

Multigenerational Men and Women and Organisational Trust in Industrial Multinational Firms in Portugal

Lurdes Pedro e José Rebelo dos Santos

Abstract

The concept of organisational trust, has been considered as a promoter of increased performance and, as such, has raised a broad and growing interest in the organisational literature. However, there are other less studied variables with apparently positive links, which have not been consistently confirmed by empirical research and therefore a more thorough understanding is required.

The study was carried out in four multinational industrial companies with the primary objective of analysing the relationship between organisational trust, service length (different generations in organisations) and employee gender.

For this purpose, a questionnaire survey was used — Schoorman and Ballinger's scale (Leadership, trust and client service in veterinary hospitals. Purdue University, 2006)— which was applied in these four organisations and continues to be one of the most promising instruments for the study of trust between subordinates and leaders or managers.

The study provides a set of results that characterize the degree of organisational trust, showing not only that trust is slightly lower among women when compared to men in these organisations, but also that is higher among employees with less service length in the company. In conclusion, the article outlines implications for practice and fosters further discussion and future research.

Keywords: Multigeneracional Employ, Human resources management, Organisational trust