

The Impact of Organizational Trust in Enhancing Job Loyalty Among Workers in Jordanian Universities

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(Received 31 / 7 / 2023. Accepted 17 / 9 / 2023)

□ ABSTRACT □

The study aimed to measure the level of organizational trust with its dimensions (trust in organization, trust in immediate supervisor, trust in coworkers) in Jordanian universities and its impact on job loyalty. A random sample of 364 employee work in Jordanian universities was selected. SPSS was employed to analyze. the result and test the hypotheses The study found that the trends of the sample members were towards the high relative importance of the dimensions of organizational trust in Jordanian universities. The sample members' attitudes towards the high relative importance of job loyalty in Jordanian universities were also. The results of the statistical analysis showed the existence of a statistically significant role of organizational trust with its dimensions (trust in organization, trust in immediate supervisor, trust in coworkers) in job loyalty in Jordanian universities. The study recommends the decision makers in universities to enhance the organizational trust among their employees to increase their loyalty, through the use of fair and acceptable procedures by supervisors, encouraging cooperative relations and openness to workers' opinions by opening mutual dialogues in order to communicate information related to the organization to them continuously.

Keywords: Organizational Trust, Job Loyalty, Jordanian Universities.

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أثر الثقة التنظيمية في تعزيز الولاء الوظيفي لدى العاملين في الجامعات الأردنية

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(تاريخ الإيداع 31 / 7 / 2023. قبل للنشر في 17 / 9 / 2023)

□ ملخص □

هدفت الدراسة إلى قياس مستوى الثقة التنظيمية بأبعادها (الثقة في التنظيم، والثقة في المشرف المباشر، والثقة في زملاء العمل) في الجامعات الأردنية وأثرها على الولاء الوظيفي. تم اختيار عينة عشوائية قوامها 364 موظفًا يعملون في الجامعات الأردنية. تم استخدام برنامج SPSS للتحليل. نتيجة واختبار الفرضيات وجدت الدراسة أن اتجاهات أفراد العينة كانت نحو الأهمية النسبية العالية لأبعاد الثقة التنظيمية في الجامعات الأردنية. كما كانت اتجاهات أفراد العينة تجاه الأهمية النسبية العالية للولاء الوظيفي في الجامعات الأردنية. أظهرت نتائج التحليل الإحصائي وجود دور ذي دلالة إحصائية للثقة التنظيمية بأبعادها (الثقة في المنظمة، الثقة في المشرف المباشر، الثقة بزملاء العمل) في الولاء الوظيفي في الجامعات الأردنية. أوصت الدراسة متحذي القرار في الجامعات بتعزيز الثقة التنظيمية بين موظفيهم لزيادة ولائهم، من خلال اتباع المشرفين لإجراءات عادلة ومقبولة، وتشجيع علاقات التعاون والانفتاح على آراء العاملين من خلال فتح حوارات متبادلة من أجل إيصال المعلومات المتعلقة بالمنظمة لهم بشكل مستمر.

الكلمات المفتاحية: الثقة التنظيمية، الولاء الوظيفي، الجامعات الأردنية.

حقوق النشر : مجلة جامعة تشرين - سورية، يحتفظ المؤلفون بحقوق النشر بموجب الترخيص



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Introduction

The relationship of personal and organizational factors with job loyalty is of interest to many management scholars, in addition to being one of the basic ingredients for the success of the administrative process. Which focused on material incentives and neglected the personal and human factors of the workers (Ladebo, 2004). The worker is a human being with motives, needs, and feelings, and the key to improving his performance is to work on deepening his job loyalty through his personal and organizational factors (Waqas et al., 2014). The issue of loyalty in general constitutes one of the major problems that enter into the fabric of contemporary administrative thought, and its importance and danger are gradually increasing under the influence of the widespread and accelerating encroachment of manifestations of the demolition of loyalty and its threats to administrative organizations (Pandey & Khare, 2012). In any society, the human being is contested by countless loyalty units, some of which are characterized by privacy and narrow scope, such as belonging to a family or tribe, and some of them are characterized by generality and wide scope, such as belonging to a people or a nation. The motive may be blood or race, and the motive may be linguistic, intellectual, cultural or professional and organizational compatibility (Zraat et al., 2021).

Today, organizations are witnessing tremendous developments in various fields, which led to the emergence of many challenges that organizations face to achieve their goals (Alotaibi et al., 2021). Therefore, it has become necessary to pay attention to the internal environment to keep pace with these rapid developments, and this requires attention to the human resource with its knowledge, experience and skill to perform its work and achieve the goals of the organization efficiently and effectively (Pedro et al., 2019). Organizational trust is one of the basic organizational variables that must be available in any successful organization, as the working relationships within organizations are characterized by reliability among workers to achieve their personal and organizational goals. It motivates individuals to accept responsibilities and achieve cooperation between them to achieve common goals (Shockley-Zalabak et al., 2000). Therefore, it has become necessary for organizations to focus on creating an atmosphere of trust in the work environment (Schoorman et al., 2007). Organizational trust also has an important role in influencing the behavior of employees in a way that increases their loyalty to the organization and urge them to provide their best, even if it is necessary for them to perform additional duties that are not included in their job description, which is known as organizational citizenship behavior, which contributes to the success of the organization and effectively achieving its goals (Kramer, 2006). The human resource is one of the most important resources in the organization, because it is the basis for raising its efficiency and achieving its goals, which forces the organization to pay attention to workers and create a sound work environment, and between their superiors, as well as enhancing trust between employees and the management of the organization (Möllering et al., 2004). Organizational confidence affects the promotion of loyalty to the job, which brings positive results to the organization, and achieves the loyalty of employees and their fulfillment of work requirements (Top et al., 2015).

Universities are among the most important social, cultural and scientific institutions, as they are a network of complex organizations that are constantly changing through their interaction with the external environment. It is noticeable that the role of universities in serving society is increasing through the provision of knowledge, consultations, training and others (Boulton & Lucas, 2011). It is important to have positive organizational

confidence, as it is a fertile environment in which the human mind of employees can grow, generating creative ideas that are transformed into innovations that are applied. Whatever the nature of the organization or its field of work, attention must be paid to building positive organizational confidence that encourages and motivates individuals to innovate (Boucher et al., 20032). In this context, higher education institutions are not an exception, rather, it is the community organizations that need the most positive organizational confidence to prevail in them, encouraging innovation of all kinds and levels, and perhaps this is due to the vital importance of universities in the development and development of society (Zraqat, 2019). Given the importance of the educational sector in supporting economic development, and the great developments that this sector is witnessing, it faces many challenges and constant pressures to provide the best services, so this study came to identify the impact of organizational trust on enhancing job loyalty among workers in Jordanian universities.

The importance of this study emerges from the fact that the concept of organizational trust is one of the concepts that are closely related to a large group of organizational variables. Organizations in which an atmosphere of trust prevails are organizations that undoubtedly possess the keys to success. As for organizations that suffer from the absence of an atmosphere of trust, this negatively affects their performance and activities. The current study provides an explanation of the most important components of organizational trust (confidence in management, trust in the direct manager, and trust in co-workers), which will contribute modestly to the continuation of research efforts on this subject. Although many studies confirm that trust is an important foundation for a wide range of human relationships in the work environment, which ultimately affects loyalty levels, leaders and managers often neglect trust in practice, as an influence in the level of performance in their relations with their subordinates. In light of this, it is hoped that this study will provide solutions that help improve academic leaders' building confidence in their organizations, the results of which will be positively reflected on the level of job loyalty among Jordanian university employees.

Literature Review

Organizational Trust

There is no general, comprehensive or unified agreement among researchers for the concept of trust, due to the fact that the concept of trust is multi-dimensional and has a complex structure that does not pave the way to give an integrated picture (Kim et al., 2022). Researchers tend to view trust in the context of their own academic fields and provide different definitions on this basis, which sometimes contribute to increasing confusion about what this concept is and how it works. The literature in many fields of knowledge provides many and varied definitions of trust. From a philosophical perspective, trust relates to behavior based on moral principles (Lämsä & Pučetaité, 2006). In the field of economics, economists often view trust as a rational choice based on calculating costs and benefits (Granovetter, 2018). Psychologists approach from the perspective of the personality traits of the person who gives the trust and the person who entrusts it, and they focus on the many internal perceptions that result from personal characteristics in this area. Sociologists view trust as a social structure, meaning that it derives from formal and informal social structures (Blomqvist, 2002). But what combines all the different definitions of trust is that it includes a belief, attitude, or expectation by one of the parties that the behavior of the other party in the relationship or its results will be in the personal interest of the trusting party.

Mayer et al. (1995) made an attempt to integrate the different approaches in this field to the definition of trust, which is considered one of the most quoted definitions in the literature, where personal trust is defined as the willingness of a particular party (the trust giver) to be vulnerable to the actions of another party (the trusted) on the basis of expectation that the other party will perform certain important actions for the benefit of the person giving the trust, even if he is not able to monitor or control the behavior of the other (trusted) party.

Organizational trust is divided into three types of trust:

Trust in the organization: It refers to the confidence of individuals in the goals and decisions of the organization and in a way that reflects their belief that those activities, decisions and rules established by the administration will be in the interest of all members of the organization, as well as the extent to which the values and principles of individuals and the organization match and have those capabilities that enable it to complete its work (Elgoibar et al., 2016).

Trust in Immediate Supervisor: Individuals trust their supervisor at work in terms of his degree of interest, support, motivating them, meeting their personal needs, praising their efforts and raising their morale, as well as having the skills and abilities that enable him to accomplish the tasks entrusted to him (Salanova et al., 2021).

Trust in coworkers: It refers to the trust of individuals within the organization to each other, depending on cooperative relations and open communications between all individuals, and in a manner that reflects the congruence of values and principles between the two parties (Kim et al., 2022).

Job Loyalty

The rapid changes that prevailed in different societies and in light of the complex environment and technological developments in various fields, especially in the twenty-first century, made the idea that prevailed before that, which is that the employee who begins his job, he feels that he does not leave this institution that he started until he is referred to retirement (Clarke et al., 2022). However, the matter or this feeling has changed according to the developments that occurred in the labor market, which encouraged employers and institutions of all kinds to reconsider their policies in order to cultivate a state of loyalty among employees towards the institutions in which they work so that they make them feel that they are part of that institution, especially in light of the labor market is competitive and open to different job competencies (Razali et al., 2018).

It must be noted that job loyalty is a problem faced by many organizations that cause the employee to leave his job at any time when he gets a better opportunity or threaten to dismiss or dismiss him from the job (Chikazhe et al., 2022). Job loyalty defines the extent to which the employee or worker is strongly integrated with the organization in which he works (Darmawan et al., 2020). Vuong et al. (2021) believes that job loyalty refers to an effective coupling between the individual and the organization, so that employees who are loyal to the organization express their desire to serve the organization in a large way despite receiving less return, meaning that organizational loyalty here is based on three main pillars: a sense of belonging, and effective contribution, and sincerity.

Gorgenyi-Hegyes et al. (2021) argues that loyalty refers to the drift of individuals or their active attachment to the goals and values of the organization, regardless of the material value accruing from the organization. Job loyalty is seen as the degree of an individual's conformity with his organization and his association with it, and his desire to make the largest possible bid or effort for the benefit of the organization in which he works, with a

strong desire to continue membership in this organization (Rice et al., 2017). Since this concept is comprehensive and positive, the relationship according to this concept must be strong and positive and based on internal conviction of the goals or objectives of the organization, not just for an evaluation of the different advantages and benefits that the individual obtains, the emotional connection that is represented in his loyalty to the organization and enhances his desire to stay in the work and hold it (Frempong et al., 2018).

Relationship of Organizational Trust with Job Loyalty

The trend towards the internationalization of business, the increase in the size of organizations, the multiplicity of their activities, and the complexity of their operations, in addition to the organizations' tendency towards open relationships, and their reliance on information and knowledge rather than control and control, will increase the importance of organizational trust as an important and vital variable in the growth and development of those organizations (Özgür & Tektaş, 2018). Singh and Srivastava (2016) stress the importance of mutual trust in improving relations and exchanging opinions and ideas among workers, which enhances their loyalty. In addition to the ease of coordination and increased cooperation to achieve common goals, it also helps in predicting and controlling individual behavior. Biswas and Kapil (2017) believe that the employees' feeling of the boss's confidence leads to an increase in job satisfaction, a higher morale of employees and an increase in their loyalty to the organization, which is reflected positively in improving their level of job loyalty. As explained Cho and Song (2017) that organizational trust reduces the negative effects of some behaviors of employees within the organization, as there is an inverse correlation between organizational trust and the rate of leaving work.

Organizational trust reflects the confidence of the organization's members in the organization's future vision, its technological and commercial capabilities, and the fairness of human resource procedures and policy, which is reflected in the loyalty of the organization's members (Miner-Rubino et al., 2010). Qin and Men (2022) concluded that organizational trust contributes to the psychological well-being of employees, which will be reflected in their level of affiliation. Lambert (2022) indicated that building coworker and supervisor trust reduces work stress, which may lead to increased organizational loyalty. Ha and Lee (2022) show that organizational trust has positive effects on organizational commitment. Based on the theory of social exchange, Salanova et al. (2021) found that organizational confidence improves the performance of employees, by increasing their loyalty to the organizations in which they work. Loes and Tobin (2020) find that organizational trust is positively associated with higher levels of organizational commitment. And Pranitasari (2020) indicated that organizational trust had a direct positive impact on the motivation to work, which may be due to the increase in organizational loyalty. Guzzo et al. (2021) found that trust towards the management of the organization enhances the sense of belonging among employees and motivates them to work even under risky conditions. Islam et al. (2021) indicated that trust towards the organization's management has an important role in enhancing employee creativity.

Based on the literature review, the following hypotheses were formulated:

The main hypothesis: H0: There is no effect of organizational trust in terms of its dimensions (trust in organization, trust in immediate supervisor, trust in coworkers) on job loyalty.

From this main hypothesis, the following sub-hypotheses are derived:

H01: There is no effect of trust in organization on job loyalty.

H02: There is no effect of trust in immediate supervisor on job loyalty.

H03: There is no effect of trust in coworkers on job loyalty.

3. Study Methodology

3.1 Study sampling

The population of the current study consist of 6127 employee work in 14 private universities in Jordan. The sample of the current study consist of 364 academic employees based on Sekaran & Bougie (2016). The study applies random sample to collect the data from respondents. The researcher designs a google form questionnaire, and agree with the human resources manager in each university, in turn the human resources manager send the link to academic employees. Also, the researcher get assistance from some colleagues in the universities to send the link to their universities colleague. Out of 364 questionnaires 358 questionnaire retrieved found valid for analysis.

3.2 Measurement

The current study measures organizational trust by three dimensions (trust in organization, trust in supervisor, and trust in coworkers), in 12 items from (Top, Akdere& Tarcan, 2104), which adapted from (Cummings & Bromiley, 1996). Also, the current study measure job loyalty in 19 items adapted from (Pandey & Khare, 2012).

3.3. Data analysis

The current study relied on descriptive analytic approach, where the data was collected by a questionnaire that was developed to obtain primary data from the sampling units. The study used a questionnaire to collect data and use (SPSS) software to analyze data and test the hypotheses.

Results

Descriptive Analysis

Table (1): Descriptive Analysis

Item	Mean	Standard Deviation	Relative Importance	Rank
1 Trust in Organization	3.831	0.532	High	2
2 Trust in Immediate Supervisor	3.772	0.626	High	3
3 Trust in Coworkers	4.195	0.487	High	1
Organizational Trust	3.941	0.525	High	
Job Loyalty	3.838	0.458	High	

It is clear from the above table that the relative importance of the dimensions of organizational trust is high, which indicates the interest of Jordanian universities in general in organizational trust, and “trust in coworkers” appears in relative importance and is in the first place, while “trust in immediate supervisor” appeared in the last rank. However, it was also of high relative importance. This indicates the interest of Jordanian universities in all dimensions of organizational trust. The results also indicated a high relative importance with regard to job loyalty, which indicates a high level of job loyalty among the study sample members.

Pearson Correlation

Before proceeding with the analysis, it was necessary to ascertain that there was no problem of multicollinearity. The test results were as follow:

Table (2): Multiple Correlation Test

variable	Trust in Organization	Trust in Immediate Supervisor	Trust in Coworkers
Trust in Organization	1		
Trust in Immediate Supervisor	0.378**	1	
Trust in Coworkers	0.584**	0.362**	1

**statistically significant at the level of significance of 0.01.

The table above shows all the values of the correlation coefficient were less than (80%). Which indicates that there is no problem of multicollinearity the variables of the independent study.

Hypotheses Test

The study used multiple linear regression analysis to test the hypotheses. The results were as follows:

Table (3) The results of the study hypotheses test

Dependent Variable	Independent variables	Coefficients Table			
		B	Standard error	calculated T	Sig*
Job Loyalty	Trust in Organization	0.177	0.070	2.515	0.013
	Trust in Immediate Supervisor	0.402	0.050	7.997	0.000
	Trust in Coworkers	0.147	0.073	1.999	0.048
R ²		0.751			
Adj R ²		0.564			
Calculated F value		46.659			
Sig. F*		0.000			

*The effect is statistically significant at level ($\alpha \leq 0.05$)

It appears from the above table that ($R = 0.794$), which means that there is a relationship between the independent variables and the dependent variable, and that there is a statistically significant effect of the dimensions of organizational trust combined on job loyalty. And that (75.1%) of the variance in job loyalty can be explained by the dimensions of organizational trust combined. It also shows that the value of (Sig) in all dimensions of organizational confidence was less than (0.05), which indicates the significance of all dimensions of organizational confidence.

Based on the foregoing, we reject the main nihilistic hypothesis and accept the alternative hypothesis, which states that there is a role for organizational trust in organizational loyalty in Jordanian universities. The results of the main hypothesis test show the importance of the dimensions of organizational trust in job loyalty, as it was found that all dimensions affect the job loyalty used in Jordanian universities. To determine which of the dimensions of organizational trust had the most prominent role in job loyalty, a progressive multiple regression analysis was used, and the results were as they are in Table (4).

Table (4): Results of step wise regression analysis

Model	Organizational Trust	B	Calculated t value	Sig*	R ²	Calculated F	Sig*
First Model	Trust in Immediate Supervisor	0.498	10.053	0.000	0.479	101.059	0.000
Second Model	Trust in Immediate Supervisor	0.421	8.407	0.000	0.548	66.172	0.000
	Trust in Organization	0.250	4.097	0.000			
Third Model	Trust in Immediate Supervisor	0.402	7.997	0.000	0.564	46.659	0.000
	Trust in Organization	0.177	2.515	0.013			
	Trust in Coworkers	0.147	1.999	0.048			

*The effect is statistically significant at level ($\alpha \leq 0.05$)

The table above shows the results of a stepwise regression analysis, which arranges the variables in a regression model that represents the effect of organizational trust dimensions on job loyalty. Where the table indicates that trust in immediate supervisor ranked first, and explained (47.9%) the variation in job loyalty, and when adding trust in organization, the percentage of interpretation increased and reached (54.8%), and when adding trust in coworkers, the percentage rose to (56.4) %).

Conclusion

The study aimed to measure the level of organizational trust with its dimensions (trust in organization, trust in immediate supervisor, trust in coworkers) in Jordanian universities and its impact on job loyalty. A sample of (14) Jordanian universities was selected.

Based on the results of the statistical analysis, it was found that the trends of the sample members were towards the high relative importance of the dimensions of organizational trust in Jordanian universities. The sample members' attitudes towards the high relative importance of job loyalty in Jordanian universities were also. The results of the statistical analysis showed the existence of a statistically significant role for organizational trust with its dimensions (trust in organization, trust in immediate supervisor, trust in coworkers) in job loyalty in Jordanian universities. The results of the stepwise regression analysis indicated the order of entering the variables into the regression model that represents the effect of the dimensions of organizational trust on job loyalty. Where it was found that Trust in Immediate Supervisor came first, and explained (47.9%) of the variance in the dependent variable, and when adding Trust in Organization the interpretation percentage increased to reach (54.8%), and adding Trust in Coworkers led to an increase in the interpretation rate to reach (56.4) %). We note that the effect of all independent variables was significant.

In view of the trust that Jordanian universities have in supervisors and trust in co-workers, the study recommends universities to enhance this trust among their employees to increase their loyalty, through the use of fair and acceptable procedures by supervisors, encouraging cooperative relations and openness to workers' opinions by opening mutual dialogues in order to communicate information related to the organization to them continuously.

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