

# The Study of the Relationship between Organizational Trust and Organization Creativity (Case Study in Purge National Company and Distribution of Petroleum products in Kermanshah – Iran)

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## ABSTRACT

**Purpose:** The purpose of this study is the review of the relationship between organizational trust and organization creativity in the national company of refining and distribution of the oil production in Kermanshah – Iran. **Methods and materials:** this research is on the basis of the descriptive type, and the questionnaires are used in it. Aalonen, et al., (2008). Questionnaires are used for organizational trust and Randseep (1979) is used for organizational creativity, because Alpha in both of them is over 0.7 both of them had necessary lasting.

Capacity of statistical society consist of 300 employee of the national company on the basis of the class accidental sampling among them, some of them have selected as a statistical sample and finally, 156 questioner have collected. **Finding and results:** kolmogroph – smineroph test was used for the determining of the normality collected data, and to confirm the results of it. Hypothesis of the research were put in test container with spearman conjunction test. Results show meaning full and positive conjunction between trust and creativity. That is as trust of employees about their organization, in creases, they should show much creativity.

The result shows multiple linear regressions. That two various variance with organizational trust and vertical trust, have relationship with creativity dependant variance. Organizational trust with 78% coefficient had most share to determine of the various variance of creativity.

**KEYWORDS:** organizational trust, creativity- lateral trust, vertical trust, institutional trust.

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## INTRODUCTION

In 21 century, the secret of the survival of the human society should search in their creativity. In this time, societies will be able joint to the future that see creative think and don't fear from creativity. In the future word, growing people and their society is accordance with their creativity and in the information age, people have future who have creativity. Present thing about organization Doesn't solve this problem, and environmental condition had been complex and dynamic and non-trust that organization can not guarantee their long-life, without creativity. creativity is a reason for growing of organization, improving the productivity increasing in quality of production and services, success in matches development in employee motivation and their job satisfying, decreasing in cost, decreasing organization bureaucracy (Bowen, 2004)

Most of articles about creativity are began with general words that companies should creative if one company not be efficacy in the use of new ideas, destroy its resources and finally it defeats. In turn, each company create effective creative process, it will attain social advantages that will be achieve through group action and employee motivation companies that one active in national and local economy and don't have comparison experience in the international level, can be successful with traditional ways. (McAdam & McClelland, 2002: 86) But world economy has many effects on the world, companies for their remaining don't option, except, finding same direction with management of new models as cross-trust culture. (Gibson, 2007:58) This idea, that trust is potential and main factor that lead to improving in organizational activity for acceptance of society successfully, effective group action –long- lasting aim for minimizing risks and operational costs. (Lamsa & Pucetaite, 2006: 130) More, trust provide, society discipline is effective in improving life quality. (Pucetaite & Lamsa, 2008: 325) In turn, costs of low trust is high, because of the lake of the willing to cooperation of employees, doing risk for unsuitable behaviors low quality of work, so low trust will be lost comparisons in the world market.

### Organization trust:

Management on the basis of the trust is new expression of old ideas, that is certain in today relations and using of the ways can affect individual and organizational results. Management with trust is the technique that people use it in their relations. But not as behavioral technique that could teach it. Trust is the concept psychology, society, economy, history science. (Ratnasingham, 1998:313) It has been conceptualized over 40 years by researcher. For example, Deutsch (1958),

has described trust through expectations. Gabarro (1978), knows trust as open areas. Between 2 groups and has described as: trust predicts other behavior through what one expects individual action correctly and what one trust the other don't act wrongly (Smith & Birney, 2005: 473)

However, there isn't formal description in this field, instance, Barber (1983) define that the concept of the trust is similar. So, Lewis and Weigert, define confused concept in trust. (Ramo, 2004:762) . Indeed trust is complex concept with different aspects. Although there are some problems in expressing of the trust concept, compressive analysis of this study shows some various ideas. (Smith & Birney, 2005: 473)

Some researchers believe that the trust is confidence of concurring events without the existence of some obligatory reasons oxford might describes as an idea or believe that person might rely on it. Other description that offers by Shaw (1997), is, the trust is a belief that we rely on it and sates-your expectations. These expectations are dependent of our determine of other duties for satisfying our need. (Yee & Yeung, 2002:138).

In the summary, the trust means beliefs that people have in the future behavior of other group. As one group has much believed, the other one acts his complaints. The trust in organizing of the new organization that was on the basis of the arbitrary has increased, improving and progressing of the trust might be over casting because, establishing of person relations friendly is a time – consuming job. More, lack of the trust contuses cooperation efforts (Lee, 2004: 625).

In turn, organizations that have high level of the trust, can enjoy of cooperation efforts that lead to decreasing of operation cost in process. But organizations that have low trust, their strategic options are limited. there are wild plow in the trust , literature , (Ratnasingham, 1998,314) However , face to the trust is separate : first , he trust in cross – organization that , that , is as a phenomenon in organizations between employees and managers , that we focus on ham in this study , second trust between organizations , that is one phenomenon across – organizations and third , one , trust between organizations and their costumer . Third is expressed as a concept. (Dietz and Hartog, 2006: 557-558)

Butler and Cantrell (1984), know, integrity, competence, consistency, loyalty, Openness as key element. (Robbins, 2003: 337).Mayer, et al., (1995) believe that effective factors that that effect on trust levels consist of on ability – benevolence and competence. Other researchers have determined similar factors that are trust base. Cook and Wall (1980) described creativity, ability as a main factors and Liberman (1981) knows motive as a main factor.

Dietz and Hartog (2006) know competence and ability in a prediction as main factors that make trust.

**Benevolence:** Benevolence means friendly motives and amount of kindness of the other. Integrity refuses to the other ability that they can do their duty.

**Competence:** Competence consists of imitation (following) of some principle that accepted by the other group.

**Ability of anticipation:** Ability of anticipation is related to consistency in behavior so trust has multiple aspect concept. (Dietz and Hartog, 2006: 560)

Ellonen et al.,(2008) offer other classifying of the organizational trust ,they divide it in ,as interpersonal trust and impersonal. in this study both of them are reviewed. (Ellonen, 2008: 162). Impersonal trust can divide in2 aspect later trust that is related to trust between employees and vertical trust that refers to the trust between employees and their bosses. Trust is on the base of competence, benevolence or reliability. Trust between employees, and trust between teams in organization is one of the most important elements that prepare long – life of the organization(Bao, et al, 2004, 415) . Tan and Tan(2000) know trust to bosses as a willing of employee to vulnerability , toward boss behaviors that his action isn't in control . (Tan & Tan, 2000: 243) . In this study impersonal trust organization is named as institutional trust. Trust impersonal in the organization level hasn't studied widely, exception some cases such as mc McCauley and Kuhnret (1992) , Atkinson and Butcher(2003) , Costigan et al.(1998). For example in human resources, justice , the justice is related to employees attitudes directly. Such as obligation to the organization. Institutional trust can determine as an element trust to strategy and vision of the organization, its business merit, process and construction (Ellonen et al. 2008, 161-162). Tan and Tan (2000) introduced trust to organization,

As determining of organizations that understands by employee. In fact, trust to organization is employee trust that means the organization behavior that are advantageous or don't have any harmful behavior. (Tan & Tan, 2000, 243) Institutional trust means that person believes that are necessary to prepare successful efforts and are determined as two various type. Situational normality and structural assurance. in first one all things have normal position and all of them are in the correct position . so situational normality means that success is attained because of the normality of situation on the other hand, assurance of constructs means that success is because of Con tracts and assurance .so, institutional trust indicates action and process of the organization that hasn't been personal for organization element such as technology and business integrity, strategy and human resource principle and relations. (McKnight et al. 1998, 478-479)

### **Organization creativity:**

Study about creativity and its elements were begun by social science of one century but main motive of study was offered by Gilford in 1950.Gilford knew that creativity has some meaning with different thinning. Creativity in the point of view of psychology is determined new ideas by making evidence from know resource. Papilla knows creativity as ability in watching in a new ideas and face to face problems that haven't an ability of deterring of their existence.(Kueen, 1997; 137)

Amabile (1976) described creativity as making combining of ideas of persons or groups in the new method "Bozerman", knows it as cognitive process from mentioned disable, we conclude that in creativity concept will be exist public but slow agreement (Sakie,2002).

Most important description is as below:

"Creativity is balance, repeat in production, difficult happiness.

Creativity is looking as possible as deeper, and is be leave from closed doors and is unifying with future."(Zherzh M-Parnis, 1963)

There is same factors in all of descriptions of creativity and is access to new combining of existing element, so creativity include existing mechanism one repletion and new process or change in a characteristic, such as shape, color, or size.(Van fanzh, 1966).

rapid growing of economical agencies, rapid changes and environmental ambiguity and other problems lead to highest importance of the organizational creativity-creativity could be the reason of dynamic and moving of organizations and elements that, is an effective factor in economical action, because of acceleration of technical changes and world competence, ability of organization in vesting and offering of new product has vital effete on long- time action organization.(Momfared, 2000)

Malag a says that although various research's on creativity, aspects such as creativity of process, ability of person creativity and creative environment are important in the all of these researches-

First creativity includes process as below:

- 1: making construct, cognition and description of the problem.
- 2: preparing and attaining of data related to problem
- 3: overviewing and giving idea.

Second, all person have normal level of inventive ability. Some factors affect this ability. These factors are: biology, personality, motive and training. However The factor such as biology doesn't have any effect .third, environment as a place that shapes creativity, Effects creativity action. He suggested 3 main principle include, ideas, be new and possibility of reviewing of creativity action.(Malaga, 2003;139)

Bear has mentioned learning method, creative thinking, motive and risk, supporting environment for creativity action. Researchers offer various processes in the field of creative solving. Values are the famous one that has expressed creative steps he mentioned 4 steps include (Valas, 1999:17):

#### **Preparing:**

in this step on actor or scientist should be familiar with his action from various aspects preparing, study, collecting of information and so on are the introduction for preparing of a creative person for getting creativity.

#### **Hiddenness:**

In this step, creative person doesn't do any action for getting of creation and doesn't think about any problem. This situation is hidden. That is person act in the mind and is a hidden.

#### **Illumination:**

In this step, subject is determined for person who attains new ideas without any think about it.

#### **Proving:**

Creative [person conclude any problem. Clegg et., al (2002), do wide study in American steel industry. to review that trust effected creativity or not? they consider 2 aspects of the trust: 1: employee trust to considering idea organization 2: employee trust to share organization advantages. this research shows positive relation between trust and employee creation. Conceptualization of them is on the basis of general expectation that be heard and attaining of advantages is benefits act if employees don't trust to these expectations, they won't be creative. (Clegg et al. 2002).

Murphy reviews the role of 3 levels of the trust on creation process. His finding indicated positive relation between small relation and medium trust. Trust doesn't have meaning full relation with creative but large trust had considerable effect on creation. (Murphy, 2002).

#### **Research Hypothesis:**

Main hypothesis of this study is there is a relation between organization trust and creativity the company of the oil productions of Iran – Kermanshah.

There is 3 sub - hypothesis in this situation.

1: there is relation between lateral trust and creativity between o: Productions of Iran – Kermanshah Company.

2: there is relation between vertical trust and creativity between o: productions of Iran – Kermanshah. Company.

3: there is relation between institutional trust and creativity between o: productions of Iran – Kermanshah. Company.

**METHODS**

This research is on the basis of the research method , because of the determining of the organization trust aspects and its relation with employee creativity on employee in the oil production of Iran-Kermanshah company researcher is descriptive 300 person exist in statistical society on the basis of the below formula. There is 148 people in this research

$$n = \frac{(300)(1/96)^2(0/5)(0/5)}{(0.5)^2(300-1) + (1/96)^2(0/5)(0/5)} = 148$$

Necessary information for doing this research was collected from 2 method:

**Library method:** in this method, article , this and information agencies and internet resource, books are used for collecting information.

Field method: questionnaires are used and distribute, for test of creativity Randseap(1979) questionnaires are used , both of them first distribution between 30 employee. They were selected on the basis of the researchers cognition and their ideas were used after completing of the questionnaires. In this research , for describing and analysis of data descriptive statistical was used. The normality of data test using Coolmogreph - Smirnoph was used to description and analysis of data, description and understanding statistical was used. Used test in this research include, Coolmogreph and Smirnoph and Spearman unity coefficient.

**Smirnoph- test:**

To determine of type of used test for research hypothesis, first it should be determined normality or non- normality of data, so using conclusion of this test, we should use parametric and non- parametric test of these hypothesis.

Table (1): test Coolmogreph - Smirnoph

$H_0 : \rho = 0$		Normal distribution follows of observations distributions.		
$H_1 : \rho \neq 0$		Normal distribution doesn't follows of observations distributions.		
Variable	Number of sample	Test statistic	Percent of Sig	Test result
Creativity	156	0.993	0.278	Normal distribution
Organizational trust	156	0.639	0.809	Normal distribution
Lateral trust	156	0.991	0.280	Normal distribution
Vertical trust	156	0.833	0.491	Normal distribution
Organizational trust	156	0.966	0.308	Normal distribution

As you see in table (1), percent of test in 0.5 level is bellow of crisis percent so zero hypothesis that is, data normality is accepted and non-normality is rejected so Spearman unity coefficient is used for test of this hypothesis.

**Hypothesis test:**

Test of main hypothesis:

There is a meaningful relation between organizational trust and creativity in Kermanshah – Iran products company  
Statistic hypothesis of this hypothesis include:

$H_0 : \rho = 0$	There isn't meaning full relation between vertical trust and creativity in national company of refining oil production.
$H_1 : \rho \neq 0$	There is meaning full relation between vertical trust and creativity in national company of refining oil production.

The results of this test in 0.01 level for main hypothesis is as below:

		Trust	Creativity
Trust	Correlation coefficient	1	0.881
	Sig	0	0.000
	Number sample	156	156
Creativity	Correlation coefficient	0.881	1
	Sig	0.000	0
	Number sample	156	156

Table 2 indicates that in 99 percent trust level, the percent is Sig=0.000 and below of 0.01, as result , zero is rejected. That is, there is meaningful relation between organization trust and creativity. Spearman unity coefficient between 2 variance is 0.881 that shows positive relationship between them.

**That of first sub hypothesis:**

There is meaningful relation between lateral trust and creativity in national company of distribution of the oil product. Statistical hypothesis of this hypothesis is as bellow:

$H_0 : \rho = 0$	There isn't meaning full relation between lateral trust and creativity in national company of refining oil production
$H_1 : \rho \neq 0$	There isn't meaning full relation between vertical trust and creativity in national company of refining oil production

The results of this test of Spearman in 0.01 level is as be in 0.99% trust, the Sig= 0.000 and below 0.01, as a result, zero hypothesis is rejected and we accept following hypothesis:

There is certain relation between lateral trust and national company. Spearman correlation coefficient between 2 variance 52% that indicates positive relation.

**Test of second sup-hypothesis:**

There is a meaning full relation between vertical trust and creativity in the national company. Statistical hypothesis **include:**

$H_0 : \rho = 0$	There isn't meaning full relation between vertical trust and creativity in national company of refining oil production
$H_1 : \rho \neq 0$	There isn't meaning full relation between vertical trust and creativity in national company of refining oil production

The results of this test is as below:

In 99% level of this trust the percent of Sig= 0.000 is below 0.01. as a result, zero hypothesis is rejection , that is relation between vertical trust and creativity.

Spearman correlation between 2 variance is 0.659 that is indicates positive relation between them.

**Test of third sub-hypothesis:**

There is a meaning full relation between organizational trust and creativity in the national company. Statistical hypothesis is as below:

$H_0 : \rho = 0$	There isn't meaning full relation between organizational trust and creativity in national company of refining oil production
$H_1 : \rho \neq 0$	There isn't meaning full relation between organizational trust and creativity in national company of refining oil production

Result of the test of Spearman hypothesis in 0.01 level is as below:

In 99% trust level , percent of Sig=0.000 is below 0.01 and zero hypothesis is rejected and we accept that there is a meaningful relation between organizational trust and creativity Spearman correlation coefficient between two variance is 0.626 that indicates positive relation.

**RESULTS**

The trust is a mainly organization for successions of the organization – results indicate that low level of the trust caused increasing of stress and decreasing of efficiency , lack of creativity on the other hand , high level of the trust caused increasing of employee motivation , decreasing in absence , in creasing creativity of organization . making trust is begun with a culture based on same values . making trust needs assurance toward making relation between individuals based on openness of relation , and comprehension on the other hand creating is necessity of succession , and accordance of organization with environmental condition . so in this study , spearman unity test was used for reviewing of the relation between organizational trust and organizational creativity . The results of this test is meaning full in 0/99 level .

The results indicates positive and meaning full relation between organization trust and employees creativity that proves the result of Aloonen study . so

Suggestions and problems expresses for increasing of organizational trust as bellow:

- 1: increase of employees trust capacity through certain system can make trust capacity in the person.
- 2: improve of employee confidence, for this, the company can improve finding employee system.
- 3: making training periods to improve employee skills in their special field.

- 4: making same aim between employee so that can help each other
- 5: alternation to the same values in the organization
- 6: managers should prove, they try to their employee advantages they prefer group advantages on special individual advantages.
- 7: managers should show, they have enough ability in their special field.
- 8: managers should like their relations with employees and try to improve of these relations. They should ask employee need that employee can trust to them.

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