

**Relationship between Organizational
Trust and Knowledge Sharing
among Staff Nurses**

Thesis

Submitted for Partial Fulfillment of Master Degree
in Nursing Science
(Nursing Administration)

By

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Relationship between Organizational Trust and Knowledge Sharing among Staff Nurses

Abstract

background: organizational trust has a direct or modulating effects on a variety of optimum performance and behavioral outcome variables. Knowledge sharing of nursing staff has a vital role in facilitating the growth of knowledge to increase its value. **Aim:** the present study aimed at identifying the relationship between organizational trust and knowledge sharing among staff nurses. **Design:** descriptive correlational design was used. **Setting:** This study was conducted Military medical compound at Kobri Elkobba Hospitals. **Subject:** 100 staff nurses out from 250 were selected randomly from the previous mentioned setting. **Tools of data collection:** Two tools were used namely, organizational trust questionnaire *and* knowledge sharing questionnaire. **Results:** more than three quarters of staff nurses (78%) have high perception level regarding total organizational trust, less than three quarters of staff nurses (70%) have high perception level regarding total knowledge sharing. **Conclusion:** there was highly statistically significant positive correlation between total organizational trust and total knowledge sharing among staff nurses. **Recommendations:** conducting educational programs to educate staff nurses about the important of knowledge sharing. Further research studies are needed for the influence of trust and knowledge sharing on virtual team effectiveness.

Key words: Knowledge sharing - Organizational trust - Staff nurses

Introduction

In the present fast-paced world, full of change and competition qualitative, creative, and dynamic manpower can guarantee the organizations' competitive advantage achievement. Hence, in the present time, human resources are considered as the main cornerstone in the process of efficiency and effectiveness improvement and as the most valuable asset and the golden key in competition **(Sarafzadeh, 2015)**.

Organizational trust is referred to the positive expectations of the nurses and their expectations about competency, reliability, and benevolence. It is also referred to the institutional trust between organization and individuals. Trust is also relevant to a number of attitudinal consequences, especially organizational commitment and job satisfaction **(Mayer, Davis & Schoorman, 2017)**.

Organizational trust can cause improvement and retention of nurses by improving of communication and cooperation between nurses by promoting teams' efficiency. The nurses say when they trust to their coworkers and managers, they feel ownership and become engaged with own job and organization **(Baird & Amand Real, 2016)**.

Organizational trust has a significant role in increasing nurses participation in the organization and improves their productivity. Trust among individuals and organizations can generate orderly and logical interactions among individuals and create an opportunity for organizations to work and cooperate with each other as a basis to increase their investments. Trust in the organization is considered as a feature of a thriving organization (**Cullen, Johnson & Sakano, 2016**).

Knowledge sharing is a social interaction, involving the exchange of employee knowledge, experiences and skills, as well as the provision or receipt of task information and feedback regarding a practice or procedure (**Cummings, Bromilry, 2014**). Different means and processes of knowledge sharing within various types of organizations have positive impacts on individual, team and organizational innovation capabilities. Therefore, it is commonly recognized that knowledge sharing is essential for creating new knowledge and innovation (**Hu & Randel, 2014**).

Knowledge sharing in nurse groups might entail developing coaching and guidelines, engaging in peer review, development of and contributing to research

committees, seminars, journal clubs and newsletters to update research skills. Also, can be shared knowledge in informal ways such as chatting in the coffee room and canteen, sharing experiences that may benefit the group on nurse meetings and other informal occasions, and/or communicating on professional online communities. By engaging in these knowledge sharing activities, it is expected that nurses may become more innovative in general (*Li-Ying, Paunova & Egerod, 2016*).

Significance of the study

Knowledge sharing plays a crucial role in helping organizations reach their goals, it facilitates distribution of overall awareness among workers and create better environment for adding more value. There are different factors influencing knowledge sharing one of these factors is organizational trust. Employees will contribute to share knowledge within the organization relative to their level of organizational trust and this will contribute to the development of both the organization and the employees (*Dirks & Ferrin, 2014*).

The researcher observed that the work done in the hospital become more dependent on knowledge sharing and less dependent on physical capabilities, as nurses constitute the largest human resources and play a major role in providing quality services. So that this study concerned with identifying the relationship between organizational trust and knowledge sharing among staff nurses.

Aim of the study

This study aims at identifying the relationship between organizational trust and knowledge sharing among staff nurses through:

- Assessing organizational trust among staff nurses.
- Assessing knowledge sharing among staff nurses.
- Finding out the relationship between organizational trust and knowledge sharing among staff nurses.

Research questions

Is there a relationship between organizational trust and knowledge sharing among staff nurses ?

Organizational trust

Concept of organizational trust

Organizational trust interest in began to be newly established despite the phenomenon of trust as the first form of human bonding, organizational trust began at the beginning the fifties of the last century as a major theme and organizational confidence suggest risk tolerance resulting from a party's expectation that the other party is acting efficiently and in accordance with its obligations for mutual understanding between the organization and individuals in organizational objectives (*Stephenson, 2014*).

Organizational trust in labor relations is one of the basic pillars that helps organizations strengthen their effectiveness and achieving its objectives, and is one of the most effective administrative tools, because they create the necessary conditions. The success of organizations is a key factor in achieving the success of organizations as well as trust in the organization is an important element of organizational trust individuals can reveal their thoughts and feelings to help each other to work together (*Zahrani, Ahmed and bin Hassan Wasabi, 2012*).

Organizational trust is the individual's belief in the goals, decisions, policies of organization, and staff, reflecting the individual's satisfaction and commitment to the organization and, its qualities and portability specific people (such as co-workers and supervisors) or specific groups (such as organization), the desire to rely on them based on their behavior as expected of them as well the lack of interest in monitoring and follow-up their behavior ***(Chen, and Dhillon, 2013).***

Organizational trust as a state of perceived vulnerability or risk that is derived from individuals' uncertainty regarding the motives, intentions, and prospective actions of others on whom they depend, trust leads to the development of integrity, commitment, and dependence among actors in an organizational setting. Organizational trust is a positive expectation individuals have about the intent and behaviors of multiple organizational members based on organizational roles, relationships, experiences, and interdependencies ***(Shockley and Ellis, G. Winograd, 2013).***

Organizational trust is crucial in all relationships formed within an organization, particularly in relationships between the staff and their managers, crucial component of