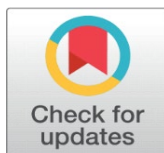


THE RELATIONSHIP BETWEEN TRUST AND ORGANIZATIONAL RESILIENCE AMONG EMPLOYEES AT WORKPLACE

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ABSTRACT

Trust in an organization is very important. Companies with high levels of trust experience more engagement and resilience in case of challenges. The study's aim is to determine the level of trust on organizational resilience in workplace. The object is to investigate the degree of organizational resilience and trust that employees have in their workplace. It was hypothesized that trust and organizational resilience in the workplace will be significantly correlated. Tools used are Trust Scale and the Resilience scale. Results show that higher levels of trust increases resilience among the employees and they tend to work more efficiently in the organization. Therefore trust acts as a pivotal part of any organization and leads to effective communication, collaboration, and leading them to face any challenges.

Keywords: Trust, Organizational Resilience, Workplace, Employees, Relationship

1. INTRODUCTION

Workplace resilience is the ability to tolerate difficult situations or events at work, recover from them, and move on is known as workplace resilience. Resilience in the workplace is greatly influenced by trust, particularly in the interactions between team leaders and members. Resilience and trust are important factors that impact employee engagement at work. Resilience has become essential for employee performance and well-being in today's busy and demanding workplace. This is particularly noticeable in high-stress sectors similar to the oil as well as gas sector. Most workers in the energy sector encounter a range of stressful circumstances, pressures, and obstacles on a daily basis, which has an adverse effect on their health. Ibrahim, B.A, Hussein, S.M (2024) Importantly, trust is an important element of organizational resilience. Employees are more inclined to welcome change when they have a high degree of have trust in the management and the company, collaborate effectively and navigate challenging situations whereas a lack of trust can undermine resilience, as employees may feel hesitant to take risks, share information, or work together towards common goals. (Padilha et al., 2021). Existing research has highlighted the significance of trust in building organizational resilience. Trust in the company, as opposed to trust in individual leaders, has been found as a significant factor influencing employee attitudes and behaviors. Chen, et al. (2015) Organizational trust may foster cooperation, communication, and information sharing, all of which are required for an organization to effectively respond to difficulties. Chen, et al. (2015) Furthermore, trust may compensate for employees' inadequate talents, allowing

businesses to achieve optimal results even in the face of uncertainty. Chen, et al. (2015) However, research has shown that trust levels inside companies frequently have a bimodal distribution, where high trust is associated with certain interactions and low trust with others. (Caddell and Nilchiani, 2023). found that trust within teams had a considerable impact on information exchange, decision-making, task distribution, and overall team effectiveness. In today's dynamic and unpredictable corporate world, trust and resilience have emerged as essential determinants in determining organizational success and longevity. (Fiol, 1991) As the pace of change accelerates, companies must have the capacity to adjust, bounce back, and thrive in the context of ongoing difficulties and disturbances. These characteristics allow businesses to adjust rapidly to unforeseen events while continuing their core operations in the appearance of hardship. Crucially, the process of organizational resilience is dynamic that must be developed and nourished over time. Sari (2023) A key finding in the literature is that trust in leadership is fundamental for organizational resilience. Leaders who are trusted by their employees can effectively communicate during crises, make transparent decisions, and inspire confidence. This enhances employees' ability to withstand disruptions and adapt to change (Edmondson, 2019). Trust in leadership allows employees to feel safe, reducing anxiety and fostering resilience through shared understanding and commitment to common goals (Zhu, Newman, Miao, & Hooke, 2013). High levels of trust between employees also contribute to organizational resilience by promoting collaboration and mutual support. In resilient organizations, workers are more inclined to exchange information, provide assistance, and work together to solve problems, even during high-stress situations. The culture of trust reduces the likelihood of decision-making, which is essential when rapid responses are needed (Dirks & Ferrin, 2001). Trust is a precursor to psychological safety, which has been identified as a critical factor in organizational resilience. Employees who trust their colleagues and leaders feel safe to experiment, voice concerns, and take risks without fear of negative consequences (Edmondson, 1999). This safe environment is essential for fostering innovation and continuous improvement, enabling the organization to adapt and recover quickly during disruptions. The ability to adapt to changes is a cornerstone of organizational resilience. Trust is seen as a driver of adaptability because it influences how quickly and effectively employees and teams can respond to changes. Organizations with high trust have a higher degree of flexibility in their operations, as employees are more willing to embrace new ideas, support organizational changes, and contribute to problem-solving efforts (Vogus & Sutcliffe, 2007). Collective trust among employees and leadership helps organizations pivot quickly during crises by fostering a climate where individuals feel empowered to make decisions, suggest innovations, and collaborate across boundaries (Coutu, 2002). Additionally, organizations with strong trust networks are more likely to have employees who are engaged and committed to collective goals, rather than focusing on self-preservation in times of stress. During times of crisis, trust plays a pivotal role in crisis management. In resilient organizations, trust in the organization and its leaders facilitates quicker recovery by ensuring that employees are aligned with the organization's recovery goals. Research has indicated that companies with a high degree of trust is better able to handle emergencies as employees are more willing to engage in recovery efforts, even when uncertainty is high (Mayer, Davis, & Schoorman, 1995). Lee & Hwang (2019) found that organizational trust directly impacts resilience by fostering communication, collaboration, and a sense of collective responsibility among employees. Coutu (2002) highlighted that organizations with strong internal trust networks were able to manage uncertainty better during crises, showcasing a direct link between trust and crisis resilience. Zhu et al. (2013) examined the role of trust in leadership and its influence on organizational resilience, concluding that trust in leadership positively impacts employees' ability to adapt and innovate during challenges.

2. PURPOSE OF THE STUDY

This study's justification is based on the knowledge that trust is not only a critical aspect of effective organizational functioning but also a foundational element for fostering organizational resilience. This research will provide valuable insights into how trust influences the resilience of employees at the workplace, ultimately benefiting both employees and organizations. By enhancing trust, organizations can build a more adaptive, committed, and capable workforce that is better prepared to face and recover from challenges, assuring success and sustainability over the long run despite uncertainty.

AIM: To Assess the relationship between trust and organizational resilience among employees at workplace

OBJECTIVES

To investigate the degree of organizational resilience and trust among employees at workplace

HYPOTHESIS

Employee's trust and organizational resilience are significantly correlated in the workplace. METHOD

SAMPLE

The current study employs the targeted sampling strategy as its sample method. Samples were selected from the employees working in an organization in Noida. The total of 80 samples were selected

INCLUSION CRITERIA The sample included all adults between 25 to 35 years living in an urban area, and working in any organization

EXCLUSION CRITERIA

All major mental and physical disorders were excluded. TOOLS USED

Connor-Davidson Resilience Scale 2003CD-RISC test gauges a person's resilience, or their capacity to recover from traumatic experiences, stressful situations, and tragedies. Being resilient enables us to persevere in situations of difficulty. Resilient people are capable of managing life's obstacles. Higher resilience scores were associated with the ability to performing better. State of mind is important, greater vulnerability to trust the organization. The role is subject to limitation The scales have been validated and has been used in different studies.

Organizational Trust Inventory. OTI-SF. By Cummings and Bromiley. It is a 7 point likert scale that has 12 items. The reliability of the Organizational Trust Inventory is crucial for accurately assessing trust within an organization. The tool's internal consistency, test-retest reliability, and factorial validity all contribute to its effectiveness. Reliable results are vital for organizations aiming to measure and improve trust, as unreliable measurements could lead to misguided interventions or strategies.

PROCEDURE

A total of 80 adults were enrolled. They were all selected from an organization and were asked to volunteer for a research on how trust affects workplace organizational resilience. After receiving the informed consent, the participant completed the Trust Scale and the r Resilience Scale. Participants who completed these questionnaires were additionally advised that their findings would be kept private and used exclusively for research. When the research first began, participants were provided with a comfortable environment with adequate lighting. In addition to written instructions, verbal instructions were also given. At the end of data collection, each unanswered statement was considered and an appropriate score was developed to ensure that there were no score discrepancies that could lead to insignificant consequences. Doubts about the meaning of the entries in the questionnaire were also dispelled

3. RESULTS

Table 1 showing mean and standard deviation scores

	Mean	Standard Deviation
Trust	60.83	13.51
Resilience	55.03	12.47

Table 2 showing correlation between trust and resilience

groups		Trust	Resilience
Trust	Pearson Correlation	.098	-.387
Resilience	Pearson Correlation	.141	-.139

****** The table indicates that, at the 0.01 level, correlation is significant.

The mean and standard deviation shows that higher trust leads to higher resilience and employees feel motivated to work in an organization where there is trust among employees which also increases the resilience to work more efficiently. The Pearson Correlation method demonstrates the strong correlation between employees' trust and organizational resilience at workplace. It is significant at 0.01 level which shows that high level of trust leads to high resilience among workers at workplace.

4. DISCUSSION

The connection between organizational resilience and trust in the workplace is not only significant, but also vital. In addition to fostering productive communication, trust helps employees feel more satisfied at work since it allows them to complete tasks in a more planned and successful manner. Trust eliminates all room for unfavorable among staff members at all levels and promotes greater understanding between management and staff members. In times of crisis, organizations that nurture a culture of trust have greater ability to handle obstacles. Because resilience and trust are mutually reinforcing, a culture rich in trust will be produced, building their capacity to overcome obstacles. The mean and standard deviation scores show that when the trust is high, the motivation to work more efficiently increases and low organizational resilience means that the employees don't trust their organization enough. The Pearson Correlation demonstrates the strong correlation between organizational resilience and trust. High levels of trust result in increase in resilience and employees are more satisfied to work. Furthermore, there are important consequences for organizational leadership and management methods when trust and resilience are mutually reinforced. Building trust is a top priority for leaders who want to have a resilient workforce that can draw on group assets during uncertain times. Organizations can strengthen their internal culture and prepare for future crises by implementing methods that acknowledge the complex interactions between these two aspects. In the end, building trust is an investment in resilience that gives businesses the tools they need to prosper in the face of difficulty. The studies demonstrates that trust is a crucial driver of organizational resilience. By promoting psychological safety, enhancing adaptability, and enabling effective collaboration, trust plays a central role in how organizations respond to and recover from crises. However, maintaining trust, especially in times of uncertainty, requires constant effort from both leaders and employees. Future research could further explore how different types of trust (e.g., trust in leadership, organizational trust, peer trust) interact to influence resilience, and how organizations can cultivate these forms of trust in diverse and globalized work environment.

5. LIMITATIONS OF THE STUDY

Time constraints: there was limited time for collecting responses from the required number of participants. A standardized environment was not provided for administering the test, as the external variables could not be controlled. The nature and size of the sample may also influence the research study. Larger the sample size, greater the accuracy in the results. There exists biasness in the responses provided by the participants while responding to the questionnaire which may have an impact, while examining the results.

6. PRACTICAL IMPLICATIONS

This research holds practical significance for organizational leaders who seek to strengthen their organization's resilience. Leaders who understand the role of trust in fostering resilience can adopt more effective strategies to create transparent communication channels, foster a culture of openness and accountability, and model trustworthy behavior. Equip employees with the tools and resources needed to thrive in changing environments, ensuring that they feel supported and valued. Encourage teamwork, collaboration, and mutual support during crises, leading to quicker recovery and innovation.

7. FUTURE IMPLICATIONS

Suggestions for conducting the research in the future includes the need of larger sample size, for more accurate results. Ample amount of time should be provided to conduct the study. There shouldn't be any inaccurate responses by the

participants. There shouldn't be any biasness in the responses. The surroundings will be studied as such without any interruption.

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CONFLICT OF INTEREST

None.

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