


GIT 6 Organizational Analysis

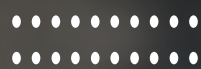
**Considering Trust:
Importance, Measurement and Interventions**



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Why is trust important?

- Enhances employee motivation and commitment; increases productivity
- Decreases employee turnover
- Facilitates efficient transactions
- Increases customer satisfaction
- Promotes cooperative behavior within organizations and between stakeholder groups
- Fosters creativity, innovation, and knowledge transfer (Pirson & Malhotra 2011).



How do we define Trust?

Trust

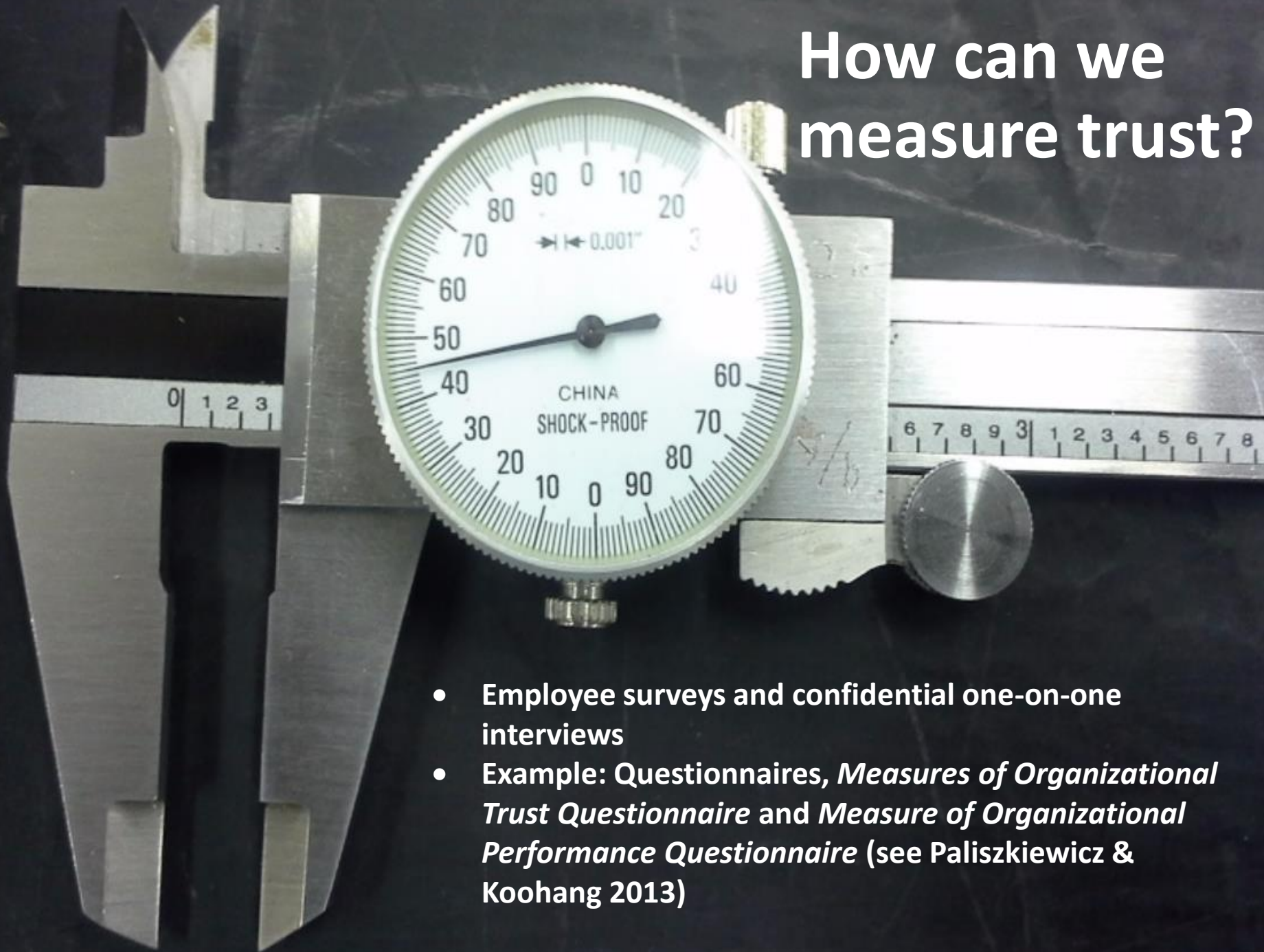
- A firm belief in the reliability, truth, ability or strength of someone or something (Google)

Organizational Trust

- Positive expectations individuals have about the intent and behaviors of multiple organizational members based on organizational roles, relationships, experiences and interdependencies (Shockley-Zalabak et al., 2000).
- Characteristics of organizations with high levels of trust (Hitch 2012)
 - Credibility
 - Respect
 - Fair treatment
 - High Interaction



How can we measure trust?



- Employee surveys and confidential one-on-one interviews
- Example: Questionnaires, *Measures of Organizational Trust Questionnaire* and *Measure of Organizational Performance Questionnaire* (see Paliszkievicz & Koochang 2013)

Organizational Trust Measurement

Q1. There is atmosphere for honest cooperation among employees.

Q2. Clear expectation connected with results and aims from all employees.

Q3. Employees are willing to share knowledge.

Q4. Employees avoid participating in gossip and unfair criticism of others.

Q5. Employees are willing to take part in trainings.

Q6. Periodic meetings take place between employees and the management.

Q7. In general, the work responsibilities are established and clear.

Q8. Teamwork is encouraged and preferred.

Q9. Employees are encouraged to take part in decision-making.

Q10. Development of human resources is considered a measure of success.

Chronbach's alpha (reliability) = 0.9

Paliszkieicz, J., Koohang, A., Gołuchowski, J. , & Nord, H. (2014) Management trust, organizational trust, and organizational performance: Advancing and measuring a theoretical model, *Management and Production Engineering Review*, 5 (1), pp. 32–41

Organizational Trust Measurement

Questions to Measure Trust, including the Dimensions of Integrity, Competence and Dependability

- Q1. This organization treats people like me fairly and justly. (Integrity)
- Q2. Whenever this organization makes an important decision, I know it will be concerned about people like me. (Integrity; original dimension: faith).
- Q3. This organization can be relied on to keep its promises. (Dependability)
- Q4. I believe that this organization takes the opinions of people like me into account when making decisions. (Dependability)
- Q5. I feel very confident about this organization's skills. (Competence)
- Q6. This organization has the ability to accomplish what it says it will do. (Competence)
- Q7. Sound principles seem to guide this organization's behavior. (Integrity)
- Q8. This organization does not mislead people like me. (Integrity)
- Q9. I am very willing to let this organization make decisions for people like me. (Dependability)
- Q10. I think it is important to watch this organization closely so that it does not take advantage of people like me. (Dependability) (Reversed)
- Q11. This organization is known to be successful at the things it tries to do. (Competence)

Guidelines for Measuring Trust in Organizations, By Katie Delahaye Paine Copyright © 2003 The Institute for Public Relations https://www.instituteforpr.org/wp-content/uploads/2003_MeasuringTrust.pdf

What interventions can we undertake to cultivate trust?



- Train our leaders – DWYSYWD; listening; transparency; inclusion; honesty; consistency
- Assess and promote fairness in all systems
- Clarify understanding of responsibilities and apply governance and accountability uniformly
- Innovation as an element of organizational performance
- Award and recognize members – *GIT Star of the Year*
- T.R.U.S.T. Mnemonic (Hitch 2012)
 - T = Teach: Teach employees how things work; make it as transparent as possible.
 - R = Reward: Make sure reward systems align with organizational values and goals.
 - U = Unconditional Support: Encourage innovation. Create an environment where mistakes are opportunities to learn, not to punish. Give employees permission to “think outside the box.”
 - S = Share Information: Communicate clearly and frequently.
 - T = Trustworthy: Make commitments and keep them.

GIT 6 Organizational Analysis

Considering Trust: Next Steps

- GIT 6 discussion on value of such an initiative
- Develop a more detailed communication and data collection plan
- Brief the Management Board?
- Conduct survey and compile data
- Involve CBP in interpreting the results and brainstorming issues and opportunities for improvement
- Plan interventions and implement

