

**REVIEW OF THE RELATIONSHIP BETWEEN ORGANIZATIONAL INFORMATION, BEHAVIORAL CERTAINTY AND EMPLOYEES' ORGANIZATIONAL TRUST
(CASE STUDY: RASHT MUNICIPALITY STAFF)**

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ABSTRACT

The present paper aims to study the relationship between the organizational information, behavioral certainty and the staff organizational trust. The statistical population of the research is the staffs of Rasht municipality who are 2196, and 328 subjects were selected as a sample and the questionnaire were distributed among them using the available non-probability method. For the analysis of data, inferential statistics, including analysis of variance (ANOVA) and regression analysis and finally in path analysis in the structural equation modeling (SEM) were used and the following results were obtained: A significant relationship exists between shared information and trust, a significant relationship exists between the information availability and trust and a significant relationship exists between data quality and trust, a significant relationship exists between the availability of information and sharing information and a significant relationship exists between the quality of data and sharing information. Also a significant relationship exists between the behavioral certainty and the effects of information sharing, information quality and information availability.

KEYWORDS: Behavioral Uncertainty, Information Sharing, Trust.

INTRODUCTION

Today, new technologies have changed the lives of human beings more than ever, and make them dependent. Most developments of these technologies can be seen in the field of information and communications technology. Information technologies provide more information to the audience with new innovations. These are new issues which are raised in the field of information and communications technology. While some have found that trust leads to sharing more information and its best quality, others have suggested that the information sharing will lead to increased trust. In fact, open communication requires trust, so that organizations are expected to develop trust as well (Aghaz and Negin-Taji, 2012).

Complexity and lack of inherent reliability in the nature of today's business and the size of mutual cooperation have complicated the effectiveness of working relationships. Under conditions of complexity and uncertainty, only when maintaining effective cooperation will be possible that the communication is obvious and this happens when the mutual trust and confidence is achieved (Moore, 1988).

In today's organizations, the successful integration of staff relationship with information management has attracted the attention of researchers and practitioners. Shared information and trust have become a vital part of corporate communications among employees, thus IT allows organizations to reliably and effectively share information and build an infrastructure to share information at different levels and other items can affect the cost reduction (Chen et al., 2011).

However, technology is not enough. Organizations should share vital and often private data to develop the trust. Given that the municipality is a service organization that deals with all segments of society and it is very effective in satisfaction and dissatisfaction of people should have staffs that have a high loyalty to the organization and society. Presence of definitive and reliable behaviors in the organization level can affect it. So trust among employees and their

good relations issues, including availability of information and information sharing and information quality that are shared can be an important issue in this organization. Therefore, according to Figure 1, this research tries to show how the availability of information, sharing information and quality of information is effective on the trust of employees. In addition, this study tries to determine whether the behavioral certainty has an effect on information availability, sharing and quality in the relations of employee and trust among them.

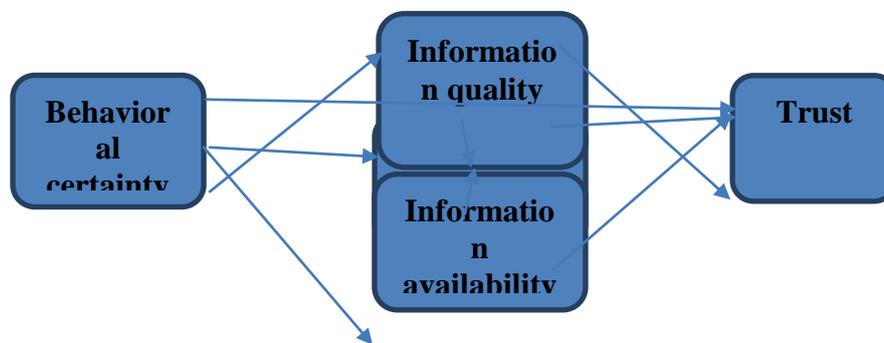


Figure 1. The conceptual model

Theoretical definitions:

Information Sharing

Information sharing is an important component in the management. Davenport (1997) believes that sharing information among employees means to make it accessible to others in the organization. An effective relation between the parties is an important factor in sharing information which causes mutual understanding between parties and increased quality of cooperation. Information sharing is essential to the process of confidence building because the sharing information enables each party to better understand the methods of the other party and take better mechanisms based on it. The greater the amount of information shared, uncertainty is reduced and trust in the work is increased (Chen et al., 2011).

Availability of information

Information availability is defined as the presence of information. The unavailability of information, such as asymmetry results in lack of proper performance, risk of transaction and costs of coordination (Chen et al., 2011).

Quality of information:

Aspects such as accuracy, timeliness, suitability, reliability, validity, comprehensibility and ease of use are used in the definition of data quality (Chen et al., 2011).

Organizational trust:

Organizational trust is defined as the positive expectations that people have from intentions and behaviors of various members in the organization based on the organizational roles, relationships, experiences, interdependencies (Danaeifard et al, 2009).

Trust allows organizations to focus on long-term activities, for example, staff empowerment may be a short-term goal, but it may lead to innovation, improvement of service quality, increased responsibility and competency, improvement of morale and reduced absenteeism and leave. Trust is an essential element for the effective change of the organization (Mirzayi, 2010).

In organizations in which trust is at low level, employees work at high levels of stress. Staffs are not involved in the decision making or when the decisions are found to be wrong are guilty and this avoids them to focus on work and ultimately productivity is reduced (Moore, 2012).

Behavioral uncertainty

In any science and field, the uncertainty includes the ambiguities in the space and so definitions have some varieties. But the lack of certainty is as a general concept is a term that reflects the human uncertainty in some human or objects. A situation that uncertainty in decision making creates results in positive deviation (chance) and negative (threat) of the expected results (Ivano and Sokulo, 2011).

Uncertainty may describe the quality of human knowledge in relation to a particular case. Meanwhile, a high degree of ambiguity may exist in relation to this particular case, or vice versa the ambiguity is insignificant and negligible. It should be noted that the uncertainty directly depends on the environment and therefore, it can be said that uncertainty is the distrust in a particular problem in the environment. So the more extensive and well-known is environment, environmental impact is more evident and uncertainty decreases (Liu, 2008).

As the definitions of uncertainty show the lack of knowledge is the main source of being presented in this situation. When a decision is made, the uncertainty is that the decision maker doesn't know which normal situation occurs (Monahan, 2012).

Martin and Patterson (2012) conducted a study entitled "data sharing in chained networks". They concluded that sharing information increases trust over time. An important factor in sharing information is the effective communication between the parties that leads to mutual understanding of the parties and increases the quality of cooperation.

Chen et al (2011) conducted a study entitled "factors prior to trust and commitment in supply chain relationships". The results showed that the quality and availability of information play a positive role in the formation of trust and commitment, while sharing information affects the commitment in the supply chain partners.

Faust *et al.* (2011) performed a research on sharing the information in the supply chain. They found that trust leads to sharing more information and their better quality. In fact, they argue that as a free communication requires trust, trust is also expected to be developed.

Kwon and Suh (2012) in a research performed regarding the relationship between trust and commitment in the supply chain concluded that the behavioral uncertainty and trust have an inverse relationship. High behavioral uncertainty leads to a reduction in the level of confidence and vice versa.

MATERIALS AND METHODS

The research statistical population is the staff of the Rasht Municipality that the sample size was estimated 328 using Cochran formula and the questionnaire was distributed among them by available non-probability sampling method.

All questions had a scale of 1 to 5 where 1 means "strong opposition" and 5 means "strong agreement". The combination of the questions is given in the table below:

Table 1. The composition and relationship between research model and inventory items

Variables	Inventory items	Number of questions	Cronbach's alpha	Resources
Sharing Information	11 items	Questions 1-11	0.87	Li & Lin (2006)
Quality of information	5 items	Questions 12-16	0.88	Li & Lin (2006)
Availability of information	5 items	Questions 17-21	0.83	Li & Lin (2006)
Behavioral certainty	9 items	Questions 22-30	0.79	Kwon & Suh (2006)
Trust	10 items	Questions 31-40	0.72	Kumar e tal (1995)

For data analysis, the descriptive statistics methods were used, including (frequencies, percentages and graphs) and inferential statistical methods such as analysis of variance (ANOVA) and regression analysis and ultimately path analysis of structural equation modeling (SEM).

RESULTS AND DISCUSSION

Table 2 - Descriptive statistics of research variables

Variable	Mean	SD	Skewness	Kurtosis
Sharing information	35.259	7.200	-0.328	1.381
Quality of information	16.195	3.725	-0.509	0.440
Availability of information	13.612	3.812	-0.111	-0.142
Behavioral uncertainty	26.051	42.879	-0.934	1.098
Trust	30.109	6.541	0.561	0.530

Table 3. Matrix of correlation between variables

Variable	Information sharing	Quality of information	Availability of information	Behavioral certainty	Trust
Information sharing	1				
Quality of information	** 0.550	1			
Availability of information	** 0.358	** 0.458	1		
Behavioral certainty	** 0.339	** 0.281	** 0.216	1	
Trust	** 0.422	** 0.538	** 0.402	** 0.333	1

** Correlation is significant at 0.01.

Table 4. Regression weights of research variables

Variables	Standardized regression weights	Significance level
Behavioral certainty -----> information availability	0.216	0.017
Behavioral certainty -----> information quality	0.280	0.013
Behavioral certainty -----> information sharing	0.192	0.008
Availability of Information -----> information sharing	0.114	0.037
Data quality -----> information sharing	0.455	0.010
Information sharing -----> Trust	0.115	0.046
Availability of Information -----> Trust	0.168	0.013
Data quality -----> Trust	0.365	0.011
Behavioral certainty -----> Trust	0.163	0.008

According to Table 3, we see that the highest correlation coefficient among the variables in the study belongs to the relationship between information sharing and information quality with value (0.550) and the lowest correlation

coefficient belongs to the relationship between behavioral certainty and the availability of information with a value of (0.216).

Due to the fact that the regression weights are the basis for the analysis of causal models, regression weights of the variables examined in this study are listed in Table 4. According to the table, the highest regression weight from among the variables in this study relates to the relationship between quality of information and information sharing with (0.455) and the lowest weight regression is related to the relationship between the availability of information and information sharing with (0.114) and all the relationships are significant according to the column of significance level in the tables. Another estimated parameter is measuring the general effects which are obtained from combining direct and indirect effects. Thus the estimations of the coefficient of general effects in Table 5 are presented as follows:

Table 5 – Standardized parameters of general effects

	Behavioral certainty		Quality of information		Availability of information		Sharing Information		Trust	
	Effect	Effect	P	Effect	P	Effect	P	Effect	P	P
Quality of information	0.280	0.013	0.000	---	0.000	---	0.000	---	0.000	--
Availability of information	0.216	0.017	0.000	---	0.000	---	0.000	---	0.000	--
Sharing Information	0.345	0.004	0.455	0.010	0.114	0.037	0.000	---	0.000	--
Trust	0.342	0.006	0.418	0.006	0.181	0.009	0.115	0.046	0.000	--

A significant relationship exists between shared information and trust.

According to Table 4, the effect of information sharing on trust is 0.115. So the research hypothesis that a significant correlation exists between the shared information and trust is confirmed. The results of the research in this field are in line with the work of Faust et al. (2009), and Martin and Patterson (2006) that a significant relationship exists between trust and sharing information. So in explaining this hypothesis, it can be said that trust leads to information sharing and sharing information increases trust over time. Therefore, an effective relationship between the parties is an important factor in information sharing and it will increase the cooperation quality. It is therefore logical that a significant relationship exists between the shared information and trust.

A significant relationship exists between information availability and trust.

According to Table 4, the effect of the availability of information on trust is 0.168. So, the research hypothesis that a significant correlation exists between the availability of information and trust is confirmed. The research results in this field are consistent with the work of Jang Chong et al (2011) that the availability of information has a positive role in the formation of trust. So in explaining this hypothesis, it can be stated that the availability of information will create trust between the parties. It is therefore logical that a significant relationship exists between the availability of information and trust.

A significant relationship exists between the availability of information and sharing information.

According to Table 4, the effect of availability of information on sharing it is equal to 0.114. Thus the hypothesis that a significant relationship exists between the availability of information and sharing information is confirmed. In this field, the results are consistent with the results of Jang Chung et al (2011) that the availability of information has a positive role in the formation of trust. So in explaining this hypothesis, it can be stated that the availability of

information will create trust between the parties. It is therefore logical that a significant relationship exists between the availability of information and trust.

A significant relationship exists between the quality of information and trust.

According to Table 4, the effect of information quality on trust is equal to 0.365. So the research hypothesis that a significant relationship exists between the quality of information and trust is confirmed. The result of this work is consistent with the results of Jang Chong et al., (2011) that the quality of information has a positive role in the formation of trust. In explaining this hypothesis, it can be stated that if the shared information has a high accuracy, precision and quality, the trust level will increase, otherwise it will because distrust. It is therefore logical that a significant relationship exists between the quality of information and trust.

The quality of data and information sharing, there is a significant relationship.

According to Table 4, the effect of the quality of information on data sharing is equal to 0.455. So, the research hypothesis that a significant relationship exists between the quality of information and sharing information is confirmed. The results of this work are consistent with results of Fawcett et al (2009). Thus, according to the fitted model, in explanation this hypothesis, it can be said that the quality and accuracy of information will lead to more willingness to share information. It is therefore logical that a significant relationship exists between the quality of information and information sharing. In the study, we found that the quality and availability of information has an important role in the formation of trust. So information sharing with high quality and making it accessible is desirable. Clearly, a large amount of information is considered to be sensitive and individuals, organizations and companies need to be careful when outsourcing this information. Sharing information has an important role in equalization of demand with supply to reduce the additional costs of storage and loss of profits due to the finished goods. Inequality of supply and demand is often due to the uncertainty caused by the lack of shared information. Information asymmetry can be reduced by sharing information of inventories, production and sales, along with planning and forecasting. Therefore, sharing the information is necessary for the confidence-building process because it enables both parties to better understand the opposite side. When members are delayed in providing and sharing information with other parties, the confidence-building process is impaired. The greater the amount of information shared, the uncertainty is reduced and confidence in cooperation is increased. Given that in the findings the greatest impact was observed between information sharing and information quality, it is recommended that managers consider the issue more than before and provide the grounds for the staff to share high quality information with their colleagues.

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