

*Short Communication*

# Relation between organizational image and organizational trust in educational organizations

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**The aim of the research is to determine the relation between organizational image and organizational trust in public primary schools depending on views of teachers, students and parents. The universe of this relational screening model descriptive research consists of teachers, students and parents in Izmit District of Kocaeli. The participants consist of 232 teachers and 247 8th class students and their parents in 8 different schools, which were selected randomly. The data of the research was collected by organizational image scale and organizational trust scale. The research has revealed that organisational image and its sub-dimensions are associated with organisational trust. It has been found out that organizational image and its sub dimensions quality image and relational image significantly explains organizational trust.**

**Key words:** Primary education, organizational image, organizational trust.

## INTRODUCTION

In our age of rapid change and development organizations are obliged to improve themselves in order to live in accordance with their aims. This obligation has led the organizations to seeking new perspectives and organizations have begun to focus more on human element. In this context, the topics organizational image and organizational trust have recently been handled as two different variables for organizational success. Hatch and Schultz (2002) described organizational image as the way the members of the organization and the others view the organization or the general impression that the organization creates in people's minds. According to Gray and Balmer (1998) organizational image is the instant picture about the organizations which occurs in the various masses (Gray and Balmer, 1998; Wilson in: Taslak and Akin, 2005). In the study of Polat, et al. (2009) called "the organizational image of the private secondary schools in the city of Kocaeli according to the students and parents", which was done in private high schools, the dimensions of the organizational image has been discussed in 5 different dimensions as quality

image, program image, infrastructure image, social image and view image.

Organizational image affects the output of many organizations directly or indirectly (Vigoda, 2004; Taslak and Akin, 2005). Organizational trust is one of the most significant variables which affects the happiness and success of the organization. In this context, school administrator has the role to generate trust and develop the organizational environment which will maintain trust (Toprak, 2006). Studies have shown that organizational image positively affects faithfulness to organization, job satisfaction, commitment to organization, human relations, performance, employee moral, and product quality. In a secure environment, employees do not hesitate to be sharing, helpful, and honest because they are aware that they will not get hurt. All the variables increase the success of the school (Polat, 2007). It is obvious that one of the variables which affect the organizational image is organizational trust. Zachery et al. (1998) describe organizational trust as the confidence members of the organization have in their organization. Lewicki et al. (1998) describe it as an employee's positive expectations about the organizational practices and policies which can affect him even in the risky situations, and as an employee's belief that the organization will

support him.

When today's world of competition is taken into consideration it is important for the organizations to create organizational image and trust in order to live in accordance with their aims (Gürüz, 2004; Erdoğan et al., 2006; Bayuk and Küçük, 2008; Bolat, 2006; Çakmak, 2008; Özüpek, 2004). Many researchers have talked about the effect of the organizational image on organizational trust and they agree on the fact that organizational image increases organizational trust (Okay, 2005; Peltekoğlu, 2004; Esener, 2006; Doğan, 2006; Cop and Bekmezci, 2008). Positive image which can be created by constructing good relations with the environment will provide an advantage by building confidence. Positive image will bring along the feeling of confidence as well (Peltekoğlu, 2004; Parilti and Tolon, 2003). In the determination of the confidence index concerning the areas of service and product, positive image plays a crucial role (Flavian and Guinaliu, 2005, in: Bayramoğlu, 2007). In the studies, a positive relationship has been found out between organizational image and organizational trust (Ball et al., 2004; Amendola, 2004; Islamoğlu et al., 2007). The present study aims to research the effect of the organizational image on organizational trust according to the views of teachers, students and parents in public primary schools.

## MATERIALS AND METHODS

The universe of this relational screening model descriptive research consists of the teachers, students and parents in the town of Izmit district of Kocaeli. The participants consist of 232 teachers and 247 8th class students and their parents in 8 different schools, which were chosen randomly. The data of the research was collected using organizational image scale and organizational trust scale.

## FINDINGS

Participants' perception of organizational image ( $\bar{x}$  = 3.13) is at medium level. It has been seen that their perception of quality image ( $\bar{x}$  = 3.37), relational image ( $\bar{x}$  = 3.32), view image ( $\bar{x}$  = 3.05), program image ( $\bar{x}$  = 2.85) and infrastructure image ( $\bar{x}$  = 2.80), which are the sub dimensions of the organizational image, is at medium level. All the participants' perception of organizational trust concerning the schools ( $\bar{x}$  = 3.57) is at high level. Between the organizational image and confidence ( $r$  = 0.83,  $p$  < 0.01) a significant and a high correlation has been found. When the relation between the sub dimensions of the organizational image and organizational trust is examined, significant and very high level correlation was found between organizational trust and quality image ( $r$  = 0.86,  $p$  < 0.01) and relational image ( $r$  = 0.81,  $p$  < 0.01), and also a significant high correlation was found between program image ( $r$  = 0.68,  $p$  < 0.01), infrastructure image ( $r$  = 0.70,  $p$  < 0.01) and view

image ( $r$  = 0.68,  $p$  < 0.01).

Organizational image is a powerful predictor of organizational trust ( $\beta$  = 0.830,  $R^2$  = 0.687,  $p$  < 0.00). Organizational image explains 69% of the variance in the organizational trust. According to participant groups, in the regression models concerning that the organizational image predicts the organizational trust, it has been seen that in all the 3 groups of teachers, students and parents, organizational image predicts organizational trust. When the effects of organizational image, which is a predictor variable, on organizational trust, which is the predicted variable, thought is considered, it is seen that quality image ( $\beta$  = 0.69) and relational image ( $\beta$  = 0.25) explain organizational trust significantly whereas view image ( $t$  < 2.00,  $p$  > 0.01) and infrastructure image ( $t$  < 2.00,  $p$  > 0.01) do not explain the organizational trust significantly. From the sub dimensions of the organizational image, quality and relational image explain approximately 75% of organizational trust.

## DISCUSSION AND IMPLICATIONS

The present study has revealed a meaningful, positive and strong relation between organizational image and organizational trust ( $r$  = 0.83,  $p$  < 0.01). Our finding is supported by the findings of the study of Amendola (2004), which showed a meaningful, positive and strong relation between organizational image and organizational trust ( $r$  = 0.91,  $p$  < 0.01). The study of Ball et al. (2004) has also indicated a similar relation between these variables ( $p$  = 0.95,  $r$  = 0.05). These three findings display that there is a strong relation between organizational image and organizational trust. It has been determined that a meaningful, positive and strong relation exists between organizational image dimensions and organizational trust. However, it can be stated that compared to other dimensions of organizational image, quality image and relational image are more strongly related with organizational trust.

In our study, we determined that the organizational image perception had an effect on organizational trust. Participants' trust in their schools who have a positive image perception about their school also increases as they have a positive image about their school. From the sub dimensions of the organizational image, only quality image and relational image explain organizational image significantly. A similar result was found out with the statistical analysis based on participant groups (student, teacher and guardian) separately.

## Conclusion

With its direct and indirect effects, organizational trust, which is very important in terms of managing human behavior, it is affected by and affects many variables. In

the literature, it is stated that organizational trust has many positive outputs. This research shows that one of the ways to increase organizational trust is to raise organizational image perception.

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