THE IMPACT OF ORGANIZATIONAL BEHAVIOR, TRUST, COMMITMENT, AND JOB MOTIVATION ON ACADEMIC STAFF AND EMPLOYEES

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Abstract

The main objective of this research was to investigate the effect of the following factors affecting organizational development, such as organizational behavior, organizational trust, organizational commitment, and work/job motivation on academic staff and employees of Aljouf University- Faculty of sciences and arts. To fulfill this aim, the researcher employed causal research methodology, and the selected sample consisted of (70) academic staff and employees from both males and females, based on stratified random sampling technique. The instruments of data collection were scales for measuring: organizational behavior, trust, commitment, and work motivation. These scales were statistically manipulated to obtain their reliability and validitythrough Alpha Cronobach formula. The collected data representing the research's hypotheses were also analyzed by using (SPSS), the following statistical tests were used to verify the hypotheses: Multiple regression, correlation coefficient, T-test, and ANOVA. The findings revealedthat there was significant statistical difference on factors affecting academic staff and employeesas human resources, also there was significant correlation and effect as well among above-mentioned factors. **Conclusion:** These four factors had a mutual impact and were considered as aspects of organizational development in both academic staff and employees

Keywords: Organizational behavior, Trust, Commitment, Work motivation.

Abstrak

Tujuan utama penelitian ini adalah untuk menyelidiki pengaruh faktor-faktor berikut yang mempengaruhi pengembangan organisasi, seperti perilaku organisasi, kepercayaan organisasi, komitmen organisasi, dan motivasi kerja/pekerjaan pada staf akademik dan karyawan Universitas Aljouf-Fakultas sains dan seni. Untuk memenuhi tujuan ini, peneliti menggunakan metodologi penelitian kausal, dan sampel yang dipilih terdiri dari (70) staf akademik dan karyawan dari laki-laki dan perempuan, berdasarkan teknik pengambilan sampel acak berstrata. Instrumen pengumpulan data adalah skala untuk mengukur: perilaku organisasi, kepercayaan, komitmen, dan motivasi kerja. Skala-skala ini dimanipulasi secara statistik untuk mendapatkan reliabilitas dan validitasnya melalui rumus Alpha Cronobach. Data yang dikumpulkan yang mewakili hipotesis penelitian juga dianalisis dengan menggunakan (SPSS), uji statistik berikut digunakan untuk memverifikasi hipotesis: Regresi berganda, koefisien korelasi, uji-T, dan ANOVA. Temuan tersebut mengungkapkan bahwa ada perbedaan statistik yang signifikan pada faktor-faktor yang mempengaruhi staf akademik dan karyawan sebagai sumber daya manusia, juga ada korelasi dan efek yang signifikan juga di antara faktor-faktor yang disebutkan di atas. Kesimpulan: Keempat faktor tersebut mempunyai pengaruh yang saling berkaitan dan dianggap sebagai aspek pengembangan organisasi baik pada staf akademik maupun karyawan.

Kata Kunci: Perilaku organisasi, Kepercayaan, Komitmen, Motivasi kerja

A. Introduction

Organizational development is the study of successful organizational change and performance. It emerged from human relations studies in 1930, during which psychologists realized that organizational structures and processes influence employees' behavior and Human resource development includes training a person after he or she is first hired, providing opportunities to learn new skills, distributing resources that are beneficial for the employee's tasks, and any other developmental activities.

Development of human resources is essential for any organization that would like to be dynamic and growth-oriented. Unlike other resources, human resources have rather unlimited potential capabilities. The potential can be used only by creating a climate that can continuously identify, bring to surface, nurture and use the capabilities of people. Human Resources Development (HRD) system aims at creating such a climate. A number of HRD techniques have been developed in recent years to perform the above task based on certain principles. This unit provides an understanding of the concept of HRD system, related mechanisms and the

changing boundaries of HRD. Motivation. More recently, work on organizational development has expanded to focus on linking itwith its factors. Human Resource Development is highly considered as a challenge that specifically dealswith training and development of the employeesin the organization.

It should be noted that in any community there should be a sustainable development. organizational development, on the other hand, can lead to community development, therefore, these two processes are interrelated and overlapping. Modern organizations today strive to face the challenges in human resources development through solid procedures such as recruiting capable staff to achieve organization's aims. This trend, however, has several obstacles responsible for community development and prosperity.

This research is considered important because it is an attempt to investigate the factorsand challenges affecting organizationaldevelopment.

B. LITERATURE REVIEW
1. The Effect of Organizational Behavior onHuman Resources Development

Organizational behavior can be defined as a study of behaviors and altitudes of employees or a group of employees with the purpose of understanding different individuals and groups subject to different circumstances. It is a study of human behaviors in relation to the organization geared towards attaining organizational goals andobjectives.

Wright (2003) stated that Organizational behavior deals with the study of human behaviorwithin groups or organizations and how this behavior can be modeled through analysis to impact the organizations in a positive way.

An organization in itself is composed of a groupof people working individually or often within teams. The disposition of people towards each other in an organization remains the contributing factor towards shaping the organization. Organizational Behavior is an interdisciplinary field, in that it draws greatly from other subjectssuch as psychology, sociology, anthropology, political science and economics.

The success of an organization is largely dependent on effective management of its people.Behavior of people within an organization is governed by their ideas, feelings and activities. For effective management of people, it is crucialto perceive their requirements. However, since human behavior can differ with each individual, it becomes almost impossible to come with a unique solution to the organizational problems. For this reason, it is important to consider psychological and social aspects to design solutionsfocused on solving organizational issues(Setton and Liden, 2012).

The behavior of individuals within an organization can either defile the organization or aid in its overall improvement. For instance, certain employees may be compassionate and helpful towards their co-workers which

helps to create a supportive work culture. This selfless attitude can be a result of the employee's faith in the management and their satisfaction and commitment towards the organization (Mcshane, 2000).

However, an employee who no longer trusts the management or is left unsatisfied at the workfront, may show antisocial behavior which can be harmful for the organization. Organizational culture is defined by the company parameters such as values, beliefs, norms and principles, visions, and behavioral expectations among many other things. Behavior of employees is highly impacted by work culture, as such it can affect them either positively or negatively.

A pro-social and supportive culture at work can be a major influence and also encourage and build an environment of selflessness. When people are encouraged, they feel more confident towards contributing ideas that might eventually benefit the organization. On the contrary, employees are more likely to hold up or not suggest any ideas at all if they feel they are going to face criticism or embarrassment. Generally, employees gain an understanding of the company's culture through socializing with other people.

In order to solve the organizational problems, it is necessary to first understand the reason for its occurrence. If the problems faced are due to damaging organizational behavior, it becomes crucial to recognize the purpose behind such a behavior. Only then can measures be taken to counter it and guide the organization in a progressive direction. Incorporation of new and encouraging behaviors in the company culture might prove rewarding to the employees and as such profit the company as a whole (Mcshane, 2000).

There are many factors that promote constructive organizational behavior, such as accomplishments, self-actualization, encourage- ment, affiliation etc. Management should try to figure out the driving force that stimulates such a behavior and try to integrate more such factors in the work culture.

This can be in the form of promotions, new incentives, plans or rewards. It does not make sense to hire capable people and expect complete dedication in the absence of pro-social and rewarding company culture. In fact, people are more likely to lose interest in their work if they don't feel recognized and rewarded.

Organizational Behavior is a social science as it is mostly concerned with people and behavior. It takes into account individual and group behavior and the factors that impact these behaviors. It is necessary to first understand the behavior of people constituting the organization. The first and foremost importance of organizational behavior lies in understanding human behavior (Mcshane, 2000).

If the management can interpret properly the human needs within an organization, it can work towards fulfilling those needs and also chalk out new

plans and incentives to satisfy the employees and boost them. In addition, the management has to understand also the reason for problematic behavior within organizations and take measures to eliminate the causes.

Influencing human behavior is another important aspect of studying organizational behavior. It helps the management to assess the reaction of employees beforehand, prior to making any changes in policies or schemes (Lambert, 2005).

This way the management can come up with ways to alleviate any conflicts that may arise as a result of the change (Hersey P, 2015). Also, certain measures such as incentives, promotions etc., can help in creating a content workplace which directly impacts employee performance in a positive way. As a whole, the organization gains hugely through analyzing and understanding organization behavior (Robbins and Stephen P, 2001).

2. The Effect of Trust as a Challenge to Human Resources Development

Trust has been viewed as both a psychological state and also as a choice behavior. In terms of a psychological state, Lewis and Weigert (1984) defined trust as the "undertaking of a risky course of action on the confident expectation that all persons involved in the action will act competently and dutifully.

Research has shown convincingly and consistently that organizations with high levels of trust outperform those with low levels. Yet few companies possess high levels of organizational trust and even fewer leaders deliberately focus on building trust as a core characteristic of their businesses (Zeffane R and Connell J, 2003).

It's true that we all have an intuitive sense of what trust is and when it's not present. Yet, if we are to develop ways within organizations to develop real and sustainable levels of trust, it's important that we have a clear and practical definition. One very helpful way of thinking about trust is to distinguish between four types of trust: basic, simple, blind and authentic (Solomon and F Flores, 2001). It is authentic trust that which is fully self-aware and based on conscious choice and responsibility that leads to high performance in organizations. A number of ways of defining this type of organizational trust has been offered over the years. Some researchers have defined trust as a function of two variables: benevolence, or the extent to which I believe you care about me and will continue to back me up, and aptitude, or the extent to which I believe you are competent and capable (Peter R and Scholtes, 2001). Another popular model of trust adds integrity to benevolence and aptitude (Mayer R C, 1995). This particular framework also cites the importance of two additional factors: the propensity of the trust or to be trusting and the perceived risk of giving trust. Amy Lyman has found that organizational trust occurs when employees see others

as credible, when they are treated with respect, and when they are treated fairly regardless of their position (Lyman A, 2012).

The presence of trust in the workplace is essential to organizational performance and competitiveness in an increasingly global economy (Lamsa and Pucetaite, 2006). Research has demonstrated that an organization's ability to develop trusting relationships is an increasingly important source of competitive advantage (Barney and Hansen, 1994). Organizations that foster internal and external climates of trust reap advantages in the marketplace (Tyler T R, 2003). Trust has also been linked to organizational outcomes such as higher sales and profits, lower employee turnover(Mayer and Tan, 2000), and increased levels of cooperative behavior among employees. The presence of trust is crucial to all types of institutions, including colleges and universities.

3. The Effect of Commitment as a Challenge to Human Resources Development

The concept of organizational commitment (OC) and employees' productivity in an organization has generated an exciting debate amongst scholars and practitioners alike. According to Mowday *et al.* (1979), OC is the relative strength of an individual's identification with and involvement in an organization. On his part, Zangaro (2001), sees OC as the act of pledging or promising to fulfill an obligation for the purpose of achieving the goals of the organization. He argues that "a person who is committed to an organization should then be dedicated and have a strong belief in the organization's goals and values." These various conceptualizations of OC reveal that a truly committed employee would support the organization to achieve its goals and aspirations without coercion from any quarter.

In emphasizing the importance of OC on employee productivity, Meyer and Allen (1991), point out that individuals (employees) with higher level of OC have a sense of belonging and identification with that particular organization's goals and activities, and their willingness to remain a part of the organization. In the same vein, Matthews and Shepherd (2002), in their work argue that "committed employees have a strong belief in and acceptance of organization's goals and values, show a willingness to exert considerable effort on behalf of the organization, and have a strong desire to maintain membership with the organization." On their part, Golden & Veiga (2008), argue that "organizationally committed individuals are far less likely to engage in absenteeism and turnover."

Scholars have put forward different forms of OC in literature to include identification or affective (emotional attachment to the organization), loyalty or continuance (perceived costs associated with leaving the organization), and

involvement or normative (feelings of obligation towards the organization) (Cook and Wall, 2009; Meyer andAllen, 1991; Parish, Cadwallader and Busch, 2008; and Rego and Cunha, 2008).

4. Job Motivation as a Challenge to HumanResources Development

Motivation is one of the most important concepts in HRD. In most organizations, it is common to hear the refrain that a particular employee is not motivated and hence his or her performance hastaken a backseat. This is the reason companiesspend humungous amounts of money in arranging for training sessions and recreationalevents to motivate the employees. Motivation canbe understood as the desire or drive that an individual has to get the work done. For instance,when faced with a task, it is the motivation to accomplish it that determines whether a particular individual would complete the task according tothe requirements or not. Further, the absence ofmotivation leads to underperformance and lossof competitiveness resulting in loss of productive resources forthe organization. It isforthis reasonthat the HR managers stress on the employeeshaving high levels of motivation to get the job done(Mitchell,T. R, 2012).

There are many theories of motivation and theones being discussed here are the Herzberg's hygiene theory, Maslow's need hierarchy theory, and McGregor Theory X and Theory Y (Judge TA, 2001). Herzberg's Hygiene theory states that for employees to be motivated, certain conditions need to exist and the absence of these conditions or the hygiene factors that frustrate the employees.The point that is being made in this theory is thatthe presence of hygiene factors is a preconditionfor performance and is not a determinant of performance. On the other hand, the absence of these factors actually disappoints the employee.Hence, the bottom line is that companies shouldhave the basic conditions under which employees'work fulfilled so that there is no drag on the performance (Lamp Li, 2003; and Golden and Veiga, 2008).

Maslow's need hierarchy theory postulates thatindividuals are motivated according to a hierarchyof needs which start from satiation of basic needsand then go on to need for recognition and finally,the need to actualize one's vision and reach thehighest stage of personality. The point that is beingmade in the theory is that individuals progress from one stage to the other depending on how well the needs at each stage are met. So, organizations have to ensure that employees' needs are taken care of at each level so that by the time the employee reaches the top of the ladder,he or she is in a position to actualize them. Finally, McGregor's theory of motivation is regarded as a scientific approach that is favoredby many managers. This theory states that employees can be motivated by a dual prongedstrategy of rewarding them for good work and

punishing them for bad work (Zanagro, 2001). The opposites of these reactions mean that employees have a strong incentive to do well as opposed to doing badly.

C. RESEARCH METHODOLOGY

1. Research Design

This study has adopted a quantitative descriptive method.

2. Sample and Data Collection

The sample consisted of (70) respondents, chosen by using the stratified random sampling technique. Data were collected by four scales: organizational behavior, trust, commitment and job motivation, (43) items measured on a five (5) point Likert scale, and were administered to both academic staff and employees of Aljouf University. Both reliability and validity of the scales were obtained by using Alpha Cronobach formula as shown in the following table:

Table 1

Shows Reliability and Validity Coefficients of the Four Scales

	Scale	Items	Reliability	Validity
1	Organizational Behavior	8	0.66	**0.81**
2	Organizational Trust	6	0.88	**0.94**
3	Organizational Commitment	10	0.74	**0.81**
4	**Job Motivation**	9	**0.89**	0.94

3. Statistical Procedures

The following statistical tests were employed:
1. One-sample t-test.
2. Pearson's correlation coefficient.
3. Multiple Regression Analysis.

D. Results

Table 2

Shows the Result of *t*-Test to Verify the Hypothesis (1)

					Test Value = 28	
	T-value	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper

Behavior	1.103	69	.000	.57143	-.4624-	1.6053
Commitment	10.883	69	.000	7.14286	5.8335	8.4522
Trust	-10.007	69	.000	-3.75714	-4.5062	-3.0081
Motivation	8.776	69	.000	5.40000	4.1724	6.6276

Table 3: Shows the Result of Pearson Correlation Coefficient to Verify the Hypothesis (2)

	Behavior	Commitment	Trust	Motivation
Pearson Correlation	1	.670*	0.091	.338**
Sig. (2-tailed)		0.024	0.455	0.004
N	70	70	70	70
Pearson Correlation	770*	1	.369**	.413**
Sig. (2-tailed)	0.024		0.002	0
N	70	70	70	70
Pearson Correlation	0.91	.369**	1	.652**
Sig. (2-tailed)	0.455	0.002		0
N	70	70	70	70
Pearson Correlation	.338**	.413**	.652**	1
Sig. (2-tailed)	0.004	0	0	
N	70	70	70	70

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

From the above mentioned table, it appearedthat there was a significant correlation among Organizational behavior, trust, commitment and motivation in the study participants.

Table 4: Shows the Result of Multiple Regression Analysis to Verify the Hypothesis (3)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.215ᵃ	0.046	– 0.0 12	4.74935

Note: a. Predictors: (Constant), motivation, behavior, commitment, trust

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	71.326	4	17.831	0.791	0.05
Residual	1466.16	65	22.556		
Total	1537.49	69			

Note: a. Predictors: (Constant), motivation, behavior, commitment, trust; b. Dependent Variable: experience.

The above tables of Regression analysis indicated statistical significant effect of the four factors of human resources development.

E. Discussion

Regarding the result obtained of the first hypothesis, which predicted that there, was significant statistical difference (0.05) on the scales measuring factors of development. This result matched with the finding obtained by Robbins and Stephen P (2015), who found that both motivation and organizational climate were considered as major challenges to human resources development. The result of the second hypothesis, which predicted that there was significant correlation (0.05) among factors of organizational development.While the result of the third hypothesis, whichpredicted that there was significant mutual effect(0.05), of the four factors on organizational development. The results of both the second and the third hypotheses were in line with the finding of previousstudy carried out by James Hollander (2010), who revealed that the organizational behavior, trust and motivation had significant effect on academic staffand employees.

F. Conclusion

This study focused on impact of organizational behavior, trust, commitment and motivation among employees in Aljouf University, as well as other study

variables such as gender, experience, rank and specialization. The major findings of the present study pointed out those higher levels of organizational behavior, trust, commitment and job motivation were significantly associated with higher levels of human resources development. Finally, the researcher recommended that Aljouf University should continue to take the issue of human resource development (capacity building for performance) seriously as a way of improving employees' level of productivity in accordance with 2030 vision. It is also can be said that utilizing human resources can be achieved through offering tremendous efforts in future concerning continuous training of staff and employees who are considered as real human resources.

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