

Linking Organizational Commitment and Organizational Trust in Health Care Organizations

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Background and purpose: Health care organizations should apply new methods to motivate their employees be more effective and successful. This can be achieved by commitment to the organization and trusting their managers. Therefore, health care organizations must take care of the commitment and trust aspects in order to have a full knowledge of employees and to increase organizational performance and effectiveness. The present study aims to link sub-dimensions of organizational trust and sub-dimensions of organizational commitment of administrative personnel of health care organizations.

Methodology: The survey was conducted among 156 administrative personnel in health organizations in Turkey. Sub-dimensions of organizational trust and sub-dimensions of organisational commitment were linked and correlated. Nyhan and Marlowe's OTI survey was used for the assessment of organizational trust and Meyer's and Allen's OCQ for the assessment of organizational commitment. Correlation, Path analysis and Structural Equation Modelling (SEM) were used to analyse the data with the help of SPSS and SmartPLS programs.

Results: Results suggest that trust in organization has a positive impact on effective organizational commitment and continuance organizational commitment, however, has not impact on normative organizational commitment. Additionally, trust in supervisors has a positive impact on affective organizational commitment, continuance organizational commitment and normative organizational commitment.

Conclusion: Awareness of organizational trust and commitment can be beneficial to leaders and managers, as they can handle, develop and empower their workers better with this information. Moreover, the key point is that all leaders and managers should focus on creating an atmosphere that will make workers very more committed and trusting, hence, to enable them perform beyond their formal duty requirements.

Keywords: *Organizational trust; Organizational commitment; Health care organizations, Strategic management*

1 Introduction

The trust in organization and organizational commitment has become important issue in health management field. Today, health organizations and their managers are trying to find new ways to boost participation of their personnel and maximize their impact. Organizational trust can lead to collaboration among administrative personnel, teams and organizations. Organizational trust can also lead to enhanced administrative personnel' commitment to their organizations. Companies need a high degree of in-

terpersonal confidence among co-workers in an organization for positive feedback and evaluation of advanced organizational behaviour. As it is known, organizational trust plays a key role in management and confidence among co-workers (Paliszkievicz, Koohang, Gołuchowski & Nord, 2014), therefore, is the responsibility of professional managers. We are in Industry 4.0 era which maximizes the competitive advantages among health organizations. Responding to the basic needs of administrative personnel in each organization is a priority in Industry 4.0 era. In such an era, for their survival, health organizations need

quality human resources to respond well to environmental and technological challenges. In health organizations, administrative personnel have an important role as they are a bridge between top managers and employees. Thus, one of the most important needs of administrative personnel in health organizations is building organizational trust and providing their organizational commitment. There are two components of organizational trust; trust in the organisation, and trust in supervisor (Nyhan & Marlowe, 1997; Vanhala, Heilmann & Salminen, 2016; Ozturk & Karatepe, 2019) and three components of organizational commitment; affective, continuance and normative (Meyer & Allen, 1991; Karem, Mahmood, Jameel, & Ahmad, 2019; Almaaitah, Alsafadi, Altahat & Yousfi, 2020). Organizational commitment is commonly identified as the key factor in interactions between personnel and organizations in the management and organizational behaviour literature. The most powerful driving forces for organizational success are organizational trust and organizational commitment (Bastug, Pala, Kumartasli, Günel & Duyan, 2016). Therefore, managers should recognize and be aware of nature of trust and its impact on organizational commitment (Sheik-Mohamed, Mohiadeen, & Anisa, 2012). Organizations must proactively seek a better understanding of trust and must take steps to improve employee confidence, commitment and trust (Bobbio, Bellan & Manganelli, 2012). Besides managerial, administrative personnel are also an important force in the planning and execution of the health organizational goals (Aryee, Budhwar & Chen, 2002). Hence, maintaining administrative personnel by strengthening their organizational commitment and trust is an issue of highest concern, and hospital administrators should give it priority.

There are numerous researches and current studies on organizational commitment and organizational trust with different variables in literature. For example, Dirks and Ferrin (2001) claimed that employee trust is related to several attitudinal outcomes, especially organizational commitment. Ng (2015) studied the relationship between organizational commitment, trust, and organizational identification. Yılmaz (2008) researched organizational trust and organizational commitment in Turkish primary schools. Pranitasari (2020) investigated leadership and organizational commitment. Timuroğlu and Çokgören (2019) linked organizational citizenship and organizational trust while Filiz and Bardakçı (2020) related organizational climate and organizational trust. There are some other current studies, using one or more variables of this research, have similar results (Baird, Tung & Yu, 2019; Jain, Duggal & Ansari, 2019). These findings confirm that organizational trust and organizational commitment are essential for an effective organization. Many other international studies in different disciplines with different samples, such as nursing and public administration, also claimed that trust

in organization has a significant impact on commitment (Cho & Park, 2011). Organizational commitment is also related to psychological empowerment and job satisfaction (Jordan, Miglič, Todorović & Marič, 2017). Some national studies in Turkey linked trust and commitment of doctors and nurses (Durukan, Akyürek, & Coşkun 2010) and organizational trust levels of health employees (Filiz & Bardakçı, 2020). However, till now, there have been no studies that focused on the relationship between sub-dimensions of organizational trust and sub-dimensions of organizational commitment of administrative personnel. This gap has shaped this study's scientific research model. Thus, this study aims to investigate the relationship among sub-dimensions by conducting an empirical analysis from the perspective of health organizations' administrative personnel.

The research consists of four sections: literature review, methodology, findings and interpretations; and the conclusions and implications. Hopefully, this research will help health organization managers to consider the needs of administrative personnel and the factors that influence their commitment and trust in order to improve or arrange successful human resource structures.

2 Literature Review and Hypotheses

Organizational trust refers to people's positive expectations and the organization members' expectations about competence, reliability and benevolence and refers to the trust between the employees and managers in an organization (Mayer, Davis & Schoorman, 1995). Organizational trust can lead to job satisfaction of employees which is the pre-requirement of organizational commitment. Therefore, organizational trust and commitment in organization and amongst organization members is challenged as a necessity (Durukan et al., 2010).

2.1 Organizational Trust

Organizational trust is not a new topic in management field. Organizational trust is the core element of effective organization (Sadq, Ahmad, Saed, Othman & Mohammed, 2020). Organizational trust has become the priority of management studies researchers, especially study of organizational behaviour. Organizational trust is the confidence of the employee in the objectives of the organization's actions and strategies which represent the satisfaction and commitment of the employee to the organization. At the same time, it is the degree of confidence one person has in another's competence and willingness to behave honestly and predictably (Nguyen, Pham, Le, & Bui, 2020). In other words, organizational trust is the level of confidence that one person has in another's com-

petence and his/her willingness to act in a fair, ethical and predictable manner and is a psychological state which provides feedback on how employees perceive the problems in situations (Ji & Jan, 2020). Thus, organizational trust occurs on both individual and organization level. On the individual basis, the feeling of trust emerges depending on the personal characteristics of the workers and experience in their interpersonal relationships.

Various dimensions of trust have been the focus of researchers in the past. But considering in the context of organization there are two dimensions of organizational trust. These are trust in the organisation, and trust in supervisor. Trust in the organization is about the organization members 'optimistic assumptions regarding individuals' intentions and actions based on organizational roles, interactions, and experiences while trust in supervisor is about the employee's belief that the executive would keep his / her promises, act fairly and give honest and correct answers (Demircan & Ceylan, 2003; Warnock-Smith, Cameron & O'Connell, 2020). Researches have shown that trust in supervisors and organizations play a substantial role in building trust of employees (Ji & Jan, 2020).

2.2 Organizational Commitment

There are numerous definitions of organizational commitment in literature. But Meyer and Allen (1991) described a more systematic approach to organizational commitment and proposed the three dimensional model in early 90's. Many appreciations have been given to this model as so far it covers all the basic dimensions (Vandenberghe, 2008). Organizational commitment is characterized as the alignment of individuals with organizational values and goals, the willingness to perform duties and exhibit organizational efforts (Meyer & Allen, 1991). Earlier researchers found organizational commitment to be a unilateral concept but Meyer and Allen (1991) introduced a multidimensional model of organizational commitment (Masud & Daud, 2019). Organizational commitment has been classified by Meyer and Allen (1991) in three dimensions. These are affective organizational commitment, continuance organizational commitment and normative organizational commitment.

Affective Organizational Commitment (AOC): It is related to organizational behaviours and is characterized as the member of the organization being psychologically or emotionally attached, identified, and involved (Meyer & Allen, 1997). This ensures that members can stay emotionally connected to the organization while evoking a sense of identification with the organization and participate more in the goals of the organization.

Continuance Organizational Commitment (COC): It means remaining in the organization, as there is no choice (Meyer & Allen, 1997). Namely, the organization mem-

ber feels it's important to remain in the organization for reasons, such as, it's costly to leave organization, interest in the organization will be lost and time will be wasted. In other words, the organisation's leader is aware of the risks of leaving the company. Organizational members with ongoing dedication remain as members until a new and more appropriate organization is found for them (Meyer & Allen, 1997).

Normative Organizational Commitment (NOC): It means that the members believe that it is moral to stay in the organization. Doubtful members do not want to stay voluntarily in their organizations and do not want to make sacrifices (Meyer & Allen, 1997).

To summarize, affective organizational commitment is seen as an emotional connection of the workers to their organization. In other words, employees perform far beyond to receive the stated recompense. Employees with normative commitment have a social obligation to remain with their company. Continuance commitment refers to the calculative type of commitment: workers evaluate the importance of retaining organizational membership compared to leaving the organization (Meyer & Allen, 1997).

2.3 Linkage between Organizational Trust and Organizational Commitment

Number of positive attitudes and behaviours linked to work have been described as outcomes of organizational trust (Dirks & Ferrin, 2001). For example, it is critical factor for employees' job satisfaction and performance (Aryee et al., 2002; Meng & Berger, 2019). Thus, organizational trust is a key element in organizational behaviours and organizational commitment is one of the key strategies and primary objectives for organizations to protect their advantages in competitive environment because employees with organizational commitment are more adapted, relaxed and competitive (Sadq et al., 2019). In this study, organizational commitment is focused as an outcome of organizational trust. Previous studies indicate that organizational commitment is one of the central consequences of organizational trust (Aryee et al., 2002; Jiang, Gollan & Brooks, 2017). One of the most important factors that effected by organizational trust is organizational commitment (Yilmaz, 2008). Empirical researches have been conducted to relate organizational trust to organizational commitment (Baird et al, 2019; Jain, et al., 2019). Researchers have disclosed that organizational trust is a significant predictor of organizational commitment and the positive relationships between dimensions of organizational trust and organizational commitment have been explained by social exchange and HRM practices (Canning, Murphy, Emerson, Chatman, Dweck, & Kray, 2020; Jain et al.,

2019). Several empirical studies have also shown a positive link between organizational trust and commitment in different circumstances. Trust in organization has been associated with higher organizational commitment and trust in supervisors has correlated positively with innovative behaviour and satisfactions with supervisor (Canning et al., 2020). Therefore, it seems rational to anticipate that the degree of organizational trust among employees would affect their commitment to organization (Sadq et al., 2020). Furthermore, previous studies indicate that organizational commitment is one of the central consequences of organizational trust (Aryee et al., 2002;) Nevertheless, organizational commitment and organizational trust have a common connection. Also organizational trust may affect organizational commitment (Stinglhamber, 2006).

No organization can work without trust among its personnel and managers or can neglect the strong element of trust in doing business (Sadq et al., 2020). The degree of organizational trust defines the organizational composition of the factors that affect it, such as organizational structure, work design, communication, employee performance, commitment and organizational employee attitudes (Baird et al., 2019). Commitment and trust are, therefore, important factors in such environments.

Administrative personnel with a high organizational commitment are able to continue working within the organization and are able to work together to achieve organizational objectives. Organisational trust should relate positively with organizational commitment (Chen, Wu, Chang, Lin, Kung, Weng & Lee, 2015). Organizational trust has a high positive association with organizational commitment (Mirza & Redzuan, 2012) and organizational trust strongly influences emotional commitment (Schoorman, Mayer & Davis, 2007). These studies support the notion that organizational trust closely relates with organizational commitment that creates a good reputation for a company's business and increases its attractiveness.

Based on previous above presented theoretical review and evidence from previous trust and commitment studies, it is assumed that different dimensions of organizational trust (trust in supervisor and trust in organization) can be positively associated with employees' organizational commitment and administrative personnel may highly be committed to their organizations when they have high trust in their organization and supervisors. Thus, the research model is designed in Figure 1 and hypotheses are listed as below.

H1: Administrative personnel' trust in organization is positively linked to their affective organizational commitment.

H2: Administrative personnel' trust in organization is positively linked to their continuance organizational commitment.

H3: Administrative personnel' trust in organization is

positively linked to their normative organizational commitment.

H4: Administrative personnel' trust in supervisors is positively linked to their affective organizational commitment.

H5: Administrative personnel' trust in supervisors is positively linked to their continuance organizational commitment.

H6: Administrative personnel' trust in supervisors is positively linked to their normative organizational commitment.

3 Methodology

Two dimensions of organizational trust (trust in supervisor and trust in organization) are independent variables and three dimensions of organizational commitment (affective, continuance and normative) are dependent variables in this research. Based on this relation, KMO, Bartlett's Test and Cronbach Alpha were used to evaluate the variables reliability, normal distribution, and adequacy of data in this research. Correlation analysis was used to test the relations among variables mentioned above. In addition, Path analysis based on Structural Equation Model (Chin, 1998) was used to estimate the relationship between dependent and independent variables. SEM is a statistical technique that is used to determine the factor structure of variables and helps scholars to check for validity (Sarstedt & Cheah, 2019). Partial least square structural equation modelling (PLS-SEM) was used in this study to analyse and test the model owing to the model's sample size and complexity (Hair, Ringle, & Sarstedt, 2013). SmartPLS (V.3.3.1) and SPSS (V.26) programs were used to evaluate the variables reliability and convergent validity. The factor loadings of each item exceeded .70. (See Figure 1). Cronbach's alpha (α), composite reliability (CR) and average variance extracted (AVE) exceeded .70, .70 and 0.5, respectively (Hair et al., 2013) (see Table 5).

3.1 Sample and Procedure

Simple random sampling technique was used to collect data from all eighteen healthcare organizations in Manisa, a city in West of Turkey. The respondents were administrative personnel working in healthcare organizations. They were informed about the purpose of the research, and thereafter they were told that the data they provided would not be shared with third parties. Voluntary participants took part in the survey from January to December in 2019. About 10-12 respondents were interviewed from each organization. A total of 200 respondents were asked to complete the survey at their comfortable time to enhance response rate. The sample size was selected based

on Comrey and Lee (1992) inferential statistics. According to this statistic, a sample size of below 50 respondents is a weaker sample, a sample size of 100 respondents is weak, 200 respondents sample size is adequate, 300 is good, 500 is very good, and 1000 is excellent. Therefore, a sample size of two hundred (200) respondents was selected. Of 200 responses, 44 forms were eliminated due to missing values or uncompleted. Data was analysed with 156 valid forms for this research (78.0% response rate).

3.2 Measures

Considering the objective and design of the study, data were collected by two questionnaires (see Appendixes). The first one is Organizational Trust Inventory developed by Nyhan and Marlowe in 1997 and adapted to Turkish by Demircan in 2003. It consists of 12 questions and two dimensions which are called trust in supervisor and trust in organization. Respondents were asked to rate their trust in organization and trust in supervisor by which their organizations and managers provide better trust; trust in organization (4-items) and trust in managers (8-items). All items were measured on a five-point Likert-type rate (1=very low, 5 = very high). The other one is the Organizational Commitment Questionnaire developed by Meyer and Allen (1991). It includes 18 questions and has three dimensions of organizational commitment: affective, continuance and normative. The questionnaire was developed to Turkish by Wasti (2000). Respondents were asked to rate their commitment to their organization by which their organizations provide a better loyalty; affective organizational commitment (6-items), continuance organizational commitment (6-items) and normative organizational commitment (6-items). All items were measured on a five-point Likert-type scale (1=strongly disagree, 5 = strongly agree).

Both questionnaires were adapted to Turkish culture and language and have been used by many scholars in Turkish and literature which shows the reliability and validation of the questionnaires. For example, organizational trust is used for up-to-date researchers such as Kabadayi and Türkay (2020) while organizational commitment is used by Akgerman and Sönmez (2020) in Turkey.

3.3 Data Analysis and Results

Some basic demographic statistics of the respondents (education, age, gender, work experience, work unit and organizations) are presented in Table 1.

Table 1: Respondents Profile

		Frequency	Percent
Age	19-30	41	26,3
	31-40	73	46,8
	41 years and over	42	26,9
Gender	Male	92	58,1
	Female	64	41,9
Education	High School	34	21,8
	Bachelor	94	60,3
	Postgraduate	28	17,9
Work Experience	Less than 5 years	12	7,7
	6-10 years	31	19,9
	11-20 years	73	46,8
	21 years and over	40	25,6
Working Unit	Intensive care	18	11,5
	Service	52	33,3
	Administrative Units	86	55,2
Organization	Government	102	65,4
	Private	54	34,6

Before analysing the data, it is necessary to check some statistical values for adequacy of the data and normal distribution. Kaise-Meyer-Olkin (KMO) and Bartlett's Test are two statistical techniques that can give idea about the adequacy of the sample. The KMO value must be between 0.5 and 1 while Bartlett's Test must be less than 0.05 (Seçer, 2015). KMO and Bartlett's Test were performed for both scales used in this study (see Table 2 and Table 3).

As seen in Table 2 and Table 3 KMO value is more than 0.5 and Bartlett's test value is lower than 0.5 that

shows that the sample is adequate for both scales. To test the reliability of the scales, Cronbach Alpha (α) was calculated. Cronbach Alpha (α) value is more than 0.70 for both scales, indicating the reliability of the scales.

For conducting parametric tests such as T test, Anova, Manova test, Regression and Structural Equation Model, the distribution of data should be normal. p value of the Kolmogorov-Smirnov and Shapiro-Wilks test must be more than 0.05 and Skewness and Kurtosis values must be between +1 and -1 (George & Mallery, 2003).

Table 2: KMO and Bartlett's Test (Organizational Commitment Questionnaire)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,710
Bartlett's Test of Sphericity	Approx. Chi-Square	1659,206
	df	171
	Sig.	,000
Cronbach's Alpha		,795

Table 3: KMO and Bartlett's Test (Organizational Trust Questionnaire)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,904
Bartlett's Test of Sphericity	Approx. Chi-Square	2409,648
	df	55
	Sig.	,000
Cronbach's Alpha		,975

Table 4: Normal Distribution Test Results

Dimensions	n	Kolmogorov-Smirnov ^a			Shapiro-Wilk			Skewness	Kurtosis
		Statistic	df	Sig.	Statistic	df	Sig.	Statistic	Statistic
Organizational Trust	156	,095	156	,058	,965	156	,022	-,163	-,855
Organizational Commitment	156	,107	156	,069	,958	156	,018	,500	-,539

^aLilliefors Significance Correction

When checking Table 4, it is seen that the p value is more than 0.05, and Skewness and Kurtosis values are between +1 and -1. Therefore, parametric analysis tests were conducted in this research.

The averages, composite reliability standard, AVE and correlation coefficients between the variables gathered from the research are presented in Table 5.

According to Table 5, the factor with the highest average is observed to be normative organizational com-

mitment while the factor with the lowest is trust in organization. Pearson correlation was calculated to test the relationship between variables. Trust in supervisors has the strongest correlation with Trust in organization ($r=0,748$, $p<0,01$) while Trust in organization has the lowest correlation with Normative organizational commitment ($r=0,549$, $p<0,01$) and the other variables have medium level correlation with each other's.

Table 5: Descriptive Results and Correlation Matrix

Variables	AOC.	COC.	NOC.	TiO.	TiS.
Affective organizational commitment	1				
Continuance organizational commitment	0.686**	1			
Normative organizational commitment	0.579**	0.666**	1		
Trust in organization	0.619**	0.699**	0.549	1	
Trust in supervisors	0.665**	0.719**	0.612**	0.748**	1
Cronbach's Alpha	0.902	0.863	0.830	0.897	0.836
Composite Reliability	0.924	0.897	0.875	0.928	0.875
AVE	0.671	0.593	0.540	0.763	0.552
Mean	3,964	3,853	3,989	3,867	3,827

**Correlation is significant at the 0.01 level (2-tailed).

To assess the psychometric properties of the measurement instruments, a null model is estimated with no structural relationships. Reliability is evaluated by Cronbach's Alpha in addition to the means of composite scale reliability (CR) and average variance extracted (AVE). For all measures, PLS-based CR and Cronbach's Alpha are more than the cut-off value of .70, and AVE is above the cut-off value of .50. As Fornell and Larcker (1981) suggested, the AVE for each construct was more than the squared latent factor correlations between pairs of constructs (see Table 5).

The research model was developed with independent variables (trust in supervisor and trust in organization) and dependent variables (affective organizational commitment,

continuance organizational commitment and normative organizational commitment). PLS path modelling, which allows for explicit estimation of latent variable (LV) scores, was used to estimate the relationship between variables in research model (Figure 1). PLS Graph 3.3.1¹ and the bootstrapping resampling method were used to test their statistical significance. This procedure, firstly, was entailed by generating 500 sub-samples of cases randomly were selected from the original data. Then Path coefficients were generated for each randomly selected sub-sample. T-statistics were calculated for all coefficients based on their stability across the sub-samples in order to determine which paths were statistically significant (see Table 6).

Table 6: Testing The Research Model (Path Analysis Results for Organizational Trust and Organizational Commitment)

Paths	Standard Deviation	T Statistics	Path coefficient(β)	P Values
Trust in organization -> Affective Organizational Commitment	0.096	2.584	0.248	0.010
Trust in organization -> Continuance Organizational Commitment	0.088	4.211	0.372	0.000
Trust in organization -> Normative Organizational Commitment	0.130	1.255	0.163	0.210
Trust in supervisors -> Affective Organizational Commitment	0.093	5.997	0.555	0.000
Trust in supervisors -> Continuance Organizational Commitment	0.087	5.792	0.504	0.000
Trust in supervisors -> Normative Organizational Commitment	0.129	4.439	0.573	0.000
RMStheta : 0.149; SRMR: 0.078; Chi-Square: 992.920; GoF: 0.618; NFI: 0.802				
Endogenous Variables	R²			
Affective Organizational Commitment	0.603			
Continuance Organizational Commitment	0.710			
Normative Organizational Commitment	0.514			

¹PLS Graph 3.3.1 was downloaded from (<https://www.smartpls.com/downloads> (27th.01.2020))

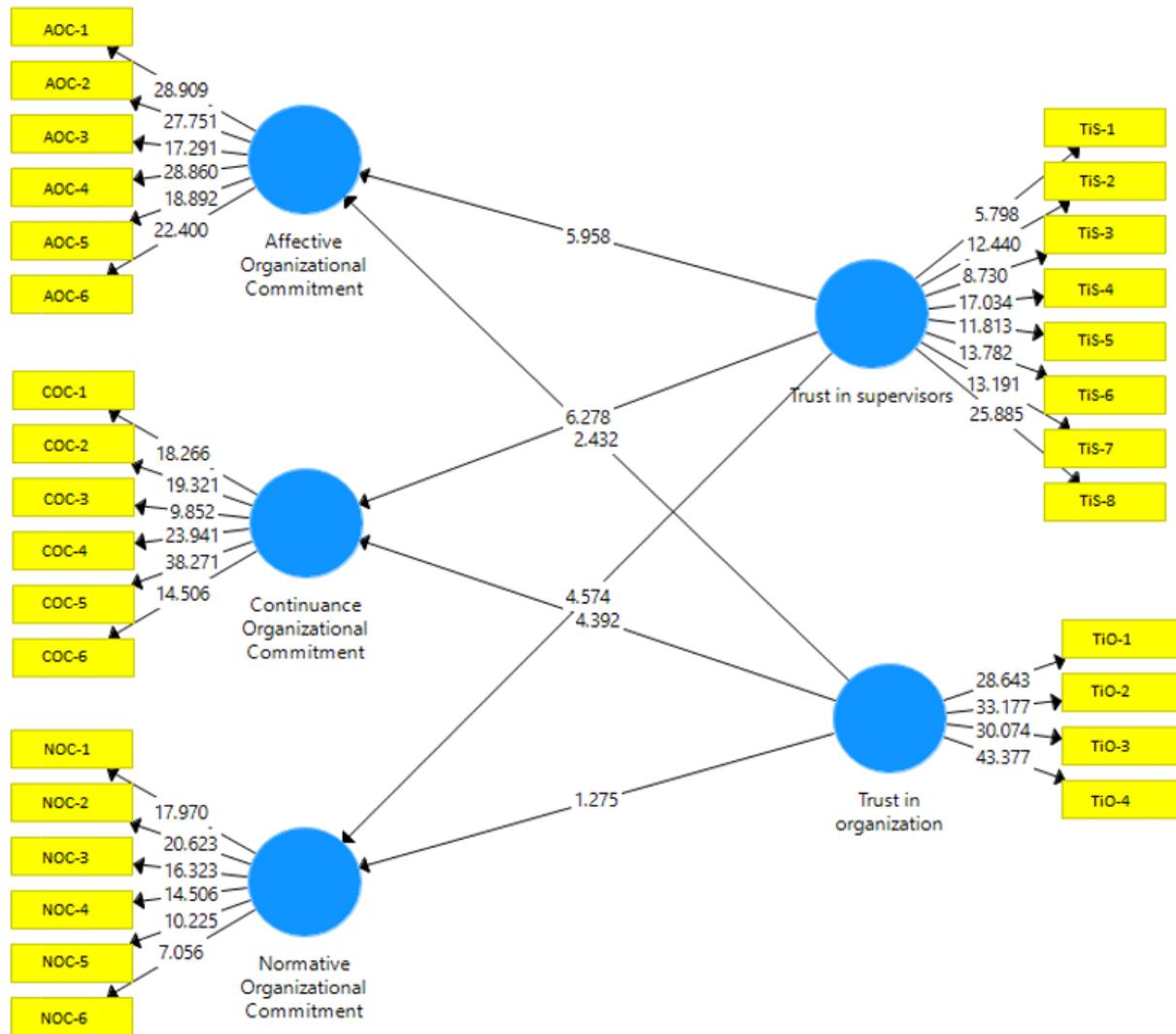


Figure 1: The Research Model (Organizational Trust and Organizational Commitment)

As presented in Table 6, five hypotheses are largely supported while only one hypothesis rejected. The results show that trust in organization has positive impact on affective organizational commitment ($\beta=.248, p<0,01$; H1 is supported), on continuance organizational commitment ($\beta=.372, p<0,01$; H2 is supported), but has no positive impact on normative organizational commitment ($\beta=.163, p>0,05$; H3 is rejected). Trust in supervisors has also positive impact on affective organizational commitment ($\beta=.555, p<0,01$; H4 is supported), on continuance organizational commitment ($\beta=.504, p<0,01$; H5 is supported), and on normative organizational commitment ($\beta=.573, p<0,01$; H6 is supported). Moreover, the organizational trust sub-dimensions, trust in supervisors and trust in organization explain 60.3 percent of the variance ($R^2 = .60$) in affective organizational commitment, 71.0 percent

of the variance ($R^2 = .71$) in continuance organizational commitment and 51.4 percent of the variance ($R^2 = .51$) in normative organizational commitment which are sub-dimensions of organizational commitment.

4 Discussion and Conclusion

The results of this study showed that organizational trust has direct effect on organizational commitment. It means that the less the trust between employees and top level managers, the greater will be the fear of expression of opinions and lack of guidance for achieving organizational objectives. Moreover, the relation among sub-dimensions of organizational commitment and organizational trust were tested to see the more details about this relationship.

In this context, six hypotheses were tested. The results show that participants' affective organizational commitment and continuance organizational commitment are significantly impacted by their perception of trust in organization. Thus, H1 and H2 are supported ($p < 0,01$). Through increasing trust in the organization, personnel are more pleased with their job and with the organization they work, and personnel will be more affectively and continually committed to their organization. Participants' normative organizational commitment is not significantly impacted by their perception of trust in organization in contradistinction for. Therefore, H3 is rejected ($p > 0,05$). It means that the personnel believe that due to the trust in organization, it is moral to stay in the organization and doubtful personnel do not want to be volunteer in their organizations and to make sacrifices. Participants' affective organizational commitment, continuance organizational commitment and normative organizational commitment are significantly impacted by their perception of trust in supervisors. It is seen that H4, H5 and H6 are supported ($p < 0,01$). These three variables are the outcome of supervisor's organizational trust. Indeed, trust among administrative personnel, supervisors and managers have an impact on organizational commitment. Trustworthy managers may lead to different trusts, knowledge or views based on fulfilling any conditions. Because they can overcome presenting negative outcomes. Furthermore, they can give information or friendly trust in an individual as ideas with the aim of supporting personnel in the organization. This notion positively influences productivity in organization performance and motivation of personnel, and can ultimately increase personnel' commitment to organization, work, workmates and even managers.

The statistical results showed that the relationship between organizational trust and organizational commitment is significant. Canning et al. (2020) support the results of this research. They found that trust in organization was associated with higher organizational commitment and trust in supervisors correlated positively with innovative behaviour and satisfactions with supervisor. The results of these studies are also supported with the results of the study conducted by Bastug et al. (2016), Sheik-Mohamed et al. (2012). Bastug et al. (2016) found that a significant relationship between trust in director, emotional commitment and continuance commitment while an insignificant relationship among organizational trust sub-dimensions and normative commitment. Sheik-Mohamed et al., (2012) reached the results that show significance of the relationship between organizational trust, job satisfaction and organizational commitment.

Dynamics and enhancement of motivation of trust among personnel are one of the most important factors of integration. The personnel-trust in organization is successful in advancing its goals. Trust, as seen in this study, plays an important role in consistency between personnel and

organizations and their managers, and has a special position. Trust allows the organization to focus on long-term goals and objectives, and may be one of the key components for effective organizational change. If managers try to increase trust among their employees, they will observe personnel' commitment and their active behaviours to the changes that have happened inside and outside the organization.

Life and sustainability of an organization rely on a close relationship among employees, managers, and their organizations. And the most important factor is the role of manager in this relationship. If manager can give sense of trust and share his/her experiences the performance of organization can be enhanced. As it is stated earlier, sharing of experiences and organizational rules impact organizational performance (Cecez-Kecmanovic, Janson & Zupancic, 2010).

Finally, awareness of organizational trust and commitment can be beneficial to leaders and managers, as they can handle, develop and empower their workers better with this information. Moreover, the key point is that all leaders and managers should focus on creating an atmosphere that will make workers more committed and trusting to enable them to perform beyond their formal duty requirements.

In addition to important findings that contribute to literature, this study has also some limitations. Due to time and space limitations, data were collected from a small sample. Also, this research does not address the impact of demographic characteristics on organizational trust and organizational commitment, such as age, education, marital status and work experience. Finally, while the aim of the study is to provide an overview into the model, it is suggested that future studies can implement more comprehensive measures, a broader sample of health workers, especially frontline workers, as well as can integrate alternative methods to provide a more comprehensive perspective into these links. Future studies can also provide a clearer insight into the hypothesized relationships through the use of qualitative and/or quantitative measurements with larger samples to handle the use of Mixed method. Future studies can also explore the impact of additional contingency factors on improving the organizational commitment and trust of health or some different institutions' personnel.

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Appendix A: Organizational Commitment Questionnaire (Meyer and Allen, 1991)

Scale: Strongly Disagree :1 Disagree: 2 Neither Agree nor Disagree: 3 Agree: 4 Strongly Agree: 5

- AOC-1. It would be very hard for me to leave my department right now, even if I wanted to
 AOC-2. I do not feel any obligation to remain with my current employer
 AOC-3. I would be very happy to spend the rest of my career with this department
 AOC-4. One of the few negative consequences of leaving this department would be the scarcity of available alternatives
 AOC-5. Even if it were to my advantage, I do not feel it would be right to leave my organization now
 AOC-6. I really feel as if this department's problems are my own
 COC-1. Right now, staying with my department is a matter of necessity as much as desire
 COC-2. I do not feel a strong sense of "belonging" to my department
 COC-3. I feel that I have too few options to consider leaving this department
 COC-4. I do not feel "emotionally attached" to this department
 COC-5. I would feel guilty if I left my organization now
 COC-6. I do not feel like "part of the family" at my department
 NOC-1. This organization deserves my loyalty
 NOC-2. If I had not already put so much of myself into this department, I might consider working elsewhere
 NOC-3. Would not leave my organization right now because I have a sense of obligation to the people in it
 NOC-4. This department has a great deal of personal meaning for me
 NOC-5. Too much of my life would be disrupted if I decided I wanted to leave my department now
 NOC-6. I owe a great deal to my organization

Appendix B: Organizational Trust Inventory (Nyhan and Marlowe, 1997)

Scale: Very Low: 1, Low: 2, Fifty-Fifty: 3, High :4, Very High :5

1. My level of trust that supervisor is technically competent at the critical elements of his/her job ____.
2. My level of trust that supervisor will make well throughout decisions about his/her job ____.
3. My level of trust that supervisor will follow through on assignment is ____.
4. My level of trust that supervisor has an acceptable level of understanding of his/her job ____.
5. My level of trust that supervisor will be able to do his/her job in acceptable manner is ____.
6. When supervisor tells me something, my level of trust that I can rely on what they tell me is ____.
7. My trust in supervisor to do the job without causing other problem is ____.
8. My level of trust that supervisor will think through what s/he is doing job is ____.
9. My level of trust that this organization will treat me fairly is ____.
10. The level of trust between supervisor and workers in the organization is ____.
11. The level of trust the people I work with on regular basis is ____.
12. The degree to which we can depend on each other in this organization is ____.