



**RESEARCH ARTICLE**

**THE EFFECTS OF ORGANIZATIONAL TRUST ON ORGANIZATIONAL TOXICITY AND PERFORMANCE**

**\*Dr. Fatma Ince**

Business Information Management, Mersin University, Mersin, Turkey

---

**ARTICLE INFO**

**Article History:**

Received 29<sup>th</sup> December, 2017

Received in revised form

29<sup>th</sup> January, 2018

Accepted 12<sup>th</sup> February, 2018

Published online 30<sup>th</sup> March, 2018

---

**Key words:**

Organizational Trust, Organizational Toxicity, Perceived Effects of Toxicity, Performance.

**Copyright © 2018, Fatma Ince.** This is an open access article distributed under the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

**Citation:** Dr. Fatma Ince, 2018. "The effects of organizational trust on organizational toxicity and performance", *International Journal of Current Research*, 10, (03), 67315-67318.

---

**ABSTRACT**

This paper focuses on teachers' perception of organizational trust, organizational toxicity and performance. Three research questions and hypotheses are formulated for the study. The sample comprised one-hundred fifty-six teachers. A structured questionnaire is used to collect data. Mean, t-test, correlation, and regression analyses are used to answer the research questions and test the hypotheses formulated. The study reveals that the organizational trust affects the organizational toxicity negatively, while it affects the performance positively. Moreover, there are not any significant differences between groups according to the t-test results. The results of the study draw attention the importance of building employee trust to increase performance and reduce adverse outcomes.

**INTRODUCTION**

Organizational trust is about the positive expectations of individuals from supervisor, colleagues and the organization itself to be honest about promises, decisions and behaviors and not to act pragmatist actions. Therefore, it can be said that the organizational trust is not only about the organizational operations but also about the behaviors of the supervisor and colleagues. These contents of the organizational trust can be summarized as below (McAllister, 1995; Wallace *et al.*, 1999; Von der Ohe *et al.*, 2004): Trust in supervisor: The behaviors of the supervisor, in turn, impacts on organizational performance. Therefore, developing and maintaining trust is frequently acknowledged as being a central component of managerial relationships. Trust in supervisor is particularly important for well-functioning teams and in organizations where tasks are complex and unstructured.

**Trust in colleagues**

Employees result in team members being able to manage internal conflict, motivate each other, build each other's confidence and create effective ties that mitigate stress and frustration. So, employees begin to seek to fulfill socio-emotional needs at work because of the need for support in an unpredictable work context.

**Trust in organization**

The trusting relationships in an organization are vital to achieving stability and development in the information age. Due to increasingly uncertain and complex working conditions, mutual confidence or trust is required to make sustained, effective and coordinated action possible.

On the other hand, the dark side of the organization also has some impact on employees' perceptions, attitudes, and behaviors. Organizational toxicity is one of the negative attitudes which is seen in a workplace and it is about the negative and energy-sapping emotions and attitudes to cause the disconnecting employees from their jobs, colleagues, and organizations (Hodgson, 2004). The perceived effects of toxicity are generally categorized into three different types as below (Kiefer and Barclay, 2012):

**The draining:** The toxicity cause to drain the energy out of an organization with draining competent workers and discourage competent workers who are creative and energetic. Because such dysfunctional organizations make employees feel demoralized, dehumanized and fearful.

**The psychologically recurring:** This dimension emphasizes the states of individuals being afraid of the probability of events which bring pain and burden to the individual to recur. The psychologically recurring emotions make employees suffer over time due to the unhealthy conditions.

---

**\*Corresponding author:** Dr. Fatma Ince,

Business Information Management, Mersin University, Mersin, Turkey.

**The disconnecting:** The final emotional experiences of toxicity is about the estrangement of the individuals from their social environment or associates. Due to the feeling alone, employees begin to lose interacting with others and have a difficulty to adapt the social circumstances.

If these positive and negative perceptions can be managed successfully, employees achieve the role and extra-role performance. Performance is about the completion of a task with the application of knowledge, skills and abilities conception of requirements of a task role (Acar and Günsel, 2010). But some prosocial organizational behaviors are also in existence to achieve the goals and increase the quality of work life, due to the psychological engagement (White, 2009). The performance indicators are varied from personal to organizational and include subjective and objective measurements (Keijsers, 1995). The personal performance is considered in this study, due to the self-report method. In the literature, the higher levels of organizational trust are associated with higher level empowerment, higher levels of support, lower levels of interpersonal conflict (Vineburgh, 2010). Further, according to Morreale and Shockley-Zalabak (2014), a leader or supervisor should consider the effect of organizational trust on perceived effectiveness and job satisfaction with the drivers of it. Moreover, the organizational trust is seen as one of the strongest predictors of the positive organizational outcomes. From this point of view, Driscoll (1978) emphasize that trust is a predictor of employee' satisfaction, and Spence Laschinger *et al.* (2002) achieve the same result in their research and they add that the empowered employees with the organizational trust tend to feel the higher affective commitment and work satisfaction. A review of the organizational toxicity literature shows that destructive conditions entail the negative consequences that result from a confluence of destructive leader or dysfunctional organizations (Padilla *et al.*, 2007).

Here with, the cooperative behaviors versus toxicity at work can be used to create a community-centered organization with the role of the organizational culture and leadership (Gilbert *et al.*, 2002). The organizational cultures which do not allow the emotions and feel the employee toxicity evokes massive turnover and plunging motivation and productivity (Goldman, 2008). As a consequence, employee performance is based on not only organizational requires but also establishing an environment that is based on mutual respect and trust to create positive attitudes. According to Eisenberger *et al.* (1990), there are significant positive relationships between the perceived support with job attendance and performance in terms of social- exchange theory. Their study shows that the perceived support is positively related to affective attachment, performance outcome expectancies, and the constructiveness of anonymous suggestions for helping the organization. Similarly, the interpersonal trust can lead employee satisfaction and employee loyalty in compliance with the research of Matzler and Renzl (2006). And besides, the organizational justice affect the employees' level of trust as well as the organizational and supervisor support (De Coninck, 2010). The positive effects of organizational trust are commonly known, but more research is needed about the relationships between the negative perceptions such as toxicity, burnout, whistle blowing, turnover intention and organizational trust. This paper, therefore, focuses on teachers' perception of organizational trust on one hand, and perceptions of organizational toxicity and performance on the other hand.

Understanding of these will pave way for recommendations of effective strategies for decreasing the negative attitudes while increasing the performance.

## Methods

The method of this study is correlational research.

### Research Questions

#### This study is situated to find out

- What are the levels of the perceived trust, toxicity, and performance among secondary school teachers?
- Does the perception of organizational trust (supervisor, colleagues, organization) affect organizational toxicity and performance?
- Are there significant differences in the level of variables among teachers due to the demographic factors such as gender, age, and marital status?

### Objectives

#### The objectives of the study are:

- To find out whether the perceived organizational trust affects the perceived organizational toxicity negatively?
- To find out whether the perceived organizational trust affects the perceived personal performance positively?
- To find out whether the levels of variables change in terms of demographic factors or not?

### Research Hypotheses

**Based on the purpose of the study, the following hypotheses are developed and tested during the investigation:**

**Hypothesis 1:** Organizational trust affects organizational toxicity negatively.

**Hypothesis 2:** Organizational trust affects perceived performance positively.

**Hypothesis 3:** There is a statistically significant difference between groups in terms of variables.

### Research Methodology

A descriptive survey design is used for this study. The population comprises of all the secondary school teachers in Yenişehir state. Yenişehir is one of the states of Mersin which is a port city on the Mediterranean coast of southern Turkey and there are nearly thirty secondary schools in. The sample of the study is constituted of 156 teachers accepting to participate in the survey. 57% of whom are women, 66% are married and 38% are between 27 and 34 ages in the sample. The salary of the sample is mostly between 3 and 4 thousand. Also, the term of employment of the teachers is over 15 years. The research has three main variables which include organizational trust, perceived effects of toxicity and performance. However, the organizational trust has also three sub-dimensions named the trust in supervisor, colleagues, and organization. On the other hand, perceived effects of toxicity are seen three ways known the draining, psychologically recurring and disconnecting. The final variable of the study is performance and it has not any sub-dimensions. The instrument used for data collection is the questionnaire which is developed based on the purpose of the

study. The survey is made up of 37 items and 5 demographic questions. The first section with 12 items focuses on perceived effects on toxicity (Kasalak and Aksu, 2016), while the second section with 22 items focuses on organizational trust (Güler, 2014). Last part of the scale with 3 items is about the perceived performance (Şehitoğlu, 2010). These scales are instructed to rate the items on a 5-point Likert scale of Strongly Agree (5 points), Agree (4 points), neither agree nor disagree (3 Points), Disagree (2 points) and Strongly Disagree (1 Point). Moreover, the reliabilities of the scales are found 97%, 94%, and 85% reliability. Data collected is analyzed using the t-test, Pearson Correlation, and Regression analyses.

## RESULTS

Research question one is about the levels of variables which include the perceived trust, toxicity, and performance among secondary school teachers.

**Table 1. The correlation coefficients of the main variables**

Variables	Mean	Std. Dev.	r/p	1	2	3
1. Organizational trust	3,757	0,653	r p	1		
2. Organizational toxicity	3,061	1,033	r p	-0,171* 0,032	1	
3. Performance	4,081	0,698	R p	0,527** 0,000	-0,132 0,100	1
N: 156				*. Correlation is significant at the 0.05 level (2-tailed). **. Correlation is significant at the 0.01 level (2-tailed).		

**Table 2. The correlation coefficients of all variables with their sub-dimensions**

Variables	r	1	2	3	4	5	6	7	8	9
1.Draining	r	1								
2.Psychologically recurring	r	0,794**	1							
	p	0,000								
3.Disconnecting	r	0,715**	0,899**	1						
	p	0,000	0,000							
4.Total toxicity	r	0,893**	0,965**	0,938**	1					
	p	0,000	0,000	0,000						
5.Supervisor	r	-0,155	-0,184*	-0,182*	-0,187*	1				
	p	0,053	0,022	0,023	0,020					
6.Colleagues	r	-0,120	-0,144	-0,169*	-0,155	0,648**	1			
	p	0,135	0,072	0,035	0,053	0,000				
7.Organization	r	-0,146	-0,055	-0,049	-0,088	0,539**	0,667**	1		
	p	0,069	0,496	0,542	0,275	0,000	0,000			
8.Total trust	r	-0,162*	-0,155	-0,163*	-0,171*	0,863**	0,900**	0,823**	1	
	p	0,043	0,053	0,042	0,032	0,000	0,000	0,000		
9.Performance	r	-0,101	-0,131	-0,136	-0,132	0,426**	0,450**	0,502**	0,527*	1
	p	0,212	0,102	0,090	0,100	0,000	0,000	0,000	*	
N: 156										0,000

\*. Correlation is significant at the 0.05 level (2-tailed).

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

**Table 3. The regression analysis of the effect of organizational trust**

Dependent Variables	Independent Variables	$\beta$	t	Sig.	R	$R^2$	F	Sig.	Result
Toxicity	Organizational Trust	-0,271	8,524	0,000	-0,171	0,029	4,664	0,032	Accept
Performance	Organizational Trust	0,562	7,061	0,000	0,527	0,278	59,154	0,000	Accept

Table 1 shows that the levels of the main variables are above the midpoint of 5-point Likert Scale. Moreover, the highest mean value can be seen in the level of performance (over 4 points). Table 1 also shows the correlations between main variables besides the means and standard deviations. Table 2 shows the detail of the correlation values of the main values and their sub-dimensions. It is clearly seen that there is a

negative correlation between organizational trust and toxicity excluding the psychologically recurring. Furthermore, there is a positive correlation between organizational trust and performance in all sub-dimensions. Research question two is about the effect of organizational trust on organizational toxicity and performance. Table 3 shows that the organizational trust significantly contributes to the organizational toxicity and performance according to the F-test in regression. It means that hypothesis 1 and 2 are accepted within the sample. Research question three is about the differences of groups values due to the demographic factors such as gender, age, and marital status. According to the t-test and ANOVA results, there are not any significant differences between groups in terms of organizational trust ( $F:2,275$ ;  $p:0,134$ ), organizational toxicity ( $F:0,125$ ;  $p:0,724$ ), and performance ( $F: 2,275$ ;  $p:0,971$ ). Therefore, it can be said that the last hypothesis is not accepted.

## DISCUSSION AND CONCLUSION

The results of the analysis of this study indicate that the perception of organizational trust among secondary school teachers in the state affects the perceptions of organizational toxicity negatively, while it affects the perceived performance positively. These findings are in line with Morreale and

Shockley-Zalabak (2014) that the organizational trust affects perceived effectiveness and job satisfaction positively. Also in support of the findings in Vineburgh (2010) who focuses on the relationships between organizational trust and conflict and reported that trust is associated with higher level empowerment, higher levels of support, while it causes the lower levels of interpersonal conflict in the organization. These results favor the extension and integration of emotional and behavioral theories of organizational trust into a social-exchange approach. This study also found out that the mean level of organizational trust is higher than the level of the organizational toxicity, both are above the mid-point of the scale. The level of the perceived personal performance is also above the four-point from the teachers' perspectives. And these mean levels have not any statistically significant differences within the groups. Based on the findings of the study,

#### **The following recommendations are made in managing and resolving problems in organizations**

- A negative attitude can affect the whole perspective on life and on work. Thus, the managing of the dark side of an organization is as important as focusing on productivity.
- Some organizational perceptions such as trust, commitment, and satisfaction are needed to sustainability and higher performance in the long term.
- The supervisor should consider the attitudes, skills, and behaviors of the employees to develop effective development programs.

Also, the research is even more expandable with the causes of the toxicity or other negative perceptions to raise awareness about the annoying organizational situations. Moreover, awareness should be created in the supervisor roles on the causes of trust and consequence of toxicity. The negative impact of the organizational toxicity can be reducible with some supportive organization operations. For this reason, a supportive relationship should be built between employee and manager. In this way, the keeping employees engaged and energized about the future can get easier than before, due to the process of developing the organizational factors.

#### **REFERENCES**

- Acar, A.Z. and Günsel, A. 2010. Lojistik Sektöründe Süreç Yenilikçiliği ve İşletme Performansı Üzerine Etkileri, 18. Ulusal Yönetim ve Organizasyon Kongresi, Çukurova University Faculty of Economics and Administrative Sciences, Adana.
- DeConinck, J. B. 2010. The effect of organizational justice perceived organizational support, and perceived supervisor support on marketing employees' level of trust. *Journal of Business Research*, 63(12): 1349-1355.
- Driscoll, J. W. 1978. Trust and participation in organizational decision making as predictors of satisfaction. *Academy of management journal*, 21(1): 44-56.
- Eisenberger, R., Fasolo, P. and Davis-LaMastro, V. 1990. Perceived organizational support and employee diligence, commitment, and innovation. *Journal of applied psychology*, 75(1): 51-59.
- Gilbert, J. A., Carr-Ruffino, N., Ivancevich, J. M. and Konopaske, R. 2012. Toxic versus cooperative behaviors at work: the role of organizational culture and leadership in creating community-centered organizations. *International Journal of Leadership Studies*, 7(1): 29-47.
- Goldman, A. 2008. Leadership negligence and malpractice: emotional toxicity at SkyWaves Aerospace international. (Eds). Wilfred J. Z., Charmine E.J. Härtel, and Neal M. Ashkanasy, *Emotions, Ethics and Decision-Making*, 4: 207-224.
- Güler, S. 2014. Örgütlerde Güven Algılamasının Örgütsel Sinizm Üzerine Etkisi ve Bir Araştırma, Unpublished master's thesis, Pamukkale University Institute of Social Sciences, Denizli.
- Hodgson, E. (Ed.). 2004. *A textbook of modern toxicology*. John Wiley and Sons, USA.
- Kasalak, G. and Aksu, M. 2016. Relationship with Perception of, Effects of, and Coping Strategies for Organizational Toxicity in Higher Education, 2nd International Conference on Lifelong Education and Leadership for All, Sakarya.
- Keijsers, G. J., Schaufeli, W. B., Le Blanc, P. M., Zwerts, C. and Miranda, D. R. 1995. Performance and burnout in intensive care units. *Work and Stress*, 9(4):513-527.
- Kiefer, T. and Barclay, L. J. 2012. Understanding the mediating role of toxic emotional experiences in the relationship between negative emotions and adverse outcomes. *Journal of Occupational and Organizational Psychology*, 85(4): 600-625.
- Matzler, K. and Renzl, B. 2006. The relationship between interpersonal trust, employee satisfaction, and employee loyalty. *Total quality management and business excellence*, 17(10): 1261-1271.
- McAllister, D.J. 1995. Affect- and cognition-based trust as foundations for interpersonal cooperation in organizations. *Academy of Management Journal*, 38(1): 24-59.
- Morreale, S. P. and Shockley-Zalabak, P. S. 2014. Qualitative Study of Organizational Trust: Leaders' Perceptions in Organizations in Poland and Russia. *Intercultural Communication Studies*, 23(2): 69-89.
- Padilla, A., Hogan, R. and Kaiser, R. B. 2007. The toxic triangle: Destructive leaders, susceptible followers, and conducive environments. *The Leadership Quarterly*, 18(3): 176-194.
- Şehitoğlu, Y. 2010. Örgütsel Sessizlik, Örgütsel Vatandaşlık Davranışı ve Algılanan Çalışan Performans İlişkisi. Unpublished doctoral dissertation, *Gebze Advanced Technology Institute of Social Sciences*, Gebze.
- Spence-Laschinger, H. K., Finegan, J. and Shamian, J. 2002. The impact of workplace empowerment, organizational trust on staff nurses' work satisfaction and organizational commitment. *In Advances in Health Care Management*, 3: 59-85.
- Vineburgh, J. H. 2010. A study of organizational trust and related variables among faculty members at HBCUs, Unpublished doctoral dissertation, Iowa University, USA.
- Von der Ohe, H., Martins, N. and Roode, M. 2004. The influence of credibility on employer-employee trust relations. *South African Journal of Labour Relations*, 28(2): 4-31.
- Wallace, J., Hunt, J. and Richards, C. 1999. The relationship between organisational culture, organisational climate, and managerial values. *The International Journal of Public Sector Management*, 12(7): 548-564.
- White, G. 2009. Managing Employee Performance and Reward: Concepts, Practices, Strategies-Edited by John Shields. *Industrial Relations Journal*, 40(2):173-175.