

THE ROLE OF ORGANIZATIONAL TRUST, BURNOUT AND INTERPERSONAL DEVIANCE FOR ACHIEVING ORGANIZATIONAL PERFORMANCE

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-Abstract-

In this study, the variables organizational trust and burnout which are considered to be affecting organizational performance are discussed for small-scaled business (food) enterprises. Although the effects of organizational trust and burnout on organizational performance are particularly examined, interpersonal deviance as another variable is also considered. We find that there is no significant relationship between employees' burnout and organizational performance. However, there is a positive and significant relationship between organizational trust and organizational performance. We also find that, while interpersonal deviance has not any mediating effect on burnout and organizational performance, it has a negative and partial mediator role on organizational trust and organizational performance. Through designating a structural equation model, recommendations that are geared towards improving the organizational performance are made to the employers and executive officers.

Keywords: Organizational performance, interpersonal deviance, burnout, organizational trust, structural equation model.

JEL Classification: L2, L21, L25

1. INTRODUCTION

The basic concern of behavioral sciences is to understand the behaviors of employees, make future predictions and control employees' behaviors and thus to increase the efficiency of employees and organizational efficacy. In an organizational context, performance increase which is vital to success is not an automatic process and is affected by numerous variables and factors. In this context, the concepts such as organizational trust, interpersonal deviance and burn out based on understanding the employees' behaviours are the important issues that should be emphasized in terms of the efficiency and performance of employees, the quality of working life and organizational efficacy. Organizational performance can be affected by trust in the organization and also the relationships of the employees.

The main purpose of this study based on the theories and previous empirical researches is to suggest a structural equation model made up of variables; organizational trust and burn out which affect the organization performance. While proposing this model, we aim to investigate if there is a mediator role of interpersonal deviance which has rarely been subject to the researches in the literature, between variables burnout, organizational trust and organizational performance.

2. THEORITICAL FRAMEWORK AND FORMING HYPOTHESIS

2.1. Organizational Trust and Organizational Performance

Gibbs (1972) describes the organizational trust as an atmosphere where people emotionally feel safe and secure as they interact, and accept each other. In addition to that, Mishra and Morrissey (1990) state that open communication, the exchange of critical information, perceptions and emotions and including the employees in decision making process enable the organization's trust environment. It is also possible to see open communication as a social exchange. In this sense, Social Exchange Theory (Blau, 1964) claims that trust can be built through two ways: mutual interests and/or gradual increase of social exchange in time. Organizational trust refers to the climate of trust among employees. Climate of trust increases team work, leadership, attaining goals, performance, employees' satisfaction and commitment (Laschinger et al, 2001). Trust among employees not only leads to commitment and harmony among members but also pave way for the production of new ideas.

Researches supports the view that organizational trust which is one of the fundamental effects contributing the existence of organization (Cook and Wall,

1980) has a strong impact on organizational performance. (Hoy et al, 1992; Hartzler, 2003).

Based on theory and empirical studies, the hypothesis below is formed

Hypothesis 1: Organizational trust positively and significantly affects organizational performance.

2.2. Interpersonal Deviance and Organizational Performance

The performance and efficiency of employees in an organization are affected by not only work performance but also behaviors such as theft, tardiness, mistreatment to colleagues etc. that does not support organizations goals. All of these undesired behaviors are called work place deviance (O'Neill and Hastings, 2011). Work place deviance can be evaluated in two dimensions one of which is organization deviance and the other is interpersonal deviance. (Bennett and Robinson's, 2000). That some employees tend to mistreat, ridicule and inflict physical abuse on others is the indication of interpersonal deviance in an organization.

According to Levinson (1965), reciprocity principal is the process of formation of mutual expectation and satisfaction. For that reason, either positive or negative reciprocity play an important role to ensure the balance in social systems and organizations in particular. When taken from this perspective, as the negative interpersonal relationships (interpersonal deviance) would affect the working routine and therefore organizational performance inappropriately, the Hypothesis-2 is developed.

Hypothesis 2: Interpersonal deviance among employees affect the organizational performance negatively and significantly.

2.3. Burnout and Organizational Performance

Burnout as a concept was first described by Freudenberg (1974) in the scientific literature to point out the fatigue, frustration and loss of energy among volunteer health care personel. Maslach and Jackson (1986) conceptualized burnout as a stress syndrome with three dimensions: emotional exhaustion, depersonalization, and a diminished sense of personal accomplishment. These three dimensions cause employees physical exhaustion, chronic fatigue syndrome, hopelessness and desperation, development of negative self concept, physical, emotional, cognitive burnout syndrome which include negative attitudes towards other people, work and life.

Burnout, which is the last phase of the stress that emerge as a result of burden which exceeds employees' endurance limit has negative impacts on employees and organization. (Leung et al, 2008). For example; burnout, according to Baker et al., (2004), decreases performance by diminishing self-confidence, as for Schaufeli and Taris (2005), affects adversely performance for it reduces desire to make an effort. Based on theory and empirical studies, the hypothesis-3 is formed.

Hypothesis 3: Employees' burnout levels affect the organizational performance negatively and significantly.

2.4. Burnout, Organizational Trust and Interpersonal Deviance

Ghoparde et al. (2007) interpreted burnout as a workplace deviance and particularly stated that emotional exhaustion, depersonalization and reduced perception of personal accomplishment can be considered as interpersonal deviance. Employees' exhibiting deviance behaviors occurs as a results of perception caused by nervousness and misconduct behavior tendency toward co-workers (Colbert et al, 2004).

Trust in an organization is significantly related with job satisfaction, organizational commitment, organizational citizenship behavior, clarity of roles concerning burnout and performance (Podsakoff et al, 1996). In a recent study performed by Dönmez et al. (2010), a medium level but negative correlation has been reported between organizational trust and employees' burnout.

In another study, as a consequence of not being able to establish and maintain organizational trust properly, it has been found that cooperation and collaboration behaviors among employees are minimum, and therefore job satisfaction, performance and quality are low. (Laschinger et al, 2001). In this perspective, we can come to a conclusion that there could be a significant correlation between interpersonal deviance and trust among employees.

While employees' having good and close relationships with each other can affect the organizational outputs positively, interpersonal deviance focuses on negative events among employees and therefore affects performance negatively. From this point of view, it is considered that interpersonal deviance may have a mediator role while independent variables, organizational trust and burnout, affect organizational performance. Based on empirical studies mentioned above, the hypotheses below are developed to test the effects of interpersonal deviance on organizational trust, burnout, performance, and mediator role on organizational performance.

Hypothesis 4: Organizational trust affects interpersonal deviance negatively and significantly.

Hypothesis 5: Employees' burnout levels affect the interpersonal deviance positively and significantly.

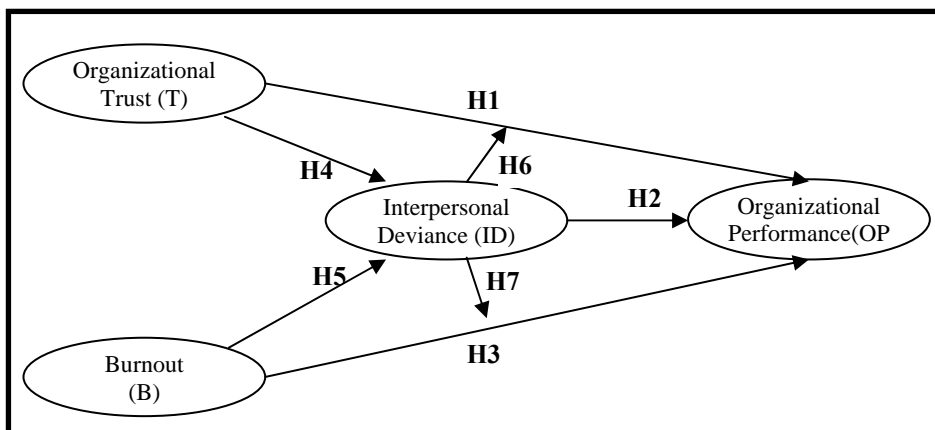
Hypothesis 6: Interpersonal deviance has a mediator role between organizational trust and performance.

Hypothesis 7: Interpersonal deviance has a mediator role between employees' burnout and organizational performance.

3. METHOD OF THE STUDY

In this study we aim to find out the impact of organizational trust and burnout on the organizational performance and also the role of interpersonal deviance to this impact. Firstly, confirmatory factor analysis of all variables are done, then correlations among the variables are determined. Through hierarchical regression analysis, hypothesis and mediating effects are tested. Subsequently, path analysis is made by using structural equation to designate the most appropriate model that can be set up with the variables in the study. Findings obtained in consequence of all these analysis are compared with present literature and some suggestions are made to employers and researchers according to these results. The hypotheses and research model based on theories and empirical studies are presented in Figure-1.

Figure-1: Research Model and Hypotheses



3.1. Sampling and Questionnaires

The population of the research is comprised of the firms in food industry in Sakarya / Turkey. Questionnaires are conducted with 1000 randomly selected employees in food industry by using cluster sampling method. Of 1000 questionnaires distributed, a total of 322 questionnaires are returned and 311 of those returned are analysed. 7 questions questionnaire adopted by Tseng and Lee (2009) is used to determine perceived organizational performance level in business enterprises. Employee's burnouts are measured by a 7 Question Questionnaire, developed by Maslach and Jackson (1981) and adopted by Lambert et al. (2010). In order to determine the level of interpersonal deviance, a 6 questions questionnaire adopted by Aquino et al.(1999) is used. Finally, employees' organizational trust is measured by a 6 Question Questionnaire adopted by Jarvenpaa et al. (1998). Goodness of fit values of the scales are presented in Table-1.

Table-1: The Goodness of Fit Values

Variables	X2	df	CMIN/ DF < 5	GFI >.85	AGFI >.80	CFI >.90	NFI >.90	TLI >.90	RMSEA <.08
Organizational Trust (T)	3.9	1.2	3.25	.99	.96	.98	.97	.96	.05
Burnout (B)	18.6	4	4.6	.98	.90	.97	.97	.93	.08
Interpersonal Deviance (ID)	45.6	13.4	3.4	.95	.89	.98	.97	.94	.07
Organizational Performance (OP)	9.5	5	2.3	.99	.94	.99	.98	.96	.06

Note: Intervals of the goodness of fit values are arranged according to acceptable standarts.

3.2. Findings

Datas collected at the end of the survey are analysed by using SPSS and AMOS. In this context, as a first step, the means, standart deviations of variables (T, B, ID, OP) which are perceived by employees and correlations of variables with each other are observed. Secondly, by using hierarchical analysis, the mediating effects of interpersonal deviance are found. Lastly, a path analysis is conducted on the model which is formed by Structural Equation Model. Means, standart deviations and correlation values according to the analysis are shown in Table-2.

Table-2: The values of mean, standart deviation and correlation

Variables	Mean	S. Dev.	1	2	3	4
1. Organizational Trust (T)	3.53	.72	(.71)			
2. Burnout (B)	2.89	.75	.03	(.82)		
3. Interpersonal Deviance (ID)	2.75	1.06	-.23**	.29**	(.90)	
4.Organizational Performance (OP)	3.65	.65	.34**	-.05	-.15**	(.81)

Note: Realibility coefficients are shown in parenthesis

* $p < .05$. ** $p < .01$

Three staged regression analysis proposed by Baron and Kenny (1986) and Sobel Test (z) are performed to assess the effects of burnout and organizational trust on organizational performance and also the mediator role of interpersonal deviance on these effects. Findings related to the mediating tests are given in Table-3 and Table-4.

Table-3: The results of mediating effects of interpersonal deviance in the relationship between Burnout and Organizational Performance

		B	
		ID	OP
B	Test 1		
	B		-.05
	R^2		.001
	<i>Düz. R²</i>		-.002
			($F = .28$)
	Test 2		
	B	.29***	
	R^2	.08	
	<i>Düz. R²</i>	.08	
		($F = 27.8$ ***)	
	Test 3		
	B		.01
ID		-.26***	
R^2		.06	
<i>Düz. R²</i>		.05	
		($F 10.5$ ***)	

* $p < .05$ ** $p < .01$ *** $p < .001$

In the analysis shown in Table-3, it is concluded that burnout has no significant effect on organizational performance ($\beta = .01$, $p > .05$) and it has also no effect when interpersonal deviance mediate between B and OP. These findings indicate that ID has no mediator role between B and OP.

Table-4: The results of mediating effects of interpersonal deviance in the relationship between Organizational Trust and Organizational Performance

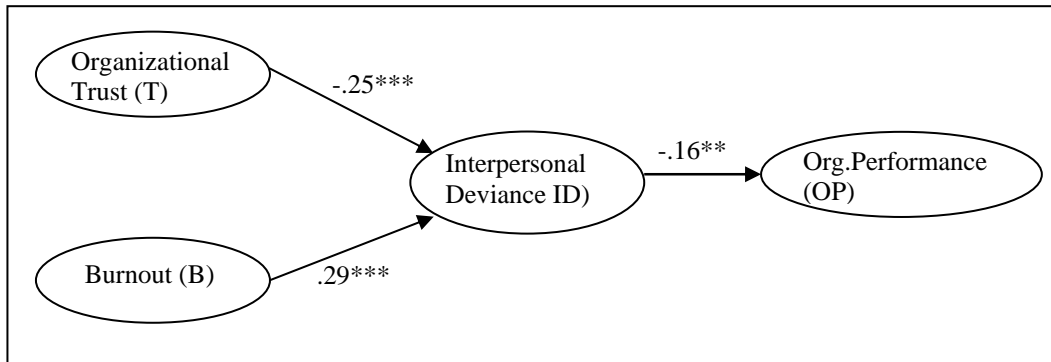
		β	
		ID	OP
T	Test 1		
	T		.34***
	R ²		.11
	Düz. R ²		.11
			(F=39.2***)
	Test 2		
	T	-.23***	
	R ²	.05	
	Düz. R ²	.05	
		(F=17.5***)	
	Test 3		
	T		.30***
	ID		-.07*
	R ²		.12
	Düz. R ²		.11
		(F=20.5***)	
Sobel		z=2.19*	

*p< .05 ** p< .01 *** p< .001

As shown in Table-4, T affects OP directly and via ID. But this effect via ID is in some measure, so we can say that ID has a partial mediating effect between T and OP.

In this research conducted to determine the effects of burnout and organizational trust of employees on organizational performance and the role of interpersonal deviance on these effects, the results of Structural Equation Model are given in Figure-2.

Figure-2: Structural Equation Model



4. CONCLUSION

The analysis results of this study suggest that interpersonal deviance negatively and significantly impacts organizational performance. Furthermore, it has been shown that establishment of the organizational trust increases organizational performance. However, burnout levels of the workers have not been found to be related to organizational performance. The reason for this could be that, no matter what the burnout degrees workers have may be, they tend not to reflect this to their business environments and performances, given their likeliness to lose their jobs. In this sense, it is expected that different results might be obtained in the case this study is replicated for such organizations that are frequently in touch with the people.

As expected, the burnouts of the workers have been found to be positively and significantly related to their interpersonal deviances. It has been concluded that organizational trust adversely affects interpersonal deviance, as expected again. On the other side, interpersonal deviance has not been found to play any mediator role in the burnout's affecting organizational performance. However, regarding the effect of organizational trust on organizational performance, interpersonal deviance has been shown to undertake a partial mediator role in lessening organizational performance.

Another important finding of this study is that, organizational trust and interpersonal deviance are influential in rising/lessening organizational performance, and that this linkage is presented with the help of a compatible structural equation model. In the light of the results obtained, it could be suggested that managers and businesses may attribute a special attention to ensuring organizational trust and to preventing interpersonal deviance. It is considered that organizational environments and behavior tunes that are to be established through the presented structural equation model may support the competition power in the businesses around.

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