Relationship between Organizational Trust and Job Involvement among Staff Nurses

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Abstract

Background: Organization trust lead to higher employees involved to their job, high-quality performance, higher job satisfaction, lower absenteeism, as well as lower labour turnover which subsequently lead to higher employees' job involvement. A high level of skill variety leads to exceeding employee job workload, thus increases employee job pressure and decrease employee job involvement. **Aim:** This study aims at assessing relationship between organizational trust and job involvement among staff nurses. **Research design:** A descriptive correlational design was used. **Subjects:** 110 staff nurses out of150 staff nurses included in the study. **Tools:** Data was collected by using two tools organizational Trust questionnaire and job Involvement scale. **Results:** more than three quarters (77.3%) of them had a high perception level regarding the (trust to supervisor), while (26.4%) of the studied nurses had a low level of perception regarding the (trust to organization),(68.2)high job involvement level regarding (performance compatible with self –concept), while (10.9%) of the studied nurses had low job involvement level regarding (performance as a central to self-esteem). **Conclusion:** there was significant statistical positive correlation between organizational trust and job involvement. **Recommendations:** Hospital administrative authorities should increase staff nurses' trust in the organization through conducting frequent meeting with them, sharing them in decisions, providing incentives and treating staff nurses with respect and fairness.

Key words: Job Involvement, Organizational Trust and Staff Nurses.

Introduction:

Organizational trust is defined as a positive attitude held by members of the organization towards other members. Other parties will act based on fair rules and will not take advantage of those rules of vulnerability and dependence in risky situations. Therefore, maintaining organizational trust is very important so that good organizational performance can be maintained in the long term. Organizational trust positively significantly influences the sustainability of the organization **(Sarmawa et al., 2020).** Organizational trust is defined as a general perception of a trusting relationship within a group (horizontally and vertically) in relation to the value that it places on its members' contributions and its interest in their welfare **(Ko, Yu, & Jeong, 2020).**

Job involvement defines as a component of an employee engagement, represent the extent to which an individual is personally involved with his or her work role. Job involvement is the extent to which an individual feels dedicated to a job. Someone with high job involvement psychologically identifies with her or his job. Job involvement is related to both the personal characteristics such as age, education, sex, tenure, need strength, level of control and values, and job characteristics such as task autonomy, task significance, task identity, skill variety, and feedback and supervisory behaviors, etc **(Roswandi et al., 2021).**

Organizational trust concept began to be newly established despite the phenomenon of trust as the first form of human bonding, organizational trust began at the beginning of the fifties of the last century as a major theme and organizational confidence suggest risk tolerance resulting from a party's expectation that the other party is acting efficiently and following its obligations For mutual understanding between the organization and individuals in organizational objectives **(Möllering & Sydow, 2019).**

Organizational trust is a feeling of confidence and commitment without the perceptions of fear, hesitation, and doubt, where the person believes that he/she will receive support and collaboration in resolving problems in times of need without any underlying, ulterior motives or negative thoughts from others, The belief of an individual or a group as a whole that individuals or the organization will make

every effort, whether explicit or implied, in good faith to act following commitments; that honesty in relationships will be ensured as a consequence of commitments; and that involved people will not seek to take advantage of others **(Akkaya, 2020).**

Job involvement not only increases the workers' job satisfaction, organizational commitment, organizational citizenship behavior, emotional attachment to the organization, voluntary actions beyond the job description, and participation in organizational decisions, but also reduces the desire to leave the job **(Ibrahem et al., 2017).**

Organizational trust is an organization's willingness, based upon its culture and communication behaviors in relationships and transactions, to be appropriately vulnerable, based on the belief that another individual, group, or organization is competent, open and honest, concerned, reliable, and identified with common goals, norms, and values. Researchers suggest that when employees trust their organization they are more satisfied with their work. Trust is important for employee empowerment which in turn, results in greater job satisfaction. Job involvement has attracted attention as a key contributing factor to an organization's success. Job involvement is seen as means of aiding productivity and creating work situations in which individual and organizational goals are integrated. This involvement leads to enhanced satisfaction and increased productivity for the organization. Job involvement has also been reported to be a top organizational priority as fostering employee involvement can enhance an organizational effectiveness **(Hameed & Kaur, 2018)**.

Significance of the study:

Organizational trust is an important component of life and is a key factor that enhances the success of organizations, and is important factor because it helps adapt to new forms and processes of work. Regulatory trust is also a source of competitive advantage because rooting trust increases cooperation among staff members, which in fact reduces exchange costs as well as opportunistic behavior (Lima & Caetano, 2016).Organizational trust is known to have positive effects on patient care and on institutions, and it is known to help prevent employee turnover, Employ need to work with mutual trust with their colleagues and managers, and their institutions **(Mullarkey, Duffy, Timmins, 2011).**

The view of organizational trust and job involvement are even more significant since they are considered as the driving forces behind an organization's overall performance. Researches have shown that the more organizations have work involvement culture more committed their employees will be within organization than those organizations who do not involve their employees and. organizational commitment. This will irrevocably affect the ability of keeping the employees occupied in their jobs **(Kalhor, et al,. 2018).**

The researcher during her work noticed that there is a conflict among staff nurses, have rumors, low cooperation, complain from poor communication, mistrust toward organization, lack involvement in organization, increases job stress, injustice, low satisfaction, low participation, lowcommitment, and they intented to leave the hospital. So the present study will be conducted to find out the relationship between organizational trust and Job involvement among staff nurses in Cairo Fatemic Hospital.

Aim of the Study:

This study aimed at assessing relationship between organizational trust and job involvement among staff nurses through:-

- Assessing level of perception of organizational trust among staff nurses.

- Assessing job involvement level among staff nurses.

- Finding out the relationship between organizational trust and job involvement among staff nurses.

Research Question:

What is the level of perception of organizational trust among staff nurses?

What is the level of job involvement among staff nurses?

Is there a relationship between organizational trust and job involvement among staff nurses?

Subjects and Methods:

I. Technical Design:

The technical design includes the research design, study setting, subjects and data collection tools.

Research design:

A descriptive correlational design was used in this study.

Setting:

This study was conducted at Cairo Fatemic Hospital that affiliated to specialized medical centers of health It consists of one building includes eleven main units (5 critical care units & 6 non critical care units). Its total bed capacity was 100 beds.

Subjects:

The subjects for the study was included 110 staff nurses out of 150 who eligible to participate in this study. They were selected randomly.The sample size was calculated according to the following equation:

$$n = \frac{N \sum_{j=1}^{23} N_j \sigma_j^2}{AN^2 + \sum_{j=1}^{23} N_j \sigma_j^2}$$

Where:
n = sample size.
N = number of population.
A: Error rate
σ:Standard score corresponding to the level of significance 0.95

Sampling technique:

A simple random sample technique was used.

Data collection Tools:

Tow types of tools were used to collect data for this study namely

Tool (I): Organizational trust questionnaire.

Tool (II) Staff nurses job involvement scale.

- Organizational trust questionnaire:

This tool used to assess organizational trust as perceived by staff nurses. It was adopted from **Hassan, (2018);** based on **Omarov (2009).**

This tool consisted of two parts:

Part 1: Personal & Job characteristics data: it was used to assess staff nurses personal and characteristics data including age, gender, marital status, qualification, years of experience in the current position and attending training programs.

Part 2: It was used to assess organizational trust as perceived by staff nurses, covered 3 dimensions mentioned

❖ **Scoring system:**

Staff nurses" responses were measured on a 5- point Likert scale ranging from "(Strongly agree=5) to (Strongly disagree=1)". The scores of each dimension were summed- up and total divided by number of the items of this dimension giving a mean score of the dimension.

These scores were converted into a percent score, the organizational trust was considered high if the percent score was >70%, moderate if the percent score was 50-70% and low if the percent score was < 50%**(Omarov, 2009).**

- Tool (II) Staff nurses job involvement scale:

❑ It developed by **Kanungo (1982)** and adopted by **Zahran and Zahran (2013).** It aimed at measuring job involvement level among study subjects. It consisted of 30 items: divided into four dimensions namely; work as a central life interest (7 items), active participation in the job it (11 items), performance as central to self-esteem (7items) and performance compatible with self-concept (5 items).

❖ **Scoring system:**

Responses were measured on 3-point Likert scale ranging from "1= rare" to "3= always". Negative statement had reverse scoring. The scores of items in each dimension were summed-up and the total divided by number of items. These scores were converted into a percent score. In addition, calculation of the mean and standard deviation was done.

Nurses considered highly involved if total score is more than 75% and Moderate involved when total score is ranged from 50% - 75% and Low involved when total score is less than 50% **(Zahran and Zahran, 2013).**

II. Operational Design:

The operational design for this study included three phases namely: preparatory phase, pilot study and field work.

Preparatory phase:

Review of current national and international related literature, articles, periodicals, magazines and internet of the various aspects concerning organization trust and job involvement. the study tools were revised with the supervisors. also getting approval of the medical and nursing directors of the hospital was done.

Tools Validity and reliability

Tool I: Organizational trust questionnaire

Tool validity and reliability was done by Hassan (2018) based on **Omarov. (2009)**

Tool II: Staff nurses job involvement scale

Tool validity and reliability was done by **Bader (2017)** based on **Kanungo (1982).**

Pilot study:

A pilot study was carried out on 10% (15 nurses) of the study subjects, were selected randomly. The pilot study aimed at examining the applicability & feasibility of the tools.in additian to assure the clarity of the language of the data collection tools.

Also to estimate the needed time to fill in the two questionnaires was done.time needed was from 20_25 minutes.

The pilot study was conducted through one week starting from 1 november to 7 november 2021, data obtained from the pilot study was analyzed and modification was done.

The subjects included in pilot study were excluded from the main sample.

Field work:

Data were collected from staff nurses in their work place after obtainnig the afficial permissions approval of explaining the purpose of the study by the researchers. Then the tools of the study were distributed to the study subjects.

Staff nurses filled the two questionnaires individually.

The researchers was collecting the data through three days per week from 10 am to 1 pm. Data were collected through the period from the 2nd week of November to the end of December.

III. Administrative Design:

An official permission was obtained by submission of a formal letter issued from the of Faculty of Nursing, Ain Shams University to the director of Cairo Fatemic Hospital to collect the necessary data for the current study after a brief explanation of the purpose of the study and its expected outcomes.

Ethical considerations:

The research approval was obtained from the Scientific Research Ethical Committee of The Faculty of Nursing, Ain Shams University before starting the study. oral informed consent was obtained from each nurse to participate in the study after explanation of the study aim. They were assured about the confidentiality of all data collected that it was used for scientific purpose. They informed that they had the rights to withdraw at any time from the study and anonymity is guaranted.

Statistical Design:

Data entry was done using SPSS v25 computer software package. Quality control was done at the stages of the coding and data entry. Frequency distribution was conducted as descriptive statistics for all study variables. Pearson correlation coefficient and simple linear regression were used to assess the relationship between the study variables. Chi square test was used to assess the relationship between the study variables and demographic data of the study participants. P value was considered significant at less than or equal 0.05, and highly significant at less than or equal 0.001, and insignificant at more than 0.05.

Results:

Table (1): Show the more than two thirds (68.2%) of the study participants were < 30 years old,,, three quarters (75.5%) of them were females, half (50%) of them have nursing

high diploma more than three quarters (75.5%) of them had < 10 years of experience, half (50%) of them were married, The majority three quarters (75.5%) of them had attending training programs.

Figure (1): shows that (63.6%) of them had high total perception level regarding organizational trust, (21.8%) of them moderate total perception level regarding organisation trust, while (14.5%) of the studied nurses had low total perception level regarding organisation trust.

Table (2): show that (68.2%) of them had high job involvement level regarding(performance compatible with self – concept), while(10.9%) of the studied nurses had low job involvement level regarding(performance as a central to self-esteem).

Figure (3): shows that(0%) no body of the studied nurses had low level of job involvement, (30%) of them had moderate total perception level of job involvement, while more than two thirds (70%) of them had high total perception level of job involvement.

Table (3): concludes that there were insignificant statistical relationships (p > 0.05) between participants' work department with both organizational trust and job involvement among the studied nurses.

Table (4): concludes that there were insignificant statistical relationships (p > 0.05) between participants' age group with both organizational trust and job involvement among the studied nurses.

Table (5): concludes that there were insignificant statistical relationships (p > 0.05) between participants' qualification with both organizational trust and job involvement among the studied nurses.

Table (1): Staff nurses' personal and job charactristics. (n=110).

| Personal data and job characteristics	Categories	No.	%
Age group (Years)	< 30 years	75	68.2
	- 40 years	25	22.7
	>40 years	10	9.1
	Mean ±SD	29.17±4.13	
Gender	Male	27	24.5
	Female	83	75.5
Marital status	Married	55	50
	Single	55	50
Qualification	nursing diploma	36	32.7
	Nursing high diploma	55	50
	Bachelor of science in nursing	19	17.3
Years of experience in the current position	< 10 years	83	75.5
	10 - 20 years	25	22.7
	>20 years	2	1.8
	Mean ±SD	8.52±3.54	
Attending training programs	Yes	83	75.5
	no	27	24.5
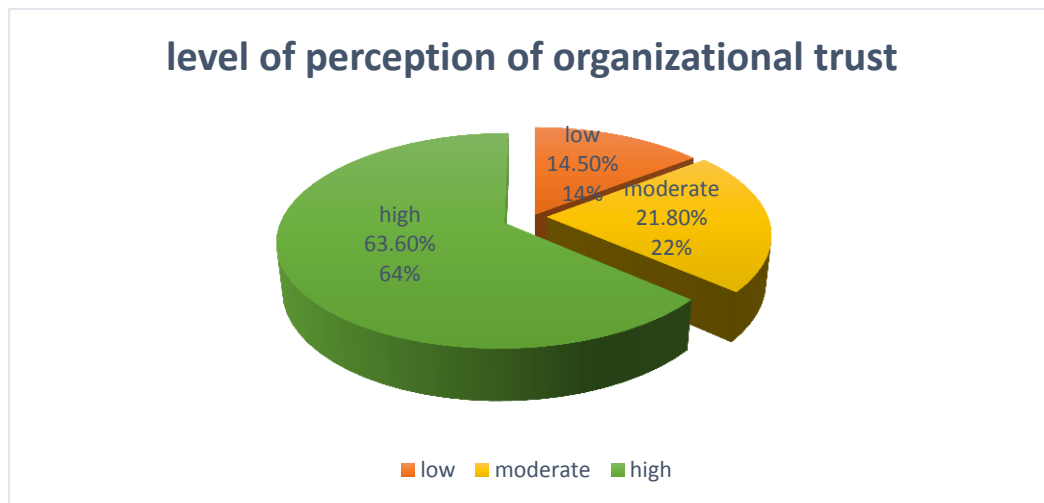
Figure (1): Level of Staff nurses' perception regarding total organizational trust (n=110).

Table (2): Level of staff nurses' total level job involvement dimensions (n=110).

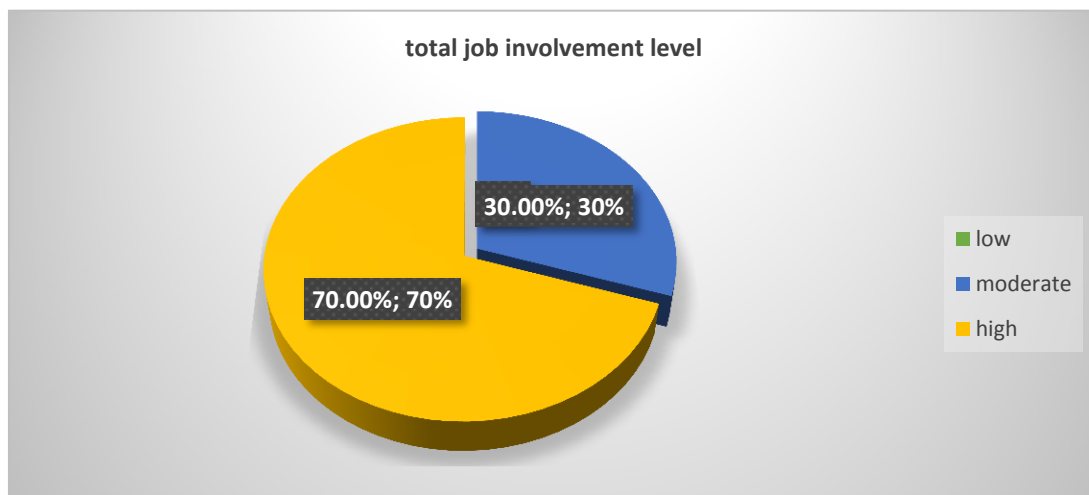| Job Involvement dimensions		Low <50%		Moderate 50% - 75%		High >75%	
		No.	%	No.	%	No.	%
work as central life interest		0	0	39	35.5	71	64.5
Active participation in the job		2	1.8	45	40.9	63	57.3
Performance compatible with self –concept		4	3.6	31	28.2	75	68.2
Performance as a central to self-esteem	12	10.9	28	25.5	70		63.6

Figure (2): level of staff nurses' total leveljob involvement (n=110).

Table (3): Relationship between staff nurses' work department, total organizational support and total job involvement.

Variables	Level	frequency	Work department		Chi square test	
			Non critical areas	Critical areas	χ2	p
Total trust	Low	No.	3	3		
		%	3.7	10.7		
	Moderate	No.	10	4	10.26	.25
		%	12.2	14.3		
	High	No.	69	21		
		%	84.1	75		
Total involvement	Low	No.	0	0		
		%	0	0		
	Moderate	No.	18	11	6.48	.17
		%	22	39.3		
	High	No.	64	17		
		%	78	60.7		

p is significant at ≤0.05, highly significant at ≤0.001

Table (4): Relationship between staff nurses' age group, total organizational trust and total job involvement.

Variables	Level	Frequency	Age group			Chi square test	
			<30 year	30-40vyear	>40 year	χ2	p
Total trust	Low	No.	11	3	2		
		%	14.7	12.0	20.0		
	Moderate	No.	15	7	2	.99	.91
		%	20.0	28.0	20.0		
	High	No.	49	15	6		
		%	65.3	60.0	60.0		
Total involvement	Low	No.	0	0	0		
		%	0	0	0		
	Moderate	No.	21	8	4	.67	.72
		%	28.0	32.0	40.0		
	High	No.	54	17	6		
		%	72.0	68.0	60.0		

*p is significant at ≤0.05, highly significant at ≤0.001

Table (5): Relationship between staff nurses' qualification, total organizational trust and total job involvement.

Variables	Level	frequency	Qualification			Chi square test	
			Nursing school	Nursing institute	BSc	χ2	p
Total trust	Low	No.	6	8	2		
		%	16.7	14.5	10.5		
	Moderate	No.	8	12	4	.44	.98
		%	22.2	21.8	21.1		
	High	No.	22	35	13		
		%	61.1	63.6	68.4		
Total involvement	Low	No.	0	0	0		
		%	0	0	0		
	Moderate	No.	12	17	4	.94	.63
		%	33.3	30.9	21.1		
	High	No.	24	38	15		
		%	66.7	69.1	78.9		

*p is significant at ≤0.05, highly significant at ≤0.001

Discussion:

In relation to personal and job characteristics of staff nurses the current study result showed that, more than two thirds of the study participants were < 30 years old, three quarters of them were females, half of them graduated from nursing institute, more than three quarters of them had 0< 10 years of experience, half of them were married, three quarters of them had attending training course. About three quarters of the study participants were working in non-critical areas.

The present study result contrast with **Atalla & Abdelaal, (2019)** who applied study entitled " Relationship between organizational trust and organizational citizenship behaviors: Staff nurses' perspective" and mentioned that, Nearly three-quarters of them had been in the age group ranging from 30 to < 40 years old. One fifth of staff nurses were working in critical care units. Slightly less than one-half of them have Diploma Nursing while slightly less than one third of them have bachelor science in Nursing. Regarding the years of experience less than two thirds of staff nurses had years of experience ranging from 5 to < 10 years, while agree in relation to gender three-quarters of the staff nurses were female.

Regarding to Staff nurses' perception regarding total organizational trust the current study result showed that near two thirds of them had high total perception level regarding supervisor trust, while only more than one tenth of the studied nurses had low total perception level regarding organizational trust. the present study result disagree with Ali, Ibrahim & **Diab, (2021)** who founded that, about two thirds of the studied sample had (low levels of organizational trust, while the less than one fifth of them had a high levels of organizational trust.

Also, **Gholami, Saki & Hossein Pour, (2019)** who reported that, two thirds of the study subjects had moderate organizational trust, additionally, **Elewa & El Banan, (2019)** who conducted studied entitled" Organizational culture, organizational trust and workplace bullying among staff nurses at public and private hospitals "and reported that highest level in perception of organizational trust. **Also El-Beseae, (2019)** who applied study entitled "Nurses organizational trust perception and its relation with intention to stay

working" and revealed that, staff nurse total levels of organizational trust was moderate.

Additionally, **Atalla & Abdelaal, (2019)** who founded that, the highest mean score of organizational trust was related to trust in managers, while, the lowest mean score was related to trust in organization.

Regarding Relationship between staff nurses' work department, total organizational support and total job involvement the current study result concluded that there were insignificant statistical relationships (p > 0.05) between participants' work department with both organizational trust and job involvement among the studied nurses. The current study result in the same line with **Mabrouk & El-Shrief, (2018)** who mentioned that, there was no statistical significance difference between job involvement and socio demographic characteristics except with years of experience where p – value (0.009)

Concerning Relationship between staff nurses' age group, total organizational support and total job involvement the current study result concluded that there were insignificant statistical relationships (p > 0.05) between participants' age group with both organizational trust and job involvement among the studied nurses. The present study result agree with **Probs (2009)** who conducted study entitled "Moderating effects of job involvement on the consequences of job insecurity " and rumored that there was no significance distinction between job involvement and socio demographic characteristics except with years of expertise.

Also accordance with **Araf S & Ali R, (2019)** who displayed that, there was no statically significant difference between job involvement and staff nurses personal data (ages),. This may be due to that, whole staff nurses regardless of their ages, gender, years of experience and qualification have over workload, stress and have low training programs about delegation. Also this might be due to the head nurse who give complete instruction don't supervise and follow up subordinate's work, or due to head nurse delegates work before becoming sure from workers readiness to complete delegated task, readiness mean ability, willingness, and

confidence to perform delegated task. And matching with **Shenbaham and Manonmani (2016)** who applied study entitled "A study on impact of job involvement towards organizational commitment and job satisfaction" and founded that, there was no relationship between age and job involvement

The current study result disagree with **Ibrahem, Hassan & Abdel (2017)** who mentioned that, there was statistically significant relation between total job involvement level and staff nurses' age. and disagree with **Abu- Aleinein (2016)** who conducted study entitled "The Impact of Job involvement on Job Performance "and revealed that, there are statistically significant differences between the responses about the impact of job involvement on job performance due to "age and educational level". Additionally, **Allam and Habtemariam (2009)** who conducted study entitled "Impact of job burnout, age and marital status on job involvement among employees in Eritrea" and observed that younger employees reported higher levels of job involvement than their older counterparts.

Relationship between staff nurses' qualification, total organizational support and total job involvement the present study result concluded that there were insignificant statistical relationships (p > 0.05) between participants' qualification with both organizational trust and job involvement among the studied nurses.

The current study result supported with **Araf & Ali, (2019)** who displayed that, there was no statically significant difference between job involvement and staff nurses personal data (qualification). While, disagree with **Abu-Aleinein (2016)** who revealed that there are statistically significant differences between the responses about the impact of job involvement on job performance due to "age and educational level" and disagree **Ibrahem, Hassan & Abdel (2017)** who mentioned that, There was statistically significant relation between total job involvement level and staff nurses' qualification.

Conclusions:

In the light of the current study findings, it can be concluded that, more than one tenth of the studied nurses& moderate more than one fifth and had low total perception level regarding

organizational trust, while near two thirds of them had high total perception level regarding organizational trust. Also nobody of the studied nurses had low level of job involvement, while more than two thirds of them had high total perception level and less than one third of them had moderate level of job involvement. Additionally there was significant statistical positive correlation between total organizational trust and total job involvement among staff nurses.

Recommendations:

Based on the current study finding the following recommendations were proposed:
- Improving knowledge and skills of staff nurses by encouraging them attend training programs.
- Re-designing jobs through the incorporation of job characteristic such as autonomy, feedback, variety and task identity to increase the nurses' job involvement by nurse manegers.
- Hospital administrative authorities should increase staff nurses' trust in the organization through conducting frequent meeting with them, sharing them in decisions, providing incentives and treating staff nurses with respect and fairness, create a trustful work climate for staff nurses by communicating with them to identify and satisfy their needs, foster group trust and initiate a common vision among nurses, and encourage positive intentions towards job involvement.

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