



# Investigating of Trust and Perceived Organizational Support Effects on Organizational Commitment in Educational Organizations, using Structural Equation Modeling and Partial Least Squares Model

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## ABSTRACT

The management and business policies of the educational institutions are focused based on human-dense settings, level of commitment of workers, values, and the manner of organizational commitment. To be more specific, trust in an organization as well as organizational commitment, and perceived organizational support (POS) are key constructs in management and organizational behavior. Therefore, we have designed this study to peruse the relationship between dimensions of organizational commitment, trust and POS on educational organizations, using Allen and Meyer's method. Overall, we have used 385 questionnaires which have been completed by employees and members of separate subsidiaries of Islamic Azad University, Fars, Iran. Smart partial least squares (professional statistical software) has been used for data analysis. We have identified that the POS has a significant and crucial efficacy on the dimensions of organizational commitment ( $P = 0.481, 0.387, 0.184$ ), while trust showed only a considerable established relationship with effective commitment ( $P = 0.325$ ), but no important positive correlation with continuance commitment ( $P = -0.331$ ), as well as normative commitment ( $-0.081$ ). Also, a remarkable positive correlation amongst trust and POS ( $0.179$ ) has been observed, which explains a mediating impress role of trust amongst organizational commitment and POS. These finding shows the importance of trust and POS in improving the educational organizations, in addition to creating organizational commitment.

**Keywords:** Business Management Policy, Educational Organization, Perceived Organizational Support, Smart Partial Least Squares, Trust, Organizational Commitment

**JEL Classifications:** L2, M1

## 1. INTRODUCTION

Organizations have been always in a highly competitive environment and administrators endeavored to use a variety of mechanisms to improve the efficiency of their organizations. In recent years, organizational commitment is the one of the most important concepts considered as an affecting factor in the performance of the organizations. Generally, it can be specified as the comparative of an individual's strength identification using, and also participate in an organization (Meyer et al., 2002; Mowday et al., 1979).

For the past few decades, the concept of organizational commitment has been a substantial issue for researchers. Its

importance is due to the factors effect on employees' commitment, which has an impact on the organizations and society (Porter et al., 1974). There are lots of different factors which have effects on organizational commitment, but the most important variables affecting organizational commitment are trust and perceived organizational support (POS) (Celep and Yilmazturk, 2012; Mabasa and Ngirande, 2015).

Trust in an organization, POS and organizational commitment are key constructs in management and organizational behavior research. Previously, some studies have been published on the relationship of the POS and trust (Ristig, 2004; Chen et al., 2005; Stinglhamber et al., 2006), organizational commitment and

POS (Celep and Yilmazturk, 2012; Mabasa and Ngirande, 2015; Jaiswal and Dhar, 2016; Giunchi et al., 2015), and trust impacts on organizational commitment (Lee et al., 2001; Tekingündüz et al., 2015; Chen et al., 2015; Dedahanov and Rhee, 2015; Top et al., 2015; Jiang et al., 2016).

The educational establishments are the regulators human density environments, while they are relying on values, level of employee's commitment, and consideration of organizational commitment, so their trust and reliance to the management and teammates as well as their POS play a substantial function in the working-life, in addition to the substantiation of educational objectives.

Accordingly, the comprehending of administrative staffs and professors commitment in addition to characterizing of how impressive organizational trust and POS are in this commitment are still significant issues to be investigated (Celep and Yilmazturk, 2012).

Previous researches have shown that the relationship amongst organizational commitment and POS could be mediated by employees' trust in the organization (Byrne, et al., 2011; Tan and Tan, 2000; Kelley-Swanson, 2014). To distinguish the generalizability of further findings, it is necessary to carry out a systematic inquiry of the relationships between the constructs in various settings.

Therefore, in this study, we have decided to determine the relationships between three dimensions of POS, organizational commitment, and trust. Accordingly, we have shown the mediating function of trust in the association between organizational commitment and POS in different Islamic Azad Universities branches of Iran. The lack of research on organizational commitment was felt strongly, so we have believed that comprehension of the impacts of POS, trust, in addition to organizational commitment within the educational organization could have a positive impact on maintaining quality staff. This study investigated the effects of POS, trust, and organizational commitment on staffing in the educating organization. Our hypothesis was to see a significant positive relationship between organizational supports, trust and affective, continuance, and normative commitment.

## 2. METHODOLOGY

### 2.1. Sample

Information of this study was collected from 385 employees, administrative staffs, and professors of five large Islamic Azad University branches included Shiraz, Kazeroon, Larestan, Eghlid, and Dariyon. These university branches have been selected by cluster random sampling. University branches were divided into six different parts based on their size included major, very large, large, medium, small, and center. The respondents of our study were sorted into several groups, so that 68.6% of respondents were male and 31.4% were females. Also, about the duration of their recruitment at their organizations, 12.7% of all has been worked for <5 years, 30.9% was worked between 5 and 9 years, 28.1% has been working for 10-14 years, 18.7% has been working for 15-19 years, and finally 2.3% of the employees has been working

for more than 25 years. In addition, 63.9% of all respondents have been administrative staffs, while 36.1% has been professors.

### 2.2. Questionnaire

The designed questionnaire for our study was included 34 statements, which has been divided into six parts. First part was included 3 demographic questions, which were supposed to collect data regarding gender, working years, and profession in the educational industry. The second part of our questionnaire was designed with six statements which would evaluate effective commitment using responses such as "I feel like the organization problems are my own." We have gained our effective obligation scale from Meyer and Allen (Allen and Meyer, 1996; Allen and Meyer, 1990; Cohen, 1996; Gautam et al., 2001; Ko et al., 1997; Lee et al., 2001; Shore and Wayne, 1993; Xu and Bassham, 2010; Kelley-Swanson, 2014).

To continue, our questionnaire was followed by another part included six statements concerning continuance commitment which would evaluate using answers such as "I think I have a lot of options if I was to leave the organization." We have inspired the continuance commitment scale by the Allen and Meyer (Allen and Meyer 1996; Allen and Meyer, 1990; Cohen, 1996; Culpepper, 2000; Gautam et al., 2001; Ko et al., 1997; Lee et al., 2001; Wahn, 1998; Xu and Bassham, 2010; Kelley-Swanson, 2014). The next six questions were designed to investigate the employees' normative commitment. Its scale was also retrieved from Allen and Meyer included items such as "I do not think that a person has to be loyal to his/her task."

We have been using the POS to study the participants POS (Eisenberger et al., 1990), which this part was included 8 questions (Chen et al., 2005; Conklin et al., 2009; Ogilvie, 1986; Shore and Wayne, 1993; Kelley-Swanson, 2014). The last part of our questionnaire was designed with five statements retrieved from Athos and Gabarro 1976; to evaluate the trust item among the respondents.

It should be noted that, prior to the distribution of questionnaires, we obtained the necessary permits from the management and protection of research universities. Also, questionnaires were randomly distributed among employees and then collected.

## 3. DATA ANALYSIS

The consideration of the evaluation model is the first step into data analysis (Hair et al., 2013). The partial least squares and structural equation modeling (PLS-SEM) has been used to test the hypothesis and fitting template for this study. The archived data have been analyzed using PLS as it is compatible for theory building and predictive applications, and it is easy to handle formative and reflective measurement methods, in addition to single item constructs with no identification obstacles (Gefen et al., 2000; Hair et al., 2013).

The smart PLS approach is based on the variance that in comparison with the same technique of structure equation model in Lisrel and Amos needs less condition. Its main advantage

is that it requires a smaller number of samples and it used as a powerful way when the number of samples and the measurement is low and variable distribution is indefinite. We use Krejcie and Morgan formula to choose a sample from universities. We used the composite reliability to analyze the reliability of structural compatibility, which it has the necessary amount of internal reliability of the variable when the variable is >0.7 (Nunnally, 1978). Fornell and Larcker 1981; has been used the scale of the average variance extracted (AVE) in the convergent validity, that the AVE value should be >0.5 ( $P > 0.005$ ) for each variable. This means that a latent variable can explain averagely more than half of its variable dispersion.

#### 4. RESULTS

Our study is a descriptive-exploratory research, which we have randomly utilized 385 samples and the collected data have been analyzed by PLS. Previously published article has been suggested that most studies in management information systems (MIS).

It has been suggested by Ringle et al., 2012; that the most research in MIS quarterly relate index loading and scales of internal consistency due to Cronbach's alpha reporting, multiplex consistency or both, and also entire studies delivered confirmation of convergent validity, while most models specify discriminate validity. Discriminate validation is provided when the AVA through every construct considered using the Fornell and Larcker 1981; formula is bigger than the square of the inter correlations, and it is the case in our research project. We have calculated the statistic of cross loading of all cases, and  $P > 0.005$  has been considered significant, while the reliability of each item has been more than 0.7 (Table 1).

The AVE benchmark has been used in the convergent validity method, which desirable level higher than 0.5 ( $P > 0.5$ ) has been listed for each latent variable. This means that a latent variable

**Table 1: Confirmatory factor analysis**

Variable	Mean±SD	Cronbach alpha	CR	AVE
Trust	3.09±0.72	0.885	0.921	0.744
Affective commitment	3.49±0.75	0.824	0.870	0.531
Continuance commitment	3.06±0.53	0.733	0.739	0.522
Normative commitment	3.66±0.53	0.701	0.754	0.552
POS	2.81±0.77	0.893	0.915	0.573

Mean: Average index for each variable. SD: Standard deviation and the lowest degree of dispersion of variables. Cronbach alpha and CR: Internal consistency measured by Cronbach's alpha and CR (>0.7). AVE has to be more than 0.5 in this case (All variables support this condition). CR: Composite reliability, AVE: Average variance extracted

**Table 2: Result of main hypothesis; the relationship between POS and organizational commitment, trust and organizational commitment, POS and trust has been analyzed. Our entire hypotheses were supported**

Main hypothesis	Hypothesis	Path coefficient/t value	Result
H <sub>1</sub>	POS is positively related to organizational commitment	0.380***/5.207	Supported
H <sub>2</sub>	Trust is positively related to organizational commitment	0.179*/2.498	Supported
H <sub>3</sub>	POS is positively related to trust	0.793***/38.141	Supported

\* $P < 0.05$ , \*\*\* $P < 0.001$ . POS: Perceived organizational support, NS: Non significant

can average more than half of its representatives to explain the dispersion. A prevalent argument of PLS-SEM using is due to excels of prediction and the coefficient of determination  $R^2$  values has been used for all guesstimate models to explain the characterization ability of model and calculate the endogenous latent variables (Ringle et al., 2012). The smart PLS algorithm has been used to calculate the  $R^2$  measures for all internal variable, in addition to the path coefficients for every path in the model. According to Table 2, all variables have to be a good convergent validity. The calculated  $R^2$  for organizational trust has been calculated, which was consider being moderate (Hair et al., 2011). In addition, the calculated  $R^2$  affective commitment, normative commitment, and continuance commitment was 0.235, 0.176, and 0.132 respectively, which also considered being moderate (Chin, 1998). These data reveal support for most of the hypothesis (Tables 2 and 3).

Furthermore, we have been evaluated the relationship amongst trust and POS (t value = 38.141 and SC = 0.793), which shows it has standard coefficient, so the first condition of mediating role is supported. Also the relationship amongst trust and POS (direct) with organizational commitment has been analyzed separately, which both conditions have been supported. Finally, the organizational commitment (indirect) and POS relationship has been investigated. According to our results, when the trust does not have mediating role the standardized coefficient between organizational commitment and POS is 0.522, while the standardized coefficient is 0.38 when the trust has mediating role. Results indicated that the standardized coefficient may reduced, but it is still remaining at the optimal level (Table 4).

#### 5. DISCUSSION

The aim of the research presented was to consider the POS effects on organizational trust and the dimensions of organizational commitment, in addition to analyze the effect of organizational trust on the dimensions of organizational commitment. Finally to analyze the mediating effect of organizational trust to find out the relationship amongst organizational commitment and POS based on an experimental study.

Based on our results, POS has a positive significant efficacy on affective commitment. To be more specific, employees are feeling more affiliate to their organizations whenever they recover support from organizations, which is consistent with previously published reports (Ogilvie, 1986; Eisenberger et al., 1990; Celep and Yilmazturk, 2012; Perryer et al., 2010; Colakoglu et al., 2010).

The results reinforce the belief that employees who are valued and caring by their organizations have been attached to their

**Table 3: Result of sub-hypothesis**

Sub-hypothesis	Hypothesis	Path coefficient/t value	Result
H <sub>1-1</sub>	POS is positively related to normative commitment	0.481***/6.803	Supported
H <sub>1-2</sub>	Trust is positively related to normative commitment	-0.081/1.017	Not supported
H <sub>2-1</sub>	POS is positively related to continuance commitment	0.387***/4.729	Supported
H <sub>2-2</sub>	Trust is positively related to continuance commitment	-0.031/0.331	Supported
H <sub>3-1</sub>	POS is positively related to affective commitment	0.184**/2.908	Not supported
H <sub>3-2</sub>	Trust is positively related to affective commitment	0.325***/65.068	Supported

\*\*P<0.01, \*\*\*P<0.001. NS: Non significant, POS: Perceived organizational support

**Table 4: The trust mediating role amongst organizational commitment and POS**

Step	Independent variable	Dependent variable	Standard coefficient	SE	Significance
1	POS	Trust	0.793	0.040	38.141
2	Trust	Commitment	0.479	0.026	10.668
3	POS	Commitment	0.522	0.023	11.982
4	POS	Commitment	0.38	0.051	5.207
5	Trust	Commitment	0.179	0.067	2.498

POS: Perceived organizational support

institutions in an effective manner. More clearly, the employees who have been concerned about their organization demonstrate better efficiency and more significant contributions (Kasemsap, 2013; Wykes, 1998). Therefore, managers and supervisors should spend appropriately and centralized time with their organization members over supportive activities such as training and socialization (Karatepe, and Uludag, 2007).

Previously, a few published studies have been reported a considerable relevance between organizational commitment and supervisory support with respect to human resource activities (Birdi et al., 1997; Bartlett, 2001; Ahmad and Bakar, 2003; Bartlett and Kang, 2004; Sabuncuoglu, 2007; Culha, 2008).

A finding of this study, we are suggesting that POS positively affects normative commitment. Other means, how better the employees believe and consider that their organization is supporting them, so they will have much rather moral commitment to continue working for their organization. According to previous similar reports, the employees who believe that they have supported by their organization are also feeling morally obligated to stand with their organizations, which is consistent with our results (Aubé et al., 2007; LaMastro, 2000; Colakoglu et al., 2010).

In line with our expectations, the outcomes ascertained that POS has significant positive effects on continuous commitment. However, further studies determined that POS declines employees who feel of continuance commitment, which may engender at the time that employees are compelled to stay with their organization due to the high cost of living (Shore and Tetrick, 1991; Colakoglu et al., 2010). Well, if the employees physically and mentally feel confident in their workplace, they could have a greater amount of POS. The level of employees' trust into their organizations will affect the amount of their POS (Celep and Yilmazturk, 2012; Kelley-Swanson, 2014).

Our results demonstrated that employees' trust in their organizations was in particular associated with their organizational

commitment. As an experimental study of organizational trust, efficacy on organizational commitment asserted that verity (Chen et al., 2015; Top et al., 2015).

In the first place, it is necessary for the independent variable to affect the mediator to evaluate the intermediation task of organizational trust. In the following, the independent variable should touch the dependent variable. Based on our results, we have identified that there is a reduction among the POS and organizational commitment, whenever organizational trust has a intercede impress, but it is still in the optimal level.

In the other words, since employee discovered support from their organizations they will continuously become more committed to their organizations, even if the organizational trust play a mediating role (Byrne et al., 2011; Tan and Tan, 2000; Kelley-Swanson, 2014).

## 6. CONCLUSION

We believe that our results will infuse light for the next relevant studies and will provide significant knowledge for the general managers as well as human resource managers at the universities and other organizations. In addition, the consequences of this study will enable data for other researchers to study on how organizational trust has a mediating effect on the relationship concerning POS and organizational commitment.

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