

THE RELATIONSHIP BETWEEN ORGANIZATIONAL TRUST AND ORGANIZATIONAL DEVIANT BEHAVIOR OF STAFF IN REFAAH BANK BRANCHES IN KERMAN CITY

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Abstract

The current study was carried out aiming describing and recognizing the relationship between organizational trust and organizational deviant behavior of staff in Refaah bank branches in Kerman city. The statistical population consists of staff in Refaah bank branches in Kerman in the year 2013 that are 170 people. Among them 118 were selected randomly and classified and questioned using questionnaires. In this research, organizational trust including components of cognition-based trust and effect-based trust and tendency to trust was measured by a standard questionnaire and the validity of it - Cronbach's alpha coefficient- is 0.88. Organizational deviant behavior was measured by a standard questionnaire and its validity was calculated 0.91. The research method in this study is descriptive and correlational. To analyze the collected data descriptive statistics and Pearson's correlational test were used. Results show that there is a significant relationship between components of organizational trust and deviant behavior of staff in Refaah bank branches in Kerman city.

Key words: organizational trust, organizational deviant behavior, cognition-based trust, effect-based trust, tendency to trust

Introduction

Cognitive assessment of skills, competencies and values of hidden emotions in relationships with trusted individuals are the antecedents of confidence and lead to prevention of malicious behavior from staff and other individuals and organizations (Arshadi and Piria'i, 2012).

Reliability and trustworthiness have a significant impact on organizational deviant behavior in workplace. According to social data process theory, the level of individuals' trust to their supervisors and organization and also behavior such as deviant behavior form individuals' responses to surrounding environment and other people. Intimate and desirable relations of staff with their supervisors lead to increasing positive feedbacks and decreasing deviant behavior in workplace (Arshadi and Piria'i, 2012).

The Range of employee behavior in the workplace is so diverse that thinkers and scholars to classify this behavior into several classes. On a simple scale one could account them as desirable and positive behavior and on the other side put the undesirable and negative behavior. A highly regarded class of behavior is the deviant behavior (such disregard for the rules and regulations, absenteeism, underemployment, malingering, rest nice too high) (Robinson and Bennett, 1995). Deviant behavior in the workplace is defined by the lack of compliance with the norms and expectations and the organizational deviant behavior has pointed workplace in all aspects (physical, mental and social) (Golparvar et al, 2010).

Decrease in organizational efficiency on of the consequences of organizational deviance. Other studies have defined job consequences of deviant behavior in other forms such as people's mistrust in governments, loss of limited and economic resources, failing to meet government targets in different sectors of development, the impact on GDP growth in the labor force (Harter, 2004).

An organization plays an important role in causing deviant behavior. Since the most significant organizational factors are controlled by management, we can consider organizational factors as managerial factors as well. Some of these factors that affect deviant behavior are as follows:

Unjust Laws: Managers often create laws to increase performance, stability and quality of services to help with monitoring employee behavior. If employees feel that these laws are unjust, they will probably ignore them. The research shows that when people feel that they are not treated fairly, they often find desire to avenge this injustice and compensate with negative behavior (Smith, 2000).

Structure of compensation / reward: System of compensation and reward can encourage employees to engage in deviant behaviors. Competition for rewards can lead to employees only consider themselves and deem immoral act necessary for their success (Smith: 2000).

- Corporate Culture: Culture is one of the factors influencing people's attitudes and values, and could be involved in deviant behavior. Culture consists of patterns of institutional failures and successes, policies and the history of an organization. Culture is supposed to give people organizational identities and people should be allowed to make individual contributions and how to express feelings, reactions and directs attention to the organization.

Trust is considered as an important concept in many fields, such as leadership, ethics, sociology, psychology and economics. In addition to the employee 's overall performance, their level of task performance is influenced by acts such as theft, abuse of staff and lack of support for the goals of organization (workplace deviant behaviors) (O'Neill and Hastings , 2011). Such behavior could cause financial damage and numerous casualties to personnel, organizations, and generally disrupt the community, and achieving organizational goals. Trust is formed once we are able to predict others' actions based on our encounters with them.

Trust is a good prediction for how we treat other people (Canip, 2006).

Shau defines trust as believing in others because we depend on others to reach our desires (Martin, 2002).

Two types of trust are taken into consideration in the literature of organizational trust:

Cognition-based organizational trust: the cognitive element of organizational trust refers to the belief evaluator and usually indicates a certain level of experience and knowledge about other people. Cognition-based trust is established based on calculations and evaluative predictions (as

the opposed behavior of the other side). This perception of trust is used when one party trusts the other, because both follow the same ethics, and act in an honesty-based atmosphere.

Emotion-based organizational trust: the emotional element of organizational trust, associates with the emotional aspects of trust. Flores and Solomon (1998) would argue that trust is first of all an emotional state that will make investigating the matter more complicated, because the logic governing the different feelings of the logic in a belief that are therein a belief. Belief can be justified using logic, while the affection refers more to emotional and physical security senses. This type of trust is often self-evident and has an implied condition, and originates from the interaction of individuals in a long-term period. Emotion-based organizational trust features forecasting characteristics and is essential for organizational development in the long term (Moghimi et al., 2009).

An organization whose environment is healthy directs its energy toward goals and brings more trust and high spirits for the individuals and thus increases the efficiency and commitment of the staff (Landi and Konte, 2010).

Trust in service providing organizations, particularly in banks is more difficult than others such as commodity dealer organizations. Trust has a huge impact on the success of service organizations, owing the fact that service—despite products—is not visible or tangible before purchase and buyers of services consider what they buy as *high risk* (Piers, 1999).

Many of the positive feedbacks take place in the context of the organization in which employees work and make efforts cooperatively and trustfully. As Chilick et al. (2011) believe, increasing individual and organizational efficiency levels is depended on concepts such as trust and deviant behavior at work place.

Recent studies also indicate that economic, techno and social changes lead to increasing levels of deviant behavior in the workplace. In addition to the Cost of deviant behaviors in the enterprise, organizations must also consider the fact that deviant behaviors leave non-calculable effects on the effectiveness of the organizations (Dunlop and Li, 2004).

Individuals' attitude toward the existence of trust in the organization is reflected through employee expectations. They must feel that their needs have been paid attention and will be satisfied in the present and future. Organizational trust between individuals and organizations can be the result of a bilateral agreement, to ensure how each one will act. When employees feel that their trust has been eliminated, there will be more serious deviant acts (Salmani and Radmand, 2009).

Kanlon and Meyer (1994) showed that the quality of reliability increases performance, and deviant behaviors can have a profound negative impact on employees and the organization. Due to negative financial and criminal deviant behaviors at work for the organization, identifying antecedents of this kind of behavior is very important (Hitlan and Noel, 2009).

Trust: the process of continuous learning, non-negotiable in any relationship (Martin, 23:2002), Robbins defines trust as explicit expectation from others to avoid opportunism, in words and in actions or decisions (Robbins, 45:1382).

Cognition-based trust: It is a rational assessment that helps the parties not to trust naively.

Effect-based trust: It involves bilateral expectation of fair treatment and interaction and the bringing in harmony the values and interests of the parties are considered (Moghimi et al., 30:1387).

Propensity to trust: the extent to which a person tends to be sure the words and actions of others (Cook, 147:1980).

Organizational behavior studies have confirmed the role of trust in individual and organizational effectiveness (Kanip, 2006). Success in the competitive world of organizations needs the ability to develop relationships based on trust. Both organizations and employees need to have confidence in themselves and trust each other. Trust has important and positive impacts on organizational outcomes (Mahdad et al, 2012).

Among the most important antecedents of trust, are the individual characteristics of who trusts. Farris et al (1993) consider trust as a personality trait. This trait, i.e., reliability is a stable interpersonal characteristic and affects the degree to which a person can trust. Different people with different personality traits and cultural backgrounds are different in their innate tendency to trust.

Organizational deviant behavior: organizational deviant behavior is directed at organizations. behaviors such as theft, bribery, sabotage and the like (Bennett & Robinson, 63:2000).

Positive public expectations and inner willingness to trust other people is an important antecedent to trust.

These positive expectations in terms of reliability as an intrinsic stable personality trait are innate desires for trust and a confidence factor in shaping desirable attitudes that prevent the occurrence of deviant behaviors (Arshadi and Piria'i, 2012). Deviant behaviors in the workplace can be agents of workplace stresses (Bennett & Robinson, 2000).

According to the contents above and the meter of organizational trust and deviant behavior, this research aim surveying the relationship between organizational trust and organizational deviant behavior of staff and answering the profound question that whether there is a relationship between organizational trust and organizational deviant behavior of staff.

Previous research

- 1) Panahi (2008) in his study suggests that trust is an important organizational element for the success of the organization. The results indicate that low levels of trust increase stress and reduce productivity and cause the lack of innovation and blow up the decision-making process. On the other hand, high levels of trust, increase employee morale, reduce absenteeism, boost innovation and help manage effective organizational changes. Building confidence begins with creating a culture based on shared values. Building trust requires commitment to generating institutional relationships based on honesty, integrity and openness in relations with the other side.
- 2) Heffernan et al (2008) showed that the role of trust in the banking industry has been proven. This study has been trying to specify the important factors in building confidence. In one study, three factors of dependence, knowledge and confidence has been reported on the formation of expectations in banks. Findings of this research showed that in the primary stages of customer interaction with the bank, service personalizing has more impact on trust and human factors stand in the next priority.
- 3) Golparvar et al (2010)3) having no motivation, emptiness, feeling tired before starting work, sense of failure and frustration and difficulty in performing the task are the components of emotional exhaustion. Posing a look at these factors suggests that deviant behaviors such as absenteeism can be no harmony, little work addressing issues of non-working time, leave earlier than the stipulated time, failing to obey orders, directives and regulations can be referred as a compensatory response to the feeling of excitement and energy depletion.

- 4) Aizeng (1996) says that the extroverted individuals are prepared to become involved in anti-social and destructive behavior. This is partly due to the characteristics that they are seeking excitement. Of course, not all individuals' extroversion increases the frequency of committing anti-social behavior, but it can be true about those who are prone to engaging in such behavior.

Theoretical framework of the research

In this study, the components of trust include: cognition-based trust, effect-based trust and tendency to trust that are the predicting variables and criterion variable is organizational deviant behavior.

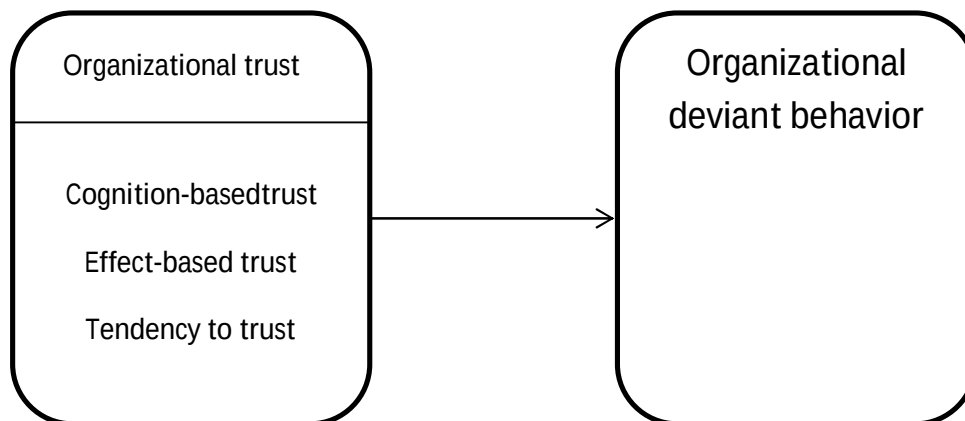
Robbins (2003) expresses trust as clear expectation from another to avoid opportunism, in words and in deeds or deciding.

Taylor is of the belief that trust sets the ground for understanding how to make an effective contribution in organizations meaning that trust is a key element for it creates partnership (Panahi, 2009: 30).

This study focused on organizational trust which has two components: cognitive and emotion based trust. Cognition-based trust consists of a rational assessment that helps the parties not to be involved in a naive trust. Effect-based trust: It involves bilateral expectation of fair treatment and interaction and the bringing in harmony the values and interests of the parties are considered (Moghimi et al , 30:1387).

Conceptual model

The variables in this study included organizational trust variable with the three components of cognition-based and effect-based trust and tendency to trust. The criterion variable includes organizational deviant behavior.



Thesis hypotheses

Main hypothesis: There is a relationship between organizational trust and organizational deviant behavior of staff in Refaah bank branches in Kerman city.

Secondary hypotheses:

There is a relationship between cognition-based trust and organizational deviant behavior of staff in Refaah bank branches in Kerman city.

There is a relationship between effect-based trust and organizational deviant behavior of staff in Refaah bank branches in Kerman city.

There is a relationship between tendency to trust and organizational deviant behavior of staff in Refaah bank branches in Kerman city.

Methodology

The present study, because it serves practical science about the quality of the relationship and influence of organizational trust on employee deviant behaviors and seeking whether organizational trust increases or decrease staff deviant behavior, is an applied research. In terms of data collecting and analyzing methods, this research is a descriptive and correlational research. According to the aim of this study, the population of the research consists of all the employees of Refaah bank branches (17 branches) in the city of Kerman in 2013 and the number of employees is 170.

Using Morgan table with 0.05 error variance the sample volume was calculated 118.

$$\text{Sample volume formula: } n = \frac{Nt^2 \times pq}{Nd^2 + t^2 \times pq}$$

Where n=sample volume, p=the ratio of trait in population (50%), N=population volume (170), t=1.96 (in 0.95 sig. level), the ratio of trait not existing in population=50%, d=error level (desired probable precision (0.05)

$$n = \frac{[170 \times (1/96)^2 \times (0/5 \times 0/5)]}{[(170) \times (0/05)^2] + [(1/96)^2 \times (0/5 \times 0/5)]} \Rightarrow 118$$

Finally, sample volume was calculated based on classifying sampling proportionate with each class's volume by the aid of the following formula:

$$Ni = \frac{Ni}{N}$$

In this formula N is the population, Ni is volume of each class and n is sample volume of each class.

In this research in order to collect the required data, two questionnaires were adjusted:

- a- First questionnaire: This questionnaire is related to organization deviant behavior that benefits from Bennett and Robinson (2000) questionnaire and includes seven items.
- b- Second questionnaire: This questionnaire is related to organizational trust that benefits from Yoon Jin Yu (2002) questionnaire and has 12 items. 4 items are related to cognition-based trust, 4 items related to effect-based trust and 4 items are measure the tendency is to trust.

Sigma numeric validity of organizational trust and organizational deviant behavior questionnaire were determined 92 and 91.

Reliability was obtained by Cronbach's alpha for the Organizational Trust 0.88 and for organizational deviant behavior questionnaire it was 0.91.

In this study, descriptive statistics and inferential statistics such as Pearson correlation coefficient were used by means of SPSS computer software.

Research findings

Quantitative description of variables

Indices of the descriptive variables of organizational trust and organizational deviant behavior are given in Table 1.

Table1 Indices of the descriptive variables of model variable (n=118)

variable	mode	median	mean	STD deviation	skewness	Elongation	min	max
Cognition-based trust	3.0	3.0	3.1	0.9	-0.278	-0.503	1.0	4.8
Effect-based trust	3.3	3.3	3.1	0.8	-0.443	-0.174	1.0	5.0
Tendency to trust	2.0	2.2	2.2	0.7	-0.073	-0.907	1.0	3.8
Organizational trust	2.8	2.8	2.8	0.7	-0.381	-0.320	1.0	4.3
Organizational deviant behavior	1.3	1.3	1.5	0.7	0.392	0.245	1.0	4.5

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There is a relationship between tendency to trust and organizational deviant behavior of staff in Refaah bank branches in Kerman city.

Data analysis shows that the correlation coefficients of the Pearson Test between variables, organizational trust , cognition -based trust , effect -based trust and tendency to trust with organizational deviant behavior of staff in Refaah bank branches in Kerman city are respectively -0.261, -0.209, -0.253, -0.193 and p- value (significance) 0.005 , 0.026, 0.006 and 0.037 and since they are significantly smaller than the significance level , the assumed hypothesis of lack of relationship between the variables is rejected and there is a significant relationship between the variables of , organizational trust , cognition -based trust , effect -based trust and tendency to trust with organizational deviant behavior of staff. Furthermore, the correlation coefficient is negative, indicating an inverse relationship between the variables organizational trust, cognition -based trust, effect -based trust and tendency to trust with organizational deviant behavior of the staff (Table 2).

	organizational deviant behavior of the staff				
	Pearson			relationship	direction
variables	Correlation coefficient	significance	frequency		
Organizational trust	-0.195	0.035	118	yes	inverse
Cognition-based trust	-0.248	0.008	118	yes	inverse
Effect-based	-0.231	0.013	118	yes	inverse

trust					
Tendency to trust	-0.179	0.043	118	yes	inverse

Discussion

This research was carried out with the purpose of surveying the relationship between organizational trust and deviant behavior in Refaah bank branches in Kerman city. Trust is considered as an important concept in many fields, such as leadership, ethics, sociology, psychology and economics (O'Neill and Hastings, 2011).

Trust in service providing organizations, particularly in banks is more difficult than others such as commodity dealer organizations. Trust has a huge impact on the success of service organizations, owing the fact that service –despite products- is not visible or tangible before purchase and buyers of services consider what they buy as *high risk* (Piers, 1999).

Individuals' attitude toward the existence of trust in the organization is reflected through employee expectations. They must feel that their needs has been paid attention and will be satisfied in the present and future. Organizational trust between individuals and organizations can be the result of a bilateral agreement, to ensure how each one will act. When employees feel that their trust has been eliminated, there will be more serious deviant acts (Salmani and Radmand, 2009).

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Reliability and trustworthiness have a significant impact on organizational deviant behavior in workplace. According to social data process theory, the level of individuals' trust to their supervisors and organization and also behavior such as deviant behavior form individuals' responses to surrounding environment and other people. Intimate and desirable relations of staff with their supervisors lead to increasing positive feedbacks and decreasing deviant behavior in workplace (Arshadi and Piria'i, 2012).

Cognitive assessment of skills, competencies and values of hidden emotions in relationships with trusted individuals are the antecedents of confidence and lead to prevention of malicious behavior from staff and other individuals and organizations (Arshadi and Piria'i, 2012).

Robinson and Bennet (2000) have defined deviant behavior as workplace as not following norms and expectations of the organization (Golparvar et al, 2010). Research has shown that deviant behavior is associated with job knowledge and judgment about working conditions. When employees believe that the management cares for their objectives and values, they would reflect the perceived support with increased commitment and loyalty to their performance, as well as this, the negative perception of work environment causes or involvement in deviations and Withholding efforts.

In this study, after surveying the main hypothesis it was found out that organizational trust and organizational deviant behavior of employees in Refaah bank branches in Kerman are related and this relationship is reverse. When organizational trust among employees is high, organizational deviant behavior decreases. The results confirm the findings of some other studies among which we can mention the study by Panahi (2008) who in his research showed that low levels of trust increase stress and reduce productivity and cause the lack of innovation and blow up the decision-making process. On the other hand, high levels of trust, increase employee

morale, reduce absenteeism, boost innovation and help manage effective organizational changes. Building confidence begins with creating a culture based on shared values. Building trust requires commitment to generating institutional relationships based on honesty, integrity and openness in relations with the other side. Likewise, Arshadi et al (2011) proved in their study that desirable relations between leader and staff leads to decrease in perceived rejection at workplace that consequently causes declines in organizational deviant behavior and increased levels of psychological well-being. So, managers and supervisors' efforts to establish good relationships with employees can lead to increased mental health and psychological well-being and decreased perception of rejection and deviant behavior in them.

By plotting the first secondary hypothesis it was revealed that there is a significant relationship between cognition-based trust and organizational deviant behavior of staff in Refaah bank branches in Kerman city and it is a reverse relationship. This result indicates that cognition-based trust is reducing organizational deviant behavior.

Test results of the second secondary hypothesis indicates that there is a significant reverse relationship between effect-based trust and organizational deviant behavior of staff in Refaah bank branches in Kerman city. Accordingly, long as the effect-based trust is increased, organizational deviant behavior will be moderated.

Testing the third secondary hypothesis showed that there is a significant reverse relationship between tendency to trust and organizational deviant behavior of staff in Refaah bank branches in Kerman city. Based on these findings, we can say that tendency to trust in the workplace reduces organizational deviant.

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