



**DUAL TRUST CONCEPT OVER TWO RIVAL ORGANIZATIONS
(WORKPLACE- TRADE UNION); SAMPLE OF HEALTH,
ENERGY AND EDUCATION SECTORS***

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ABSTRACT

Objectives of the Research: In related literature, the concept of trust, approached from such one-way perspective, and its role in the organizational process, has thoroughly been discussed and studied. Our research aims to investigate the concept of dual trust, built upon experience of two-way relations and commitments of the employees towards both sides of their polarised environment to better reflect the character of these dual links with the organization on one, and the trade union, on the other side of this polar structure. Examining the issue of trust from this new perspective will allow to better establish, how exactly, the measure of confidence or distrust, existing in relation with any one side of such environment, can simultaneously be found affecting the relation of the employee with the other side of the organizational system. Thus existing theoretical deficiency is intended to be resolved upon the results of this study, to fill the gap in literature with concept of organizational trust, which comprises of extended model of analysis of these dual, simultaneous relations.

Methods: The theoretical part of the study has been developed based on reviews of literature and in conjunction with conducted researches. Field research has been completed by using a questionnaire method, applied to 553 employees from three different public sectors: Energy, Health, and Education. Data obtained has been subjected to basic and advanced tests (Structural Equation Modeling) in SPSS and LISREL statistical software suites and results achieved were evaluated.

Results: According to the results of Structural Equation Modeling (SEM) analysis, it is concluded that all the sub-dimensions of organizational trust level affect all the sub-dimensions of trust toward the trade union, the level of trust towards the union leaders, positively affects the trust towards the union itself and, that the highest levels of the trust in general, are seen in energy sector, while the lowest levels, within the scope of this research, respectively, are seen in the sector of education.

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STRUCTURED ABSTRACT

Problem of the Research: If employees work in a situation of direct and simultaneous relations with two organizations (workplace and a trade union) which are both, competing with each other in conflict of interest. This situation, can be found in literature, described as a ‘dual link’ (Stagner, 1954). The necessity of maximizing organizational aims through relations with employees on both sides will be seen directly affecting the perceptions and behaviors of employees towards both of the organizations. Within such a context, the concept of ‘organizational trust’ will also have to be seen as linked to, and in either positive or negative manner affected by these dual links relations. However, when the relevant literature is examined, it is seen that this concept is discussed and approached, either as a trust to the union, or only to the workplace. The concept of trust of the employees, built upon the two conflicting influences and affected by rival organizations, not being previously examined as a concept of ‘dual trust’, can thus be highlighted, as the problem of this study.

Objectives of the Research: In related literature, the concept of trust, approached from such one-way perspective, and its role in the organizational process, has thoroughly been discussed and studied. Our research aims to investigate the concept of dual trust, built upon experience of two-way relations and commitments of the employees towards both sides of their polarised environment to better reflect the character of these dual links with the organization on one, and the trade union, on the other side of this polar structure. Examining the issue of trust from this new perspective will allow to better establish, how exactly, the measure of confidence or distrust, existing in relation with any one side of such environment, can simultaneously be found affecting the relation of the employee with the other side of the organizational system. Thus existing theoretical deficiency is intended to be resolved upon the results of this study, to fill the gap in literature with concept of organizational trust, which comprises of extended model of analysis of these dual, simultaneous relations.

Methods: The theoretical part of the study has been developed based on reviews of literature and in conjunction with conducted researches. Field research has been completed by using a questionnaire method, applied to 553 employees from three different public sectors: Energy, Health, and Education. Data obtained has been subjected to basic and advanced tests (Structural Equation Modeling) in SPSS and LISREL statistical software suites and results achieved were evaluated.

Results: In this study, how the employees’ level of trust towards two organizations (Trade Union/Work Place) which are in conflict of interest influence the other is attempted to be determined with ‘dual trust’ approach. In this context, these following conclusions have been reached. It is found that there is a positive relationship between three sub- dimensions of the trust level to the organization and three sub- dimensions of the trust level to the trade union as a result of an analysis of all the variables through Structural Equation Model. According to this result it is concluded that the level of trust to the organization has a positive effect on the level of trust to the union. These results demonstrate us that being connected to two rival organizations improves perception of

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trust to the both sides. Apart from this study in related literature, because there isn't a study related to dual trust, making a comparison hasn't been possible. However, Stagner (1954) who asserts dual trust points that two-way commitment shapes with the tendency of perceiving organizations and trade unions as a whole and the tendency of trusting to the both organizations when the working conditions are good. Additionally, the level of trust to the union management's positive influence on the trust to the union is another new relation discovered in this study of research. With reference to this result, it is seen that trust to the manager is the key role in achieving trust to the organization. In the research, it is found that the average level of trust of the employees to the union is %42, the average level of trust to the work place is %46. On the other hand, according to the 2000 World Values Survey results (www.bahcesehir.edu.tr) it is indicated that trust towards union is %75; trust towards organization %73. The research has been conducted in three different institutions. Among these institutions, energy sector has the highest level of trust, the second one is health sector and the third one is education sector. The reason of having the lowest level of trust in education sector can be having a higher level of education in comparison with other sectors. Because most of the teachers have bachelor's degree and the lowest level of trust belongs to the bachelor's in our study.

Through this study, which is considered the Pioneer study in this area of work, dealing with concept of **Dual Trust** within three different concepts and improving models with reference to the issue have reached important conclusions. On the other side, by virtue of lack of study on '**dual trust**' has not permitted to do a literal comparison. This case can be shown one of the restrictions of this study of research.

Key Words: Dual trust, Trade Union, Dual Commitment

İKİLİ GÜVEN KAVRAMININ; BİRBİRİNE RAKİP İKİ ÖRGÜT (İŞYERİ-SENDİKA) ÜZERİNDEN İNCELENMESİ

ÖZET

Araştırmanın Amacı: İlgili yazında güven kavramı ağırlıklı olarak tek yönlü olarak ele alınıp; örgütsel süreçlerdeki rolü incelenmiştir. İkili güven kavramını araştıran çalışmamızda, işgörenlerin hem örgüte hem de sendikaya bağlı olmaları nedeniyle, güvenin iki yönlü (sendika/örgüt) olarak incelenmesi ve bir tarafa duyulan güven ya da güvensizliğin diğer tarafı nasıl etkileyeceği, konusu önem taşımakta olup; ilgili yazında bu yetersizliğin belli ölçüde giderilmesi amaçlanmıştır. Yazındaki bu boşluğu doldurabilmek için, bu çalışmada örgütsel güven kavramı iki yönlü olarak ele alınıp incelenecektir.

Yöntem: Araştırmanın teorik kısmı ilgili yazın taraması ve araştırma sonuçlarından yararlanılarak hazırlanmıştır. Alan araştırması ise Enerji, Sağlık ve Eğitim olmak üzere üç farklı Kamu sektöründen 553 işgörene anket yöntemi kullanılarak tamamlanmıştır. Elde edilen veriler SPSS ve LISREL istatistik programlarında temel ve ileri düzey (Yapısal Eşitlik Modellemesi) testlere tabi tutulmuş ve sonuçlara ulaşılmıştır.

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Bulgular ve Sonuç: Yapısal Eşitlik Modeli (YEM) analizi sonucuna göre örgütsel güven düzeyinin bütün alt boyutlarının, sendikaya güven düzeyindeki bütün alt boyutları pozitif şekilde etkilediği, sendika yöneticisine karşı olan güven düzeyinin sendikaya olan güveni pozitif yönde etkilediği ve en yüksek güven düzeyinin enerji sektöründe, en düşük ise eğitim sektöründe olduğu sonucuna ulaşılmıştır.

Anahtar Kelimeler: İkili Güven, Örgütsel Güven, Sendikaya Güven

1. Introduction

Following the patterns of rapid change in today's business environment, one of the key-role playing concepts in organizations, in which uncertainty and complexity have for long been seen increasing at a steady pace, is organizational trust, existence of which allows strict hierarchical structures to turn into more flexible and participatory ones, in which conditions, group activities, studies and crucially, career development related issues get emphasized or gain significance (Sydow,1998,31-62; Halis et al. 2007,26). Organizational trust is also a potent factor in reducing the complexity and uncertainty in organizations, helping to solve organizational problems in an easier way, allowing for creation of effective relationships, which are based on voluntary co-operation and adoption of procedures and activities (Sitkin and Stickel, 1996; Hardy et al., 1998). In addition to this, organizational trust plays a vital role in maintaining regular healthy relationships among the employees, thus underlying any collaborative work (Barney and Hansen, 1994). At the same time the trust helps the maintenance of jobs and contribute to changes (Yıldırım and Eliçok, 2015, 578). Concept of Trust is a factor that not only for organization but also should be the state and people (Doğan, 2015,397).

Studies concerning the concept of trust, conducted in recent years, have demonstrated numerous ways in which its level affects the outputs of the organizational and individual processes (organizational commitment, organizational justice perception, turnover intention, propensity to join trade unions, aspects of performance, job satisfaction, levels and perception of stress, information sharing etc.) (Urhan, 2005; Yorgun, 2005; Neves and Caetano, 2006; Renzl, 2008; Armstrong and Stassen,1998), however, in related literature, concept of trust has been addressed from one-way perspective mainly, and only the role in organizational procedures has thoroughly been examined.

Our research will therefore concentrate on organizational trust in industrial relations, (seen in a two-way perspective, towards the trade union and the organization), and investigate, how trust/distrust towards one of the sides, affects relations of the employee with the opposite one, under the condition of concurrent relationships with both, with aim of solving the insufficiency identified.

2. Conceptual Framework

2.1. Concept of Dual Trust (Trade Union / Organization):

In industrial relationships, examining the two-way relationship (organization/ union) within scientific aspect goes back to 1950's (Gottlieb and Kerr, 1950; Stagner, 1954; Purcell, 1954). Dual loyalty/commitment researches have tried to build a bridge between the unions and employers (Demirbilek, 2008). These researches are based on Purcell's (1954) description: Purcell describes dual loyalty as both employer's interiorizing all the policies, objectives and existence of the organizations that s/he works in and protecting the policies, objectives and existence of the union that s/he is member in(Purcell, 1954). Stagner (1954) has pointed out that dual commitment develops when the employees tend to perceive their unions and organizations as a whole and to trust to both institutions when the working conditions are good. What is meant by dual-side connection is how

an employee remaining between the two sides (organization/union) that are in conflict of interest with each other, gets affected by the dilemma of commitment/ trust towards the union or organization. These two institutions that the employees are bound to are in conflict with each other. It is possible to express this conflict as a kind of competition. In this competition the employee has links with both institutions and he is responsible with all the work. This situation affects the behavior and attitude of the employee towards the union/organization. The dual linkage has been studied over organizational commitment and work satisfaction and the shortcomings will be tried to be resolved (Reed et. al.1994).

2.2. Concept of Organizational Trust:

‘Trust’ in social studies has been subject to most of the studies in related literature to different fields such as psychology, sociology ,politics, economics, management, and history in the last 40-50 years (Halis et. al, 2007).This is an important concept especially in social exchange theory (Whitener et. al, 1998). Social Exchange Theory has been developed by Blau (1964); bilateral relations between the parties haven’t been based on a specific obligation in exchange relation in question. When one side provides resource to other side; the other side is expected to respond to this resource. The timing and qualification of this provision is based on volunteering and confidence bases (Gürbüz, 2006).

Trust is both the foundation and prior condition of all the social relations (Guido et. Al, 2004, 557).With this aspect, trust, playing a key role in social relations, is a concept affecting all the behaviors and relationships of the parties locating in the center of the relationships (Neves and Caetano, 2006).

This concept not only has an important role in individual and collective behaviors but also functions as a reducing effect on risk and uncertainty in these kinds of situations (Amogbokpa, 2010; Sheppard and Sherman, 1998). Due to ensuring interaction among human relationships, trust is important in terms of employee-employer and workplace-based relationships (Young and Daniel, 2003). For building trust, a subject and an object are required. The subject/object of trust is people, organizations, institutions and socio-economic systems (Nooteboom, 2002). In literature, concept of trust is dealt in two ways as general and specific and both concepts are different from each other (McKnight et.al, 1998.23). In this study, the trust concept will be described in specific (organizational) level. While trust is an individual perception/belief in general, organizational trust is a phenomenon covering the whole organization (Gilbert and Tang, 1998, 321).Trust which is formed by the direct interaction among the actors taking part in organization in an individual and collective ways comes forward with the need to determine whether the expectations are met or not (Lazaric, 2003, 147). Organizational trust is the belief of the employees’ demonstrated when they meet uncertain or risky situations concerning whether the attitudes are consistent according to the promises given (Matthai, 1989,52). Şimşek and Taşçı (2004) defines organizational trust concept as the trust of the employees to the management and the belief in what they are told. In another definition, organizational trust is described as protecting the employees’ rights and the belief to encounter ethical attitudes in the workplace environment (Çubukçu and Tarakçıoğlu, 2010). One’s trust to the others in the organization is affected by the trust towards the organization. The trust to the system affects the trust to individuals and the attitudes towards them (Nooteboom, 2002,8). In general it is possible to define trust in different titles such as; interpersonal trust, trust to the management and organization, trust in business (suppliers, partners etc.) and customers’ trust to the business (Ari, 2003). The opposite is the case distrust the organization and colleagues leads to cynicism (Helvacı and Çetin, 2012, 1494-1477.)

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2.3. Dimensions of Organizational Trust Concept

In literature, many models and sizes about organizational trust are emphasized. Therefore, organizational trust is very complex and multidimensional phenomenon (Papadopoulou et al., 2001; Tschannen and Hoy, 1998). It is seen that although in literature, organizational trust is described as ‘trust to the manager’ trust to the colleagues’ and ‘trust to the organization’, these three types of trust seem to intervene and cannot be described within sharp limits (Börü et al., 2007; Yılmaz, 2009). While the premises of organizational trust are organizational support, deployment and operational justice the premises of trust to the manager are honesty, competence, being helpful and concerned to the employees (Börü et al, 2007). While the results of trusting to the authorities are gladness by the authorities, job satisfaction and innovative behaviors, results of trusting to the organization are alleviation in intention of leaving the job and the increase in commitment to the organization (Tan and Tan, 2000). In literature, there hasn’t been formed a clear answer to the especially ‘Whom to trust?’ some pointed directly to the authorities, some to the top management, some to the organization (Perry and Mankin, 2004). According to Whitener et al. (1998), there are three variables that affect reliability; these are organizational structure, the policy and principals of human resources and organizational culture. Among the organizational trust models taking part in literature, the model developed by Daboval and others’ consists of four sub-dimensions such as awareness to the employees, trust to authorities, being innovative and communication environment. As a result, although there are different perceptions of organizational trust dimensions in literature, scientists discuss it in three dimensions: **Trust to the Managers, to the Organization and to the colleagues**. In literature it is said that trust to individual and trust to the organization influence each other mutually (Whitener et al, 1998). In this study, mentioned three dimensions will be included.

2.4. Relations of the Study:

In order to explain dual trust mentioned in research, above- described ‘‘Social Change Theory’’ may be used. According to the theory developed by Blau (1964), mutual relationships between the parties in social exchange relations are not based on any obligation. When one side provides a source to another side, it is expected that this side respond to this resource. The timing and qualification of this response is based on voluntariness and reliability principals (Gürbüz, 2006).

In this context, it is expected from the employees to respond positively to the manager and influence some variable outcomes positively when he strengthens them and improves their level of competence and support them in issues such as education, career, mentoring, delegation, participation within the industrial relations aspect based on the theory. One of these outcomes is trust towards the organization/union. In summary, in respond to the economic and social investments that organizations and unions do, employees will carry out positive behaviors and attitudes such as *trust*. In the light of these explanations when taken the main relationship of the study into account, the employee remaining between two organizations will develop a sense of trust in terms of which side invests more. This perception can be expressed through the following hypothesis.

The Main Hypotheses: H1. *There is a relationship between the trust in organization and trust in union.*

H1a. *There is a relationship between the trust in management in the organization and trust in management the in trade union.*

H1b. *There is a relationship between the trust in organization (systematically) and trust in trade union (systematically).*

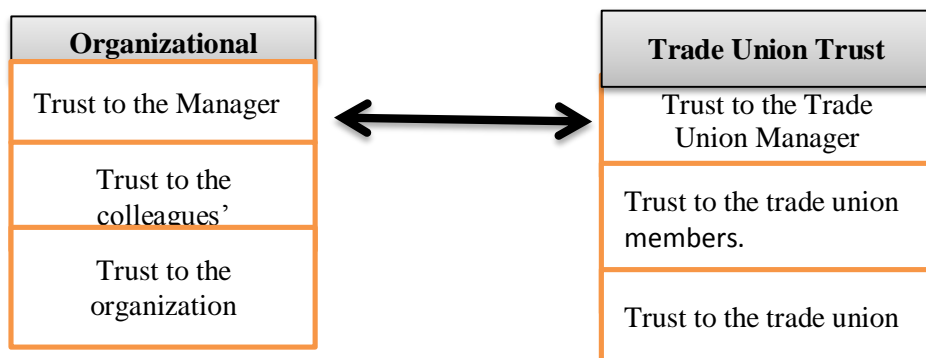
H1c. *There is a relationship between the colleagues in the organization and trade union members.*

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In the light of this hypothesis, the following model has been developed.



3. Research

3.1. Sample: In total 533 employees from union members in public sector; 156 from energy sector, 199 from health sector, 198 from education sector constitute of the sample study of the research. The reason of selecting these three institutions are both their being radical and organized public services and their having members and representatives of existing unions. Thus the perspectives of workers, civil servants, members of different unions will have the opportunity to be involved in the study.

3.2. Research Scale and Data Analysis: The organizational trust scale is prepared by Ferres and Travaglione (2003) and adopted to Turkish by Pekcan (2010). The scale comprises 12 statements and three sub-dimensions as *trust to the manager*, *trust to the colleagues* and *trust to the organization*. In order to analyze the data of the study and test the alternative models, LISREL and SPSS programs are used together. The results are achieved by implementing reliability, confirmatory, factor analysis, Structural Equation Model (SEM) tests to the obtained data.

4. Findings and Commentary

Table 1. Demographic Information of Samples (N=553)

AGE	Person	(%)	Gender	Person	(%)
18-25	85	15,4	Women	266	48,1
26-35	214	38,7	Man	287	51,9
36-45	139	25,1	Education Level	Person	(%)
46 ve üzeri	115	20,8	Primary	1	0,02
JOB TITLE	Number	(%)	High School	214	38,7
Energy sector	155	28,0	Associate Degree	66	11,9
Health Sector	200	36,2	Bachelor Degree	259	46,8
Teacher	198	35,8	Master Degree	13	2,4
Salary	Number	(%)	Experience/ Year	Number	(%)
0-1000	5	0,09	0-5	176	31,8
1001-1500	63	11,4	6-10	140	25,3
1501-2000	189	34,2	11-15	72	13,0
2001-2500	158	28,6	16 and +	165	29,8
2501 and +	138	25,0	Marital Status	Sayı	(%)
Total	553	100	Married	424	76,7
			Single	129	23,3

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Table 2. Results of Reliability Analysis Scales

	Variable Name	Number of Items	Crobach's Alpha
1	Scale of trust to organization	12	,935
2	Scale of trust to union	12	,945
	TOTAL	24	,944

Table 3. Results of Reliability Factor Analysis Scales (N=553, p<.01)

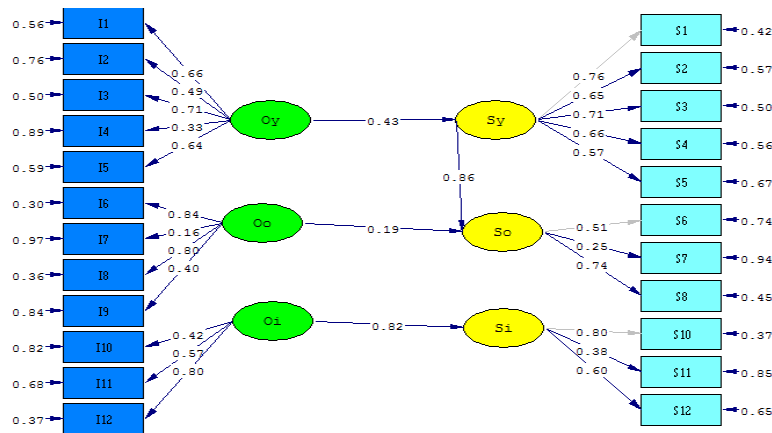
Model Name	X ²	SD	RMSEA	CFI	NFI	X ² difference	SD difference
6 factors model	767,74	210	0,069	0,94	0,93	-	
Null model	5890,98	230	0,156	0,76	0,76	5123,24	20
2 factors model	3150,60	229	0,113	0,87	0,86	2382,86	19

X²: X-Square, SD: Standard Deviation, RMSEA: Root mean Square Error of Approximation/ CFI: Comparative Fit Index, NFI: Normed Fit Index).

4.1. Research Models and Testing of Hypotheses

The hypotheses and conceptual models developed within this context have been tested via Structural Equation Model LISREL and the best model explaining the concepts has been tried to reach. In this context, 'partial intermediary model' (Model 1) in which both intermediary and direct effects figure and to which the relationships need to be fixed advised by LISREL program added based on the theoretical basis. Within this scope, 'partial intermediary model' is accepted as having the best adaptive value and used to explain the relationships. According to this model, all the hypotheses developed as part of research have been approved. Besides, a new relation is developed in addition to existing connections. These will be discussed below:

Figure 1. Research Model (Model1): CFI (Comparative Fit Index):0,95 / NFI (Normed Fit Index): 0,93



Chi-Square=844.88, df=215, P-value=0.00000, RMSEA=0.073

Results of basic and ANOVA analysis on scope of SPSS program: *These findings have been reached when the level of trust to both union and employee is discussed comparatively: The general trust level to the workplace (%46) is higher and more significant than the general trust level to the union, there are significant differences among the three sectors participated in research*

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regarding to trust levels, trust level both to the organization and to the union is observed respectively %50 in energy sector, %48 in health sector and %38 in education sector.

Table 4. Results of Hypotheses

Name	Hypothesis	Result	R ²
H1a	There is a relationship between the trust in management in the organization and trust in management the in trade union.	Aproved Positive	0.43
H1b	There is a relationship between the trust in organization (systematically) and trust in trade union (systematically).	Aproved Positive	0.19
H1c	There is a relationship between the colleagues in the organization and trade union members.	Aproved Positive	0.82
<i>Hypothesis Produced/Discovered After Modelling</i>			
New Hypothesis	The trust level to the union manager influence the trust level to the union positively.	Aproved Positive	0.86

5. Conclusion

In this study, how the employees' level of trust towards two organizations (Trade Union/Work Place) which are in conflict of interest influence the other is attempted to be determined with 'dual trust' approach. In this context, these following conclusions have been reached. It is found that there is a positive relationship between three sub- dimensions of the trust level to the organization and three sub-dimensions of the trust level to the trade union as a result of an analysis of all the variables through Structural Equation Model. According to this result it is concluded that the level of trust to the organization has a positive effect on the level of trust to the union. These results demonstrate us that being connected to two rival organizations improves perception of trust to the both sides. Likewise, in their study about tourism Kılıç and Seymen (2012) have reached the same conclusion on the same topic. Apart from this study in related literature, because there isn't a study related to dual trust, making a comparison hasn't been possible. However, Stagner (1954) who asserts dual trust points that two-way commitment shapes with the tendency of perceiving organizations and trade unions as a whole and the tendency of trusting to the both organizations when the working conditions are good. Additionally, the level of trust to the union management's positive influence on the trust to the union is another new relation discovered in this study of research. With reference to this result, it is seen that trust to the manager is the key role in achieving trust to the organization. In the research, it is found that the average level of trust of the employees to the union is %42, the average level of trust to the work place is %46. On the other hand, according to the 2000 World Values Survey results (www.bahcesehir.edu.tr) it is indicated that trust towards union is %75; trust towards organization %73. The research has been conducted in three different institutions. Among these institutions, energy sector has the highest level of trust, the second one is health sector and the third one is education sector. The reason of having the lowest level of trust in education sector can be having a higher level of education in comparison with other sectors. Because most of the teachers have bachelor's degree and the lowest level of trust belongs to the bachelor's in our study.

Through this study, which is considered the Pioneer study in this area of work, dealing with concept of **Dual Trust** within three different concepts and improving models with reference to the issue have reached important conclusions. On the other side, by virtue of lack of study on '**dual trust**' has not permitted to do a literal comparison. This case can be shown one of the restrictions of this study of research.

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