

The Relationship of Organizational Trust with Organizational Commitment: A Regional Research in Textile and Plastics Industry

 Esra Biçer

Istanbul Ticaret University, Turkey

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Abstract In this research, a comprehensive literature study was conducted on the concepts of organizational trust and organizational commitment, the effects of organizational trust on organizational commitment, and the methods, variables and results used in the analyses were examined in detail. In the study, simple incidental sampling method and likert direction were used and distributed to four-scale survey participants. As a result of the research, hypotheses were determined and the effect of organizational trust on organizational trust, organizational commitment was accepted from 4 hypotheses, trust in the business, trust in colleagues and trust in the manager were positively affected by organizational activity. In Istanbul, two manufacturers, textile and plastics sectors, were distributed and survey forms were given to a total of 500 employees and the answers of 397 were analyzed. Frequency distribution analysis, reliability analyses, mean and standard deviation analyses, factor analysis, correlation analysis were applied to the research data. In the results of the analysis, it was seen that organizational trust has the same positive effect on organizational commitment in both sectors.

Keywords: Organizational Trust, Organizational Commitment, Textile Sector, Plastics Sector

1. Introduction

Organizations are social structures established to maximize their profits, serve the community and achieve the three general goals that we can express as maintaining the continuity of the business. In addition, its businesses are established for some special purposes: providing employment, leading the production of a product or service in the sector, creating innovation, because it becomes a prestigious business that is respected by society. Businesses use production tools and inputs that we can sort in the form of raw materials, money, capital, information, entrepreneurs, technology and labor force while carrying out production or service service processes for whatever purpose. Perhaps the most important of these inputs is labor input, i.e. human resources, which will contribute to the success of organizational purposes by using other inputs and resources. Because a business can have a very good raw material or

capital, but it is a serious problem for this organization if it does not have the human resources to use it effectively and efficiently. What's worse is that a skilled business has a human resource that doesn't have confidence and can't be motivated, so it doesn't feel sufficient commitment to the organization it works for.

The strongest drivers for organizational success are organizational trust and organizational commitment (Bastug, Pala, Kumartaşlı, Günel and Duyan, 2016). It is a very important requirement for every organization that employees have confidence and commitment to the organization in which they work. Moreover, the weakening of these elements of trust and commitment from past to present increases the importance of the issue. The 1950s conception that "if you are loyal to the business you work for, this business will be loyal to you" was replaced by organizations that, by the 1980s, were watching their managers and other employees leave within 5 years at the latest after hiring. Therefore, managers have to be aware of the impact of trust and trust on organizational commitment. (Sheik-Mohamed, Mohiadeen and Anisa, 2012). Organisations should proactively look for a better understanding of trust and take steps to improve employee trust, commitment and trust (Bobbio, Bellan Manganelli, 2012).

There are numerous studies on organizational trust and organizational commitment made with different variables in the literature to date. These findings revealed the necessity of organizational trust and organizational commitment for the functioning of a productive organization. While the studies carried out so far have been analyzed on a single variable, comparative analysis has been done and examined by considering two different sectors at the same time. These sectors are textile and plastics sectors. The research is based on four basic hypotheses. H₀: In the textile industry, there is no relationship between organizational trust and organizational commitment. H₁: In the textile industry, there is a relationship between organizational trust and organizational commitment. H₀ 1: In the plastics industry, there is no relationship between organizational trust and organizational commitment. H₁ 1: In the plastics industry, there is a relationship between organizational trust and organizational commitment. Through these hypotheses, the relationship of trust and commitment in organizations was examined.

The research consists of four parts: literature review, methodology, findings and interpretations, conclusions and inns. I hope this research will help private sector managers consider the needs of employees and factors that impact their commitment to trust in order to improve or regulate successful human resources structures.

Organizational Trust; Just as a sense of trust is essential in order for our humanitarian relations to progress well, the basic sense of trust within the organization must be solid in order to show successful development in their organizations. Organizational trust is formed as a result of the merger of individual trust and trust in the organization (Antalyali, 2017). Organizational trust expresses the sense of confidence that the managers of the institution in which they serve will act honestly and fulfill their promises, and the positive feeling that is caused by the opportunities provided to them by the institution (Mishra and Morrissey, 1990).

Organizational trust consists of three dimensions. Trust in the organization is in the form of trust in the manager and trust in his colleagues. In risky situations, if people feel confident in their organization, there is organizational trust. In the institution where there is organizational trust, the wishes and needs of the employees are met and the support of the management to the employees is complete. As there is open communication between managers and employees, social relations within the organization have been increased to the desired level. In addition, justice has been achieved within the organization. Employees have high levels of morale and creativity. Thus, it will be high in organizational efficiency with the presence of employees who are active in the creation and management of information. The compliance and motivation of the employees within the organization will be high. As a result, organizational identification will bring with it organizational commitment. In organizations with low degrees of trust, employees show their anger and reaction by not following management rules or deflecting targets. Because employees do not adopt the same goal and do not share information, it is difficult to achieve change and development.

Organisational Commitment; Organizational commitment is an attitude about the loyalty of employees to the organization. (Luthans, 1995) Organizational commitment is to accept and believe in organizational values and objectives, to strive and be willing to achieve goals, and to be willing to maintain membership of the organization. (Ince, 2005. Uysal, 2005) Organizations should pay attention to certain elements in order to increase organizational commitment. In business life, managers often get the opinions of their employees when determining their business activities. This makes employees happy and increases their organizational commitment. Reminding employees of the organization's vision is an element that motivates them. When there's competition between employees, they're better at their jobs and productive. Organizational commitment will be high if the level of unity and togetherness in

teamwork is high. Productivity, job satisfaction and organizational success will increase if the organization regularly performs social activities; celebrations, entertainments and awards that are required by the cultural structure. In the same way, when the employees successfully complete their duties, the material and spiritual opportunities offered to them will positively affect the commitment at the desired level. In situations like this, they even like to do the hard work they're going to be given. Organizational communication is an important tool that ensures organizational commitment because it conveys information about both the work done and what is happening in the organization to employees. Technology contributes to the development of employees' abilities and their easy work. Companies that keep up with technology make their employees happier. Finally, managers' regulations of in-service trainings in the face of technological innovation or change of knowledge increase the self-confidence of employees.

An employee who perceives himself as an indispensable part of the organization he works for and believes that he can achieve his personal goals by achieving organizational goals will strive to achieve organizational goals by using scarce resources in the most efficient way. In this case, it is a fact that in an organization it cannot be ruled out that it will be seriously useful to prepare a suitable working environment for the employee by identifying the factors that motivate the employees. Thus, organizational effectiveness and productivity success will be achieved spontaneously.

2. Research Sample and Sampling Method

The universe of research is Istanbul. The research forms have been prepared for manufacturing companies in the textile and plastic sector in Istanbul. The data were obtained by asking questions to the employees in these enterprises through a questionnaire. The total number of employees in the textile sector is 181 and the total number of employees in the plastics industry is 216.

The method of the sample planned in the research; simple random sampling. How large the sample is selected, the research comes at the beginning of the plan. Expressed with a sufficient sample, enough staff to provide reliable results and figures as a result of the research The community covering the number is mentioned (Young, 1968).

3. Data Analysis

Question forms prepared for research analysis It has been applied to four businesses operating in the industry. Firstly ten questionnaires were sent to employees in order to get their pre-ideas. Preliminary study was conducted by directing. Then all forms are distributed and the main research has been started. The data collected through the research form are processed in computer environment.

It has been visually resolved with the help of SPSS 19.0. For the measurement of validity and reliability, direct factor analysis was applied through the AMOS program. People first in research and the frequency table showing the distribution of information about companies. given. Descriptive statistics tables regarding the scales in the questionnaire has been created. Reliability values of scales and dimensions has been looked. By applying factor analysis to the scales, according to the research data The dimensions to be formed have been determined. The dimensions obtained are It was found suitable for its dimensions. Finally, the relationships between dimensions were examined with correlation analysis and the research hypothesis was tested.

4. Analysis Results

The demographic information of the employees participating in the study is as follows; 39.8% of the textile sector employees are women and 60.2% are men. 66.9% of them are married and 33.1% are single. Considering the ages of the people, 29 people between the ages of 18–30 cover 16%. The majority of the individuals are between the middle age 31–50 and are middle-aged (79.6%). Most of the workers in the textile sector are 90.1% high school graduates, the remaining part is associate degree and undergraduate. Considering the working periods of the persons in their businesses, 39.8% work for 0–5 years, 43.1% for 6–10 years, 11% for 11–15 years and 6.1% for more than 16 years. The positions of the employees in the business are generally middle and lower level managers. 62% of them are employed in other departments. There are 13 senior managers (7.2%).

29.6% of the plastics industry employees are women and 70.4% are men. 65.3% of them, namely the majority are married. Considering the ages of the employees, young people are in majority compared to the textile sector. There is a person with a percentage of 67.6% in the age range of 18–40. Most of the workers in the textile sector are 90.2% high school graduates, the remaining part is associate degree and undergraduate. Considering the working time of the people in the enterprise, the rate of people with work experience in the period of 0–5 years is 60.2%, 22.7% with 6–10

years of experience, 8.8% between 11–15 years and people with more than 15 years of experience. The percentage of the number is 8.3.

5. Reliability Analysis Results of Organizational Trust and Organizational Commitment Scales

In order to examine the reliability of the dimensions, Cronbach Alpha values were calculated in the table below.

Table 1. Reliability Analysis

	Cronbach Alpha	n
Textile Sector		
Organizational trust scale dimensions		
Trust (my managers)	0,847	10
Trust (my colleagues)	0,811	7
Trust (business i work)	0,855	7
Organizational commitment scale dimension		
Organizational commitment	0,891	6
Plastic Sector		
Organizational trust scale dimensions		
Trust (my managers)	0,845	10
Trust (my colleagues)	0,903	7
Trust (business i work)	0,886	4
Organizational commitment scale dimension		
Organizational commitment	0,888	6

It was concluded that the Cronbach Alpha values calculated for the dimensions obtained were strong for the study. It is seen in the table that reliability values for both sectors and both scales are over 0.800.

- If the coefficient is between 0.80 –1.00; the developed scale has very strong reliability.
- If the coefficient is between 0.60–0.80; the scale developed has strong reliability.
- If the coefficient is between 0.40–0.60; The developed scale has medium reliability.
- If the coefficient is between 0,20–0.40; the developed scale has poor reliability.
- If the coefficient is between 0.00–0.20; the developed scale has very poor reliability.

The survey was scored as above. Analysis part of the research and assessment was determined based on this scale.

*The source: Ohba, M. (1984).

6. Exploratory and Confirmatory Factor Analysis Organizational Trust Scale

In the tables below, exploratory factor analyzes related to organizational trust scale are compiled. The analyzes were made in separate tables for the plastic and textile industry.

Table 2. Exploratory Factor Analysis for Textile Sector

Scale Dimensions	Factor Value	Total Variance Explained
Trust (my managers)	0,898	37,739
Trust (my colleagues)	0,854	26,396
Trust (business i work)	0,767	22,485
Kaiser–Meyer–Olkin Measure of Sampling Adequacy.		,844
	Approx. Chi–Square	1037,766
Bartlett's Test of Sphericity	df	190
	Sig.	,000

As a result of the factor analysis made for the textile industry, it was factored in 3 dimensions in accordance with the original. The Trust (my managers) dimension can explain 37.379% of the scale, Trust (my colleagues) 26.396%, Trust (business i work) 22.485%. The 3 dimensions obtained as a result of the analysis can explain 86,62% of the scale. The rest is explained by different variables.

Table 3. Exploratory Factor Analysis for Plastic Sector

Scale Dimensions	Factor Value	Total Variance Explained
Trust (my managers)	0,872	39,036
Trust (my colleagues)	0,684	25,175
Trust (business i work)	0,817	17,624
Kaiser–Meyer–Olkin Measure of Sampling Adequacy.		,774
	Approx. Chi–Square	11248,764
Bartlett's Test of Sphericity	df	210
	Sig.	,000

As a result of the factor analysis made for the textile industry, it was factored in 3 dimensions in accordance with the original. The Trust (my managers) dimension can explain 39.036% of the scale, Trust (my colleagues) 25.175%, Trust (business i work)

17.624%. The 3 dimensions obtained as a result of the analysis can explain 86,62% of the scale. The rest is explained by different variables.

Table 4. DFA for Organizational Trust

Structural Model Index	Value	Control Value	Results
CMIN	196.546	--	--
DF	40	--	-
CMIN/DF	4.914	1-5 between	Excellent
CFI	0.949	>0.90	Excellent
SRMR	0.000	<0.08	Excellent
RMSEA	0.140	<0.06	Acceptable
PClose	0.000	>0.05	Acceptable

When the Fit indices of the predicted new model are examined, the compatibility of the data with the primary level measurement model of the organizational trust scale is perfect. According to the findings, the scale consisting of questions about organizational trust was found to be reliable and structurally valid.

7. Exploratory and Confirmatory Factor Analysis Organizational Commitment Scale

Factor analysis regarding the organizational trust scale are given in the tables below. The analyzes were applied separately for the textile and plastic sectors.

Table 5. Exploratory Factor Analysis for Textile Sector

Scale Dimension	Factor Value	Total Variance Explained
Organizational Commitment	0,884	80,850
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,814
	Approx. Chi-Square	1367,369
Bartlett's Test of Sphericity	df	15
	Sig.	,000

As seen in the table, the organizational trust scale has been factored in one dimension. The resulting factor can explain the scale at a rate of 80,850%. KMO (Kaiser-Meyer-Olkin Sample Size Measure) value is 0.814, indicating that the selected sample size is suitable for factor analysis.

Table 6. Exploratory Factor Analysis for Plastic Sector

Scale Dimension	Factor Value	Total Variance Explained
Organizational Commitment	0,884	75,421
Kaiser–Meyer–Olkin Measure of Sampling Adequacy.		,769
	Approx. Chi-Square	1340,639
Bartlett's Test of Sphericity	df	15
	Sig.	,000

As seen in the table, the organizational trust scale has been factored in one dimension for plastic sector. The resulting factor can explain the scale at a rate of 80,850%. KMO (Kaiser–Meyer–Olkin Sample Size Measure) value is 0.769, indicating that the selected sample size is suitable for factor analysis.

Table 7. DFA for Commitment Scale

Structural Model Index	Value	Control Value	Results
CMIN	7.071	--	--
DF	1	--	-
CMIN/DF	7.071	1–5 between	Acceptable
CFI	0.994	>0.90	Excellent
SRMR	0.000	<0.08	Excellent
RMSEA	0.068	<0.06	Acceptable
PClose	0.027	>0.05	Acceptable

When the Fit indices of the predicted new model are examined, the compatibility of the data with the unrelated level measurement model of the organizational commitment scale is at an acceptable level. According to the findings, the scale consisting of questions about organizational commitment was found to be reliable and structurally valid.

8. Correlation Analysis

Correlation analyzes are compiled below to determine the direction and strength of interdimensional relationships.

Table 8. Correlation Analysis for Textile Sector

	Mean	Std. Deviation	1	2	3	1
Trust (my managers)	2,4009	,93957	1			
Trust (my colleagues)	2,8279	,74226	,616**	1		
Trust (business i work)	2,1166	1,01585	,606**	,188*	1	
Organizational commitment	2,6621	1,14483	,631**	,260**	,824**	1

** . Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

According to the findings, there are positive correlations between trust in their managers ($r: 0.631$, $p < 0.01$), colleagues ($r: 0.260$, $p < 0.01$) and their job ($r: 0.824$, $p < 0.01$) and organizational commitment. We see that trust in the business in general is of great importance for employees. A correlation of 0.824 strength is calculated between organizational commitment and business trust.

H0: There is no relationship between organizational trust and organizational commitment in textile sector.

H: There is a relationship between organizational trust and organizational commitment in textile sector.

According to the result of the correlation analysis, there is a relationship between the trust levels of textile industry employees and their commitment to the company. In this case, the null hypothesis is rejected.

Table 9. Correlation Analysis for Plastic Sector

	Mean	Std. Deviation	1	2	3	1
Trust (my managers)	2,8438	,93861	1			
Trust (my colleagues)	2,8228	,87346	,408**	1		
Trust (business i work)	2,8421	,92366	,414**	,577**	1	
Organizational commitment	3,6914	1,10445	,318**	,551**	,852**	1

** . Correlation is significant at the 0.01 level (2-tailed).

According to the findings, there is a positive relationship between plastics industry workers ($r: 0.318, p < 0.01$), colleagues ($r: 0.551, p < 0.01$) and their job ($r: 0.852, p < 0.01$) and their commitment to the company they work with. Statistically significant relationships were obtained.

H01: There is no relationship between organizational trust and organizational commitment for plastic sector.

H1: There is a relationship between organizational trust and organizational commitment for plastic sector.

In this case, H01 hypothesis is rejected. As a result, there is a positive relationship between trust and commitment. For individuals working in the plastics industry, trust in the manager, the company they work for and their colleagues is important. As the perception of organizational trust increases, their commitment to work reaches stronger.

9. Results

According to the findings, there are positive correlations between organizational commitment and trust in their managers ($r: 0.631, p < 0.01$), colleagues ($r: 0.260, p < 0.01$) and their work ($r: 0.824, p < 0.01$). In general, we see that business trust is of great importance for employees. A correlation of 0.824 difficulty is calculated between organizational commitment and business trust. H0: There is no relationship between organizational trust and organizational commitment in the textile industry. H: There is a relationship between organizational trust and organizational commitment in the textile industry. According to the result of the correlation analysis, there is a relationship between the trust levels of textile industry employees and their commitment to the company. In this case, the null hypothesis is rejected. According to the findings, there is a positive correlation between plastics industry workers ($r: 0.318, p < 0.01$), colleagues ($r: 0.551, p < 0.01$) and their job ($r: 0.852, p < 0.01$) and their commitment. the company they work with. Statistically significant relationships were obtained. H0 1: There is no relationship between organizational trust and organizational commitment for the plastics industry. H 1: There is a relationship between organizational trust and organizational commitment for the plastics industry. In this case, H01 hypothesis is rejected. As a result, there is a positive relationship between trust and commitment. For individuals working in the plastics industry, it is important to trust the manager, the company they work for, and their colleagues. As

the perception of organizational trust increases, their commitment to work reaches stronger.

10. Discussion

The aim of this study is to evaluate the organizational trust levels of individuals and employees operating in the private sector, trust in the manager, trust in their colleagues, and organizational trust levels to evaluate the organizational levels of trust in the business. There are numerous studies on organizational trust and organizational commitment made with different variables in the literature to date. These findings revealed the necessity of organizational trust and organizational commitment for the functioning of a productive organization. While the studies carried out so far have been analyzed on a single variable, comparative analysis has been done and examined by considering two different sectors at the same time.

In this study, the relationship between organizational trust and organizational commitment was investigated by obtaining data from textile and plastics industry manufacturers in Istanbul. The high level of trust for the productive employees in the enterprises and the importance of this issue in the enterprises are seen as a useful approach for their commitment to the business. Employees' trust in the workplace, trust in their colleagues and in their managers are important for their loyalty to the workplace.

Opportunity to get to know the employees better with the increase of organizational commitment businesses that can capture their talents more easily. They can also perform the task distribution more accurately. Peaceful and happy transformation into an appreciated business with the positive statements of the employees preferability by becoming a center of attraction in its sectors they increase. (Oliver, 1990).

Trust, which is necessary in even the most routine interactions, is an important determinant of individual and group behavior. In order to determine the factors affecting employee trust, the subject of the research has been discussed by considering commitment.

The relationship between commitment and trust has been analyzed on 2 different sectors and the relationships are interpreted with statistical tables. Strong and positive correlations between organizational commitment and organizational trust were found for both sectors.

Candidates who will carry out similar studies with a larger sample you can expand the research, the same or different cities across Turkey can do the work and thus add richness and diversity to the literature. Only in the textile and plastic sector to support organizational trust and business commitment companies in different sectors are also included in the research. It can be recommended for another research. I hope this research will help private sector managers consider the needs of employees and factors that impact their commitment to trust in order to improve or regulate successful human resources structures.

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