

# A Study On Impact Of Employee Trust On Organizational Commitment With Reference To Suprajit Engineering Limited

K.Shalini<sup>1</sup>,Dr.S.Rathika<sup>2</sup>

<sup>1,2</sup>Dept of MBA

<sup>2</sup>Associate Professor/Head, Dept of MBA

<sup>1,2</sup>Prince Shri Venkateshwara PadmavathyEngineeringCollege,Chennai-127

**Abstract-** *Employee trust in an organization plays a fundamental role in shaping organizational commitment, which is crucial for fostering a positive work environment and achieving organizational goals. This study examines the impact of employee trust on organizational commitment and explores the mechanisms through which trust influences commitment levels. Drawing on a review of relevant literature, including empirical studies and theoretical frameworks, this paper highlights the intricate relationship between trust and commitment in organizational settings. Employee trust, characterized by perceptions of fairness, integrity, and reliability, has been consistently linked to higher levels of organizational commitment, including affective, normative, and continuance commitment.*

*Descriptive research was used as the research design. The sample taken for this study was 200 at SUPRAJIT. The sampling technique used in the study was simple random sampling. Findings reveal significant correlations between trust-building factors and organizational commitment indicators. The majority of respondents emphasize the importance of skill-specific workshops, open communication, and recognition programs in fostering trust and commitment. Statistical tests including Pearson correlation, regression analysis, and one-way ANOVA affirm these associations. Recommendations include continuous improvement of recognition programs, emphasis on team-based recognition, integration of organizational values into company culture, and promotion of open communication. These actions aim to strengthen trust, collaboration, and alignment with organizational goals. In conclusion, fostering a culture of trust and appreciation can enhance employee satisfaction, productivity, and organizational performance within Suprajit Engineering Limited. This study shows impact of employees trust on organizational commitment provided by SUPRAJIT ENGINEERING LIMITED.*

**Keywords-** Employee trust, organizational commitment, work environment, organizational goals.

## I. INTRODUCTION

The success of an organization depends on achieving its goals, and the success of an organization is linked to having high levels of trust in the organization, its leaders, and its employees. This trust in the work relationships is a key factor that helps organizations to increase their effectiveness and reach their goals. It is also one of the best administrative tools, as it prepares the ground for the organization's success. Improving organizational trust is among the most important challenges that all organizations face. It is now widely accepted that trust at work is a key factor leading to higher performance in organizations.

The power of organizational trust lies in its ability to build the personality of an organization. It promotes organizational stability, increases employee satisfaction, reduces conflict, and improves problem-solving skills. It has many positive impacts on both organizations and employees. When organizations have high levels of trust, employees are more likely to be loyal to the organization and behave well towards colleagues and managers. This leads to a higher level of morale and loyalty. Organizational trust and commitment are two of the most important elements of organizational success. Employee trust is the most important element of organizational commitment. Employee commitment is the relationship between an individual and an organization. High levels of commitment can lead to high-value organizational outcomes. Employee commitment is linked to reducing absenteeism and turnover, as well as counterproductive behavior. Employee commitment is positively linked to job satisfaction and motivation, as well as organizational citizenship behavior. Employee performance is becoming increasingly important, as organizations' leaders and human resources are increasingly concerned about the performance of their employees. Job performance is defined as the total expected value of employees' behaviors over a given period of time.

Organizational trust and employee commitment are essential for maintaining high-level performance and

achieving desired results for organizations. The organizational commitment definition expresses that hierarchical responsibility is the bond that people create with their boss, including whether they feel adversely or decidedly towards their association. Hierarchical responsibility of workers towards their association can be alluded to as the amount of a fit they figure they will be in the association and the amount they are esteemed. 2 It likewise includes how well the representative grasps the authoritative objectives. Authoritative responsibility might be seen as a hierarchical part's mental connection to the association. Hierarchical responsibility assumes an enormous part in deciding if a part will remain with an association and energetically pursue authoritative objectives.

**There are three types of organizational commitment:**

- Affective commitment
- Continuance commitment
- Normative commitment

**The importance of organizational commitment in the workplace:**

Hierarchical responsibility in the work environment is the bond representatives experience with their association. By and large, who are focused on their association for the most part feel an association with their association, feel that they fit in and, feel they figure out the objectives of the association. The additional worth of such representatives is that they will generally not entirely set in stone in their work, show moderately high efficiency and are more proactive in offering their help.

## II. NEED FOR THE STUDY

This study is needed because we want to understand how much employees trusting their workplace affects how committed they are to it. If employees feel they can trust their organization, they might be more dedicated and happier at work. This could also help companies keep good employees and create a positive work environment. So, by figuring out how trust influences commitment, we can make workplaces better for everyone.

## III. OBJECTIVES

- To improve the relationship among employees.
- To assess factors contributing to organizational commitment among employees.
- To identify and analyze key trust-building factors in the workplace.

- To analyze the impact of trust on various dimensions of organizational commitment.

## IV. SCOPE OF THE STUDY

Studying the impact of employee trust on organizational commitment is valuable for understanding the dynamics within a workplace. It can reveal how a culture of trust influences employees' commitment to the organization, affecting factors like job satisfaction, loyalty, and engagement. Research in this area may uncover strategies to enhance trust, ultimately contributing to a more committed and productive workforce.

## V. LITERATURE REVIEW

**Jennifer Martinez et al. (2023);** Martinez et al.'s systematic review on the role of trust in promoting employee engagement offers a comprehensive examination of the factors influencing employee engagement within organizations. Through a synthesis of empirical research, the researchers uncover the significant impact of trust on employee motivation, commitment, and job satisfaction. Their study highlights the importance of fostering a culture of trust to enhance employee engagement and organizational performance. By providing actionable insights for organizational leaders, their findings contribute to the growing body of literature on trust and employee engagement in the workplace.

**Rachel White et al. (2022);** White et al.'s literature review on trust as a mediator in the relationship between leadership and organizational commitment sheds light on the underlying mechanisms through which leadership influences employee attitudes and behaviors. By synthesizing findings from diverse research streams, the researchers reveal the critical role of trust as a mediator in shaping the impact of leadership on organizational commitment. Their study offers practical implications for organizational leaders seeking to enhance trust in leadership and foster a culture of commitment and engagement among employees

**Rousseau and Tijoriwala (2022);** In their study on the impact of trust on organizational commitment, Rousseau and Tijoriwala (2022) explore the mediating role of psychological contract fulfillment. Their research highlights the importance of trust in shaping employees' perceptions of the psychological contract, which refers to the implicit expectations and obligations between employees and their organization. According to Rousseau and Tijoriwala, trust serves as a foundation for building a positive psychological contract characterized by mutual trust, respect, and reciprocity. When employees perceive their organization as trustworthy, they are

more likely to perceive their psychological contract as fulfilled, leading to higher levels of organizational commitment and job satisfaction. Conversely, a breach of trust can erode employees' confidence in the organization, leading to lower levels of commitment and engagement.

**Dirks and Ferrin (2021);** A study conducted by Dirks and Ferrin (2021) explores the role of trust in promoting organizational commitment and employee well-being. Their research emphasizes the importance of trust as a fundamental aspect of organizational culture, shaping employees' perceptions of fairness, justice, and support within the workplace. According to Dirks and Ferrin, trust enables employees to feel secure and valued in their roles, fostering a sense of belonging and loyalty to the organization. Moreover, trust serves as a buffer against stress and uncertainty, empowering employees to navigate challenges and setbacks with resilience and confidence. 17 Organizations that prioritize building trust among their employees create a positive work environment conducive to high levels of commitment, satisfaction, and performance.

**Kim and Lee (2021);** Organizational culture emerges as another key determinant of trust, according to Kim and Lee (2021). Their research underscores the significance of organizational values, norms, and practices in shaping employee perceptions of trustworthiness. Cultures that prioritize transparency, fairness, and inclusivity are found to foster higher levels of trust among employees, contributing to a positive work environment and enhanced organizational performance.

**Michael Davis et al. (2021);** Davis et al.'s meta-analytic review of the influence of trust on various dimensions of organizational commitment provides empirical evidence supporting the relationship between these constructs. Through a synthesis of quantitative studies, the researchers demonstrate the significant impact of trust on employees' affective, normative, and continuance commitment to their organizations. Their findings offer valuable insights into the mechanisms through which trust influences organizational commitment and suggest avenues for future research to further explore this relationship.

**Blau and Scott (2020);** Drawing on social exchange theory, the study by Blau and Scott (2020) examines the reciprocal relationship between trust and organizational commitment. According to their research, trust serves as a key mechanism through which employees develop a sense of obligation and reciprocity towards their organization. When employees perceive their organization as trustworthy, they are more likely to reciprocate by demonstrating higher levels of commitment

and engagement. This reciprocal exchange of trust fosters a positive work environment characterized by mutual respect, cooperation, and collaboration, contributing to organizational success and sustainability.

## VI. RESEARCH METHODOLOGY

### Research Methodology:

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. In this study the various steps that are generally adopted by a researcher in studying the research problem along with the logic behind him.

### Research Design:

Research Design is defined as the “arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure”.

### Type of research design:

- Exploratory research design
- Descriptive and diagnostic research design
- Experimental/causal research design

The research design followed for the study is a descriptive type of research. It is typically concerned with determining the frequency with which something occurs or how two variables vary together. Descriptive research studies are those studies which are concerned with the characteristics of a particular individual, or of a group.

### Sample size:

Number of the sampling units selected from the population is called the size of the sample. Sample of 200 respondents were obtained from the population.

### STATISTICAL TOOLS : SPSS(STATISTICAL PACKAGE FOR SOCIAL SCIENCE):

Statistical package for social sciences (SPSS) is meant for statistical analysis of data. It has got tools to obtain accurate results. SPSS is a computer program used for survey authoring and deployment, data mining, text analytics, statistical analysis, and collaboration & deployment.

### The following statistical tools were used in this study:

- 1) Simple Percentage
- 2) Chi-square
- 3) Correlation analysis
- 4) Regression analysis
- 5) Anova

**Percentage analysis:**

In case Percentage refers to a special kind of ratio. Percentage is used in making comparison between two or more series of data. In this study, the number of people who responded in a particular manner is interpreted in the form of percentages.

**Chi-squareTest:**

The chi – square test is also known as non-parametric test or distribution free test is used when it is impossible to make any assumptions about population or when the researcher is unable to estimate the population’s parameters. The main advantages of using non parametric test is that, the researcher can analyse qualitative data. It is used to determine whether the two variables are associated with each other or not. It helps in finding the association between two or more attributes.

**Correlation analysis:**

Correlation analysis is made to determine the degree of relationship between two or more variables. It does not tell about cause and effect relationship. The values of coefficient of correlation lie between +1 to -1. When  $r = +1$ , it means there is a perfect positive correlation between the variables. When  $r = -1$ , it means there is a perfect negative correlation between the variables. When  $r = 0$ , it means no relationship between the two variables.

**Regression analysis:**

Regression linear regression is a statistical procedure for calculating the value of a dependent variable from an independent variable. Linear regression measures the association between two variables. It is a modeling technique where a dependent variable is predicted based on one or more independent variables. Linear regression analysis is the most widely used of all statistical techniques.

**ANOVA:**

**Analysis of variance(ANOVA),ONE-WAYANDTWO-WAY**

Analysis of variance (ANOVA) has been carried out to compare more than two means at a time. One-way analysis of variance involves only one categorical variable or a single factor, whereas in two-way analysis of variance, two factors on the dependent variable are studied.

The process of analysis is given here under:

Sources of variations	Degree of freedom (df)	Sum of square	Mean square (variance)	F-statistic
Among (Factors)	c-1	SSA	$MSA=SSA/(C-1)$	$MSA/MSW$
Within (Factors)	n-c	SSW	$MSW=SSW/(N-C)$	
Total	n-1	$SST=SSA+SSW$		

**One-Factor ANOVA(F-statistics):**

Where,

$n$  = total number of observations in all groups  $c$  = the number of groups  $c - 1 = df1$   $n - 1 = df2$

MSA is the mean squares among or between variances.  
MSW is the mean squares within or error variances.

**VII. LIMITATIONS OF THE STUDY**

- It is difficult to conclude whether the employees genuinely answered all the questions
- without any fear.
- The information provided may be biased
- Language barriers.

**DATA ANALYSIS AND INTERPRETATION  
PERCENTAGE ANALYSIS**

**(a) Table showing Gender of the respondents**

S No	Gender of the respondents	No of respondents	Percentage of respondents
1	Female	126	63%
2	Male	74	37%
	Total	200	100%

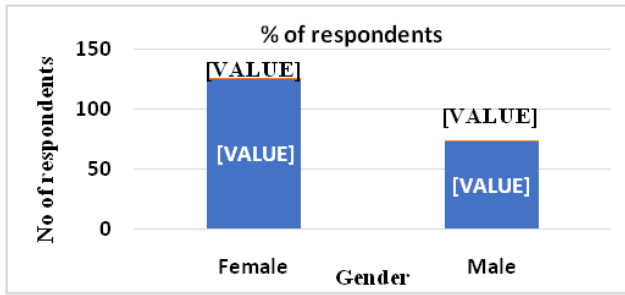


Chart showing Gender of the respondents

**Interpretation:**

It is observed from the above table that 63% are Male respondents and 37% are Female respondents.

**(b) Table showing Age of the respondents**

S No	Age of the respondents	No of respondents	Percentage of respondents
1	20-30years	120	60%
2	30-40years	76	38%
3	Greater than 40 years	54	27%
	Total	200	100%

**Interpretation:**

Out of 200 respondents, 60% are between 20 to 30 years, 38% are between 30 to 40 years, 2% are greater than 40 years.

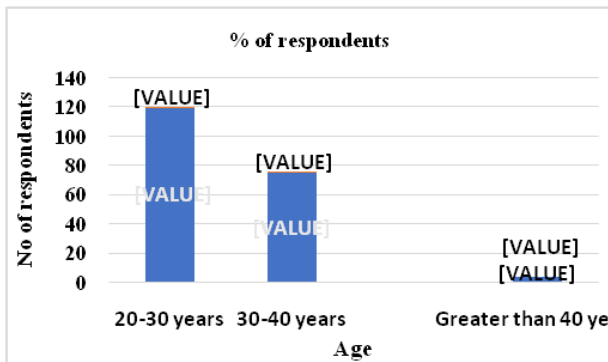


Chart showing Qualification of the respondents

**(c) Tables howing Experience of the respondents**

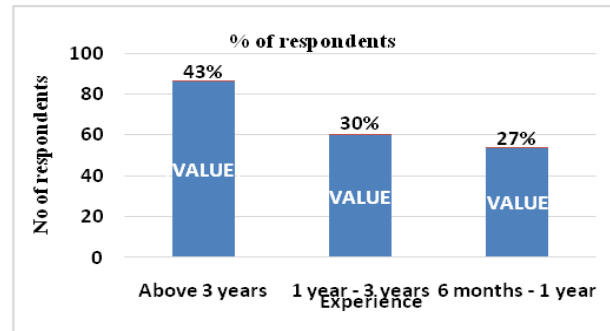
SNo	Experience	No of respondents	Percentage of respondents
1	Above 3 years	86	43%
2	1 year-3 years	60	30%
2	6 months - 1 year	54	27%

Total	200	100%
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**Interpretation:**

It can be observed from the above table that 43% of respondents have above 3 years of experience, 30% of respondents have 1 to 3 years of experience, 27% of respondents have 6 months to 1 year of experience.

Chart showing Experience of the respondents



**(d) Table showing Qualification of the respondents**

S. No	Qualification	No of respondents	Percentage of respondents
1	Diploma	114	57%
2	Undergraduate	38	19%
3	Postgraduate	28	14%
4	Others	20	10%
	Total	200	100%

**Interpretation:**

Among the 200 respondents, 57% are between Diploma, 19% are between Undergraduate, 14% are Post graduate, 10% Others.

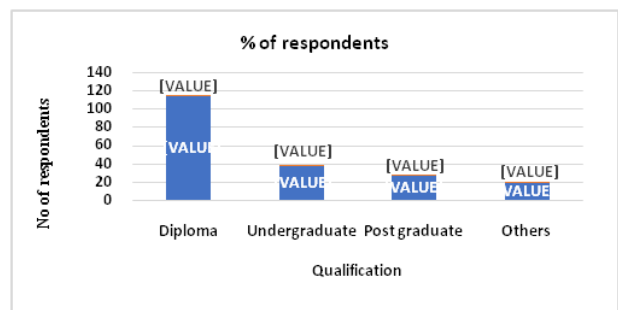


Chart showing Qualification of the respondents

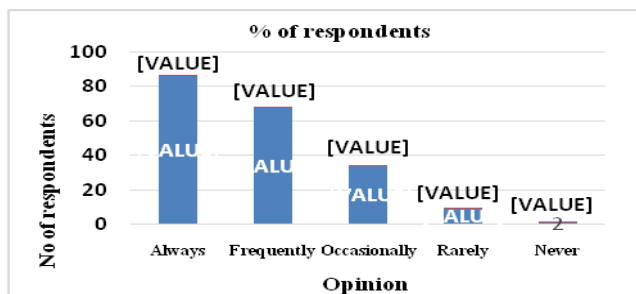
(e) Table showing respondents opinion about achievements and contributions

S. No	Opinion	No of respondents	Percentage of respondents
1.	Always	86	43%
2.	Frequently	68	34%
3.	Occasionally	34	17%
4.	Rarely	10	5%
5.	Never	2	1%
	Total	200	100%

**Interpretation:**

From the above table observed that 43% of respondents are always, 34% of respondents are frequently, 17% of respondents are occasionally, 5% of respondents are rarely, 1% of respondents are never for achievements and contributions.

Chart showing respondents opinion about achievements and contributions



(f) Table showing the respondents opinion about rewards and recognition programs

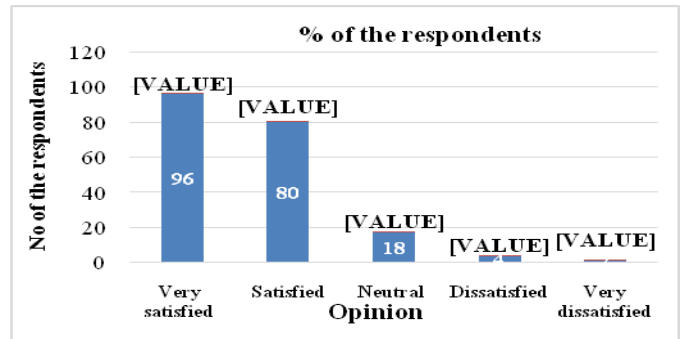
S.No	Opinion	No of respondents	Percentage of respondents
1.	Very satisfied	96	48%
2.	Satisfied	80	40%
3.	Neutral	18	9%
4.	Dissatisfied	4	2%
5.	Very dissatisfied	2	1%
	Total	200	100%

**Interpretation:**

From the above table observed that 48% of respondents are very satisfied, 40% of respondents are satisfied, 9% of respondents are neutral, 2% of respondents are

dissatisfied, 1% of the respondents are very dissatisfied for rewards and recognition programs.

Chart showing the respondents opinion about rewards and recognition programs



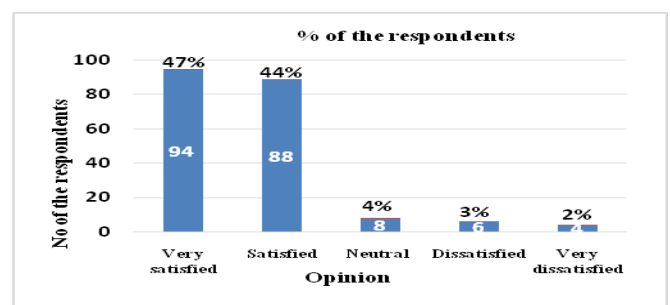
(g) Table showing the respondents opinion about job position

S.No	Opinion	No of respondents	Percentage of respondents
1.	Very satisfied	94	47%
2.	Satisfied	88	44%
3.	Neutral	8	4%
4.	Dissatisfied	6	3%
5.	Very dissatisfied	4	2%
	Total	200	100%

**Interpretation:**

From the above table observed that 47% of respondents are very satisfied, 44% of respondents are satisfied, 4% of respondents are neutral, 3% of respondents are dissatisfied, 2% of the respondents are very dissatisfied for job position.

Chart showing respondents opinion about job position



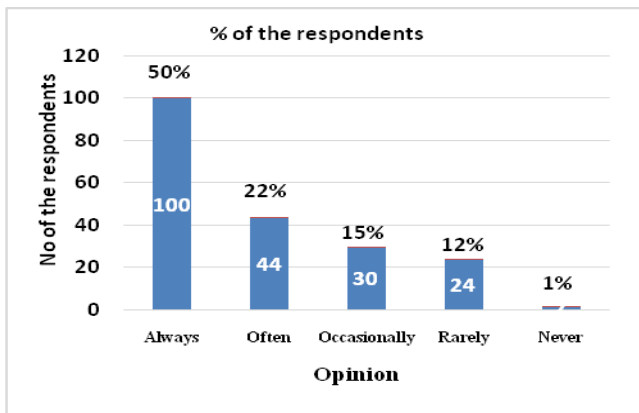
(h) Table showing respondents opinion about organizational values in decision-making and behavior at work

S. No	Opinion	Noofrespondents	Percentageof respondents
1	Always	100	50%
2	Often	44	22%
3	Occasionally	30	15%
4	Rarely	24	12%
5	Never	2	1%
	Total	200	100%

**Interpretation:**

From the above table observed that 50% of respondents are Always, 22% of respondents are often, 15% of respondents are occasionally, 12% of respondents are rarely, 1% of the respondents are never for organizational values in decision-making and behavior at work.

Chart showing respondents opinion about organizational values in decision-making and behavior at work



(i) Table showing respondents opinion about employee’s ownership

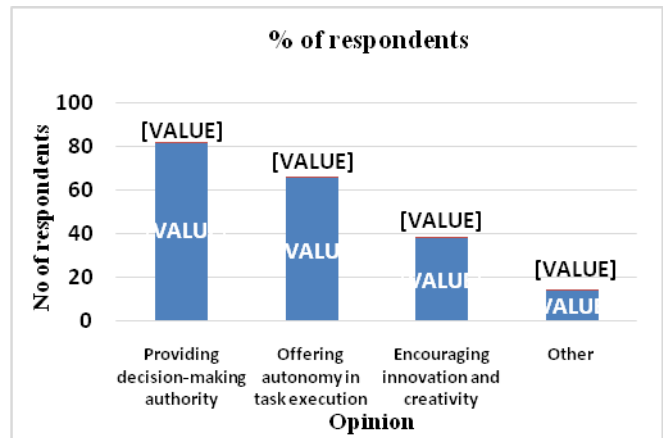
S. No	Opinion	Noofrespondents	Percentageof respondents
	Providing decision-making authority	82	41%
	Offering autonomy in task execution	66	33%

	Encouraging innovation and creativity	38	19%
	Other	14	7%
	Total	200	100%

**Interpretation:**

From the above table observed that 41% of respondents are providing decision-making authority, 33% of respondents are offering autonomy in task execution, 19% of respondents are encouraging innovation and creativity, 7% of respondents are others for employee’s ownership of the company.

Chart showing respondents opinion about employee’s ownership



**CHI-SQUARE DIFFERENCE BETWEEN EXPERIENCE OF THE RESPONDENTS AND ACHIEVEMENTS & CONTRIBUTIONS OF THE RESPONDENTS TOWARDS IMPACT OF EMPLOYEE TRUST ON ORGANISATIONAL COMMITMENT**

**NULL HYPOTHESIS (H0):**

There is no association between experience of the respondents and achievements & contributions of the respondents towards impact of employee trust on organizational commitment.

**ALTERNATIVE HYPOTHESIS (H1):**

There is an association between experience of the respondents and achievements & contributions of the respondents towards impact of employee trust on organizational commitment.

**STATISTICAL TEST:**

Chi-square was used above hypothesis.

**Chi-Square Test:**

**Frequencies**

Experience of the respondents			
	Observed N	Expected N	Residual
6 months-1 year	54	66.7	-12.7
1 year-3 years	60	66.7	-6.7
Above 3 years	86	66.7	19.3
Total	200		

Achievements and contributions of the respondents			
	Observed N	Expected N	Residual
Always	86	40.0	46.0
Frequently	68	40.0	28.0
Occasionally	30	40.0	-10.0
Rarely	14	40.0	-26.0
Never	2	40.0	-38.0
Total	200		

Test Statistics		
	Experience of the respondents	Achievements and contributions of the respondents
Chi-Square	8.680 <sup>a</sup>	128.000 <sup>b</sup>
df	2	4
Asymp. Sig.	.013	.000

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 66.7.

b. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 40.0.

**INTERPRETATION:**

Here the significance was occurring and has a value 0.000 is less than 0.05. Hence H<sub>1</sub> accepted.

**RESULT:**

There is association between experience of the respondents and achievements & contributions of the respondents towards impact of employee trust on organizational commitment.

**CORRELATION BETWEEN REWARDS & RECOGNITION OF THE RESPONDENTS AND JOB SATISFACTION OF THE RESPONDENTS  
NULL HYPOTHESIS (H<sub>0</sub>):**

There is no interrelationship between rewards recognition of the respondents and job satisfaction of the respondents.

**ALTERNATIVE HYPOTHESIS (H<sub>1</sub>):**

There is an interrelationship between rewards recognition of the respondents and job satisfaction of the respondents.

**STATISTICAL TEST:**

Correlation was used above hypothesis.

**Correlations:**

Correlations			
		Rewards and recognition of the respondents	Job satisfaction of the respondents
Rewards and recognition programs of the respondents	Pearson Correlation	1	.949**
	Sig. (2-tailed)		.000
	N	200	200
Job satisfaction of the respondents	Pearson Correlation	.949**	1
	Sig. (2-tailed)	.000	
	N	200	200



\*\* . Correlation is significant at the 0.01 level (2-tailed).

### INTERPRETATION:

Hence the significance value is 0.000, this indicates a statistically significant result at the 0.05 level. Consequently, you would reject the null hypothesis, indicating there's a significant correlation. so H1 is accepted. (i.e) There is an interrelationship between rewards recognition of the respondents and job satisfaction of the respondents.

### RESULT:

The above table there is a pearson correlation value is 1. So, it is a strong positive correlation.

### IX. FINDINGS

- The majority of respondents 50% say that organizational values always have an influence on their decision-making and behavior at work.
- The majority of respondents 46% support open dialogue and communication as means of resolving conflicts.
- The majority of respondents 43% refer to workshops for teamwork and collaborative work.
- The majority of respondents, 43%, always support having contributions and achievements recognized within the team.
- The majority of respondents, 48% are extremely satisfied with their jobs.
- The majority of respondents, 42%, are extremely satisfied with the flexibility of work arrangements as a means of fostering trust.
- The majority of respondents, 47%, believe that regular performance reviews are a useful feedback tool for building positive relationships.
- If the p-value is less than or equal to the alpha error rate (0.05), then you reject the null hypothesis H0 and accept the alternative hypothesis H1. There is an association between experience of the respondents and achievements & contributions of the respondents towards impact of employee trust on organizational commitment in this chi square study.
- If the significance value is 0.000, this indicates a statistically significant result at the 0.05 level, suggesting it's highly unlikely to have occurred by chance. Consequently, you would reject the null hypothesis, indicating there's a significant correlation. There is a pearson correlation value is 1. So, it is a strong positive correlation.

### X. SUGGESTION

- Continuously improve recognition and reward programs to align with employee preferences, offering personalized recognition to demonstrate genuine appreciation and foster trust.
- Recognize and celebrate employee contributions within teams through formal recognition programs and peer-to-peer recognition to reinforce appreciation and trust.
- Conduct regular training to deeply integrate organizational values into the culture, demonstrating commitment to integrity and ethical behavior to build trust.
- Foster open communication and knowledge-sharing across teams to strengthen trust, promoting a culture of openness and transparency.

### XI. CONCLUSION

The study suggests that by continuously refining recognition and reward programs, the organization can demonstrate genuine appreciation for employees' contributions, thereby reinforcing trust in its commitment to their well-being. Additionally, celebrating achievements within teams and fostering transparent communication can bolster collaboration and cohesion among colleagues. Furthermore, embedding organizational values through regular training and effective conflict resolution mechanisms can further strengthen alignment and integrity within the workplace. These recommendations offer actionable steps towards cultivating a supportive and engaging work environment, which in turn can elevate employee satisfaction and productivity.

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