ISSN 2029–1701 (print)
ISSN 2335–2035 (online)

Mokslinių straipsnių rinkinys
VISUOMENĖS SAUGUMAS IR VIEŠOJI TVARKA
PUBLIC SECURITY AND PUBLIC ORDER
2014 (12) Scientific articles

ORGANIZATIONAL VALUES: TRUST AND CHARACTERISTICS OF ITS DIMENSIONS IN POLICE ORGANIZATION

Rūta Adamonienė*, Laima Ruibytė**

Mykolas Romeris University, Public Security Faculty, Department of Humanities
Putvinskio str. 70, LT-44211 Kaunas
Telephone: (837)303665
E-mail: rutadam@mruni.eu, laimaruibyte@mruni.eu

Annotation. With rapid development of globalization processes open markets are formed followed by competition in all areas. Trust in the organization and successful realization of the goals of the organization and its members depend on the factors facilitating competition within the market. That can be evaluated on different levels: of the individual/ personality, organization / employee and community/citizen. Ch.Handy[1] stresses that display of trust rather than control within the organization largely determines the efficiency of activity, the employees' satisfaction, pursuit of results and other advantages. At the same time, the need of information, ideas and intellect does exist when the relation between technologies and seeking of high level of trust is balanced; therefore, the need for mutual understanding, trust and purposeful activity aimed at compatibility of personal and organizational interests, is becoming increasingly important. The aim of this paper is to carry out analysis of trust in the organization in one of the Lithuanian police organizations, to analyze specific features of the organizational trust dimensions, i.e. the display of trust, seeking results, high-principled activity and the exposure of concern; to determine the differences in understanding these dimensions and an overall trust among members of the police organization with regard to gender, age and position in the organization. Since the police organization as a statutory one is a specific unit of the public sector, we are interested whether or not it is different from other organizations of that sector (e.g. municipality) or those of the private sector.

Keywords*:* organizational values, level of trust, police organization.

INTRODUCTION

Trust is the starting and target point of work in a partnership. Trust leads to unexpected forces of motivation; it also is the main motivator of work satisfaction and a decisive criterion of organizational success. In the statute organizations trust gains increasingly important positions and is perceived not only on a conceptual level, but as a consolidation of values. In scientific literature trust within the organization is often related to the organizational values. In analyzing the values of the mining industry organizations, Kudelko, Juzyk, Zaremba[2] distinguish the main ones - stability and control – safety, people, responsibility and trust.

[1] Handy, Ch. Trust and the Virtual Organization. Harvard Business Review 73, no. 3 (May): 40-50. 1995.
[2] Kudelko J., Juzyk A., Zaremba L. he influence of Management by Values on effectiveness in mining industry, Mining Review, No. 10,2011.

Lebow and Simon[3] point eight basic organizational values: truth, trust, mentoring, openness, giving credit, honesty, and caring. Macy[4] conducting research on the values of non-profit organizations found strong relationship of employee satisfaction, trust and values.

Handy Ch.[5] associates trust with the conditions without evaluation of which trust can be lost or broken. Trust builds conditions for mutual understanding among the employees, for better knowledge of their skills, motivation and ideals, specifically, what interests and purposes they are pursuing. Trust is closely related to voluntary responsibility, giving account of performance, creativity, ability of free and ethical decision making. It is based on fair control of regulated elements, since disrespect for rules and abuse of trust can bring about low level of trust. Trust can be a basic element in personal or business relationship between the employees. The employees better informed on the organization's problems tend to be more efficient in applying their specific experience, knowledge and powers. The person's life ranges between the need of freedom, orientation and safety. The personality capable of combining these needs, is identified as a reliable person, however, contradictory, but inseparable from the organizational structure.

Trust is power which inspires and promotes performance. People desire trust; they respond to trust by doing their best to be trustworthy. Whatever the situation, the atmosphere of trust has to be built and retained, which is the most efficient way of communication seeking accomplishment in all areas[6].

Trust can be divided into five groups (Fig.1):

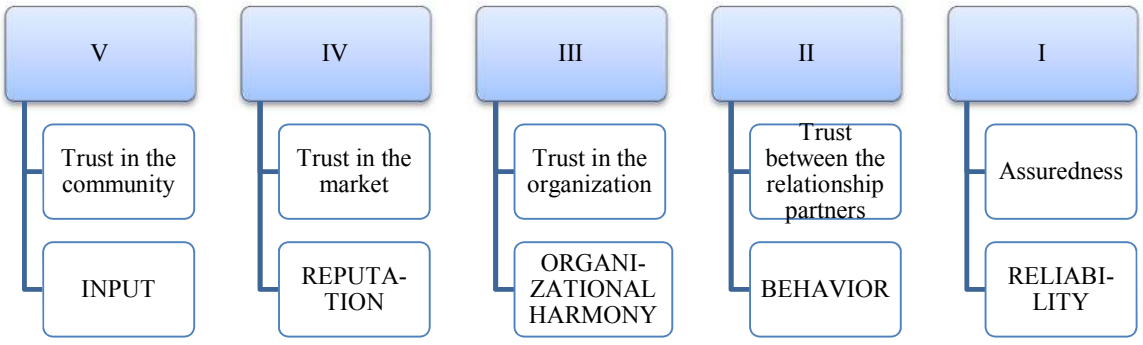


Fig. 1. Five groups of trust *(according to S.Covey[6])*

[3] Lebow, R., Simon, W.L. Lasting change: the shared values process that makes companies great. Hoboken, New Jersey: John Wiley and Sons, 1997.
[4] Macy, G. Outcomes of values and participation in'values-expressive' nonprofit agencies. Journal of Behavioral and Applied Management, 7, 165–181, 2006.
[5] Handy, Ch. Trust and the Virtual Organization. Harvard Business Review 73, no. 3 (May): 40-50. 1995.
[6] Covey, S. M. R., Merrill, R.R. The speed of trust. A.Division of Simon and Schuster, Inc. New York. 2006.

The first group covers assuredness and trust of other people given to us, i.e., our trustworthiness; the second group indicates what is going on when we communicate by observing the basic principle, i.e. consistent, high-principled behavior in building good relations and pursuing a common goal; the third group covers trust which is developed by leaders in different structures, in different departments based on the principle of compatibility avoiding losses; the fourth group is based on the principle of reputation, loyalty and possibility of choice; the fifth group is visible only when values are created for the sake of all community , and trust is based on the principle of input, by minimizing the harm incurred by suspicion and atmosphere of distrust, etc.

So, trust within the organization (group 3) covers trust which is developed in different structures: in the private sector, in non-profit organizations, in the government institutions, in the statute units, etc. Trust within the organization is based on the principle of compatibility and helps the leaders escape losses resulting from higher or lower levels of trust as well as develop a high level of trust.

According to Covey S.[7], organizational harmony can be identified through symbols which indicate the level of trust within the organization.

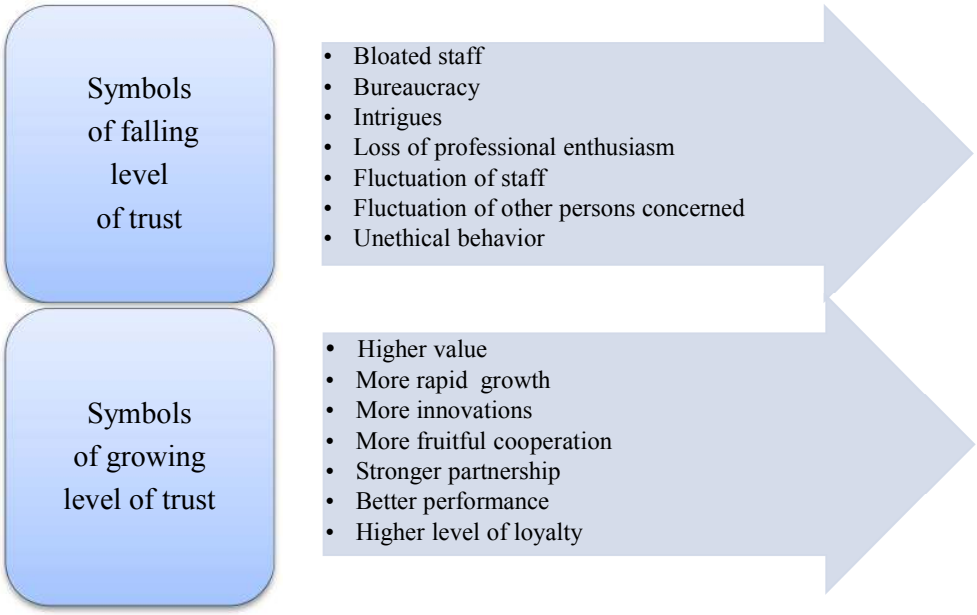


Fig. 2. The symbols of growing or falling trust within the organization *(according to S.Covey[7])*

[7] Covey, S. M. R., Merrill, R.R. The speed of trust. A.Division of Simon and Schuster, Inc. New York. 2006.

These are decisive arguments which may build or break trust. The arguments related to the growth or fall of trust, are represented in Fig.2.

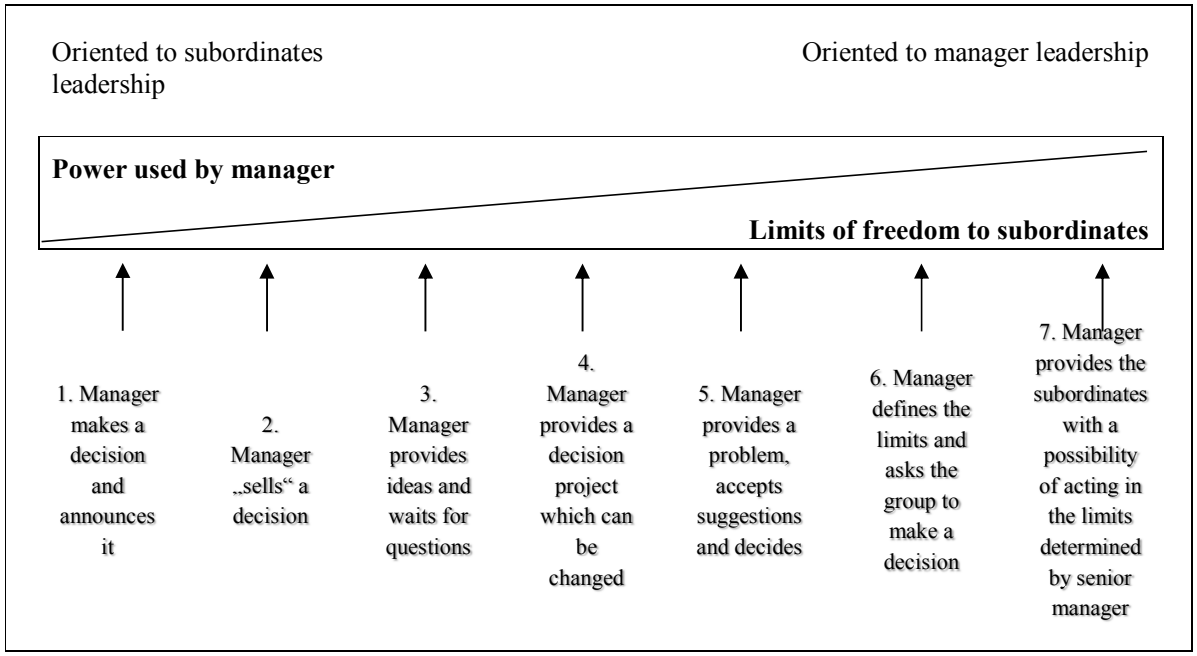
Robins S.P.[8] argues that trust is one of the main attributes of management. If the staff has trust in the manager, they are willing to support the leader's actions; they are confident that their interests and rights are not violated. People will never trust the leader who is unfair or can make use of them. So, leadership makes a huge influence on the trust between employees and employers. It is of importance that the leaders' behavior is not likely to diminish the trust of the employers in the management and in the organization they work for. Evidently, as the employees give trust to the leader, they are more often than not proud to emphasize that they belong to that organization and are a part of the team. They think that their personal qualities are in compliance with the organizational values; they have the feeling of relationship and commitment. They even tend to feel they are owners of the organization.

All that makes an impact on the interrelationships between the organization's employees, so, trust should be built starting with the leader. According to J.M. Kouzes[9] this building of trust is largely influenced by the ability to predict future, since the leader has to be able to set the goal to be achieved by the organization. The employees must be assured that the leader is intelligent enough to lead the organization and that he is gifted and is able to work, the one who can inspire the staff and discover their best qualities.

The leadership theory, in terms of general features, maintains that leaders possess specific innate personal qualities[10] which influence building of trust within the organization. The person able to perform task-related (making decisions) functions and those preserving the group (social) is supposed to be very efficient and capable of building trust. The leadership functions are expressed in two different leadership styles: task-oriented style, when the leaders are fond of controlling the staff, and the job well performed is more important than the employees' personal satisfaction with the job and interrelationships; the employee-oriented style, when the employees' motivation rather than their control is more important; as a rule, these leaders maintain good friendly relations with the employees based on mutual understanding and respect. They are likely to involve the employees into the decision making process and the latter feel they are valued by the leader, the leader trusting his/her employees, consequently, the trust building level being at the maximum.

[8] Robbins, S.P., Judge, T.A. Organizational behaviaur. (13th edn). Upper Saddle River: Pearson. 2011, p. 185.
[9] James M. Kouzes, Barry Z. Posner. Iššūkis vadybai/ Kaunas: „Smaltijos" leidykla, 2003.
[10] Stoner, J. A., Freeman, E. E., Gilbert, D. R. Vadyba. Kaunas: Poligrafija ir informatika, 1999.

Before choosing management style, manager has also to consider the characteristics of his subordinates[11]. According to leading behaviour scale (Pic. 3) made by R. Tannenbaum and W. H. Schmidt[12], manager can give more freedom and provide a larger possibility for his subordinates of participation in management in case they want independence and freedom of action, they want to feel responsible for decisions made and goals of organization, he has enough knowledge and desire to aim for them, he is experienced enough to solve problems in qualified manner and has experience which helps to participate in management. When these conditions are absent, managers can base more on authoritarian management style, however, they can change their behaviour when subordinates gain self-confidence, skills and start sacrifice for their organization which would condition a higher level of trust in organization.



Pic. 3. Leadership behaviour scale *(made on the basis of R. Tannenbaum and W. H. Schmidt[12], J. A. Stoner[11])*

There is no faster matter than speed of trust. Form economical point of view, there is no more useful factor than trust. And there is no greater impact than the one made by trust. Thus, ability to create, develop and restore trust is an essential feature of a leader in conditions of global economics of these days.

[11] Stoner, J. A., Freeman, E. E., Gilbert, D. R. Vadyba. Kaunas: Poligrafija ir informatika, 1999.
[12] Tannenbaum R., Schmidt W. H. How to Choose a Leadership Pattern. Harvard Business Review 51, Vol.3, 1973, 162-164.

Main imperatives of trust establishment in organization are demonstration of trust, achievement of results, integral behaviour (principled activity) and demonstration of concern about people. And every from all strongly expressed imperatives, excellent leadership and organization established for trust maintaining are necessary for the maintaining of trust. Thus, common trust in organization can be expressed in the following dimensions:

Demonstration of trust is related to the attitude and understanding of employees about trust in organization, satisfying the expectations and possibilities of recovering after loosing one time.

Aiming for results is the situation when it is not enough to have the best intentions. Mistrust occurrs when leaders fail to achieve good results. In this case leaders must develop the oriented to results organization, in which clear, ambitious and achievable aims are set; excellent implementation of initiatives can be expected; outcomes in case of success and failure are ensured as well as principals of organization are emphasized.

Integral, principled activity is the situation when actions of employees have to correspond their said beliefs. After all, nobody trusts in the person who is lacking integrity and nobody trusts in organization which is lacking it. From the point of organizational trust, integrity is the basis of success and has two meanings: organizational and personal obligation for the set principles as well as consecutive and clear attitude to work. While developing organizational integrity, a person has first of all to define clearly an apparent goal, to legitimize open feedback, to act openly and fairly as well as follow own obligations.

Demonstration of concern is the situation when we have to trust in those people who care about us sincerely, to show that we understand and react to the needs of the others. The most important thing is to demonstrate sincerely concern while developing the organization as a united and having a clear vision matter, showing trust in the abilities of other people, to consolidate communication as well as to evaluate and accept contribution of every person. Like many scientific works, the organization's positive appraisal of its employees has a positive affect on job satisfaction, reduced stress, and greater job involvement[13] as well as work engagement[14].

[13] Rhoades L. & Eisenberger R. Perceived organizational support: a review of the literature. Journal of Applied Psychology, 87(4), 2002, 698–714.
[14] Kinnunen U., Feldt T. & Makikangas A. Testing the effortreward imbalance model among Finnish managers: the role of perceived organizational support. Journal of Occupational Health Psychology 13, 114–127, 2008.

Police organization management is specific; it often differs from traditional management and raise additional requirements for manager's understanding about organizational culture[15] . Since leadership and management of statutory organizations are sparely researched in Lithuania[16] **the purpose** of this article was to perform the analysis of trust in the organization in one of Lithuanian police organizations, to research the peculiarities of organizational trust dimensions – demonstration of trust, aiming for results, principled activity and demonstration of concern; to determine differencies in perception of these dimensions and overall organizational trust among members of police organization regarding their gender, age and position in the organization. Inasmuch police organization as statutory organization is a specific type of public sector organization, we where interested if organizational trust differs in the public sectors organization (municipality) and private sector organization.

The research was performed by using methods of analysis of scientific literature and questionnaire.

METHODOLOGY OF THE SURVEY

The survey took place in March – April - May of 2013. The questionnaires were distributed to Kaunas County municipality personnel, Kaunas County police officers and Kaunas buissines organizations employees during refresher trainings. Anonymity of the respondents was also emphasized.

Respondents' profile. The study involved 111 Kaunas County Police officers, 40 Kaunas County municipality personnel and 58 employees of Kaunas bussines organizations. Due to specific attention to researches of the problems in police organization, part of the sample (64 participants) was measured by gender, age and rank differencies. The number of measured female respondents in Police organization was 27 (42%), the number of male was 37 (58%). According to the type of work, the respondents were divided as follows: first level

[15] Glomseth, R., Gottschalk, P., Hole, A. S. Professional values in knowledge organization: the case of police district. In: International Journal of Police Science & Management. 2010, Vol. 13, No. 1, pp. 87-102.
[16] Adamonienė, R., Ruibytė, L. Vadovų lyderystės raiška statutinėse organizacijose.// Vadybos mokslas ir studijos - kaimo verslų ir jų infrastruktūros plėtrai : mokslo darbai = Management theory and studies for rural business and infrastructure development : Klaipėda, S. Jokužio leidykla. 2011, 5(29), p. 6-13;
Adamonienė, R., Ruibytė, L., Amilevičius, D. Policijos organizacijos darbuotojų profesinių vertybių ypatumai. // Mokslinių straipsnių rinkinys „Visuomenės saugumas ir viešoji tvarka". Public security and public order: scientific articles 2012 (7), p.151-165;
Adamonienė, Rūta; Ruibytė, Laima. Occupational Values in Lithuania Police Organization: Managers' and Employees" Value Congruence. // ISSN 1392-2785 Engineering Economics. 2013, Vol 24, No 5, p. 22-33.

officers – 48% and middle level officers - 52%. The employees age groups were classified as follows: younger than 30 years old – 73% and older than 30 years – 37 % of respondents.

Measurements. In order to achieve the research objective, a questionnaire investigating organizational trust was used. It consists of four 8-item scales which measure four dimensions of organizational trust - demonstration of trust, aiming for results, principled activity and demonstration of concern). Participants responded to all items on a 5-point Likert-scale. All scales indicate acceptable reliability coefficients of internal consistency ranging from 0.72-0.87.

Empirical data was treated by using conventional methods of mathematical statistics (using SPSS 12).

RESULTS OF THE SURVEY

A comparison of employees assessments averages from organizations of different type reveals that employees of public and private sector organizations give similar rather favourable assessment of trust in their organizations (Table 1). Since statistically significant differences have not been determined, it can be noticed that the demonstration of trust in employees is less valuated in organization of private sector, but there is a higher integrity in activity, while demonstration of care about employees is emphasized more in the organization of public sector.

While analyzing the averages of answers of all respondents in police organization, it is evident that average assessments of four scales are similar (Table 1), equal to 22 points and are lower than assessment averages of employees of other two organizations. Since 19-30 points indicate an average assessment of the analyzed peculiarities of organization, the results of police organization employees are rather near the limit of low level.

Table 1. Averages of three investigative groups scales assessment

Scales	Organization of private sector (N=40)	Organization of public sector (N=58)	Police organization (N=111)
Demonstration of trust	22.78	24.81	22.28
Aiming for results	24.35	24.72	22.44
Principled activity	26.25	25.47	22.20
Demonstration of concern	25.75	26.26	22.63

While comparing the results of police organization employees according to gender and age, certain differences have shown up. Assessments of women in all scales are higher than the ones of men although statistically a reliable difference is found only in the assessment of ‚Aiming for results'scale ($p \leq 0,05$) (Table 2).

Thus, women are more tended than men to agree that everybody in their organization attempts to exceed the already achieved results, people willingly set goals and tasks for themselves, everybody understands goals and measures of the main activity, strategy of activity is performed in proper manner, the possibilities of constant improvement of the activity are given, people almost always achieve the promised results, assessment and recognition are related to activity.

Table 2. Averages of assessment scales of police organization employees men and women in points

Scales	Men (N=37)		Women (N=27)		t	p
	M	SD	M	SD		
Demonstration of trust	21.14	6.37	23.89	5.22	-1.839	0.071
Aiming for results	21.05	6.54	24.89	5.39	-2.490	**0.015**
Principled activity	21.14	5.23	23.3	5.24	-1.674	0.105
Demonstration of concern	21.78	5.87	23.8	4.13	-1.616	0.111

The results of this research indicate that women officers demonstrate a higher general trust in organization than men.

Table 3. Averages of assessment scales of police organization employees of different age groups in points

Scales	Younger than 30 years (N=47)		Older than 30 years (N=17)		t	p
	M	SD	M	SD		
Demonstration of trust	23.44	5.79	19.12	6.64	2.657	**0.010**
Aiming for results	23.57	6.27	20.18	5.98	1.936	**0.057**
Principled activity	22.41	5.16	21.18	5.64	0.819	0.416
Demonstration of concern	23.57	4.61	20.18	6.19	2.354	**0.022**

The given in Table 3 assessment data of different age groups indicate that younger analyzed persons (younger than 30 years) give a more favourable assessment of all aspects of their organization activity.

Statistically the scales of assessments of distinguished age groups ‚Demonstration of trust', 'Aiming of results' and , Demonstration of concern' significantly differ ($p \leq 0,05$).

While comparing the assessments of analyzed persons taking different job positions, significant differences have not been found statistically, although it is evident that middle level officers express a more favourable assessment of their organization activity aspects than the first level officers (Table 4).

Table 4. Averages of assessment scales of police organization officers of the first and middle level in points

Scales	The fisrt level officers (N=30)		Middle level officers (N=33)		t	p
	M	SD	M	SD		
Demonstration of trust	21.40	5.94	22.91	6.08	-0.995	0.323
Aiming for results	21.57	6.68	23.58	6.01	-1.250	0.216
Principled activity	21.40	5.00	22.62	5.64	-0.906	0.369
Demonstration of concern	21.57	4.93	23.66	5.50	-1.576	0.120

Correlative analysis of all organizations respondents answers (Table 5) indicated that there is a very strong connection between assessments of different trust dimensions. This indicates that these dimensions are closely related and they affect each other.

Table 5. Correlation relation of all respondents scales assessment

Scales	Demonstration of trust	Aiming for results	Principled activity	Demonstration of concern
Demonstration of trust		,766	,780	,806
Aiming for results			,785	,771
Principled activity				,827
Demonstration of concern				

Thus, attempts of increasing trust inside the organization can be scarce, especially when the organization is aiming for short-term results too much persistently and does not care about

the future. However, facts indicate that trust level should be increased since high trust not only establishes excellent activity conditions, but stimulates a peaceful competition as well.

Trust highlights the best features of people and changes communication dynamics in full sense, inspires confidence to justify, there is no need to control them anymore or make an additional stimulation. The revealed trust revives the natural tendency to be self-confident and reliable. It helps to aim for results at work, gives the meaning to human relations as well as provides a possibility to achieve the aims in all fields of life.

CONCLUSIONS

The results of the performed research indicated that general trust of employees in organization is not high and is lower than in the analyzed organizations of public and private sector. Demonstration of trust is similar in police and municipality as well as is lower than in organizations of private sector which, considering the assessed statements, suggest that there is less trust in the analyzed organizations of public sector, more internal struggle and less openness. This is similar to the results of values analysis in police organization[17] which reveals that statutory organization has been absolutely formalized and its activity is controlled and foreseen; it is hierarchic, controlling, having traditionally strong management and following traditions and usual ways of activity. The least valued values in the organization are reward for the achieved results, change of strategy and priorities as well as sharing personal information.

Women officers' value more favourably than men all trust dimensions, especially aspects of organization activity related to setting of goals, aiming for results and their assessment, however, their assessments do not reach assessment average of other two organizations employees. Younger police employees trust more in organization than their older colleagues, their assessments are close to the assessments of women, thus, we can make a conclusion that older officers' men trust less in their organization than its other employees.

REFERENCES

1. Adamonienė, R., Ruibytė, L., Amilevičius, D. Policijos organizacijos darbuotojų profesinių vertybių ypatumai. // Mokslinių straipsnių rinkinys „Visuomenės saugumas ir viešoji tvarka". Public security and public order: scientific articles 2012 (7), p.151-165.

[17] Adamonienė, Rūta; Ruibytė, Laima. Occupational Values in Lithuania Police Organization: Managers' and Employees" Value Congruence. // ISSN 1392-2785 Engineering Economics. 2013, Vol 24, No 5, p. 22-33.

2. Adamonienė, R., Ruibytė, L. Vadovų lyderystės raiška statutinėse organizacijose.// Vadybos mokslas ir studijos - kaimo verslų ir jų infrastruktūros plėtrai: mokslo darbai = Management theory and studies for rural business and infrastructure development: Klaipėda, S. Jokužio leidykla. 2011, 5(29), p. 6-13.
3. Adamonienė, Rūta; Ruibytė, Laima. Occupational Values in Lithuania Police Organization: Managers‘ and Employees“ Value Congruence. // ISSN 1392-2785 Engineering Economics. 2013, Vol 24, No 5, p. 22-33.
4. Adamonienė, R., Ruibytė, L. Individual and work values of police officers: peculiarities and interrelation // Visuomenės saugumas ir viešoji tvarka (8) : mokslinių straipsnių rinkinys = Public security and public order : scientific articles (8). Kaunas : Mykolo Romerio universiteto Viešojo saugumo fakultetas. 2012, [t.] 8, p. 242-256.
5. Covey, S. M. R., Merrill, R.R. The speed of trust. A.Division of Simon and Schuster, Inc. New York. 2006.
6. Glomseth, R., Gottschalk, P., Hole, A. S. Professional values in knowledge organization: the case of police district. In: International Journal of Police Science & Management. 2010, Vol. 13, No. 1, pp. 87-102.
7. Handy, Ch. Trust and the Virtual Organization. Harvard Business Review 73, no. 3 (May): 40-50. 1995.
8. James M. Kouzes, Barry Z. Posner. Iššūkis vadybai/ Kaunas: „Smaltijos“ leidykla, 2003.
9. Kinnunen U., Feldt T. & Makikangas A. Testing the effortreward imbalance model among Finnish managers: the role of perceived organizational support. Journal of Occupational Health Psychology 13, 114–127, 2008.
10. Kudelko J., Juzyk A., Zaremba L. he influence of Management by Values on effectiveness in mining industry, Mining Review, No. 10,2011.
11. Lebow, R., Simon, W.L. Lasting change: the shared values process that makes companies great. Hoboken, New Jersey: John Wiley and Sons, 1997.
12. Lilley, D., Hinduja, S. Organizational values and police officer evaluation: a contentment comparison between traditional and community police agencies. In: Police Quarterly, Volume 9 Issue 4, 2006.
13. Macy, G. Outcomes of values and participation in‘values-expressive’ nonprofit agencies. Journal of Behavioral and Applied Management, 7, 165–181, 2006.
14. Robbins, S.P., Judge, T.A. Organizational behaviaur. (13th edn). Upper Saddle River: Pearson. 2011.
15. Rhoades L. & Eisenberger R. Perceived organizational support: a review of the literature. Journal of Applied Psychology, 87(4), 2002, 698–714.
16. Stoner, J. A., Freeman, E. E., Gilbert, D. R. Vadyba. Kaunas: Poligrafija ir informatika, 1999.
17. Tannenbaum R., Schmidt W. H. How to Choose a Leadership Pattern. Harvard Business Review 51, Vol.3, 1973, 162-164.

ORGANIZACIJOS VERTYBĖS: PASITIKĖJIMAS IR JO DIMENSIJŲ YPATUMAI POLICIJOS ORGANIZACIJOJE

Rūta Adamonienė*, Laima Ruibytė**
Mykolo Romerio Universitetas

S a n t r a u k a

Spartėjant globalizacijos procesams, formuojasi atviros rinkos ir jose stiprėja konkurencija įvairiose srityse. Pasitikėjimas organizacija, sėkmingas darbuotojų ir organizacijos tikslų siekimas priklauso nuo veiksnių, padedančių konkuruoti rinkoje. Tai gali būti vertinama įvairiuose lygmenyse:

individo/asmenybės, organizacijos/darbuotojo ir visuomenės/piliečio. Ch.Handy [18] pabrėžia, jog pasitikėjimo demonstravimas, o ne kontrolė organizacijoje didžiąja dalimi lemia principingos veiklos efektyvumą, darbuotojų pasitenkinimą darbu, rezultatų siekimą ir kitus privalumus. Tuo pačiu organizacijose egzistuoja informacijos, idėjų ir intelekto poreikis, kai balansuojamas technologijų ir aukšto pasitikėjimo kūrimo ryšys. Todėl darbuotojams tampa vis didesnis abipusio supratimo, pasitikėjimo, tikslingai nukreiptos veiklos poreikis, siekiant asmeninių ir organizacijos tikslų suderinamumo. Šiame straipsnyje siekėme nustatyti bendrą darbuotojų pasitikėjimą vienoje iš Lietuvos policijos organizacijų, atskleidžiant pasitikėjimo organizacija dimensijas – pasitikėjimo demonstravimą, rezultatų siekimą, principingą veiklą ir susirūpinimo demonstravimą. Tyrimo metu analizavome, kaip tos dimensijos suvokiamos ir vertinamos skirtingos lyties, amžiaus ir statuso darbuotojų. Buvo atliktas policijos organizacijos bei viešo ir privatasu sektoriaus organizacijų darbuotojų bendro pasitikėjimo organizacija palyginimas.

Atlikto tyrimo rezultatai parodė, kad policijos organizacijoje bendras darbuotojų pasitikėjimas organizacija nėra aukštas ir yra žemesnis nei tirtose viešojo ir privataus sektoriaus organizacijose. Pasitikėjimo demonstravimas yra panašus tiek policijoje, tiek savivaldybėje ir žemesnis negu privataus sektoriaus organizacijose, kas leidžia manyti, atsižvelgiant į vertinamus teiginius, kad tirtose viešojo sektoriaus organizacijose mažiau pasitikėjimo, daugiau tarpusavio kovos ir mažiau atvirumo. Moterys pareigūnės palankiau negu vyrai vertina visas pasitikėjimo dimensijas ir ypač organizacijos veiklos aspektus susijusius su tikslų kėlimu, rezultatų siekimu ir įvertinimu, tačiau jų vertinimai nesiekia kitų dviejų organizacijų darbuotojų vertinimo vidurkio. Jaunesnio amžiaus policijos darbuotojų labiau pasitiki organizacija nei vyresni, jų vertinimai yra artimi moterų vertinimams, todėl galime daryti išvadą, kad vyresni pareigūnai vyrai yra mažiau pasitikintys savo organizacija bei kiti jos darbuotojai.

Pagrindinės sąvokos*:* organizacijos vertybės, pasitikėjimo lygis, policijos organizacija.

Rūta Adamonienė*, Mykolo Romerio universiteto Viešojo saugumo fakulteto Humanitarinių mokslų katedros profesorė. Mokslinių tyrimų kryptys: Vadybinės žmogiškųjų išteklių formavimo prielaidos ir galimybės.
Rūta Adamonienė*, Mykolas Romeris University, Faculty of Public security, Department of Humanities. Prof. Research interests: Management presumptions and possibilities of human resources formation.

Laima Ruibyte,** Mykolo Romerio universiteto Viešojo saugumo fakulteto Humanitarinių mokslų katedros docentė. Mokslinių tyrimų kryptys: Lyčių skirtumų stereotipai; nuostatos ir stereotipai, stresas organizacijose.
Laima Ruibyte,** Mykolas Romeris University, Faculty of Public security, Department of Humanities Assoc.prof. Research interests: Genders Stereotypes; Attitudes; Organisational Stress; Organisational Values.

[18] Handy, Ch. Trust and the Virtual Organization. Harvard Business Review 73, no. 3 (May): 40-50. 1995.