Examination of the Relationships among Organizational Trust, Organizational Learning and Entrepreneurship in SMEs

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Abstract: Several salient issues have encouraged the researchers to conduct the present study. First, a direct and positive relationship between Entrepreneurship and social-economic development has been conformed in many studies and entrepreneurship has been called as the engine of economic development. Second, in today's organizations, knowledge has been considered as the most vital organizational asset and organizational learning is the most fundamental way of initiating knowledge-based activities. Third, organizational trust is viewed as the "air" and it becomes the focal of attention only when it isn't there. An organization without the atmosphere of trust is heading toward destruction. And finally although more and more organizations and planners are paying considerable attention to organizational trust, organizational learning and entrepreneurship in their managerial endeavors there hasn't been a notable study addressing the effects of these three important factors in social-economic development simultaneously. The purpose of this study was to find the relationships among these three phenomena which was conducted in small enterprises in Mashhad and Nishabour. *Methodology*: From methodological perspective the study is a correlation study and statistical population and sample were from staff and managers (supervisors and middle-level managers) of some small enterprises in Mashhad and Nishabour, using Morgan Table and Formula sampling on ninety people were selected. *Findings*: in this study positive and meaningful relationships among all three main hypotheses was confirmed. Also, the same relationship was confirmed among organizational confidence (horizontal, vertical and institutional trust), organizational learning and entrepreneurship. There was a positive and meaningful relationship between each of five dimensions of organizational learning (common perspective, organizational culture work and group learning and systemic thought and participative leadership) and entrepreneurship. *Conclusion*: considering confirmation of the research main hypothesis, it would be logical to expect that higher organizational trust increases organizational learning and entrepreneurship. Also with the existence of positive and meaningful relationship between organizational learning and entrepreneurship it is logical to expect that organizations will have no entrepreneurial staff if they disregard organizational learning.

Key words: Organizational trust · Organizational learning · Entrepreneurship · (SMEs) small and middle enterprises

INTRODUCTION

Since positive and direct relationship between entrepreneurship and economic social development has been confirmed in different studies [1] there has been considerable attention toward entrepreneurship by enterprising planners in recent years. Of course, the tendency of this relationship depends on some other factors such as supporting infrastructures and laws and various social and cultural issues. Also, one should consider the fact that in today's organizations, knowledge is viewed as the most vital assets and sharing knowledge

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is the essence of knowledge oriented activities and organizational learning is the most essential way of creating knowledge oriented activities [2]. Organizational learning is a process through which results are improved and desirable outcomes are obtained. In other words organizational learning is a process that leads to updating and changing of common conceptual models in the organization [3]. Organizations are able to change their knowledge through learning. There are two sources of learning, namely, direct experience and other individual's experience. Direct experience is used by action and feedback [4] and indirect experience is used through research to obtain knowledge and develop conceptual ability [5]. Trust is viewed as one of the pillars of social capital. To build trust as an important factor in building context and crating required space for nurturing human capital is an undeniable factor [6].

Since all of human relations are based on trust it is very important that managers and staff of an organization consider the importance of trust; and how it can be promoted; and they should also consider their roles in building trust [7]. Regarding the importance of organizational learning in organizations development and the importance of entrepreneurship in economic development and the fact that no research has been done in this area, attempt has been made to examine organizational learning and trust as effective factors affecting entrepreneurship.

Research Literature: The first step in proper identification of any concept or phenomenon is to present a clear definition of it. Organizational learning, organizational trust and entrepreneurship, like other terms addressed in social sciences, are analyzable only when they have clear and distinct definitions. Since concepts in social sciences, are not like concepts in experimental sciences, providing a clear definition is very difficult. There aren't any clear definition for these terms; and only based on economic, social and management point of views, there are various definitions.

Conceptual Principles of the Research
Organization: Because of the fact that learning, trust and entrepreneurship are addressed in the context of organization, we first define organization. Perhaps there are as many definitions of organization as there are experts who have defined this word. The following definition seem to be a more comprehensive one: An organization consists of a group of people who work together to achieve a common goal [8].

Trust: Many experts including Carnevale & Wechsler, Hosmer and Thomas maintain that there isn't a widespread agreement on the definition of Trust [9-11]. Thus there are various definitions for trust which are based on the kind of perspective that it has been looked at. Experts such as Mayer, Davis, Schorman and Berman, by focusing on "Political Trust" or "Trusting a Government", have examined the level of trust in public Organizations [12, 13]. Putnam and Coleman and those who have been involved in studying social capital view trust as an important social capital [14, 15]. Other experts such as Harvorsen have merely focused on inter-trust [16]. Thus various definition of Trust have a been presented.

Definitions of Trust: Relying on or having confidence in some events, processes, or persons [6].

"A" has the tendency to keep himself/herself vulnerable to "B"s' action based on the expectation that B takes actions that are important to the trusting party, even if the trusting party is not able to oversee or control the other part [12].

The tendency to rely on the other party and taking actions that in certain circumstance, one party is vulnerable to the other party [17].

One's inclination to venerability based on the expectation that the other party is competent and dependable [18].

Generally speaking, Trust is to rely on future conditional actions of both parties [17].

Varieties of Trust:

- Uslaner [19] divides Trust into two categories
  - *Strategic Trust:* Strategic trust reflects our expectations about how people will behave.
  - *Specific Trust:* refers to the people beliefs' in the pear in a specific groups such as trusting one another in a family or a religious group.
  - *Moralistic Trust:* Moralistic trust is a value that rests on an optimistic view of the world and one's ability to control it.

Beyond the distinction between moralistic and generalized trust is the continuum from particularized to generalized trust. Generalized trust is the perception that most people are part of your moral community. Its foundation lies in moralistic trust, but it is not the same thing. The difference between generalized and
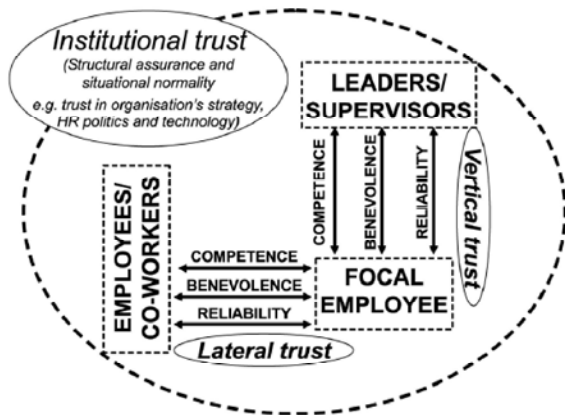
Fig. 1: Institutional, Horizontal & Vertical Trust [20] quoted by [21]

particularized trust is similar to the distinction Putnam (1993, 93) drew between "bonding" and "bridging" social capital.

- Thomas [11] has mentioned three types of Trust:
  - *Credit trust:* is based on agency Theory.
  - *Interactive trust*, is based on frequent interactions with one another.
  - *Social trust*, it is a sort of investment that lies in organizations and typically we can identify it.

- Costigan and his associates [20]:
  - *Horizontal trust;* that is when employees trust each other
  - *Vertical trust:* that is when employees trust their supervisors
  - *Institutional trust:* that is when employees trust their executives and the organization as a whole.

- Rosen [22] quoted by Nadi and Moshfeghi [23] divides Trust into two types:
  - *Trusting others*, (trusting other people's) trust being trustworthy (people trust you)
  - *Trustworthiness,* Peope have the feeling of trusting each other.

- Zucker [24] (quoted by DanaeiFar [17] maintains that trust building occurs in three forms:
  - *Trust based on characteristics,* expectations from features like sex, age and race.
  - *Trust based on process,* expectations from transactional relationship
  - *Trust based on institution* through acceptance of professional standards and ethical conduct.

Importance of Trust: Trust is a key element in a society, as Focoyama states trust is extremely important in the improvement of competition in twenty first century and is a part of globalization and informational society. He maintains that only a few societies are able to form cultural norms such as "inter-Trust". Such cultural values are primary factors in their economic growth [17].

Burt [25] and Coleman [15] view social capital as a sort of asset that is continuously formed in the relations of people, societies, networks, or ….

Putnam [14] views network association norms and trust as sources of social capital. Price and Putnam [14, 26], in discussion of positive impacts of social capital, maintain that higher level of social trust improves government performance. Danaei Fard [17], in the discussion of relationship between trust and government performance, views "Trust in Government" as the center point of good governance. Trust is an important element of effective relations [27]. Trusting others and the fact that others trust you are very important in an organization. Furthermore being trustworthy is the most valuable feature of a leader and trust can strongly connect a leader to his followers [28]. Trust is the core of all relations human beings lives are seeking in all their trust-based relationships among themselves, their friends a nd their family members. In large organizations new employees take a thirty-minute introductory session to know other employees and build trust and it is expected that these organizations have successful and productive employees. But it seems obvious that to build trust among employees and managers should be considered a permanent share for the employees regarding fundamental goals of the organization. In this case every employee will behave in such away that no one is harmed. Trust is an essential element in the structure of employer-employee relations and there is interrelation between trust and relationship. In a trusted atmosphere people don't feel in secured and can comfortably state their ideas, show there feelings and feel secured in working cooperatively towards common goals. Without Trust relations are damaged and destructive conflict will be raised and communications will fail. Communication formed based on trust and the levels and limitations of trust in others are continuously tested. Development of trust takes time and lack of trust has been identified in relations among supervisors and subordinates [29]. To some extent however, trust can be assimilated to the air, everybody pays attention when it isn't lacking [30].

Table 1: A summary of some experts' opinions about the importance of trust

DanaeeFar [17]	Trust is a key element in a society, the core of successful governance is trusting in government.
Fokoyama [17]	The emphasis on importance of trust for improving competition is a part of globalization and information society
Burt [25], Coleman [15] and Putnam [14]	Social Capital is a sort of asset which is formed in the relations of people communities, networks and societies and trust is the source of this social capital.
Clark [27]	Trust is one of most important elements of effective relation. Furthermore, being trustworthy is more valuable than other characteristics of a leader.
Hoy and Tarter [30]	Trust is a little like air – we all pay little attention to it until it is not there.
Mishra and Morrissey [29]	Trust is at the core of all relationships.

Rample and Holmes, in their research entitled "How can I Trust You?" identified three fundamental elements of trust: Predictability, reliability and trust and creed. Predictability implies the ability of forecasting and predication of a certain behavior reliability implies the knowledge the one can rely on Both of these competencies confirm that future behavior will not differ from the past. The third element, trust and creed, is feeling secured about the fact that others parties will continue to care and take responsibility [31].

In an environment that lacks trust people will lose a lot of energy that would otherwise support them. Trust is not one of the functions of leadership style (such as participative management profit sharing and…) but it is a feeling and belief, a base for property appreciation, openness, willingness of listening and accepting criticisms and sharing important information. Managers real power is not just unopened earning profit. Supervisors may give orders to their subordinates but the best performance does not happen in an environment of mistrust. Manager must work in a level where their actions posses high effect. First subordinates should be empowered adequately and then they should be given responsibility and accountability. Second, these subordinate should be trusted about the fact that they would perform their tasks perfectly and efficiently [29].

Butler [32] maintains that trust is one of important aspects of maintaining relations. Trust is one of important elements in the interaction of human beings [33].

Organizational Learning: Robins defines learning as any relatively permanent change in behavior that occurs as a result of experience [34]. Based on this definition, it is obvious that learning itself can't be seen but the changes are observable. Learning happens in four levels: individual, group, intergroup and organizational. It happens when an error is identified and altered or when a coordination is performed in wants and results [35]. There are, at least, two ways for correcting an error. First, Making change in behavior (such as, reduction of backbite about others) this kind of learning requires a one-circle learning. The second approach for correcting an error is altering the approaches that leads people to backbite others [36]. organizational learning is a term that was probably used by Cyert and March for the first time. In the opinions of these researchers organization produce, complete and organize knowledge through organizational learning and then normalize their activities based on that knowledge. The knowledge finally enters their culture. According to these two experts, organizational learning is changeability in goals, significant, issues and searching rules that all have special role in organizational decision making [37]. The discussion of organizational learning has always been associated with learning organizations, while organizational learning is viewed as a dynamic process that enables an organization to adapt quickly to a change. The process includes generating new knowledge, skills and behaviors. Organizational learning is the main approach to create knowledge work and improve organizational efficiency. Thus an organization should be dynamic in learning [2]. David Garvin [38] maintains that a learning organization is an organization that is skillful in provision, transition of knowledge and in altering its behavior in reaction to new knowledge and insight [8]. Peter Senge maintains that a learning organization is an organization that continuously changes its performance and improves it by employing people, values and other subsystems and by relying on obtained (learned) lessons and experiences. He elaborates the main components of learning organization in five principles as: System Thinking, Personal Mastery, Mental Models, Building Shared Vision, Team Learning. These principles are coupled with short definition are stated in the following table [39].

Organizational learning perspective views organization as a conceptional institution that always monitors its activities, examines the impact of different substitute actions and finally alters some of actions to improve performance [40]. Choe views organizational learning as a process within which results are improved and desirable consequences are obtained through alteration of organizational rules and strategies. In other

Table 2: Senge fifth Discipline of Learning Organizations

Discipli-ne	Definition
Personal Mastery	Learning to expand our personal capacity to create the results we most desire and creating an organizational environment which encourages all its members to develop themselves toward the goals and purposes they choose
Mental Models	Reflecting upon, continually clarifying and improving our internal pictures of the world and seeing how they shape our actions and decisions
Shared Vision	Building a sense of commitment in a group, by developing shared images of the future we seek to create and the principles and guiding practices by which we hope to get there
Team Learning	Transforming conversational and collective thinking skills, so that groups of people can reliably develop intelligence and ability greater than the sum of the individual members' talents
Systems Thinking	A way of thinking about and a language for describing and understanding, the forces and interrelationships that shape the behavior of systems

Table 3: Dimensions of Organizational Learning

Dimension	Definition
Shared Vision	1. Shared vision also provides the focus and energy for learning; 2. Shared visions derive their power from a common caring [41]; 3. In order to achieve the vision, individuals within the organization must recognize and support the larger goals of the organizations [42]; 4. When the vision is shared and supported by employees, it can influence the learning capability of an organization [43]
Org. Learning Culture	When a community, organization, or group strive strive for adapting to their environment and resolving their integration difficulties, learning occurs unconsciously [44].
Group Working and Learning	Team learning is a vital element of all learning organizations [38, 41, 43]. Team learning is the process of aligning and developing the capacity of a team to create the results its members truly desire. It builds on the discipline of developing shared vision. It also builds on personal mastery [41].
Knowledge Sharing	The Organization's capability for shifting knowledge, shows that power can be shared and communicated which is required for successful operation [44].
System Thinking	a way of thinking about and a language for describing and understanding, the forces and interrelationships that shape the behavior of systems [39]
Participative Leadership	Employees need to be involved in organizational decisions on a regular and frequent basis [44]
Employee Skills and Capabilities	In human resources literature, competency is a set of measurable and observable knowledge, skills and behaviors that can contribute to the successful operation of a job. Development of human resources is not enhanced by education, it is more possible through planning and goal orientation.

words, organizational learning is a process that results in updating and alteration of common Mental Models in organization [3]. Organizations can introduce change in their knowledge through learning. There two sources of learning: direct experience and benefiting from other people's experience. In direct experience organizations obtain knowledge through actions and feedback [4]. In indirect experience organization obtain knowledge through research activities and surveys [5]. In organizational learning organization is viewed as an open and living system owning thought, in many organizations. Some states of organizational learning arise regularly such as three common organizational learning processes which are: 1. Improvement and development activities, 2. Strategic planning activities and 3.utilization of and dominance in new technologies in organization [8]. Considering Robins' definition of learning: "permanent change in behavior that occurs as a result of experience" it can be inferred that learning occurs where there is change. In other words it can be stated that changes occur as a result of importance in order to introduce change in other people or organization.

As learning is essential for the growth of an individual it is also of importance to organizations. As in systemie approach total performance of system components can be more than total performance of individual components of the system, Fiol and Lyles maintain that organizational learning is more than sum of individuals learning, in other words organizational learning creates some kind of synergy [40]. However if we accept that organizational learning occurs in an environment where people exchange knowledge and information, then, the concept of trust comes to mind unconsciously, in other word organizational learning occurs in an environment full of trust in which employees and managers are willing to avail their experiences and knowledge to others and at the same time benefit from other people's experiences and knowledge. Thus it seems that organizational trust is very important to the issue of organizational learning.

Entrepreneurship: Like other terms in humanity sciences, entrepreneurship can be described and analyzed when it is clearly defined. Since it is not among phenomena of

Table 4: Some definitions of entrepreneurship

Definition of entrepreneurship and entrepreneur	Source
Entrepreneur is a person who introduces new combinations such as new production methods, new products and new markets out of production factors simultaneously and at the same time finds new sources of commodity supply and appropriate organizational work structures.	[46]
Entrepreneur is a person who is willing to risk and benefits from market opportunities to eliminate the imbalance between supply and demand	[47]
Entrepreneur is a person who accepts the risk of institutionalizing, organizing, implementing and managing of an economic activity.	[45]
A person who possesses the power of understanding and finding opportunities and creates value from zero, through nurturing ideas and changing his ideas into a product or service.	[48]

Table 5: Entrepreneurship Approach and its theories [49]

Entrepreneurship approach	Pivot	Theories
Humanity approach	Entrepreneurship	Entrepreneurship is a function of needs, desirables and incentives
Environmental approach	External environment force	Entrepreneurship is possible without the existence of healthy economic social political and technological environment
Risky approach	Entrepreneurship – environment and a risky idea	Entrepreneurship occurs when there is an integrate of characteristic individual features environment factors and Risky ideas.

hard sciences, entrepreneurship is difficult and almost impossible to be clearly defined in a way that would be acceptable to all experts. Entrepreneurship is a term that can not have a unique definition and it has been originally defined differently based on economic, social, physiological and managerial perspectives. Generally speaking, people are divided in two groups in organizations. First, there are those who tend to make changes and have the ability to make their desired changes successfully in their organizations. Second, there are those who tend to keep things stable and avoid any changes in their organizations. The first group are called entrepreneurs and the second are call observers [45]. From the viewpoint of Stevenson and Gumpert, entrepreneurs are constantly seeking the answers for questions like: How could they invest on the obtained opportunity? What resources are available? In what way could they control the resources? What structure is better? The observers are seeking answers to questions like: What resources are in control? What structure determines the relations with market? How could minimize the impact of others on my ability? Which opportunity is appropriate?

So perhaps it would be better to use value reaction instead of entrepreneurship generally speaking, there are three types of entrepreneurships that have been considered by experts and researchers. They include independent organizational and corporate entrepreneurship.

Independent entrepreneurship is the process of innovation and benefiting from opportunities making perseverance effort coupled with taking financial risk. Motivated by achievement, personal satisfaction and financial gain incentives. In this definition any of the following activities are considered innovation providing
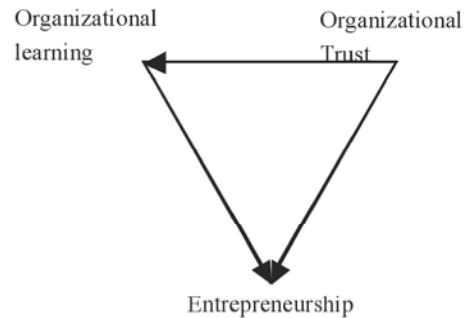

Fig. 2: Triple Dimension Model of Organizational Trust & Learning Effect on Entrepreneurship

new product or service, introducing new methods in the process of producing new product of service. Opening new market for new products of service, finding new resources for developing new product or service and forming new structure developing new product or service and forming new structure approaches to entrepreneurship and their theories related.

Research Methodology: In this research we examine the relation of organizational trust and organizational learning with entrepreneurship. The studies that have formed the conceptual framework of this research are as follow: Costigan's Studies have been used in the discussion of organizational Trust [20] and Neefe's Studies have been used in the discussion of Organizational Learning [44]. Also, we have benefited from "Management" by S. P. Robins and Mary Coultar in dealing with entrepreneurship [50].

Of course this model is very general, Figure 3 provides more details and shows the included variables.
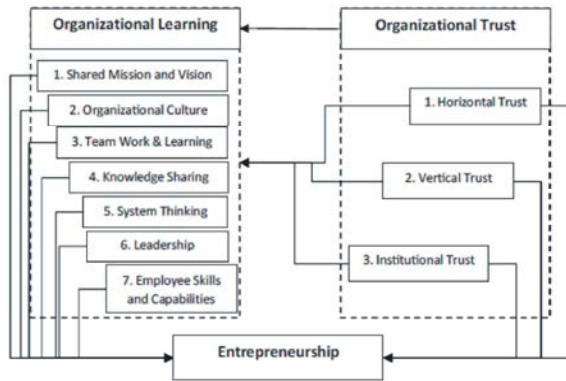
Fig. 3: Conceptual Model

Data Collection Tools: The questionnaires we employed for collecting data are standard localized questionnaires that have been reteted for their reliability and validity after considerable alteration. In this regard we asked some faculty members for their expert opinions and considered the opinions.

Statistic Population: The statistical population of this study encompasses 130 employees of small companies located in Entrepreneurs Complex of Fanavaryhaye Novin Mashhad Urbancity, Chasb Samed and Greeneh Nishaboor Company. Based on Morgan's Table. Statistical sample for the study was determined as 90 people. We distributed questionnaires to every individual in the population and ultimately 96 completed questionnaires were collected. 3 questionnaires were unusable and 93 questionnaires were entered SPSS Software to be examined and analyzed.

Research Hypothesis: As our model indicates the examination of relationships among organizational trust, organizational Learning and entrepreneurship show three main hypotheses. Secondary hypotheses are related to the relationships among other aspects of Organizational Trust and Organizational Learning and Entrepreneurship

- There is a positive and significant relationship between Organizational Trust and Organizational Learning.
  - There is a positive and significant relationship between Horizontal Trust and Organizational Learning.
  - There is positive and significant relationship between Vertical Trust and Organizational Learning.

- There is positive and significant relationship between Institutional Trust and Organizational Learning.

- There is a positive and significant relationship between Organizational Trust and Entrepreneurship.
  - There is a positive and significant relationship between Horizontal Trust and Entrepreneurship.
  - There is positive and significant relationship between Vertical Trust and Entrepreneurship.
  - There is positive and significant relationship between Institutional Trust and Entrepreneurship.

- There is a positive and significant relationship between Organizational Learning and Entrepreneurship.
  - There is a positive and significant relationship between Shared Mission & Vision and Entrepreneurship.
  - There is positive and significant relationship between Organizational Culture and Entrepreneurship.
  - There is positive and significant relationship between Team Work and Team Learning and Entrepreneurship.
  - There is positive and significant relationship between Knowledge Sharing and Entrepreneurship.
  - There is positive and significant relationship between System Thinking and Entrepreneurship.
  - There is positive and significant relationship between Participative Leadership and Entrepreneurship.
  - There is positive and significant relationship between Employee Skills and Capabilities and Entrepreneurship.

Research Results: Demographic characteristics of respondents: To analyze the data we employed SPSS Software. For this purpose we first prepared frequency, frequency percentage, absolute frequency and cumulative frequency of the respondents' demographic characteristics. Table 6 shows a summary of the respondents' demographic characteristics.

Results Related to the Research Hypothesis: Statistic Analysis of research data were performed by SPSS Software. The research main and secondary hypotheses are examined as follow; We first examine the secondary hypotheses related to each main hypothesis and then examine the intended main hypotheses.

Table 6: Summary of the respondents' demographic characteristics

	Sex	Martial Status	Educational Status	Age (years)	Number of years working	Managerial/Non Managerial Position
Maximum Response	Men (83)	Single (9)	2 Year College Diploma (37)	Below 35 (57)	Below 10 (52)	Non Managerial (55)
Minimum Response	Women (10)	Married (83)	Holding Master Degree (15)	46-55 (6)	16-25 (15)	Managerial (15)
No Response	0	1	4	4	3	23
			Total Respondents : 93			

Table 7: Shows a summary of the research results

Hypotheses	Pearson Correlation	Sig.	Rel.	Type of Rel.	Have Meaningful	Confirmed
1-1. There is a positive and significant relationship between Horizontal Trust and Organizational Learning.	0.586	0.000	Yes	Pos.	Yes	Ok
1-2. There is positive and significant relationship between Vertical Trust and Organizational Learning.	0.625	0.000	Yes	Pos.	Yes	Ok
1-3. There is positive and significant relationship between Institutional Trust and Organizational Learning.	0.756	0.000	Yes	Pos.	Yes	Ok
1. There is a positive and significant relationship between Organizational Trust and Organizational Learning.	0.735	0.000	Yes	Pos.	Yes	Ok
2-1. There is positive and significant relationship between Horizontal Trust and Entrepreneurship.	0.216	0.020	Yes	Pos.	Yes	Ok
2-2. There is positive and significant relationship between Vertical Trust and Entrepreneurship.	0.193	0.034	Yes	Pos.	Yes	Ok
2-3. There is positive and significant relationship between Institutional Trust and Entrepreneurship.	0.218	0.019	Yes	Pos.	Yes	Ok
2. There is a positive and significant relationship between Organizational Trust and Entrepreneurship.	0.231	0.014	Yes	Pos.	Yes	Ok
3-1. There is a positive and significant relationship between Shared Mission and Vision and Entrepreneurship.	0.180	0.045	Yes	Pos.	Yes	Ok
3-2. There is positive and significant relationship between Organizational Culture and Entrepreneurship.	0.277	0.004	Yes	Pos.	Yes	Ok
3-3. There is positive and significant relationship between Team Work and Team Learning and Entrepreneurship.	0.275	0.005	Yes	Pos.	Yes	Ok
3-4. There is positive and significant relationship between Knowledge Sharing and Entrepreneurship.	0.151	0.079	Yes	Pos.	No	No
3-5. There is positive and significant relationship between System Thinking and Entrepreneurship.	0.357	0.000	Yes	Pos.	Yes	Ok
3-6. There is positive and significant relationship between Participative Leadership and Entrepreneurship.	0.255	0.008	Yes	Pos.	Yes	Ok
3-7. There is positive and significant relationship between Employee Skills and Capabilities and Entrepreneurship.	-0.041	0.357	Yes	Neg.	No	No
3. There is a positive and significant relationship between Organizational Learning and Entrepreneurship.	0.289	0.003	Yes	Pos.	Yes	Ok

Sub-Hypothesis 1-1: "There is a positive and meaningful relationship between Horizontal Trust and Organizational Learning."

As the research results in table 7 show Sig. is zero, so H_0 is not confirmed and the existence of a meaningful relationship between Horizontal Trust (Employees Trusting each other) and Organizational Learning is confirmed. Also Pearson Correlation in this relationship is 0.586 that shows a positive relationship. Thus as employees' trust in each other increases Organizational Learning is expected to increase.

Sub-Hypothesis 1-2: There is positive and significant relationship between Vertical Trust and Organizational Learning."

As the obtained results show Sig. is zero and Pearson correlation is 0.625, thus H_0 is not confirmed which means there is a a positive and meaningful relationship between vertical trust (Employees' Trust in Managers) and Organizational Learning. This means that when vertical trust is increased, organizational learning becomes higher.

Sub-Hypothesis 1-3: "There is positive and significant relationship between Institutional Trust and Organizational Learning."

As the obtain results show Sig. is zero and Pearson correlation is 0.756, therefore H_0 is not confirmed and the existence of the positive and meaningful relationship between institutional trust (employees' trust in the organization as a whole) is confirmed. This means that when institutional trust is increased, Organizational learning is expected to increase.

Main-Hypothesis 1: "There is a positive and significant relationship between Organizational Trust and Organizational Learning."

As the positive and meaningful relationship between each of three sub-hypotheses related to organizational trust (Horizontal, vertical and institutional trust) and organizational learning was confirmed and the results of test for organizational trust and organizational learning show Sig. as zero and Pearson correlation as 0.735 (Figure 5), H0 is not confirmed and the existence of a positive and meaningful relationship between organizational trust and organizational Learning is confirmed.

Sub-Hypothesis 2-1: "There is a positive and significant relationship between Horizontal Trust and Entrepreneurship."

As the research statistical results in table 7 show Sig. is zero and Pearson correlation is 0.216 and since Sig. is less than 0.05, H0 is not confirmed which means the existence of a positive and meaningful relationship between horizontal Trust and Entrepreneurship is

confirmed. Therefore when Horizontal trust goes up, organizational members are expected to be high in entrepreneurship.

Sub-Hypothesis 2-2: "There is positive and significant relationship between Vertical Trust and Entrepreneurship."

As the research statistical results in table 7 show, Sig. is 0.020 and Pearson correlation is 0.216 and since Sig. is less than 0.05, H0 is not confirmed, this means that the existence of a positive and meaningful relationship between vertical trust (Employees' trust in managers) and entrepreneurship is confirmed which means when vertical trust is high, organization member are expected to be high in entrepreneurship.

Sub-Hypothesis 2-3: "There is positive and significant relationship between Institutional Trust and Entrepreneurship."

As the research statistical results in table 7 show, Sig. equals 0.034 and Pearson correlation is 0.231 and since Sig. is less than 0.05, H0 is not confirmed. This means that the existence of a positive and meaningful relationship between institutional trust and entrepreneurship is confirmed. Therefore, when institutional trust is high, organization members are expected to be high in entrepreneurship.

Main-Hypothesis 2: "There is a positive and significant relationship between Organizational Trust and Entrepreneurship."

As the research statistical results in Table 7 show Sig. equals 0.019 and Pearson correlation is 0.231 (Figure 6) and since Sig. is less than 0.05, H0 is not confirmed. This means that the existence of a positive and meaningful relationship between organizational trust and entrepreneurship is confirmed which means when organizational trust is high, organization members are expected to be high in entrepreneurship.

Sub-Hypothesis 3-1: "There is a positive and significant relationship between Shared Mission & Vision and Entrepreneurship."

As the research statistical results in table 7 show Sig. equals 0.045 and Pearson correlation is 0.180 (Figure 7) and since Sig. is less than 0.05, H0 is not confirmed, this means that the existence of a positive and meaningful relationship between shared mission & vision and entrepreneurship is confirmed which means in situations where shared mission & vision is high then organization

members are expected to be high in entrepreneurship. Of course, since Sig. (0.045) is very close to 0.05 the degree of expectation is not so high.

Sub-Hypothesis 3-2: "There is positive and significant relationship between Organizational Culture and Entrepreneurship."

As the research statistical results in table 7 for this hypothesis show Sig. equals 0.004 and Pearson correlation is 0.277 and since Sig. is less than 0.05, H0 is not confirmed. This means that there is a positive and meaningful relationship between Organizational culture and entrepreneurship which means in situations where there is stronger organizational culture then organization members are expected to be high in entrepreneurship.

Sub-Hypothesis 3-3: "There is positive and significant relationship between Team Work and Team Learning and Entrepreneurship."

As the research statistical results for this hypothesis in Table 7 show Sig. equals 0.005 and Pearson correlation is 0.275 and since Sig. is less than 0.05, H0 is not confirmed which means that the existence of a positive and meaningful relationship between team work and team learning and entrepreneurship is confirmed which implies that in situations where there is a higher emphasis on team work and team learning then organization members are expected to be high in entrepreneurship.

Sub-Hypothesis 3-4: "There is positive and significant relationship between Knowledge Sharing and Entrepreneurship."

As the research statistical results for this hypothesis in table 7 show Sig. equals 0.079 and Pearson correlation is 0.151 and since Sig. is more than 0.05, H0 is accepted and the existence of a positive and meaning ful relationship between knowledge sharing and entrepreneurship is not confirmed.

Sub-Hypothesis 3-5: "There is positive and significant relationship between System Thinking and Entrepreneurship."

As the research statistical results for this hypothesis in table 7 show Sig. equals zero and Pearson correlation is 0.357 and since Sig. is less than 0.05, H0 is not confirmed, this means that the existence of a positive and meaningful relationship between system thinking and entrepreneurship is confirmed which mean in situations where system thinking is high, organization members are expected to be high in entrepreneurship.

Sub-Hypothesis 3-6: "There is positive and significant relationship between Participative Leadership and Entrepreneurship."

As the research statistical results for this hypothesis in Table 7 show, Sig is 0.008 and Pearson correlation is 0.255 and since Sig is less than 0.05, H0 is not confirmed and the existence of a positive and meaningful relationship between participative leadership and entrepreneurship which means in situations where more views of employees are used in decision making, organization members are expected to be high in entrepreneurship.

Sub-Hypothesis 3-7: "There is positive and significant relationship between Employee Skills and Capabilities and Entrepreneurship."

As the research statistical results for this hypothesis in Table 7 show Sig. is 0.357 and Pearson correlation is -0.041 and since Sig. is more than 0.05, the existence of a positive and meaningful relationship between developing Employee Skills and Capabilities and entrepreneurship is not confirmed.

Main-Hypothesis 3: "There is a positive and significant relationship between Organizational Learning and Entrepreneurship."

As the research statistical results for this hypothesis in table 7 show Sig is 0.003 and Pearson correlation is 0.289 (figure 8) and since Sig. is less than 0.05, H0 is not confirmed, this means that the existence of a positive and meaningful relationship between organizational learning and entrepreneurship is confirmed.

CONCLUSION

As the research results showed, there are positive and meaningful relationships between organizational trust and organizational learning, between organizational trust and entrepreneurship and between organizational learning and entrepreneurship. Therefore it can be stated that to enhance organizational learning, we have to give weight to organizational trust. In other words, if Organizational trust is improved the organizational learning process is facilitated and improved. On the other hand, since positive and meaningful relationships among organizational trust and organizational learning (as independent variables) and entrepreneurship (as dependent variable) were confirmed organizational etrepreneurship could enable the organization to sustain in situations where the environment is gressly unstable, then, through trust building and organizational learning, entrepreneural morale can be enhance.

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