



EMPLOYEES PERCEPTION TOWARDS ORGANIZATIONAL TRUST ON WORK PERFORMANCE

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Abstract

The economy of the current era is filled with knowledge. In such a condition, the entities can gain the competitive advantage by improving their intangible capability and resources. This intangible resource includes the organizational trust. The trust on anything facilitates a person to acquire and exchange intellectual capitals. Trust also enables the exchange of knowledge. It was also reported that organisational trust was seen to predict work performance.

Keywords: *Intellectual Capitals, Organizational Trust, Intangible Resource, Employees Perception.*

Introduction

According to Lamsa & Pucetaite (2006) the ever-increasing global economy needs an enterprise to establish an environment filled with trust for accomplishing the organizational success and sustain amidst the competitions from other sectors. The most common and essential element in an organization is the trust. It is significant to determine the extent of organizational performance. Further it is also the source of winning the competitive advantage. The concept of organizational trust is the willingness of the workers to for being vulnerable to the employer's actions. The actions of the employers depend on the expectations from the employees than they would perform better for the betterment of the self and of the organization (Mayer et al., 1995). The level of organizational trust can be increased and assessed by measuring competency, vulnerability, durability, honesty, integrity, openness and dependability.

Objectives: Relationship between organizational trust and work performance.

Need For the Study

The term organizational trust had been not researched extensively until recent times. The reason for this is the lack of proper definition for the concept of organizational trust, absence of clear explanations regarding trust and risk. Owing to all these problems of the concept of trust, the literatures that exist in few, it had been proved that the organizational trust is unutilized and research in this field has to be done on a large extent as organizational trust leads to establishment of an environment which facilitates better performance in work and also competitions among the private and public sector organizations. Organizational trust is also significant for the promotion of cooperation among the workers, increasing the margins of profit and sales and also the retention of the workers in the organization.

Review of Literature

YILDIZ et al., (2017) had examined the impact of organizational trust on the work engagement. It is an application of the personnel of the logistics department. There should be a trust among the employees of the organization for the purpose of achieving the organizational goals of the organization. Work engagement and organizational trust are closely related with each other. Work engagement refers to the identification of the person with his/her work. This study had employed the Cummings and Bromiley (1996)'s inventory of Organizational Trust and Schaufeli et al. (2006)'s scale of Utrecht Work Engagement which were used to examine the extent of organizational trust and also the work engagement level of the employees of the logistics sector. The relation between the two variables were also studied in this literature. The participants of the study exhibited a high level of work engagement and organizational trust.

Judeh, Mahfuz. (2016) has examined the effect of organizational trust on the performance in job. The study was carried out with the mediating role of employee engagement. The data for the study was collected with the help of a questionnaire which was self-administered. The sample size of the study was 268 workers of an electrical industry. The hypothesis of the study was tested using structural equation modelling. The findings of the study showed that the performance in job was related with employee engagement and organizational trust. Further, employee engagement was also found to mediate the relationship between the performance in job and the organizational trust.

LI Ning et al., (2007) studied the way in which work performance is benefited by organizational trust. The data for the study was collected with the help of a questionnaire. method. The authors had established 2 non-nested and 6 nested models and proved that the work performance of an employee is influenced by his/her trust on the leaders, top manager and the co-



workers. The study also found that the trust of an employee on the top manager is mediated partially by the employee's trust on his/her immediate superior.

Ömer Gider et al., (2019); had examined the facts about organizational trust, job satisfaction and employee commitment. The study was done among the staffs of hospitals in turkey. The main aim of the study was to examine the perception of the physicians of turkey regarding employee commitment, organizational trust and the satisfaction in job. Further the study also analysed the relation between the study variables. The data collection tool was a questionnaire which was dispersed among 1679 doctors at 4 hospitals of Istanbul in turkey. The analysis of the data was done using the coefficient of Pearson correlation and regression was also executed in the study. From among the total number of participants, only 304 doctors completed the data collection tool. Findings showed that the variables considered for the study had positive relation with each other. It was also found that commitment of the employees and their satisfaction in job was predicted by the organizational trust.

Dr. Fatma Ince (2018) the author had focused the teacher's perception regarding the three study variables. The author of the study had framed three hypothesis and research questions for the purpose of the study. The sample population of the study was 156 teachers from whom the data for the study was collected with the help of a structured questionnaire. The answers for the research questions and the testing of the hypothesis were done using mean, correlation, regression and t-test. The outcomes of the analysis showed a negative relation between organizational trust and toxicity. It was also found that there was positive effect of trust on the performance of the employees.

Research Methodology

The research design of the study is quantitative in nature. The respondents of the study include the employees in Chennai. The respondents were selected through probability simple random sampling. The sample size of the study was 105.

Analysis and Interpretation

Influence Of Organizational trust on work performance

R	R Square	Adjusted R Square	F	Sig.
.937(a)	.879	.868	79.011	.000(a)

a Predictor: (Constant), organizational trust.

Coefficients(a)

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.299	.187		6.960	.000
My co-workers are good at their jobs.	.239	.059	.214	4.060	.000
I believe my colleague in the organization can do their jobs properly.	.170	.036	.271	4.698	.000
The other workers in my organization have the necessary skills to execute their duties well	-.191	.057	-.305	-3.340	.001
My colleagues do not know how to do their jobs well except they are supervised.	-.124	.046	-.252	-2.688	.008
We do not lie against each other in my organization.	-.199	.073	-.216	-2.723	.008
I believe my colleagues will tell the truth about me when they are asked.	.213	.039	.297	5.440	.000
I am confidence that what I discuss with my colleague will not be leaked to the organization.	-.171	.059	-.287	-2.874	.005
We tell the truth about issues in my firm.	.332	.043	.582	7.698	.000
We care for each other in my organization.	.357	.067	.405	5.318	.000

a Dependent Variable: work performance



In this study focus was made on the nine predictors of the study. Findings show that every statement of organizational trust factors was significant. The above table revealed a positive coefficient, which means that among all statements of organizational trust, all statements were seen to have an influence on the work performance of employees. The coefficient value, R^2 , was found to be 0.879 through multiple regression, which shows that 87.9% of the independent variables had an influence on the work performance of the employees.

Conclusion

In order to examine whether the value of coefficient (R^2) is significant or not, ANOVA was executed. The F value so got was 79.011 which means $p < 0.000$. This finding shows that there was a significant relation between the dependent and the independent variable. It was also reported that organizational trust was seen to predict work performance.

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