

THE ROLE OF OCCUPATIONAL SAFETY IN ORGANIZATIONAL TRUST, AND ITS EFFECTS ON THE ORGANIZATIONAL RESULTS

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Abstract: Today, trust in work environment is one of important sources of competitive advantage. While today organizations, strongly need organizational trust for their success, development of it get one of the main concerns of today organizations' management. On the other hand, according to scientists' opinions, management of occupational safety can enhance organizational trust. Positive and effective relationship between occupational safety and organizational trust, increase and simplify organizational relations, and as a result, will improve working operation and efficiency. Purpose of this study was operational study, and method of gathering data was scientific-comparative. Statistical population of this research is TV and Radio staffs of Markazi province. Iran, and analyzed statistical model participants are 160 persons. Information gathering method of this research is questionnaire and operative-admission analyze test, used to data analyzing, and finally all of study hypothesizes admitted. Results of research hypothesis examination suggested that occupational safety has positive effect on organizational trust. In addition, occupational safety also has effects on organizational working outcome, and finally, organizational trust has positive effect on organizational working outcome.

Keywords: Occupational safety, organizational trust, organizational results.

1. Introduction

1.1 Occupational safety As a result of globalization, deregulation of labor markets and increasing competition, many companies worldwide have been forced during the last decades to undertake restructuring, downsizing and mergers and to introduce temporary or short term contracts. Although these events have a reasonable managerial rationale, they are perceived as threatening by the employees affected by these decisions, create insecurity and undermine the confidence in the company. They influence negatively attitudes towards the job and the organization (Sverke et al, 2002). Downsizing and restructuring practices in organizations have caused a sense of insecurity and uncertainty about jobs among workers at all ranks. It has been argued that employees can no longer expect life-long and secure relationships with the employing organization nor can they expect their job content to be permanent and

reliable. In addition, feelings of job insecurity emerge among employees who survive initial layoffs after a downsizing process (Hartley et al, 1991; Sverke et al, 2002).

Job insecurity refers to a “sense of powerlessness to maintain desired continuity in a threatened job situation”. Also, Hartley et al defined job insecurity as a discrepancy between the levels of security a person experiences and the level she or he might prefer (Hartly et al, 1991). Davy et al described the concept as “the worry a person feels about the future of her or his employment situation” (Davy et al, 1997).

According to Kinnunen and Natti, the possible antecedents of job insecurity are classified into three groups: demographics factors (such as age, gender, marital status and education), positional characteristics (such as nature of the employment relationship, job tenure and access to information), and lastly environmental and organizational characteristics (such as regional unemployment rate and organizational climate) (Kinnunen and Natti, 1994). In terms of age, job insecurity is found to be decreasing for the elders as the responsibility for others decrease (De Witte, 1999). In some studies it is found that as people get older, they become more vulnerable to job insecurity (Sverke et al, 2002). Secondly, gender can also play an important role in job insecurity situations. Although there are exceptionalities, the main path for this demographic factor shows us that males experience more insecurity compared to women. Though, the main proposition here is that the person who is the breadwinner of the house experiences more job insecurity (De Witte, 1999). Positional characteristics, as the second group of antecedents, have considerable effect on the construct as well (Sverke et al, 2006). For instance, Barling and Gallagher found that job insecurity is less for employees who are hired on full time or have permanent contracts (Barling et al, 1996). Similarly, Näswall and De Witte found that employees who hold contracts with a time limit feel more insecure compared to permanent or full-time employees (Näswall and De Witte, 2003). However, there are some mixed results as well. In their study, Gallagher and McLean Parks found the contrary result that insecurity is less for temporary employees (Gallagher and McLean Parks, 2001). It seems that individuals with low education are more negatively affected by job insecurity than those better educated given their poorer social and financial resources (Cheng et al, 2005; Sverke, 2002). As women have higher temporary employment rates than men and suffer from discrimination in the labor market female employees may be more likely to be affected by job insecurity and its negative consequences than men (Mene´ndez et al, 2007; Munoz et al, 2007). People at the middle of their working life might face a particularly high risk of health deterioration when experiencing job

insecurity. The unemployment role is generally less acceptable for employees aged 30–50 years than for other age groups, due to their family responsibilities, bank loans and thus a strong dependency on a steady income. (De Witte et al, 1999)

1.2 Occupational safety and organizational results. Because of living in a high competitive environment, mental and physical health took an important place in the organizational life (Judge, T et al, 2001). Reduce productivity and increase costs for the society, beside their effects on organizational functioning, insecure jobs are also known to detrimentally affect employees' health (Ferrie, J. E, 2001). Experience of uncertainty for the future employment has severe effects on a person's overall life situation (Ashford SJ et al, 1989). Economic, social and personal facets of threats create uncertainty and ambiguity in one's life (Lazarus RS, Folkman S, 1984). Job insecurity is also associated with several different health related, attitudinal and behavioral outcomes (Hartley J et al, 1991). Health related results include physical health complaints, mental distress, and work-to-leisure carry over (Sverke M et al, 2006). As for attitudinal and behavioral effects of job insecurity on organizational effectiveness, Greenhalgh and Rosenblatt assert that "workers react to job insecurity, and their reactions have consequences for organizational effectiveness" Usually, job satisfaction is found to be decreasing as job insecurity increases (Greenhalgh and Rosenblatt, 1984). Other consequences of job insecurity are decreased organizational commitment, reduced trust in management, and lower levels of job involvement (Sverke M et al, 2006). The main behavioral effect of job insecurity is about the intention to stay in the organization. When people feel insecure in their job, they are less willing to remain in their organization. Job insecurity, can lead to increased levels of turnover intention (Davy JA et al, 1997). Nevertheless, there is another view, where it is found that employees who perceive a risk of layoffs may increase their work effort in order to be more valuable to the organization, and therefore not be redundant (Sverke M et al, 2006). Mahdad and Saatchi declared that mental health problem of employees was the main hazard for organizational productivity in Iran (Mahdad, 2002; Saatchi, 2008)

1.3 Organizational Trust Human being is need of trust from birth to death. Trust is such a feeling that is demanded within the family, school environment, work life and among friends. Organizational trust is a belief that an employee feels towards his/her organization (Mishra, 1996; Gilbert et al, 1998). It shows the belief of employees towards organization's purposes and leaders regarding organizational actions having been for the benefit of the employees (Gilbert et al, 1998). Trust is also seen as an expression of confidence in organizational,

which leads to cooperative behaviour among individuals and groups within and between organizations (Nandhakumar, Joe et al, 2006).

Trust is a subject of various social sciences and their disciplines to be search thoroughly such as social psychology (Lewicki et al, 1996), sociology (Lewis et al, 1985), economy (Williamson et al, 1993), organizational behavior (Zaheer et al, 1998), strategic management (Barney et al, 1994), international business (Inkpen et al, 1997), Studies in relation to trust have been started in 1970 in fact. There are few previous studies regarding trust. Argyris, Likert and McGregor in 1960s showed that trust is an important variable of organizational effectiveness (Dirks et al, 2001).

Trust related studies have shown that trust is based on experience and it is learned. As life as a whole is considered a process of learning, trust has become true by being socialized in the early ages and then by being part of the social organizations. If trust which is gained in the earlier ages has been parallel to the trust which is gained at later ages, trust has become stronger, social stabilization has been increasing and trust has been transferred from one generation to another (Gokirmak et al, 2003). Mishra identifies four distinct dimensions of trust: competence, openness, concern/care, congruence (Mishra, 1996).

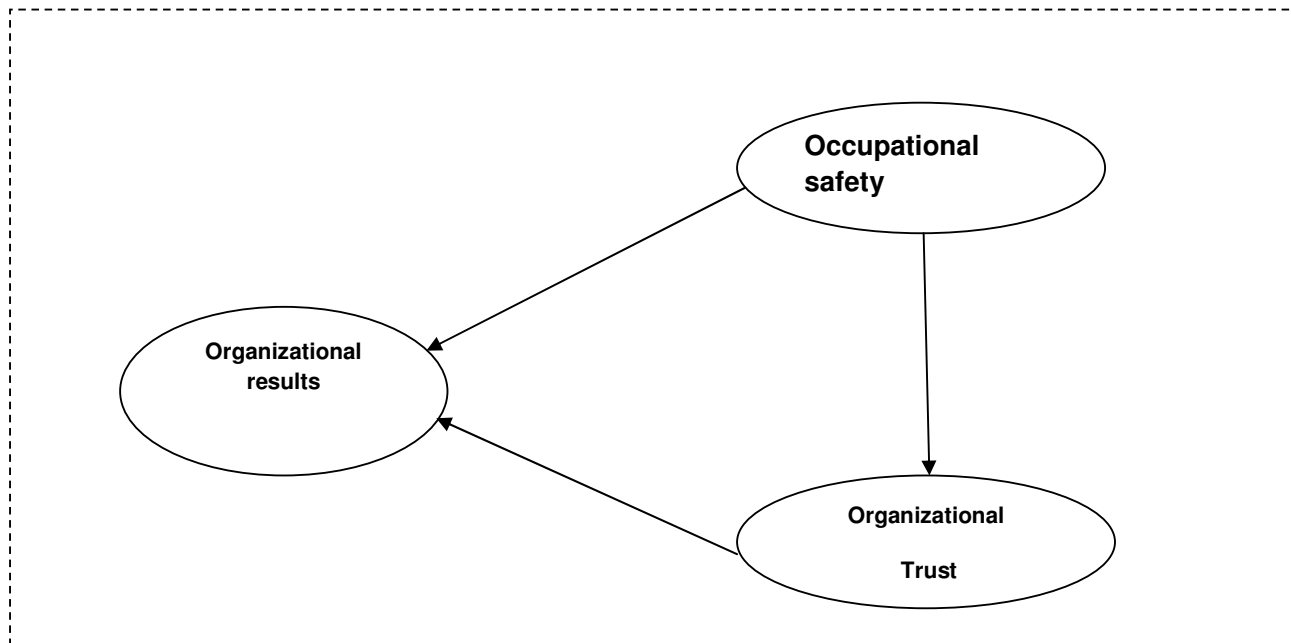
Shockey-Zalabak et al starting from the studies in literature concerning communication and satisfaction in work have added a fifth dimension: identification. In this way, if individuals identify themselves with the organization, then they will have higher levels of organizational trust and of efficiency. This dimension reveals the fact that trust is a inevitable result of communication and of interpretation processes, within the context of this dimension, leaders and members from the organization are more likely to communicate and strengthen trust (Shockley et al, 2000).

1.4 Organizational trust and organizational results Organizational trust was for decades the bases of organizational performances (Avram et al, 2007). Some authors show, in textual analysis, that the basic aspect for reaching success is trust: the success of any company is indirectly connected to the degree in which leaders are to be trusted (Kets de Vries, 2001). Chraif & Stefan (2010) highlights that trust; ethics, counterproductive behavior are predictors of organizational performances (Chraif et al, 2010). According to Bijlsma & Koopman trust is a key to organizational performance because it enables voluntary cooperation. This form of cooperation becomes increasingly important when command and control styles of management are no longer effective (Bijlsma et al, 2003). Work relationships characterized by trust may strengthen cooperation, reduce conflicts, increase organizational commitment

and diminish the tendency to leave (Tschannen et al, 2000). Organizational trust has been shown to be associated with desired organizational outcomes such as increased job satisfaction, productivity and organizational commitment, as well as decreased absenteeism and turnover (Hopkin et al, 2006; Perry et al, 2007).

1.5 Occupational safety and organizational trust Trust has established a basis for safety, confidence and faith on employees against actions and intentions of inspectors, managers and leaders of organizations (Carnevale et al, 1992).

2. Conceptual Model of Research



3. Methodology

The statistical universe in the present study consists of TV and Radio staffs of Markazi province. In this study, the questionnaire was given to people who had been officially employed (i.e. civil servants) and those who had been hired on the basis of a contract (i.e. contractual employees) by the Islamic Republic of Iran Broadcasting. Therefore, our sampling method was based on availability. According to James Stevens, making allowance for fifteen items within each predictor variable in the multiple regression analysis may be considered as a good rule of thumb in the common method of standard least squares. Since the structural equation modeling (SEM) is highly relevant to the multiple regression in some respects, 15 items for each variable measured in SEM will not be illogical. Bentler & Chou (1988) maintain that researchers can reduce the sample size down to 5 numbers for each

parameter estimation in the SEM analyses if the data are dealt with appropriately. We should bear in mind that Bentler & Chou have recommended 5 cases for each parameter estimation rather than for each measured variable. Using factor analysis verifying models, Lohin (1992) has reported the results similar to those reported in Monte Carlo. Having surveyed the research backgrounds, he concludes that the researcher should have planning on the collection of at least 100 cases, and even 200 cases, for this kind of models. Using smaller may lead to non-convergence, inappropriate responses, or low precision of parameter estimations, and particularly, standard errors. The sample size in the structural equation modeling method can be therefore determined from 5 to 15 observations for each measured variable.

$$5q < n < 15q$$

Where “q” is the number of observed variables (that is, the questionnaire statements) and “n” is the sample size. The questionnaires in the present study contain 20 statements. Given the minimum 5 and the maximum 15 observations for each statement, therefore, the minimum number of samples necessary for the present study is 100, and the maximum number of necessary sample is 300 samples. Accordingly, we have taken 160 samples in to consideration as the sample size for the present study. In order to collect data, we used the standard nameless questionnaire that developed by Kath. The questionnaire includes 20 questions shown in table 1 (Kath et al, 2010).

Table1: Variables and the numbers of questionnaire statements and Cronbach's alpha

NO.	questions	Variable in question	Cronbach's alpha
1	3-2-1	Managers' attitudes safety	0.913
2	6-5-4	Communication in safety	0.833
3	9-8-7	Feeling safe in doing ones duty	0.817
4	12-11-10	Organizational trust	0.790
5	14-13	Safety-related motivation	0.829
6	17-16-15	Job satisfaction	0.747
7	20-19-18	Intention to remain in one's job	0.860

In the initial distribution of 35 copies of the questionnaire, containing 20 questions, the reliability coefficient was 0.917. Given that the minimum reliability coefficient for a research questionnaire is 0.70, the Cronbach alpha coefficient for the present study is appropriate since it is higher than the minimum reliability coefficient. Table 1 shows the Cronbach alpha coefficients for every research variable is above 0.70, indicating the questionnaire reliability of this study. In the present study, the structural equation modeling (SEM) has been used to examine the relationship of components. We have also used the structural equation modeling (SEM) for the verifying factor analysis.

3.1 Hypothesis testing: After the model was built in the form of significant numbers, and after the standard was estimated, we used the gamma coefficient (γ) and the beta coefficient (β) and the T-test in order to test the hypothesis.

Table 2: Results of structural equation modeling (SEM) (Path analysis)

Hypothesis	Standard coefficient	Path		Significant number(statistic)
1	$\gamma_1 = 0/72$	Occupational safety	Organizational trust	7.31
2	$\gamma_2 = 0.66$	Occupational safety	Results of organizational activity	6.22
3	$\beta = 0.69$	Organizational trust	Results of organizational activity	6.80

Testing of hypothesis 1: “Occupational safety has a positive effect on the organizational trust”. The path coefficient linking these two variables ($\gamma_1 = 0/72$) and its associated statistic ($t_1 = 7.31$) are positive and significant. Therefore, we can conclude that within the confidence limits of 95 %, hypothesis1 is acceptable.

Testing of hypothesis 2: “Occupational safety affects the results of organizational activities positively”. Given the path coefficient linking these two variables ($\gamma_2 = 0.66$) and its associated statistic ($t_2 = 6.22$), we can say that within the confidence limits of 95% occupational safety has positive effects on the results of organizational activities.

Testing of hypothesis 3: “Organizational trust has positive effects on the results of organizational activities.” Given the path coefficient ($\beta = 0.69$) and the statistic ($t_3 = 6.80$), we can say that with the confidence limits of 95%, hypothesis 3 is acceptable.

Table 3: Results obtained from the testing of hypotheses in the present study

Hypothesis	Testing result
Hypothesis 1: occupational safety has positive effects on the organizational trust	Hypothesis accepted
Hypothesis 2: occupational safety has positive effects on the results of organizational activities	Hypothesis accepted
Hypothesis 3: Organizational trust has positive effects on the results of organizational activities	Hypothesis accepted

Results obtained from data analysis in order to analyze the data in the present study, the verifying factor analysis test was used by means of the path analysis technique. Results obtained from the test showed that index RMSEA indicates the acceptable fitness of the model.

In addition, the index value of $\frac{X^2}{df}$ is smaller than 3, indicating that the model fitness

is acceptable. In general, after the model fitness index such as NFI, CFI, GFI, and etc. The research conceptual model fitness was confirmed in the present study. According to the data analysis for each hypothesis, the findings are as follows:

Hypothesis 1: “occupational safety has positive effects on the creation of organizational trust.”

This hypothesis was confirmed at the confidence limits of 95%, and we may conclude that occupational safety contributes to the creation of organizational trust.

Hypothesis 2: “Occupational safety has positive effects on the results of organizational activities.”

Given the path coefficient between the variables of occupational safety and the results of organizational activities, we can say that at the confidence limits of 95%, occupational safety has positive effects on the results of organizational activities.

Hypothesis3:”Organizational trust has positive effects on the results of organizational activities.”

Results showed that at the confidence limits of 95%, organizational trust has positive effects on the results of organizational activities.

Conclusion

Results obtained from the hypothesis testing in the present study showed that occupational safety is one of the main factors affecting the organizational trust, and that these two variables have, in turn, positive effects on the performance and the results of organizational activities. Given the research results and the relationship among the organizational trust and the occupational safety and the organizational results, it is important for managers or supervisors to acknowledge that trust is a principal factor that leads to the emergence of a committed workforce that is eager to work more efficiently. If trust-centered conditions exist within an organization, there will be optimal outcomes such as team work, joint leadership, a and goal-oriented behaviors .In order to increase the organizational trust in workplaces, we may pay attention to the following points: appointment of managers on the basis of merits, as it affects the organizational trust of employees. It is especially true for the middle management, since they are closely involved with the employees.

A serious challenge to some organizations is that certain people have access to some specific information. In order to increase trust among employees and create a positive psychological climate in the organization, leaders have to pave the way for the free flow of information so that employees can have access to transparent information of the transactions within the organization, and consequently, they can enjoy a high participation of organizational activities through the mutual trust between the management and the other staff. The top management should try to encourage participation in different activities by employees in order to promulgate the spirit of cooperation within the organization. If employees feel that they are taking part in the process of decision-making and other activities of their organization, the climate of trust will dominate among the organization. The organizational managers and leaders should always be accessible to their employees so that they will never think that managers are “good people” far to reach .In their interactions with

the employees, the managers should listen to their viewpoints so that they feel that managers pay respects to their suggestions. Managers may maintain the spirit of trust within their organizations by paying respects and showing sympathy and empathy to their employees and by having skills in establishing open and honest communications free from any show-off or deceitfulness and full of cheerfulness and open mindedness.

Results obtained from this study emphasize the importance of occupational safety predictor factors and their consequences. The occupational safety also shows the potential concerns over the health and security and safety of employees, and it creates or maintains the employees' trust for the organization. Given the role of occupational safety in the efficiency of organizations, we recommend the following: managers of the organization should always pave the way for the strengthening of individual know-how. This will result in quality activities for the benefit of both the management and the employees. It will also create a mutual relationship between the organization and the individuals. It will guarantee the individual job security, and it doesn't make any difference for them whether they are civil servants (i.e. employed permanently) or they are contractual (i.e. provisional) employees. In addition, a person with a technical expertise will be able to get a prestigious status outside the organization. Organizational managers should try to give the employees enough courage or confidence to express themselves. In other words, the employees should be literally powerful to air their opinions. Courage will open up avenues for new activities for the organization. By giving courage or confidence, therefore, we can provide the employees with the job security as well as the occupational safety both within and outside the organization. Empowering the employees to formulate their experiences can guarantee job security within the organization (the intra-organizational job security), and using these experiences outside the organization will guarantee the inter-organizational job security. Organizational managers should promote flexibility among their employees so that they will meet the needs of other organizations by modifying their capabilities in order to enjoy the occupational safety and the job security. Enabling the employees in terms of behavioral skills will also create job employees to use their reasoning capacities. In this way; the employees will produce new ideas to operationalize new concepts. Faculty of thinking and the power of reason will guarantee both the security and the safety of individuals. When the employees of an organization are able to use their reason, they will be in good conditions both within and outside their organization since the organizations in the world today require creative thinking people. Organizational managers should pave the way for the employees' peace of mind in their workplace. Peace of

mind in one's workplace causes the employees to cope with the stresses of their jobs. Organizational managers should try to meet the economic needs of employees since the economic satisfaction leads to perseverance in one's activities. It also creates the feeling of equality among the employees, which plays an important role in the job security.

4. Suggestion for Future Studies

_Since there were some limitations in the present study in terms of the statistical Universe (which was intended for the employees of Markazi province Radio and TV), we recommend that the present study be conducted in other public or private institutes.

_Conducting the present study by means of other tools for data collection such as interviews, etc.

_Looking at the effects of organizational trust and occupational safety on behavioral consequences (creativity, organizational behavior of citizens, etc.)

_Looking at the role of organizational culture in the organizational trust and occupational safety.

_Looking at the role of "Trust in God" in the creation of organizational trust and occupational safety and job security

_Studying the strategies of expanding the communications based on trust and fairness within the organization

_Looking at the role of organizational trust and job security in the organizational learning

_studying the practical (or experienced) mechanisms of establishing the management cycle on the basis of trust within the organization.

_Looking at the role of occupational safety programs in the effectiveness and efficiency of organizational processes.

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