

## Determining the Effect of Organization's Structural Dimensions on Organizational Trust in Esfahan's Mobarakeh Steel Company\*

Ali Shaemi Barzoki (Ph.D.)<sup>1</sup>, Mehdi Abzari (Ph.D.)<sup>2</sup>, Shirin Mazraeh (M.A.)<sup>3\*\*</sup>, Shokoofeh Maleki V. (M.A.)<sup>4</sup>

<sup>1,2</sup>Faculty of Management, University of Isfahan, Azadi Square, Hezar-jarib Street, Isfahan, Iran

<sup>3,4</sup>M.A. of Management, University of Isfahan, Azadi Square, Hezar-jarib Street, Isfahan, Iran

### ABSTRACT

Organization Structure is one of the main concepts in forming organization which reflects the formal interpersonal interactive frame. It is one of the factors which should be the supporter of trust in organization. So the main purpose of this study is determining organization's structure dimensions effect on organizational trust. This research can be considered as "applied research" and "descriptive-survey". In this study, Statistic sample volume was One hundred eleven tests chosen by stratified random method. To collect data, a questionnaire was designed in two parts of organization structure and organizational trust. To promote validity of this questionnaire, Confirmatory Factor Analysis was used and to measure the reliability, Cronbach alpha method was used. The results showed that formalization, standardization, hierarchy of authority, centralization and professionalism dimensions had affected organizational trust in the 95% confidence level and specialization, complexity, employee ratio and management ratio dimensions didn't affect organizational trust in Esfahan's Mobarakeh Steel Company.

**KEYWORDS:** Organization's Structural Dimensions, Organizational Trust, Lateral Trust, Vertical Trust, Institutional Trust.

### 1. INTRODUCTION

In a long time, this was accepted affair that organizations have been formed from certain relations between employer and employee. The relations based on social authority and relations between employer and employee were seriously considered. The human relations approach posed that relying on authority relation isn't enough and being accepted as a reliable person among friends, colleagues and managers are very valuable for individuals.

One of the necessities of organization success in privatizing and entering global markets is profiting organizational trust. Trust is important as a requirement for cooperation and it is considered as an essential element in interpersonal individual relations and also in team older relations like organizations or communities. Trust is a kind of cohesive mechanism which creates and preserves unity in social systems and causes more profiting and more efficient operation of the organizations through exchanging proper and related information between employees and managers. Trust is a dynamic factor and it should be always tried to create and support it. Organization's structure dimensions play an important role in this affair. In other words, profiting the trust advantages depends on its supporting structure.

By expanding globalization phenomenon, the trust importance has been observed remarkably in social, economical, political and organizational relations in a way that most knowledgeable of organizational behavior also have emphasized on trust importance as organization effectiveness requirement [1].

One of the effective key factors on inter organization trust is organization structure. Organization structure is how it regulates and controls every organization that this process should be the supporter of organizational trust. The purpose of spreading trust should be manifested in organization structure so that it could be institutionalized. Several theorists considered different dimensions for organization structure. Many scientists such as Burton and Obel (1998), Dewar et al. (1980), Geeraerts (1984), Mintzberg (1979), Pugh and Hickson (1976) and Robbins (1990) tried a lot to define a similar set of organizational structure variables [2]. Theorists generally agree structure dimensions but they don't agree on each one's operation definitions or the preference of one to another and also the subject that some dimensions should be considered under a greater dimension [3].

Daft (2007) categorized organization dimensions into two groups: contextual dimensions and structural dimensions. Daft notices contextual dimensions as a whole representing organization positions, and structural dimensions as the indicator of internal qualities of an organization. These dimensions give a base which can be used in measuring and comparing organizations. He could well separate the dimensions which explain the internal qualities of organization from the dimension which mostly are the representative of organization's position to the characteristics of organization. More than the three common dimensions (formalization, complexity and centralization), Daft mentioned some other important dimensions like professionalism, hierarchy of authority, specialization and etc. which are somehow the important characteristics of organization where the three common structural dimension would not manifest in it [4].

The concept of trust is one of the concepts which has been considered and studied from the side of different scientific majors knowledgeable. Many researchers have defined trust in a special way depending on their specialized subject [1]. In fact, they have studied the same subject by different approaches which everyone concentrates on special aspects of trust concept. Costigan et al. (1998) defined organizational trust mostly the positive expectations of individuals and the expecting which organization's members have about the qualification, reliability and benevolence of the managers and organization [5]. Ellonen et al. (2008)

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**Corresponding Author:** Shirin Mazraeh, M.A. of Management, University of Isfahan, Azadi Square, Hezar-jarib Street, Isfahan, Iran.  
Email: shirin.mazraeh@yahoo.com

considered organizational trust as a belief and faith which the employees have toward both the managers and the organization and its aims and the matter that the leaders' organizational activities are in the direction of employees and organization benefits [6].

Organizational trust includes two dimensions: interpersonal trust and impersonal trust. Interpersonal trust is based on personal relations and behaviors and impersonal trust is based on organization relations and behaviors. The trust concept in organization is not only related to the interpersonal relations. In fact, interpersonal trust just forms a part of organizational trust which usually includes face to face relationships while the necessity of organizational trust is not confronting relations [7]. An important part of organizational trust is related to impersonal trust. In other words, not only there should be trust among individuals in all levels but also organization members should rely on organization's goals, strategies, systems and qualifications.

One of the necessities of organizations' success in privatization and entering the global market is benefitting organizational trust, so it should be tried to create and protect organizational trust. Also Esfahan's Mobarakeh Steel Company, by entering global markets, has been faced with organizational trust challenges to increase the speed of cultural, social and economical exchanges. Considering the trust outcomes in this organization like the increase of organization satisfaction and obligation, desirable management of opposition and decrease of disagreement, the increase of adaptation, the exchange of proper and related information, facilitation of share knowledge process and organizational learning, the creation of psychological contracts, etc, reinforcing organizational trust level would be needed. Therefore in this organization, formalization, specialization (division of labor), standardization, centralization, hierarchy of authority, complexity, personnel ratios and professionalism of organization to create, protect and reinforce the organizational trust would be noticed desirably.

Several researchers believe that organization's structural dimensions affect organizational trust. For example, there are two viewpoints about the relation between formalization and organizational trust. Nootboom and six (1387) stated that if there are powerful organizational laws to control the individuals' behavior inside organizations (high formalization), they can cause to control the risk and increase the trust chance as a reference mechanism to concord individuals' expectations and interactions. In other words, in the texture of the organizations which there are general and powerful rules, while the need to trust seem less, individuals can make trust in their relations easier [13].

Huang and Van de Vliert (2006) described the relation between formalization and organizational trust in a different way. They believe that individualistic or collectivistic culture has a significant effect on the relation of these two variables. In the communities with individualistic culture, formalization has a reverse relation with trusting in managers. In contrast, in countries with collectivistic culture, the strong relation between formalization and organizational trust was not confirmed [14].

Trust can substitute for costly and legal contractual processes and laws. Hartmann and Slapnicar (2009) believe formalization for the managers who don't have contractual outputs in their duties would greatly affect forming trust [15].

Nootboom and six (1387) said about specialization that the patterns of institutionalizing division of labor play a role in making organizational trust. Individuals should necessarily orient their expectations through them when they have interaction in organization. they also consider standardization as a legal and impersonal organization regulation which have normality power on the expectations and interactions among organization's members [13]. The effect of this dimension on organizational trust could be studied from two perspectives. This affair depends on professionalism or non-professionalism. On the other hand, Sitkin and Roth (1993) believe that indirect control and concordance based on trust can increase trust level but legal punishments resulting from not observing the instructions rarely can return the trust relations into the first manner. Furthermore, these punishments could lead to the increasing winding of formal relationships [16].

Max Weber believes that by increasing the complexity of a system, the need to trust would be relatively increased [17]. Dayan and Di Benedetto (2010) said that when the complexity are in a high level, the effect of interpersonal trust on organizational profiting would be increased. In fact the more tasks complexity is, the higher trust level in organization should be [18]. Nyhan (2000) believe that employee's participation in decision-making (non-centralization) can increase trust between employee and managers (vertical trust) [19].

In general, more managers pays attention to his inferiors, with more justice he would behave with them, there would be more transparency in their relation, his behavior would be more stable, he would consider qualifications and devolution and cooperating in aiming and decisions (non-centralization) would be set as their work's heading, then the subordinates would trust him more. The managers who trust in their subordinates and employees act somewhat devolution and so on the contrary if the managers don't trust in their subordinates because they finally know themselves are the responsible of activities, devolution would not be done. Considering the results of the done studies inside or outside the country, so this research is in the implemented studies outside the country and is looking for the effect of organization's structural dimensions on trust in organization. With this difference that structural dimensions have been chosen according to Daft's more comprehensive model and organizational trust has been studies from both interpersonal and impersonal dimensions.

By the assumption, we can consider each structural dimension in interaction with organizational trust. Reinforcing inter organizational trust is in the gage of existing labor and moral standards and organizational order that formality creates having standard and division of labor patterns in organization. Existing labor instructions, vertical hierarchy and assigning decision making authority cause the individuals to accept the risk of relying on each other, therefore organizational trust level would be increased.

## 1.1. Organizational Structure

Organizational theorists presented various definitions about organizational structure and its consisting dimensions. The characteristics of organization's social structure started from Weber's bureaucracy theory. Oldham and Hackman (1981) consider organizational structure as the way of regulating, controlling and benefitting of every organization from itself. According to Lincoln and Kalleberg (1990), every organization applies several dimensions of structure to control, affect and manage the employees [8]. In other words, organizational structure is a component of organization which determines the way of allocating responsibilities, individuals' reporting, formal coordination mechanisms and organizational interactive patterns [3], the number of hierarchy of authority levels, the managers and supervisors' span of control [4].

Daft (1998) mentioned an organization's structural dimensions having eight dimensions. Formalization is called to the degree of documents authority existing in organization. Specialization means that to what extent the organization has divided its works and activities into separate and specialized duties. Standardization is said to the similar works which are done in the same way. By hierarchy of authority, we mean clarifying the subject that to whom every individual should give his work report; also the span of control of each manager would be determined [9].

Complexity is the number of subordinate works or systems which are implemented or exist inside an organization [9]. Centralization is the degree that decision making has been centralized in a united point in organization [3]. Professionalism is said to the level of employees' formal and educational degrees. Personnel ratios are the demonstrative of employing individuals who are hired for different duties and various offices by organization [9]. Some of the important personnel ratios are management ratio to the whole employees of every organizational unit and employee ratio of each organizational unit to the whole employee has been used in organization.

## **1.2. Trust Conception and Organizational Trust**

Trust has been viewed as both a psychological state and also as a choice behavior. In terms of a psychological state, psychological state, Lewis and Weigert (1984) defined trust as the "undertaking of a risky course of action on the confident expectation that all persons involved in the action will act competently and dutifully" [7]. Mostly this reliance and expectation in organizational environment turns back to the qualification of the opposite side in facing with task and/or its intention to the work [10].

The rational choice perspective draws largely on the sociological theory of Coleman (1990), the economic theory of Williamson (1993), and the political theory of Hardin (1992). From this perspective, decisions about trust are equated with other forms of risk-based choice in that individuals are presumed to be motivated to make rational, efficient choices. As Schelling (1960) suggested, choice is motivated by a "conscious calculation of advantages, a calculation that in turn is based on an explicit and internally consistent value system" [7].

Organizational trust is a multilevel concept which is related to the different levels interactions of colleagues, teams and inter-organizational levels. Organizational trust includes:

- a) Lateral trust which points to the trust among the employees of a job category.
- b) Vertical trust which mentions the reliance between subordinates and superiors. Vertical and lateral trust are at interpersonal trust category.
- c) Institutional trust which is mostly determined by the effectiveness of human resources strategies, policies, leadership, commission, etc and has a impersonal nature [5].

In literature related to trust, different dimensions have been mentioned to measure interpersonal trust. Here, three dimensions are identified which involve several dimensions of trust and it includes: integrity, commitment and dependability. Integrity shows the honesty, justice and impartiality of a person or group. Commitment points to the loyalty feeling of the employees toward colleagues, managers and also organization. In total, the employees' perception of the dependability of colleagues, managers and also organization lead to the increase of organizational trust [11, 12].

On the other hand, impersonal trust includes: situational normality and structural assurance. Belief in situational normality stems from the appearance that things are normal and customary, or that everything seems to be in its proper order. It is therefore defined as the belief that success is likely because the situation is normal. Structural assurance, on the other hand, is defined as the belief that success is likely because contextual conditions such as promises, contracts, regulations and guarantees (structural safeguards) are in place [6].

## **2. Goals and Hypothesis of Research**

The main question of the research is that whether the structural dimensions of Esfahan's Mobarakeh Steel Company is effective on organizational trust in both interpersonal and impersonal dimensions. The main goal of this research has been the determination of organization's structural dimensions effect on organizational trust in Esfahan's Mobarakeh Steel Company and it was compiled according to the Hypothesis of the study as follow:

- 1) From the viewpoint of the organizational units and levels of Esfahan's Mobarakeh Steel Company, formalization affects organizational trust.
- 2) From the viewpoint of the organizational units and levels of Esfahan's Mobarakeh Steel Company, specialization affects organizational trust.
- 3) From the viewpoint of the organizational units and levels of Esfahan's Mobarakeh Steel Company, standardization affects organizational trust.
- 4) From the viewpoint of the organizational units and levels of Esfahan's Mobarakeh Steel Company, hierarchy of authority affects organizational trust.
- 5) From the viewpoint of the organizational units and levels of Esfahan's Mobarakeh Steel Company, complexity affects organizational trust.
- 6) From the viewpoint of the organizational units and levels of Esfahan's Mobarakeh Steel Company, centralization affects organizational trust.
- 7) From the viewpoint of the organizational units and levels of Esfahan's Mobarakeh Steel Company, professionalism affects organizational trust.
- 8) From the viewpoint of the organizational units and levels of Esfahan's Mobarakeh Steel Company, employee ratio affects organizational trust.
- 9) From the viewpoint of the organizational units and levels of Esfahan's Mobarakeh Steel Company, management ratio affects organizational trust.

### 3. RESEARCH METHODS

#### 3.1. Type of Research

This research can be considered as “applied research” from purpose perspective and “descriptive-survey” with regards to the nature and method (type of correlation and field study).

#### 3.2. Instrument and Method of Collecting Data

To collect the necessary data to measure the research variables, the questionnaire instrument has been used. The questionnaire of this study was designed in two parts of organization's structural dimensions and organizational trust. Robbins's questionnaire (1987) were used to measure formalization, complexity, centralization, professionalism and personnel ratios dimensions and Kontz and Dunnel's questionnaire (1976) was used to evaluate hierarchy of authority dimension. Also for specialization and standardization dimensions, some questions were compiled based on Daft's components. Chathoth et al.'s questionnaire (2010) was used to assess organizational trust in interpersonal trust field (lateral and vertical trust) and Ellonen et al.'s questionnaire (2008) was used to measure the components of impersonal trust.

Of course, because the questionnaire was distributed among employees by random and diploma degree was also in the sample so it was tried to transfer and edit the evidences of the main questionnaires in a way that they could be answered by everyone. The used questionnaire in this study has sixty five (65) evidences that the organization members should have given "very low" or "very high" idea about the degree of existing the evidences in organization.

#### 3.3. Validity and Reliability of Instrument

The content validity of a test is usually determined by specialized individuals in the studying subject. Also in this research, the opinions of management professors and experts analyzing confirm factor based on the final sample have been used for validity measurement. Among sixty five evidences of the questionnaire, the factor loads of question forty four (44) from formalization variable and question sixty two (62) from hierarchy of authority variable in measuring those variable in the 95% confidence level don't have a meaningful difference with zero. In other words, these questions couldn't measure the related variables well so they were removed in analyzing.

In this study, Cronbach alpha method was used to determine the reliability of the questionnaire which calculates the internal concordance of the measuring instrument. Cronbach alpha coefficient of this questionnaire based on the total sample has been presented in Table 1. It's common to consider alpha coefficient more than 70%. The used questionnaire in this research has been considered permanence.

**Table 1. Cronbach's alpha coefficient of questionnaire based on the total sample**

Research Dimensions	Alpha Coefficient
Organization's Structural dimensions	86.3%
Organizational Trust	91.8%
Vertical Trust	93.8%
Institutional Trust	90.7%
	94%

#### 3.4. Statistical Population

For the place domain of this study, Esfahan's Mobarakeh Steel Company was chosen. So for statistical population, the managers and employees of Mobarakeh Steel Company's line and staff units were chosen. This organization has categorized its line and staff units (Table 2).

**Table 2. line and staff units in Esfahan's Mobarakeh Steel Company**

Organizational Units	Subdivisions
Line Units	1. Exploitation Assistance 2. Design and Development Assistance
Staff Units	1. Organizing and Human Resource Assistance 2. Purchase Assistance 3. Marketing and Sales Assistance 4. Financial and Economical Assistance 5. Technology Assistance 6. Managing Director Domain

Considering that the education degree of about four thousand (4000) employees of exploitation assistance was under diploma, so these individuals weren't able to answer the questionnaire's questions. Therefore, according to the idea of management professors and experts, the studies of Esfahan's Mobarakeh Steel Company's human resource were omitted from the whole statistical population.

#### 3.5. Sample Size

To determine the necessary statistic sample size of the study; At first, thirty (30) questionnaires were distributed among the managers and employees and the necessary sample size of one hundred and twenty one (121) individuals was determined by calculating their standard division and put them in determining sample size formula for limited statistical population in the 95% confidence level and 10% standard error. Among the distributed questionnaires, one hundred and eleven (111) ones were returned which were used to analyze the results.

### 3.6. Sampling Method

In this study, sampling from the managers and employees of Esfahan's Mobarakeh Steel Company's line and staff units was done by stratified random method and in accordance with the dimension of units and categories (managers and employee).

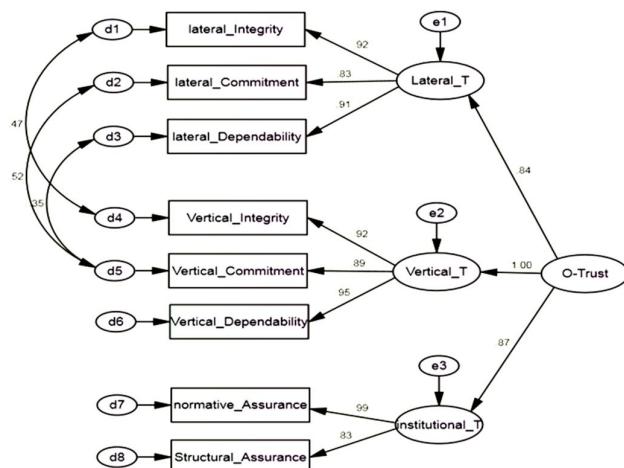
## 4. DATA ANALYSIS AND RESULTS

In this research, two descriptive and inference method were used to analyze statistic data after collecting, reviewing, coding, entering data and creating data base in AMOS and SPSS statistic packages. By descriptive statistic indexes, the descriptive table of statistic sample has been presented. As it is evident, about 80% of tested ones were above thirty six (36) years old. On the other hand, 60% of individuals' education degree was higher than associate degree, and 68% of individuals has more than 20 year job background in Esfahan's Mobarakeh Steel Company which has increased the validity of the answers (Table 3).

**Table 3. Statistical description of sample**

Descriptive Dimensions	Age			Education Degree			Job Background			
	35 years or less	36 to 44 years	45 years or more	Diploma	Associate degree	B.S.	M.A. or more	9 years or less	10 to 19 years	20 years or more
Abundance	19	46	46	45	18	37	10	21	14	76
Percentage	17.12%	41.44%	41.44%	40.91%	16.36%	33.64%	9.09%	18.92%	12.61%	68.47%

Before entering the process of testing Hypothesis and conceptual model of the study, it was necessary to become sure from the accuracy of organizational trust measuring model designed on the base of research literature. This measuring model was analyzed by using second-order confirmatory factor model (Figure 1).



AMOS software outputs have shown that this factor model isn't a single-variable normality in lateral and vertical contract dimensions. Also multi-variable normality was not confirmed and on the other hand, there was no unrelated data, so the bootstrapping test was used to assess the parameters of the model. The results showed that all these parameters were meaningful in the 95% confidence level. To the total fitting of the improved factor model of organizational trust, absolute fit indices, comparative fit indices, parsimonious fit indices have been used. The results of fitting model have been provided in Table 4. According to these results based on these three indices, a proper model was identified.

**Table 4. Model's Fit Indices**

Fit Indices Category	The Important Indices	Results
Absolute Fit Indices	CMIN <sup>1</sup> = 21.889 with P-value = 0.081	Model Was Identified
Comparative Fit Indices	CFI <sup>2</sup> = 0.992 TLI <sup>3</sup> = 0.984	Model Was Identified
Parsimonious Fit Indices	RMSEA <sup>4</sup> = 0.072 CMIN.DF <sup>5</sup> = 1.564	Model Was Identified

Structural equation modeling has been applied to test research Hypothesis. With combining the confirmed measuring model and a structural model, the structural equation model of this study has been explained and presented in Figure 2.

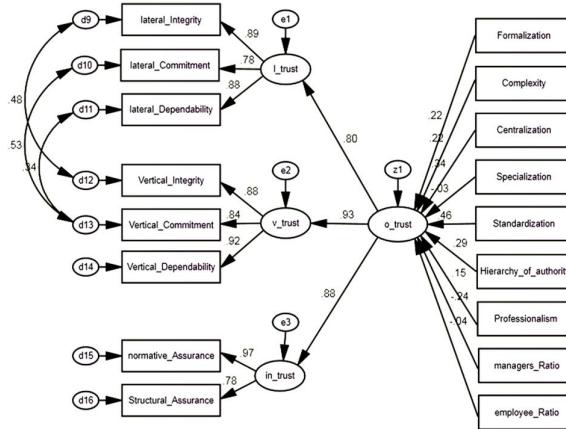
<sup>1</sup> - Chi-Square (CMIN)

<sup>2</sup> - Comparative Fit Index (CFI)

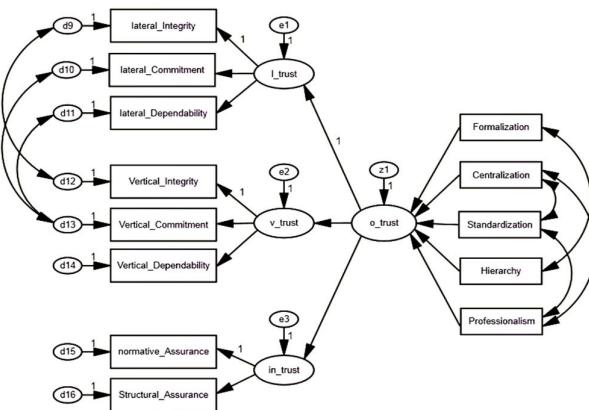
<sup>3</sup> - Tucker-Lewis Index (TLI)

<sup>4</sup> - Root Mean Squared Error of Approximation (RMSEA)

<sup>5</sup> - Normed Chi-Square (CMIN.DF)

**Figure 2. Structural equation model**

Considering AMOS package outputs of regression weight, formalization, specialization, professionalism, complexity, employee ratio and management ratio on organizational trust didn't have a meaningful different from zero. On the other hand, fit indices didn't confirm this model. Therefore, improving model was performed. In the Figure 3, the improved structural equation model has been presented.

**Figure 3. Improved structural equation model**

On the other hand, considering AMOS package outputs, all parameters were meaningful in the 95% confidence level (Table 5).

**Table 5. The Regression Weight of Organization's Structural Dimensions on Organizational Trust**

	Formalization	Centralization	Standardization	Hierarchy of Authority	Professionalism
Line Units	x	0.285	0.451	0.235	0.205
Staff Units	0.517	x	0.363	0.324	x
Managers and Supervisors	x	-0.245	x	1.024	x
Employees	0.212	0.316	0.394	0.175	x

The results of fitting model have been provided in Table 6. According to Table 6, K-square of the improved structural model is great but as the relative K-square of the model is smaller than 5, so the improved structural model, the effect of structural dimensions on organizational trust have been in a desirable situation from the viewpoint of each three fit indices.

**Table 6. Improved Structural Equation Model's Fit Indices**

Fit Indices Category	The Important Indices	Results
Absolute Fit Indices	CMIN= 560.565 with P-value = 0.073	Model Was Identified
Comparative Fit Indices	CFI= 0.876 TLI= 0.824	Model Was Identified
Parsimonious Fit Indices	RMSEA= 0.084 CMIN.DF= 2.544 PCFI=0.618 PNFI=0.576	Model Was Identified

Based on the results obtained from the research structural equation model, the following perceptions have been provided about the research Hypothesis:

*Hypothesis 1)* Formalization from the viewpoint of the employees affects the organizational trust as an independent variable in 95% confidence level but from the viewpoint of the managers, it doesn't affect the organizational trust in 95% confidence level. According to the obtained results from the view of the employed individuals in staff units, formalization affects the organizational trust as an independent variable in 95% confidence level but from the view of the employed individuals in line units, it doesn't affect the organizational trust in 95% confidence level.

*Hypothesis 2)* Specialization from the viewpoint of the employees and managers of line and staff units doesn't affects the organizational trust as an independent variable in 95% confidence level.

*Hypothesis 3)* Standardization from the viewpoint of the employees affects the organizational trust as an independent variable in 95% confidence level but from the viewpoint of the managers, it doesn't affect the organizational trust in 95% confidence level. According to the obtained results from the view of the employed individuals in line and staff units, standardization affects the organizational trust as an independent variable in 95% confidence level.

*Hypothesis 4)* Hierarchy of authority from the viewpoint of the employees and managers of line and staff units affects the organizational trust as an independent variable in 95% confidence level.

*Hypothesis 5)* Complexity from the viewpoint of the employees and managers of line and staff units doesn't affects the organizational trust as an independent variable in 95% confidence level.

*Hypothesis 6)* Centralization from the viewpoint of the employees and managers affects the organizational trust as an independent variable in 95% confidence level. According to the obtained results from the view of the employed individuals in line units, centralization affects the organizational trust as an independent variable in 95% confidence level but from the view of the employed individuals in staff units, it doesn't affect the organizational trust in 95% confidence level.

*Hypothesis 7)* Professionalism from the viewpoint of the employees and managers doesn't affects the organizational trust as an independent variable in 95% confidence level. According to the obtained results from the view of the employed individuals in staff units, professionalism doesn't affects the organizational trust as an independent variable in 95% confidence level but from the view of the employed individuals in line units, it affect the organizational trust in 95% confidence level.

*Hypothesis 8)* Employee ratio from the viewpoint of the employees and managers of line and staff units doesn't affects the organizational trust as an independent variable in 95% confidence level.

*Hypothesis 9)* Management ratio from the viewpoint of the employees and managers of line and staff units doesn't affects the organizational trust as an independent variable in 95% confidence level.

## 5. DISCUSSION AND CONCLUSION

The findings of this research, more than conceptual importance, have also applied importance. The results make it possible for the managers of Esfahan's Mobarakeh Steel Company to put the structural dimensions in a desirable level, according to the needs of different organizational line and staff units.

*First Hypothesis)* The obtained results from testing the first hypothesis showed that formalization dimension affected the organizational trust from the viewpoint of the employees and employed individuals in staff units, but it didn't affect from the view of the managers and employed individuals in line units. In other words, from the viewpoint of the employees and employed individuals in staff units, the written laws, rules and description of individuals' jobs, controlling the operation adaptation to the written career instructions and also not performing the laws and rules individually about the managers and supervisors of the units even at the time of making important decisions; affected the organizational trust in 95% confidence level with 0.212 and 0.517 coefficients. The obtained result has alignment with theoretical bases and also with the results obtained from the researches of Hartmann and Slapnicar (2009), Huang and Van De Vliert (2006), Nooteboom and Six (1387).

*Second Hypothesis)* The obtained results from testing the second hypothesis showed that from the viewpoint of all employees and managers of line and staff units, specialization didn't affects the organizational trust as an independent variable in 95% confidence level. In other words, dividing works into specialized and separate tasks, doing certain and limited domain of the works by each employee and specialized educations didn't affects organizational trust in 95% confidence level. The achieved result didn't alignment with the theoretical bases and also with the results obtained from Nooteboom and Six (1387).

*Third Hypothesis)* the results of testing the third hypothesis showed that from the view of line and staff units' employees, standardization affects organizational trust but from the viewpoint of managers, it didn't have effect. In other words, the similarity of actions and behaviors, labor processes and providing data and facility methods from the view of the employees and employed individuals of line and staff units with 0.394, 0.451 and 0.363 coefficients affected the organizational trust in 95% confidence level. The obtained consequence didn't alignment with theoretical bases and the results gained from the researches of Nooteboom and Six (1387).

*Forth Hypothesis)* the consequences of testing the forth hypothesis showed that from the view of all employees and managers of line and staff units, hierarchy of authority dimension affected the organizational trust. In other words, complexity, variety and non-similarity of the individuals' job tasks, exact and continuous guiding and controlling, vast interrelationships among individuals, from the view of all employees and managers of line and staff units, hierarchy of authority dimension with 0.175, 1.024, 0.235 and 0.324 affected organizational trust in 95% confidence level. The result alignment with the theoretical bases.

*Fifth Hypothesis)* the results of testing the fifth hypothesis showed that from the view of the employees and managers of line and staff units, complexity didn't affect organizational trust as an independent variable in 95% confidence level. In other words, the results showed that the low or high horizontal differentiation, vertical differentiation and spatial differentiation in each organizational unit didn't affect the increasing or decreasing of organizational trust. The results didn't alignment with the theoretical bases and research of Dayan and Di Benedetto (2010).

*Sixth Hypothesis)* The results of testing the sixth hypothesis showed that from the view of the employees and managers of line units, centralization dimension with 0.316, -0.245 and 0.285 coefficients affected organizational trust in 95% confidence level, but from the view of the employed individuals of staff units, it didn't affect. In other words, the direct corporation of the organization's senior managers in gathering data, interpreting data and controlling the performance of decisions caused the increase of employees and employed individuals in line and staff units' organizational trust, and the decrease of managers' organizational trust. The results achieved by testing this hypothesis, from the viewpoint of managers, alignment with Nyhan's research (2000) but from the view of the employees and employed individuals in line units, it didn't alignment.

*Seventh Hypothesis)* The results of testing the seventh hypothesis showed that from the viewpoint of the employed individuals in line units, professionalism affected organizational trust, but from the view of the employees, managers and employed individuals in staff units, it didn't affect. In other words, the education level and specialized education terms from the viewpoint of employed individuals in line units with 0.205 coefficient affected organizational trust in 95% confidence level.

*Eighth Hypothesis)* The results from testing the eighth hypothesis showed that from the view of all employees and managers of line and staff units, employee ratio as an independent variable didn't affects the organizational trust in 95% confidence level. In other words, the increasing or decreasing of the employee ratio of organizational units didn't affect the organizational trust in 95% confidence level.

*Ninth Hypothesis)* The results from testing the ninth hypothesis showed that from the view of all employees and managers of line and staff units, management ratio as an independent variable didn't affects the organizational trust in 95% confidence level. In other words, the number of the managers of each organizational unit didn't affect the organizational trust in 95% confidence level.

On the other hand, using the variance analysis of demographic variables, age, education degree and job background, in some cases the average of organization's structural dimensions and organizational trust indices in different groups were different in 95% confidence level. In other words, the results of Tukey and LSD tests showed that age demographic variable played a mediator role in determining the formalization score in Esfahan's Mobarakeh Steel Company. From the viewpoint of the younger in comparison with the older, formalization rate has been less in Esfahan's Mobarakeh Steel Company. Centralization dimension score also was affected by the individuals' age variable. Older assessed the decision-making centralization of Esfahan's Mobarakeh Steel Company more than younger. Individuals with lower education degree assessed standardization more than others. Also hierarchy of authority dimension was affected by education degree variable. People with lower education have evaluated the organization's hierarchy more vertical.

Among the organizational trust indices, lateral trust index also were affected by the educational degree of individuals. People with lower education had more lateral trust to their colleagues. Vertical trust index was affected by age variable. Younger had less vertical trust in comparison with older. The score related to institutional trust index was different on the base of the responders' age. The younger employees had less institutional trust in comparison with older employees.

## 6. Implications and Limitations

Considering the results of grouped structural equation of the effect of structural dimensions on organizational trust model, we can say that the effective structural dimensions on organizational trust from the view of line and staff units; employees and managers of Esfahan's Mobarakeh Steel Company have been different so different dimensions of structure should be considered to reinforce trust in different organizational line and staff units.

The following suggestions have been presented to increase the organizational trust level in Esfahan's Mobarakeh Steel Company based on structural dimensions:

1) The results of testing the first hypothesis showed that by increasing formalization, the organizational trust of staff units' employees would be increased so it is suggested to increase the organizational trust level in the jobs related to staff units' employees:

- All the present laws and rules should be written.
- The description of individuals' jobs should be explained clearly and in written form.
- The adaptation of operation to the written job instructions should be controlled.
- The managers and supervisors of these units, even in making important decisions, should act apart from laws and orders.

2) The results of testing the third hypothesis showed that by increasing standardization, the organizational trust of line and staff units' employees would be increased so it is suggested to increase the organizational trust level in the jobs related to line and staff employees:

- Actions and behaviors should be done in the same way.
- Labor processes should be performed similarly.
- The methods of providing data and facilities should be the same.

3) The results of testing the forth hypothesis showed that hierarchy of authority dimension is the only structural which has affected organizational trust from the view of all employees and managers of line and staff units. The less the number of people who give reports to managers and the more limited a manager's span of control, the more the trust of employees and managers to the organization that it would be possible through becoming the organizational hierarchy more vertical. So it is suggested for increasing the organizational trust level in all organizational units:

- Job tasks should not be similar.
- Job tasks should be various and complex.
- Control and guidance should be done exactly and continuously.
- Vast interrelationships should exist among individuals.

4) The results of testing the sixth hypothesis showed that by increasing decision-making centralization, organizational trust of line units' employees would be increased. So it is suggested for increasing the organizational trust level of line units' employees:

- Managers in these units have a direct corporation in collecting data for decision-making.

- Managers in these units have a direct corporation in interpreting data for decision-making.
- Managers in these units have a direct corporation in controlling the performance of decisions.

But the managers' organizational trust level would be increased by non-centralization. So it is suggested for increasing the managers' organizational trust level:

- Organization's senior management should devolve collecting data for decision-making to the units' managers.
- Organization's senior management should give interpreting data for decision-making to the units' managers.
- Organization's senior management should yield controlling the performance of decisions to the units' managers.

5) The results of testing the seventh hypothesis showed that by increasing professionalism, the organizational trust of the employed individuals in line units would be increased so it is suggested for increasing the organizational trust level in line units:

- People with higher education degrees should be recruited in choosing labor force for line units.
- Specialized education terms for the employed in organization's line units should be assembled to increase the knowledge level of individuals about their labor responsibilities.

One of the most important limitations of this study was sampling limitation in Esfahan's Mobarakeh Steel Company. In other words, the low rate of return of the distributed questionnaires and the impossibility of distributing the questionnaires in an extensive area caused that a sample less than the needed sample would be obtained.

Another limitation has been the limitation of generalizing this study's results, because these consequences have been achieved from the statistic sample limited to Esfahan's Mobarakeh Steel Company. On the other hand, it would be possible that all organizational trust aspects haven't been measured by using Chathoth and Ellonen's model or all organizational structure aspects wouldn't be evaluated by using Daft's model.

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