

TRUST SCALE DEVELOPMENT IN TURKEY

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TRUST

One party's (the trustor) confident expectation that another party (the trustee), on whom the trustor must rely, will help the trustor reach his or her goals in an environment of risk and

uncertainty (Morgan and Hunt 1994; Moorman, Deshpande, and Zaltman 1993; Moorman, Zaltman, and Deshpande 1992; Mayer, Davis, and Schoorman 1995; Huff, Couper and Jones, 2002)



TRUST

Based on perceptions of both the features of trustworthiness and the incentives or motives of the other party (Dwyer and Lagace 1986; Hardin 1993; Stratton, Pelton, and Tanner 1996).

Trustworthy features are relatively durable and are conveyed from one trusting situation to another.



DIMENSIONS OF TRUST

- Ability
- Benevolence
- Integrity
- Predictability
- Openness

(Butler 1991; Cummings and Bromiley 1997; Mayer, Davis, and Schoorman 1995; McKnight, Cummings, and Chervany 1998; Mishra 1996; Swan, Trawick, and Silva 1985)



TRUST DIMENSIONS

- Honesty
- Openness
- Consistency
- Respect
- treating people with dignity and fairness.

Larson and LaFasto (1989)



TRUST DIMENSIONS

- Honesty
- Truthfulness
 - Loyalty
- Competence
- Consistency.

Yeatts and Hyten (1998)



TRUST DIMENSIONS

- Openness
- Sharing
- Expressing support
- Cooperative intentions.

Lindquist (1997)



TRUST IN SUPERVISOR

- information flow (O'Reilly, 1977; O'Reilly & Roberts, 1974, 1977)
 - adequate explanations
 - timely feedback on decisions,
 - accurate and candid communication (Folger & Konovsky, 1989; Konovsky & Cropanzano, 1991; Sapienza & Korsgaard, 1996)
 - behavioral consistency,
 - behavioral integrity
 - sharing and delegation of control,
 - communication,
 - demonstration of concern
- Whitener, Brodt, Korsgaard, and Werner (1998)



ORGANIZATIONAL TRUST

- Competence
- Openness
- Concern
- Reliability

Mishra (1996)

- Associability (Leana & Van Buren, 1999)
- Identification (Ellis & Shockley-- Zalabak, 1999)



TRUST IN MANAGEMENT VS TRUST IN ORGANIZATION

- Luhmann (1979) suggested that a meaningful difference existed between trust in management and trust in the organization: "trust occurs within a framework of interaction which is influenced by both personality and social system, and cannot be exclusively associated with either."
- Furthermore, Luhmann (1979) claimed system trust to be hidden and going beyond the day-to-day experiences that form interpersonal trust. Thus, it is considered that an employee's trust (and other psychological attachments) is different when the trustee is management versus the organization. Measurements of trust in the organization and trust in management should-particularly in Luhmann's terms-capture different aspects of the employee experience of each trust object.
- Individual trust pertains to expectations about individual relationships and behaviors. Organizational trust pertains to expectations individuals have about networks of organizational relationships and behaviors. Individuals in organizations form perceptions of both individual and organizational trust at the same time (Shockley-Zalabak, Ellis and Winograd, 2000)



TRUST SCALES

- Rotter (1967) interpersonal trust (Rotter Interpersonal Trust Scale). 25 items
- Cook and Wall (1980) *trust in peers, trust in management, commitment, and fulfillment of personal needs.*
- Larzelere and Huston (1980) dyadic trust
- Johnson-George and Swap (1982) interpersonal trust (the Specific Interpersonal Trust Scale– SITS)



TRUST SCALES

- Butler (1991) Conditions of Trust Inventory
- McCauley and Kuhnert (1992) *employee trust* in management.
- Currall & Judge (1995) trust for use in organizations (sample was only male).
- Rotenberg and Morgan (1995) *trust-value basis for friendship*.
- Couch, Adams and Jones, (1996 global trust, relationship trust ,relational trust



TRUST SCALES

- Cummings and Bromley (1996) organizational trust : affective state, cognition, intended behavior
- Nyhan and Marlowe Jr. (1997) developed a 12-item scale to measure trust in supervisor and in organization (the Organization Trust Inventory (OTI)).
- McAllister (1998) interpersonal trust among managers and professionals two new sub constructs – *cognitive*, and *affect-based trust*,
- Couch and Jones (1997) Partner Trust, Network Trust, and Generalized Trust.



TRUST SCALES IN TURKEY

- Yılmaz (2006) trust towards the manager, colleagues and the stockholders.
- Yücel (2006) Organizational Trust Inventory trust towards the organization, manager and the colleagues.
- Erdem and colleagues (2006) trust in employer, colleagues and subordinates.
- Birsal, M., İslamoğlu, G., Börü, D. (2009) Trust in subordinate.
- İslamoğlu, G., Börü, D., Birsal, M. (2007) Trust Scale Development



METHOD

PURPOSE OF THE STUDY

Develop a shorter version of an already developed long trust scale for distinguishing interpersonal and organizational trust factors in Turkey.

- Combine all items which are clustered under trust in manager, trust in colleague , trust in subordinate and the trust in organization scale in a questionnaire form by using previous item development steps conducted by researchers (based on previous literature and with answers to open-ended questions asking the respondents what the factors that would affect their trust towards the manager, subordinate, colleagues and the organization are)
- Item testing the relevance of the items to trust with a larger sample using 5-point interval scale
- Factor analysis and assessment of construct validity and reliability.



METHOD

INSTRUMENTS

FIVE PARTS

- DEMOGRAPHICS
- TRUST IN MANAGER (40 ITEMS)
- TRUST IN COLLEAGUE (38 ITEMS)
- TRUST IN SUBORDINATE (50 ITEMS)
- TRUST IN ORGANIZATION (36 ITEMS)

by asking participants the factors that would lead trust in manager, colleague, subordinate and the organization. Approximately 750 volunteers were used to develop each instrument.

“long version”, have totally 38 factors including 164 items. In this study the first purpose of the researchers is to develop a shorter version of Organizational Trust



Dimension number	Trust in manager scale factors (TM_LV)	Trust in colleagues scale factors (TC_LV)	Trust in subordinates scale factors (TS_LV)	Trust in organization scale factors (TO_LV)
1	Support for subordinates	Willing to succeed by one's own effort and competence	Being a good person	Honest and fair business attitude
2	Honest and fair	Self Development	Working Effectively and Efficiently (Being Rational)	Positive Image
3	Team Leader	Honest and Open	Valuing one's job	Peaceful and just atmosphere
4	Providing Positive Work Environment	Affectionate	Having work discipline	Valuing selection and orientation
5	Self Confident	Not exploiting	Having work ethics	Creating commitment
6	Not creating tension	Tolerant	Competent	Company profit
7	Sharing information	Responsible	Hardworking	Considering employees' needs
8	Inspiring confidence	Not behaving politically	Interrogating	Objective performance appraisal
9	Competent	Agreeable	Sharing Information	Concern and respect for employees
10	Delegation and concern for employees	-	-	Providing long term employment

METHOD

SAMPLING & PROCEDURE

Convenience Sampling

611 employed men and 599 employed women working in different organizations in different sectors in Istanbul.

The total sample number is 1210. The response rate is 81 %. Therefore, the results could not be generalized to the whole population.



FINDINGS

RELIABILITY (Cronbach's alpha)

- overall scales α : .985,
- the trust in manager scale α :.950,
- the trust in colleagues scale α :.953,
- the trust in subordinate scale α :.963,
- the trust in organization scale it is α :.936.



FINDINGS

FACTOR ANALYSIS

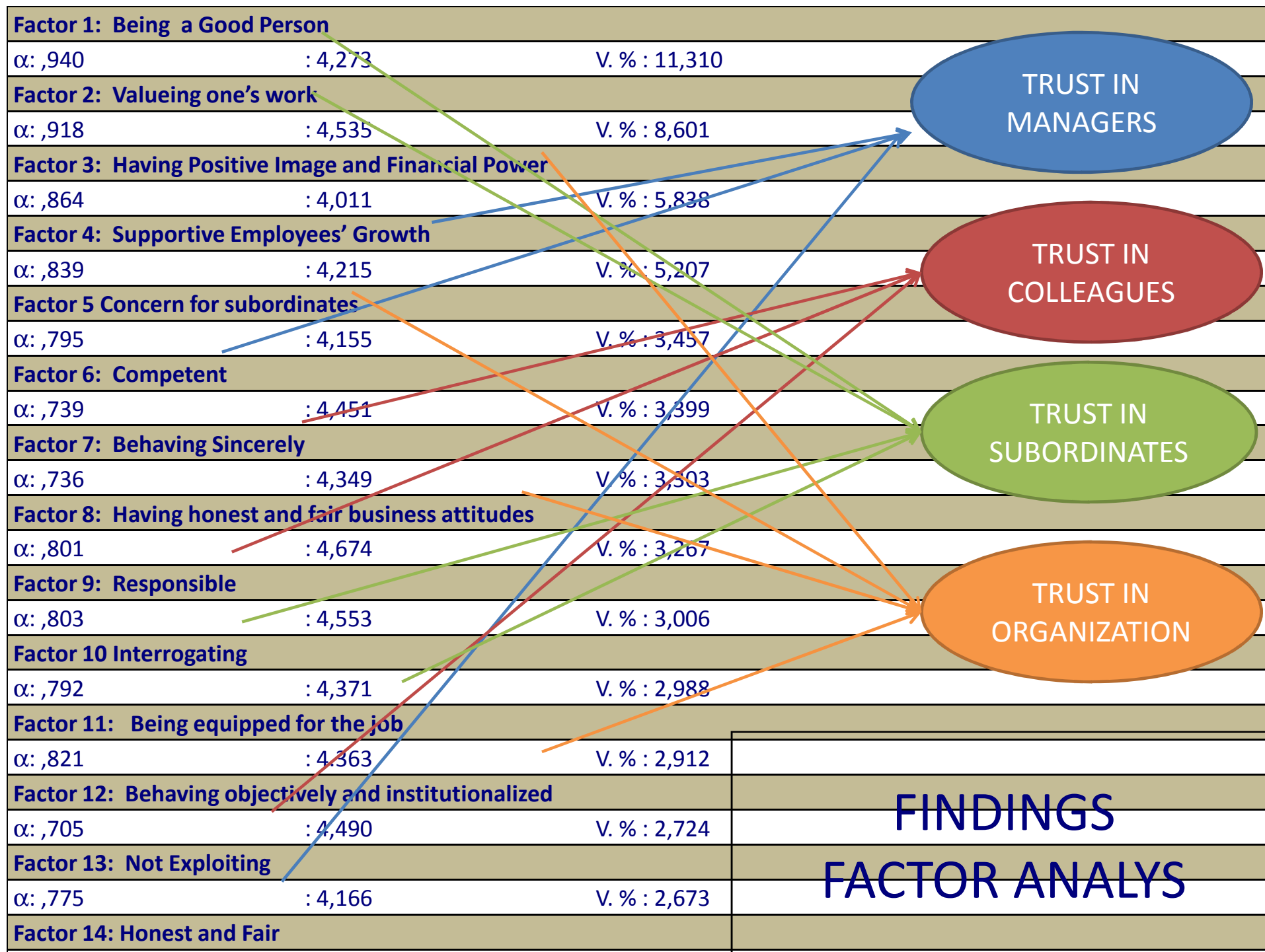
All 164 items were put into the factor analyses together.

As a result of descriptive factor analysis, it was found that 14 factors explained 61.23% of the total variance.

In these analyses the items that have factor loadings below .50 and that appear under more than one factor, were excluded.

- Kaiser-Meyer-Olkin Measure of Sampling Adequacy : ,959
- Approx. Chi-Square : 49052,042
- d : 2775 Sig. : ,000





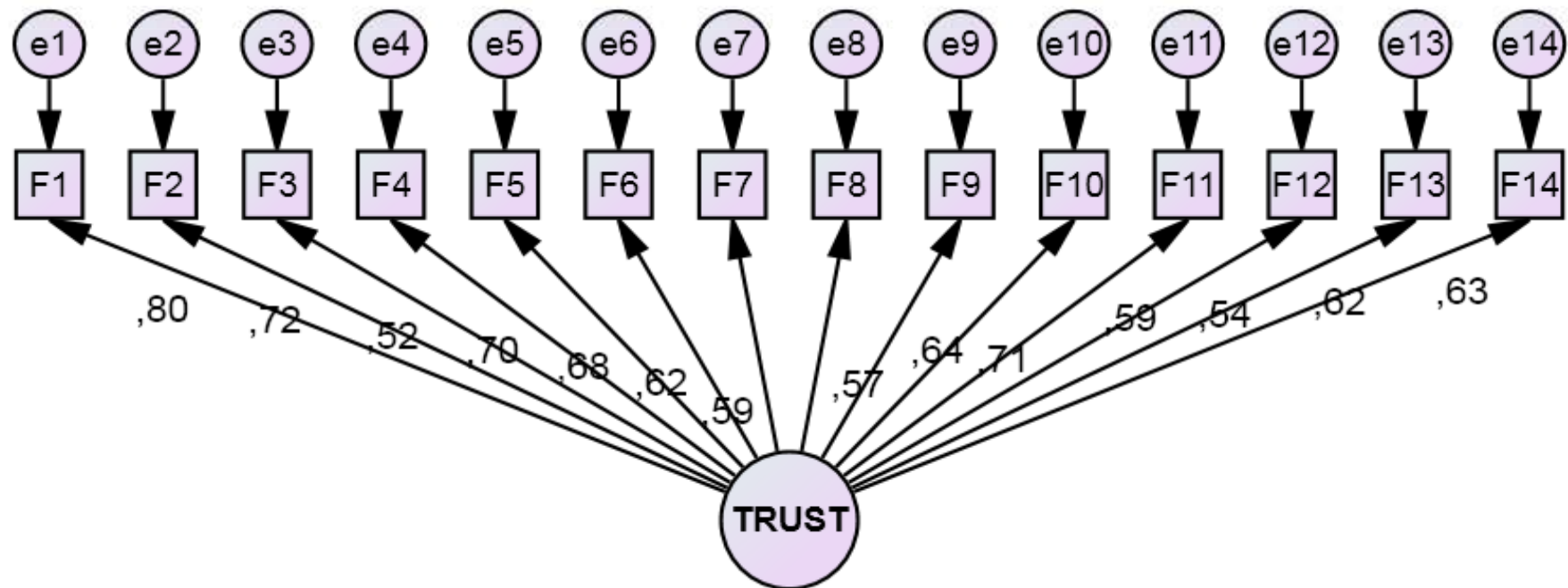
Comparison of number of items and factors

Scales	In original scales		After factor analyses	
	Number of items	Number of factors	Number of items remained	Number of factors
Trust in manager	40	10	15	3
Trust in colleagues	38	9	10	3
Trust in subordinates	50	9	32	4
Trust in organization	36	10	18	4
TOTAL	164	38	75	14

As a last step of the study, structured equalization model (SEM) is used to clarify how much the factors obtained can identify the organizational trust inventory (OTI)

As a result of SEM, all fit indexes ($\chi^2(77, N=1210)=754,09$, $p=0,000$; GFI=0,91; AGFI=0,87; CFI=0,90; NFI=0,89; TLI=0,88; RMSEA=0,08.) show that the model is appropriate.

Structured equalization model (SEM) of the organizational trust inventory (OTI)



CONCLUSION

Based on the need for a organizational trust inventory (OTI) this study started by a step by step development of a trust scale for the organization, employees, colleagues, managers with a emic approach (İslamoğlu, Börü and Birsal,2007; Börü, İslamoğlu, Birsal, 2007; Birsal, İslamoğlu, Börü, 2009).

The previously developed scales identify the factors of organizational trust. It includes 40 items for trust in managers, 36 items for trust in colleagues, 50 items for trust in subordinates and 36 items for trust in organization. When being utilized in the field studies such a long scale created many problems.



CONCLUSION

Therefore, a need arose to develop a shorter version of the scale. This study is the first step to develop a shorter version of the organizational trust inventory (OTI) developed by the researchers previously.

The following steps will include the confirmation of the scale development.

Further studies aim to make cross cultural comparisons with other scales in terms of demographic variables.

