

## The relationship between organizational culture and organizational trust in West Azarbayjan's youth and sport administrations

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### Abstract

Success in the organization competition world needs to relation development ability based on trust. The organizations and employees need to be trustworthy and trust each other, too. The purpose of this research is study on the relationship between organizational trust and v culture in West Azarbayjan's youth and sport administrations. This study subjects includes all managers and the staff of the youth and sport administrations in west Azabayejan. They were 110 people. They were all selected as samples of that subject because the number of them wasnot a lot. They answered the questionnaire of individual characteristics, the organizational trust questionnaire and organizational culture questionnaire. In a guidance studying the internal consistency of the questionnaire was calculated for organizational trust ( $\alpha=0.87$ ) and organizational culture ( $\alpha=0.75$ ) by using Cronbach alpha formula. Pearson's correlation test and descriptive statics was used for studying the relationship between parameters. The results of this research showed that the dimensions of assertiveness, future orientation, institutional collectivism, performance orientation and gender egalitarianism have a meaningful relationship with organizational trust, and also the dimensions of uncertainty avoidance, power distance, In-group collectivism and human orientation have not a meaningful relationship with organizational trust, too on the level of ( $p<0.05$ ).

**Key words:** organizational trust, organizational culture, the youth and sport administrations, Human Orientation, Performance Orientation

### Introduction

The organizations are the base of today's societies and the management has been posed as the most important factor in organizations living, growth and death, and moving from temporary situation to good situation is leading by manager. The man has multidimensional character and multiple abilities and has beliefs, desires, expectations and feelings; as a result of his various personalities, the environmental effects on his behavior and motivations, has some special results. Organizational culture support the values, norms, desires, wishes and hopes witch those are hiding from eyes airily, but those are completely detectable for an insight manager. Organizational culture is a strong potential that gives meaning to people life, decrease uncertain and create stability. Knowing about Organizational culture has a special importance for managers and by more information about the cultural elements means deep assumptions and the man power who keep these assumptions up, finding easy way of facing to cultural changes (Alborzi, 2001).

With all of complexities, it can be recognize many of behaviors in special environment and predict expected results. Organizational culture is one of the main factors that study identity, values and believes of people in the organizational environment. Organizational culture enumerate as an important part inside of an organization and

it is an example for social reality that confirm on the base of unique interactions of organization parts and it is not just a simple parameter, even it is expansion of smooth process of organization parts (Zamini, 2009).

Since the beginning of the 1980 decade, according to new theories and researches of management, organizational trust has increasing importance and performs one of the main subjects and the focus of the organizations managements. Demographers, sociologists, social psychologists, and even economists give it a special attention and expressed many theories on this context and did many researches to use them in solving the management problems (Kia, 1999).

So, culture could be defined as motivates, values, beliefs, identities and interpretations or common meaning of events that are the results of common organization staff. Culture also is a collection of values and beliefs about this, that among a group of people what is good and what is bad, while included the collection of formal and informal actions in the way of supporting those values and beliefs (Hasanzadeh, 2004).

From the Shane lookout, organizational trust called to a collection of assumptions that commonly accepted from the group and specify how perceptions, thoughts and reactions to environmental multiple conditions and situations. These definition explanatory three important features of organizational culture;

First: organizational culture transfer to new employees by social acceptance process.

Second: it is effects on people behavior during work.

And finally it is using on different level.

Today the importance of trust has been attention highly in social, economic, political and organizational connections. In the organizational studies, trust mentioned as the base factor for effective organizations and leading experts and researchers acknowledge to the importance of trust creation between the work powers. Study on organizational literature shows that trust is sensitive factor for organizational and individual trust (Cavey, 1990). The high levels of organizational within trust compensate weakness in other necessary sources for productivity upgrade.

The studies show that trust has created the intrapersonal and interpersonal effects and affect the connections of inside and outside organization. So the results of high level of organizational trust are; improving job satisfaction, organizational warranty, ensure space between employees, increasing cooperation and consult, sharing information, solving problems, facilitating empowerments, ability to change, organizational learning and innovating, decreasing mental and psychological pressure, decreasing uncertainty to future, solving conflicts and finally having safe place for decreasing organizational productivity. On the other hand the low levels of organizational trust will have these results; increasing conflict, organizational instability, turnover job, decreasing motivation, prevent realization of organizational goals (Hart, 2001).

The investment on trust is obvious from the managers; in fact building trust never ever will happen without supporting of organization managers. Trust engineering in organization has important outcomes like warranty and work ethic, the rate of management reputation, the rate of partnership relations, the rate of legitimacy and acceptance of employees, the manager competency, the freedom of thought and expression, being regulate, being responder, information circulating, group and sharing work, official democracy and organizational rights.

### **Culture and Trust**

Culture has a big part in each organization, because it make the individual communications between the organization staff. Therefore trust that form from communicate with people even at the organizational level (organizational trust), or even at nation level (public trust) is based on impress by rules and society culture (nation culture) and organization (organizational culture). The most interested subject for researchers is study on this question; is national culture and organizational culture effect on probability of being powerful of organizations about trust.

The pundits say the trust description is mostly cross-cultural and trust creation and tendency to trust are different from a culture to another one (Erturk, 2008). Fokoyama (1995) says that the trust in a community form by its culture. So people tendency to trust can be one of its performances. The results of observations about study on customer trust to service provider show that in different culture the rate of trust is different and culture is one of the determining of trust effects. Hoyer and Macinnis (1997) also express the importance of cultural effects study in trust creation and development and people communication's.

Mahdavi Fard, Zahed Babelan, and Sattari on (2013), in a research studied the connection between organizational culture and organizational trust together. The result shows that the relation between the culture and trust was fine in organization and there is a positive and meaningful relation between the organizational culture and its details with organizational trust.

Jafae (2011) has studied the role of organizational culture and trust at Azad university entrepreneurs and showed that there is positive and meaningful relationship between organizational culture and organizational trust.

Weck and Ivanova on (2013) showed in an article (article title: The importance of the culture compatibility for the development of organizational trust) that the compatibility gained by trade culture and it is important for increase trust between the two side of trade.

Fadol and Sandhu on (2013) with this purpose of study trust's role in connections and long time warranty between the teammate in the strategic union showed that; with creating trust between partners, it can prevented from bureaucratic block and make decision will be improved and also trust exchange on the faster sources, giving more budget helps to enterprise and exchanging knowledge and information and play a big part on creating connections with good performance.

According to importance of organizational trust and that trust is a main and important factor to individual and organization success and also the organizational culture's role and communications skills in employee's behavior control. This research is about the relation study of this parameters on the organizational trust. At the end, the researcher wants to present a structural model, that studies the relation between the communication skills and organizational culture with trust in the youth and sport administration in West Azarbayejan.

### Materials and Methods

This way of research called ; Descriptive-Correlation research. Population of this research included all of the moderators , employees and expert in sport and youth administration of West Azarbayejan, that is contain 110 people. Because of the low population , all of them choice as sample of same population. The measurement instruments of research was included researcher questionnaire made by individual features, standard questionnaire of organizational trust prepared by Seyed Javadin (2009) and Globe standard questionnaire of organizational culture on the level of ( $p < 0.5$ ). In a guidance studying the internal consistency of the questionnaire was calculated for organizational trust ( $\alpha = 0.87$ ), for communication skills ( $\alpha = 0.81$ ) and for organizational culture ( $\alpha = 0.75$ ) by using Cronbach alpha formula. The relationship between variables were analyzed by descriptive and deductual method. It was done by SPSS/16 and LISREL/854 software and the structural equation model.

### Results

The result shows that the most participants in this research were being at above 50 years age group which means 34.5% and lowest participants were being at less 30 years age group , which means about 18.2% ; that 37.3% of this people have experience over 20 years. Among this people there was 30 women (27.3%) and 80 men (72.7%).

**Table 1: Descriptive characteristics of organizational culture**

Parameters	subscales	Num	M ± sd	Min	Max
Organizational culture	Uncertainty Avoidance	110	12.35±1.67	9	16
	Assertiveness	110	17.88±2.68	11	23
	Future Orientation	110	17.19±2.58	6	19
	Power Distance	110	17.28±3.13	14	25
	Institutional Collectivism	110	10.53±3.92	12	22
	In-Group Collectivism	110	16.31±2.73	6	18
	Human Orientation	110	11.46±1.70	12	22
	Performance Orientation	110	6.48±2.90	7	16
	Gender Egalitarianism	110	15.30±1.70	3	15

According to the result of above table the most average is related to the Future Orientation parameter and distribution of parameters change between 1.67–3.92.

**Table 2: Descriptive features of trust**

Parameter	N	M±sd	Min	Max
Trust	110	76.68±4.07	65	80

According to the results of table.2, average is 74.68 and the rate of parameter scattering is 4.07

**Table.3 the relationship between organizational culture and its dimensions with organizational trust**

Parameter	Pearson's correlation coefficient	Meaningful level	N
Uncertainty Avoidance	0.09	0.347	110
Assertiveness	0.58	0.001	110
Future Orientation	0.43	0.001	110
Power Distance	-0.07	0.435	110
Institutional Collectivism	0.28	0.002	110
In-Group Collectivism	-0.10	0.270	110
Human Orientation	0.08	0.392	110
Performance Orientation	0.32	0.001	110
Gender Egalitarianism	-0.30	0.001	110
Organizational culture	0.327	0.001	110

The results of table.3 show that the dimensions of Institutional Collectivism, Gender Egalitarianism, Assertiveness, Future Orientation and Performance Orientation have a meaningful relationship with organizational trust in West Azarbayjan's youth and sport administrations, so this zero assumption was rejected, and also the dimensions of Uncertainty Avoidance, Power Distance, In-Group Collectivism and Human Orientation do not have a meaningful relationship with organizational trust in West Azarbayjan's youth and sport administrations, so this zero assumption was confirmed.

The correlation coefficient between organizational culture and organizational trust is equal to 0.327, that is meaningful on level of 0.05 with significant of 0.001, this means; there is a meaningful relationship between organizational culture and organizational trust.

### Discussion and Conclusion

Success of the organizations in the present circumstance is that, to being up to date their ability by recourse to speed and skill and in the current competition, move ahead of other rivals by recourse to the main cause of develop that is " The efficient manpower"

To get this purpose , it is more necessary to have exist more trust inside the organization till the employees create and manage a team with faith together, that called moving forward (Lamasa and Postit, 2006).

The results show that the dimensions of Institutional Collectivism, Gender Egalitarianism, Assertiveness, Future Orientation and Performance Orientation have a meaningful relationship with organizational trust in West Azarbayjan's youth and sport administrations, and also the dimensions of Uncertainty Avoidance, Power Distance, In-Group Collectivism and Human Orientation do not have a meaningful relationship with organizational trust in West Azarbayjan's youth and sport administrations that is at the same way with Zare'ee Matin's (2009) opinion. In a research that he did, the dimensions of Institutional Collectivism, Gender Egalitarianism, Assertiveness, Future Orientation and Performance Orientation had a meaningful relationship with trust and the dimensions of Uncertainty Avoidance, Power Distance, In-Group Collectivism and Human Orientation did not have a meaningful relationship with trust. The results obtained from this research showed that there is a significant relationship between the organizational culture and organizational trust as same as bellow researches: (Mahdavi-Fard, Zahed-Babelan, Sattari, 2013); Sadeghi, 2010; Jafae, 2011). The results of the research are agree with this theory that the culture can make the employees more faster or slower, decrease or increase the power and it's risk taking. It also can change the moderator into a cruel or close man, and also can change job into the individual job or team job. according to what can be inferred from the model, between the culture dimension the altruism factor has play the most important role in organizational roles. In other word the people could have kindly relations with client.

The importance of organizational culture and its effects on organizational life and performance not hide from people of science and thought and research. Living organizations of world gain unique success. In our country despite the old culture and historical heritages, it had not been gived attenntion to this subject and there is not enough reseach in this context. Manageres and leaders of organization can try at the way of cultural values creation that is commited follow by staff. So the manageres just not follow the culture, even one of the manageres roles is set the appropriate cultural values. This role is one of the important organization leader roles according to importance of man on facing with changes.

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