

Organizational Trust and its Impact on the Organizational Commitment of Human Resources

Bougherza Rédha^a, Abderrahmane Yasser^b, Dr. Boulfefel Brahim^c, Dr. Chedli Baya Chatti^d, ^{a,b}Mohamed Seddik Ben Yahia University, ^cDepartment of Social Sciences, College of Arts and Sciences, Qatar University, P.O. Box: 2713 – Doha, ^dDepartment of Social Sciences, College of Arts and Sciences, Qatar University, Email of the Corresponding Author: ^arida.bougherza@univ-jijel.dz

The present study aims to identify the nature of the impact of organizational trust with its dimensions (trust in colleagues, trust in supervisors, trust in Administration) on the organizational commitment of human resources. For this purpose, a questionnaire was developed by the researchers as the main tool for data collection. It was then distributed to a random sample of 43 employees of the Central Library of Mohammed Seddik Ben Yahia University. Eventually, the collected data were statistically processed using the (SPSS) program. Thus, the results of the study showed that there is a positive effect of organizational trust on organizational commitment of the central library employees. As for the three dimensions of organizational trust, it was confirmed that there is an effect of the dimension of trust in Administration on the organizational commitment of the library employees, while it was completely absent in the two dimensions of trust in colleagues and supervisors.

Key words: *organizational trust; organizational commitment; trust in colleagues, trust in supervisors, trust in Administration.*

Theoretical framework

Introduction

Contemporary organizations are often faced with many challenges to develop, and the behavior of employees plays a crucial role in achieving the goals of those organizations, especially when they inculcate in them a culture of activities beyond the role and values to transcend their basic

roles voluntarily. Undoubtedly, it is often difficult for today's organizations to achieve success unless they ensure the commitment of their employees to implement the needed strategies and plans. As a matter of fact, commitment is one of the most important phenomena in the life of organizations. It is a vital element that gives them the vitality and activity necessary to achieve their objectives, but this remains subject to guarantee an attractive and healthy work environment for employees that balances their internal commitment and external needs.

Undeniably, socially conscious organizations have started to move from a bureaucratic Administration to a supportive Administration structure. This creates a safe environment that guarantees high levels of support, cooperation and backing between the different actors that make it up. They then made recourse to develop methods and mechanisms to support intangible capital, and organizational trust is one of its most important characteristics or aspects. At that time, organizations developed methods and mechanisms to support intangible capital, the main characteristics of which was organizational trust.

The trust factor received more attention among those interested in Administration and behavioral sciences. That interest comes from the realization that the success of organizational relationships depends to a large extent on the trust between the different actors in the organization. Therefore, it is important to realize the importance of trust and how to improve it at the human resources level. It is an important element of organizational social capital that can be invested in creating additional value for the organization. The latter creates a positive belief in the employee in the goals, policies, and values of his or her organization and the work to embody them, reflecting the individual's commitment to their organization.

Following this line of thought, the main research question of the present study is as follows: What is the impact of organizational trust on the organizational commitment of employees working at the central library of Mohammed Seddik Ben Yahia University, Tassoust pole, Jijel?

This question can be divided into the following sub-questions:

1. What is the level of organizational trust in the central library of Mohammed Seddik Ben Yahia University, Tassoust pole, Jijel?
2. What is the level of organizational commitment of the employees working in the central library of Mohammed Seddik Ben Yahia University, Tassoust pole, Jijel?
3. What is the nature of the impact of the dimensions of organizational trust on the organizational commitment of employees working in the central library of Mohammed Seddik Ben Yahia University, Tassoust pole, Jijel?

Study hypotheses

In order to answer the research questions and achieve the pre-determined goals of the study, the researchers formulated the following hypotheses:

The first hypothesis: there is a high level of organizational trust in the central library of Mohammed Seddik Ben Yahia University, Tassoust pole, Jijel from the viewpoint of the study sample members.

The second hypothesis: there is a high level of organizational commitment among the employees working in the central library of Mohammed Seddik Ben Yahia University, Tassoust pole, Jijel from the viewpoint of the study sample members.

The third hypothesis: There is a positive effect of the dimensions of organizational trust in the organizational commitment of employees working in the central library of Mohammed Seddik Ben Yahia University, Tassoust pole, Jijel from the viewpoint of the study sample members.

The third hypothesis is in turn divided into the following sub-hypotheses:

The first sub-hypothesis: There is a positive effect of the dimension of trust in colleagues in the organizational commitment of employees working in the central library of Mohammed Seddik Ben Yahia University, Tassoust pole, Jijel from the viewpoint of the study sample members;

The second sub-hypothesis: There is a positive effect of the dimension of trust in supervisors in the organizational commitment of employees working in the central library of Mohammed Seddik Ben Yahia University, Tassoust pole, Jijel from the point of view of the study sample members;

The third sub-hypothesis: There is a positive effect of the dimension of trust in the administration on the organizational commitment of employees working in the central library of Mohammed Seddik Ben Yahia University, Tassoust pole, Jijel from the viewpoint of the study sample members.

The objectives of the study

This study aims to achieve the following objectives:

- To provide a theoretical framework for both organizational trust and organizational commitment;

- To recognize the level of organizational confidence prevailing in the central library of Mohammed Seddik Ben Yahia University, Tassoust pole, Jijel;
- To reveal the level of organizational commitment of employees working in the central library at Mohammed Seddik Ben Yahia University, Tassoust pole, Jijel.
- To know the kind of impact of organizational trust dimensions on the organizational commitment of employees working at the central library of Mohammed Seddik Ben Yahia University, Tassoust pole, Jijel;
- To present a set of recommendations and suggestions that benefit library administration in this regard.

Concepts of the study

- Organizational commitment

Jex and Britt (2008) defined organizational commitment as "the extent to which employees are dedicated to their employing organizations and are willing to work on their behalf, and the likelihood that they will maintain membership" (Mathis & Jackson , 2011). That is, Organizational commitment is the level of influence of organizational justice and trust on the employee's organizational commitment: dedication to the organization in which they work, willingness to act on behalf of the organization, and the possibility of maintaining their membership in the organization.

As an operatory definition, organizational commitment in our study is taken to be the degree to which central library members are loyal and dedicated to their work, willing to act on behalf of the organization, and able to maintain their membership in the organization. (Mathis & Jackson , 2011)

- Organizational trust (OT)

Mishra (1996) defined organizational trust as the Willingness of one party to be vulnerable in relation to another party, based on the belief that the latter is (a) competent, (b) open, (c) concerned and (d) reliable (Mishra A. , 1996). On the other hand, Rousseau, et al, 1998 defined it as a psychological state involving the intention to accept vulnerability based on positive expectations about another person's intentions or behavior (Rousseau, Sim, Ronald, & Colin, 1989). Seemingly, according to this definition, OT is a psychological condition that contains the intention to accept vulnerability based on positive expectations of the intentions or behavior of others. Also, Organizational trust (OT) is the belief of an individual or a group that the organization will make every effort, whether explicit or implied, to act in accordance with their commitments (Bromiley & Cummings, 1996). Hence, trust is one of the mechanisms for



facilitating organizational relationships both among its members and between the organization and its members. Finally, OT in our study has three components: trust in colleagues, trust in supervisors and trust in Administration.

Trust in colleagues

Organizational trust, which is the trust of the members of the Mohamed Seddik Ben Yahia University Central Library towards their colleagues, the collective effectiveness of employees, and its impact on their organizational commitment.

Trust in supervisors

Trust of the Mohamed Seddik Ben Yahia University Central library members with their supervisors, is critical to performance Administration as supervisors play important roles throughout the process, including evaluating employee performance and providing feedback, and the impact this has on their organizational commitment.

Trust in Administration

Trust in Administration is the willingness of members of Mohamed Seddik Ben Yahia University Central Library to take risks with the Administration, which may include cooperating and sharing sensitive information, voluntarily allowing the trustee to monitor issues of concern to the trustor, thus strengthening organizational commitment.

Literature review

Organizational trust (OT) is the belief of an individual or a group that the organization will make every effort to act in accordance with their commitments (Bromiley & Cummings, 1996). As a matter of fact, organizational trust has been widely associated with organizational commitment in many studies.

To begin with, Alijanpour, Dousti, and Alijanpour (2013) conducted a study entitled “The Relationship between Organizational Commitment and Organizational Trust of Staff”. They concluded that there is a positive and significant relationship between organizational trust and organizational commitment.

In addition, Khorshid and Yazdani (2012) in a study entitled “the investigation of the relationship between trust, contrast and Organizational belonging by considering the moderating impact of organizational commitment” found that trust of employees to organization and contrast norms in organization had a positive and significant impact on trust of employees (Khorshid & Reza, 2012).

In a similar vein, Bakiev (2013) in a study entitled “the impact of interpersonal trust and organizational commitment on organizational perception performance” found that there was a positive and significant relationship between interpersonal trust and organizational commitment.

Moreover, it was found in Gider, Akdere and Top (2019) that organizational trust was a significant predictor of job satisfaction and commitment (Gider, Akdere, & Top, 2019).

Furthermore, it was found that there is a positive direct effect of trust on teacher organizational commitment according to the findings of a study entitled “The Effect of Organizational Justice and Trust on Organizational Commitment of Junior High School Teachers in Wenang District Mana” realized by Tulung, Rogahang, Wuwung, Lapien, Siang, Luma (2020).

After reviewing all these previous studies, it has become crystal clear that there is a need for a study that deals with the relationship between organizational trust and organizational commitment in a different context, which is the central library of Mohamed Seddik Ben Yahia University - Jijel.

Methods

The descriptive approach was used, a method that is not limited to merely collecting descriptive data on the phenomenon under study. On the contrary, it goes beyond the attempt to analyze, interpret and classify these data and draw conclusions, to identify the kind of impact of the dimensions of organizational trust on the organizational commitment of employees working at the central library of the University of Tassoust - Jijel.

Study population and sample

The study population is made up of the 52 staff working in the central library of the University of Tassoust - Jijel. As for the sample of the study, it was determined using simple random sampling, where 45 questionnaires were distributed to the library staff. However, only 43 questionnaires were recuperated for the statistical analysis.

Instruments

The main research tool for data collection in the present study was the questionnaire. It was developed by relying on previous studies and the theoretical framework related to the subject of the study. The questionnaire is composed of two main axes. The first one is related to the independent variable (organizational trust), which is itself divided into three dimensions namely: Trust with respect to their colleagues included 06 items, trust with respect to their supervisors included 06 items, and trust with respect to their Administration included 06 items as well. The second axis, on the other hand, assessed the level of professional alienation, which

contained 12 statements. In order to find out the attitudes of the study sample towards the questionnaire statements, the responses were measured using a 5-point likert-scale in which 1 implied strong disagreement while 5 indicated a strong agreement with the associated item. The 5-point Likert scale categories and their respective significance were also determined by calculating the interval between the largest and the smallest values of the scale degrees ($5-1 = 4$). It was then divided by the scale degrees to get the category length i.e. ($5/4 = 0.80$), then this value was added to the smaller scale value (1) to determine the upper limit of the first category ($0.8 + 1 = 1.80$), as shown in Table 1.

Table 1. Categories of the Five-points Likert Scale and their significance

Category Number	Degrees	Weights	Category interval	Category significance
1	Strongly disagree	01	From 1 to 1.80	Very low of agreement.
2	Disagree	02	From 1.81 to 2.60	Low degree of agreement.
3	Neutral	03	From 2.61 to 3.40	Average degree of agreement.
4	Agree	04	From 3.41 to 4.20	High degree of agreement.
5	Strongly agree	05	From 4.21 to 5	Very high degree of agreement.

Source: Prepared by the researchers based on the five-point Likert scale.

- Statistical processing methods: In order to analyze the data obtained from the study sample and to test the hypotheses, a set of statistical measures was used using the Statistical Package for Social Sciences (SPSS) program, the most important of which are: Pearson's correlation coefficient; Cronbach's alpha stability coefficient; skewness and oblateness coefficients; variance inflation coefficients and admissible variance; and multiple regression analysis.

Study Quality Check

To verify the quality of the study data and their readiness for statistical analysis, the following tests were performed:

- Structural validity test

This was done by calculating the Pearson correlation coefficient between each of the statements in the questionnaire and the dimension to which it belongs. Saad Syed et al indicated that the questionnaire has structural validity when the correlation coefficients are greater than (0.35) (Syed, Gary W, Mark, & Enid, 1999). The results obtained are presented in the following table.

Table 2. The results of Structural validity test

variables	Number of the items	correlation coefficient	Significance level
Trust in colleagues	01	0.554**	0.000
	02	0.742**	0.000
	03	0.768**	0.000
	04	0.871**	0.000
	05	0.731**	0.000
	06	0.602**	0.000
Trust in supervisors	07	0.727**	0.000
	08	0.836**	0.000
	09	0.910**	0.000
	10	0.901**	0.000
	11	0.841**	0.000
	12	0.867**	0.000
Trust in Administration	13	0.579**	0.000
	14	0.847**	0.000
	15	0.885**	0.000
	16	0.885**	0.000
	17	0.869**	0.000
	18	0.821**	0.000
Job alienation	19	0.585**	0.000
	20	0.548**	0.000
	21	0.562**	0.000
	22	0.666**	0.000
	23	0.634**	0.000
	24	0.797**	0.000
	25	0.731**	0.000
	26	0.749**	0.000
	27	0.785**	0.000
	28	0.777**	0.000
	29	0.815**	0.000
	30	0.771**	0.000

**Statistically significant at the 0.01

Source: Prepared by researchers based on SPSS output.

The results presented in Table No. (02) show that all the values of the correlation coefficient of each statement with the average of the sum of the statements constituting each variable to which it belongs are statistically significant. Importantly, the level of significance was below the level of significance of 0.05. It was also found that all the values of the correlation

coefficient are greater than 0.35, they were confined between 0.548 and 0.910, which indicates a very high structural validity of the study tool.

- Reliability of the study tool

The reliability of the questionnaire is verified by calculating the Cronbach's alpha coefficient. In this regard, Daud et al indicate that the questionnaire is stable if the Cronbach's alpha coefficient is greater than 0.60 (Daud, Khidzir, Ismail, & Abdullah, 2018). The obtained results are presented in Table 03.

Table 03. Results of the Alpha Cronbach's coefficient reliability test

Study variables		number of statements	the Alpha Cronbach's coefficient
organizational trust	Trust with respect to the colleagues	06	0.803
	Trust with respect to their supervisor	06	0.918
	Trust with respect to their supervisor	06	0.903
The organizational trust Axis		18	0.921
The organizational commitment axis		12	0.906
The overall questionnaire		30	0.936

Source: Prepared by the researchers based on SPSS program outputs.

According to table No. (03), the values of Cronbach's Alpha consistency coefficient for the dimensions and axes of the questionnaire were confined between 0.803 and 0.936, i.e., values higher than 0.60, which means that the condition of stability of the study tool is fulfilled.

-The nature of the distribution of the study variables: To do this, the study depended on the coefficients of skewness and kurtosis. In this regard, (Mishra, et al., 2019) indicate that if the values of the coefficients of skewness are less than 2 and the values of the coefficients of kurtosis are less than 4, the variables studied are subject to a normal distribution. as illustrated in Table 4.

Table 4. Results of normal distribution tests

Study variables	Skewness coefficient	flatness coefficient
Trust with respect to the colleagues	-0.561	0.885
Trust with respect to their supervisor	-0.885	0.627
Trust in Administration	-0.464	-0.101
Organizational trust	-0.489	0.345
Organizational commitment	-0.982	1.650

Source: Prepared by the researchers based on SPSS program outputs.

Based on the results presented in Table No. (04), it could be noticed that the values of the skewness coefficients for all variables were confined between -0.982 and -0.464, which are completely less than 2, while the flatness coefficients were confined between -0.101 and 1.650 and in values exactly less than 4. Therefore, the researchers can state that the variables in the current study are subject to a normal distribution.

- **Multilinearity test:** it is ensured that the independent variables in the study are not related to each other based on the coefficients of variance inflation and allowable variance. According to (Das, 2019), the problem of the association of the independent variables with each other or their overlap will not appear when the values of the variance inflation factor are less than 10 and the values of the allowable variance factor are greater than 0.01.

Table 5. Multilinearity test results

Study independent variables	Variance Inflation Factor (vif)	Tolerance
Trust with respect to the colleagues	1.378	0.726
Trust with respect to their supervisor	1.660	0.602
Trust in Administration	1.722	0.581

Source: Prepared by researchers based on SPSS program outputs.

It is obvious from the results in Table No. (05) that there is no issue of relationship between the independent variables or overlapping, as the values of the coefficient of variance inflation for all independent variables are less than 10, and the values of the tolerance factor are greater than 0.1.

-Descriptive analysis of the study variables and testing of the hypotheses

-Descriptive analysis of the variable organizational trust and testing of the first hypothesis

This involves presenting the responses of the study sample on the axis of organizational trust as shown in Table No. (06).

Table 6. Study sample members' attitudes toward the organizational trust variable.

Study independent variables	Arithmetic mean,	standard deviation	approval level	ranking
Trust with respect to the colleagues	3.794	0.461	High	01
Trust with respect to their supervisor	3.562	0.714	High	02
Trust in Administration	3.151	0.723	average	03
Organizational trust	3.502	0.427	High	-

Source: Prepared by the researchers based on SPSS program outputs.

In light of the results that are demonstrated in Table 06, one could notice that the value of the standard deviation is confined between 0.427 and 0.723, values that are lower than 1, indicating the absence of a high degree of dispersion of the opinions of the sample members on the study variables. Moreover, the value of the total arithmetic mean of the organizational trust axis is 3.502, a value belonging to the fourth category of the five-point Likert scale (from 3.41 to 4.20), which indicates that the sample members of the study confirm the existence of a high level of organizational trust in the central library of the University - Jijel. Similarly important, it can be seen from Table No. (06) that the dimensions of organizational trust can be ranked according to the arithmetic mean as follows: there is trust in colleagues in the first position with an arithmetic mean of 3.794, followed by trust in supervisors with an arithmetic mean of 3.562, while trust in Administration comes in the last position with a mean of 3.151.

In light of the results obtained above, it can be said that the first hypothesis that "there is a high level of organizational trust in the central library of the university of Tassoust - Jijel - from the viewpoint of the study sample members" is acceptable.

- Descriptive analysis of the organizational commitment variable and test of the second hypothesis

The study sample members' answers on the organizational commitment axis are displayed in Table No. (7).

Table 7. Attitudes of the study sample members on the organizational commitment variable

Variables	arithmetic mean	standard deviation	level of agreement
organizational commitment	3.707	0.474	High

Source: Prepared by the researchers based on SPSS program outputs.

Clearly, the standard deviation value was 0.474, a value less than 1, which indicates the absence of a strong dispersion of the opinions of the sample members on the organizational commitment variable. The researchers also note that the value of the total arithmetic mean for the Organizational Commitment axis amounted to 3.707, a value belonging to the fourth category of the five-point likert scale (from 3.41 to 4.20), which indicates that the sample members of the study confirm the presence of a high level of organizational commitment among the employees of the central library of the University of Tassoust - Jijel. Based on the above, it can be said that the second hypothesis, which states that "there is a high level of organizational commitment among the workers of the central library of the University of Tassoust - Jijel - from the point of view of the study sample members" is acceptable".

- Testing the third hypothesis and its sub-hypotheses

In order to test the third hypothesis and its sub-hypotheses, the analysis of variance for multiple regression is used, and the following table shows the results.

Table 8. Analysis of variance results for multiple regression (dependent variable = organizational commitment)

Model	Sum of squares	Degrees of freedom	Mean of squares	Calculated F	value Significance level F	Coefficient of determination R ²	Correlation coefficient R
1 Regression	7.782	3	2.594	8.343	0.000	0.391	0.625
1 Residual error	12.126	39	0.311	-	-	-	-
Total	19.908	42	-	-	-	-	-

Source: Prepared by the researchers based on SPSS program outputs.

It is noticed from Table No. (8) that the significance level $F = 0.000$, which is totally below the approved value in 0.05, means that the study model is statistically significant. It is also noted that the value of the correlation coefficient R amounted to 0.625, which indicates a positive and strong correlation between organizational trust and organizational commitment. It has also become crystal clear that the coefficient of determination R² is equal to 0.391, which indicates that 39.1% of the variance of the dependent variable (organizational commitment) is explained by the change in the independent variable (organizational trust) and 60.9% is due to other variables not included in the model. In light of the results presented above, it could be said that the third hypothesis, which states that "there is a positive impact of organizational trust in the organizational commitment of employees working in the central library of the University of Tassoust - Jijel - from the perspective of the sample members of the study" is acceptable.

In order to test the effect of each dimension of organizational trust (trust in colleagues, trust in supervisors, trust in Administration) on the organizational commitment of the workers of the central library of the University of Tassoust-Jijel, the results of the multiple linear regression will be invoked, as shown in Table No. (9).

Table 9. Results of the multiple linear regression test for the effect of organizational trust dimensions on organizational commitment

Model	Form Atypical coefficients		Typical coefficients	Calculated t	value Significance level sig
	B	standard error	beta		
Constant	2.152	0.515	-	- 4.180	0.000
Trust in colleagues	0.004	0.149	0.004	0.026	0.979
Trust in supervisors	0.029	-0.131	0.004	-0.221	-0.827
Trust in Administration	0.521	0.133	0.644	3.928	0.000

Source: Prepared by the researchers based on SPSS program outputs.

From Table No. (9), the following conclusions could be drawn:

- With regard to the first sub-hypothesis, the results indicate that the level of significance sig = 0.979 is higher than the level approved in the study 0.05, and therefore the first sub-hypothesis is rejected. The latter states that "there is a positive effect of the dimension trust in employees in the organizational commitment of employees working in the central library of the university of Tassoust - Jijel - from the point of view of the members of the study sample.

- Regarding the second sub-hypothesis, the results indicate that the level of significance sig = 0.827 is higher than the level adopted in the study 0.05, and consequently the second sub-hypothesis is rejected. It states that "there is a positive effect of the dimension of trust in the supervisors in the organizational commitment of employees working in the central library of the university of Tassoust - Jijel - from the point of view of the members of the study sample.

- For the third sub-hypothesis, the results indicate that the level of significance sig = 0.000 is lower than the level approved in the study 0.05, and therefore the first sub-hypothesis which states that "there is a positive effect of the dimension of trust in Administration in the organizational commitment of employees working at the central library of the university of Tassoust - Jijel - from the point of view of the sample members of the study" is accepted.

Interpretation and discussion of the study results

Interpretation and discussion of the first hypothesis findings: There is a high level of organizational trust in the central library of the university of Tassoust - Jijel - from the point of view of the study sample members; Trust is an important part of the organizational social capital because it may contribute to improving the ability of individuals to integrate into the social structure of the organization. An organization that is able to build trust among its actors increases the possibility of achieving its goals. The high degree of trust enjoyed by workers in the organization reflects a healthy organizational climate and a healthy environment that allows for the formation and fostering of cooperative relationships, and provides a certain level of trust and organizational security to its actors. This results in the reinforcement of effective positive responses, and the reduction of negative conflicts, allowing for the effective implementation of strategies and plans to achieve the public interest and goals of the organization.

Interpretation and discussion of the results of the second hypothesis: There is a high level of organizational commitment among employees working in the central library of the university of Tassoust - Jijel - from the point of view of the sample members of the study. The results confirm the strong desire of workers to discipline and comply with organizational norms, and abandon negative behaviors that can harm the organization. The individual's commitment is a reflection of the positive practices and feelings that control his or her behavior to conform to the organization's behavior, and evidence of his or her ability to assume responsibility, acceptance of and belief in the organization's values, and a continuing sense of belonging to the organization.

Interpretation and discussion of the results of the third main hypothesis : there is a positive effect of organizational trust in the organizational commitment of employees working in the central library of the university of Tassoust - Jijel - from the point of view of the sample members of the study. Organizational trust is sufficient to achieve organizational commitment among the employees of the organization through the ability to control, adjust, direct, and adapt the behavior to serve the strategies and interests of the organization, and reduce organizational gaps, as trust is an important factor for stable social and organizational relationships that enhance the individual's acceptance of the organization's values and culture, and support the norms of integration with his or her identity to ensure a certain level of organizational commitment.

Conclusion

The study concluded that there is a positive effect of organizational trust on organizational commitment of central library employees. Another important conclusion which was reached is that there is an effect of the dimension of trust in Administration on organizational commitment of library staff, as well as its absence in the two dimensions of trust in colleagues and trust in supervisors. These results are in conformity with those of some previous studies (Alijanpour,



Dousti, & Alijanpour, 2013; Bakiev, 2013; Gider, Akdere & Top, 2019; Tulung et.al, 2020) Awareness of organizational trust and commitment can be an important support for leaders and managers. It can foster positive engagement with workers, as well as greater development and autonomy by creating an atmosphere that will make workers more engaged and confident in ensuring that they go above and beyond the requirements of their official duties. Creating a climate that reinforces, encourages and supports positive relationships and improves employees' perception of their organization builds morale and increases creativity, resulting in organizational success and performance development. Trust is a component of organizational behavior improvement.

Recommendations and suggestions

- Emphasize the value of trust among employees in the organization and strive to embody it.
- Make collective decisions on an ongoing basis and value working groups and committees in organizations.
- Encourage continuous communication between the various stakeholders in the organization while improving the communication skills of all parties.
- Strengthen employees' participation in the development of organizational plans and goals and break down barriers between employees and Administration.
- Maintain employee engagement and provide supportive factors.
- The need to unify goals and instill a spirit of acceptance of the organization's values and culture in order to ensure the achievement of solidarity and positive relationships between the various actors within the organization.



REFERENCES

- Khorshid, S., & Reza, Y. H. (2012). The studying of relationships among trust, reciprocity and organizational identification with considering the moderated effect of organizational commitment. *Transformation Administration journal*, 4(7), 61-90.
- Bromiley, P., & Cummings, L. (1996). The Organizational Trust Inventory (OTI): Development and Validation. Dans R. M. Kramer, & T. Tyler, *Trust In Organizations* (pp. 302-330). Newbury Park: Sage.
- Das, P. (2019). *Econometrics in Theory and Practice: Analysis of Cross Section, Time Series and Panel Data with Stata 15.1*. Singapore: Springer Nature.
- Daud, K. A., Khidzir, N., Ismail, A., & Abdullah, F. (2018). Validity and reliability of instrument to measure social media skills among small and medium entrepreneurs at Pengkalan Datu River. *International Journal of Development and Sustainability*, 7(3), 1026-1037.
- Gider, Ö., Akdere, M., & Top, M. (2019). Organizational trust, employee commitment and job satisfaction in Turkish hospitals: implications for public policy and health. *Eastern Mediterranean Health Journal*, 25(9), 622-629.
- Mathis, R., & Jackson, J. (2011). *Human Resource Administration* (éd. 13). (C. L. South-Western, Éd.) Mason: South-Western Cengage Learning.
- Mishra, A. (1996). organizational responses to crisis: the centrality of trust. Dans R. Kramer, & T. Tyler, *Trust In Organizations* (pp. 261-287). Newbury Park: Sage.
- Mishra, P., Pande, C., Singh, U., Gupta, A., Saha, C., & Keshri, A. (2019). Descriptive Statistics and Normality Tests for Statistical Data. *Annals of Cardiac Anaesthesia*, 22(1), 67-72.
- Rousseau, D. M., Sim, B. S., Ronald, S. B., & Colin, C. (1989). Not so different after all : a cross-discipline view of trust. *Academy of Administration Review*, 23(3), 393-404.
- Syed, S., Gary W, C., Mark, R., & Enid, I. (1999). *Testing and Assessment: An Employer's Guide to Good*. Washington DC: Employment and Training Administration (DOL).