

دور الثقة التنظيمية في تحسين مستوى مخرجات العمل الموقفية والسلوكية

Abstract:

This research provide theoretical and empirical framework testing the relationship between organizational trust and level of work outcome. The authors tested the effect relationship between sources of organizational trust (management trust , supervisor trust and co-worker trust) , level of attitudinal work outcome (job satisfaction and organizational commitment) and behavioral work outcome (job performance , citizenship behavior and innovative behavior) . With data collected from sample of (97) worker in AL- Dewanya textile manufactory. This research using some statistical tools for testing research hypotheses as multi regression analysis, Pearson correlation coefficient and dominance analysis. Most results proofed validity of research's hypotheses.

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() ()
(97)
(Dominance Analysis)

(Dirks & Skarlicki, 2004)

(Yang ,2005)

(Lima& Caetano,2006)

(Dirks & Ferrin,2002)

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(OT)

. (Lima & Caetano ,2006)

(2002) (Decker)

. (Yang,2005:1)

(Dirks & Ferrin,2002) (Trust Foci or Trust Referent)

. (Shah,1998)

(Dirks & Sharlicki ,2004:27)

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. (Dominance Analysis)

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-: (OT) () -

. (CT) -

. (ST) -

. (MT) -

(13) (Scott,1981)

(8) () (5)

() ()

. (-) (Likert)

-: (WO) () -

-: (AWO) -

(JS) •

(OC) •

(4) (AL-Amri,1996)

(9) (Porter et al.,1974)

(Likert) ()

. (-)

-: (BWO) -

(JP) •

(OCB) •

. (OCB-O) (OCB-I)

. (IB) •

(5) (Pearce & Porter,1986)

(-) (Likert)

(Becker & Randall ,1994)

(-) (Likert) (2007)

(Morrison & Phelps,1999)

(-) (Likert)

(0.91-0.77)
. (Allyn et al,2006:45) (0.75)

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(Multiple

(Person)

. (Dominance Analysis)

Regression Analysis)

) (98)

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. (% 98)

Organizational Trust

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. (Dammen,2001:9)

. (Adams,2004:3)

-: (OT)

" ❖

. (Rousseau et al.,1998 :395) "

" ❖

(Blomqvist & "

Stahle,1999:57)

() () () - -

(Lewicki et al., 1998:439) " ❖

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" (Chen et al., 2003)

" ❖

. (Lee et al., 2003) "

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(1984) (Shea)

. (Dammen, 2001:6)

(McGregor, 1967 ; Likert, 1967 ; Argyris, 1973)

. (Ibid :6-7)

(1996) (Mishra)

(1998) (Crawford)

. (Lima & Caetano, 2006)

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() () () (Blomqvist & Stahle, 1999:57)

(Wicks)

. (Adams, 2004:7)

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(Trust Base)

(Trustee) (Trustor)

:(Yang, 2005:4)

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(Mayer et al., 1995) -

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(Cognitive) ❖
 (Affective) ❖

((McAllister,1995))

(Shockley-Zalabak etal.,2000) -
 (Competence) ❖
 (Open Communication) ❖
 (Concern for Employees) ❖
 (Reliability) ❖

(Sharing of Goals , Values and Norms) ❖
 ((Shockley-Zalabak etal.,2000))

() (Trust Foci) :

) (()
 . (Yang,2005:5;Adams,2004) (
 -: (Scott,1981)

(Coworker-Trust) ❖
 (Immediate Supervisor-Trust) ❖
 (Upper Management-Trust) ❖

(Adams,2004)

. (Ellis & Zalabak,2001)

((Scott,1981))

(Scott,1981)

.(Adams,2004:17)

Work Outcomes

(OB)

(WO)

(1)

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(1)

(Duxbury etal.,1999)		
(Vigoda,2000)		

(Carmeli,2003)	-:	-
	-:	-
	-:	-
(Liu,2004)	-:	-
	-:	-
(Chen & Aryee, ,2005)		
(Liao & Rupp ,2005)		
(Humphrey etal.,2007)	-:	-
	-:	-
	-:	-
	-:	-
(Juhdi etal.,2007)		
(Harris etal.,2007)		(LME)
(Williamson,2007)	-:	-
	-:	-

(Carmeli,2003 ; Liu,2004 ; Humphrey

etal.,2007 ; Williamson,2007)

(Carmeli,2003 ;

Humphrey etal.,2007)

-:

Attitudinal Work Outcomes

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(Newstrom &

Davis ,1993:194)

. (Lussier , 2005:76)

. (Humphrey etal.,2007 ; Newstrom & Davis,1993)

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Job Satisfaction

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(Hellrigel & Slocum,2001: 329)

. (Lussier,2005:81)

(Shockley-Zalabak etal.,2000)

Organizational Commitment

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- : (106 : 1996)

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(Liou,1995)

(Leana & Van Buren,1999)

Behavioral Work Outcomes

-

(Lussier,2005:7)

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-:

Job Performance

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. (44 : 2004)

() () () - -

()

. (Yang,2005:48)

Organizational Citizenship Behavior

(Organ

) () ,1999:40)

() () () ()
(Bolton,1997:224;Muchinsky,2000:283)

(Dirks & Ferrin

. ,2002 ; Yang,2005)

Innovation Behavior -

(1999) (Morrison & Phelps)

(: 2007)

. (Scott & Bruce,1994:581)

(Horsager,2007:56)

. (Ibid : 15)

(Descriptive Statistics)

() (2) :

-:

(MT= 2.7,

(CT)

: -
ST= 3.9, CT= 3.8)

(MT)

(MT= 0.81; ST= 0.69; CT= 0.78)

. (0.76)

(3.4)

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(OC)

(JS= 0.31 ; OC= 0.38)

(JS)

(0.68)

(JP= 3.9; OCB-I=3.7 ; OCB-O= 2.9 ; IB= 2.7)
 (IB) (JP)

(JP= 0.71; OCB-I=0.79 ; OCB-O= 0.85 ; IB= 0.76)

(Person)

(Fryxell & Wang ,1994) (Multi collinearity) (0.60)
 (Initial Support)

(Hypotheses Testing)

(MRA) (3)
 (R²) (F) (T) (B)

(F,T) (B)
 (Shockley-Zalabak (Liou,1995) etal.,2000)

(3)

OC	JS	Dep. Indep.
B= 0.25 T= 3.5 Sig.=0.001	B= 0.27 T= 3.7 Sig. = 0.00	MT
B= 0.58 T= 4.8 Sig.=0.00	B= 0.58 T= 4.9 Sig.=0.00	ST

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B= 0.21 T= 2.00 Sig.=0.044	B= 0.20 T= 1.9 Sig.=0.052	CT
F= 15.4 Sig. = 0.00 R ² = 31.1	F= 16.6 Sig. = 0.00 R ² = 32.9	F R ²

∴ () (MRA) (4)
(R²) (F) (T) (B)
(F,T) (B) ()
() ()
() ()
(T) (B)
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(Yang,2005:48)

. (Dirks & Ferrin ,2002)

(4)

IB	OCB-O	OCB-I	JP	Dep. Indep.
B= 0.17 T= 2.1 Sig.=0.036	B= 0.32 T= 3.3 Sig. = 0.001	B= 0.21 T= 2.4 Sig.=0.018	B= 0.34 T= 4.7 Sig.=0.00	MT
B= 0.69 T= 4.9 Sig.=0.00	B= 0.47 T= 2.9 Sig.=0.005	B= 0.16 T= 0.64 Sig.=0.09	B= 0.54 T= 4.4 Sig.=0.00	ST
B= 0.30 T= 2.5 Sig.=0.013	B= 0.10 T= 0.96 Sig.=0.44	B= 0.40 T= 2.00 Sig.=0.04	B= 0.21 T= 2.00 Sig.=0.04	CT
F= 11.6 Sig. = 0.00 R ² =25.0	F= 8.9 Sig. = 0.00 R ² = 19.9	F= 10.4 Sig. = 0.00 R ² = 22.8	F= 16.6 Sig. = 0.00 R ² = 33.3	F R ²

(Kruskal,1987 ;

Kruskal,1989 ; Budescu,1993)

(Bouckenooghe & Devos ,

2007:15-16)

(Bouckenooghe & Devos ,2007:15-16 ; Azen & (

.Budescu,2006:157-158)

(Azen & Budescu,2006:158)

(Johnson & LeBreton,2004) (Dominance Analysis)

(DA)

(Azen &

(R²)

. Budescu,2006:158)

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(X1)

R²

(5)

(X3)

(X2)

R²

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(5)

Variable (s)	R ² Contribution			
	R ²	X1	X2	X3
0		0.147	0.225	0.048
X1	0.147		0.176	0.033
X2	0.225	0.098		0.027
X3	0.048	0.132	0.204	
X1,X2	0.323			0.027
X1,X3	0.18		0.17	
X2,X3	0.252	0.098		

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		0.147	0.225	0.048
		0.115	0.19	0.179
		0.098	0.17	0.027
		0.133	0.195	0.084
		% 32.3	% 47.3	% 20.4

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(6)

(6)

Variable (s)	R ² Contribution			
	R ²	X1	X2	X3
0		0.203	0.174	0.031
X1	0.203		0.123	0.017
X2	0.174	0.152		0.029
X3	0.031	0.189	0.172	
X1,X2	0.326			0.028
X1,X3	0.22		0.134	
X2,X3	0.203	0.151		
		0.203	0.174	0.031
		0.171	0.148	0.023
		0.151	0.134	0.028
		0.175	0.152	0.027
		% 49.4	% 42.9	% 7.7

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(7)

(7)

Variable (s)	R ² Contribution			
	R ²	X1	X2	X3
0		0.138	0.21	0.041
X1	0.138		0.165	0.028
X2	0.21	0.093		0.031
X3	0.041	0.125	0.20	
X1,X2	0.303			0.03
X1,X3	0.166		0.167	

X2,X3	0.241	0.092		
		0.138	0.21	0.041
		0.109	0.183	0.029
		0.092	0.167	0.03
		0.113	0.187	0.033
		% 33.9	% 56.2	% 9.9

(8)

(8)

Variable (s)	R ² Contribution			
	R ²	X1	X2	X3
0		0.071	0.127	0.202
X1	0.071		0.102	0.18
X2	0.127	0.046		0.078
X3	0.202	0.049	0.003	
X1,X2	0.173			0.079
X1,X3	0.251		0.001	
X2,X3	0.205	0.047		
		0.071	0.127	0.202
		0.048	0.053	0.129
		0.047	0.001	0.079
		0.055	0.060	0.137
		% 21.8	% 23.8	% 54.4

(9)

(9)

Variable (s)	R ² Contribution			
	R ²	X1	X2	X3
0		0.126	0.125	0.041
X1	0.126		0.093	0.028
X2	0.125	0.094		0.007
X3	0.041	0.113	0.091	
X1,X2	0.219			0.005

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X1,X3	0.154		0.07	
X2,X3	0.132	0.092		
		0.126	0.125	0.041
		0.104	0.092	0.018
		0.092	0.07	0.005
		0.107	0.096	0.021
		% 47.8	% 42.8	% 9.4

(10)

(10)

Variable (s)	R ² Contribution			
	R ²	X1	X2	X3
0		0.065	0.187	0.022
X1	0.065		0.158	0.015
X2	0.187	0.036		0.051
X3	0.022	0.058	0.216	
X1,X2	0.223			0.05
X1,X3	0.08		0.193	
X2,X3	0.238	0.035		
		0.065	0.187	0.022
		0.047	0.187	0.033
		0.035	0.193	0.05
		0.049	0.189	0.035
		% 17.9	% 69.2	% 12.9

(5,6,7,8,9,10)

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(Yang,2005 ; Dirks, & Ferrin,2002 ; Dirks & Sharlicki,2004) (

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