According to the table above by using the correlation coefficient between frankness and organizational transformation we find that there is a direct correlation between frankness and organizational transformation. And by increasing the frankness, organizational transformation increases to 0/825. Because of the smaller significance level (0.00) than the assumed value of $\alpha=0/05$ we concluded that the null hypothesis that there is no correlation between these two variables, is rejected. Therefore it can be said that there is a significant relationship between frankness and organizational transformation.

4. Conclusion

Pearson correlation coefficient was used in test the main hypothesis, we found that there is a direct correlation between employee trust and organizational transformation and by increasing the employee trust, organizational transformation increases to 0/870 and thus there was a significant correlation between employee trust and organizational transformation. And it is consistent with the idea of Chavan (2009) that the trust can be achieved in the workplace.

Spearman's correlation coefficient was used to test the first sub-hypothesis, we found that there is a direct correlation between the honesty and organizational transformation and by increasing the honesty, organizational transformation increases to 0/775 and thus there was a significant correlation between honesty and organizational transformation. And it is consistent with the comments of McShane and Glinow (2005), that confidence in the business environment is described as a comprehensive strategy.

Spearman's correlation coefficient was used to test the second sub-hypothesis, we found that there is a direct correlation between the competence and organizational transformation and by increasing the competence, organizational transformation increases to 0/762 and thus there was a significant correlation between competence and organizational transformation. And it is consistent with the comment of router who considered trust a dynamic phenomenon.

Spearman's correlation coefficient was used to test the third sub-hypothesis, we found that there is a direct correlation between the consistency or stability and organizational transformation and by increasing the consistency or stability, organizational transformation increases to 0/714 and thus there was a significant correlation between consistency or stability and organizational transformation.

Spearman's correlation coefficient was used to test the forth sub-hypothesis, we found that there is a direct correlation between the loyalty and organizational transformation and by increasing the loyalty, organizational transformation increases to 0/840 and thus there was a significant correlation between loyalty and organizational transformation.

Spearman's correlation coefficient was used to test the fifth sub-hypothesis, we found that there is a direct correlation between the frankness and organizational transformation and by increasing the frankness, organizational transformation increases to 0/825 and thus there was a significant correlation between frankness and organizational transformation.

4.1 Recommendations for future research

A research work, no matter how deep and widespread, is developable. Therefore, author should assume himself on the path that others will continue his path. It should be noted that the continuation of an original work is also deemed original, because this continuity is in fact not the repeat of the work of others, but is the move in a direction that has already started but not finished.

Thus, the author has suggestions for future researchers as follows:

This research was conducted in the population of the Ministry of Culture and Islamic Guidance. It is recommended that such research be done in other departments to further generalize the correlation of Employee trust and organizational transformation.

The research was carried out only in one of the government departments. It is recommended to study this topic, but in all types of public and private agencies, in more distribution.

As noted in the second chapter, trust is closely related to productivity, organizational commitment and effectiveness. It is suggested that the relationship of these variables be tested, discussed and investigated.

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