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## **The influence of trust dimensions on employee performance in the relationship between employees and other departments**

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## Abstract

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Trust and its impact on employee performance within an organisational context is topical. The recent events of the global financial crisis have not only led to the erosion of trust between employees and organisations, but also in the trust between employees and other departments.

This research set out to investigate whether the trust that an employee places in another department has an impact on their performance. Through a review of literature, the study identified five dimensions of trust which were considered to be important within this context. Using non probability sampling, respondents were surveyed through a web based, self-completed questionnaire. Only respondents which had been involved in a business relationship with other departments in the organisation were considered in the final data. Using 140 responses, all of the trust dimensions were tested in terms of the influence they had on the performance of employees. Descriptive statistics, correlation analysis and regression modelling were used to determine the relationship between the relevant trust dimensions and the performance of employee from other departments.

All of the trust dimensions were found to have a statistically significant and positive correlation with the performance of the employee. The two strongest predictors were found to be the dimensions of Leadership trust and Systems, Policies and Processes trust. The findings of the study saw the need to formulate a model that would assist departments in building trust which possibly may enhance the performance of employees from other departments.

## Keywords

Employee performance, Department, Trust

## Declaration

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I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other university. I further declare that I have obtained the necessary authorisation and consent to carry out this research

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Ashley Warren Singh

7 November 2012

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Two years has passed while I have been working on my MBA and it would be remiss to close this report without mentioning my appreciation and sincere gratitude to the following people who contributed their support in different ways towards my studies:

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# 1. CHAPTER ONE: INTRODUCTION TO RESEARCH PROBLEM

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## 1.1. Introduction

In the current economic climate of rapid change, loss of confidence, increasing risks and decreasing certainties - trust plays an important role within an organisational context and constitutes a vital component of effective working relationships (Colquitt, Scott and LePine, 2007). Furthermore, the events of the recent global financial crisis have significantly impacted the trust relationship which exists between employees and organisations throughout the world. This has now left organisations with the calamitous task of restoring organisational trust within employees (Erickson, 2012). Therefore, the problem arises when the long term survival of organisations and sustainable organisational performance crucially depends on trust from stakeholders that include investors, employees, customers, suppliers and business partners (Barney & Hansen, 1994). These challenges to trust undoubtedly influence the perception of those individuals required to work collaboratively within an organisational context.

Furthermore, a number of other events have also considerably shaken individuals' trust in organisations. Events such as the accounting frauds conducted by Enron fuelled questions about the trustworthiness of organisations, in which arguments have been put forward that trust was the reason for both the rise and fall of the organisation (Stein & Pinto, 2011) – an argument that was put forward that both the rise and fall of Enron was mainly caused by the ability of executives to fabricate trust in the organisation by means of manipulating expectations, social influences and perceptions of the organisation's track record.

Therefore, the misleading actions of specific groups of individuals within the organisation had created distrust amongst employees, which in turn, created tremendous trust ramifications throughout the world. The ability of a group of individuals to fabricate trust within the organisation had negatively influenced

employees' willingness to place their trust in such abstract entities and in the individuals who run them (Currall & Epstein, 2003).

Moreover, these events have led to the role of trust in organisations being disputed for many years, increasingly perpetuating uncertainty about future perspectives amongst employees, in which this epidemic has created an increasingly overwhelming awareness in the need for trust within organisations. Therefore, if organisations aim to earn the trust of their customers and the public in general, they would first need to establish a culture of trust within their own organisations (Voelpel & Kearney, 2008).

## **1.2. Background**

The importance of trust within organisations over the last few decades has been associated with the way in which organisations have changed their functioning of processes. Traditional management forms have given place to more collaborative approaches that emphasise co-ordination, sharing of responsibilities and the inclusion of employees in the decision-making process (Costa, 2003).

No organisation, institution or business is immune from what is coined the 'silo effect' - defined as the attitude found within an organisation that occurs when departments or business units develop barriers among the organisation's many parts. Such mechanisms erode trust levels and serve to prevent different departments from working together towards achieving superior performance.

However, by organisations adopting collaborative processes amongst the employees from different departments, they could help negate the effects that this syndrome has on performance, thereby creating greater value amongst employees of the organisation ([www.businessweek.com](http://www.businessweek.com), accessed 09/07/2012). Additionally, contemporary management views suggest that the silo mentality mind-set must be broken down in order for employees to remain motivated and thereby increasing their motivation, and consequently both the performance of the employee and the organisation. Organisations are more

productive when all parties work collaboratively with each other. Therefore, there exists a need to break down these operational silos by means of building trust and enhancing communication within these departments, which ultimately will impact performance, quality and service of both employees and organisations.

Furthermore, trust plays an important role as a contributing factor to unlock this potential by enhancing the degree of intra-organisational knowledge sharing among dissimilar individuals, which in turn, leads to enhanced innovation and performance (Voelpel & Kearney, 2008). Therefore, by establishing a culture of trust relationships, organisations are better equipped to meet important challenges when they present themselves.

In addition the misperception that employee wellbeing is of secondary importance within an organisational setting, combined with the ubiquitous threat of downsizing and outsourcing etcetera on the part of the organisation has led to the erosion of trust within organisations (Connell, Ferres, & Travaglione, 2003). Thus, as a consequence of the subsequent breakdowns of organisational trust within the workplace, large contingents of employees have become cynical and withdrawn from the work environment (Shaw, 1997). Therefore, trust provides a key competitive consideration for organisations in that trust that is fostered within organisations empower individuals and teams; creates business unit autonomy, and promotes cross-group collaboration (Shaw, 1997).

### **1.2.1. Trust as a key component in business relationships**

Trust is seen as a very important key to success, as there are a number of implications for establishing and maintaining trusting relationships in the workplace (Brien, 1998). Therefore, the concept of trust is argued to constitute a critical success element to most business, professional, and employment relationships. James and Wooten (2005) argue that trust plays an important role in building trust between employees and the relationship which they have with other members of the organisation.

Therefore, the initiation and maintenance of relationships between entities has been the focus of considerable research because of what researchers view as the relationship's potential to act as a resource in nurturing superior performance (Dyer & Singh, 1998). Additionally, trust is a key component of relationship quality, relationship commitment (Ganesan & Hess, 1997), and a necessary requirement and determinant of sound business relationships (Hakansson, Harrison & Waluszewski, 2004).

### **1.3. Research problem**

Whilst there have been significant advances in defining trust as a concept, there still exists no universally accepted definition (Rousseau, Sitkin, Burt & Camerer, 1998). However, many authors do agree that the concept of trust is a multi-levelled, multidimensional concept which needs to be further explored within different relationship contexts. In addition, trust within this relationship context has been a relatively under researched topic.

Therefore, this study aimed to gain a deeper understanding of the dimensions of trust which exist within the relationship between employees and other departments within organisations. That is:

- From what sources do we derive a sense of trust and trustworthiness in our interactions with other departments within an organisation?
- What influence do these trust dimensions have on employee performance?
- Which of the trust dimensions are most significant predictors of employee performance within this context?

#### **1.4. Research objectives**

The research had three research objectives, which included:

- To source a logical grouping of dimensions that exists in the trust relationship between an employee and other departments within an organisation.
- Investigate whether all of the relevant trust dimensions have an influence on employee performance
- Investigate which of the relevant trust dimensions are the most significant predictors of employee performance

#### **1.5. Research Scope**

The scope of this research was limited to the trust relationship which exists between employees and other departments within an organisation. The research findings are limited to the responses received from a survey distributed within South African based organisations –specifically employees from the ICT and insurance industry. This study only included employees who previously had a business relationship with another department within an organisation, whereby that department had provided a service to the respondent. Furthermore, the trust dimensions sourced through the literature were identified as important by what the researcher considered as important within this context.

#### **1.6. Research Motivation**

Whilst the theory of both intra- and inter-organisational trust have been covered quite extensively by various researchers in the past, there still exists a need to develop some sort of understanding on the impact which trust plays within the confines of business relationships that exist between employees and their reliance on other departments within the organisation. Additionally, whilst trust literature provided many different perspectives on the concept of trust, with integrative papers proposing different dimensions by numerous

trust theorists, there existed a need to test the dimensions of trust within that relationship.

The research was therefore motivated by:

- The need to identify the relevant trust dimensions which exist in the relationship between employees and other departments, and thereafter investigate as to whether these dimensions of trust have an influence on employee performance.
- Determine which of the relevant trust dimensions are the most significant predictors of employee performance within this context

Thus the need exists to explore the concept of trust within an intra-organisational context, and to determine which factors of trust contribute most significantly toward improving employee performance within this relationship context.

## 2. CHAPTER TWO: LITERATURE REVIEW

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### 2.1. The concept of trust

Over the past two decades, many authors have made significant progress with regard to defining trust and conceptualising it within different contexts. Researchers such as Rousseau *et al.* (2007) have made significant theoretical advances in the definition of trust as a concept. However, whilst the concept of trust still remains a widely researched topic, conducted by numerous theorists, there still exists no universally accepted definition (Gillespie, 2012). A similar notion is shared by Mouzas, Henneberg and Naude (2007), who elaborate that the domains of trust are rarely specified. They further state that the conceptual dimensions of trust are implemented with imprecision and ambiguity. As argued by Blois (1999), this may be attributable to the fact that trust constitutes a central, superficially obvious but essentially complex process.

Moreover, even though many theorists vary in their views of trust as a concept, most however, do agree to the notion that trust is a multi-dimensional, multi-levelled concept which is difficult to clearly define. Thus the concept of trust can be positioned as a complex phenomenon that has long eluded a precise definition due to the fact that it encompasses many facets and levels that need to be carefully specified (Rousseau *et al.*, 1998).

### 2.2. The difficulty with conceptualising trust

There exists many different arguments relating to defining the concept of trust. Rousseau *et al.* (1998) proposed that the notion trust can be defined as the psychological state of the intentions of individuals to accept vulnerability, based on positive expectations of the actions of the trustee. A similar definition shared by many other researchers as trust that is positioned as a mental process that comprises three elements, expectation, interpretation and

suspension, in which, expectation is the outcome at the end of the process, which is preceded by a mixture of interpretation and suspension.

Additionally, Mishra (1996) defined trust as a state which entails the willingness of a trusting person to feel vulnerable to another party, in that trust is an intention to accept vulnerability to a trustee based on an expectation that the trustee will not exploit this vulnerability. A similar argument is held by Mayer, Davis and Schoorman (1995) in which the authors proposed the concept of trust as the willingness of a trustor to be vulnerable to the actions of a trustee based on the expectation that the trustee will perform a particular action.

Bachmann and Zaheer (2006) propose the concept of trust to involve two principal constructs, that of reliance and risk, in which trust is defined as the decision to rely on another party, such as a person, group or organisation, under the condition of risk. Reliance is therefore positioned on positive expectations of confidence in the trustworthiness of another party (Rousseau *et al.*, 1998). Furthermore, Mouzas *et al.* (2007) outlined two different ways in which the concept of trust has been defined, firstly as a constituent component of relationship quality, and secondly, as a necessary determinant of sound business relationships. Mouzas *et al.* (2007) further conceptualized trust into two constructs that should be used within relationships, one which involved an emotive element (Interpersonal trust) embedded in the relationship between individuals, and one which described the non-personal rational standards within business relationships that dictate the certainty of business exchanges (impersonal trust).

### **2.3. Trust within an organisational context**

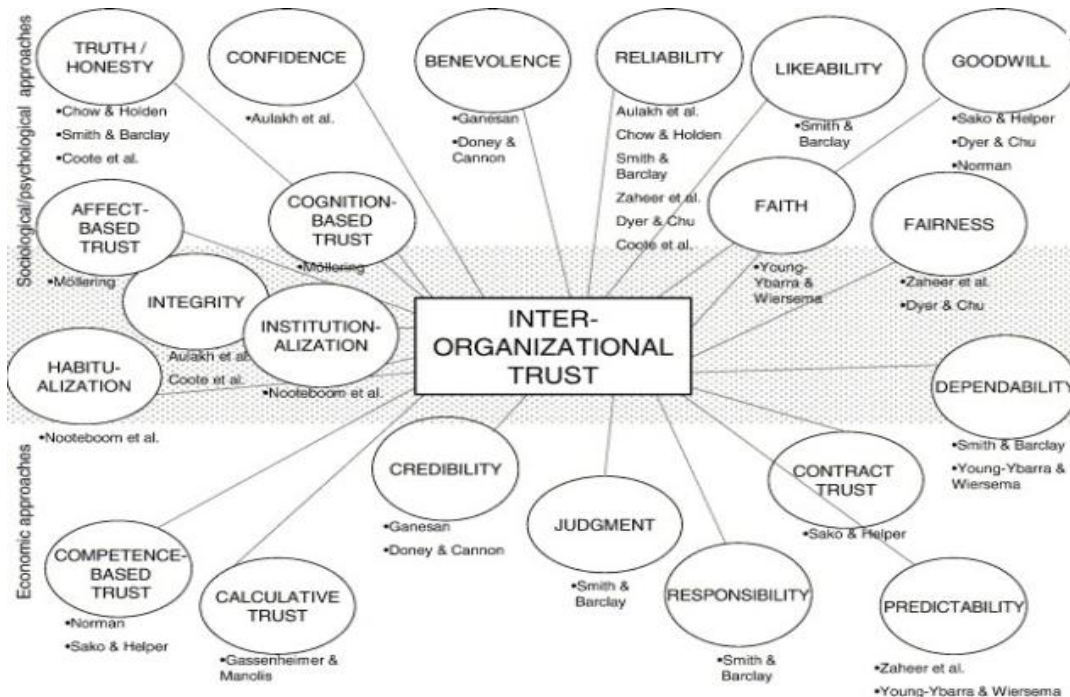
Although there exists consensus amongst many theorists in that significant empirical developments have been made with regards to the definition of trust within the context of business relationships amongst different organisations (Bachmann, 2001; Mayer *et al.*, 1995), trust that exists in business relationships within an organisational context still remains an under-theorized,

under-researched and subsequently poorly understood phenomenon (Child, 2001).

Furthermore, within an organisational context, the development of a model of trust has seen various researchers focus on various different aspects and dimensions of trust. Researchers such as Mayer *et al.* (1995) proposed the inclusion of the characteristics of both the trustor and trustee within a relationship, whilst researchers such as Shaw (1997) identified the aspects of organisational culture, organisational architecture and leadership practices as key leverage points in building high trust within organisations and teams - a notion for which Shaw (1997) further argued that in order to build trust within organisations, imperatives such as achieving results, acting with integrity and demonstrating concerns are key components.

In conceptualizing the dimensions of trust, Sydow (1998) emphasized the dimensions of competence, benevolence, and integrity as critical to organisational trust, but only when these are representative of a group and not a specific person. Furthermore, when defining the concept of trust, Butler and Cantrell (1984) include the dimensions of consistency, loyalty and openness, whilst other authors make extremely powerful arguments for the inclusion for other dimensions such as predictability (Cunningham and McGregor, 2000).

**FIGURE 2-1 : INTER-ORGANISATIONAL TRUST DIMENSIONS AS SUMMARISED BY SEPPANEN, BLOMQVIST AND SUNDQVIST (2007).**



Empirical research conducted by Seppanen, Blomqvist and Sundqvist (2007) identified a number of dimensions to study inter-organisational trust, as can be seen by Figure 2-1. However, even though there exists various different dimensions of trust noted by different theorists, there also exists a high level of commonality amongst dimensions of trust both within an intra-organisational and inter-organisational perspective.

## 2.4. Relating organisational trust and performance

Within an organisational context, trust can be seen as a trait that holds a number of important benefits for organisations and their members (Kramer, 1999). Although organisational scholars have devoted a significant amount of attention to investigating the numerous potential benefits of trust, they have allocated significantly less attention to examining the different ways that trust might transmit these benefits (Dirks & Ferrin, 2004).

There exists, however, a commonality as to the benefits, which include the impact that trust has on employee attitudes, behaviour, perceptions, and

performance outcomes within the confines of an organisational setting. However, the dominant perspective is that the effects of trust are transmitted in a relatively straightforward manner, in that, trust results in distinct effects which include more positive attitudes, higher levels of co-operation and superior levels of performance (Dirks & Ferrin, 2004). Such evidence is supported and reflected in most theoretical treatments of trust and its effects on workplace attitudes, behaviours and performance (Mayer et. al, 1995, Jones and George 1998). Kramer (1999) argues that trust may be seen as a trait that holds a number of benefits for members of an organisation and that there exist different forms of trust that are found within organisations which have precursor conditions that produce them. Additionally, in the study conducted by Kramer (1999), the author also proposed that there exists some psychological, social and institutional barriers that produce trust and distrust in organisations.

Finally, the idea that an increase in trust leads to better team processes and performance has provided the impetus for numerous interventions by managers and consultants (Dirks & Ferrin, 2004). Voelpel and Kearney (2008) position trust as a topic of great importance to researchers, in that trust is recognised as an important factor influencing both organisation successes in the marketplace, as well as the well-being of the workforce of an organisation, which in turn drives employees to perform better.

## **2.5. The disadvantage of trust as a consideration**

However, Gargiulo and Ertug (2006), argue in what they term the dark side of trust, the consequences of excessive trust. They argue that excessive trust could be detrimental to performance, in that:

- Excessive trust could result in a term which they refer to as blind faith, which increases the risk of misconduct within an organisation as a result of the reduction of the need for monitoring and vigilance
- Higher trust leads to greater satisfaction and commitment to a relationship, however, Gargiulo and Ertug (2006) argue that this could

lead to complacency and thereafter an acceptance of less than satisfactory outcomes from the relationship between the parties involved

- And finally, Gargiulo and Ertug (2006) argue that although trust leads to increased communication and information sharing, it also leads to a relationship being over-embedded which creates unnecessary obligations between the parties involved.

Therefore, it can be argued that although trust within an organisational context has many advantages and benefits (Shaw, 1997; Voelpel and Kearney, 2008), excessive trust within an organisation could also lead to negative organisational performance.

## **2.6. Trust within an organisation**

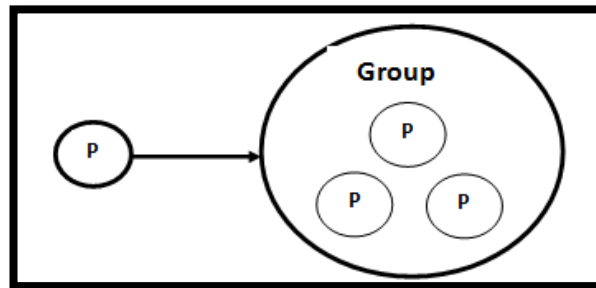
Whilst the concept of organisational trust has been covered quite extensively by various trust theorists, there exists no universally accepted definition encompassing a measurable definition of trust. Additionally, there exists very little research literature covering the concept of the trust relationship that exists between an employee and an interacting department within an organisation

### **2.6.1. Defining the level at which the trust dimensions will be tested**

Bigley and Pearce (1998) propose that the concepts of trust depend on the research problem of interest. Additionally, Rousseau *et al.* (1998) recognised these difficulties, noting that trust can be perceived differently depending on the focal object and level of study at which it will be examined (for example, inter-organisational versus interpersonal trust etcetera). Bachmann and Zaheer (2006) argued the point further, in that, although most conceptualisations of trust focus on the interpersonal level, trust can apply to persons, groups and organisations due to the fact that decisions pertaining to

trust can be made by all three entities which exhibit the measurable actions that follow from such decisions.

FIGURE 2-2 : LEVEL OF TRUST RELATIONSHIP UNDER STUDY AS ADAPTED FROM CURRALL AND INKPEN (2002) – THE PERSON TO GROUP LEVEL OF TRUST.



The research problem which this study aims to address is the trust relationship between an employee and other departments with which the employee interacts within an organisation (as depicted by Figure 2-2). Currall and Inkpen (2002) proposed a framework of interpersonal, intergroup and inter-organisational relations, in which the aim of this framework was to articulate the level of theory, as well as the trustees and trustors at the person, group and organisational levels. The authors argue that an interchange of trust exists at the interpersonal, intergroup and inter-organisational level of an organisation. Furthermore, these levels of trust are inter-related, in that, trust at the interpersonal level can impact trust at the intergroup level, which in turn can influence trust at the inter-organisational level.

Consequently the current study was therefore positioned as a study focusing on the dimensions of trust which are relevant to the trust relationship that exists between an employee and other interacting departments within an organisation, and the influence that these dimensions have on employee performance.

## 2.7. Defining the trust dimensions

Over the past decade, it must be noted that despite many conflicting views held by different researchers of trust, significant progress has been made with regard to the commonality of certain trust dimensions when conducting a study of trust within an organisational setting (Currall & Inkpen, 2006).

It is noteworthy to distinguish between the concepts of trust, on the part of the trustor as opposed to trustworthiness, which focused on the side of the trustee. In differentiating these two concepts, trust entails an action, in which it is an evaluation of the quality of a person or group as a trustee whereas trustworthiness constitutes an evaluative process governing the degree of trust by evaluating the quantity of trust that is placed in the trustee (Mayer *et al.*, 1995; Nooteboom, 2002). Ferres and Travaglione (2003) further strengthen this argument in that they position trust as more than just the formation of another's trustworthiness, in that it also involves a willingness to act under uncertain conditions.

Furthermore, Mouzas *et al.* (2007) recognised distinctions in the manner in which trust dimensions, identified by various different authors, can be studied. The authors argued that business relationships can be characterised by two constructs that have been hidden behind the ecumenical construct of trust. The first of which they argue that business relationships depend on a variety of important interactions based on interpersonal trust, and the second of which they depend on the independent standard of reliance. Mouza's *et al.* (2007) further proposed that although trust is usually conceptualised by many researchers to exist within an interpersonal level (interpersonal trust); the actual relationship structure is complicated in that business exchanges involve several other dimensions of trust that do not only constitute interpersonal trust.

Therefore, Mouzas *et al.* (2007) argued that in business relationships, the concept of trust needs to be supplemented by an additional standard of trust dimensions that contribute to the theoretical conceptualisation, managerial calculability and certainty of business exchanges. Therefore the authors provided a distinction between interpersonal trust dimensions and what they

termed ‘impersonal’ dimensions of trust, and used the term ‘impersonal’ to describe the non-personal rational standards within business relationships – a notion which was further argued by Blois (1999) who claimed that a difference existed between trusting someone and relying on someone for something. Additionally, they proposed that the impersonal trust dimensions did not involve an emotive element, but rather a set of rational standards that circumscribed institutionalised rules of doing business - it existed when one party has confidence in an exchange partner’s reliability (Morgan and Hunt, 1994).

Additionally, research conducted by Ellonen, Blomqvist and Puumalainen (2008) argued impersonal trust to be based on the systems, roles and reputations from which trust would be institutional and resident in the practices and processes that would not be personalised to its members, which was opposed to the personal sources of trust found in interpersonal relationships. For the purposes of this literature review, dimensions of trust were defined as key component constituents, classified as either interpersonal or impersonal from which perceptions of trust are derived.

## **2.8. Dimension of trust identified in the literature**

Potential dimensions were sourced from a review of the relevant literature. Here, the sources of trust relevant to at the relationship between employees and other department within an organisation were identified. The diagram below represents a summary of the sources of trust as identified in the literature review.

FIGURE 2-3 : SUMMARY OF TRUST DIMENSIONS IDENTIFIED IN THE LITERATURE

<b>Trust Dimensions</b>		
<b>Interpersonal Trust</b>	<b>Cultural Trust</b>	<b>Reputational Trust</b>
Bagdoniene & Jakstaite (2009) Robinson(1996) Kramer (1999) Mayer, Davis & Schooman(1995) Inkpen & Currall (2004) Bachmann & Zaheer (2006) Dirks (1999) Barney & Hansen (1994)	Barney & Hansen (1994) Brein (1998) Van Knippenberg, De Dreu & Homan (2004) Nootboom(2002) Voelpoel & Kearney (2008) Argandona(1999) Cox (1991)	Burt & Knez (1995) Kramer (1999) Josang, Ismail & Boyd(2007) Doney & Cannon(2007) Lui, Ngo & Hon(2006) Fullerton & West (1996) Carmeli & Tishler(2004)
	<b>Systems, Policies and Processes Trust</b>	<b>Leadership Trust</b>
	Mouzas, Henneberg & Naude (2007) Nootboom(2002) Kramer (1999) Huselid (1995) Cannon & Perreault (1999) Delaney & Huselid (1996) Zaheer, McEvily & Perrone (1998)	Bai, Li & Xi (2012) Whitener (2001) Mayer, Davis & Schooman (1995) Simons & McLean-Parks (2000) Dirks & Skarlicki (2004) Narasimhan et al.(2004) Pillai, Schriesheim & Williams (1999) Morgan & Hunt (1994)

### 2.8.1. Dimension one: Interpersonal Trust

Various researchers have proposed numerous different key elements which comprise the determinants of interpersonal trust. Rousseau *et al.* (1998), proposed the concept of trust as a psychological state, comprising the intention to accept vulnerability based upon positive expectations of the intentions or behaviour of another entity. Furthermore, Barney and Hansen (1994) argued interpersonal trust as one that includes psychological expectations, in which trust is the mutual confidence that one's vulnerabilities will not be exploited in an exchange. Butler and Cantrell (1984) argue that the key elements which make up the construct of interpersonal trust include those elements of integrity, competence, consistency, loyalty and openness. Whilst researchers such as Mayer *et al* (1995) focused on the elements of ability, benevolence and integrity; other researchers such as Cunningham and

McGregor (2000) made powerful arguments for the inclusion of predictability within the dimension.

Following on from the definition of trust, many authors break down the concept of trust into constituents that promote trust as a belief which forms an integral component to the definition of interpersonal trust. Bagdoniene and Jakstaite (2009) emphasized in their study of trust the key factors which encompass the concept that included the elements of staff competence; experience and insight; understanding of client psychology; creativity; and communication skills. Therefore, examining interpersonal trust at any referent level requires risk, vulnerability, uncertainty, and the need for interdependence as well as acceptance of risk in order to resolve issues (Inkpen & Currall, 2004).

In alignment with Bachman and Zaheer (2006), who proposed that over time, trust between individuals moves across levels, from the individual level to the group level of a relationship, this dimension will be examined from the perspective of how trust is placed by an employee, on the characteristics of the group of individuals that make up the department, rather than the characteristics of a single individual in the interacting department. The dimension of interpersonal trust is examined at the level at which interpersonal trust is transferred over time from the individual referent level, to the group level of the relationship.

### Interpersonal Trust and its importance to performance

According to research conducted by Dirks (1999), trust can influence the way motivation is converted into performance and processes. Robinson (1996) further emphasized that trust in another entity mediated the relationship between psychological contract breach and self-reported performance. In addition, trust within any context is best understood as a construct that influences performance directly, by channelling their energy towards reaching alternative goals. Dirks (1999) argued that when an individual improves their level of trust, they inherently achieve superior performance. Conversely, when

trust decreases, the individual will probably experience weaker processes and poorer performance Dirks (1999).

Many authors have proposed the factors which promote trustworthiness to include that of reliability, integrity, honesty, openness and competence, which in turn, has a significant influence on the development of trust within a relationship as it refers to a concept which can be developed and enhanced, which ultimately leads to increased performance by individuals (Kramer, 1999).

This dimension has thus been strongly identified as a unique dimension from which trust is derived, and was thus considered as a critical dimension for examining the trust relationship as this type of trust is personal and trustworthiness focused; and addresses risk that is relational in nature.

### **2.8.2. Dimension two: Cultural Trust**

For the purposes of this study, the cultural trust dimension is focused on how the trust an employee has in the culture of another department influences the performance of the employee. In conceptualising cultural trust, Nootboom (2002) argued that culture represents a focusing device, due to its ability to help external parties trust. Therefore, the need exists to validate the relative influence that this dimension of trust, which exists in the relationship between an employee and other departments, has on employee performance

#### Examining cultural trust

Culture within an environment is argued to guide the actions of individuals in terms of the codes of behaviour and ethics that control intentions that instil values and ethics (Nootboom, 2002). Nootboom (2002) further proposed that employees must take into account their own interests and intentions; and thereafter validate how these are embedded into the culture of the specific referent with which they interact (in this case other departments), to identify if

they are aligned or not. Firestein (2006) further provided a link between culture and reputation, asserting that it is through an internal culture that a positive opinion is forged by successfully coping with expected and unanticipated challenges.

Furthermore, performance benefits of a strong culture are often viewed as being derived from three consequences, namely; enhanced co-ordination and control, improved goal alignment between its members; and increased employee effort. Welch and Welch (2006) proposed that strong culture, as a managerial aid, enhances employee performance in that it facilitates the transfer of appropriate processes and practices such as work behaviours, which thereby promote greater commitment to values and objectives amongst employees.

Although argued at an organisational level, Barney and Hansen (1994) contended that strong cultures lead to strong forms of trustworthiness, yet underlined the need to have in place a culture and associated control systems that reward trustworthy behaviour. Brien (1998) proposed that the goal for improving culture should be to focus directly at trust. The author further noted that trust was a goal that could only be achieved through ethical actions, and the best way to attain trust was to develop a professional culture that is based on trust.

Furthermore, workplace diversity is considered an integral component of culture within an environment and has the potential to enhance decision making, increase creativity and innovation, and increase success (Cox, 1991). It is often viewed as a critical asset within a group and constitutes a broadening of task relevant resources, which include knowledge sharing, skills, abilities, experience, perspectives as well as social enlightenment (Van Knippenberg, De Dreu and Homan, 2004).

Such benefits of a diverse culture have been strengthened by authors such as Wentling and Palma-Rivas (2000), who mentioned that when there exists a culturally diverse workforce, superior services are rendered to individuals due to the fact that they are much better able to understand customers' needs, in this instance, the needs of the employee interacting with the department.

Voelpel and Kearney (2008) argued that failure to reap the benefits that cultural diversity could conceivably engender, could be detrimental to achieving superior performance. The authors further proposed that failure to encompass cultural diversity provides the missed opportunity of providing a culture of heterogeneity; as such a culture has been linked to superior performance, as well as greater employee satisfaction within organisations, in which, such benefits provide powerful arguments for social integration among dissimilar individuals.

Argandona (1999) argued that trust has always been an important contributing factor in business, in that, the author further strengthened the proposal by Brien (1998) that the establishment, growth and loss of trust were mainly due to ethical reasons. Thus, culture was viewed as a significant dimension of trust within this relationship context, as cultures of different departments within organisations may be different due to the silo mentality which may exist in many organisations, which thus impacts the trust between employees and other departments of the organisation.

### **2.8.3. Dimension three: Leadership Trust**

Bai, Li and Xi (2012) argued that trust in leadership has become one of the most pivotal factors in organisations because of its critical effect on employee's attitudinal and behavioural outcomes. Whitener (2001) proposed that trust develops through a social exchange process in which employees interpret the actions of management and reciprocate in kind. Inevitably, the gradual expansion of the exchange permits the partners to prove their trustworthiness to each other. As a consequence of these social exchange processes, trust is generated between the parties (Blau, 1964), in which, for a high quality relationship to exist, the issues of care and consideration in the relationship are central (Blau, 1964).

Hosmer (1995) proposed trust as the expectation which an individual had on another, based on ethically justifiable behaviour, which comprised morally correct decisions and actions based on ethical principles of analysis. Mayer *et*

*al.* (1995) further argued the notion of leadership from the perspective of how it impacts a follower's vulnerability in a relationship, and how these trust relationship concerns about a leader's character are important because the leader may have the authority to make decisions that have a significant impact on a follower and the follower's ability to achieve their goals.

In this manner, this perspective implies that followers attempt to draw inferences about the leader's characteristics and that these inferences have consequences for work behaviour and attitudes. Additionally ethics constitute an important characteristic for leadership within organisations. Authors such as Bews and Rossouw (2002) position the correlation between trust and ethics as vague, but do however argue that ethics can promote trust, and that trust altogether can be abused, resulting in unethical behaviour. The ethics of leadership therefore, plays a role in facilitating trust or distrust within a relationship (Bews & Roussow, 2002).

### Leadership trust and it's relation to performance

Argyris (1964) proposed that trust in management is important to achieve superior levels of performance. Davis, Schoorman, Mayer and Tan (2000) investigated the relationship between employee's level of trust in the management and several measures of performance, and found that higher levels of performance were achieved where there exists higher levels of trust in the leadership.

Simons and McLean-Parks (2000) found that behavioural integrity has an impact on trust in leaders, and that trust in leaders has an impact on employee retention, customer service and ultimately performance. Dirks and Skarlicki (2004) proposed that trust can be influenced by the leadership style of a leader within an organisation. Narasimhan *et al.* (2004) enforced this notion by stating that promotion of trust amongst different entities within an environment (in this instance between the employee and leaders within the interacting department) manifests itself with leadership. Furthermore, Narasimhan *et al.* (2004) also argued that in order to improve employee

performance and enhance job satisfaction, a good trust relationship with a leader makes an employee perform at a higher level than what is required in their job specification.

Pillai, Schriesheim and Williams (1999) differentiated between transformational leadership in which leaders engage in actions that gain the trust of their followers by demonstrating individualized concern and respect for followers, and transactional leaders who focus more effort on ensuring that employees are rewarded fairly and that followers recognize that they will fulfil the work contract.

For the purposes of this study, the dimension of leadership will focus on the transactional leadership style of the leaders of the interacting department, in that, the employee engaging with that department is able to assess the characteristics of the leadership style of the interacting department as described by Pillai *et al.* (1999). Therefore, in line with the definition of trust consistent with that of Morgan and Hunt (1994), who define trust as reliance on another party, having faith in others and believing them – the dimension of trust in leadership will be investigated from the perspective which exists when one party (in this instance an employee) has confidence in an exchange partner's reliability, integrity, concern, dependability and fairness; and the relative influence that this has on the performance of employees from other departments.

#### **2.8.4. Dimension four: Systems, Policies and Processes trust**

Many researchers maintain that trust reflects the security one feels about a situation because of guarantees, safety nets or other structures that exists which protect themselves from risk (Mcknight, Cummings & Chervani, 1998), a definition which was further extended by Mouzas *et al.* (2007) as the trust placed in systems that emanates from structural arrangements. These arguments were further strengthened by various other authors such as

Nooteboom (2002), who defined these safety nets or procedures as rules, ethics and professional standards that govern exchange in a relationship.

Kramer (1999) proposed the notion that, if trust is largely based on an individuals' expectations and depersonalised beliefs with regards to other members which reside in different departments within an organisation, then both explicit and tacit understandings regarding transactional norms, interactional routines and exchange practices provide an important basis for inferring that other employees within other departments are likely to behave in a trustworthy fashion, even in the absence of knowledge about them. The author further argues that rules, both formal and informal, capture much of the knowledge that members have about such tacit understandings. In other words, when policies and processes that govern the delivery of products or services are made transparent to other employees by interacting departments, employees who interact with these departments are able to foster trust with that department, thereby leading to higher levels of superior performance.

### The benefits of Systems, Policies and Processes trust

Huselid (1995) argued that employees become much more motivated and more focus is applied to achieving superior performance when high performance work processes are instilled within an environment. An argument strengthened by the work of Delaney and Huselid (1996), that reinforces the credibility of the correlation between effective practices and superior performance. However, Huselid (1995) cautioned that the contribution of a highly skilled and motivated workforce will be limited if jobs are structured in such a manner that employees are not allowed to utilise their skills and abilities to design new and improved methods of doing their activities.

Furthermore, systems and processes create a stable environment in which trust can be developed and thereafter such internalised norms would become socialised trust structures that shape a business exchange (Zaheer, McEvily & Perrone, 1998). Additionally, Cannon and Perreault (1999) further extended

the understanding of benefits in their contention that systems, processes and policies tend to specify roles implicitly or explicitly for both parties in a relationship, providing rational and legitimate accounts of business related activities, which in turn prevent a group from having its conduct questioned. Although only conceptually, Nooteboom (2002) viewed trust as an important concept which could be argued as both an object and source of trust, in that, the trust in the people in the department would depend on the trust in the department.

Therefore, this dimension is thus impersonal in nature, in that it enables employees to form rational expectations on how other departments are governed, and how it would be able to deliver its respective product or service. The relationship examined here is the trust that an employee has in the way in which a department that is providing a product or service to the employee is governed, and the relevant influence that this trust has on the employee's performance.

### **2.8.5. Dimension five: Reputational Trust**

Various research studies conducted on trust theory with the aim of defining the concept have shown that an individual's perception of another party's trustworthiness and their willingness to engage in trusting behaviour when interacting with each other has been considerably linked to history dependent processes (Kramer, 1999). Furthermore, interactional histories provide decision makers with information which is useful in accessing others' dispositions, intentions, and motives (Kramer, 1999). Kramer (1999) noted that there existed different forms of trust within the organisation, and that there also exists precursor conditions which produce them, which were focused on some psychological, social and institutional barriers which produced trust and distrust in organisations

Kramer (1999) whilst formulating the role that interactional histories play in the emergence of trust, proposed two psychological facets of trust judgements. The author argued that, firstly, an individual's judgment regarding another

party's trustworthiness is anchored by their priori expectations about the other persons behaviour, and secondly, those expectations change in response to the extent to which subsequent experience either validates or discredits them.

Burt and Knez (1995) also argued that third parties are important conduits of trust due to their ability to diffuse trust relevant information via gossip. The authors argued that gossip constitutes a valuable source of what the authors term 'second hand' knowledge about other entities. However, the effects of gossip on trust judgements are somewhat complex and not always in the service of rational assessments of others' trustworthiness, in that, third parties tend to portray only partial disclosures about others (Burt & Knez, 1995). This occurs mainly due to these third parties communicating information about others to what they believe is consistent with what the other party would like to hear (Burt & Knez, 1995).

Josang, Ismail and Boyd (2007) define reputation as a collective measure of trustworthiness (in the sense of reliability) based on the referrals or ratings from members in a community, and that an entities subjective trust can be derived from a combination of received referrals and personal experience. Additionally, a group's (in this instance department's) reputation can be modelled as the average of all its members' individual reputations or can be perceived as the average of all its members as a whole by external parties (Josang *et al.*, 2007). Recent findings by Johnson and Grayson (2005) indicated that business reputation is a significant antecedent of affective trust. Further support was provided by Lui, Ngo and Hon (2006), who proposed that working with partners that have a high reputation creates trust amongst the parties involved.

Fullerton and West (1996) cited credibility as the key dimension perceived by individuals as discriminating successful relationships from unsuccessful ones, with clients perceiving the critical dimension being the individuals' understanding of the practicalities of the department and problem. Gefen (2000) defined trust as the faith of one entity on the other that they will deal ethically, and will not try to take undue favour of the situation. Doney and

Cannon (1997) argue that perceived reputation can be defined as the employees' belief that an entity is fair and honest. Furthermore, Drumwright (1994) suggested that a good reputation can be gained by not only doing things because they are fair, but also by displaying behaviours which are perceived to promote integrity to the trustor.

An employee's perception of the reputation of a department within an organisation will positively impact their assessment of the trustworthiness of a product of service provider, through a process of transference (Doney & Cannon, 1997). Therefore, an employee who is not yet sufficiently familiar with a department offering a product or service may extrapolate their opinion directly from the reputation of the department.

### Reputational trust in relation to employee performance

Many theorists have positioned the reputational trust dimension as a critical component which encapsulates the concept of trust within the context of a business relationship. Arguments have been made by researchers such as Blomqvist and Stahle (2000) in that entities which have reputations develop routines, processes and culture which unify the behaviour of their employees and their responses to external contacts. In their studies of intangible elements that affect performance, Carmeli and Tishler (2004) argue that intangible elements such as reputation have a significant impact on performance, whereby reputation is one of the most significant elements in determining performance.

Therefore, if an employee within an organisation perceives departments as competent, inferred through the words and interactions of other employees within an organisation, it stands to reason that these interactions would potentially shape trust levels of employees interacting with that department (Koeszegi, 2004; Doney & Cannon, 1997; Fullerton & West, 1996).

This dimension of trust was therefore identified as an important dimension as this trust dimension is impersonal in nature which deals with perceived performance risk and is grounded in the reasonable expectations the

employee has about the interacting department's credibility to deliver a successful product or service.

## **2.9. Concluding Remarks: The academic case for this study**

While dimensions of trust had been covered in various depth, very few had been done in relation to trust which employees have with other departments within an organisation, and the effect that this trust has on employee performance. Furthermore, whilst the dimensions of trust have been investigated by authors such as Seppanen *et al.* (2007) within an inter-organisational context, and the various trust dimensions within an intra-organisational context have been covered by authors such as Dirks and Ferrin (2001), there existed a need to test the influence that the relevant trust dimensions in the relationship that exists between an employee and other departments had on employee performance.

## 3. CHAPTER THREE: RESEARCH PROPOSITIONS

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### 3.1. Introduction

The objective of this study was to source dimensions of trust that were relevant within the context of the relationship between an employee and other departments within an organisation, and test what their influence was on employee performance. Through the review of the relevant literature, trust dimensions were sourced and conceptualised.

The outcomes of this study were therefore to:

- Source the relevant dimensions of trust which exist in the relationship between an employee and other departments within an organisational(through the relevant literature review)
- Establish whether all of the dimensions of trust have an influence on employee performance.
- Determine which of the trust dimensions constitute the biggest predictors of employee performance

### 3.2. Research Propositions

#### **Proposition 1**

All the dimensions comprising of Interpersonal trust; Cultural trust: Leadership Trust; Reputational Trust; and Systems, Processes and Policies Trust; have an influence on employee performance.

#### **Proposition 2**

All of the relevant trust dimensions are equally significant predictors of employee performance.

## 4. CHAPTER FOUR: RESEARCH METHODOLOGY

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### 4.1. Choice of Methodology

This study was quantitative and descriptive in nature where Zikmund (2003) described descriptive research as that which is designed to describe characteristics of a population or a phenomenon (Zikmund, 2003), in this case – trust dimensions in relation to employee performance. Furthermore the study used the descriptive approach, which critically reviews relevant secondary data from relevant literature and previous research studies done on similar research topics. Additionally, Zikmund (2003) proposed that descriptive research seeks to determine the answers to who, what, when, where and how questions, in this instance:

- what were the dimensions of trust that existed in the relationship between an employee and other departments within an organisation
- what was the relationship between the trust dimensions and employee performance within this context
- what were the most significant trust dimensions that influence employee performance within this context

### 4.2. Unit of analysis

It is expected that whenever defining a problem, one has to clearly determine the unit of analysis (Zikmund, 2003), as this unit of analysis is the central point and major entity on which the research study will be focusing.

Therefore the unit of analysis in this study was the trust relationship between the employee and the interacting department.

### **4.3. Population**

The population of this study included all South African based employees who have interacted at a business level with other departments within an organisation at some level in their career. The research focussed on South African based organisations, which operated in the following spaces:

- Insurance industry (Comprising of Vehicle, Medical and Life insurance)
- Financial Services industry
- Information and Communication Technology (ICT) industry

### **4.4. Sample Method and Size**

Non-probability sampling was utilised as the probability of any particular member of the organisation being chosen is unknown (Zikmund, 2003). More specifically a quota sampling technique was employed in order to introduce some stratification of the population. The benefits of utilizing this technique is the ability to obtain a large number of completed questionnaires economically as well as quickly (Zikmund, 2003).

The disadvantage of such a method is that the units to be included in the sample will be based on ease of access and cost considerations, resulting in a sampling bias, which in turn would make it impossible to make generalisations from the sample to the population. In order to obtain reliable statistical data, a sample size of 30 was required.

### **4.5. Data gathering process**

In terms of data gathering, an online questionnaire was employed. Desired respondents were emailed a high level positioning communication that invited them to participate in the research project. This was done via emailing the desired respondents a link to the online questionnaire. The online tool that

was utilised was that of Google Drive ([www.google.com/drive](http://www.google.com/drive)). Therefore, the instrument was closed web with the invitation being email URL embedded.

As describe by Zikmund (2003), the benefits of utilizing this type of instrument included:

- The speed of data collection, which is instantaneous and 24 hours, 7 days a week
- It is low cost
- There is a low threat of interviewer influence on answers
- There exists versatility of questioning
- It provides for high geographic flexibility.

Additionally, Kellner (2004) argued that because there exists no interviewer employed by utilising this type of instrument, there is less social desirability bias and respondents answer more honestly. However, the disadvantage of employing such an instrument included a questionnaire length which was moderate; high possibility for respondents misunderstanding the questions as well as challenging attempts at maintaining anonymity (Zikmund, 2003).

#### **4.6. Research Instrument**

Trust has been proposed to be context based by many researchers (Rousseau *et al.*, 1998; and Schoorman *et al.*, 2007). Thus, new measures have been developed by researchers to better illustrate their specific research context. Therefore, all constructs taken from the literature were assessed such that their Cronbach alpha reliability value exceeded the recommended value of 0.7.

Furthermore, questions were made easier to understand, such that:

- Language was made simpler;
- Double negative statements were inverted to the positive; and
- Double barrelled questions were improve in terms of comprehension

#### **4.7. Data Analysis and interpretation**

Zikmund (2003) described the process of data analysis as the transformation of raw data into information that is easier to understand, interpret and finally assist in decision making when dealing with specific and identified problems. Therefore, all completed questionnaires were downloaded into a spread sheet from Google Drive, and thereafter underwent an evaluation process, which involved a data review as well as checking and adjustments for data consistency (Zikmund, 2003).

Data analysis adapted after successful collection and review of primary data took the format of basic data technique for the descriptive statistics. The tool used to execute the statistical analysis of the data was SPSS 21. SPSS 21 is a widely used statistical package with broader statistical functionalities to perform in-depth statistical data mining, leading to accurate and reliable conclusive inferences based on the data.

#### **4.8. Instrument Design**

The questionnaire comprised four parts. The first part included an introduction which shared the objectives of the research combined with a voluntary consent explanation. The second part consisted of a screening question to ensure that respondents did in fact currently or previously have a business relationship with another department within their organisation. Such a technique was done upfront so as to screen for eligibility for the survey depending whether or not participants comprised part of the research population.

Additionally, the question was dichotomous and close ended in nature. Therefore, this part of the questionnaire was utilised as a safeguard in identifying any potential respondents that had to be excluded from the analysis, which were inaccurately identified as a result of the judgment in screening of the potential participants.

The third and main part of the questionnaire included a series of statements reflecting the items which operationalised the constructs measured against an interval scale. The scale was itemised and was employed as a means of determining a measure of attitudes (Brace, 2008). Every statement was measured on a five-point Likert scale which offered sufficient discrimination whilst ensuring respondents could adequately understand the scale (Brace, 2008). The fourth and last part of the questionnaire measured the performance of the performance.

Furthermore, the Likert scale was also consistently annotated for clarity and to assist the respondent in finding the most appropriate answer with the order of questions being structured to cater for the specific trust dimensions which are being tested.

#### **4.9. Pretesting of Questionnaire**

As per the recommendation by Brace (2008), the questionnaire was pretested before it was committed to a large scale study as an essential precaution. Brace (2008) further insisted that a questionnaire be pretested for three aspects, namely:

1. Reliability
  - a. Do respondents understand the questions?
  - b. Are all ambiguous, leading or double barrelled questions eliminated?
  - c. Do the questions sound correct?
  - d. And finally, does the questionnaire retain the respondents' attention?
  
2. Error testing
  - a. Does the technology work?
  - b. How long does the interview take?
  - c. Have mistakes been made?

### 3. Validity

- a. Do the questions and responses answer the brief?
- b. Do the response codes provide sufficient discrimination?
- c. And finally, are the response codes sufficient?

This notion of questionnaire pretesting was further reinforced by Terre blanche, Durrheim and Painter (2006) who recommended that a questionnaire should be pretested to check for gaps, flaws, repetition and inconsistencies in the instrument. Therefore, the questionnaire was pretested on twenty members of the population base of the checks provided by Terre Blanche *et al* (2006). Therefore, feedback received from the pre-test confirmed the terminology as working and thus led to:

- Shortening of the consent letter, in order to maintain interest;
- Increasing the font size of the questions for improved legibility;
- Reducing ambiguity from some of the questions
- Removing questions from the Interpersonal trust dimension which were repetitive in nature;
- Explanations were given for what was meant by Reputational and Systems, Processes and Practices trust to ensure comprehension;
- And finally reducing the time communicated to complete the questionnaire - from fifteen to five minutes

#### 4.10. Research Limitations

As with all research studies, there are inherent limitations. The following limitations were identified:

- The employee performance did not take into account macro-economic factors which could have led to employee performance abnormalities.
- Due to time constraints, the size of the responses was limited. A larger response would have been beneficial to this research.

- The results of this inquiry may not be generalisable as a result of using non-probability sampling.
- The fact that the questionnaire assessed respondents' perceptions about their performance might also have introduced bias into the data in that issues other than trust might have subconsciously moderated their individual performance.

#### 4.11. Method of Analysis

**Proposition 1:** All the dimensions comprising of Interpersonal trust; Cultural trust: Leadership Trust; Reputational Trust; and Systems, Processes and Policies Trust; have an influence on employee performance.

- **Correlation Analysis**

**Proposition 2:** All of the relevant trust dimensions are equally significant predictors of employee performance

- **Multiple Stepwise Regression**

## 5. CHAPTER FIVE: RESEARCH RESULTS

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### 5.1. Descriptive Statistics

The statistical analysis was performed on raw data using SPSS data analysis software system. The data was filtered and cleansed to be ready for analysis by firstly removing respondents who were not eligible to complete the questionnaire based on the first question, either due to incorrect judgement used to screen participants or due to individuals not having been involved in a business relationship with another department of an organisation. With regards to the questionnaire, all questions were mandatory to answer; therefore no respondents were removed due the questionnaire being incomplete.

Thus the cleansed data consisted of a matrix with respondents' answers to seven main questions with 26 sub items on a 1 to 5 Likert-type scale. All variables were looked at in the individual capacity. The data cleaning and analysis took approximately nine hours.

#### **Sample Description - Responses**

From the 600 respondents which were targeted, 142 responded to the questionnaire – a 23.8% response rate. Of these 142 respondents, 2 were excluded as a result of answering 'No' to the screening question. No respondents were excluded as a result of incomplete data as all questions in the survey were mandatory to answer. This therefore left a total of 140 usable responses for the purpose of analysis.

#### **Descriptive Statistics for each of the trust dimensions**

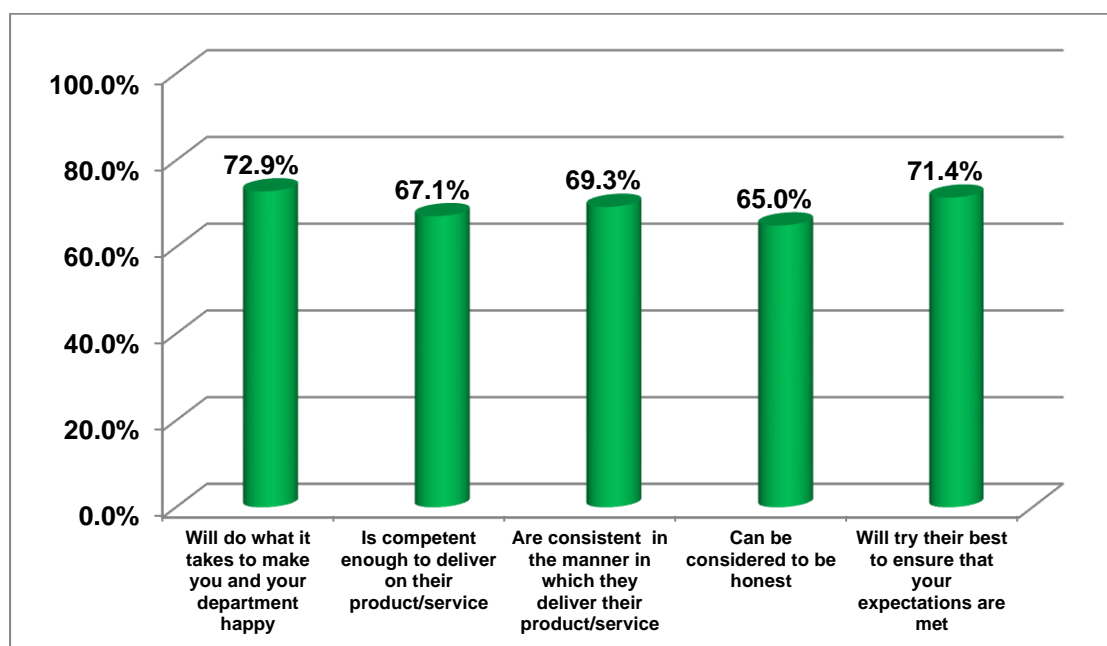
For the purposes of representing the descriptive statistics for each dimension, both frequencies and mean were calculated for the 5-point Likert-type items in view of the controversy of the ordinal/interval nature of the scale (Tastle & Wieman, 2007). The frequency analysis does not assume equal interval scales, while analyses based on means do. Therefore, the frequency analysis

involved counting, for every item the percentage of respondents who believed or strongly believed in the meaning of item. These percentages were then represented graphically in bar graphs which were grouped by the items representing each of the items of the dimensions of trust.

### **Responses by interpersonal trust dimension**

Figure 5-1 demonstrates the percentage of respondents who responded positively by means of ‘believe’ or ‘strongly believe’ responses to each of the interpersonal dimension items, with 72.9% believing or strongly believing that the department in question will do what it takes to make that their department happy; 71.4% believing that the department in question will try their best to meet the employee’s expectations; 69.3% believing that the department is question are consistent in the manner in which they deliver their product/service; 67.1% believing or strongly believing that the department in question is competent enough to deliver their product/service and 65% of participants believing or strongly believing that the department in question can be considered as honest in their relationship with them.

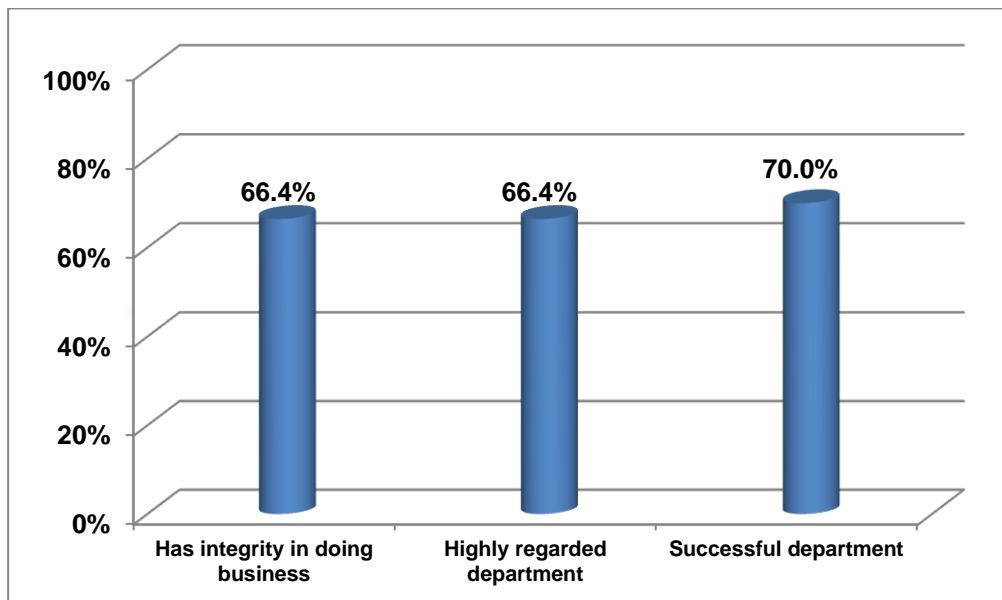
**FIGURE 5-1 : PERCENTAGE OF RESPONDENTS WHO BELIEVE IN THE INTERPERSONAL TRUST DIMENSION**



### Responses by reputational trust dimension

Figure 5-2 demonstrates the percentage of respondents who ‘believe or ‘strongly believe’ in the items of the reputational dimension, with 70% of respondents believing or strongly believing that the department in question is regarded as a successful department; 66.4% believing or strongly believing that the department in question has integrity in business; and 66.4% of participants believing or strongly believing that the department in question is a highly regarded.

**FIGURE 5-2 : PERCENTAGE OF RESPONDENTS WHO BELIEVE OR STRONGLY BELIEVE IN THE REPUTATIONAL TRUST DIMENSION**

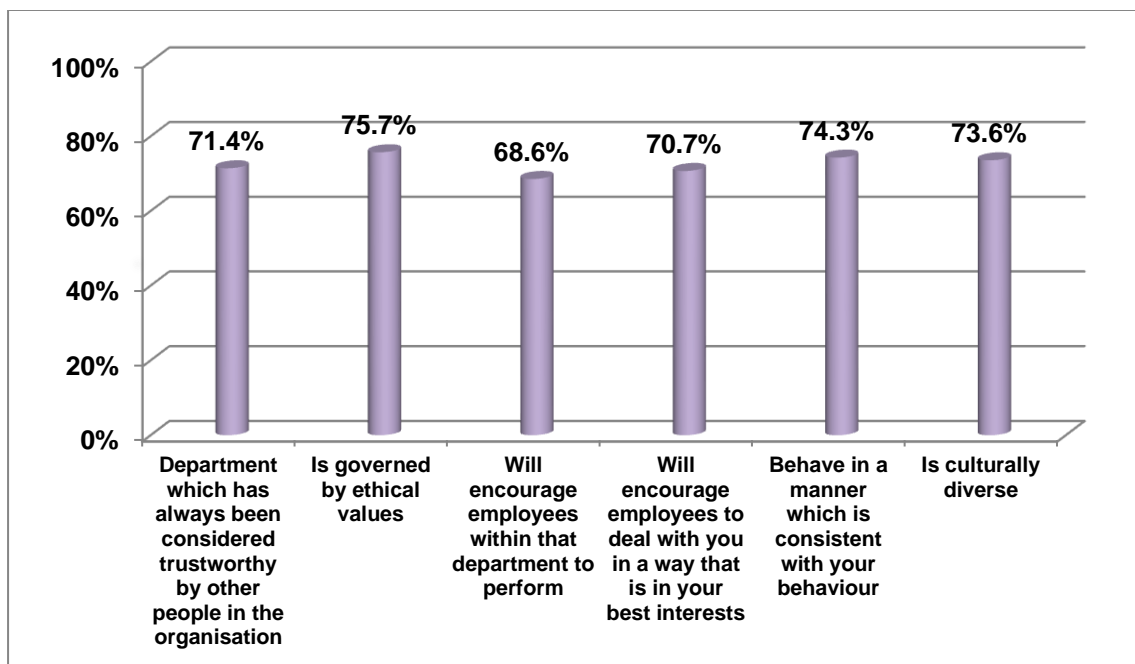


### Responses by cultural trust dimension

Figure 5-3 demonstrates the percentage of respondents who ‘believe’ or ‘strongly believe’ in the items of the cultural trust dimension, with 75.7% of respondents believing or strongly believing that the department in question is governed by ethical values; 74.3% believing that the department behaves in a manner which is consistent with that of the respondent; 73.6% believing that the department is culturally diverse; 71.4% believing that the department has always been considered as trust worthy within the organisation; 70.7%

believing that the department will encourage employees to deal with them in a manner which is in the respondents best interest; and 68.6% of respondents believing that the department will encourage employees within that department to perform to the best of their abilities.

**FIGURE 5-3 : PERCENTAGE OF RESPONDENTS WHO BELIEVE OR STRONGLY BELIEVE IN THE CULTURAL TRUST DIMENSION**

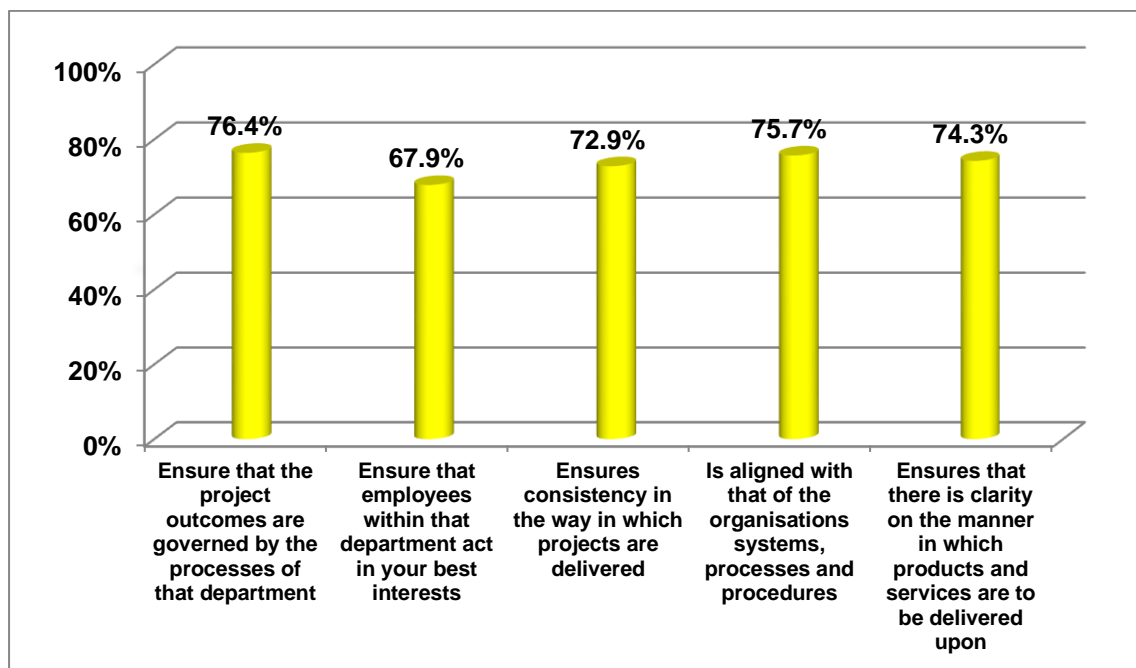


### **Responses by Systems, Processes and Policies trust dimension**

Figure 5-4 demonstrates the number of respondents who 'believe' or 'strongly believe' in the items relating to the systems, processes and practices dimension, with 76.4% of respondents believing or strongly believing that the department in question will ensure that the project outcomes are governed by the processes of that department; 75.7% believing that the systems, processes and practices of that department are aligned with that of the organisations; 74.3% believing that the department ensures that there is clarity in the manner in which products/services are delivered; 72.9% believing that the departments systems, processes and policies ensures

consistency in the way in which products/services are delivered; and 67.9% believing that the systems, processes and policies of that department ensure that the employees of that department behave in the respondents best interests.

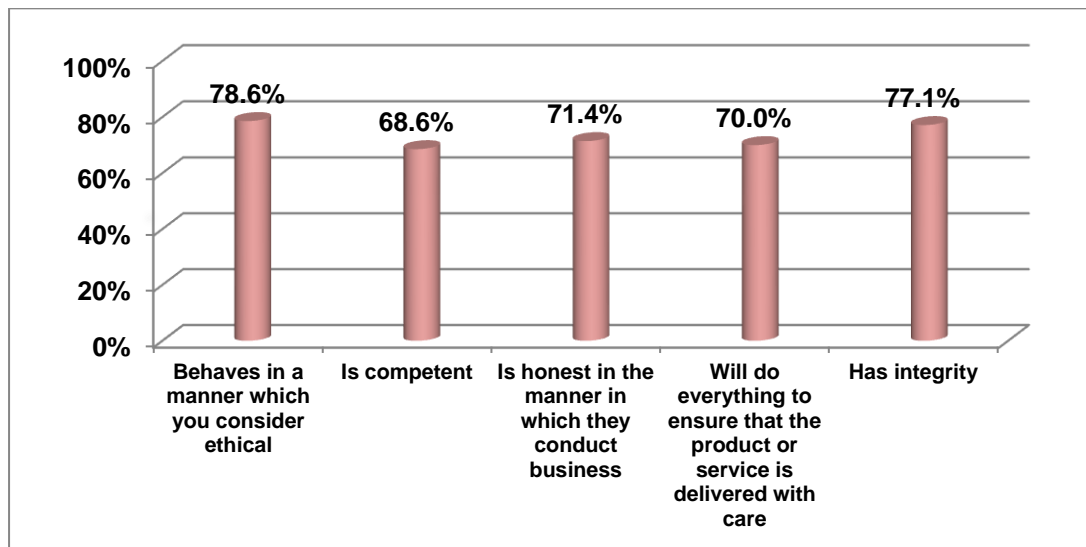
**FIGURE 5-4 : PERCENTAGE OF RESPONDENTS WHO BELIEVE OR STRONGLY BELIEVE IN THE SYSTEMS, PROCESSES AND POLICIES TRUST DIMENSION**



### **Responses by Leadership trust dimension**

Figure 5-5 demonstrates the percentage of respondents who ‘believe’ or ‘strongly believe’ in the items of the leadership trust dimension, with 78.6% believing that the leadership of the department behaves in a manner which the respondent considers ethical; 77.1% believing that the leadership of that department has integrity; 71.4% believing that the leadership of that department is honest in the manner in which they conduct business; 70 % believing the leadership in that department will do everything to ensure that the product/service is delivered on time with care; and 68.6% believing that the leadership of the department in question is competent.

**FIGURE 5-5 : PERCENTAGE OF RESPONDENTS WHO BELIEVE OR STRONGLY BELIEVE IN LEADERSHIP TRUST DIMENSION**



## 5.2. Factor descriptives for each dimension

As illustrated in Table 5-1, all key variables had a median of greater than 4.0- with a mean of 3.8 for Interpersonal trust; 3.8 for Reputational trust; 3.9 for Cultural trust; 3.9 for Systems, Processes and Practices trust; and 3.9 for Leadership trust. In other words, respondents tended to agree with all the items.

**TABLE 5-1 : THE FACTOR DESCRIPTIVES FOR EACH DIMENSION**

Dimension	Respondents	Mean	Median	Mode	Std. Deviation	Skewness	Kurtosis
Interpersonal	140	3.8000	4.0000	4.40	0.69820	-1.019	0.644
Reputational	140	3.8143	4.0000	4.33	0.82261	-0.842	0.214
Cultural	140	3.8833	4.1667	4.33	0.83170	-1.165	0.952
Systems, Processes and Practice	140	3.9200	4.2000	4.40	0.75247	-1.238	1.427
Leadership	140	3.9086	4.2000	4.40	0.78010	-1.314	1.632

As can be seen by the “Skewness” column, the responses for all the distributions were negatively skewed, with the highest two dimensions in terms of being negatively skewed representing that of Leadership trust (-

1.314) and Systems, Processes and Practices (-1.238). This suggests strongly perceived trust against all the dimensions, a possible result of participants recalling departments for whom feelings of confidence existed.

## Summary of the responses to the questionnaire

TABLE 5-2 : A COMPARATIVE LOOK ACROSS ALL DIMENSIONS

Dimension	Items	% of responses rating believe or strongly believe
Interpersonal Trust	Will do what it takes to make you and your department happy	72.9%
	Is competent enough to deliver on the product/service	67.1%
	Are consistent in the manner in which they deliver their product/service	69.3%
	Can be considered to be honest	65.0%
	Will try their best to ensure your expectations are met	71.4%
Reputational Trust	Has integrity in doing business	66.4%
	Highly regarded department	66.4%
	Successful department	70.0%
Cultural Trust	Department which has always been considered trustworthy by other people in the organisation	71.4%
	Is governed by ethical values	75.7%
	Will encourage employees within that department to perform	68.6%
	Will encourage employees to deal with you in a way that is in your best interests	70.7%
	Aligned in a manner which is consistent with your behaviour	74.3%
	Is culturally diverse	73.6%
Systems, Policies and Processes Trust	Ensure that the project outcomes are governed by the processes of that department	76.4%
	Ensure that employees within that department act in your best interests	67.9%
	Ensures consistency in the way in which projects are delivered	72.9%
	Is aligned with that of the organisations systems, policies and processes	75.7%
	Ensures that it is clarity on the manner in which products and services are to be delivered upon	74.3%
	Ensure that there is clarity on how the projects will be delivered	76.4%
Leadership Trust	Behaves in a manner which you consider ethical	78.6%
	Is competent	68.6%
	Is honest in the manner in which they conduct business	71.4%
	Will do everything to ensure that your expectations are met	70.0%
	Has integrity	77.1%

Overall, in terms of the percentage with 'believe or 'strongly believe' responses, the four highest items were:

- Behaves in a manner which you consider ethical at 78.6% (Leadership dimension)
- Has integrity at 77.1% (Leadership dimension)
- Ensure that the project outcomes are governed by the processes of that department at 76.4% (Systems, Policies and Processes dimension)
- Ensure that there is clarity on how the projects will be delivered at 76.4% (Systems, Policies and Processes dimension)

Other high ranking items over 74% include:

- Is governed by ethical values at 75.7% (Cultural dimension)
- Is aligned with that of the organisation's systems, policies and processes 75.7%
- Behaves in a manner which is consistent with that of your behaviour at 74.3% (Cultural dimension)

### **5.3. Reliability Statistics for each dimension**

In order to establish the reliability and validity of each research instrument, it is necessary firstly, to clarify these concepts and secondly, to relate them to the research in question. According to Hair, Black, Babin, Anderson, and Tatham (2006) reliability is considered an assessment of the degree of consistency between multiple measurements of a variable. It is a measurement concept that represents the consistency with which an instrument measures a given performance or behaviour. A measurement instrument that is reliable will provide consistent results when a given individual is measured repeatedly under near-identical conditions.

The diagnostic measure used is the reliability coefficient that assesses the consistency of the entire scale, namely Cronbach's Alpha, which is the most widely used measure. The generally agreed upon lower limit for Cronbach's

Alpha is 0.70 (Hair *et al.*, 2006; Robinson, Shaver, & Wrightman, 1991a; and Robinson, Shaver, & Wrightman, 1991b).

TABLE 5-3 : RELIABILITY STATISTICS FOR EACH OF THE TRUST DIMENSIONS

Dimension	Cronbach's Alpha	Number of Items	Comments
Cultural dimension	0.899	6	Reliable
Systems, Policies and Processes dimension	0.867	5	Reliable
Leader dimension	0.866	5	Reliable
Interpersonal dimension	0.796	5	Reliable
Reputational dimension	0.782	3	Reliable

As Table 5-3 above demonstrates, all five trust dimensions were found to be reliable, as they all were found to have a Cronbach's Alpha were greater than 0.70, thus indicating all trust dimensions were proven to be reliable.

**Proposition One:** All the inter-departmental trust dimensions have an influence on employee performance

#### 5.4. Proposition one results

Correlation analysis will be used to determine if the trust dimensions are statistically correlated to employee and organisational performance. McDaniel and Gates (2006) describe correlation analysis is the analysis of the degree to which changes in one variable are associated with changes in another. It is a measure of the relation between two or more variables. Furthermore, correlation coefficients can range from -1.00 to +1.00. The value of -1.00 represents a perfect negative correlation, while a value of +1.00 represents a perfect positive correlation. A value of 0.00 represents a lack of correlation. The most commonly used measurement is the Pearson product-moment

correlation, which is a measure of linear association between two variables. The correlation coefficient may be interpreted as follows:

**TABLE 5-4 : INTERPRETATION OF THE CORRELATION COEFFICIENT**

<b>Correlation Coefficient</b>	<b>Interpretation</b>
-1.0 to -0.8	High
-0.8 to -0.6	Substantial
-0.6 to -0.4	Medium
-0.4 to -0.2	Low
-0.2 to 0.2	Very Low
0.2 to 0.4	Low
0.4 to 0.6	Medium
0.6 to 0.8	Substantial
0.8 to 1.0	High

A considerable amount of caution must be taken when interpreting correlation coefficients, because they give no indication of the direction of causality. This causality is based on two reasons:

- the third variable problem – in any bivariate correlation, causality between two variables cannot be assumed because there may be other measured or unmeasured variables affecting the results; and
- The directions of causality – correlation coefficients indicate nothing about which variable causes the other to change.

For the purposes of this proposition, hypothesis testing will be used to determine as to whether each of the dimensions are statistically correlated with employee performance. Each dimension will be discussed in turn.

### **Interpersonal trust dimension**

**H<sub>01</sub>**: Interpersonal trust is not statistically correlated with employee performance.

**H<sub>A1</sub>**: Interpersonal trust is statistically correlated with employee performance.

**TABLE 5-5 : INTERPERSONAL TRUST CORRELATIONS**

<b>Dimension</b>		<b>Employee Performance</b>
Interpersonal Trust	Pearson Correlation	0.548
	p-value	0.000
	Number of respondents	140

As table 5-5 above depicts,  $p < 0.001$  and therefore it can be concluded that the correlation coefficient is statistically different from zero. Additionally the Pearson Correlation coefficient of 0.548 renders the Interpersonal trust dimension to have a medium positive correlation with employee performance. Therefore based on the above table, there is significant statistical evidence to support and confirm that the research hypothesis is correct. Therefore, Interpersonal trust does have a positive correlation with employee performance.

Therefore the null hypothesis can accurately be rejected.

### **Reputational trust dimension**

**H<sub>02</sub>**: Reputational trust is not statistically positively correlated with employee performance.

**H<sub>A2</sub>**: Reputational trust is statistically positively correlated with employee performance.

TABLE 5-6 : REPUTATIONAL TRUST CORRELATIONS

Dimension		Employee Performance
Reputational Trust	Pearson Correlation	0.521
	p-value	0.000
	Number of respondents	140

As table 5-6 above depicts,  $p < 0.001$  and therefore it can be concluded that the correlation coefficient is statistically different from zero. Additionally the Pearson Correlation coefficient of 0.521 renders the interpersonal trust dimension to have a medium positive association with employee. Therefore based on the above table, there is significant statistical evidence to support and confirm that the research hypothesis is correct. The Reputational trust dimension does have a positive correlation with employee performance.

There was a statistically significant relationship between Reputational trust and employee performance, so we can therefore reject the null hypothesis and accept the alternative hypothesis.

### **Cultural trust dimension**

**H<sub>03</sub>:** Cultural trust is not statistically positively correlated with employee performance.

**H<sub>A3</sub>:** Cultural trust is statistically positively correlated with employee performance.

TABLE 5-7 : CULTURAL TRUST CORRELATIONS

Dimension		Employee Performance
Cultural Trust	Pearson Correlation	0.608
	p-value	0.000
	Number of respondents	140

As Table 5-7 above depicts,  $p < 0.001$  and therefore it can be concluded that the correlation coefficient is statistically different from zero. Additionally the Pearson Correlation coefficient of 0.608 renders the interpersonal trust dimension to have a medium positive association with employee. Therefore based on the above table, there is significant statistical evidence to support and confirm that the research hypothesis is correct. The Cultural trust dimension does have positive correlation with employee performance.

Therefore the null hypothesis can accurately be rejected.

### **Systems, Processes and Practices trust dimension**

**H<sub>04</sub>:** Systems, Processes and Practices trust is not statistically positively correlated with employee performance.

**H<sub>A4</sub>:** Systems, Processes and Practices trust is statistically positively correlated with employee performance.

**TABLE 5-8 : SYSTEMS, POLICIES AND PROCESSES TRUST CORRELATIONS**

<b>Dimension</b>		<b>Employee Performance</b>
Systems, Policies and Processes Trust	Pearson Correlation	0.661
	p-value	0.000
	Number of respondents	140

As Table 5-8 above depicts,  $p < 0.001$  and therefore it can be concluded that the correlation coefficient is statistically different from zero. Additionally the Pearson Correlation coefficient of 0.608 renders the interpersonal trust dimension to have a medium positive association with employee. Therefore based on the above table, there is significant statistical evidence to support and confirm that the research hypothesis is correct. The Systems, Policies and Processes trust dimension does have positive correlation with employee performance.

Therefore the null hypothesis can accurately be rejected.

### **Leadership trust dimension**

**H<sub>05</sub>:** Leadership trust is not statistically positively correlated with employee performance.

**H<sub>A5</sub>:** Leadership trust is statistically positively correlated with employee performance.

TABLE 5-9 : LEADERSHIP TRUST CORRELATIONS

Dimension		Employee Performance
Leadership Trust	Pearson Correlation	0.698
	p-value	0.000
	Number of respondents	140

As Table 5-9 above depicts,  $p < 0.001$  and therefore it can be concluded that the correlation coefficient is statistically different from zero. Additionally the Pearson Correlation coefficient of 0.698 renders the Leadership trust dimension to have a substantially positive association with employee performance. Therefore based on the above table, there is significant statistical evidence to support and confirm that the research hypothesis is correct. The Leadership trust dimension does have positive correlation on employee performance.

Therefore the null hypothesis can accurately be rejected.

### **Proposition one findings**

For the purposes of proposition 1, all dimensions were found to have a statistically significant positive correlation with employee performance. As Table 5-10 demonstrates, all trust dimensions had a medium to substantial positively correlated relationship with employee performance. The p-value for all the trust dimensions were statistically significant ( $p < 0,001$ ). Two of the dimensions were found to have a medium positive correlation with employee performance, with Interpersonal trust having a correlation coefficient of 0.548; and reputational trust having a correlation coefficient of 0.521. Three of the dimensions were found to have a substantial positive correlation with

employee performance, with Leadership trust having the highest coefficient of 0.698; Systems, Policies and Processes trust having the second highest correlation of 0.661; and Cultural trust having the third highest coefficient of 0.608.

TABLE 5-10 : SUMMARY TABLE OF DIMENSIONS CORRELATION COEFFICIENTS

Dimension	Pearson Correlation	p-value
Leadership Trust	0.698	0.000
Systems, Processes and Practices trust	0.661	0.000
Cultural Trust	0.608	0.000
Interpersonal Trust	0.548	0.000
Reputational Trust	0.521	0.000

Therefore, there was support for propositions one, in that all the interdepartmental trust dimensions may have an influence on employee performance.

**Proposition 2:** All of the relevant trust dimensions are equally significant predictors of employee performance

### 5.5. Proposition two results

The final procedure to be carried out will determine the best fitting model that has loaded significantly on the dependent variable. Linear Regression estimates the coefficients of the linear equation, involving one or more independent variables that best predict the value of the dependent variable.

The Stepwise estimation technique will be used. This method of selecting variables for inclusion in the regression model starts by selecting the variable which explains the highest percentage of variance in the dependent variable. Additional independent variables are then selected in terms of the incremental

explanatory power they can add to the regression model. Independent variables are added as long as their partial correlation coefficients are statistically significant. A general rule for the ratio of observations to independent variables is 5 to 1, although the desired level of ratio is between 15 to 20 observations for each independent variable. However, if a stepwise procedure is used, the recommended level increases to 50 to 1 (Hair *et al.*, 2006). In the research conducted the ratio was 28 to 1, which is not at the recommended level; however the researcher is comfortable with this level for the purposes of this study.

Only two iterations in the stepwise regression were required, and subsequently no variables were removed thereafter, as depicted in Table 5-11 below. In the first iteration, Leadership trust was revealed to represent the variable with the most explanatory power (Model 1), and in the second iteration, Systems, Processes and Policies trust was the only other dimension found to add additional unique explanatory power to the model (Model 2).

TABLE 5-11 : VARIABLES ENTERED/REMOVED

Model	Variables Entered	Variables Removed	Method
#1	Leadership		Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
#2	Systems, Processes and Policies		Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

a. Dependent Variable: You have achieved you performance objectives over this period

Model comparison will be determined through the comparison of the Adjusted Coefficient of Determination (Adjusted  $R^2$ ), which is more commonly known as the Adjusted R-Square. In its standard form, the Coefficient of Determination ( $R^2$ ) measures the proportion of the variance of the dependent variable about its mean that is explained by the independent, or predictor, variables. The coefficient can vary between 0 and 1. The greater the explanatory power of the regression equation, the better the prediction of the dependent variable. The Adjusted Coefficient of Determination takes into account the number of

independent variables included in the regression equation and the sample size. Although the addition of independent variables will always cause the coefficient of determination to rise, the adjusted coefficient of determination may fall if the added independent variables have little explanatory power and / or if the degrees of freedom become too small.

Examining the Adjusted  $R^2$  in Table 5-12 below, it can be noted that 48.4% of the dependent variable's variance, employee performance, is explained by Model 1 (which consisted of Leadership trust). Systems, Processes and Policies trust explained an additional 2.3% of the variance in employee performance, bringing the total explanation of variance to 50.7% with both variables present, which is represented by Model 2.

**TABLE 5-12 : MODEL SUMMARY**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
#1	.698a	.488	.484	.697
#2	.717b	.514	.507	.681

a. Predictors: (Constant), Leadership

b. Predictors: (Constant), Leadership, Systems, Processes and Policies

Table 5-13 indicates the statistical significance of the regression model that was applied. For both models,  $p < 0.05$  which indicates that the hypothesis of all the parameters are jointly equal to zero is rejected and therefore the both the models are statistically significant.

TABLE 5-13 : ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	63.879	1	63.879	131.349	.000b
	Residual	67.114	138	.486		
	Total	130.993	139			
2	Regression	67.378	2	33.689	72.551	.000c
	Residual	63.615	137	.464		
	Total	130.993	139			

a. Dependent Variable: [F] You have achieved you performance objectives over this period

b. Predictors: (Constant), Leadership

a. Predictors: (Constant), Leadership, Systems, Processes and Policies

Table 5-14 provides the necessary information needed to present the regression equation. By examining the p-value it was found that the relevant predictors for both models are statistically significantly different from zero.

Additionally by computing the  $\beta$  column under the Unstandardised Coefficients column, we obtain the regression equation of:

TABLE 5-14 : COEFFICIENTS

Model		Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics			
		$\beta$	Std. Error	Beta	t	Sig.	Tolerance	VIF
#1	(Constant)	.596	.302		1.973	.050		
	Leadership	.869	.076	.698	11.461	.000	1.000	1.000
#2	(Constant)	.284	.316		.899	.370		
	Leadership	.589	.126	.473	4.672	.000	.345	2.895
	Systems, Policies and Processes	.359	.131	.278	2.745	.007	.345	2.895

a. Dependent Variable: [F] You have achieved you performance objectives over this period

Therefore, the regression equations for both models are:

**For model 1,**

$$\text{Employee Performance} = 0.596(\text{Constant}) + 0.869 * (\text{Leadership trust})$$

**For Model 2:**

$$\text{Employee Performance} = 0.284(\text{Constant}) + 0.589 * (\text{Leadership trust}) \\ + 0.359 * (\text{Systems, Processes and Policies trust}).$$

A caveat of note is collinearity (any single independent variable that is highly correlated with other independent variable). This impact reduces any single independent variable's predictive power by the extent to which it is associated with the other independent variables. As collinearity increases, the unique variance explained by each independent variable decreases and the shared prediction percentage rises i.e. it becomes increasingly more difficult to add unique explanatory prediction from additional variables. Multicollinearity is measured through the statistics listed below.

- The first is Tolerance – commonly used as a measure of collinearity. As the Tolerance value diminishes, the variable is more highly predicted by the other independent variables. A common cut-off threshold is a Tolerance value of 0.10.
- The second is the Variance Inflation Factor (VIF) – the inverse of Tolerance. Large VIF values indicate a high degree of colinearity. Inversing the common cut-off point of Tolerance, a value of 10 or more indicates high collinearity.

Table 5-14 indicates that colinearity statistics are within an acceptable range for both models. Tolerance levels are above the 0.1 level, while, conversely, Variance Inflation Factor levels are under the level of 10.

TABLE 5-15 : COLLINEARITY DIAGNOSTICS

Model		Eigenvalue	Condition Index	Variance Proportions		
				(Constant)	Leadership	Systems, Processes and Practice
1	1	1.981	1.000	.01	.01	
	2	.019	10.155	.99	.99	
2	1	2.971	1.000	.00	.00	.00
	2	.022	11.525	.99	.12	.07
	3	.007	20.630	.01	.88	.92

a. Dependent Variable: [F] You have achieved you performance objectives over this period

The Condition Index is measure of relative amount of variance associated with an eigenvalue, so a large condition index indicates a high degree of collinearity. The threshold value should usually be in a range of up to 30. Therefore, as depicted by table 5.15 above, the conditions index of 20.630 satisfies the condition for this threshold value.

### Selection of appropriate model:

Table 5-15 highlights the most pertinent statistic in determining which model has the best prediction of the dependent variable. Since all the models discussed conformed to rules that were set out for this regression analysis, both can thus be compared. The Adjusted  $R^2$  will be utilised, given the nature of the test statistic allowing for model comparison. As highlighted in Table 5.15, Model #2 has the best fit and thus is selected as the best fitting model.

TABLE 5-16 : SELECTED MODEL

Model	Number of Variables Entered	Adjusted $R^2$
#1	One	0.484
#2	Two	0.507

Thus the final equation achieved in the predicting of Employee Performance can be represented as follows:

$$\begin{aligned} \text{Employee Performance} &= 0.284 \\ &+ (0.589 * \text{Leadership trust}) \\ &+ (0.359 * \text{Systems, Processes and Policies trust}) \end{aligned}$$

## 6. CHAPTER SIX: DISCUSSION OF RESEARCH RESULTS

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### 6.1. Introduction

The main objective of this research was to investigate whether the relevant trust dimensions that exist within the relationship between employees and other departments have an influence on employee performance. Therefore Chapter 6 presents an in-depth discussion of the results outlined in Chapter 5, where research testing and results for the propositions were presented. The discussion of the results will be structured and presented for each proposition with reference to the theory and literature review discussed in Chapter 2.

### 6.2. Addressing the research propositions

#### Research Proposition One:

All trust dimensions, consisting of Interpersonal trust; Leadership Trust; Cultural Trust; Reputational Trust; and Systems, Policies and Processes Trust have an influence on employee performance.

#### 6.2.1. Proposition One

TABLE 6-1 : SUMMARY OF THE CORRELATION COEFFICIENTS OF THE TRUST DIMENSIONS IN RELATION TO EMPLOYEE PERFORMANCE

Dimension	Pearson Correlation	p-value
Leadership Trust	0.698	0.000
Systems, Policies and Processes Trust	0.661	0.000
Cultural Trust	0.608	0.000
Interpersonal Trust	0.548	0.000
Reputational Trust	0.521	0.000

In terms of the internal consistency for all of the trust dimensions, the Cronbach alpha was at the recommended level for all dimensions (see table 5.3). As depicted by Table 6.1 above, all of the trust dimensions were found to be statistically significant ( $p < 0.001$ ), and positively correlated to employee performance. This proposition was tested by means of hypothesis testing, investigating whether all of the trust dimensions were statistically correlated with employee performance.

All of the hypotheses were fully supported by the results. Furthermore, all of the trust dimensions, as identified through the literature review, had levels of significance and were all positively correlated. This positive correlation suggests that the dimensions of trust within this context may have an influence on employee performance within this relationship context. When interpreting the results, some of the findings provided some interesting insights. The findings in Chapter 5 revealed the results of the statistical tests. Each dimension will therefore be discussed in turn below.

### **Leadership Trust Dimension findings**

In this analysis, it was revealed that the Leadership trust dimension was statistically significant and positively correlated to employee performance. Furthermore, the leadership trust dimension was found to be the most correlated dimension with employee performance with a Pearson's correlation coefficient of 0.698. This result lent itself toward the argument held by many authors that espoused values within an organisational context plays a pivotal role in building trust, a notion which was further emphasized in that trust is developed through a social exchange process in which employees interpret the actions of management and reciprocate in kind.

When investigating the descriptive statistics for possible insight as to the finding of this dimension, it was interesting to note that the most positively answered items were 'Behaves in a manner which you consider ethical' and 'Has integrity', which both belonged to the Leadership Trust dimension. This notion of behavioural integrity amongst leaders was proposed by authors such

as Simons and McLean-Parks (2000), in that behavioural integrity has an influence on trust in managers which in turn may inspire individuals to suspend their individual doubts and personal interests and therefore direct their efforts toward broader common goals. Furthermore the results further strengthened the proposal of authors such as Hosmer (1995), in that trust was an expectation which comprised of morally correct decisions and actions based on ethical principles, in this instance, the ethical principles of the leaders within that department.

As the survey questionnaire served as a mechanism in which employees were surveyed by means of reporting on their self-perceived performance, it was interesting to note that the results revealed that their responses were in direct alignment with the arguments held by authors such as (Robinson, 1996) in that trust in leadership mediated the relationship between psychological contract breach and self-reported performance. Additionally, the results provided further motivation for the proposal made by Narasimhan *et al.* (2004), in that in order to improve employee performance, embodying trust with leadership motivates an employee to perform at a higher level than what is required of them.

It can therefore be concluded that there is a high degree of correlation between the Leadership trust dimension and the performance of employees from other departments, within this context. Perhaps the main reason for this finding is that employees view management as a central component to trust within business relationships, in that leadership constitutes an important element of authority that are able to dictate the manner in which business exchanges occur.

### **Cultural Trust Dimension findings**

In terms of the Cultural dimension of trust within this context, this dimension of trust was found to be statistically significant and positively correlated with employee performance, thus strengthening the proposals put forward in the literature. This study aimed to determine whether or not the performance of an

employee was influenced by the culture of other departments within an organisation.

This finding provided further evidence in agreement with the thinking of Nootboom (2002) who argued that a culture guides actions in terms of the codes of behaviour and ethics, and that trust is fostered by external parties in a manner which the culture of an environment is aligned to the external party. Evidence of this finding between employee performance and the cultural trust placed on other departments within an organisation further provided support for arguments held by authors such as Voelpel and Kearney (2008) who proposed the linkage between culture and how this culture can affect the trust that a party has on another, thereby affecting employee performance.

Therefore, given the findings of this study between the dimension of cultural trust and the influence this has on the performance of employees from other departments, it can be concluded that an employee's performance may be influenced by the culture of other departments within an organisation. It is possible that employees view the culture of other departments as an important aspect of trust within a business relationship. Perhaps when the culture of that department is aligned to the culture of the employee, there exists a sense of an alignment of interests, which in turn, assures the employee that the interacting department has their best interests in mind, thus allowing the employee to focus on other aspects of their job, which allows them to perform better.

### **Systems, Policies and Processes findings**

In terms of the Systems, Policies and Processes Trust dimension the results of this study revealed that there was a statistically significant and positive correlation to employee performance, thus further strengthening the proposals by authors such as Zaheer *et al.* (1998) who argued that policies and processes create a stable environment within which trust is developed and thereafter such internalised norms become socialised trust structures that shape a business exchange which may influence performance at the

individual level due to the reduction of uncertainty involved in the relationship (Delaney & Huselid, 1996).

Furthermore, although Zaheer *et al.* (1998) proposed the influence of these policies and processes at an organisational context, results from this study indicate that there also exists a statistically significant positive correlation between this trust dimension and employee performance within an intra-organisational context – more specifically in the relationship between employees and other departments within an organisation.

As proposed by many authors in their arguments that trust involves an element of risk, in that, the reduction of this risk enhances employee performance, the results reveal that within this context (the relationship between and employee and other departments), these propositions may hold sway. Therefore, it may be possible that employees, who have business relationships with other departments within an organisation, view the systems, policies and processes of that department as important in the development of trust. This trust may therefore allow these employees to rely on the referent department to competently deliver the required product or service, thus permitting these employees to apply themselves elsewhere in a manner that enhances their productivity. Perhaps in the presence of these practices, employees feel assured that the interacting department will be rewarded or punished accordingly if their requirements are not met, thus providing the safe nets for them within this business relationship (Mouzas *et al.*, 2007).

### **Interpersonal Trust findings**

The Interpersonal trust dimension was found to be statistically significant and positively correlated with employee performance with a correlation coefficient of 0.548. In examining the literature for possible insight as to the leadership of this dimension, authors both proposed the importance of this dimension as being a source of trust within business relationships, and thereafter linked this personal trust to employee performance.

For example, the results of the study further strengthened the proposals by authors such as Kramer (1999), in that the factors which promote trustworthiness in an individual has a significant influence on the development of trust within a relationship, which in turn, leads to increased performance by that individual.

This study focused on the level at which interpersonal trust is transferred to the group of individuals that make up a department (Bachman & Zaheer, 2006), rather than an individual level itself. The rationale behind this was to prevent biases in the sample due to pre-existing relationships which respondents may have had with individuals within the referent department. This study therefore sought to examine the characteristics of the referent department as a group of individuals, whereby the respondents to the questionnaire were asked to refer to the group of individuals which make up that department rather than a single individual.

When examining the descriptive statistics of all the items within the interpersonal trust dimension, it was interesting to note that the item of 'Will do what it takes to make you and your department happy' proved to contain the highest percentage of respondents with 'believe or strongly believe' responses at 72.9% - an element of trust that was argued strongly by authors such as Mayer *et al.* (1995) who considered benevolence as a key constituent when conceptualising interpersonal trust.

Therefore, the findings of this study suggest that the characteristics of all individuals within departments may be important factors that contribute to the enhancement of the performance of employees from other departments.

### **Reputational trust**

When interpreting the results for reputational trust, the findings revealed a statistically significant positive correlation between this dimension and the performance of employees from other departments, further strengthening the argument by Kramer (1999), who argued that an individual's perception of another individual's trustworthiness and their willingness to engage in

trustworthy behaviour when interacting with each other, is considerably linked to history dependent processes. Therefore, employees judgements regarding the trustworthiness of another department may possibly be anchored by their priori expectations about that department, which may affect their individual performance due to the fact that fostering trust is proposed to enhance employee performance (Carmeli & Tishler, 2004).

It can therefore be argued that the reputations of departments within organisations may influence the performance of employees from other departments who place their trust in those departments. Therefore, if these departments have a reputation of providing a poor product or service, then these perceptions are shaped in the interacting employees via gossip (Burt & Knez, 1995), in which, this gossip promotes distrust in that departments credibility (Josang *et al.*, 2007), which in turn can led the interacting employee to perceive that department as unreliable. The perceived unreliability of the department by other employees would perhaps affect the productivity of these employees.

### **Conclusion of findings for proposition one**

It can be concluded that the study findings support Proposition one, in that all of the trust dimensions may have an influence on the performance of employees from other departments, since statistically significant positive correlations have been observed between all the relevant trust dimensions identified in the literature and employee performance.

It was interesting to note that none of the trust dimensions were found to be negatively correlated with employee performance. Therefore the results did not provide any support for the proposition put forward by Gargiulo and Ertug (2006), in that excessive trust could lead to negative performance of employees.

## 6.2.2. Proposition Two

### Research Proposition Two:

All of the relevant trust dimensions are equally significant predictors of employee performance.

### Discussion of results

The findings in Chapter 5 for this proposition revealed that only two of the trust dimensions were found to be the most significant predictors of employee performance – Leadership trust, together with Systems, Processes and Policies trust. During the first iteration of the multiple stepwise regression analysis, Leadership trust emerged as the strongest predictor of employee performance.

This is evidenced by the fact that 48.4% of the variance in employee performance can be explained by the variation in the Leadership trust dimension alone. This figure was derived from the first step of the stepwise regression before other predictors were entered. Systems, Processes and Policies trust was found to be the only other predictor to add a further 2.3% additional explanatory power to the model, bringing the total variance explained with both predictors present to 50.7%. Leadership trust had the highest  $\beta$  (0.589), indicating its relatively greater explanation of the variance of employee performance compared to other predictor dimensions.

In examining the literature for possible insights as to the main concept of the leadership dimension, authors both proposed the importance of the Leadership dimension as being the important source of trust between two parties, and linked this trust in leadership to performance. For example, Blau (1964) proposed trust as a consequence of social exchange processes between two parties in this study social exchanges between an employee and the leadership of other departments, in which Mayer *et al.* (1995) argued that

leadership trust impacts the follower’s vulnerability in the relationship, in that leaders have the ability to make decisions which may impact an employee’s ability to achieve their goals. This was further aligned with the findings of Davis *et al.* (2000) in that higher level of trust in management leads to higher performance outcomes.

The findings of this study thus highlighted the importance of leadership within departments, by providing evidence that leadership trust is a key constituent influencing employee performance.

**TABLE 6-2 : TOP FOUR ITEMS WITH ‘BELIEVE’ OR ‘STRONGLY BELIEVE’ RESPONSES**

<b>Dimension</b>	<b>Item</b>	<b>% of respondents rating items at 4 (believe) or 5 (strongly believe)</b>
Leadership Trust	Behaves in a manner which you consider ethical	78.6%
Leadership Trust	Has integrity	77.1%
Systems, Processes and Practices Trust	Ensure that the project outcomes are competently delivered on	76.4%
Systems, Processes and Practices Trust	Ensure that there is clarity on how the projects will be delivered	76.4%

Examining Table 6-2 (Adapted from Table 5-2 of Chapter 5), it is interesting to note that all four items with the highest percentages of responses of ‘believe’ or ‘strongly believe’ belonged to only two of the trust dimensions – Leadership and Systems, Practices and Processes dimension.

Additionally, the top two items with the highest percentage of ‘believe or strongly believe’ responses, was ‘Behaves in a manner which you consider ethical’ at 78.6% and ‘Has Integrity” at 77.1%, belonging to the leadership trust dimension. This thinking was aligned with Brien (1998) who positioned that the establishment, growth and loss of trust were mainly due to ethical reasons and Simons and Mclean-Parks (2000) in that behavioural integrity has an impact on trust in leaders, which in turn, impacts performance.

In terms of the Systems, Policies and Processes trust, the dimension was found to add more explanatory variance when combined with the leadership trust dimension when predicting employee performance. Furthermore, the literature supported its influence, in that many authors were found to agree that trust reflects the security that one feels about a situation because of the guarantees, safety nets or other structures that exists which protects them from risk.

This finding, further provided support for the argument put forward that processes and routine create a stable environment within which trust can be developed and thereafter such internalised norms would be socialised trust structures that shape a business exchange (Zaheer *et al.*, 1998).

Additionally, this finding further strengthens the argument by Huselid (1990) and Kramer (1999), in that institutional processes help create a source of improved performance, and by employing high performance work practices that include processes such as extensive employee involvement, result in a much more motivated workforce that is focussed towards effective performance (Huselid, 1990). Furthermore, practices and systems create a stable environment within which trust can be developed and thereafter such internalised norms would become socialised trust structures that shape a business exchange (Zaheer *et al.*, 1998).

### **The omission of other dimensions of predicting employee performance**

Although the dimensions of Cultural trust, Reputational Trust and Interpersonal trust were identified as having a positive correlation with employee performance, they were found to be contribute insignificantly when combined with the other trust dimensions (Leadership trust and Systems, Policies and Processes trust).

With regard to the reputational trust dimension, this dimension on its own was argued to shape the manner in which trust was formed by priori expectations (Kramer, 1999) in which the trustworthiness of that entity is impacted through transference (Doney & Cannon, 1997). A plausible explanation might have

been that in the presence of the other dimensions, its influence on employee performance may be reduced. Similarly with the dimension of cultural trust, this dimension was not able to explain additional variance in employee performance in the presence of the dimensions of Leadership and System, Policies, and Processes trust.

As the study of this trust dimension focussed on how the culture of other departments had influenced the employee's performance, it was possible that culture within other departments was difficult for the interacting employee to fully grasp given that the nature of this study was limited to the business relationship which existed between the two parties. Therefore, it is plausible that the culture of that department might not have been fully transparent during the interactions between the given parties, thus making this dimension difficult to conceptualise.

In addition, even though the interpersonal trust dimension was also found to be positively correlated with employee performance, it was not found to contribute significantly in the presence of Leadership and Systems, Policies and Processes trust. Even though this dimension was argued to encompass an important aspect of trust relationships, it was interesting to note that in the presence of the other trust dimensions it did not contribute significantly to the variance in employee performance. Following on from the definition of Bachmann and Zaheer (2006) who posit trust to involve the decision to rely on another party under the condition of risk, the results of this study indicate that mitigating the risk which exists in the relationship between an employee and other departments within an organisation may influence the performance of the employee significantly more than the personal characteristics of the department itself.

## **Conclusion of findings for proposition two**

The results from Chapter 5 indicate that the two trust dimensions of Leadership Trust and Systems, Policies and Process trust were found to constitute the best model for predicting the performance of employees from other departments. Even though the dimensions of Interpersonal Trust, Reputational Trust and Cultural Trust were found to be statistically correlated to employee performance in the findings of Proposition one, their inclusion whilst in the presence of the dimensions of Leadership trust and Systems, Policies and Process trust proved to be insignificant within this context.

## **7. CHAPTER SEVEN: CONCLUSION**

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### **7.1. Introduction**

The main purpose of this research study was to address two critical objectives. The first objective involved investigating the influence that each of the trust dimensions identified within the relationship context had on the performance of the employee; and secondly to determine which of the trust dimensions in this context constituted the most significant predictors in the performance of the employee.

It also found that the reviewed literature (refer to Chapter two) and statistical evidence positively supported the findings between each individual trust dimensions and their contribution towards employee performance. Additionally, whilst all the trust dimensions within this study were found to be positively correlated with employee performances, only two of the dimensions were found to be the most significant predictors of employee performance. Leadership trust was found to explain the largest variance in employee performance, whilst the dimension of Systems, Policies and Processes was the only other predictor which could add additional explanatory power.

### **7.2. Recommendations for future research**

#### **7.2.1. For future research**

By reviewing the relevant literature for this study, trust dimensions were identified from the perspective of what the researcher identified as important. However, the trust dimensions identified in this study are not the only dimensions that encapsulate the concept of trust within this context. Due to the nature of this study where there existed time constraints on the part of the researcher, not all dimensions were identified. The recommendation therefore for future research is to source different dimensions of trust which exist within this context and investigate the relative influence which each trust dimension

has on employee performance. Thereafter these dimensions of trust should be test again to determine which constitute the most significant predictors of employee performance within this context.

In addition, the employee performance scale was a single item scale, thus impacting its reliability, accuracy and validity. With regards to future studies, a multi-itemed scale must be sourced to measure employee performance. This will strengthen the scale's degree of validity, accuracy, and reliability, allowing it to be both calculated and known. This would consequently improve the reliability of the construct, allowing more legitimate conclusions to be drawn.

Finally, it is also recommended that for future research, the sample of the population be extended to different industries in which organisations operate. A large number of respondents that were targeted for the purposes of this study were employed in the insurance industry within South Africa, which might have lent itself towards having biases towards the positive associations with dimensions of Leadership and Systems, Policies and Processes trust. The reason for this is that the financial and insurance industry within South Africa is highly regulated, thus possibly allowing for employees in that industry to value policies that govern a particular department highly.

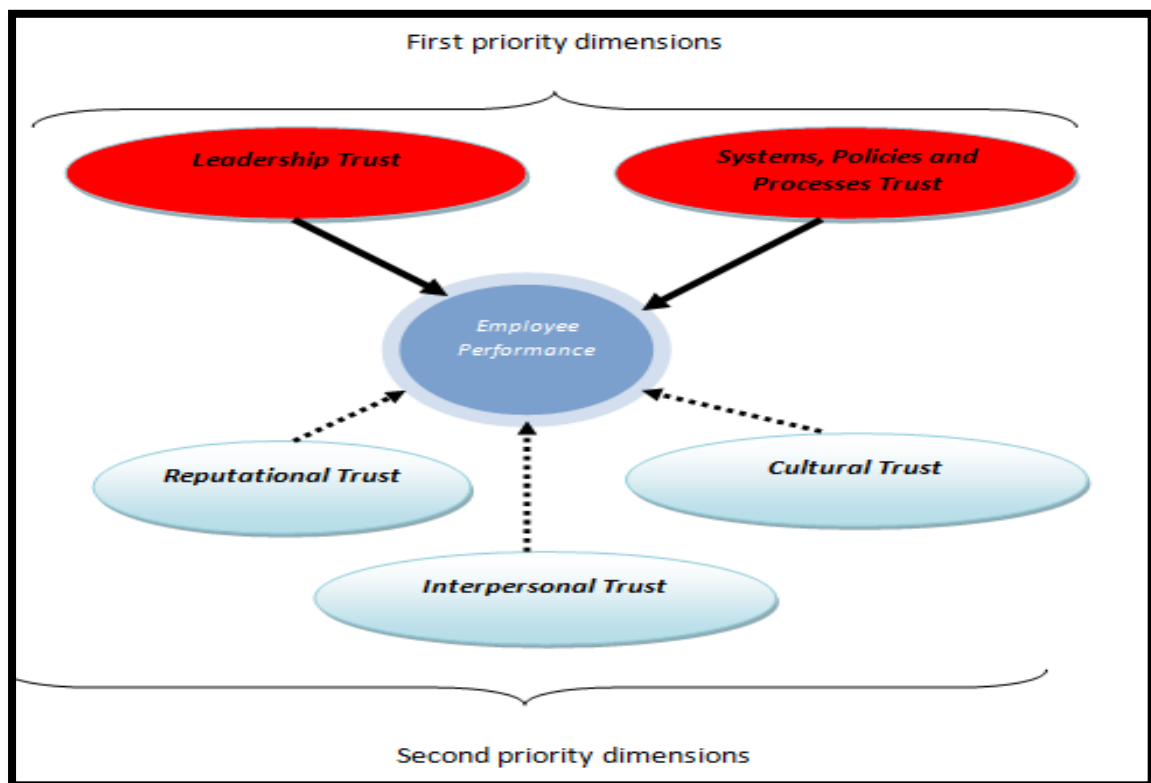
### **7.2.2. For organisations**

Improving employee performance has always been in the best interest of organisations, as this results in improved employee productivity, which in turn, leads to greater organisational performance. Therefore, as revealed by the findings of this study, it is recommended that organisations seek to employ and promote leaders in all departments that are ethical, honest, competent and caring, not only to their own staff, but to all members of an organisation. Additionally, organisations should regularly review the systems, policies and processes that govern every department to determine whether all of these aspects are in alignment with delivering the best product or service to all parties within the organisation.

### 7.3. The Departmental Trust Enhancement Model

From the analysis of the data, what emerged was a concept which was identified for departments to enhance trust amongst employees from different departments. Figure 7.1 presents the Departmental Trust Enhancement Model which was born out of this research. The model was constructed by analysing the findings from Chapter 6 of this study. The model proposes that departments seeking to enhance the performance of employees from other departments within an organisation would firstly need to enhance the trust relationship that they have these employees within an organisation by focusing on each the relevant dimensions in this study. However, as Figure 7.1 demonstrates, within this model, the dimensions of trust are separated into two different classifications – First priority and Second priority dimensions. Both of these classifications are discussed in turn.

FIGURE 7-1 : DEPARTMENTAL TRUST ENHANCEMENT MODEL



### **7.3.1. First priority dimensions**

As the model demonstrates the two dimensions which should be given the highest priority in terms of focus, are those of the Leadership trust and Systems, Policies and Processes trust dimensions. Given the results of this study, it was logical to group these two dimensions together as these dimensions were found to be the most significant predictors of employee performance within this context.

A department seeking to enhance trust relationships with employees from other departments should first start with focusing on improving the trust which exists in the leadership in that department, as this dimension of trust was found to be the most significant predictor of employee performance within this context. The way in which the trust in leadership of that department can be measured is by the implementation of a survey that is issued to all employees from other departments once their requested product or service has been delivered. The survey could therefore, be constructed in a manner which examines the perceptions of trust which the interacting employees from other departments has on the leadership in that department.

Feedback from these surveys should be scrutinised and examined in a manner which aims to enhance the trust relationship between both parties in this context. This process is thus constantly focused on improving the trust of the leadership within that department in a way that is mutually beneficial to all parties involved. Once this is achieved, departments should thereafter focus on improving the rules that govern business exchanges with external parties in a manner which is mutually beneficial to both parties concerned.

The next step would be for departments to incorporate questions pertaining to their systems, policies and processes into the survey. Feedback received can be analysed to the point whereby the rules which govern the business relationship is tailored to such an extent that it is mutually beneficial to both parties involved.

### **7.3.2. Second priority dimensions**

Even though the dimensions of Reputational trust, Cultural trust as well as Interpersonal Trust were found to be insignificant in the presence of the two most significant dimensions, the evidence provided in this study still indicated that these dimensions may potentially have an influence on employee performance, albeit by virtue of the fact that they were tested independently of each other. Thus, within this model, it is recommended that departments strive to enhance these dimensions, as given the limitations of this study; these dimensions may be important predictors for organisations that operate in different industries.

## **7.4. Conclusion**

The findings of this study have considerable implications for business, in terms of the impact that departments may have on the performance of employees from other departments. Furthermore, the trust which is placed in departmental leadership as well as the rules which dictate how business exchanges are governed constitutes important components for determining the performance of employees from other departments within an organisation.

As various definitions have proposed that trust entails the willingness of one party to rely on another party under the condition of risk, the findings reveal that the conditions in which a department governs its policies and processes may also contribute to the manner in which employees from other departments perform. The rationale behind this may be the fact that employees feel when departments are governed in a manner which is both transparent to all parties involved, and which has the best interests of both parties at hand. Therefore this reduces the risk inherent in the relationship between the two parties, thus allowing for employees to focus on other areas which increase their productivity.

In addition, leaders play an important role within organisations as they are considered important assets, in that the values which they espouse are important elements of enhancing trust not only with employees from within their own department, but also amongst employees across the organisation. Therefore leaders should strive to always focus on enhancing trust with all parties within an organisational context.

In conclusion, this study provided support for all of the trust dimensions and the influence which they have on the performance of employees from other departments. Departments should therefore realise that the trust relationship which they have with employees from other departments may have a significant influence on the performance of those employees. Therefore the recommendation is for departments to focus on improving the level of trust that they have with other members of the organisation which may in turn improve the performance levels of parties involved, which in turn may lead to enhanced departmental and organisational performance respectively.

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## 9. Appendices

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### Appendix A: Example of the survey

Dear Respondent,

In partial fulfilment of the requirements of an MBA degree at The Gordon Institute of Business Science (University of Pretoria), all students are required to submit a research project. In this regard, I am investigating the influence that trust dimensions have on employee performance in the relationship between employees and other departments within an organisation. .

To this end, you **have been sent** a link to a website to complete an online questionnaire that explores your personal experience and perceptions. The questionnaire should take no more than four (4) minutes to complete. **Participation is voluntary**, and should you wish to provide feedback, you can still withdraw at any time. The questionnaire is **anonymous**, and all data gathered will be kept highly **confidential**. (You are asked for neither your name nor your employer details as data gathered is averaged across all respondents getting an overall view as to individuals in general and their performance).

By completing the survey you indicate that you voluntarily participate in this research. Should you have any concerns, please contact myself or my supervisor, Dr Raj Raina. Our contact details are provided below.

	Researcher	Supervisor
<b>Name</b>	Ashley Singh	Dr. Raj Raina
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## Section 1

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In your current or previous role, have you ever been involved in dealing with other departments within your organisation that have already provided a product or service to you or your department? Respondents who answer 'No' to Question 1 may not proceed with the rest of the questionnaire.

<b>Yes</b>	<b>No</b>
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## Section 2

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Think of a department within your organisation which you had or currently have a business relationship with. If you are currently dealing with this department, you must have already had at least some component of the product or service provided to you. For the purposes of this questionnaire, we will refer to this department as department X.

### Section 2A

Below are statements referring to the characteristics of the group of individuals which you are dealing with of department X. I would like you to indicate, on a scale of 1 to 5, where '1' means 'Not at all believe' and '5' means 'Strongly believe', the extent to which you believe that this group of individuals:

<b>Will do what it takes to make you and your department happy</b>	1 2 3 4 5 Not at all believe <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Strongly believe
<b>Are competent enough to deliver on their product/service</b>	1 2 3 4 5 Not at all believe <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Strongly believe
<b>Can be considered honest</b>	1 2 3 4 5 Not at all believe <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Strongly believe
<b>Are consistent in the manner in which they interact with you</b>	1 2 3 4 5 Not at all believe <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Strongly believe

<b>Will try their best to meet your expectations when delivering their product/service</b>	1   2   3   4   5
	Not at all believe <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Strongly believe

## Section 2B

Below are statements referring to the reputation (word of mouth, friends, and other department referrals) of the department X. I would like you to indicate, on a scale of 1 to 5, where '1' means 'Not at all believe' and '5' means 'Strongly believe', the extent to which you believe that the department X is a:

<b>Has integrity in doing business</b>	1   2   3   4   5 Not at all believe <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Strongly believe
<b>Highly regarded department</b>	1   2   3   4   5 Not at all believe <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Strongly believe
<b>Successful department</b>	1   2   3   4   5 Not at all believe <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Strongly believe

## Section 2C

Below are statements referring to the culture of department X. I would like you to indicate, on a scale of 1 to 5, where '1' means 'not at all believe' and '5' means 'strongly believe', the extent to which you believe that the culture of the department X:

<b>Department which has always been considered trustworthy by other people in the organisation</b>	1   2   3   4   5 Not at all believe <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Strongly believe
<b>Is governed by ethical values</b>	1   2   3   4   5 Not at all believe <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Strongly believe

<b>Will encourage employees within that department to perform</b>	<p>1 2 3 4 5</p> <p>Not at all believe <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Strongly believe</p>
<b>Will encourage employees to deal with you in a way that is in your best interests</b>	<p>1 2 3 4 5</p> <p>Not at all believe <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Strongly believe</p>
<b>Aligned in a manner which is consistent with your behaviour</b>	<p>1 2 3 4 5</p> <p>Not at all believe <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Strongly believe</p>
<b>Is culturally diverse</b>	<p>1 2 3 4 5</p> <p>Not at all believe <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Strongly believe</p>

## Section 2D

Below are statements referring to the systems, processes and procedures of department X. I would like you to indicate, on a scale of 1 to 5, where '1' means 'not at all believe' and '5' means 'strongly believe', the extent to which you believe that the systems, practices and processes that department X uses in designing and delivering services to their clients:

<b>Ensure that the project outcomes are governed by the processes of that department</b>	<p>1 2 3 4 5</p> <p>Not at all believe <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Strongly believe</p>
<b>Ensure that employees within that department act in your best interests</b>	<p>1 2 3 4 5</p> <p>Not at all believe <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Strongly believe</p>
<b>Ensures consistency in the way in which projects are delivered</b>	<p>1 2 3 4 5</p> <p>Not at all believe <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Strongly believe</p>

<p><b>Is aligned with that of the organisations systems, processes and procedures</b></p>	<p>1 2 3 4 5</p> <p>Not at all believe <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Strongly believe</p>
<p><b>Ensures that there is clarity on the manner in which products and services are to be delivered upon</b></p>	<p>1 2 3 4 5</p> <p>Not at all believe <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Strongly believe</p>

## Section 2E

Below are statements referring to the leadership (managers, team leads) of department X. I would like you to indicate, on a scale of 1 to 5, where '1' means 'not at all believe' and '5' means 'strongly believe', the extent to which you believe that the Leadership of department X:

<p><b>Behaves in a manner which you consider ethical</b></p>	<p>1 2 3 4 5</p> <p>Not at all believe <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Strongly believe</p>
<p><b>Is competent</b></p>	<p>1 2 3 4 5</p> <p>Not at all believe <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Strongly believe</p>
<p><b>Has integrity</b></p>	<p>1 2 3 4 5</p> <p>Not at all believe <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Strongly believe</p>
<p><b>Is honest in the manner in which they conduct business</b></p>	<p>1 2 3 4 5</p> <p>Not at all believe <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Strongly believe</p>
<p><b>Will do everything to ensure your expectations are met</b></p>	<p>1 2 3 4 5</p> <p>Not at all believe <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Strongly believe</p>

### Section 3

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Below are statements referring to you over the last 12 months. I would like you to indicate, on a scale of 1 to 5, where '1' means 'Not at all believe' and '5' means 'Strongly Believe':

<b>You have achieved you performance objctives over this period</b>	1	2	3	4	5
	Not at all believe	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>