



THE CORRELATION BETWEEN ORGANIZATIONAL TRUST AND LONELINESS AT WORK-LIFE: A RESEARCH ON EMPLOYEES AT A FIRM IN TURKEY

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Organizational trust is the overarching belief that an organization in its communication and behaviors is competent, open and honest, concerned, reliable, and worthy of identification with its goals, norms, and values. Loneliness of employees isn't a new concept but has received relatively little attention by the researchers and so far its effects on the quality of employees' life and organizational operations have been proved by limited empirical researches. The purpose of this study is to determine the effect of organizational trust on loneliness in organizations. The feeling of loneliness has been investigated in trust on organizational structure, trust on employees and trust on manager. There is the effect of trust on emotional deprivation and on social isolation. This study examines the relation between organizational trust and loneliness in a firm. To fulfill this purpose, we studied a big scale production firm employing 150 employees in the Bursa, Turkey. The main hypothesis of the study - that "Organizational trust perceptions of employees are negatively related to their level of loneliness at work-life toward the firms."- seems valid from the results obtained. Furthermore, it has been concluded that there is a significant relationship between organizational trust and loneliness at work-life.

Keywords: Trust, Organizational trust, Loneliness, Loneliness at work-life.

Introduction

One of the constant element of organizations, which is an important part of the information society today, is to manage the existing resources in the best possible way. There is no doubt that human resources is the primary one among these resources. Trust is especially needed by the human resources for effective functioning in the organizations. If the individual in the organization trusts his/her organization, colleague or manager his/her performance will undoubtedly increase. In addition to their economic synergy, organizations have social aspects as well. Individuals spend most of their daily lives in organizations. It may be said that loneliness is inevitable unless the organization can benefit from the common social denominator that connects individuals to one another.

Barros (2000) argues that the sense of isolation stems from the interpersonal needs that are not met or met unsatisfactorily by the people forming the social network. It is an important fact that organization's way of working affects employees' sense of trust and isolation. According to Rotenberg's study in 1994,

there are different concepts associated with trust (beliefs, behavior, etc.); however, each of these concepts have independent impact on trust.

Organizational Trust and Loneliness at Work-Life

Loneliness is conceptualized as one of the negative psychological conditions of individuals in social relations (Asher, Hymel, & Renshaw, 1984; Asher & Wheeler, 1985; Boivin, Hymel, & Bukowski, 1995; Cassidy & Asher, 1992; Ladd, Kochenderfer, & Coleman, 1996, 1997; Renshaw & Brown, 1993). The individuals have a high tendency to experience loneliness and tend to be more aggressive, shy, withdrawn, and weak (Jones, Freeman, & Goswick, 1981; Rotenberg, 1994). Researchers have found a negative relationship between the trust beliefs and behaviors of lonely people in adulthood and post-adulthood periods (Asher, Wheeler; 1985). Rotenberg (1994) suggests that lonely people with low self-esteem are inclined to protect their privacy by restricting their desire to establish contact with others. Henwood and Solano (1995) have found that loneliness has a negative correlation with positive attitudes such as modesty, trust, and honesty. The cognitive and affective domains that constitute trust include the feelings of the individual accompanying the beliefs of others (Rademakers, 2000). The behavior domain includes behavioral tendencies of trusted people as well as acting in a trustworthy manner to others (Mishra, Morrissey 1990).

Isolation at work refers to a state of loneliness, isolation, and self-reliance that originate from the social circle. Loneliness, however, comes from individual characteristics (Wright, 2000). There are studies that argue that situational reasons are more effective in isolation at work. In addition to this, the research links isolation at workplace to environmental factors (Tüzün, 2007).

Sadler and Johnson (1980) address isolation in five dimensions. These are:

- 1) Psychological loneliness which expresses the emotional state resulting from the internal inconsistency of the individual.
- 2) Interpersonal loneliness is a universal feeling that can be experienced by everyone at all ages.
- 3) Social loneliness created by the exclusion from a group or others.
- 4) Alienation of people's cultural values.
- 5) Cosmic loneliness caused by moving away from the god or nature.

Group relations, political stability and management dimensions are the most frequently used concepts in the trust definitions made in the studies on trust. Lewicki, McAllister, Bies (1998) defined trust as the desire of the individual to act after being certain about behaviors and words of others. There are different classifications of trust similar to its diverse definitions. From these classifications, we can classify trust as calculated trust, knowledge-based trust, and identification-based trust (Lewicki, McAllister, Bies, 1998). Calculated trust refers to the cost, benefits and potential damages of trust, rather than emotional and intuitive aspects of trust (Imber; 1973). Knowledge-based trust is a type of trust where the relationships are not based on a fear or threat, but a mutual knowledge (Imber; 1973). Identification based trust is based on the approval of views before trusting the other. In this way, the individual can predict the behavior of the other in advance. The trust becomes strengthened if that employees exerts positive actions and discourses (Halis, Gökgöz, Yaşar; 2007). Organizational trust has a different and more complex structure than the interpersonal trust. Organizational trust is defined as perceptions of the employee regarding the support that the organization provides, as well as the belief that the leader will be correct and that will stand behind his/her word; and trust in this sense forms the basis of all intra-organizational relationships in both horizontal and vertical sense (Halis, Gökgöz, Yaşar; 2007). Individuals within the organization can trust the institution they work with, their managers and their colleagues. McKnight (1998) defines organizational trust as the type of trust that has been built on the belief of employee that the organizational structure can achieve success. Managerial reliability behaviors are listed as consistency, honesty, sharing and distribution of control, correct and descriptive communication, attention and caring (Arı, 2003). It's the confidence that individuals working in organizations have in each other and their colleagues.

Data and Methodology

The main purpose of the study is to analyze the relationship between organizational trust and loneliness at work-life. It focuses on the employees who are working at a firm in Bursa Turkey.

H₁: There is a statistically significant relationship between organizational trust and loneliness.

H₂: There is a statistically significant relationship between trust on organizational structure and loneliness.

H₃: There is a statistically significant relationship between trust on managers and loneliness.

H₄: There is a statistically significant relationship between trust on employees and loneliness.

Survey has been used as data gathering tool. Survey form consists of 45 questions and 3 sections. The first section consist of 6 questions develop to determine demographic characteristics of business employees. In second section, we have used "Organizational Loneliness Scale" consisting of 11 rating statements developed by Wright, Burt and Strongman (2016). The third section, we have used "Organizational Trust Scale" consisting of 28 rating statements developed by Whitener, Mayer and McAllister (1998).

The data obtained from surveys within the study has been analyzed using SPSS 16.0. Firstly, in the descriptive statistics section, frequency and percentage techniques have been used in analyzing the data. Then, the relationships between variables have been analyzed with correlation and regression analysis; the differences between groups have been analyzed with T-test and ANOVA test.

Respondents in the study were asked several demographic questions, including gender, age group, marital status, working year in the company, educational level and position.

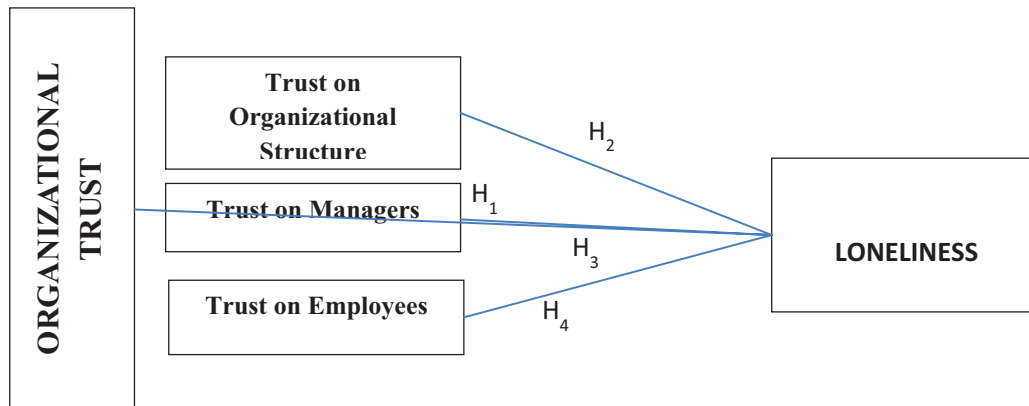


Figure 1. The Use of Models in the Study and Result

In a research model that aims to examine the organizational trust perceptions of company employees in a three-dimensional way, the data are examined in two ways. First, we did frequency analysis. Second, the relationship and effect between organizational trust and loneliness were investigated.

Table 1. Demographic Characteristics

AGE	N	%	EDUCATION	N	%	OWN CHILD	N	%
25 and under	30	20	High school	40	26,7	0-1	44	29,3
26-35	53	35,3	Undergraduate	82	54,7	2	55	36,7
36-45	46	30,7	Master	28	18,6	3	35	23,3
45 and over	21	14	Total	150	100	4	15	10

Total	150	100	EXPERIENCE	N	%	5 and over	1	0,7
STATUE	N	%	1 year under	45	30	Total	150	100
White collar	45	30	1 - 5 year	47	31,3	GENDER	N	%
Blue collar	105	70	6 - 10 year	37	24,7	Male	78	48
Total	150	100	10 year and over	21	14	Female	72	52
			Total	150	100	Total	150	100

Table 1 shows information on the demographic characteristics of firm employees.

Table 2. Reliability Analysis for Scales

Scale	Cronbach's Alpha	Number of Expressions
Loneliness	0,717	11
Social Isolation	0,829	4
Emotional Deprivation	0,713	7
Organizational Trust	0,954	28
Trust on Organizational Structure	0,927	8
Trust on Managers	0,957	10
Trust on Employees	0,934	9

Table 2 shows the results of the reliability analysis with the subscales of Organizational Trust and Workplace Loneliness scales. It is said that the reliability of the scales is within acceptable limits.

Table 3. Correlations Analysis for Dimensions

Correlations							
	Social Isolation	Emotional Deprivation	Trust on Organizational Structure	Trust on Managers	Trust on Employees	Loneliness	Organizational Trust
Social Isolation	1	,048	,236	,405**	,497**	,572**	,447**
		,726	,080	,002	,000	,000	,001
Emotional Deprivation	,048	1	,182	,078	-,082	,846**	,071
	,726		,179	,568	,546	,000	,604
Trust on Organizational Structure	,236	,182	1	,780**	,412**	,276*	,858**
	,080	,179		,000	,002	,040	,000
Trust on Managers	,405**	,078	,780**	1	,553**	,280*	,933**
	,002	,568	,000		,000	,036	,000
Trust on Employees	,497**	-,082	,412**	,553**	1	,197	,754**
	,000	,546	,002	,000		,145	,000

Loneliness	,572**	,846**	,276*	,280*	,197	1	,296*
	,000	,000	,040	,036	,145		,027
Organizational Trust	,447**	,071	,858**	,933**	,754**	,296*	1
	,001	,604	,000	,000	,000	,027	
**. Correlation is significant at the 0.01 level (2-tailed).							
*. Correlation is significant at the 0.05 level (2-tailed).							

The findings related to Pearson Correlation Analysis to determine the course and degree of the relationship organizational trust loneliness could be seen in table 3. According to the results of the correlation analysis related to the relationship between variables, there is relatively strong relationship (0,846) between emotional deprivation and loneliness in significance level of 0,00.

Table 4. t-test and ANOVA Analysed

HYPOTHESES	TEST TYPE	TEST VALUE	SIGNIFICANCE	RESULT
According to gender of employees, there are meaningful differences in perception of organizational trust.	T-Test	-1,153	p>0,05	REJECTED
According to age group of employees, there are meaningful differences in perception of organizational trust.	ANOVA	0,612	p>0,05	REJECTED
According to marital status of employees, there are meaningful differences in perception of organizational trust.	t-Test	-2,15	p<0,05	APPROVED
According to educational level of employees, there are meaningful differences in perception of organizational trust.	ANOVA	2,24	p>0,05	REJECTED
According to gender of employees, there are meaningful differences in perception of organizational loneless.	ANOVA	-1,012	p>0,05	REJECTED
According to age group of employees, there are meaningful differences in perception of organizational loneless.	ANOVA	3,286	p<0,05	APPROVED
According to marital status of employees, there are meaningful differences in perception of organizational loneliness.	t-Test	-3,256	p<0,05	APPROVED
According to educational level of employees, there are meaningful differences in perception of organizational loneliness.	ANOVA	1,549	p>0,05	REJECTED

Table 4 shows that t-test and ANOVA analysed the hypotheses of the study. According to Table 4, there are meaningful differences in levels of organizational trust according to marital status of employees; loneliness according to age group of employees; loneliness according to marital status of employees.

Table 5. Model of Multi Linear Regression For Loneliness

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,23	0,392		5,684	0
	Trust on Organizational Structure	0,092	0,13	0,149	0,705	0,002
	Trust on Employees	0,073	0,133	0,128	0,553	0,04
	Trust on Managers	0,045	0,109	0,066	0,41	0,684

a. Dependent Variable: loneliness

Loneliness is dependet variable, organizational trust (Trust on Organizational Structure, Trust on Managers, Trust on Employses) independent variable. There is the effect of trust on organizational and Trust on Employees on loneliness. According to the results of the regression analysis related to the relationship between variables, there is relatively stronge effect for trust on organizational structure, trust on employees on loneliness in significance level of 0,00.

Table 6. Model of Multi Linear Regression For Social Isolation

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	2,230	,392		5,684	,000
	Trust on Organizational Structure	,092	,130	,149	,705	,002
	Trust on Employees	,073	,133	,128	,553	,004
	Trust on Managers	,045	,109	,066	,410	,684
	a. Dependent Variable: Social isolation					

Social isolation is dependent variable, organizational trust (Trust on Organizational Structure, Trust on Managers, Trust on Employses) is independent variable. There is the effect of trust on employees on social isolation.

Table 7. Model of Multi Linear Regression for Emotional Deprivation

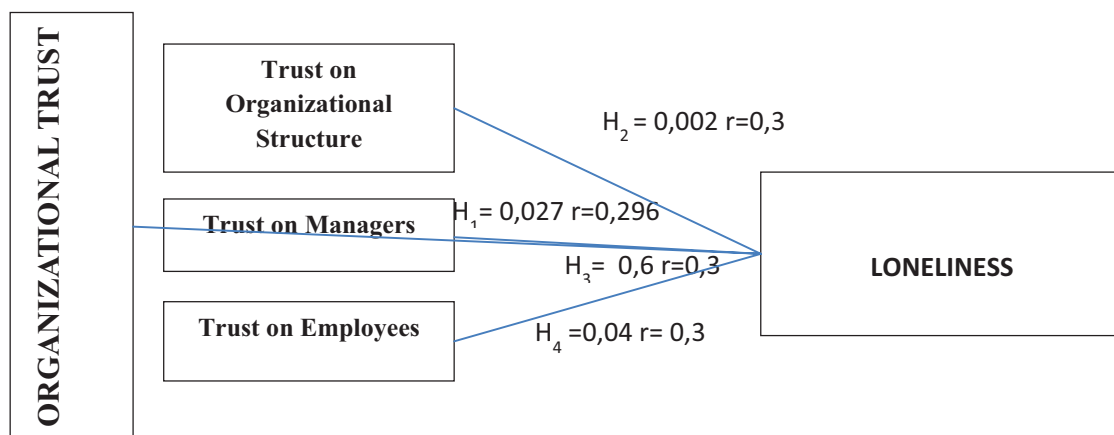
Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	2,347	,513		4,575	,000
	Trust on Organizational Structure	,240	,171	,302	1,408	,005
	Trust on Managers	-,046	,173	-,062	-,265	,792
	Trust on Employees	-,153	,142	-,173	-1,072	,289

a. Dependent Variable: Emotional_deprivation

Emotional Deprivation is dependent variable, organizational trust (Trust on Organizational Structure, Trust on Managers, Trust on Employees) is independent variable. There is the effect of trust on organizational structure on emotional deprivation.

Conclusion and Review

It is seen that there is a moderate positive relationship in correlation analysis between organizational trust and loneliness. According to marital status of employees, there are meaningful differences in perception of organizational trust. According to age group of employees, there are meaningful differences in perception of organizational loneliness. According to marital status of employees, there are meaningful differences in perception of organizational loneliness. Employees' social-emotional loneliness can be said to be low when the findings regarding the employees' social-emotional loneliness are evaluated as a whole. Turkish culture is in the category of socialist cultures so that it can be concluded that there is no social-emotional loneliness at the level observed in individual-centered societies. Research shows that trust on organizational structure and trust on employees have effect on employees feel loneliness in the firm. Trust on manager don't has effect on it. Trust on organizational structure and trust on employees are more important than manager employees. Employees do not have a good time their manager.



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H₁, H₂, H₄ hypotheses were accepted. H₃ hypothesis was rejected. Organizational trust, trust on organizational structure, trust on employees are effective on loneliness. trust on manager has no effect on loneliness.

Research can be repeated with different variables that may affect employees loneliness feelings at work.

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