

Perceived Organizational Trust and Job Satisfaction in Automobile Industry

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Abstract

To cope up with today's intense competition, understanding factors that can affect employee's job satisfaction is pertinent. The aim of this paper is to ascertain the impact of perceived organizational trust on job satisfaction in automotive industry. The research population is comprised of the employees of automotive industry in Haryana while the sample of research includes 122 employees belonging 11 chosen companies. The statistical tools used for the purpose of data analysis are linear regression and ANOVA analysis. The finding from regression analysis was that the two variables: Organizational Trust and Job Satisfaction are relatable and organizational trust is a useful predictor of job satisfaction. The ANOVA analysis concludes that there is no significant difference in the employees' level of job satisfaction based on their work experience and gender. Considering the above research findings, managerial implications are also reflected in the study.

Keywords: Organizational trust, job satisfaction, employees, Haryana

1. Introduction

Trust is the pillar of all relationships and is an essential factor in holding people together and creating a sense of security. The behavior of the employees depends majorly on the trust they have in their organization, management, and peers. Organizational trust among employees forms a safe environment that motivates employees to work with full efficiency. The employees feel happy and thus participate in decision-making and generating new ideas. Culture, good human resource policies, system, and structure are some of how an organization can make managers work efficiently and thus acts as a helping hand to managers. As a result, a association of an employee with his supervisor and organization is linked with each other directly. Trust in an organization is affected by the negative results of some actions and miscommunications which directly or indirectly impact employees' experience in terms of job satisfaction.

Too, job satisfaction is referred to as happiness and enthusiasm for one's job. Thus, work satisfaction leads to income, recognition, promotion, and goals achievement which leads to a feeling of achievement. If organizations want to enhance job satisfaction levels and reduce their employee turnover, then they should focus on building organizational trust. Organizational trust could be built by increasing employee engagement activities in the organization, creating a culture of working in teams and supporting the same, giving opportunities to employees to showcase their abilities, skills, and knowledge, and also by giving them room to improve their skills, and so on.

2. Literature review

2.1. Perceived organizational trust

Trust matters for the sake of interpersonal relationships, the success of teams, and society. Trust emerges via people around us and personal experience. According to Sztompka (1999), both organizational trust and interpersonal trust are not separable. While interpersonal trust here could be referred to as face-to-face communication and organizational trust could be referred to as faceless and glared to words and social objects (Giddens, 1999). Organizational trust is a determinant of organizational effectiveness and this depends upon managers. Managers must realize that the smooth functioning of processes in an organization depends on members internalizing a constraint, and defined and realistic goals (Culbert and McDonough, 1986).

Here internalizing refers to the acceptance of the dominant reality of the organization by employees. Internalization will help an organization to work effectively as it gives its members a sense to act decisively and spontaneously without asking for debates about each action done by the organization. The authors considered internalization very essential as they thought that it's important for an employee to decide whether he should trust or not. Thus, empowering employees in the organization is a way to build trust at the organizational level. Organizations

that do not empower their employees, will not be able to make their employees understand internalization.

According to Messick and colleagues (1983), trust can be analyzed by an individual's expectation of reciprocity. The study found that when an individual is informed about the depletion of collective resources, then the employee with the reciprocity expectation started using the resource more whereas, other employees who trust and do not expect reciprocity restrain themselves from using the resource.

According to Parks, Henager, and Scamahorn (1996), in response to a competitive message, low trusters decrease the level of cooperation and high trustees do increase the level of cooperation. Whereas in the case of the cooperative message, low trusters remain unaffected.

According to Tyler and Degoey (1996), officials' capacity to efficiently manage an entity would suffer if they had to justify and defend every action and decision they took. Also, it's costly and impractical to hire managers who can supervise every act of employees. Thus, the manager could not recognize every cooperative step taken by every employee. So, employees must follow rules and regulations and must accept the consequences if they fail to do so for the effectiveness and efficiency of organizational procedures. Moreover, employees involved accept the consequences only if they trust the organization's motives and intentions.

According to Laschinger and Finegon (2005), structural empowerment leads to a positive association with interaction justice having a positive association with respect, and organizational trust. Respect directly influences organizational trust and this directly influences job satisfaction.

2.2. Perceived organizational trust and job satisfaction

There's a significant relationship between organizational confidence and job satisfaction. Having high levels of job satisfaction within organizations with high organizational trust within the study's results is likely to support this view. It is further reported that confidence at the prime level is also closely linked to collaborative creation and successful submission of an organizational task as well as organizational loyalty and job satisfaction. Trust in the boss, colleagues, and within the organization itself would improve the employees' work satisfaction.

If organizations want to reduce their employee turnover, then they should focus on building organizational trust. Organizational trust could be built by increasing employee engagement activities in the organization, creating a culture of working in teams and supporting the same, giving opportunities to employees to showcase their abilities, skills, and knowledge, and also

by giving them room to improve their skills, and so on. An employee who has trust in his organization, colleague, and supervisors will have an augmented level of job satisfaction and therefore, he will be loyal to the organization and will perform his best to increase the goodwill and profitability of the organization.

Güçer and Şerif (2014) According to this article, in the hotel industry where services are rendered, trust in managers, and colleagues tend to upsurge the feelings of job satisfaction among employees. Over here, the perception of trust towards the organization itself is a sub-aspect of the company's trust that displays a lower degree of connection with job satisfaction. In conclusion, we can say that the perception of the organizational trust of employees plays a significant role in increasing their job satisfaction levels.

Siddiqi and Kharshiing (2015) According to this article, there is a significant impact of organizational trust on job satisfaction and organizational commitment. They suggest that when the employees who work in the banks for the people of the nation have trust in their superiors and as well as the management, then they tend to work more efficiently. There are various dimensions of organizational trust i.e., openness, concern for employees, reliability, and identification. Thus, based on these dimensions the middle-level executives adjust relations with the organizational belonging positively and significantly.

Fard and Karimi (2015) This article shows the results that interpersonal trust between employees and the creation of a positive and trustful climate resulted in a higher commitment level and the performance of the employees was improved. The results of the study prove that there is a contrary connection between organizational silence and job satisfaction where $r = -0.756$ and organizational commitment with $r = -0.700$ because of which organizational silence is considered as moderating variable.

Mincu (2015) About this article, we can say that life satisfaction positively correlates with job satisfaction which we get by trusting the organization or top management. They also suggest that there is a positive correlation between predictor variables i.e., life satisfaction and dispositional optimism, and criterion variables i.e., organizational trust and job satisfaction. The study shows that life satisfaction positively correlates with job satisfaction i.e., $r = 0.223$, $p < 0.01$, and $r^2 = 0.8$, which is a lesser value in contrast to the values of correlation with subscales of these instruments.

Farrukh, Kalimuthuan, and Farrukh (2019) This research shows that employee loyalty is influenced by the element of job satisfaction i.e., the support of the leader. The picture of the study is somewhat like this: The R square value for leader support is 0.734, which means a 73.4% change in leader support is caused by mutual trust and job satisfaction. Similarly, the R square value of employee loyalty is 0.745 which means a 74.5% variance in employee loyalty is caused by job satisfaction mutual trust, and leader support. Thus, we can say that performance

of employees in terms of promotion, is not just only depends upon their hard work but also upon the support or role of the leader of that particular department.

Gider, Akdere, and Top (2019) In this article, there is a study of how different factors like mutual trust, job satisfaction, and employee loyalty have direct contact with organizational trust to nurture and foster a healthy working environment in the organization (hospital). Over here, hospitality administrators face financial challenges in increasing the quality of care, organizational issues such as high-power distance leadership, work-life balance issues, and heavy workloads. Despite all these problems the government is trying its best to give proper leadership support to the employees by which their trust in the organization is increased.

Varihanna and Nizam (2020) In this research article, it is shown the effect of organizational trust and job satisfaction on organizational citizenship behavior. The results show that organizational trust and organizational justice have a significant positive effect on job satisfaction with the assessed coefficient of 0.293 ($p < 0.01$) and 0.210 ($p < 0.05$). When the employee has a positive attitude and character it will affect his satisfaction with the organization, which will affect their trust in the organization. Over here human resource plays an important role as they lay down the policies and regulations that are just and trusted by employees which will directly increase job satisfaction.

Johannsen and Zak (2021) According to the analysis of this research study, trust may be viewed by employees as a gift, which generates higher productivity and longer job tenure. Over here, employee retention is based upon how the management is gaining the trust of their employees. This all finally leads to a positive effect on employees' lives outside of work.

Rahman, Ragheb, and Ragab (2021) This study show the role of organizational commitment as a mediating variable between trust and the outcome of the employees. Here, organizational trust is the independent variable, and employee performance is the dependent variable as the performance is based upon the trust the employees have in their superiors. As well, the effectiveness, success, and efficiency depend on how the employees trust their management.

Lambert, Pasupuleti, Cluse-Tolar, Srinivasa, and Jiang (2022) According to this study, the three key employees' work attitudes namely, job involvement, job satisfaction, and organizational commitment are dependent on both supervisor trust and management trust. Based upon this, it can be inferred that the above factors shape employees' involvement in the company and this underlines the need for improving perceptions of employees about supervisor and management trust.

3. Research methodology

3.1. Research objectives

In this era of competition, the resource which can lead an organization to have a competitive advantage over others is its human resource. So, an organization must manage its human resource carefully, and hence, organizational trust plays a very important role in this. The employees are motivated to work to their full potential in this trustworthy environment. Motivated workforce and trusted environment help in the survival of the business.

So, the objectives of this research are threefold:

- To understand the impact of perceived organizational trust on job satisfaction in the automotive industry.
- To investigate the differences in the job satisfaction levels of employees based on their work experience in the automotive sector.
- To investigate the differences in the job satisfaction levels of employees based on their gender in the automotive sector

3.2. Research hypothesis

3.2.1 For regression analysis,

H1: Organizational trust is a useful predictor of job satisfaction.

3.2.2 For ANOVA analysis

3.2.2.1 When job satisfaction and work experience of the employee in the company are considered:

H2: There is a difference in employees' level of job satisfaction based on their work experience in the company.

3.2.1.2 When job satisfaction and gender of employee are considered:

H3: There is a difference in employees' level of job satisfaction based on their gender.

3.3. Data collection

The research employed a primary method i.e., a survey for data collection. The research used a questionnaire with close-ended questions employing a five-point Likert scale ranging from strongly agree (SA) to strongly disagree (DA) was filled by the respondents. The questionnaire was prepared using google forms and the same was sent to respondents via email to respond online. The study sample consists of 122 employees from 11 companies (situated in various parts of Haryana) belonging to the automotive industry.

3.3. Variables of the study

3.3.1. Perceived Organizational Trust: The organizational trust scale developed by Omarov (2009) is used to calculate this attribute. The scale comprises 22 items. Since a self-reported instrument is employed to analyze the variable, hence perceptions are considered.

3.3.2 Job satisfaction: The shorter and adapted form of the ‘Minnesota job satisfaction scale’ designed by Weiss et.al (1967) with 20 items are used to assess the job satisfaction level.

3.3.3 Demographic characteristics: These factors are age, gender, and the total number of years of automotive industry experience.

4. Results and findings

The analysis was carried out to explore the relationship between perceived organizational trust and job satisfaction. Data analysis was done using SPSS 18.

4.1. Descriptive profile of the respondents

The respondents consisted of 55.7% of males and 44.3% of females. The majority of the respondents that is 31.1% were in the age group 26-30 years. The majority of the respondents have experience ranging from 3-5 years in their respective companies.

4.2. Linear regression analysis

The mean of all items related to organizational trust was calculated and similarly, the mean of all items of job satisfaction was calculated. Then regression analysis was done on the data. The analysis was as follows:

Table: 1. Coefficients table for regression analysis for perceived organizational trust and job satisfaction

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Lower Bound	Upper Bound
		B	Std. Error	Beta				
1	(Constant)	1.169	.296		3.952	.000	.583	1.754
	Perceived Organizational Trust	.722	.072	.678	10.094	.000	.581	.864

a. Dependent Variable: Job Satisfaction

Source: Primary survey 2022

Using the coefficients table (refer to Table 1), the following regression equation could be obtained.

$$\text{Job Satisfaction} = 1.169 - (0.722) * (\text{Perceived Organizational Trust})$$

Table 2. – Model summary of regression analysis for perceived organizational trust and job satisfaction

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.678 ^a	.459	.455	.28743

a. Predictors: (Constant), Perceived Organizational Trust

b. DV: Job Satisfaction

Source: Primary survey 2022

From the model summary Table 2, it is observed that the coefficient of determination that is, adjusted R² is 0.455. Therefore, it can be concluded that around 45% of the variation in job satisfaction is explained by perceived organizational trust. Regression equations don't appear to be very suitable for deriving estimates since the value of R² is not very close to 1.

Table 3- ANOVA Table for Regression Analysis of the relationship between perceived organizational trust and job satisfaction.

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8.418	1	8.418	101.887	.000 ^b
	Residual	9.914	120	.083		
	Total	18.332	121			

a. Dependent Variable: Job Satisfaction

c. Predictors: (Constant), Perceived Organizational Trust

Source: Primary survey 2022

From the calculation tables of ANOVA (see Table: 3), F statistics is 101.887 is significant ($p < 0.05$) we shall reject the null hypothesis. So, the findings support that organizational trust is a useful predictor of job satisfaction. Hence, H1 is accepted.

4.3 ANOVA analysis

4.3.1. Considering job satisfaction and work experience in the company

ANOVA test was carried out to know whether or not there is any difference in employees' level of job satisfaction based on their number of years of experience in the company.

Here, the dependent variable is job satisfaction while the work experience of employees is the independent variable. The work experience is categorized into four groups are:

- 1 years – 3 years (M = 4.125, SD = 0.384, N = 40)
- 3 years – 5 years (M = 4.050, SD = 0.343, N = 42)
- 5 years – 7 years (M = 4.305, SD = 0.447, N = 22)
- Above 7 years (M = 4.194, SD = 0.388, N = 18)

Where M demonstrates the mean and SD is the standard deviation. N is the total number of respondents in respective groups.

[NOTE: The groups of the independent variable are assumed as 1.00, 2.00, 3.00, 4.00 for calculation purposes in the following way:

- Group 1 years – 3 years is assumed as 1.00.
- Group 3 years – 5 years is assumed as 2.00.
- Group 5 years – 7 years is assumed as 3.00.
- Group above 7 years is assumed as 4.00.]

Table: 4. Descriptive table for ANOVA analysis with respect to job satisfaction and work experience

Descriptives								
Job Satisfaction								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
1.00	40	4.1250	.38414	.06074	4.0021	4.2479	3.30	4.55
2.00	42	4.0500	.34287	.05291	3.9432	4.1568	3.45	4.70
3.00	22	4.3045	.44692	.09528	4.1064	4.5027	3.55	4.90
4.00	18	4.1944	.38839	.09155	4.0013	4.3876	3.40	4.65
Total	122	4.1418	.38923	.03524	4.0720	4.2116	3.30	4.90

Source: Primary survey 2022

Table: 5. Table of homogeneity test for ANOVA analysis with respect to job satisfaction and work experience.

Test of Homogeneity of Variances						
		Levene Statistic	df1	df2	Sig.	
Job Satisfaction	Based on Mean	.789	3	118	.502	
	Based on Median	.558	3	118	.644	
	Based on Median and with adjusted df	.558	3	114.698	.644	
	Based on trimmed mean	.736	3	118	.532	

Source: Primary survey 2022

Using the table of homogeneity test (refer to Table 5.), the assumption of homogeneity of variance was verified and was found acceptable employing Levene’s test, $F(3, 118) = 0.789$, $p = 0.502$.

Table 6 – Table for ANOVA analysis with respect to job satisfaction and work experience

ANOVA

Job Satisfaction

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.998	3	.333	2.264	.085
Within Groups	17.334	118	.147		
Total	18.332	121			

Source: Primary survey 2022

From the ANOVA table (Table 6), the ANOVA was found statistically insignificant, $F = 2.264$, $p = 0.085$. Thus, there is significant evidence to reject the hypothesis and it can be concluded that there is no difference in the level of job satisfaction based on the number of years of experience in the company. Hence, H_2 is rejected.

Table: 7 – Post hoc analysis table for ANOVA analysis with respect to job satisfaction and work experience

Multiple Comparisons

Dependent Variable: Job Satisfaction

Tukey HSD

(I) E1	(J) E1	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
1.00	2.00	.07500	.08468	.812	-.1457	.2957
	3.00	-.17955	.10173	.295	-.4447	.0856
	4.00	-.06944	.10878	.919	-.3529	.2140

2.00	1.00	-.07500	.08468	.812	-.2957	.1457
	3.00	-.25455	.10087	.061	-.5174	.0083
	4.00	-.14444	.10797	.541	-.4258	.1369
3.00	1.00	.17955	.10173	.295	-.0856	.4447
	2.00	.25455	.10087	.061	-.0083	.5174
	4.00	.11010	.12181	.803	-.2073	.4275
4.00	1.00	.06944	.10878	.919	-.2140	.3529
	2.00	.14444	.10797	.541	-.1369	.4258
	3.00	-.11010	.12181	.803	-.4275	.2073

Source: Primary survey 2022

Using the table of post hoc test (see Table 7.), post hoc comparisons to assess pairwise differences among groups were conducted by employing Turkey HSD test. The test showed that there is no pairwise difference between the groups, since $p > 0.05$. Hence, again it is concluded that there is no difference in the level of job satisfaction of employees based on their number of years of experience in the company.

4.3.1. Considering job satisfaction and gender

Using one – way ANOVA method, the test was carried out to know whether or not there is any difference in employees’ level of job satisfaction based on their gender. Here, the dependent variable is job satisfaction, while the independent variable is the gender of the employee and it has two groups:

- Male (M= 4.110, SD = 0.378, N = 68)
- Female (M = 4.181, SD = 0.402, N = 54)

Table: 8. Descriptive table for ANOVA analysis with respect to job satisfaction and gender

Descriptives						
Job Satisfaction						
N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	Minimum	Maximum

					Lower Bound	Upper Bound		
1.00	68	4.1103	.37848	.04590	4.0187	4.2019	3.40	4.65
2.00	54	4.1815	.40239	.05476	4.0717	4.2913	3.30	4.90
Total	122	4.1418	.38923	.03524	4.0720	4.2116	3.30	4.90

Source: Primary survey 2022

[NOTE: The groups of the independent variable are assumed as 1.00 and 2.00 for calculation purposes in the following way:

- Group male is assumed as 1.00.
- Group female is assumed as 2.00.]

Table: 9. Table of homogeneity test for ANOVA analysis with respect to job satisfaction and gender.

Test of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
MeanSatisfaction	Based on Mean	.003	1	120	.956
	Based on Median	.014	1	120	.905
	Based on Median and with adjusted df	.014	1	118.197	.905
	Based on trimmed mean	.003	1	120	.959

Source: Primary survey 2022

Using the table of homogeneity test (Table 9), the assumption of homogeneity of variance was verified and was found acceptable employing Levene’s test, $F(1, 120) = 0.003$, $p = 0.956$.

Table 10 – Table for ANOVA analysis with respect to job satisfaction and gender

ANOVA

Job Satisfaction

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.153	1	.153	1.007	.318
Within Groups	18.179	120	.151		
Total	18.332	121			

Source: Primary survey 2022

From the ANOVA table (Table 10), the ANOVA was found statistically insignificant, $F(1, 120) = 1.007$, $p = 0.318$. Thus, there is significant evidence to accept the null hypothesis and it can be concluded that there is no difference in employees' level of job satisfaction based on their gender. Hence, H3 is rejected

Post hoc comparison could not be done in this case as there are only two groups (male, female) of the independent variable and it is necessary for an independent variable to have three or more groups to carry out post hoc analysis.

5. Discussions and managerial recommendations

There has been huge competition in the automotive industry. The businesses which cope with the competition stay in the market. Due to competition, the business either reduces in its size or faces complete bankruptcy. To overcome or survive in this competition the business has to use its resources well. Among all the resources of the business, the major resource a business has is its human resource which it should maintain properly for the best results for the organization. Employees must be satisfied with the job and must be motivated for the job. Most importantly, employees must trust their management, their peers, and their organization. At times when business is uncertain and risk is high, the trust that an employee has in his organization plays an instrumental role in developing the company and its brand image. Motivated workforce and trusted environment help in the survival of the business. An employee who has trust in his organization, colleague, and supervisors will experience a higher level of job satisfaction and which will subsequently define his organizational loyalty and performance at the workplace.

Primary data of 122 employees belonging to the automotive industry from different parts of Haryana, India were analyzed to understand the association between two variables which are:

perceived organizational trust and job satisfaction. The results drawn were found effective. Through regression, it could be concluded that there is a relationship between the two variables and perceived organizational trust is a useful predictor of job satisfaction. However, no differences in the employees' job satisfaction levels based on experience in the company and gender were observed in the study. Similar observations have been found in earlier studies conducted in different fields such as healthcare (Gider, Akdere, and Top, 2019), academics (Fard and Karimi, 2015), and the hotel industry (Güçer, E., & Şerif, 2014). Thus, this study adds to the literature by exploring the impact of perceived organizational trust on job satisfaction in the automotive industry, which was lacking in earlier research.

Based on findings and research it could be recommended that if organizations want to reduce their employee turnover, then they should focus on building organizational trust. Organizational trust could be built by increasing employee engagement activities in the organization, creating a culture of working in teams and supporting the same, giving opportunities to employees to showcase their abilities, skills, and knowledge, and also by giving them room to improve their skills, and so on. An employee who has trust in his organization, colleague, and supervisors will have a higher level of job satisfaction. Hence, it is recommended to focus on organizational trust to increase the level of job satisfaction which in turn will enhance the profitability and goodwill of the organization. Finally, top management should invest their time and energy in implementing new and applied ideas for cultivating organizational trust among employees.

6. Limitations and future scope for research

The limitations of the research are as follows:

- The sample population was only from the automotive industry.
- The responses in the automotive industry were restricted to the eleven mentioned companies.
- The period of collection of responses was only one month.
- The research included the study of only one relationship that is, organizational trust (independent variable) and job satisfaction (dependent variable), and did not consider any other dependent variable.
- There was only one data collection method used in the research.
- There was only one technique used for data collection.
- The data analysis was done by employing only two statistical tools: regression analysis and ANOVA analysis.
- The research was completed in 3 months.
- Due to the use of primary data in research, there is the possibility of personal biases of respondents while filling up the questionnaire.

The scope for further research would be:

- More dependent variables could be included other than job satisfaction.
- The sample population could be diversified from various industries.
- The sample size could be increased for effective results.
- There could be more than one data collection method used for further research to be effective.
- The data analysis could be done using more statistical tools to gain more effective results.
- The technique for data collection could be improved.

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