

**T.C.  
ISTANBUL AYDIN UNIVERSITY  
INSTITUTE OF SOCIAL SCIENCES**



**THE IMPACT OF TRUST AMONG STAFF ON THE ORGANIZATIONAL  
PERFORMANCE IN THE IT ORGANIZATIONS 2017-2018**

**THESIS**

**Ahmad Sameer Saeed ISSA**

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Business Management Program**

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(Y1612.1300083)**

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**Thesis Advisor: Ast. Prof. Dr. Burçin KAPLAN**

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T.C.  
İSTANBUL AYDIN ÜNİVERSİTESİ  
SOSYAL BİLİMLER ENSTİTÜSÜ MÜDÜRLÜĞÜ



YÜKSEK LİSANS TEZ ONAY FORMU

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<u>Unvan</u>	<u>Adı Soyadı</u>	<u>Üniversite</u>	<u>İmza</u>
<b>ASIL ÜYELER</b>			
<b>Danışman</b>	Dr. Öğr. Üyesi	Burçin KAPLAN	İstanbul Aydın Üniversitesi
<b>1. Üye</b>	Dr. Öğr. Üyesi	Çiğdem ÖZARI	İstanbul Aydın Üniversitesi
<b>2. Üye</b>	Dr. Öğr. Üyesi	Farid HUSEYNOV	Gebze Teknik Üniversitesi
<b>YEDEK ÜYELER</b>			
<b>1. Üye</b>	Dr. Öğr. Üyesi	Özge EREN	İstanbul Aydın Üniversitesi
<b>2. Üye</b>	Dr. Öğr. Üyesi	Vildan GÜLPINAR DEMİRCİ	Aksaray Üniversitesi

ONAY

Prof. Dr. Ragıp Kutay KARACA  
Enstitü Müdürü

## **DECLARATION**

I hereby declare that all information in this thesis document has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct, I have fully cited and referenced all material and results, which are not original to this thesis.

**Ahmad Sameer Saeed ISSA**

## **FOREWORD**

I have always looked forward to writing this section of my thesis since I started to my program at İstanbul Aydın University in 2017. Full of thanks and appreciations to my supervisor Ast. Prof. Dr.Burçin KAPLAN as she was patient and helpfull to guide in the research through her experience and scientific support, as well appreciations can't be enough to the pray of my mother and the great support and invistiment of my father to me, as they were the motive engine to complete this degree, and is not forgatble to thank all of my teachers in all educational levels, and to everyone helped me to my MBA degree.

**July, 2019**

**Ahmad Sameer Saeed ISSA**

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## **THE IMPACT OF TRUST AMONG STAFF ON THE ORGANIZATIONAL PERFORMANCE IN THE IT ORGANIZATIONS 2017-2018 .**

### **ABSTRACT**

Organizational trust is characterized by merit, good faith, transparency and experience, which in turn enhances the credibility of the company. Trust creates an opportunity to deal with the complexity and duties of businesses, which thus represents the amount of risk that one is willing to accept in exchange for benefiting from the interactions with others. The purpose of this study is the identification of the effect and relationship between the top management's trust, direct supervisor's trust, and colleague's trust as well as the organizational performance; which can create and lead to a sustainable competitive advantage. A quantitative approach was adopted in the research. This research was carried out and data were gathered at IBM Malaysia and Armada Inovasi in Cyberjaya City in Malaysia. Quantitative Survey Methodology was used to evaluate survey responses via the use of correlation tests. The research revealed a positive and strong correlation between the variables of trust and organizational performance; thus, the study shows that there is a large positive significant relationship between trust and organizational performance. It also shows that there are large positive significant relationships between top management, direct supervisors, and colleagues, and the organizational performance. The study revealed the findings of the multiple deviation for the whole model. The variation in the organizational performance was explained by the variables of trust. F-value attained a level of significance, and the general regression model was appropriately fit and good. The three variables of trust enjoyed by the staff of the investigated organization are a significant and positive indicator of organizational performance. Direct supervisor had a stronger contribution and is the only variable that attained a statistically significant level of organizational performance. This helps direct managers and supervisors to earn useful experiences that will help in productive and positive relations with the staff within organizations.

**Key words:** *Trust, Staff, Organizational Performance*

## YABANCI DİL KAYGISININ ORTAOKUL ÖĞRENCİLERİ ÜZERİNDEKİ ETKİLERİ

### ÖZET

Örgütsel güven liyakat, iyi niyet, şeffaflık ve deneyim ile karakterize edilir ki bu da şirketin güvenilirliğini artırır. Güven, işletmelerin karmaşıklığı ve görevleri ile başa çıkmak için bir fırsat yaratır, bu da kişinin başkalarıyla etkileşimlerden faydalanma karşılığında kabul etmeye istekli olduğu risk miktarını temsil eder. Bu çalışmanın amacı, üst yönetimin güveni, direktörün güveni ve iş arkadaşının güveni ile örgütsel performans arasındaki etki ve ilişkinin belirlenmesidir; sürdürülebilir bir rekabet avantajı ortamına yol açabilir. Araştırmada kantitatif bir yaklaşım benimsenmiştir. Yapılan araştırmada veriler Malezya IBM ve Armada Inovasi Cyberjava şirketlerinden toplanmıştır. Kantitatif Anket Metodolojisi, korelasyon testleri kullanılarak anket yanıtlarını değerlendirmek için kullanılmıştır. Araştırma güven ve örgütsel performans değişkenleri arasında olumlu ve güçlü bir korelasyon olduğunu, böylece, güvenin ve örgütsel performans arasında önemli ve olumlu bir ilişkisi olduğunu göstermektedir. Ayrıca, üst yönetim, direktörler ve iş arkadaşlarının organizasyonel performans arasında olumlu ve önemli ilişki bağı olduğunu gösterir. Çalışma, tüm model için çoklu sapma bulguları ortaya koymuştur. Organizasyonel performanstaki değişim güven değişkenleri ile açıklanmıştır. F-değeri önem düzeyine ulaştı ve genel regresyon modeli uygunluk gösterdi. Organizasyonda incelenen personelinin sahip olduğu üç değişik değişkenin doğrudan, organizasyonel performansın üzerinde etkisi olduğunu göstermektedir. Direktörün organizasyonel performans düzeyine en fazla katkısı vardı ve istatistiksel olarak en anlamlı seviyeyi ulaşan tek değişkendir. Bu, doğrudan yöneticilerin ve denetçilerin, kuruluşlardaki personelle verimli ve olumlu ilişkiler de yardımcı olmalarına ve yararlı deneyimler kazanmalarına yardımcı olur.

**Anahtar Kelimeler:** *Güven, Personel, Organizasyonel Performans*

## **1. INTRODUCTION**

### **1.1 Background Of The Study**

Many researchers and writers have been interested in the concept of trust. It has received attention in many scientific fields, especially in the field of organizational behavior, because of the diverse behaviors of individuals and groups and their mutual effects on the strategic performance of the organization, and that confidence helps to promote and develop cooperative behavior and effective responses to problem solving. To illustrate the importance of confidence building and its impact on work outcomes within the organization, most studies have shown a positive and moral relationship between trust and performance and the behavior of organizational citizenship and creativity. Other studies have shown an inverse relationship between trust and turnover, absenteeism and conflict. The individual in the organization reduced turnover and conflict among individuals within the organization (Sabeeha, 2010).

Scholarly trust-related studies recently employed different techniques to explain different aspects of trust. Further, trust has the ability of resolving the risk that exists with individuals; and this is one of the reasons as to why trust is referred to as an encouraging action for risk taking. The environment is one of the importance of trust, and this is the reason for its strengthening and reinforcement of the relationship that exists between organizations. In recent times, studies have shown the benefit of trust with regards to the well-being of persons, in the business environment. Further, trust is the key element for functional communication as well as cooperate task amongst colleagues; amidst employees and managers; as well as amongst managers and employees. Trust decreases the costs and risks of operation. It also increases the productivity of employees.

The current world attempts to creatively produce the best performance. the organizations try to develop their concepts and tools regardless the traditional devices or machines. Such organizations believe that the most important factors

for achieving such conceptions are the workers and employees. Further, the process of enriching the performance of requires certain tools that can influence on the success of the organization in terms of achieving the targeted goals. Hence, trust can be considered as the main factor affecting the performance and development of the organization especially in the relationship between the staff and management (Zahrani, 2012).

Regardless of the high attention in trust, number of study questions still in going investigated. Back studies have had given more attention on the issue and score of trust and overall estimate of trust. Moreover, Colquitt et al. focus on that, as job relationships grown, trust have coming to be differentiated. Colquitt et al. also focus on that, different kind of trust can be special from each other.

Moreover, they also focus on that it is important to well know the function that different dimensions of trust have in different kind of trust. By other way, it is remarkable to grasp what co-workers, managers, and employees await from each other to do.

Downsizing, business partnerships, the establishment of networks and alliances, the transfer to horizontal authority from vertical authority, changes in organizational leadership, partnerships in business, information technology (IT) advancement, the increases in employee diversity, and the more stringent governance policies can represent the major organizational changes signified by the corporations as devices to increase the globalization.

For the environment, the operations of the organization can be more competitive and creative. Thus, it challenges the concept of the organizational effects. So that, the leaders of the organizations start to realize that the effectiveness of the predictors of the traditional organizations are not sufficient. In this study, we attempt to concern with the employee trust as well as the trust of workers in the management of the organization which indeed has not got much attention by the researcher of the economic literatures (Brown et al, 2015).

(Metib & Atawi, 2008) found out the practical and theoretical framework testing the relationship between the behavioral work as well as the attitudinal work level's output with the organizational trust. This is based on a formula which shows the available reflection of the existing trust amongst the members of the

organizations to raise their outputs. The studies test the effective relationship between the sources of the organizational trusts as well as the attitudinal output of the work level (organizational commitments and job satisfaction) and behavioral (the behavior of creativity, behavior of citizens, as well as functional performance). The sampled data have been gathered from some textile factory workers.

Furthermore, changes in organization do not respond only with competitive and dynamic variables; they also include interactions existing amongst members of an organization, especially amongst the subordinate employees and supervisors, as well as the top-management supervisors (Kickul & Gundry & Posig, 2005). The interactions that exists among the organizational members, coupled with the surrounding changes, can also affect the performance of the organization. In addition, from previous studies, there is a report of a positive association existing between the performance as well as the confidence of an organization. From the study, “assessed trust” was represented as a predictor of the performing attitude of the organization (Pech, 2009).

In terms of the 1<sup>st</sup> chapter’s framework, the study discusses related issues as regarding how to investigate the existing trust between the top management, direct supervisor, as well as the colleagues, coupled with how the trust work to enhance the organizational performance and effectiveness.

The existence of organizations and their continuation depends on achieving their goals, and the achievement of goals is linked to the existence of a highly confident workforce, organization and supervisors. Organizational trust is one of the most influential forces in building the character of the organization, so organizations have sought to provide the necessary inputs to prepare the workers psychologically in a way that enhances their motivation for achievement.

Organizational trust and knowledge work have received increasing attention from researchers as important and sensitive topics relating to staff, organization and the compatibility of visions among employees and the organization, which paves the way for the foundation of the organization's long-term success and strategies.

The research sought to determine the relationship of correlation and effect between organizational trust as the explanatory variable and cognitive work as another variable in a sample of the most prominent private banks in the province of Najaf , as these organizations have a prominent role in supporting investment and driving the economy in the province, which enjoys a good investment.

## **1.2 Problem Statement**

The main purpose beyond establishing a corporation is to accomplish and achieve its particular aims. The human resources are the main resources enabling the organization to achieve its goals. Such capabilities motivate the managers to signify and employ the suitable environment to create the trust between the employees and their management, supervisors and colleagues to achieve the organization commitments.

The changes that are taking place in organizations as a result of changes in the external environment filled with competitive challenges make it difficult for organizations to gain their competitive advantage and to be effective by managing their resources. As a result of many of the opinions of researchers and writers, it is clear that organizational trust is important in the strategic performance of the organization. As a result of the lack of awareness of the organizational confidence and the strategic performance of the research organization, this encourages the researcher to conduct the study).

Adams & Wiswell, (2007) observe that the ongoing studies can end up leading to a more suitable comprehension regarding the affecting contextual factors of trust in the organizations. More so, the quantitative study carries out a problem of the lack knowledge in terms of the variables of the independent strength that affects the organizational performance. The research finds out that such study needs more investigations and studies conducting and discussing the factors enhancing the trust in the organization. Such studies can increase the chance of achieving the strategic targeted goals.

Measuring and identifying the influence of an organization's performance and trust within diverse levels in the organization remains a subject for practical and theoretical discussions (Simpson, 2007). Conducting more quantitative studies

can help in providing more theoretical knowledge to be able to understand the competitive environment better, with regards to the contextual effectiveness of social performances. The performance leads to the dynamism of environments, thus setting standards that can help in the evaluation of effective organizations working in such environment. The study also provides additional knowledge with regards to the influence of behavioral conducts, such as the trust of an organization's performance. The direct supervisors and managers are also able to gain some practical information that aids in producing positive and productive interactions with the organizations' subordinate employee (Salamon & Robinson, 2008).

The major focus of the current research is on the influence of trust with regards to the performance of an organization, specifically among staff of an IT organization.

### **1.3 Objectives Of The Study**

1. Examine the levels of trust among staff (direct supervisors, colleagues and top management) in the IT organizations.
2. Describe/ identify the relationship between trust among staff (direct supervisor, top management and colleagues) and the organizational performance in the IT organization.
3. Determine how the independent variables (direct supervisor's trust, the top management's trust and colleagues trust) contributes more to explain the dependent variable (organizational performance) in the IT organization.

### **1.4 The Questions Of The Study**

1. What is the main level of the trust among the staff (direct supervisors, colleagues and top management) within the IT organization?
2. What is the relationship between the levels of trust in the staff (direct supervisor, colleague's and top management) with the organizational performance within the IT organization?



3. What is the main variable amongst direct supervisor's trust, colleague's trust and top management's trust; that can contribute more explanations with regards to the organizational performance in the IT organization?

### **1.5 Research Hypotheses**

The study seeks to test and examine the following hypothesis:

- H1: There is a relatively positive relationship between the organizational performance and organizational trust.
- H2: There is a positive relationship between the organizational performance and the top management's trust.
- H3: There is a positive relationship that exists between the organizational performance and supervisor's trust.
- H4: There is a positive influence of the organizational performances on the trust of the colleagues.

### **1.6 Importance Of The Study**

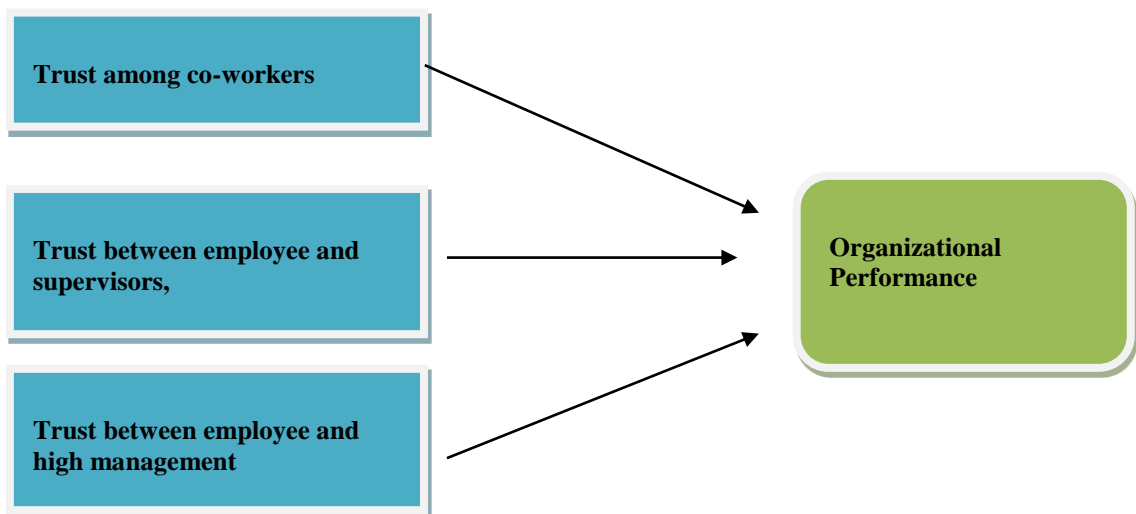
The study seeks to support the trust between employees and managements as well as the effectiveness of the organizational trust on the performance of the organization. Furthermore, the study presents how to increase the performance of the workers and motivate them to do more in the organization. The study also sheds light with regards to the major impact of trust on the performance of the organization that can develop knowledge both scientifically and academically.

The relevance of this study can be seen from two perspectives; firstly, the study has the potentials of adding some knowledge to the field of trust. It can help in providing a better comprehension of the importance of trust dynamics, thus contributing to more reliable organizational approaches. Secondly, the study can add some knowledge related to the organizational performance, which could help in expanding knowledge both practically and theoretically, as well as shed more light on the implied predictions of the discussions regarding the performance of an organization.

## 1.7 Theoretical Framework

The study is mainly concerned with the theories of the performance of an organization with trust. More importantly, the study tries to examine the competence of the independent variables that can identify the organizational performance. The study therefore shows the independent and dependent variables found in the theoretical framework. Moreover, organizational performance represents the dependent variable, and trust is considered as the independent variable. These two variables are selected for the purpose of evaluating the existing associations between the variables, as well as examining the influence of trust on the performance of the organization. The theoretical framework is shown in the figure 1.1.

The main factor within the leadership capacity in the organization is the trust which helps the external and internal clients and constituents to beat the dynamic changes in the environment, thus enriching the organizational performance.



**Figure 1.1:** Framework of the Study

## 1.8 The Study Organization

The first chapter of the study discusses the introduction that involves the key aspects of the study i.e. the background, the problem statement, objectives of

the study and the questions of the study. Furthermore, it has the theoretical framework and the significance of the topic. In the second chapter, the study covers a literature review discussing the trust. In addition, how the trust can be built, destroyed, sustained and/or restored as well as it includes a summary with a conclusion. In the third chapter, the study employs the methodological framework conducting the qualitative approach to utilize the phenomenological research approach. In addition to the sampled data and the discussion on the instruments as well as the methods of the data collections. Then the chapter finishes with the data collections and findings. The fourth and fifth chapters show the results and indicate the main findings exposed from the data analyses. Then, the study ends with some recommendations and conclusions enhance the effectiveness and performance of the trust within the organization.

### **1.9 The Summary And Discussion**

The effects of the organizational performance and trust is relatively joined with the organizational managers who attempt to develop and foster the trust with the organization stakeholders and staff members. As such leaders, the managers of the organization are required to show some guiding approaches assisting the organization to achieve its targeted objectives. There is a number of workers are not much satisfied about the treatment of the supervisors. Hence, the study sees to offer and show some useful insights on the value and role of trust making the managers and employees well qualified to be the most trusted members.

The study through the second chapter attempts to review a general examination discussing the historical perspectives related to the current results evaluating the trust that was identifies as independent variable. It includes a literature review of the current public debate and the historical perspective on the organizational performance variables. Moreover, it reviews the difficulties related to the possible relations between the trust and independent variables as well as the organizational performance.

## **2. LITERATURE REVIEW**

### **2.1 Introduction**

Most of the studies discussing the management notions support marvellously the notion of trust. There is a number of the studies indicate that the trust is a crucial factor for the organizations. Hence, the organization should significantly concern with how to enhance the trust between them and the customers (Kursunoglu, 2009). No one can deny that the human being is in need to the trust since his first stages of his life, whether at in the environment, family, school or/and work. Most of the studies investigating the trust aspects had started in the 1970s during which the preceded scientist, McGregor and Likert, when he studied the trust in the social aspects, authoritative conducts global business, financial aspect and vital administration. McGregor thinks that the trust is considered as a social glue that pasts and binds different types of organizational forms that can essentially build the human relationships which should create the sense of safety and trust (Zaher&Salama, 2014).

The success of organizations depends on the efficiency of the human element, as being a goal and a proactive means of developing companies and making the changes required. (Hawamdah, 2004). Therefore, they are keen to take care of this important element by adopting modern administrative concepts that focus on human relations and focus on organizational trust among the parties. It calls for working in the spirit of the team and initiating a framework for action and attention to results. This is in line with the human dimension. (Alashqar, 1994). Organizational trust is a key factor in organizational success. It is also a key element in constructive human relations.

Furthermore, the trust in organizations attempts to pursue the contemporary resolution of the puzzle. The cut cross-cultural differentiation between the trust rule between the workforces of the universal economic. Thence, the edge

outline is enhanced in terms of the up to date theories and researches regarded the role of the trust round the world.

The significance of the trust in the social, economic and political factors of the organizations is significantly regarded as the main aspects leading to the development of the works. Some researchers observe that the organizational trust is the main factor that any organizations have to award to their workers. Hence, the managers behaviours are the most important elements that can show the necessity of the trust within the institution ( Amira, 2015).

There is no change in personal behavior. It is an important concept in social science research (Tan, Morjan, 2000) as a key factor in organizational success and the exercise of resources and social forces as it promotes and supports individual and organizational impact (Hunt, 1994). Also, the existence of a climate of mutual trust between management and employees is a critical element in achieving organizational objectives efficiently. (Rawashdeh, Lindsay, 2004).

The trust between the staff and management have significant effects on the goodness of the public departments. Hence, in the organization losing the trust is on of the factors which can make the staff to feel disincentive and neutral. Thus, one of the several factors leading to the better methods to heading problems in the government states is trust.

Thus, organizational trust is a prerequisite for success, (Tan and Christy, 1994), it is also one of the fundamental elements of implicit human relations: the definition of personal trust as a condition to support the work of the team and the efficiency of the organization and result in processes related to productivity such as: the quality of communication and problem solving, and strengthening the behavior of organizational citizenship and commitment. (Gillespie,1996). It was also pointed out that the most effective companies are those based on shared moral values and mutual trust (Joan, 2004).

The roles of trust and status within the organizations are very important. Trust is the basic role that connects the organization with the customers. It supports he relations of the development, growth and empowerment within the leaders and followers. The dynamic interplay between trust and performance is showing briefly the organizational performance (Amira, 2015).

## **2.2 Organizational Trust**

Trust is a multifaceted and complex element. Bowlby and Erikson point out that the trust is essential element that can create the development of personal relationships enhancing the satisfaction of the individual toward the organization. In addition, the trust is the essential element that joins the participation and workplace as well as it support the relationship of the individuals with the organizations (Amiraslani et al, 2016).

Many organizations strive to increase staff loyalty as employees who are psychologically connected with the organization are more satisfied and productive. Thus, researches deal with three areas to increase the psychological attachment of the organizations, which are: (organizational commitment, organizational trust, organizational identification). These three factors are all positions targeted by organizations that reflect a certain degree of interdependence between staff and organization. Despite their conceptual overlap, these research branches have evolved separately with little effort to determine the value of each variable over the other two variables, as they collectively contribute to increasing the loyalty of the organization's employees. (NG, 2015). The interdependence of organizational trust with commitment is both clear and fundamental to both organization and employees. (Morgan et al, 1994).

Trust refers to the willingness of a party to be susceptible to the movements of some other party. Scholars such as Tzafirir and Eitam-Meilik, informed that “trust is the willingness to amplify the resources invested in every other party, primarily based on the positive expectations resulting from past tremendous mutual interactions”. Furthermore, trust refers to a conviction with the aid of both events that ensures the non-action of a manner which leads to the detriment of diverse actions or that takes benefit of the vulnerabilities of the individuals. Additionally, trust can be referred to as the decision of being able to account for a risk circumstance (Currall, 2003).

More so, trust is also known as the significant/advantageous impressions from interactions of closer relationships. It also refers to the expectancy as well as the belief that two events would attain some non-risky mutual benefits.

Furthermore, the establishment of trust is based on the joint recommendation of previous behaviors. Trust and cooperation attains a higher level of desirability via the means of meeting the anticipations of collectively really useful present conducts (Bijlsma, 2003). Consequently, the ability to possess confidence is confined by means of the uncertainty existing amongst two parties with regards to their actions; motives; and intentions. Thus, trust is predominantly interpersonal. Nevertheless, in commercial enterprise environments, there exist a global aspect of trust; “trust is an international assessment of the trustworthiness of the organization as perceived, with the help of the personnel (the trustors)”. The employees’ trust that the organization would behave in a manner that is of benefit to them, and not in a detrimental manner. McElroy confirmed that the possession of confidence helps in creating the delivered price in an organization, as well as leads to the enhancement of the flow in information and the creation of expertise. Trust also helps in enhancing cooperation; relationships; and interactions.

Considerations and psychological structures of both concepts (Mouzas et al, 2007): Trust is often a one-dimensional concept. And the most important source of trust between people or between a person and a group is emotions, although trust is a rational concept based on relations and on the concepts of the theory of social exchange. But mutual feelings among individuals play an important role in building trust between them, (Ashnai et al, 2016), trust is essential to the success of cooperation in interpersonal relationships.

(Tyler et al, 2007) confirms that employees are more willing to follow rules when they consider the establishment to be legitimate i.e. when they trust the organization they work for. Trust is a prerequisite for the actions of individuals to achieve their goals in any situation, especially when they are at risk. This is the relationship in which individuals will trust the institution as responsible of their interests in a precarious situation. (Tong, 2005). Organizational trust is characterized by merit, good faith, transparency and experience, which in turn enhance the credibility of the company. (Tong, 2013).

When confidence levels are high, the organization is better equipped to face risks and use resources better. Managers are particularly concerned about trust, since high levels of confidence lead to reduced need for regulatory control over

individuals. (Ammeter et al, 2004). Psychologists often describe trust as a personal attribute, and sociologists describe it as a social structure. While economists believe it is a rational choice mechanism. In the field of administration, (Paliszkiewicz, 2013) asserted that trust is the possibility that a person will act positively towards the counterparty, act or respond in a predictable and appropriate manner to both parties. With different views on organizational trust, it can be considered a rational act that results from a positive feeling towards others that contributes to pushing employees to improve performance and strengthen working relationships in the organization. We can identify a set of points shared by all concepts of organizational trust.

### **2.3 The Importance Of Organizational Trust**

Trust creates an opportunity to deal with the complexity of business and duties and represents the amount of risk that we are willing to accept in exchange for benefiting from interactions with others. (Mouzas et al, 2007). Trust, as (Jucevicius & Juceviciene, 2015) stresses allows the establishment of an invisible system between individuals and groups within the organization to conduct assessments and decisions based on each other in the processes of delivery and information exchange in a way that allows the development of business quickly and can be called the system to help the creativity and the formation of creators in the organization.

The existence of trust in the organization is a clear indication of the benefits that employees have received from their organization and the recognition of the integrity of the administration and its efforts to provide the appropriate services and working conditions for the employees. From an objective perspective, organizational trust arises as a result of the natural interactions between people that lead to the exchange of benefits and thus affect the behavior of individuals to be trusted for others, which is called trusting propensity.(Biswas et al , 2017), while (Adler & Kwon, 2002) believes that the concept of organizational trust originated mainly from the theory of social capital, a theory in which the establishment of capital from social relations and through network links between individuals is social capital as a structure that promotes the development of collective intellectual capital.



Others argue that social capital is an empowering factor for effective collective action, because it results in cooperative behavior. Social capital is also a meaningful relationship that can generate tangible and intangible benefits in the long term. (Jain et al, 2015: 58).

A few sentences that would show the importance of organizational trust can be summed up in the following points:

- It helps to share knowledge and information, especially when the source of knowledge is reliable, this leads to the rapid dissemination and circulation of the organization (Bstieler et al, 2017: 48).
- It often leads to an increase in the level of efficiency in the work because it leads to professional recognition by others of the merit of the reliable person who is considered a role model among his colleagues and gets praise from them (Chowdhury , 2005 : 315).
- Trust in the management of the organization contributes greatly to the facilitation of work and employees' understanding without discussion or conflict (Adams, 2004: 3).

In top of that, trust is granted only if the person deserves it because it depends on personal feelings, and it is the results of that person at work. Thus it is an honest and noble feeling that is not subject to favouritism.

## **2.4 Types Of Trust**

Trust is essential in diverse kind of relationships. Trust can be horizontal (among co-workers); vertical (among employees and managers and vice versa), or institutional among organizations and employees). Institutional-based confidence refers to the belief that employees have in the procedure of an organization's management; technologies; visions; goals; justice; and competence.

In a general perspective, vertical trust has more complexity than the horizontal trust. The experience of employees is deemed vulnerable due to the fact that managers have enormous affect over the allocation of aids. Due to this, managers are left with no to the function than to make choices with a sizeable

influence on employees. For example, the personnel ought to remind their managers for promotions; evaluation of performances; as well as work assignments.

Past scholarly studies has established that there is a tremendous effect of trust on the associations amongst managers and employees. Researchers such as Wang and Clegg, in their work revealed that actions of workers are being impacted by the stage of vertical trust with regards to decision making. Consequently, Aboyassin established the fact that there is a reduction in operational costs by trust, improvement of the relationships amongst employees and managers, as well as simplification of the relationships across organizations. Based on the aforementioned, it is thus very important to understand the behaviors as well as the vertical trust which are being used by managers for the creation of vertical trust.

It is additionally crucial to ensure the apprehension of horizontal trust, coupled with the employees' behaviors, which can be used in creating a horizontal trust. Horizontal trust refers to the willing susceptibility of an employees with regards to the movements of co-workers, those of which it is difficult to control their actions and conduct. Further, trends arising in the present day work-place, some of which are work-teams and decentralization, necessitates additional cooperation, interaction, and transfer of statistics amongst co-workers. Based on this, there is a need by the new working requirements for an extra horizontal trust existing amongst the co-workers. Thus, horizontal trust is additionally needed for the processes of dissemination as well as the acquisition of knowledge.

Furthermore, there have been notable involvement by past studies with regards to the vertical trust existing amongst the managers and employees, less worry with the horizontal belief amongst co-workers, as well as not often being worrisome with trust amongst employees and managers. Also, it has been revealed by past research that there is a prone feeling by employees based on the fact that they need to depend on their managers for promotions, work assignments and performance evaluations. In fact, a research conducted of recent, also revealed that managers sense to be inclined due to reason being that they supposed to count the number of their personnel to carry out the bulk of the

tasks. In like manner, managers share the obligations for an incomplete task. Also, there is an effect of the incomplete task obligations on the performance evaluation of the managers, reputations, as well as their pay. Based on this, it is essential for managers to have confidence in their employees ability in sufficiently carrying out tasks that have been assigned to them.

Recent scholarly works have also revealed that there is an association between vertical trust and the acceptance of influence; faith in fantastic motives, absence of monitoring, effective outcomes, and mutual learning, such as the excessive range of performance and cooperation. Thus, from these studies, in general, it is established that the processes in organizations are improved by the vertical beliefs.

## **2.5 The Dimensions Of Organizational Trust**

One of the most important and comprehensive measures of organizational trust is what (Cook & Wall , 1980) came up with , that consists of 12 items according to the Likert scale , which identifies (6) six items to the two organizational trust dimensions , trust in the management and colleagues.

However, (Scott, 1980) has developed a widely accepted measure among researchers that has been applied in various environments and has set three dimensions of organizational trust which are on the basis of an organization's source of trust, which might be within the organization's horizontal level (trust relationship between the worker and other colleagues (trust co-worker) ,trust relationship between the direct manager and the senior management) which refers to the trust existing in the management of the organization and the trust of the work colleagues. This is what we will rely on in our current study as follows:

### **2.5.1 Trust Between Co-worker**

It means the worker's positive and reliable expectations about the intentions and behavior of other colleagues. (Adams, 2004: 17). Also, trust in work colleagues has become essential and paramount in today's business organizations, especially as they have become highly dependent on self-managed teams that are integrated in their skills and specialties and are responsible for achieving a

common goal. (Khafaji, 2012: 17). It can also be described as positive relationships and emotional connections among individuals, which result in communication among them and facilitate the tasks assigned to them and provide them with the difficulty of access to information as they can easily share and exchange information.

### **2.5.2 Trust Between Supervisors:**

It refers to the confident as well as the positive expectations of employees regarding their supervisors in work, as in accordance to the nature of mutual relations during work among them. Therefore, trust is a key feature of leadership, (Robbins, 2003: 337) said, so it is unlikely that individuals will follow people who see them as dishonest or who exploit them. (Al-Ta'ei & Salman, 2012: 70) added that one of the most important characteristics of supervisors is the prevailing principles and values that characterize them, since if there is a feeling that the manager is a person who has principles and is committed to these values plays a decisive role in the confidence of employers to their boss and organization . In addition, the employee feels that the organization treats everyone equally without any bias. (Al-Ghamdi, 1990: 22), said that supervisors' dedication to innovation and self-realization of employees leads to the trust of those employees in the direct supervisor. The belief of the supervisors in the abilities of employees to creativity, innovation and development in the future will be reflected in their behaviour through interaction and communication in hard and fruitful work.

### **2.5.3 Trust in organization management:**

One of the most important problems of business organizations is the feeling of individuals that they feel lonely in the organization , and the management of the organization is concerned only with profits and has individual, rather than collective, tendencies, which is reflected negatively on the trust of individuals in managing the organization.( Jucevicius & Juceviciene , 2015). On the contrary, the trust of individuals in the organization management means their psychological or emotional dependence on that administration in taking into account their interests and future aspirations and whenever the administration fulfils its obligations and responds to the wishes of the employees as reflected

in their desire to work and achieve positive results and continue to prepare for the next challenges, and thus indulge in the job assigned to them.(Jianag et al , 2017). This also what (Tremblay et al , 2010) stresses that workers who received equally good treatment for their work in the organization and feel that the management of the organization seeks to provide well-being to them are highly confident in the management ,and this is clearly shown through the practices and decisions of the organization regarding how to manage its human resources.

## **2.6 Determinants Of Trust**

1. Ability, in which the managers should efficiently do their jobs and missions (Zaher & Salama, (2014).
2. Benevolence; the positive trend that the manager should have upon the subordinates as well as the trust that the employee should have in the manager, and wants to do the good for him as well as try to do all his best to create the best.
3. Rectitude; the fair and credible possession of the presidents as well as turning words into actions.

## **2.7 Current Findings And Trends In The Trust Literature**

The regular initiatives to proceed and change the sets and scenarios that facilitate the trust between the leadership and employees as well as the managers and supervisors (Kalyal & Sverke, 2010). The organization should facilitate the paths and bridges between the management and leadership. It is also important to facilitate the status of awareness of the understanding to regard the trust in terms of the president management and organizational performance (Warren, 2012).

The subordinate managers should regard the powerful force that can bring the meaningful changes of organizations to raise up the organizational performance (Crossan et al, 2005). So that, the subordinates should fulfil the psychological contracts and promises. The regulatory activities should be also considered to reduce the size, organizational realignment and mergers.

One if the risk behaviors immediate senior managements and supervisors. The creation of the authorized staff is to concern with the customer service and treatment without the senior management and consolation as well as the decisions (Davis et al, 2000). The relations among the trust elements within the regulatory trust that is manage by Tan and Lim (2009).

The studies indicate that the relations among the trust in the organizational and co-worker results are undesirable as well as the affected performance (Tan & Lim, 2009).In addition, it is also become the introduction of the duties of the workers to function the scales within the organizations, and it is cooperative that the main factors for the workers are broadly defined to become efficient script to reproduce the organizational desirable outcomes.

## **2.8 Previous Studies**

- (Mete'eb & Atawi., 2008):

This research focuses on the role of organizational trust with regards to the improvement of the behavioral work outputs level. The current research gives a presentation of both a theoretical as well as a practical framework which has the ability of testing the associations existing amongst trust in an organization as well as the level of situational and behavioural work outputs, in accordance to the work output formula. Both scholars assessed the associations between organizational trust (managerial trust, trust among the direct supervisor, as well as trust among co-workers); attitude outcomes level (job satisfaction and commitment of the organization), alongside the behaviour (performance of job, behaviour of the citizens, as well as creative behaviour).

The (two) researchers tested the hypothesis of the research using multiple regression analysis. Most of the applied results for the validity of the hypotheses (hegemonic analysis) have been suggested on the basis of which practices and procedures could be followed at their organizational levels.

- (Guler Islamoglu et al., 2012):

#### Trust Scale Development in Turkey:

The aim of this study is the development of a shorter version of a long trust scale that is already in existence, which is used for differentiating between organizational as well as interpersonal trust facts in Turkey, for the purpose of Organizational Trust Inventory (OTI). This study's objective is the development of an inventory of trust used for differentiating between organizational and interpersonal trust factors. This was done on the basis of the responses received from 1200 participants in an open-ended questionnaire. After a clearing process was undertaken for the similar and repeated items, the researchers reported that the number reduced to 164.

The study concluded the following results:

- Fifteen (15) items had relationship with manager trust, which led to their accumulation into three (3) factor groups.
- Ten (10) items had relationship with colleague's trust, which led to their accumulation into three (3) factor groups.
- Thirty-two (32) items had relationship with subordinate's trust, which led to their accumulation into four (4) factor groups.
- Eighteen (18) items had relationship with organizational trust, which led to their accumulation into four (4) factor groups.

A lot of evidence reveals that the items that trust-related items in subordinates sums up a greater proportion of the overall scale. After the factor analysis, the factors attained both in the previous researchers works as well as those obtained in the current study were put into comparison to be able to find out if the distributions of the factors were same or different.

- (Uslu & Osman., 2016)

#### Organizational Trust Studies in Turkey: An Investigation through Thesis and Articles.

The aim of this study was with regards to the generic appearance of the subject of organizational trust, which is a theme of much popularity in the field of

organizational behaviour, within Turkey conducted studies. Thence, scholarly published articles as well as scientific thesis in the literature of Turkish management were subjected to a well-informative descriptive analysis, via several dimensions that has been set previously. In sum, 186 studies were examined, which consisted of 103 articles and 83 thesis. Studies related to organizational trust from a general perspective were drawn via the exhibition of the implemented approaches, related trust concept variables as well as findings from each examined study within the research's scope.

More so, at the conclusion of the study, the researcher indicated common and specific manners of all studies, wherein some specific inferences with regards to the subject topic were presented. It is thus expected that the study will not only make contributions to the field of organizational behaviour, but also build further steps for upcoming researchers who are interested in studying the subject of organizational trust.

- (AVCI et al., 2019):

In this research which aims to reveal the relations between organizational anomie, organizational justice, and organizational trust; the effect of organizational trust on organizational anomie, the effect of organizational justice on organizational trust and organizational anomie, as well as the role that organizational trust plays in the organizational justice effects on organizational anomie have been examined. For this purpose, data were gathered from the questionnaire technique of the people working in fivestar hotel companies operating in Antalya and 824 questionnaires were taken into consideration. After this phase, simple linear, multiple and hierarchical regression analyzes were performed to determine the causal link between study subjects and to test the hypotheses of the research. Sobel test was used to determine the level of significance of the mediation effect.

It was found that employees' perceptions of organizational justice effect their trust levels positively and significantly, and it effects organizational anomie levels negatively and significantly, and organizational trust perceptions effects organizational anomie levels negatively and significantly. Moreover, it has been reached that organizational trust plays a partially-mediating role with respect to



the influence of organizational justice on the organizational anomie. As the perceptions of the justice of the employees increase, the organizational trust feelings increase and therefore the organizational levels of the anomie decrease.

This study contributes to the related literacy in terms of revealing that organizations with high organizational justice and organizational trust levels can fight more effectively with organizational anomie.

- (Al - Ta'i, 2008):

This study was on the “Leadership Forms and Organizational Trust and their impact on Organizational Commitment”. The study concentrated on emphasizing the importance and role of contemporary leadership (transformational vs. reciprocal leadership) and organizational trust as well as their impact on achieving organizational commitment in the mixed industrial sector. The study came up with outcomes, most notably the presence of a reciprocal association between the transformational style of leadership and the organizational trust, and it showed that a significant effect existed on the transformational style of leadership in achieving organizational commitment.

Conclusions made from the study was based on a number of recommendations presented to the stakeholders, which were the required attention to each of the dimensions of contemporary leadership styles (transformative, reciprocal) and trust in an organization as well as the roles it plays in accomplishing the highest levels of organizational commitment required by individuals.

- (Straiter, 2005):

This scholarly work was carried out on the “Trust of Supervisors and Employees and their Impact on Organizational Satisfaction and Commitment”. The study sought to test the role of supervisors' trust in their employees and their organization, as well as their impact on the commitment of an organization and satisfaction of job. The study was applied to one of the largest pharmaceutical companies in New Jersey in the United States. The sample size of the study is (117) sales managers in that company.

The questionnaire was used to test the main hypotheses of the study:

- The interpersonal trust of workers and supervisors is positively correlated with job satisfaction.
- The trust of the supervisor of the organization is positively related to the organizational commitment. Outcome from the study showed that the association existing amongst the supervisor's trust in the organization coupled with the commitment of the organization is stronger than the supervisor's trust in the employees as well as the organizational commitment.
- (Tariq Hussein Khan, 2011):

It is titled (The Impact of both Pakistani Culture and Trust in the Staff of Banks in Islamabad).

The study aimed to define both the trust and culture of Pakistan according to the Hofstede model in the banks of Islamabad, for a sample of 120 employees in the private sector banks. The study concluded that there is a need for the participation of the administrative decision-makers and that there is pressure among competitors and customers in banks. It is not allowed to be trust between employees and the supreme authority of senior management in Pakistan.

- (Tamer Maharma, Nidal Al Hawamdeh., 1998):

It is titled (Organizational Trust in Government Departments in Karak and Tafila (Jordan)).

The study aimed at defining the employees 'view of organizational trust in general, on a random sample of 420 size. The study concluded that the employees' perceptions in the government departments are negative and that there are differences of statistical significance due to gender variables, qualifications and years of experience. The study recommended the need to pay attention to information, develop the leadership skills of the teachers, build positive organizational values, and create an atmosphere of trust in the government sector.

- (Sveily & Simons., 2012):

The study suggests that the cooperative climate is one of the main factors influencing the effectiveness of cognitive work. The study also discusses the concept of cooperative climate and a survey was designed to measure this. The results were based on obtaining data from a sample of 7788 individuals from both private as well as public organizational sectors from various fields in Australia. The climate of cooperation has been improving, with age, education and management.

The private sector in general has been found to be better and reaches that peak with the level of medium-sized organizations. The workers are moving to gain experience in a cooperative environment. In general, the cooperative climate was found to be better in the private sector than in the public one.

- (Politis, 2003):

The study states that knowledge management and knowledge transfer have become necessary terminology in both change and organizational development as suggestions for success ways to improve employee impact. Moreover, there will be confidence and ability of employees to work autonomously, which is often derived as a key element of the effectiveness of self-management methods. Little is known about the impact of interpersonal trust on the management of knowledge (teaming) for team members and in a sequential manner for the performance of the team.

The study was implemented on 49 teams of self-management teams to investigate the relationship between the dimensions of trust between people (in leadership and management), acquisition of knowledge and team performance in general. The results revealed that most of the dimensions of interpersonal confidence positively correlated (with positive correlation) with the change in acquisition of knowledge, and the effect of interpersonal confidence on team performance is a medium degree of through the overlapping changes to acquire knowledge.

- (Sydow & Windeler., 2003):

The study shows that trust is often considered an institutional characteristic within business organizations in general and the regional business networks of

service organizations in particular. Although important for recording internal organizational exchanges, trust includes not only the absence of censorship but also the emergence of knowledge. This is especially true in times of modernization, to the extent that agencies are strong to monitor activities, as well as relationships and processes to become more reflective of modernization. This control and knowledge often go in parallel and each of them often requires the other. The study shows that the relationship between knowledge and trust is no longer only average and that its result is more reflective of use but also described or discriminated against by contradictions.

This is especially evident from the structural point of view. This view focuses on the establishment of system operations based on the social applications of knowledge agencies. This analysis requires applications to include business network applications, taking into account the internal practice of three aspects: coreism, control and legitimacy. This point of view was adopted in depth and analyzed the situation in terms of formulation, development and management of the regional business network of German insurance companies. With reference to several events that were embodied in the development of the business network, this situation showed in particular that some of the knowledge and control is governed by the facilitation of the development of trust relations.

This case has also shown that trust within the organization increases the efficiency of certain control measures and some of the means of generating knowledge among participants in the business network and business network relationships in general. Moreover, it requires a more reflective and intellectual form of trust in the sense of "Active Trust". Since the relationship between knowledge, trust and control has become complete with contradictions, the management of these contradictions must be considered as one structure for managing business networks today.

- (Arthur & Kim., 2005):

The study compares the patterns of knowledge sharing of workers in the form of proposals to reduce cost and increase productivity and quality as part of the system of rewards "Gain sharing" in two companies. Insights have been gathered from current studies that use risk sharing for organizational learning

workers and frameworks to understand how they work. The participation assumes that employees are willing to share high-risk knowledge with management and are affected by the degree of cooperation and trust between staff and management. Specifically, the study has established that collective support and inclusion in the participation of the gain influence the sharing of knowledge to the employees by increasing the first acceptance of the workers to reward the risk in harmony with the participation of the gain and also by facilitating the willingness of the employees to take additional rewards. Field results strongly supported these assumptions "implications".

The results are designed to design win-win participation and application, as well as border controls to influence human resource applications, employee knowledge sharing, and knowledge management of organizations. Results implications were found for the design of the participation of gain and application as well as the limitations of the impact on human resource applications, knowledge sharing and knowledge management of organizations.

- (Fang et al., 2008):

The scholarly work was aimed at exploring the impact of trust on three separate organizational levels in marketing cooperation: trust within the organization and between cooperating organizations, and each agent who trusts in the work of a assigned cooperation entity (Co Entity) (Collaborative Entity), trust outside this entity between designated delegates and that entity. The required study was based on the performance objective of data from 449 Joint Venture projects indicating that trust at each level is of a single impact but the impact is similar in the collaborating organizations that have a Collaborating Firms Resource Investments of these resources.

Trust within the organization and between the cooperating organizations is the branch of the investment supplier in the joint entity, especially in the different strategic environment, while the trust outside the cooperating entity increases the coordination within this co-operative entity, and trust within the organization with the different strategy maximizes this influence. Trust outside the specified entity can also undermine the response of the joint and cooperative entity to environmental change, especially when it relates to trust within the

organization and between the cooperating organizations and to take formal decision within this joint and cooperative entity. These results show that managing and building trust at multiple levels is a key element for the success of marketing collaborating organizations.

- (Singh, 2008):

The study shows that trust among people is one of the key elements in the establishment of social relations and plays a central role in the industry of economic and social dynamics. The impact of interpersonal trust in the marketing environment on individual performance is rarely addressed with any other qualifications. Perhaps this is because trust assumes that there is a standard deviation and that intuition seems to be very high. The lack of clarity shows that confusion of trust, whether trust or mistrust, is distinctly or fluctuating aspects of the same composition of trust. Low trust and high mistrust are assumed to be similar, this is taken into account in this study.

Moreover, the studies confirm the role of distrust in the lower relations can be largely absent in marketing, and some if studies were conducted on the impact of distrust on sales and performance. In this study, the balanced roles of trust and mistrust were discovered to recognize sales performance in salesmen. The environment of supervisory relationships within the organization was clarified. The current study focuses on the dynamic role of confidence in the sales management environment.

- (Annamalai, 2010):

"The Mediating Effects of Perceived Organizational Support on the Relationships between Organizational Justice, Trust and Performance Appraisal in Malaysian Secondary Schools":

The study aimed at investigating the effect of organizational justice coupled with trust on the level of organizational trust of teachers towards their schools and the level of job satisfaction with performance evaluation in the presence of perceived organizational support as a mediator. To achieve the study objective, data were collected from (714) randomly selected teachers from (102) secondary schools from the northern states of Malaysia. The analysis of the study was conducted using hierarchical linear modelling.

The study concluded the following results:

- Organizational justice has a positive impact on the organizational trust of teachers towards their organizations and also on teachers' satisfaction in evaluating their performance.
  - Organizational confidence has a positive impact on teacher satisfaction in the performance evaluation process.
  - This study also shows that perceived organizational support does not interact as a mediator on the relationship existing amongst organizational justice and the trust of teachers towards the organization.
- (Cho, Yoon Jik. & Lee, Jung-Wook., 2009)

"Trust as A facilitator for Performance Management":

The study aimed at identifying the factors affecting performance management and clarifying the organizational trust factor in the direct manager as a facilitator in performance management. An important issue in public administration is to improve performance. While the term performance management is common in the public sector, the studies it has addressed are still rare. This study aimed at determining the impact of trust in the direct manager on facilitating the performance management; the study used the principles of the survey 2005.

The study concluded that organizational trust in the manager plays an important role in facilitating performance management, a necessary condition for effective management.

- (Shelton & Sam., 2005)

"Employee Trust in Supervisor Measurement Instrument Development":

Trust in organizations has shown their importance in the workplace, specifically the level of trust of the staff in the direct manager that may lead to the success of organizational change. There is, however, no comprehensive agreement on defining a specific concept of organizational trust and setting a specific measure to determine the degree of trust in the direct manager. The study aimed to identify a short preliminary questionnaire that can be used in the public sector to measure employee trust. The study used the worker's analysis to assess the

conditions that measure employee trust in local social service centers and health service centres.

The study concluded:

- With establishing a measure of trust between the employee and the direct manager that affects organizational efficiency. The study also recommended that research and other studies should be conducted to verify the importance and value of the measurement that was designed to measure trust.
- (Adawi, 2017):

Organizational Trust and its Relationship to Job Performance from the Point of View of Workers in the Emirate of Jazan:

The study aimed at discovering the relationship existing amongst organizational trust and job performance from the workers' view-point in the Emirate of Jazan. The researcher employed the approach of descriptive analysis. The study population consists of all 1755 employees in the Emirate of Jazan. The scholar employed the questionnaire as a tool for the study, where it was applied to a random sample of (316) employees.

The study concluded the following results:

- The members of the study population agree on the 16 features of the reality of the organizational trust in the Emirate of Jazan. The most prominent was the possibility of relying on co-workers to do work during absence, while a sample of the study population showed their neutrality of six features.
- The members of the study population believe that the level of performance in Jazan Emirate (intermediate degree) and this is through 7 features and the most prominent levels of performance (the possibility of assuming higher responsibilities).
- There is a positive relationship with statistical significance at 0.01 between the reality of organizational trust and the level of performance in the Emirate of Jazan.



- There were no statistically significant differences at the level of 0.05 or less in the trends of the sample members of the population to (the reality of organizational confidence and level of performance in the Emirate of Jazan), with difference in the variable of age.

The study recommended the following:

- Raising awareness of the importance of innovation in work methods that help in raising the level of job performance.
- Establishing effective contacts with others to take advantage of their views that help develop work and enhance mutual trust.
- Urging managements to raise the awareness of employees of the importance of improving their educational level, which helps raise their scientific and practical capabilities.
- (Darawshe, 2016)

Organizational Justice in Jordanian Universities and their Relation to Organizational Trust from the Point of View of Teaching Staff Members:

The study aimed at revealing the assessment of the degree of the exercise of organizational justice in Jordanian universities coupled with its association with organizational trust from the perspective of the teaching staff. The study sample consisted of (378) members out of (2580) members, i.e. 15%. In a means of achieving the objectives of the study, the author employed the questionnaire as a tool for gathering data for the study and analytical descriptive approach for evaluations.

Conclusions from the study reached a number of results:

- There is a statistically positive relationship existing between the organizational justice of Jordanian university teaching staff and their organizational trust. This means that the greater the organizational justice degree of exercise, the greater the level of organizational trust.
- The degree of the application of organizational justice existent among the members of the teaching staff in the Jordanian universities from their own view-point, came at a "medium" level, where the justice of the

procedures ranked first and with a high degree of application, while the justice of transactions came in at the last place.

- The level of organizational trust in the study sample (teaching staff) is high. The results of the analysis indicate that the degree of organizational trust is high. Item 5 states: "I feel that my work as a faculty member in the university enhances my trust in the work" ranked first with an average of (3.73), high level.
- While item (1) states that "I feel that the university administration is trying to involve the workers in all future issues" is in the last rank with an average of (3.21), medium level.

The study recommended:

- Increasing the interest of the university administration in the faculty members in terms of appreciation of mutual respect among them and achieving justice, stability and job security, and creating an organizational environment that supports their needs financially and morally, through applying the principle of justice in the distribution of opportunities and rewards for all equally.
- Strengthening the values of both organizational justice and organizational trust as important elements in achieving university goals, as faculty members who trust and feel fair towards their universities are more willing to succeed in creating productive learning environments.
- Conducting studies on organizational justice and its relation to organizational trust with other variables that may contribute to improving the environment and the organizational climate of the university

## **2.9 Conclusions**

It can be asserted that there exists a little agreement of trust in the performance of an organization. However, there is lack of research in the area of direct supervisor trust nature, and high departmental and organizational trust amongst staff for the production of the performance of an organization; which could also

bring about a competitive gain. A scholarly work that focused on trusts and performance based on the regulatory theory, assessed the ability of trust with regards to forecasting, and indicated that trust has a specific place in the examination of an organization's performance (William Perry, 2009).

Via the filling of this lack in literature, this current research work provides more knowledge both academically and theoretically. Novel knowledge which is targeted at achieving a better comprehension of the evolutionary competitive surroundings nature, as to which the context is influenced by the social preferences, constitutional changes and clients. Furthermore, more knowledge has been added with regards to the impact of behavioral or soft controls, such as the confidence regarding the performance of the organization. Thus, direct supervisory managers have the ability of acquiring real knowledge as well as experiences that can aid the positive interactions amongst employees and subordinates in an organization (Warren, 2012).

## **2.10 Summary**

Both trust and performance in an organization are characterized by multidimensional and developmental nature. The organizational trust and performance are recognized and determined by the performance of the organization in association with the context of the land trust-taking place as well as the specific area, which gives a detailed description and definition of such environment; variation of customers; and variations over time; reference; social preferences; as well as constituents (Andreadis, 2009). The major trending area in literature is more on the extensive exploration of the incorporation of research to contain behavioral, soft and intangible rules all in an effort of producing a perception that is more flexible as well as activate the performance of the organization (Warren, 2012).

Posting behaviors are intangible for the benefits of the performance of the organization inside the set time, constituent, client as well as conditions that are socially impacted. Thus, trust is seen as a behavior that is intangible. As a matter of fact, the height of trust is crucial in every aspects of the interaction amongst humans both economically and socially. The major trend lies on focusing on the trust in literature which is headed in the direction of better

engaged comprehension of concepts as well as that of the environment; thus leading to the activation of the multi-dimensional nature and trust, which is fitted within the precise range, influenced time, context as well impacted time of where trust occurs (Simpson, 2007).

Chapter 3 provides a detailed exploration of the methodological approaches employed in this study, coupled with a well-comprehensive discourse of the study's design, analysis, discussion on the suitability of the design and analysis, together with the research questions, population sample, sampling technique, gathering of information, and the devices employed for the evaluation of both the dependent and independent variables which have been identified in this study, techniques of data analysis as well as the validity of the study. Further, the target of this study is the evaluation of the correlation of the confidence of the independent variables in a quantitative manner, which are trust coupled with strength with regards to the direct president and senior management trust, as well as a regulatory precursor of trust as predictors of the dependent variable of the organizational performance. The population of the research were staff from private IT organizations in Cyber Jaya, Malaysia.

### **3. RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This quantitative study aims at identifying the connection among the independent elements: trust in the direct manager, trust in senior management, and trust in colleagues' jobs and in the dependent variable: organizational performance. In fact, there is no awareness with regards to the significance of trust of the independent variables which have been determined in the research for creating organizational performance that can also create an advantage which can be competitive. There is an elaborate discussion regarding the study methodology in the 3<sup>rd</sup> chapter as well a discussion in detail of the research design, analysis and discussion regarding the methodology's suitability; design; research questions; methodology sampling and the sampling of the population. The chapter also covers a broad discussion in respect of the methods of data and instruments which will be used in assessing the research identified variables coupled with the analyzing of the data validity and analysis of the study as a whole.

#### **3.2 Research Method And Suitability**

This study adopted the quantitative method. The measurement of the degree of the impact of independent variables of trust in the direct supervisor as well as trust in top management and organizational trust among colleagues or workers on the dependent variable, makes this research very suitable to undergo a quantitative approach. Using the quantitative method is also appropriate because it determines whether or not the hypotheses are approved. When methods are statistical, the quantitative methodology can evaluate the significance of the connection among the related and independent variables identified in the research (Warren, 2012).

### **3.3 The Design Of The Research**

The significance of conducting a scientific research has been taken into consideration in the design of research, which allows the researcher empirically via the connection among different variables. The study adopted designs dependent hypothesis on both the statistical and experiment parts. Further, the researcher made use of hypothesis designs to identify if there is a connection among different variables (Ratner, 2009). Thus, the variables has the potential of having a possible influence on one another due to the plausible presence of a connection among variables. It is probable to predict the outcomes of the research questions which have to do with the plausible connective presence among different variables (Colburn, 2008). The design of the study is suitable since the research includes an attempt for starting up a connection between both the dependent and independent variables.

Researcher such as Brown et.al (2006) adopted a design that is correlational in order to evaluate the influence of demographic variables on both organizational and inter-personal trust. In like manner, Costigan et al. (2004); Jeong, Lee, Kim, Lee, and Kim (2006) adopted a correlational design to examine the connection existing amongst the elements of a learning organization as well as the influence of the organization. Bartram and Casimir (2007) made use of regression and correlation statistics to evaluate the influence of employee empowerment and trust in the manager on the connection among the leaders. There are two results: (a) doing and following the needed work and (b) agreement with the manager. Leff & Costigan & Power, 2004 also adopted regression and correlation statistics to determine the expectations of workers trust in the CEO or senior administration.

### **3.4 The Setting Of The Research**

The setting of the study signals to the location from where the data were gathered. This research was carried out and data were gathered at IBM Malaysia in Cyberjaya City. IBM Malaysia can be considered as a marketplace of a prominent international IBM company that is regarded as one of the top and biggest IT firms all over the world. It plays a paramount role in improving IT in

the country. Thus, making Malaysia as one of the hubs of IT both nationally and internationally as well as a knowledge-based sector, is what IBM contributes in. It also offers different kind of jobs for the few supporting the local economic situation in this country.

The workers in Malaysia have a professional and supportive position in the local jobs. In addition, IBM works with various regional sectors for the aim of developing the sectors of regional manufacture. To develop their ability in dealing with the IT market, IBM Malaysia in contribution with those partners give coaching, hold meetings and provide solutions to the national customers. That is why they strive to make the country prominent in Information Technology, which reflects the Malaysian government goals (IBM.com). Armada Inovasi has an outstanding track record of helping organizations address their most important business challenges with communications. Their winning formula has been to be a true strategic IT partner to their clients. Further, this level of support is being provided via their layered IT staff as well as via the provision of their business with IT planning that are strategic, as well as technology management, coupled with an in-depth understanding of the company's business.

### **3.5 The Questions Of The Research And The Design Of Hypotheses**

The quantitative and correlational study was pushed by the questions of the research which dealt with the determination of trust as seen in the research on company performance characteristics.

The research tries to tackle the following:

- To what extent is there trust among the crew (senior administration, direct supervisors, and workers) in the IT company?
- Is there any relevance between the amount of trust among the crew as a whole and the organizational performance in the IT organization?
- Which variable has participated more in illustrating the company work in the IT organization?

For the aim of assessing the plausibility of the theoretical questions, the data were assigned as null hypothesis and alternative, and were evaluated by methodologies used in testing of hypothesis and regression statistics. Hypothesis data are given as follows: There is a positive connection between:

H 1: the organizational performance and organizational trust.

H 2: the organizational performance and senior management trust.

H 3: the organizational performance and supervisor trust.

H 4: the organizational performance and colleague trust.

### **3.6 Population Of The Study**

To direct both the quantitative research questions and the hypothesis statements, the population is significant in giving various data. It is chosen in IBM in the city of Cyberjaya, comprising (3000) of gifted people, together with employees affiliated with support function and professional roles from various fields. Further, Armada Inovasi with (2000) which have an outstanding track record of helping organizations, helped in addressing their most important business challenges with communication employees.

### **3.7 Sample Standards And Sampling Techniques**

A sample of a quantitative research study is a smaller representative sample that can be generalized to the largest population. Thus, people having mutual or the same features are considered to be of great importance. It was of great significance to utilize a suitable way in identifying the sample size. The appropriate way to determine sample size is to ensure that the representative sample is the least number, which is required to be appropriate for every quantitative research study. The identified sample of the research study was IBM and Armada Inovasi Malaysia in Cyberjaya. The appropriate sampling methodology used IBM and Armada Inovasi staff answers to question about the verified survey tools. The IBM Research Division has 3,000 full time workers and Armada Inovasi has 2,000 full-time workers at various degrees of work distributed on study sites or duty places. Thus, the method of sampling here was



suitable for the research study. Five thousand (3,000) full-time employees were given full access to various kinds of jobs and majors.

The sampling methodology is widely available in designing researches when the results obtained from the computed data are in detail of the populace. The technique used for sampling also determines the population's sample size and this is on the basis of the possibility as to if there would be a consistent distribution of the sample across a "sampling error; trust interval; and question" (Cresswell, 2005). Thus, making use of the sampling error technique, the researcher identified that the study's minimum sample size was 250 at 6% error rates based on the IBM research division and Armada Inovasi.

### **3.8 Instruments**

This section deals with the data collection tool used in this study. The tool used to search from the genuine sources was used. These tools were previously integrated and validated in order to measure variables related to company work and performance.

The trust on company work rate was derived from the current research. Thus it is used often by the researcher; also it was provided by the elements in the scale. Hence, the Questionnaire of this study was taken from: Measuring trust inside organizations study, this study was conducted at Universiteit van Amsterdam Business School, Amsterdam, the Netherlands (2006). This study was conducted by Graham Dietz and Hartog, Durham Business School, Durham, UK. The table 3.1 below presents the distribution of items according to the different elements.

**Table 3.1:** Distribution of items according to the different elements.

<b>Factors</b>	<b>Items Numbers</b>	<b>Total Items</b>
<b>Top management's trust</b>	1-8	8
<b>Direct supervisor's trust</b>	9-13	5
<b>Colleague's trust</b>	14-20	7
<b>Organizational performance</b>	20-27	7

### **3.9 Data Collection**

The use of a quantitative approach for conducting the research study's survey was appropriate, in order to evaluate the answers of the survey via correlation and regression statistics (Hatchel, 2012). Data which were gathered and the various methods used in collecting data for the quantitative and research studies are (a) to make sure of the meticulous and organized use of data collection that is appropriate as regarding the aim of scientific research (b) assess the study answers to questions of participants with regards to the variables of the research. Furthermore, participants from an IT organization based in the city of Cyberjaya, Malaysia were the respondents of the survey. The responses of the participants was made use of for the essence of the associative estimation amongst the independent variables of which have been determined, and the determined dependent variable in the research. The respondents made use of the questionnaire answers for the evaluation of the independent variables predictive power, of which has been determined in a previous work on the dependent variable which has also been recognized in the study. More so, there were three independent variables and they are: "trust in his direct supervisor"; "trust in top management"; as well as "trust amongst employees"; also, the dependent variable was "organizational performance".

The survey comprised of 27 questions which consisted of four items; one dependent and three independent variables; also, the questions were expatiated into four variables. The answering of the questionnaire was carried out via internet by using google form or via a written form. The questionnaire survey,

having 27 questions, includes four items, three independent variables and one dependent variable, and the questions were spread to the four variables. Answering the questionnaire was done via both writing on paper as well as through online forms, using google forms.

### **3.10 The Analysis Of Data**

The researcher ensured that the conceptions of the admins are close to attributes and thus, conducted trust-building table: the trust in the direct supervisor; trust in senior management; trust among employees as independent variables on organization performance, which is the dependent variable. Three sequential steps for the analysis of the data can be found. First, sample characteristic with frequencies, percentages, and graphs. Second, the descriptive statistics for the measurement items and the study variables. Third, examining the hypotheses with correlation test (Creswell, 2005).

Descriptive statistics: data was inputted into the Statistical Package for Social Sciences, known as (SPSS), version 24. Metadata was used in the collection of demographic data. Means, distributions, and frequencies, were meant to assess behaviors and attributes that were related with trust. Using this data, the researcher was able to answer the research question.

Correlations: to identify the associations existing amongst all items, the correlation analysis were conducted. Furthermore, correlations were availed for the purpose of identifying the extent to which a linear relationship is a medium of identification, thence ensuring the independence of each and every variable of the multiple regression. Pearson correlation coefficient (R) was used in determining the significance level of each relationship.

In order to identify the manner by which the dependent-variable is associated with the statistical instrument of the multiple independent variables, multiple regressions was employed. Further, regarding the determining of the extent to which an association exist between the dependent variable and a multiple statistic tool for the independent variables, multiple regression was employed. For the determination of the prediction value as well as the associations amongst the essential organizational performance trust properties, two

regression analyses were made use of. Measurement of the effect of each and every predictive variable or independent variable was analyzed via multiple regression (trust among employees; trust among direct supervisor, and trust among the senior management) with demographic control on the organizational performance variables.

Though all the three trust levels that were identified as independent variables in the review are important to companies, the data collected and analyzed from the study helps all the stakeholders and administrations with techniques that are taken for a more concentrated and focused distribution of resources in order to trust, to be enhanced in administration through the company. This also gives opportunity to improve leadership at all different positions in companies (Warren.J.S, 2012).

### **3.11 Research Summary**

The research methods and design presented in chapter three regarding the assessing of the independent variables trust predictive power for the direct superior, coupled with trust in the top-management, as well as trust amongst employees based on the dependent variable's organizational performance. Quantitative methodology that was permitted for the data hypothesis statistical analysis was established in this research. Consequently, correlational design gives room for the assessment of probable associations existing amongst independent as well as dependent variables which have already being achieved in this study. IT companies in Cyberjaya city represented the population of the research.

The quantitative research included the use of an appropriate sample of 5000 full-time employees at various positions of businesses across Malaysia (Cyberjaya). Thus, for the sake of this study, the technique of sampling was quite suitable. Also, full access was given to 5,000 full time employees at various specialization and work levels. The Quantitative Survey Methodology was also used to evaluate survey responses using correlation tests (Criswell, 2005).

Participants of the questionnaire survey declared that their participation was completely optional.

Data gathering was done by using surveys. Each specific research variable is assessed using a suitable tool of study. Three stages are included in the analysis of the data. First, sample characteristic using frequencies, percentages, and graphs. Second, the descriptive statistics for the measurement items and the study variables. Third, testing the hypotheses using correlation test.

The fourth chapter presents analysis regarding the survey responses by participants, which was utilized in evaluating the independent variables of trust predictive power. Also, the fourth chapter examines the existent relationship between the independent variables determining the matching and analysis of the statistical importance and hypothesis of the variable data which was determined in the research study analysis. Chapter 4 also gives a discussion on the statistical analysis of the descriptive data gathered.

## **4. DATA ANALYSIS, RESULTS AND FINDINGS**

### **4.1 Introduction**

The outcomes here include the findings of the study's design as well as methodology as illustrated in Chapter three, which is directed by the statement of the problem, objective and research questions, and data. The use of a quantitative approach permits employing statistical approaches in evaluating the significance of the connection existing amongst both independent and dependent variables, as included in Chapter three. (Onwuegbuzie et al, 2009). Chapter four starts with a rephrase of the objective and research questions, preceding the discussion of the demographic features. A Pearson correlation coefficient (R) was made use of in testing the connectivity existing between the determined independent and dependent variables in this study. This can also be found in Chapter four. The multiple regression technique was used in order to examine the presumed hypotheses in the research. The Statistical Package of Social Sciences (SPSS), version 24 was made use of in order to analyze the data. The chapter ends with a summary.

### **4.2 Summary Of Participation And Demographics**

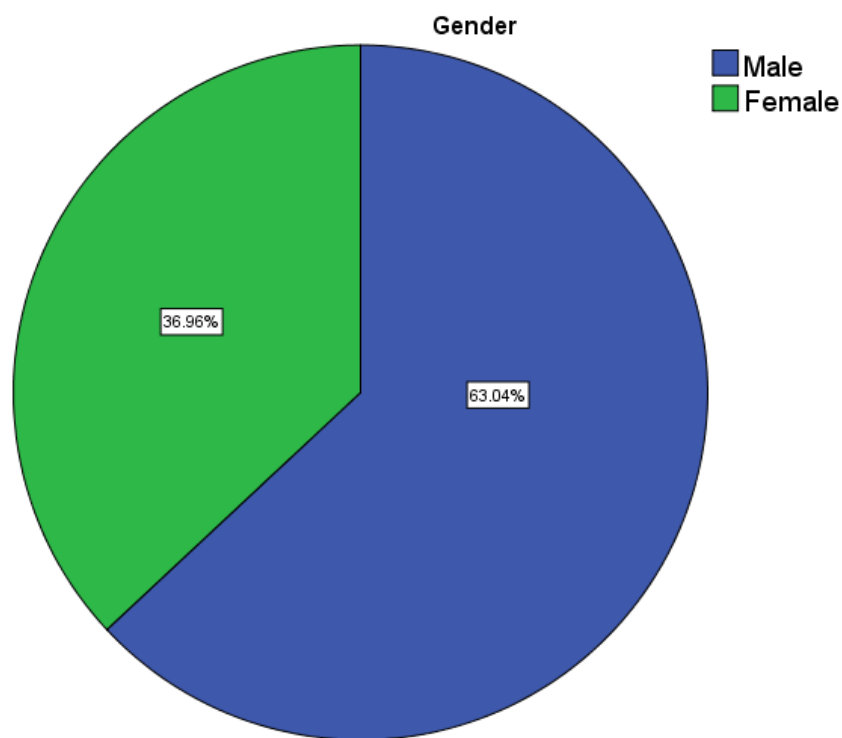
The haphazardly chosen respondents comprise the organization which was provided with a validated survey organizational performance and trust. A total of 276 respondents filled in the surveys. Five (5) demographic questions were responded to by the participants, such as their age; sex or gender; experience years; the academic qualification (education); and the participant's job in the organization. Thus, the Tables 4.1-4.5 presents the distribution of the survey participant's demographic characteristics.

- Gender

The details regarding the gender of the respondents is represented demographically in Table 4.1. As shown, 174 respondents were male, representing a percent of 63% of respondents, and 102 of female, representing a percentage of 37%.

**Table 4.1:** Frequency for Gender Variable (N =276)

Gender	Frequency	Percent%
Male	174	63.0
Female	102	37.0
Total	276	100.0



**Figure 4.1.:** Frequency for Gender Variable

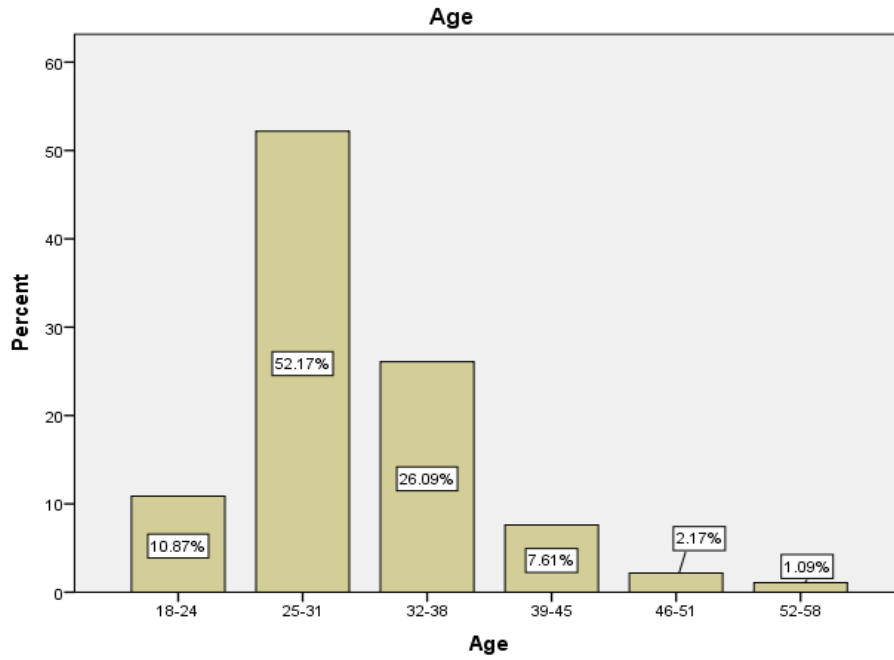
- Age

The age details of respondents can be shown in Table 4.2 below. The outcomes of the study indicate that 30 respondents were 18-24 , equal to a percentage of 10.9% of respondents; 144 were 25-31 , equal to 52.2%; and 72 respondents were 32-38 , equal to a percentage of 26.1% of respondents; and 21 were 39-45 , equal to a percentage of 7.6%; 6 respondents were 46-51 which is equal to a percentage of 2.2% of respondents; 3 were 52-58 , equal to a percentage of 1.1%.

**Table 4.2:** Frequency for age Variable (N =276)

<b>Age</b>	<b>Frequency</b>	<b>Percent%</b>
18-24	30	10.9
25-31	144	52.2
32-38	72	26.1
39-45	21	7.6
46-51	6	2.2
52-58	3	1.1
Total	276	100.0





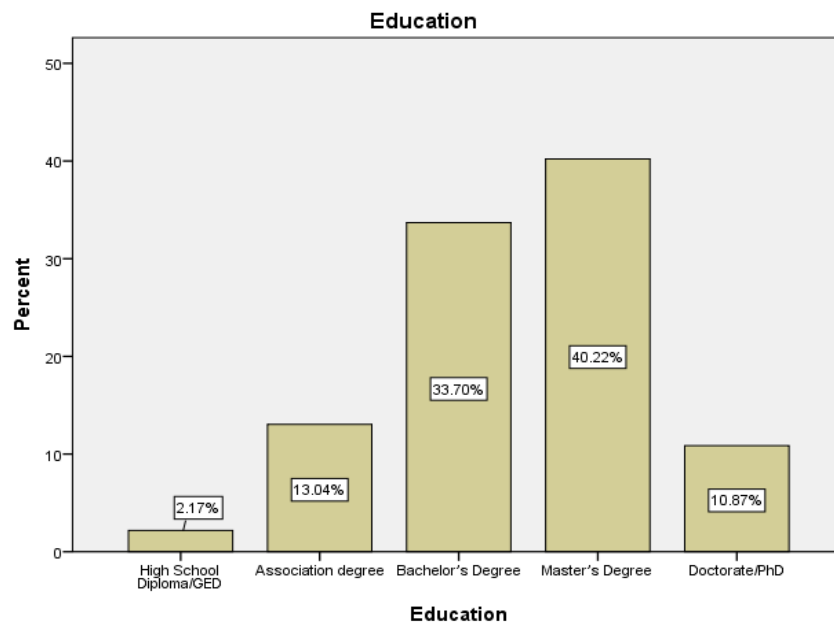
**Figure 4.2:** Frequency for age Variable

- The Academic Qualification (Education)

The findings of respondent's education can be shown in Table 4.3. The level of education with the highest percentage is master's degree; Six (6) of the respondents have a High School Diploma/GED degree, equal to a percentage of 2.2% of respondents. Thirty-six (36) of the respondents have an association degree, equal to a percentage of 13% of respondents. Ninety-three (93) of the respondents have a bachelor's degree, equal to a percentage of 33.7% of respondents. One hundred and eleven (111) of the respondents have a master's degree, representing 40.2% of respondents. Thirty (30) of the respondents have a Doctorate/PhD degree, representing 10.9% of respondents.

**Table 4.3:** Frequency for education Variable (N =276)

Education	Frequency	Valid Percent
High School Diploma/GED	6	2.2%
Association degree	36	13.0%
Bachelor's Degree	93	33.7%
Master's Degree	111	40.2%
Doctorate/PhD	30	10.9%
Total	276	100.0%



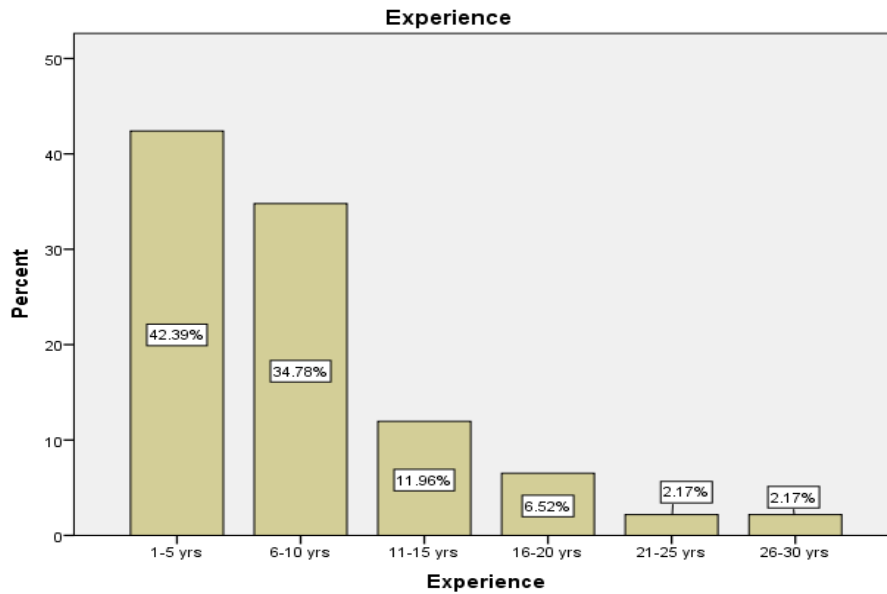
**Figure 4.3:** Frequency for education variable

- Experience

The respondent's experience details can be shown in Table 4.4. One hundred and seventeen (117) respondents reported to have experience for about “1-5 years”, which is equal to a percent of 42.4% of respondents. Ninety-six (96) have experience between “6-10 years”, representing 34.8%. Further, (33) respondents reported to possess experience of about “11-15 years”, which equals to 12% of the overall respondents. However, (18) respondents reported to possess experience of about “16-20 years” which represent 6.5% of the entire respondents. More so, (6) respondents reported to possess experience of around “21-25 years”, which is equal to a percentage of 2.2% of the entire respondents. Nevertheless, (6) respondents have experience between 26-30 years, representing 2.2%.

**Table 4.4:** Frequency for experience Variable (N =276)

<b>Tenure</b>	<b>Frequency</b>	<b>Percent</b>
1-5 yrs	117	42.4
6-10 yrs	96	34.8
11-15 yrs	33	12.0
16-20 yrs	18	6.5
21-25 yrs	6	2.2
26-30 yrs	6	2.2
<b>Total</b>	<b>276</b>	<b>100.0</b>



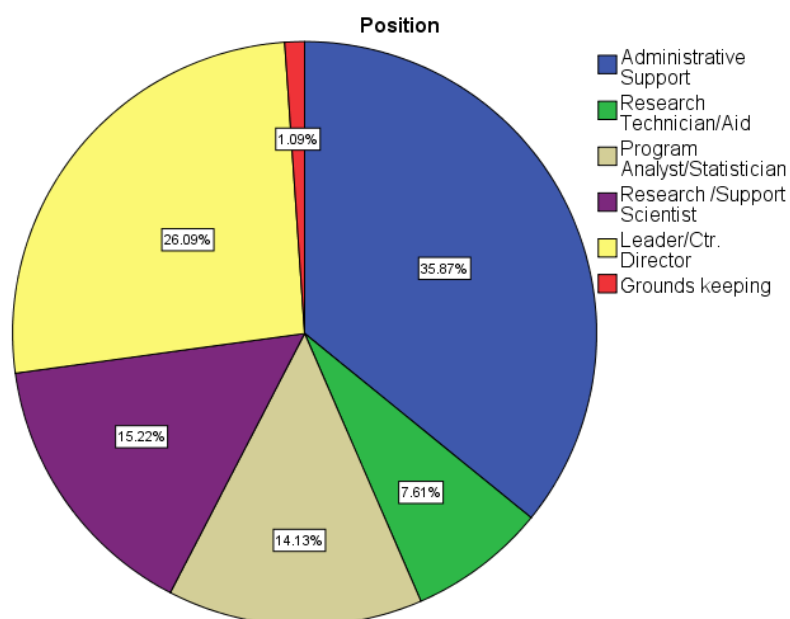
**Figure 4.4:** Frequency for experience variable

- Position

The table 4.5 shows the position of the respondents' details. Among the distribution, 72 of the respondents were directors, which equals to 26.1% of the overall participants. Further, out of the responses, 21 reported to be technicians, which resulted to 7.6%. However, 3 of the respondents were directors and that represent 1.1%. Additionally, 39 of the respondent reported to be program analysts, thus, representing 14.1% of respondents. Moreover, 99 of the responding participants reported to be administrative employees and this resulted to 35.9% of the overall responses. The Scientists were 42, equaling to 15.2% of the respondents.

**Table 4.5:** Frequency for position Variable (N =276)

Position	Frequency	Percent
Administrative Support	99	35.9
Research Technician/Aid	21	7.6
Program Analyst/Statistician	39	14.1
Research /Support Scientist	42	15.2
Leader/Ctr. Director	72	26.1
Grounds keeping	3	1.1
Total	276	100.0



**Figure 4.5:** Frequency for position variable

### 4.3 Results Of The Study

This part presents the study's reliability results. It is followed by the relationship existing amongst the level of trust of the direct supervisors, and top management; as well as colleagues, coupled with the institutional behavior (i.e. dependent and independent variables), which were all presented. Descriptive statistics, inclusive of the Standard Deviations as well Means of the study items;

alongside the total construct of trust, followed by its sub-constructs, such as top-management; direct-supervisors; as well as colleagues, were all presented. The multiple regression analysis is also presented at the end of this section.

#### 4.4 Reliability Statistics

In the statistical context, reliability refers to the level at which the survey scores is in a uniform state. Table 4.6 presents the values of the Cronbach's Alpha, of the independent variables, which are the top management's trust, direct supervisors' trust, and colleagues' trust, as well as the dependent variable, which is “the institutional behavior, which are (.827, .746, .898, .894) accordingly. Further, Table 4.6 gives the total value of the Cronbach's Alpha (0.95); thence, it is very vital to state here that all values of the Cronbach's Alpha in this study attained higher than the recommended statistical value of (0.6).

**Table 4.6:** Reliability Statistics

<b>Variable</b>	<b>Cronbach's Alpha</b>	<b>NO. of Items</b>
Top management	.827	8
Direct supervisor	.746	5
Colleagues	.898	7
OP	.894	7
Overall	.950	27

#### 4.5 Levels Of Trust Among The Company Staff

This section reveals the answers of the following. The 1<sup>st</sup> question (“What is the level of trust among the staff (top management, direct supervisors, and colleagues) in the IT institutions?”). To be able to answer this question, the researcher calculated each item’s Means and Standard deviations, as well as

each of the sub-construct that was followed by the total values of the Means and Standard deviations.

Further, Table 4.7 reveals each items' Standard deviations and Means: that is those in the category of the top management's trust. Item number eight ("Institution transparency increases trust") attained the highest Mean value (4.06, 0.896), and it is followed by the 2<sup>nd</sup> question, ("Distribution of tasks between employees increases trust between me and my colleagues?") (4.02, 0.89); and the 7<sup>th</sup> question ("Trust enhance our position in the institution") (3.946, 0.85);

Whereas, the least Mean Value was found in item number one ("Institution move away from points of contention with me as an employee?") (3.446, 0.93), followed by question number four ("The institution cares about me and my colleagues?") (3.52, 1.018).

**Table 4.7:** Means and Standard Deviations for Items of Top Managements' Trust

Variables	N	Mean	Std. Deviation
8 Organization transparency increases trust?	276	4.0652	.89610
2 Distribution of tasks between employees increases trust between me and my colleagues?	276	4.0217	.88599
7 Trust enhance of our position in the organization?	276	3.9457	.85320
3 Top management keeps its commitments to employees?	276	3.7283	.79686
6 Organization considers my interest when making decision?	276	3.6848	.89763
5 Organization saves my rights in case of trespass?	276	3.6630	.98288
4 The organization cares about me and my colleagues?	276	3.5217	1.01779
1 Organization move away from points of contention with me as an employee?	276	3.4457	.92674

Furthermore, Table 4.8 presents the scores of Mean and Standard deviation of the elements which comes under the direct supervisor's trust. Item number one ("I am completely aware of all phases of the project") got the highest Mean value (3.989, 0.88), and it is followed by number five ("I make with the staff collective team") (3.88, 0.79); whereas the least Mean value was found in item 4 ("In case of absence, I can rely on my co-workers to complete my duties.")

(3.43, 1.18), followed by question 3 (“I believe in good intentions and motivations of my managers”) (3.75, 0.93).

**Table 4.8:** Means and Standard Deviations for Items of Direct supervisors' Trust

<b>Variables</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
1 I am completely aware of all phases of the project.	276	3.9891	.88002
5 I make with the staff collective team.	276	3.8804	.79328
2 Director is committed to its obligations towards me.	276	3.8478	.82155
3 I believe in good intentions and motivations of my managers.	276	3.7500	.92981
4 In case of absence, I can rely on my co-workers to complete my duties	276	3.4239	1.17458

Table 4.9 presents the Means and Standard deviations for Colleague's Trust related items. Item 5 (“Trust with my colleagues gives me the ability to increase my activity.”) got the highest Mean value (4.12, 0.885), and is followed by question 6 (“Trust with my colleagues gives me the ability to deal seriously at work”) (4.04, 0.885); whereas the least Mean value was for item 3 (“Daily work meetings with my colleagues are an enjoyable part of the work day”) (3.78, 0.896), followed by question number two (“I am sure that my colleagues at work wish the best for me.”) (3.82, 0.9).



**Table 4.9:** Means and Standard Deviations for Items of Colleague's Trust

<b>Variables</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
5 Trust with my colleagues gives me the ability to increase my activity.	276	4.1196	.88432
6 Trust with my colleagues gives me the ability to deal seriously at work.	276	4.0435	.88519
1 If I face a problem at work, I can easily talk about it with my colleagues and ask for advice.	276	4.0000	.95727
7 Trust with my colleagues makes me able to manage my time efficiently.	276	3.8913	.98487
4 I fully trust the honesty and uprightness of my colleagues at work.	276	3.8587	.78968
2 I am sure that my colleagues at work wish the best for me.	276	3.8152	.89763
3 Daily work meetings with my colleagues are an enjoyable part of the workday	276	3.7826	.89637

Table 4.10 depicts that the total trust existing amongst the personnel is to some extent high (M= 3.82, SD= 0.6). Thus, the highest trust mean score is attained by the colleagues (3.93), followed by direct supervisors (3.77) and the top management (3.76) as it shows.

**Table 4.10:** Means and Standard Deviations for Top Managements' Trust, Direct Supervisors' Trust and Colleagues' Trust

<b>Variable</b>	<b>Number of respondents</b>	<b>Mean</b>	<b>Standard Deviation</b>
Colleagues 'trust	276	3.9301	.70949
Direct supervisors' trust	276	3.7783	.65491
Top Management's trust	276	3.7595	.61132
Overall	276	3.8226	.60160

#### **4.6 Relationship Between Trust And Organizational Performance**

In this segment, answers are being provided for question 2 (Is there a relationship between the amount of trust among the staff (top management, direct supervisors, and colleagues) and the institutional behavior in the IT institutions?") It also shows the hypotheses test analyses as follows:

H1: A positive effect and relationship exist between the institution's trust and institutional behavior.

H 2: A positive effect and relationship exist between the top management's trust and institutional behavior.

H3: A positive effect and relationship exist between the supervisors' trust and institutional behavior.

H4: A positive effect and relationship exist between the colleagues' trust and institutional behavior.

In a means of answering this question as well as examining the above hypotheses, Pearson correlation coefficients (r) was utilized.

Table 4.11 shows the analysis of the relationship existing amongst the level of trust regarding the (top management; direct-supervisors; and colleagues) as well

as the IT institutions exhibited institutional behaviors, which is achieved via the use of the Pearson correlation ( $r$ ) at a 95% trust level, represented by the probability ( $p$ ). It finds out that a large positive important association exists amongst trust and institutional behavior. ( $r = 0.799$ ;  $n = 276$ ,  $p < 0.01$ ). Thence, (H1) is accepted.

**Table 4.11:** Pearson correlation between level of Organization Trust and Organizational Performance

Correlations		Total Trust	Organizational performance
Total Trust	Pearson Correlation	1	.799**
	Sig. (1-tailed)		.000
	N	276	276
Organizational performance	Pearson Correlation	.799**	1
	Sig. (1-tailed)	.000	
	N	276	276

\*\*Correlation is significant at the 0.01 level (1-tailed).

Table 4.12 shows the analysis of the existing relationship between the trust-level amongst the top management as well as the institutional behavior in the IT institution via the use of the Pearson correlation ( $r$ ) attained at a confidence level of 95%, which is denoted by the probability ( $p$ ). There exists an extensive positive significant relationship amongst the trust of top management as well as the institutional behavior ( $r = 0.692$ ;  $n = 276$ ,  $p < 0.01$ ) as is shown in the result in table 4.12. Thence, (H2) is accepted.

**Table 4.12:** Pearson correlation between level of Top Management's Trust and Organizational Performance

Correlations		Top Management's Trust	Organizational Performance
Top Management's Trust	Pearson Correlation	1	.692**
	Sig. (1-tailed)		.000
	N	276	276
Organizational performance	Pearson Correlation	.692**	1
	Sig. (1-tailed)	.000	
	N	276	276

\*\*Correlation is significant at the 0.01 level (1-tailed).

Table 4.13 shows the result of the analysis regarding the relationship existing amongst the trust level between the direct supervisors, coupled with the institutional behavior of the IT institution by making use of the Pearson correlation ( $r$ ), at a confidence level of 0.01, which is denoted by the probability ( $p$ ). Furthermore, it finds out that an extensive positive significant relationship exists betwixt the trust of the direct-supervisor and the institutional behavior. ( $r = 0.772$ ;  $n = 276$ ,  $p < 0.01$ ). Thence, (H3) is accepted.

**Table 4.13:** Pearson correlation between level of Direct supervisor's Trust and Organizational Performance

Correlations		Direct Supervisor's Trust	Organizational Performance
Direct Supervisor's Trust	Pearson Correlation	1	.772**
	Sig. (1-tailed)		.000
	N	276	276
Organizational Performance	Pearson Correlation	.772**	1
	Sig. (1-tailed)	.000	
	N	276	276

\*\*Correlation is significant at the 0.01 level (1-tailed).

Table 4.14 shows the analysis of the relationship amongst the amount of trust existing between the IT institution behavior and the colleagues by making use of the Pearson correlation (r) at a 95% confidence level, as represented by the probability (p). Furthermore, it finds out that there is an extensive positive significant association which exists amongst institutional behavior and the trust of the colleagues. ( $r = 0.724$ ;  $n = 276$ ,  $p < 0.01$ ). Thence, (H4) is accepted.

**Table 4.14:** Pearson correlation between level of colleague's Trust and Organizational Performance

Correlations		Colleague's Trust	Organizational Performance
Colleague's Trust	Pearson Correlation	1	.724**
	Sig. (1-tailed)		.000
	N	276	276
Organizational Performance	Pearson Correlation	.724**	1
	Sig. (1-tailed)	.000	
	N	276	276

\*\*Correlation is significant at the 0.01 level (1-tailed).

#### 4.7 Contributions Of Top Management’s Trust, Direct Supervisors’ Trust, And Colleagues’ Trust

To answer the following questions, the researcher employed the technique of multiple linear regression. The answer of question 3 “(Which variable (top management’s trust, direct supervisors’ trust, and colleagues’ trust) has helped much explain the institutional behavior in the IT institution?)”. In scenarios whereby researchers want to explain as to the level of distinction that exists in a dependent variable, of which the independent variable is being expatiated on as an entirety, multiple linear regressions is the mostly used method. It also shows the amount of distinction that exists in a dependent variable of which has been demonstrated by the independent variable (Pallant, 2007).

Multiple regression includes its own expectations regarding the data which are (sample size, multi-collinearity and normality), and they have been attained in these data analyses.

#### 4.8 Checking The Assumptions

With regard to the sample size, various guidelines exists regarding the amount of cases that is needed to run a multiple regression. In this research, the formula given by Tabachnick and Fidell (2007) as cited in Pallant (2007, 148):  $(N > 50 + 8m)$  (where  $m$  = number of independent variables), was made use of. In this research, the required sample is 74 as there are three independent variables. Therefore, there was no violation of the assumption as 276 cases were still included in the final analysis.

Table 4.15 reveals that correlations between independent variables do not attain a high significance. It also shows the associations between the independent variables (“top management’s trust, direct supervisors’ trust, and colleagues’ trust”) with the dependent variable (“institutional behavior”) (.692, .772 and .724 respectively) attain beyond the desirable value of 0.3 (Pallant, 2007).

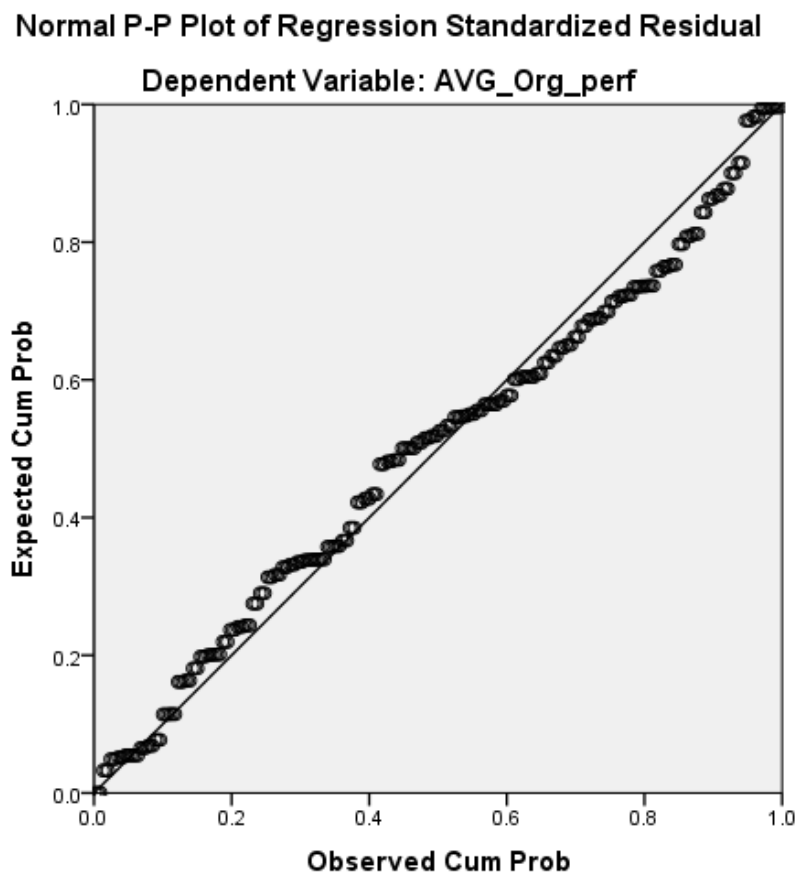
**Table 4.15:** Correlations between the study variables (n=276)

	<b>Total organization</b>	<b>Total Managementsupervisor</b>	<b>Total supervisor</b>	<b>Total colleagues</b>
<b>Total organization</b>	1.000			
<b>Total Management</b>	.692	1.000		
<b>Total supervisor</b>	.772	.766	1.000	
<b>Total colleagues</b>	.724	.710	.778	1.000

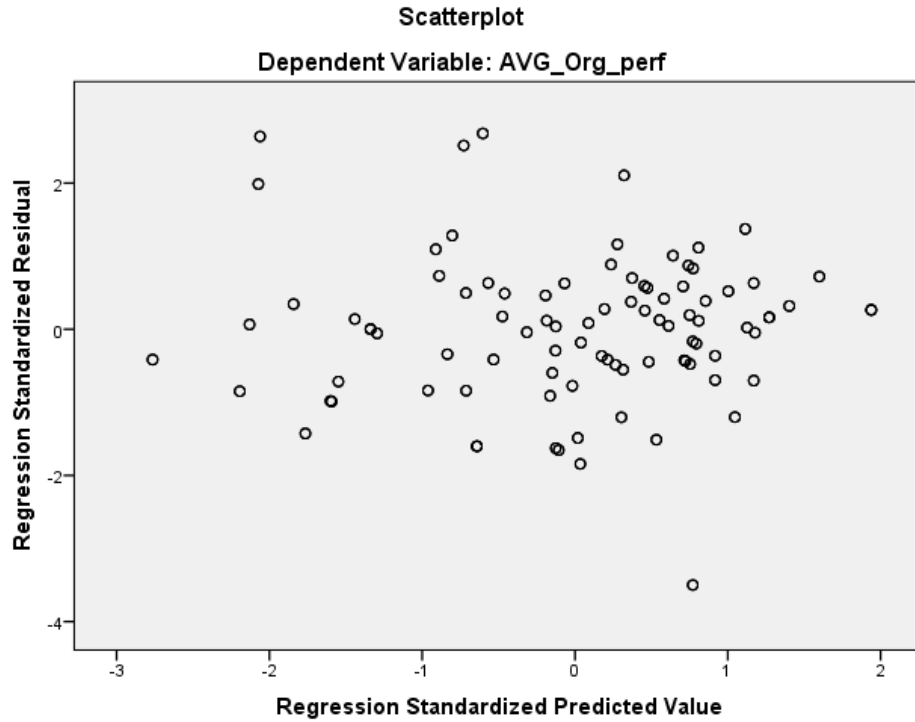
Two values should also be checked: Tolerance and VIF. VIF (Variance inflation factor) ought not to be more than 10. Tolerance defines the extent to which an independent variable variability is not demonstrated by other independent

variables present in the model. There is a possibility of multi collinearity if this value is very minute (less than .10). In this research, each independent variable's tolerant value are above .10 (.381, .303 and .364) and the VIF values are less than 10 (2.626, 3.295, and 2.749), and that indicates the assumption of multi collinearity was not violated (see Table 4.18).

There is no existence of major violations of normality as the normal Probability Plot (P-P) of the Regression Standardized Residual and the Scatter plot shows (Figures 4.6 and Figure 4.7).



**Figure 4.6:** Normal Probability Plot (P-P) of the Regression Standardized Residual



**Figure 4.7:** Scatter plots of the standardized residuals

#### 4.9 Evaluating The Model

The summary of the model as indicated in Table 4.16 reveals the extent to which variance of the dependent variable (Institutional behavior) is being illustrated by the model, which contains variables regarding the (“Top management’s trust, supervisors’ trust and colleagues’ trust”) 39% (R Square=.646). It is a much foreseen result (Pallant, 2007).

**Table 4.16:** Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig.F Change
1	.804 <sup>a</sup>	.646	.642	.428	.646	165.470	3	272	.000



a. Predictors: (Constant), Total colleagues, Total supervisor, top Management

b. Dependent Variable: Total organization

Table 4.17 reveals the statistical significance of the results as indicated by the ANOVA analysis (Sig. =.000; this really means  $p < .05$ ).

**Table 4.17:** ANOVA test analysis

<b>Model</b>		<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	<b>Regression</b>	91.204	3	30.401	165.470	.000 <sup>b</sup>
	<b>Residual</b>	49.974	272	.184		
	<b>Total</b>	141.178	275			

a. Dependent Variable: Total organization

b. Predictors: (Constant), Total colleagues, Total supervisor, Total Management

#### **4.10 Evaluating Each Of The Independent Variables**

Table 4.18 presents the support of each of the independent variable in clarifying the dependent-variable. From the results, the largest beta coefficient is .439, which denotes the trust variable of the supervisors, as to when it's been looked up under the column labeled Beta in the category of the Standardized Coefficients. This thus means that this variable has the ability of making the most valuable and discrete contribution as regards the explanation of the dependent-variable. Further, remaining Beta values are .17 for the trust of the top management's and .262 for the trust of the colleagues, which indicates a lesser contribution. In addition, all levels of the institutional trust variables have made a statistically significant contribution to the institutional behavior at confidence level of 95%.

**Table 4.18: Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.168	.168		.999	.319		
<b>Total Management</b>	.199	.069	.170	2.906	.004	.381	2.626
<b>Total supervisor</b>	.480	.072	.439	6.697	.000	.303	3.295
<b>Total colleagues</b>	.265	.060	.262	4.384	.000	.364	2.749

**a. Dependent Variable: Total organization****4.11 HYPOTHESES TESTING**

The following hypotheses were assumed and checked:

H1: a positive relationship exists between the institutional trust and institutional behavior.

H2: a positive relationship exists between the top management's trust and institutional behavior.

H3: a positive relationship exists between the supervisor's trust and institutional behavior.

H4: a positive relationship exists between the colleague's trust and institutional behavior.

- H1: There is a positive relationship existing between organizational trust and organizational performance.

The association existing between the level of trust and the institutional behavior in the analysis of the IT institution via the use of the Pearson correlation ( $r$ ) attained at a confidence level of 95%, denoted by probability ( $p$ ) reveals the existence of a very high positive significant association amongst trust and institutional behavior ( $r = 0.799$ ;  $n = 276$ ,  $p < 0.01$ ). Since ( $p$ -value = .000). Thus, H1 is accepted.

- H2: There is a positive relationship existing between top management's trust and organizational performance.

The association existing between trust of the top-management and the institutional behavior in the analysis of the IT institution via the use of the Pearson correlation ( $r$ ) attained at a confidence level of 0.01, denoted by probability ( $p$ ), indicates the existence of a very high positive significant association amongst the trust of the top management and institutional behavior. ( $r = 0.692$ ;  $n = 276$ ,  $p < 0.01$ ). Since ( $p$ -value = .000), thus H2 is accepted.

- H3: There is a positive relationship existing between supervisor's trust and organizational performance.

The association existing between the trust of direct supervisors and the institutional behavior in the IT institution' analysis via the use of the Pearson correlation ( $r$ ) attained at a confidence level of 0.01, denoted by probability ( $p$ ), reveals the existence of a very high positive significant association existing amongst the trust of the direct supervisor and institutional behavior. ( $r = 0.772$ ;  $n = 276$ ,  $p < 0.01$ ). Since ( $p$ -value = .000), thus, H3 is accepted.

- H4: There is a positive relationship existing between colleague's trust and organizational performance.

The association existing betwixt the trust of a colleague and the behavior of the institution as regarding the IT institution analysis via the Pearson correlation ( $r$ ) attained at a confidence level of 95%, denoted by probability ( $p$ ), reveals the existence of a very high positive significant association existing amongst the

trust of a colleague and the behavior of the institution ( $r = 0.724$ ;  $n = 276$ ,  $p < 0.01$ ). Since ( $p$  value = .000), thus, H4 is accepted.

#### **4.12 Summary**

As a means of rapping up this section, it is important to note that in the current study, variable multiple regression analysis was employed for the purpose of overseeing and predicting the institutional behavior dependent variable by identifying the independent variables which are colleague workers trust, top-management's trust, and immediate-supervisor's trust. Further to note is that all the parameters are actually the positive predictors of institutional behavior. To sum up, there was an attainment of a more effective predictor of institutional behavior of the trust in top management than the trust in direct supervisor as well as institutional trust, among colleague workers. More so, it was also found out that there was a significant association amongst all the variables with regards to the institutional behavior. Further, direct supervisor trust; top-management; and colleague, attained significances less than .05, and all of them still have a contribution to the institutional behavior. Though, the only significant contribution by the direct supervisor's trust is  $< 0.05$ .

Hence, the study indicates that the total trust amidst the staff of the IT organization is to some extent high and thence reveals the existence of a very high positive significant association amongst trust and institutional behavior.

The Statistical System Analyst (SPSS), version 22 was employed in analyzing the data. Chapter 5 presents the discourse of the results already reported in Chapter 4, in more comprehensive details. Also, Chapter 5 gives a clarification regarding the results obtained by the study as well as makes inferences and conclusions, amongst implications and recommendations for future work.

## **5. CONCLUSIONS**

### **5.1 Conclusions**

The autonomous factors characterized within the thought about the (the trust of the colleagues, direct supervisors and the top management) speaks up to 39% of the variety as regarding the performance of the organization. The three believe levels that were experienced by experienced staff were of much significance, positivity and predictability for the performance of an organization. Thus, both trust as well as organization have developmental natures and are both multi-dimensional as well as formative (Warren, 2012).

Furthermore, trust coupled with organizational performance are associated as well as characterized by the inner environment, whereby the setting and space depicts and characterizes such environment; however as it changes over time, they are characterized by social inclinations, referent inclinations, constituent inclinations as well as change in clients (Andreadis, 2009). The crucial gap in past related works in organizational performance is with regards to the focus on the inquiry of incorporating intangible controls (behavioral), in a means as to the attempt of producing a reliably adaptable as well as successful glimpse of the performance of the organization.

Top management ought to get connected with the representatives to produce higher efficiency (Davis et al., 2000). The comprehension of the significance of trust on a totally different level makes a difference on the top management and the senior administrative staff. Considering the impacts of applying trust in anticipating organizational execution were highlighted in the current study. Supervisors and administrators would have the ability to obtain detailed information which could be of help in positive intelligence with sub-ordinate workers that can produce behaviors that are alluring, which in return can serve as a contribution to the lying performance of an organization in getting to be a feasible advantage of much competitiveness (Croonen, 2010).

## 5.2 Discussion

The research presents results based on the hypotheses of trust as well as that of the performance of an organization. Particularly, this research considered the inclusion of an evaluation of the present control of the profiles of trust, particularly with more emphasis on the performance in an organization. Moreover, the role of trust is a very vital and basic one with regards to the outer reacting, competitiveness of the environment; interpersonal intuitiveness amongst the individuals of an organization. Further, the intelligent as well as organizational variations existing amongst individuals of the organization is likely to have a noteworthy effect on the organization's viability and execution. Also, a positive relationship was found to have existed amongst certainty as well as organizational performance from previous literature.

Consequently, the current thesis has been able to make highlights regarding the controls, coupled with the intangible as well as the behavioral viewpoints of the performance in an organization rather than centering on the physical, monetary, generation controls, as well as administrative controls (Chang & Huang, 2010). Thus, the behavioral controls goes beyond the behavioral (non-concrete), past the conventional controls and effortlessly quantifiable organizational measures of performance. Importantly, the reason for the conduct of a quantitative correlational investigation, as being considered, is to help in evaluating the associations existing amongst the connections of the dependent variable: organizational performance and the independent variables- top-management trust; direct-supervisor trust; as well as trust among colleagues/co-workers.

Furthermore, the specific issue could be a need of information or investigation that is managed with the prescient control's nature of believe or highlights (i) top management trust; (ii) immediate-supervisor trust; and (iii) colleague specialists trust, all in conjunction with the organizational performance, which can moreover create a feasible advantageous competitiveness (Tan & Lim, 2009). Nevertheless, the portion of methodologies tending to the competitive and natural issue of the 21-st century is one which has the ability to influence the organizational performance of organizations as a whole. Thus, the direct administrator must include specialists and their representatives in their arrangement to realize higher representative efficiency, which in return makes

contributions as to better ways of executions in the organizations. This kind of interpersonal interaction includes the foundation of trust within the diverse levels of administration as well as trust within the organization. As revealed by some researchers, it have been demonstrated that trust within the quick administrator has more impacts on the subordinates' trust within the organization as well as its management (Ning & Graham & Zhang, 2007).

### **5.3 Implication Of The Study**

As regarding the implication of this work, the foremost vital things in the contemporary continually changing trade is with regards to the possession of interior trust within organizations among the representatives. Notwithstanding, this research focused on an IT firm as well as any other corporate office. Furthermore, the creator also conducted this work to discover out whether the trust interior in the organization has any effect on the performance of the IBM office in Cyberjaya and Armada Inovasi. This consideration could include more information around the prescient nature of the effect of trust as regarding organizational execution. It'll also offer assistance for the companies to bargain or handle things in a more viable manner.

### **5.4 Recommendations**

The investigation about the scheme helps in creating procedures for better profitable inter-personal intuitiveness amongst the three main phases of administrative authority and the subordinate workers who are able to make contributions to the performance of an organization. Extra inquiry that are in-line with the study's suggestions would include additional information as regards the viability of delicate or behavioral controls like, organizational performance trust.

Based on the study results, the researcher recommends;

- Significance of improving the relationship that exists amongst the organization of the company as well as the supporting workers, thus progressing them via power gathering and creating ways for workers to

specify their suppositions and concepts as well as talk about them equitably.

- The organizational culture must exist in the organization on the basis of collaboration and self-control of workers by developing trust amongst people working in the organization.
- The organization's top administration ought to handle issue of improving the trust of the representatives with all seriousness in arranging to realize the next organizational execution. However, this cannot be accomplished by a regulatory or individual choice, but might be achievable through upgrading the moral values existing within the organization.
- Create a climate of trust amongst staff and organization as well as center on accomplishing decency among representatives in lieu of compensation dissemination and assignments, aimed at expansion to give out an organizational boost that accomplishes a top-level of trust within the organization.

Also, organizational boosts can be strengthened via the giving of fabric and ethical bags to staff, giving rewards both in and out of the organization, and permitting the staff to pick up modern encounter through preparations and giving openings for advancement.

The current work has pointed out the accentuation on controls as well as the behavioral, coupled with the intangible perspectives of an organizational performance rather than centering just on the physical, monetary, generation controls of the administration from higher levels to lower ones.

### **5.5 Limitations Of The Study**

The most noteworthy impediment of investigating was with regards to the incapacity to form beyond any doubt that the overview responses from the participants were fair and precise in communicating the trust-level via subordinating staff in the top-level management, senior administration as well as the organization. Additionally, yet another impediment for such consideration was the fact that there were three free variables; trust of management, trust between supervisors and trust between workers. Thus, additional variables



might also have been put into analysis, some of which could be: trust of exterior partners as well as the trust existing amongst the clients. However, this was not conceivable as a result of the need of time. Rather, it was conducted based on the IT division, which implies that there might be a shift in the result, when applied in another type of industry, thus yet an additional restriction of the present research.

## **5.6 Areas For Further Research**

The thesis has revealed as to the fact that the role which trust plays is really a big one in the potential competitive advantage in organizations. Information with regards to what was carried out on the variables associated with trust as well as organizational performance have been obtained, analyzed and discussed. It is imperative to level the effect and viability of certainty in arranging distinguish qualities, shortcomings as well as make enhancement.

Future study can be conducted with the aim of deciding the affecting part of organizational trust according to different ranges, other than the organizational performance like organizational effectiveness, as well as ceaseless enhancement. Also, decision can be made as to what the impact of trust is on the performance of other factors, some of which are: partners, clients, and shareholders. Moreover, it can be conducted based on totally diverse settings and situations which could be utilized to get more reliable supervisors and bosses.

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## **APPENDIX**

**APPENDIX A:** Demographic Data

**APPENDIX B:** Performance Trust Scale

**APPENDIX C:** Ethical Approval Form

## APPENDIX A Demographic Data

Please indicate your preference concerning the following demographic questions below by clicking on the appropriate number.

### GENDER

Male (1)

Female (2)

### EXPERIANCE

1-5 yrs (1)

6-10 yrs (2)

11-15 yrs (3)

16-20 yrs (4)

21-25 yrs (5)

26-30 yrs (6)

30+ yrs (7)

### AGE

18-24 (1)

25-31 (2)

32-38 (3)

39-45 (4)

46-51 (5)

52-58 (6)

59-65 (7)

## POSITION IN ORGANIZATION

- Administrative Support (1)**
- Research Technician/Aid (2)**
- Program Analyst/Statistician (3)**
- Research /Support Scientist (4)**
- Leader/Ctr. Director (5)**
- Grounds keeping (6)**

## EDUCATION

- High School Diploma/GED (1)**
- Association degree (2)**
- Bachelor's Degree (3)**
- Master's Degree (4)**
- Doctorate/PhD (5)**
- Professional Certification (6)**
- (Other than a college degree)**

## APPENDIX B :Performance Trust Scale

**Listed below are statements that represent an assessment of your level of performance -based trust that YOU may have in your work place. Please indicate the degree of your agreement or disagreement with each statement that best represents your level of performance -based trust you have in your work place. Please choose from the following answers:**

**1=very little 2=little 3=neutral 4=great 5=very great**

**Below is a list of the data that represents your assessment of the level of trust with your (Top Management). Please indicate how much you agree or disagree with each of the terms. Please choose from the following answers: (Warren, 2012)**



**1=very little 2=little 3=neutral 4=great 5=very great**

**Organization move away from points of contention with me as an employee.**

**1                      2                      3                      4                      5**

**Distribution of tasks between employees increases trust between me and my colleagues.**

**1                      2                      3                      4                      5**

**Top management keeps its commitments to employees.**

**1                      2                      3                      4                      5**

**The organization cares about me and my colleagues.**

**1                      2                      3                      4                      5**

**Organization saves my rights in case of trespass.**

**1                      2                      3                      4                      5**

**Organization considers my interest when making decision.**

**1                      2                      3                      4                      5**

**Trust enhance of our position in the organization.**

**1                      2                      3                      4                      5**

**Organization transparency increases trust.**

**1                      2                      3                      4                      5**

### **Trust in direct supervisors**

**Below is a list of the data that represents your assessment of the level of trust with your (Direct Supervisor). Please indicate how much you agree or disagree with each of the terms. Please choose from the following answers: (Mohammed, 2016)**

**1=very little 2=little 3=neutral 4=great 5=very great**

**I am completely aware of all phases of the project.**

**1                      2                      3                      4                      5**

**Director is committed to its obligations towards me.**

**1                      2                      3                      4                      5**

**I believe in good intentions and motivations of my managers.**

**1                      2                      3                      4                      5**

**In case of absence, I can rely on my co-workers to complete my duties.**

**1                      2                      3                      4                      5**

**I make with the staff collective team.**

**1                      2                      3                      4                      5**

### **Trust among the colleagues**

**Below is a list of the data that represents your assessment of the level of trust with your (colleagues). Please indicate how much you agree or disagree with each of the terms. Please choose from the following answers: (Al-Murshid, 2014) (Warren, 2012).**

**1=very little 2=little 3=neutral 4=great 5=very great**

**If I face a problem at work, I can easily talk about it with my colleagues and ask for advice.**

**1                      2                      3                      4                      5**

**I am sure that my colleagues at work wish the best for me.**

**1                      2                      3                      4                      5**

**Daily work meetings with my colleagues are an enjoyable part of the work day.**

**1                      2                      3                      4                      5**

**I fully trust the honesty and uprightness of my colleagues at work.**

**1                      2                      3                      4                      5**

**Trust with my colleagues gives me the ability to increase my activity.**

**1                      2                      3                      4                      5**

**Trust with my colleagues gives me the ability to deal seriously at work.**

**1                      2                      3                      4                      5**

**Trust with my colleagues makes me able to manage my time efficiently.**

**1                      2                      3                      4                      5**

## **Organizational performance**

**The following is a list of data that represent possible organizational results within IBM Company and Armada Inovasi Company, Please indicate the degree of satisfaction that best represents your opinion regarding the organizational results listed below, please choose from the following answers (Warren, 2012).**

**1=very little 2=little 3=neutral 4=great 5=very great**

**In this organization, I am satisfied with my opportunity to make a difference.**

**1                      2                      3                      4                      5**

**I am satisfied with my progress in the organization up to this time.**

**1                      2                      3                      4                      5**

**I am satisfied with my organization compared to similar organizations.**

**1                      2                      3                      4                      5**

**I am satisfied with my organization's efficiency of operations.**

**1                      2                      3                      4                      5**

**I am satisfied with my organization's quality of services.**

**1                      2                      3                      4                      5**

**I am satisfied with the future of my organization.**

**1                      2                      3                      4                      5**

**I am satisfied with the capacity of my organization to change.**

**1                      2                      3                      4                      5**



T.C.  
İSTANBUL AYDIN ÜNİVERSİTESİ REKTÖRLÜĞÜ  
Lisansüstü Eğitim Enstitüsü Müdürlüğü

Sayı : 88083623-020  
Konu : Etik Onay Hk.

Sayın AHMAD SAMEER SAEED ISSA

Tez çalışmanızda kullanmak üzere yapmayı talep ettiğiniz anketiniz İstanbul Aydın Üniversitesi Etik Komisyonu'nun 08.10.2019 tarihli ve 2019/15 sayılı kararıyla uygun bulunmuştur.

Bilgilerinize rica ederim.

**e-imzalıdır**  
Dr.Öğr.Üyesi Hüseyin KAZAN  
Müdür a.  
Müdür Yardımcısı

12/11/2019 Enstitü Sekreteri

Büke KENDER

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Adres:Beşyol Mah. İnönü Cad. No:38 Sefaköy , 34295 Küçükçekmece / İSTANBUL  
Telefon:444 1 428  
Elektronik Ağ:http://www.aydin.edu.tr/

Bilgi için: Büke KENDER  
Unvanı: Enstitü Sekreteri





## **RESUME**

**Name Surname:** Ahmas Sameer Saeed Issa

**Place and Date of Birth:** Saudia Arabia - 9th Sep. 1992

**E-Mail:** ssword.2121@Gmail.com

### **EDUCATION:**

- **Bachelor** : 2015, University Putra Malaysia, Faculty of Economic and Management, International Trade and Finance.

### **PROFESSIONAL EXPERIENCE:**

- Eadad for Development, Training & consultancy.
- Training Coordinator, Digital marketer.
- Marketing Manager in Privet Sector.

### **LIST OF PUBLICATIONS:**

- The Factors Influence Inflation On Palestine - Department of Economics and Management, 2015 Kuala Lumbur, Malaysia.