

Contribution of Organizational Trust on Ideal Performance in Faith-Based Institutions: An Explorative Study

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Abstract— This study aimed at establishing the association between organizational trust and ideal performance, while employees' commitment was placed as an inherent factor. The conceptual framework is based on the Cognitive Appraisal Theory which illustrates the odds of convoluting the psychological behavior of individuals, by modeling their motives to work. The data was collected from three-distinct faith-based institutions of the Archdioceses of Mbeya and Songea. The researcher designed the semi-structured questionnaires which were administered to 82 respondents who were selected conveniently. Thereafter, the data was transposed on the Excel spreadsheet and analyzed using descriptive statistics, and presented by tables, figures, and graphs. The findings have exhibited a direct relationship between the factors. Given the fact that Ideal performance was studied as an *ex post facto*, another study on it would complement these findings. The modeling factors from such a study could be appropriate in enhancing the viability of such organizations.

Keywords— Employee's Commitment: Ideal Performance: Organizational Trust.

I. INTRODUCTION

The concept of "Organizational Trust" is generating increased interest among scholars and practitioners of management theories. Scholars mention trust as an ingredient to the social dimensions of the organizations (1), which determine Employees' Performance. We will distinguish two dimensions of Employee Performance, i.e., Normative Performance (NP) and Ideal Performance (IP). The first is associated with the position of an individual at the lower-level limits as determined by his/her willingness to work for the organization (at the lenience of the management), whereas the latter pertains to the intrinsic motives to work which are set by individual's abilities and technical systems. Any change to the state of affairs shall determine the level of Employee Commitment (EC). The study intends to measure the extent of change in the performance domain subject to the magnitude of commitment. Established parameters of EP included; willingness to communicate and job embeddedness. The study was driven by the hypothesis that "trust can cherish employees'

commitment, hence triggering their intrinsic motives to work for the organizations". As organizations are more and more striving for an approach to enhancing social aspects, this study shall contribute to that end. In addition, the studies on trust and IP are too general to permit the comprehension of how they can be developed in organizational settings. Also, similar studies in church-based institutions are scarce. The findings of this study shall not only add up to strategies organizations could employ in enhancing the social dimensions of their businesses but also, it will sensitize other scholars to further investigate the operationalization of social aspects in both formal and informal business endeavors.

II. RELATED LITERATURE

A. Organizational Trust

Organizational Trust (OT) is not a new concept to scholars and practitioners of management theories, though, its usage gives an alarm of divergent connotations. It is so because trust is a social construct that can easily be taken for granted in formal organizations, but studies propose it as an antecedent for a long-term relationship between the members within and outside the organization (1–4). According to Lamberterie (4), trusting someone implies recognizing the credit an individual has. It follows that trust is an individual concession that does not pre-exist in the relationship, rather it is created within it. Lamberterie brings about two characteristics of trust; including, the *Pact* established at the origin by contractors of unequal power, and the *attitude of expectation* in which a trustor places oneself in the trustfulness of someone. In some incidents, scholars associate trust with faithfulness (5), using the two aspects; as a set of terms of a moral nature such as "*honor, credit, reliability, esteem, correctness, etc.*", also, they situate the phenomenon in the original context of interpersonal relationships. With the increase in social complexity, trust loses its direct reference to personal relationships and is also predicated on institutions, procedures, and roles. It is, therefore, necessary to both generalize the concept and re-specify it in different spheres of action and experience.

Pučetaite et al (1) define trust as the actor's expectation of the party's competence, goodwill, and behavior. Competence pertains to know-how, skills, and technical capability which are antecedents of positive outcomes of the trustor's expectations in the professional relationship. Trust pertains to inherent risk, moral responsibility, and positive intentions towards others, hence providing conditions for the trustor to accept the inherent risk. Trust is always at stake bet on the behavior of the other. Stating it differently, to trust, therefore, means to accept the

possibility of being disappointed. The moment trust is granted, the possibility of its disappointment (while remaining present) can be evaluated in a reassuring dimension, expressed precisely in the paradoxical transformation.

Evident dimensions of trust include temporality, materiality, and sociality. The first indicates that trust can only be granted in the present, though is also a way to anticipate the future. The second indicates that trust must take the place of missing information as Kierkegaard (6) puts it, “to trust means to put oneself in the hands of the other”. The third indicates that trust always relies on the freedom of the action of others because such acts are based on the social relationship that is built at different levels of abstraction. Such relationships can be placed in the social orders as such; i.e., to those basic rules and constitutive expectations typical of an implicit cooperative agreement (1,7); to expert systems that is to those systems of technical or professional realization that organize spheres of life of complex societies such as transport telecommunications, financial markets (8), to real organizations such as the government, the police, the army, the church, the legal system, hospitals, the university, etc.(8,9), to institutional segments of society, i.e., to its subsystems (economic, political, scientific, health, educational, etc.), to products and their production processes, and to social roles such as judges, politicians, doctors, priests, professionals, teachers, and the rules that define them. Prandini and Orandi distinguish trust in three ways: *basic trust*, *interpersonal trust*, and *institutional trust* (10). The first is a type of latent trust not thematized by the social actor and it originates basically from socialization and concerns the constitutive expectations of everyday life that are taken for granted. Such trust is peculiar to being revealed only in cases of deep social or individual crises. For the remaining time, it constitutes the (reliable) basis of the social bond. The second he names personal (interpersonal) trust; a kind of trust that is given voluntarily to people of whom one has more or less in-depth direct knowledge, hence the party willingly accepts the vulnerability to the actions of others on the bases of the assessment about the characteristics of the trustee, abilities, benevolence, and integrity. And the last is institutional (or systemic) trust; a kind of trust that prevails in institutions of the social setting (organization). This trustworthiness is also mostly taken for granted. When the subsystems function without being influenced or controlled by external forces, it becomes trust, i.e., a kind of hope. From these constructs, it is evident that trust is and can only be considered in terms of human actions that can be summed up in Fig. 1 below:

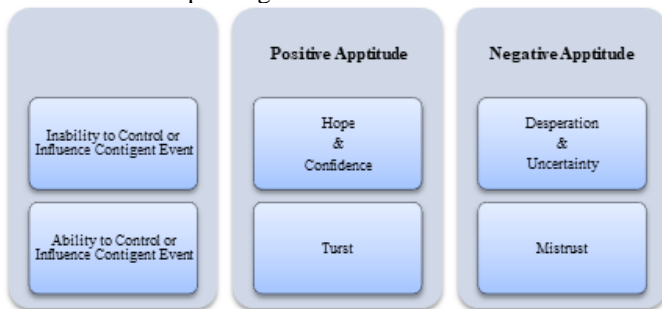


Fig. 1. Prospects of Trust Relationships

B. Communication and Ideal Performance

Studies have associated Organizational Communication and Employee Commitment (11–13). While in the broader perspective Organizational Communication encompasses the mechanism that allows an organization to connect with its stakeholders, the concern of this paper is on the leader’s communication. According to (14), leaders’ ability to communicate has a pivotal role in coordinating employees’ efforts toward defined goals. Likewise, a study by Holladay and Coombs (15) found that friendly, attentive, and reflective dimensions of communicators are predictive behavioural indicators to entice subordinates into leaders’ vision and objectives. Ostensibly, leaders’ communication is perceived in a broader perspective i.e., not only as information flow whose effectiveness depends on the abilities of the leaders and/or his/her subordinates to code or decode information rather, the ability of the members in the organization to share and use tacit knowledge an approach that Schein (16) named it *Socialization*. An employee shall willingly socialize when s/he is confident that the other person will reciprocate (1,17–20). Studies have associated communication with prompt learning (21–23) risk management(24), quality of work(9), timely completion of tasks (25), team spirit, and self-esteem(26). Hence, communication is a relational capital that is an indispensable asset of the organization. Stating it differently, the organization’s ability to survive the turbulent business environments is possible when its members are confident to communicate all the times of their interactions and task accomplishment. In this way they can diffuse the limits of power distance, and promote prompt and thorough interactions amongst themselves and the hierarchical levels.

Most of the studies on communication exhibit a leader-centered view of communication, and less is said about the dynamic interaction between leaders and subordinates. In that vein, it is plausible to establish the intensity and effectiveness of a leader’s communication style by analyzing the perception of the subordinates, hence building an integrated model that consists of the leaders, subordinates, and expected outcomes. The study assumes that the attributes of a leader can influence the style (both verbal and para-verbal) of communication. Leaders who can effortlessly socialize with subordinates are likely extrapolative to making the employees feel that their personal goals are in line with the organization’s mission, consequentially they become more committed. An employee is committed when s/he can dedicate more effort and talent to the job (27). Three types of commitment are involved: i.e., *affective*, *continuance*, and *normative* commitment respectively. *Affective Commitment* happens when employees perceive that the company’s mission and values are in line with their values and priorities, hence making them feel good in the organization(28). *Continuance Commitment* measures the Opportunity Cost and when an employee’s perception that the losses of leaving the organization outweigh the benefits of staying; they will stay regardless s/he had some factors for leaving (29). And *Normative Commitment* happens when employees have developed a sense of guilt, hence feeling obliged to stay working for the organization even if they are

unhappy with their jobs and notwithstanding the available better opportunities (27).

Both continuance and normative commitment provide *the humus* for the development of Affective Commitment. Ideal Performance is associated with affective commitment. The process of developing affective commitment cannot happen in a fortnight. As Luo states; “leaders’ factors that are perceived as the lived experience of working together can influence the perception of the members and teach new members the values which bind their commitment to task accomplishment” (12). Such employees shall willingly share and use tacit knowledge, a process that we have earlier defined as socialization. As they are intrinsically motivated to their jobs, they can gradually develop the perception of embeddedness and prioritize their job to their individual goals. Other factors associated with such a situation pertain to an informed state of life, and also an outcome of communicated leader’s factors. The ideal performance presents as *ex-post facto* to the long-term socialization and interaction of the members who share the values of their organization. Fig. 2 below presents a framework for the leaders’ factors and Ideal Performance.

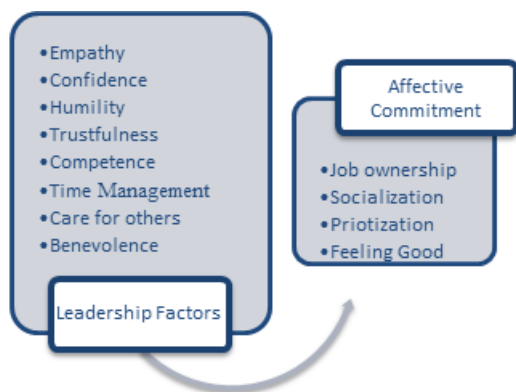


Fig. 2. Leaders Factors and Ideal Performance

The above conceptual framework was based on the cognitive appraisal theory of Lazarus et al, (30) which holds that “individuals first appraise a situation and the resulting response is an emotion”. Individuals’ cognition and emotions are highly interrelated and could reinforce each other. Leader’s factors in this way are conceived as stimuli to subordinate’s thoughts, and consequentially to their psychological experiences which lead to affective commitment while real performance is taken for granted. As noted previously, the leader’s ability to communicate skillfully his/her beliefs and assumptions will determine the way receivers (subordinates) interpret the message and consequentially their cognitive appraisal process in terms of particular attributes such as trustworthiness, creativity, desire to learn from the superior, punctuality, and confidence in task accomplishment, to mention but a few. As a result, subordinates will experience particular emotional feelings which can further downstream to their change in attitude, behavior, and cognitions. Consequentially, that will arouse their feeling of belongingness. Hence, in the model, affective commitment is a potential emotional expression towards a change that is developed within the leader-subordinates interaction in both formal and informal

transactions. The process is plausible experimentation for the reason that human beings are skillfully incompetent and unaware; in the sense that once they become skilled about something, they forget much of what they went through to it. Hence leaders can use skillful actions to communicate issues of internal integration and external adaptation. As proven by Luo et. Al; the process can easily translate to the establishment of organizational fit and long-term viability.

Table 1 below we present the prospective subordinate’s interpretation of the objects of communication as inferred from the leader’s factors. Studies have shown that power distance obstructs communication in organizations, (22,23,31,32).

Factors for internal integration and those for external adaptation such as the mission, strategies, objectives, measurement, and verification can easily be communicated and adopted by subordinates when leaders use skillful actions. For example; the mission becomes not only a definition of the core values inherited by the organization but rather, the shared assumption that determines subordinates’ actions. In such a condition even, the strategies shall be dynamic to enable the organization to adapt to new conditions and develop new skills and behaviour needed to bring businesses to the cutting edge. In a similar vein shall be the other internal integration aspects such as the goals, measurement, and verification; all these can easily be comprehended and implemented when communication is horizontal(33). In this regard, both, the leader and subordinates become subjects of communication, hence promoting organizational learning and long-term survival.

Table 1 Inferred Object Communication

Leadership Factors	Object of Communication	Inferred Meaning
Confidence Humility	Power and Distance	Complementing Realities.
Empathy	Mission	Shared assumption of the members in the organization.
Trustfulness	Strategies	Defined to fulfill both latent and manifest functions.
Competence	Goals	Operatively set to describe the steps to be taken to contribute to strategic options.
Care for Others	Measurement	Promptly done by individuals as they accomplish tasks.
Benevolence	Verification	Perceived as a self-assessment activity done locally while the hierarchy is involved when technical issues appear.

C. Job Embeddedness and Ideal Performance

Job embeddedness (JE) pertains to understanding why people stay at their jobs despite the many reasons for which they would have left. Researches in this line aim to investigate the predictive validity of JE and evaluate alternative ways to measure the meta-analysis of the performance associated with it. According to Mitchell & Lee (34) employees who are exposed to restraining forces become increasingly embedded in their current job and, as a consequence, are less likely to voluntarily exit the organization. JE involves two dimensions: organizational embeddedness, and community embeddedness. The first applies to the forces that keep people in their current organizations, while the latter pertains to all forces which keep people in their current job with each dimension entailing

fitness, links, and sacrifices. *Fit* involves an employee's perception of compatibility or comfort with a job/organization. According to Mitchell (33), factors such as employees' values, career goals, and plans for the future are key predictors of employees' fit into the larger organizational goals, culture, and demands of their immediate jobs. Another (off-the-job environmental) factor is the employee's perception of how well an employee fits into the community and surrounding environment. The better the fit the higher the likelihood that an employee will feel professionally and personally linked to the organization. Studies have suggested that employees who are linked to their organizations tend to express intrinsic motives for performance more than those who are persistently hunting for greener pastures. *Links* involve the formal and informal connections between an employee with other employees, with management, and with the organization as a whole. Candan & Alkorashy, (35) distinguish dimensions of links with community and organization. The first involves the extent of the relationship with close friends, family members, marital status, children, hobbies, religious activities, and home ownership. The latter pertains to the tenure in the current title, tenure in the current organization, tenure in the current sector, the degree of interaction with colleagues, and participation in the organizational committees. The study by Mensele & Coetzee (36) found that organizational links in Sub-Saharan Africa are based on kinship obligations, by which a separation of job or home for an employee might require rearrangement or completely cut some of these links.

Other factors associated with links include; the physical environment and society (e.g., proximity to social services, climate, proximity to recreation facilities, etc), work and off-work friends and groups; the peers, to mention but a few. Studies have shown that the greater the number of links the more commitment a person shows to a job or organization(26,37–40), hence moderating the possibility of a person deciding to quit the organization. The more links that connect an employee with other people in the organization or functional unit, the more the employee becomes "stuck" or rooted in the job and the organization as such(39,41–43). *Sacrifice* calculates the perceived cost of material (e.g., greener pastures, and other benefits) or psychological benefits (e.g., loss of organizational support) that may be forfeited by leaving a job and consequentially deters the employee's desire to leave the organization. For example, leaving an organization is associated with job-related losses such as giving up familiar colleagues, interesting projects, or other desirable benefits; or community-related losses such as an easy commute, good day-care, or local club membership.

While some scholars disaggregate the dimension Nahapiet & S. Ghoshal (43) hold that much of job embeddedness can be learned by measuring these components together. Given that JE accounts for outcomes (e.g., employee performance) other than staying in the organization (e.g., occupational embeddedness) it is seemingly essential to measure the perception and operationalization of the concepts in a given context. In literature, JE is associated with turnover(34), absenteeism(39), in-role and extra-role performance, counterproductive work behavior(35) Employee burnout (39), to mention but a few. In

the presence of the vast approaches to measuring job-embedded, the study focuses on determining the dominant element of JE.

D. Ideal Performance Appraisal

In organizational settings, Performance Appraisals (PA) serve two purposes: (1) administrative and (2) developmental. The first aims to learn what the employee is/is not doing, hence taking necessary means to improve it. Principally, the administrative purpose of performance appraisal is done by the supervisor placed in the role of the judge. The second aim is to enhance continued employee performance by identifying employee strengths and weaknesses, providing feedback, and determining the development and learning needs(23,45), while the evaluator plays a role of a guide. Hence, the intentionality of the appraiser can influence the outcome of PA. While some scholars argue that effective PA needs to bare both goals simultaneously, Sun (46) argues that "it is very difficult for the supervisor to concurrently be a judge while trying to be a guide at the same time, because evaluator may feel he is placed in a conflicting role by having to be both a coach and a judge to subordinate's performance". Inconsistent evaluators' perceptions are other issues associated with the purpose of performance appraisal. When a supervisor believes that purpose of an appraisal is to determine errors alone, the endeavor becomes unsatisfactory as Kondrasuk (47) states; in such a situation, both the supervisors and supervisees approach appraisal feedback sessions with fear and loathing. The author adds, "Supervisors/subordinates dislike PA of which they were not involved in developing the forms and process, neither's suggestions for changes were solicited nor acted upon. In coaching, appraisal creates a mediating impact between the supervisor and supervisee and is participatory. Participatory Performance Appraisal (PPA) can strengthen the effect on development purposes, in line with the proposition of Esch & Woerkom (48) that "development cannot be imposed on someone". It needs the free will to cooperate toward desired change by identifying discrepancies in supervisor-supervisee perceptions. In this way, the actors of PA have ownership over their development and can continuously contribute to the PA process. A vast study in this line has established a direct association between EC and IP (46–49). It is from IP that an organization can assure itself about its efficiency and effectiveness in the wide-ranging dynamic operational environment. Measuring IP is undesirable due to the intangibility of the object of measurement. However, understanding the factors which have led to the change in the state of affairs shall allow the managers to prompt handling issues or overcome the incompleteness of coax, hence making the organization ever-viable.

In previous chapters, we mentioned trust as the antecedent to the elements of EC such as employee's willingness to communicate, JE, and leader's factors. In Fig. 3 below, trust deploys *ex-ante* aspects and IP presents *ex post facto* while EC remains an intervening factor. A leader who is endowed with such factors as *humility, empathy, competency, care for others, benevolence* and so, shall easily unleash the employee's

readiness and willingness to share and use tacit knowledge (willingness to communicate).



Fig. 3. Conceptual Framework

Likely, when factors for internal integration and external adaptation are well shared, the subordinates will use less effort to fulfill their duties. Consequentially, they develop “feeling good” and “self-command”. Similarly, the mentioned leader’s factors can easily inculcate in subordinates a sense of recognition, belongingness, and team spirit, factors which are suggestive of influencing significantly JE. Ideal performance is a far-off consequence that emerges in the process of “operating leader’s factors” at which employees not only exceed the admissible performance standards, rather, they become the subjects of performance measurement at the standards determined by their intrinsic factors and technical systems.

III. METHODOLOGY

This study was conducted in multiple cases involving three Faith Based Institutions namely, St. Joseph’s Mission Hospital in Peramiho, Ruvuma Region (henceforth referred to as Peramiho), St. Francis Girls Secondary School in Mbeya Region, and Panda-Hill Secondary School in Songwe Region. Data was collected by using a Semi-Structured Questionnaire which was administered to 82 respondents who were selected at the convenience of the researcher and thereafter transposed on the Excel spreadsheet and analyzed using descriptive statistics and graphs.

IV. PRESENTATION OF THE FINDINGS

A. Distribution of Respondents.

The study involved three Faith-Based Institutions and a total of 82 respondents were involved in the study, as indicated in table 2 below.

Table 2. Distribution of Respondents.

Peramiho		St. Francis		Pandahill	
Female	Male	Female	Male	Female	Male
10	22	8	11	5	16

The above table indicates an overrepresentation of men over females across all three institutions. For Pandahill, the ratio of men to women is 3.2 times compared to 1.4 for and 2.2 for St. Francis Girls and St. Joseph Hospital respectively, with a small

ratio of men to women in these latter institutions that has no justification.

B. Tenure of the Respondents in the Job.

Fig. 4 below shows the length of tenure the respondents have within their respective institutions.

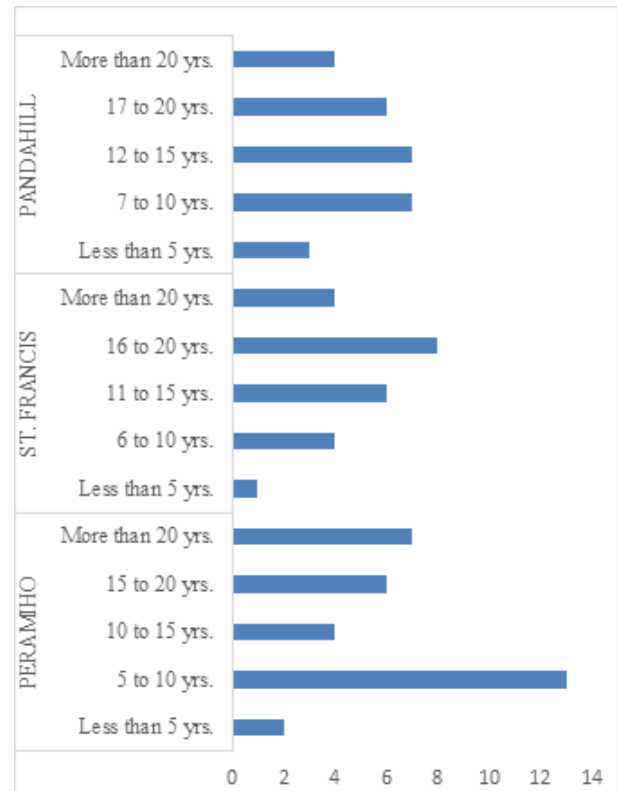


Fig. 4. Tenure of the Respondents

In Fig. 4 above, the length of tenure of the respondents is unevenly normally distributed with the mean and median length of tenure lying between 5 to 10 years for St. Joseph’s Mission Hospital and Pandahill, and 10 to 15 years for St. Francis Secondary School. We further decomposed the results by gender and the results indicated that women have proportionately longer tenures than men. For Peramiho, we observe that 60% of men have tenure lengths of less than 10 years while 80% of females are 10 years and longer. For Pandahill 60% of men have tenures of 10 years and longer compared to 80% of their female counterparts. In St. Francis, we observe 80% of men compared to 76% of women with tenures of over 10 years. This might be caused by a smaller ratio of men to women and that it has a smaller sample size compared to the other two institutions. Thereafter we decomposed the length of tenure by gender. The results as presented in Fig 5 below show that there is no female respondent with a tenure length of less than 5 years. Given the fact that male respondents are overrepresented in the sample, it was necessary to establish why females have longer tenures than their male counterparts.

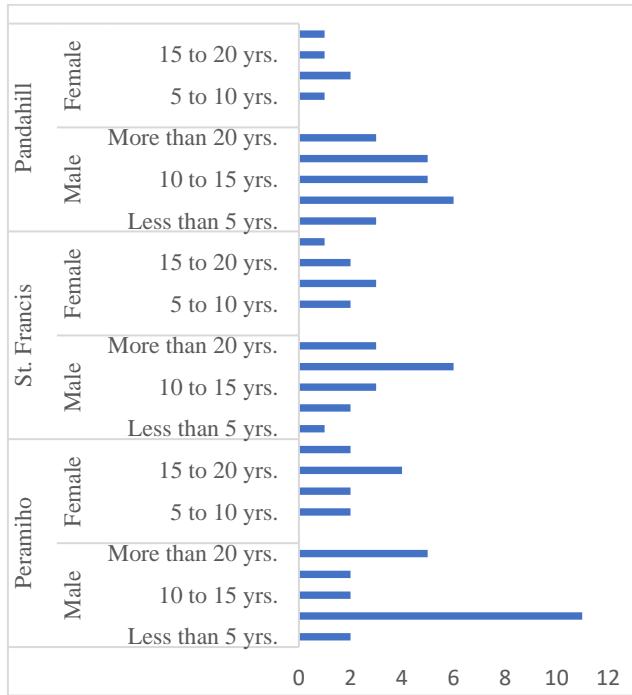


Fig. 5. Decomposition of Respondents' Tenure by Gender.

The results show that there is no female respondent with a tenure length of less than 5 years despite the fact that male respondents are overrepresented in the sample.

C. Type of Employment Contract

This question is intended to unleash the distribution of the respondents based on the type of employment contract they all have and the results are presented in Fig. 6 below.

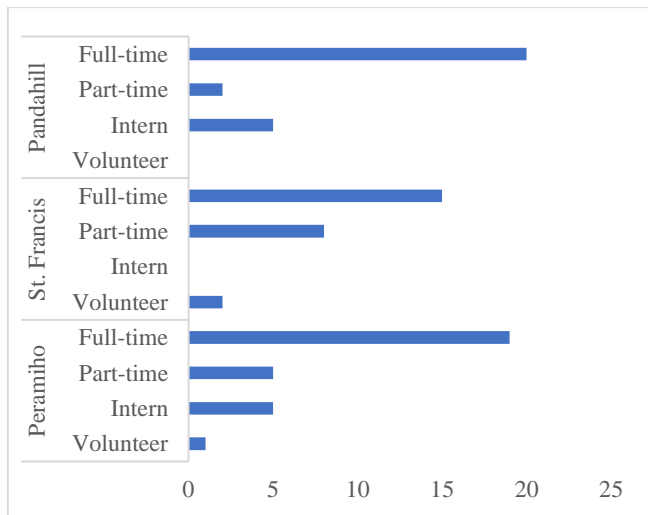


Fig. 6. Type of Respondents' Employment Contract

The findings reveal a significant proportion of the respondents (80%, 92%, and 82% for St. Joseph's Mission Hospital, St. Francis, and Pandahill respectively) with part-time or full-time contracts. Also, a hand full of respondents in each organization are either an intern or a volunteer. Decomposing

results by gender exposed more interesting results. This is shown in Fig. 7 below.

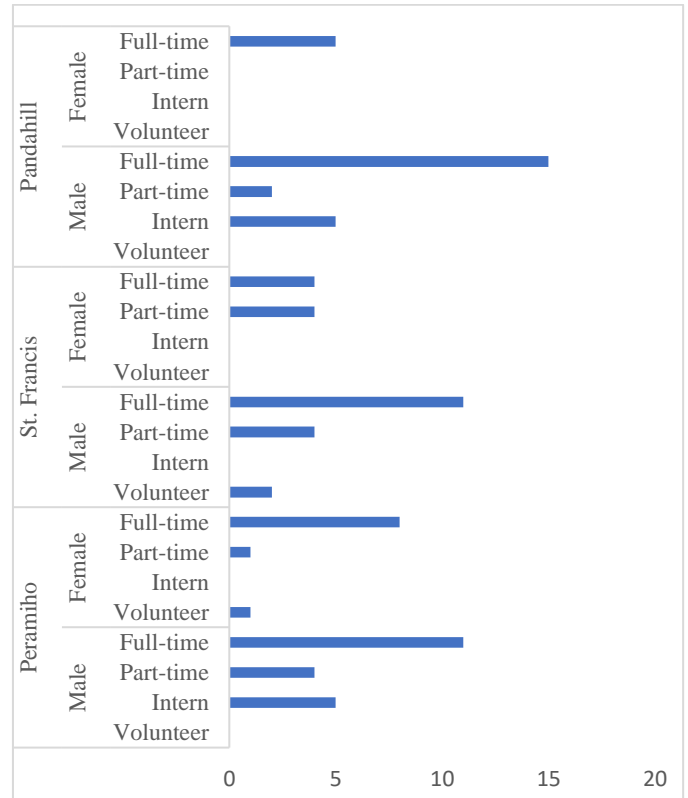


Fig. 7. Decomposition of employment contracts by gender

The results show that all female respondents except for one volunteer at Peramiho have either part-time or full-time employment contracts. A significant proportion of our male respondents (77%, 88%, and 75% for Pandahill, St. Francis, and Peramiho respectively) have either part-time or full-time contracts. Most of the respondents have full-time contracts than part-time contracts. The average ratio of respondents with full-time contracts to those with part-time contracts is 3.3 and 5 between male and female respondents respectively across all organizations. Inferably, leaders seem to be confident with their employees.

E. Trust and Commitment.

To gauge the level of trust between subordinates to their superiors, questions relating to trust were asked, including how trust is dependent on the relationship between subordinates and supervisors, and the length of that relationship.

- We wanted to know if the employees feel trusted by their supervisors (Question 4).
- How long-term relations and socialization determine that trust (Questions 5 and 6).
- Whether they should trust someone without prior knowledge and interactions with an individual (Questions 7 and 8).

With regards to the question of whether the subordinates feel trusted by their supervisors, Fig. 8 below shows the following results.

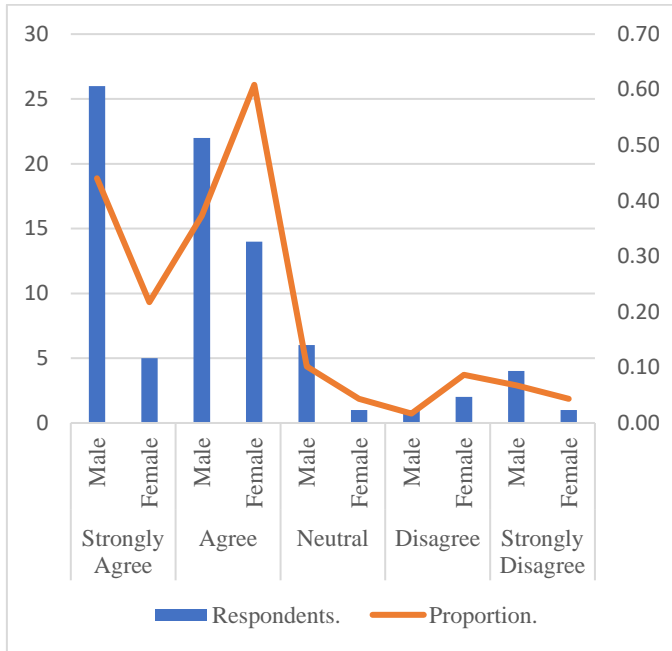


Fig. 8. Employees' Perception of Trust

According to the above findings, the majority of our respondents (81% of men and 83% of women) agree that they feel trusted by their supervisors with more men strongly agreeing than women that they feel trusted by their supervisors (44% to 22%). 6 male respondents and 1 female respondent are indifferent to this proposition. 8 respondents (5 male, 3 female) do not feel trusted by their supervisors. With more men strongly disagreeing than women (7% to 4%). These findings are in line with previous results on the confidence of leaders in their employees, as Schein (16) noted "Employees shall willingly socialize when they are confident that the other party shall reciprocate".

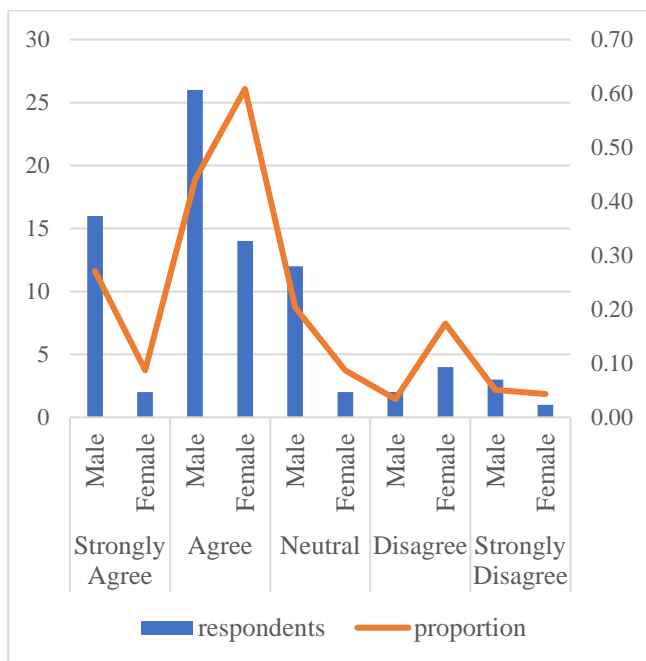


Fig. 9. Long-Term Socialization and Trust

Thereafter we wanted to measure the association between Long-term socialization and the trustfulness of the members. The questions were set on a Likert scale with 0 meaning strongly disagree up to 4 – strongly agree. The results as presented in Fig. 9 below are not significantly different from those of Fig. 8. The majority of the respondents (71% of males and 70% of females) agree that long-term relations and socialization improve trust among co-workers. Just like Fig. 8; Fig. 9 shows male respondents taking the strongest stances of either agreeing or disagreeing, with women taking the moderate response.

Table 3 Correlation of Trust and Commitment

	Implausibility to trust	Tenure	Feeling of being trusted	Long run relationships and socialization	Frequent interactions	Don't trust lest be betrayed
Implausibility to trust	1					
Tenure	-0.02	1.00				
Feeling of being trusted	0.02	-0.13	1.00			
Long-run Socialization	0.15	-0.17	-0.04	1.00		
Frequent interactions	0.05	-0.02	0.45	0.33	1.00	
Don't trust lest be betrayed	0.24	0.15	0.02	0.22	-0.02	1.00

In Fig. 9 however, there is a sharp increase in the proportion of male respondents (20% opposed to 10% in Fig. 8) that are indifferent as to whether long-term relations and socialization improve trustfulness of the members in the organizations. More respondents (34% male and 26% female) disagree with 7% of men strongly disagreeing and no female strongly disagreeing.

We also ask another question which was the inverse of that asked in question 5 as shown in Fig. 10 on whether it makes any sense to trust anyone without prior experience with said individuals. The results are similar to the preceding results in with 76% and 70% of male and female respondents agreeing with the proposition that it is implausible for one to trust someone without prior interactions. 10% of all respondents are indifferent and 17% of all respondents disagree (and as usual, more male than female respondents take the extreme view of either strongly agreeing or strongly disagreeing). Then we considered the question of whether or not one should trust another co-worker without a significant amount of time spent together. The responses are summarized in Fig. 10 Here, we have some interesting mixed results. 43% of male and 44% of female respondents agree with the proposition that one cannot trust anyone out of fear of betrayal (as usual, more males than females take the extreme position of strongly agreeing). What is stark about these results is the percentage of those in the neutral or indifferent position (24% male and 30% female). In this part want to see how the aspects of trust, relationships, socialization, and tenure are associated with each other, and Table 3 shows the pairwise correlation analysis among the variables.

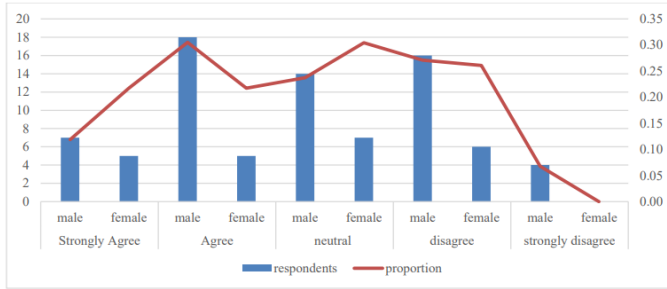


Fig. 10. Probability of Betraying Trust

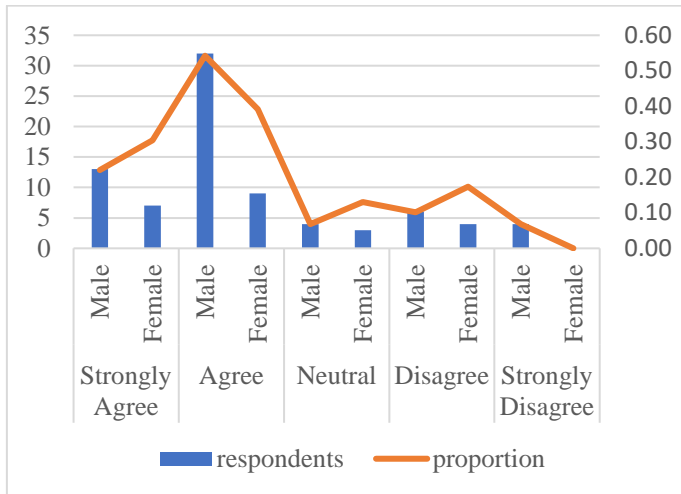


Fig. 11. Impossibility of Trust Without Prior Knowledge

The analysis shows that the length of tenure is weakly negatively correlated with the feeling of being trusted, with the belief that long-run relationships improve trust and that frequent interactions improve the feeling of trust. Although the length of tenure is also weakly positively correlated with the notion of not trusting unless there are enough interactions among coworkers. Implausibility to trust without prior experience is positively correlated with the notion of not trusting, lest one is betrayed.

There is a relatively strong correlation between the frequency of interactions and the feeling of being trusted (30%) and the frequency of interactions with long-run relationships. Probable justification would be the magnitude of socialization of the studied cases as established in previous results, which goes in line with Lamberterie (4) who noted that “trust does not pre-exist the relationship, rather it is created within it”.

F. Communication and Ideal Performance

This Objective intended to establish the relationship between communication and commitment of employees by revealing the respondents’ views. Specifically,

- Whether or not they know and can recite the mission of the organization
- Attitudes on OPRAS
- The ease of planning their workday once what needs to be done is known

On being able to recite the vision and mission of the organization, the respondents were asked whether they could remember the mission and vision of the organization. The

information was organized according to the Likert Scale in which 0-Strongly Disagree, 1-Disagree, 2-Neutral, 3-Agree, and 4-Strongly Agree. 83% of male respondents and a staggering 91% of female respondents remember and can recite the vision and mission of the organization. No female respondents could not remember and or recite the mission and vision of their particular organization and as few as 7 male respondents cannot remember the vision and mission of their particular organization. 5 respondents are not sure whether or not they can recite the mission and vision of the organization, as shown in Table 4. The correlation between the ability to remember and recite the mission and vision and tenure one has with their organization is 3%, meaning the ability for one to recite the mission and vision is barely associated with one’s tenure. This is a testament to organizational efforts in communicating their vision and mission to their employees.

Table 4. Reciting the Mission and Vision of the Organization

		Respondents	Proportion
Strongly Agree	Male	19	0.32
	Female	7	0.30
Agree	Male	30	0.51
	Female	14	0.61
Neutral	Male	3	0.05
	Female	2	0.09
Disagree	Male	3	0.05
	Female	0	0.00
Strongly Disagree	Male	4	0.07
	Female	0	0.00

Table 5. Employee's Attitude Towards OPRAS

		Respondents	Proportion
Strongly Agree	Male	22	0.37
	Female	3	0.13
Agree	Male	21	0.36
	Female	15	0.65
Neutral	Male	9	0.15
	Female	4	0.17
Disagree	Male	3	0.05
	Female	1	0.04
Strongly Disagree	Male	4	0.07
	Female	0	0.00

Also, we inquired of our respondents whether they are satisfied with the process of OPRAS with their supervisors and the results are in Table 5 above. Results in Table show that 73% of male respondents and 78% of female respondents have a positive attitude towards the process of OPRAS as a means of learning and self-improvement. It should come as no surprise that a sizable proportion of male respondents agree with the extreme view in the proposition above. One female respondent finds the OPRAS process negative and 7 male respondents find the OPRAS process negative. In line with Mayer et al, these findings reveal the prevalence of affective commitment in all the studied cases.

The study also investigated the ease of performing one’s responsibilities when information about one’s responsibilities is known in advance. The results are presented in Table 6 below.

Table 6. Information and Effective Task Accomplishment

		Respondents	Proportion
Strongly Agree	Male	28	0.47
	Female	7	0.30
Agree	Male	21	0.36
	Female	9	0.39
Neutral	Male	7	0.12
	Female	3	0.13
Disagree	Male	1	0.02
	Female	2	0.09
Strongly Disagree	Male	2	0.03
	Female	2	0.09

Table 6 above reveals that 83% and 70% of male and female respondents respectively agree with the proposition that information dissemination is necessary for their task accomplishment, and a small proportion of the respondents disagree. This is the first time we observe a larger proportion of female respondents strongly disagreeing (9%) than male respondents (3%). It is evident that the findings are mutually justifying, as Mayer noted, “trust is a lubricant to social dimensions of the members in the organization that can further translate to self-command.”

G. Job Embeddedness and Ideal Performance

The study gauges further the issue of job embeddedness and IP simultaneously by assessing the respondents’ attitudes towards:

- the extent to which their jobs contribute to furthering their career objectives
- the extent to which the job has sentimental ties
- how likely the respondents are willing to stay on even in tenuous circumstances
- the degree of satisfaction with one’s job (i.e., how much one values their jobs)
- how employees feel when they miss work
- enthusiasm in going the extra mile and overtime
- autonomy

On the question of whether their jobs contribute to developing their careers results are presented in Table . The findings are not any different from the ordinary. 80% of male and 74% of female respondents believe that their current jobs are important in furthering their career goals and do provide opportunities for further improvements. 11 respondents are indifferent. The surprising result here is that the 7 respondents who disagree do so strongly. The correlation between the belief that the job contributes to furthering their careers and the length of tenure a person has with the organization is weakly negative (-4%), which can be indicative of either boredom or having reached the maximum that the organization can offer in terms of career opportunities.

Table 7. Job and Career Development

		Respondents	Proportion
Strongly Agree	Male	26	0.44
	Female	11	0.48
Agree	Male	21	0.36
	Female	6	0.26
Neutral	Male	8	0.14
	Female	3	0.13
Disagree	Male	0	0.00
	Female	0	0.00
	Male	4	0.07

Strongly Disagree	Female	3	0.13
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These results justify the views of Mitchell & Lee that personal values, career goals, and clear goals for the future are key predictors of employees’ fit into the larger organizational goals, culture, and demands of immediate jobs.

This study further analyzed the extent to which family ties and other sentimental ties affect their decision to stay at the organization. The results are presented in Table 8 below.

Table 8. Family Ties and Organizations' Embeddedness

		Respondents	Proportion
Strongly Agree	Male	14	0.24
	Female	6	0.26
Agree	Male	21	0.36
	Female	10	0.43
Neutral	Male	14	0.24
	Female	2	0.09
Disagree	Male	6	0.10
	Female	4	0.17
Strongly Disagree	Male	4	0.07
	Female	1	0.04

These findings are also not surprising. 60% of male respondents and 69% of female respondents feel that family ties are an important consideration in whether they find another job. 16 are indifferent and 15 disagree. A larger proportion of female respondents (26%) than male respondents (24%) strongly agree with this statement which goes to highlight the roles in the family and the organization. A correlation between the importance of family and other sentimental ties with tenure is negative at (-20%) meaning, the longer an individual stay at the organization, familial ties, and friends become less of a consideration when thinking of moving to another job.

Table 9. On Job Embeddedness

		Respondents	Proportion
Strongly Agree	Male	8	0.14
	Female	4	0.17
Agree	Male	26	0.44
	Female	7	0.30
Neutral	Male	18	0.31
	Female	8	0.35
Disagree	Male	2	0.03
	Female	3	0.13
Strongly Disagree	Male	5	0.08
	Female	1	0.04

These findings are in line with the study of Mensele & Coetzee (38) which found that organizational links in Sub-Saharan Africa are based on kinship obligation. This study also considers the likelihood that our respondents might stay on the job even if there were some reasons to quit, results are presented in Table 9.

When questioned about their likelihood that they would remain at their current jobs even if there were some reasons to quit, the results are somewhat different. 58% of male respondents and 57% of female respondents are likely to remain at their current positions even under difficult circumstances, 31% and 35% of male and female respondents respectively are indifferent to this proposition and 11 respondents (7 male and 4 female) are unlikely to remain at the job under difficult

circumstances. What is notable about these results are the sizable proportions of male and female respondents who are indifferent. This may be due to the fear of being perceived as disloyal and uncommitted. Under informal questioning of the respondents, the study was able to note that if their incentives and salaries were uncertain, the likelihood of them sticking around dropped significantly. The difficulty of the tasks did not affect the likelihood of them sticking around but it would also drop if the tools for the job were inadequate or substandard. These findings justify the study of Williamson, (1995) that individual benefits shall hardly be forfeited by the social dimensions of the organization.

The study then examined the level of satisfaction and the extent to which they value their jobs and the results are the following Table 10.

Table 10. Value of Jobs

		Respondents	Proportion
Strongly Agree	Male	27	0.46
	Female	6	0.26
Agree	Male	20	0.34
	Female	12	0.52
Neutral	Male	9	0.15
	Female	1	0.04
Disagree	Male	2	0.03
	Female	2	0.09
Strongly Disagree	Male	1	0.02
	Female	2	0.09

The above findings do not come as a surprise as 80% of male respondents and 78% of female respondents are satisfied and value their jobs with 10 people being indifferent and 7 people being unsatisfied. As usual, a larger proportion of male respondents than female respondents are very satisfied with and highly value their jobs, though there is no evident justification for it. The correlation between the level of satisfaction and length of tenure is very weakly negative (-6%). The longer one stays at the organization the less likely they are satisfied with their jobs and value it less and less.

V. CONCLUDING REMARKS

The study has revealed that there is a positive correlation between the established factors for ideal performance, i.e., leader's factors and organizational communication, whereas job embeddedness has shown a negatively weak association. Leaders in all the studied institutions exhibit confidence in their subordinates and the cumulative proportion of 85% of respondents have a feeling of being trusted by their superiors. A great proportion of respondents ascertain those long-term relationships and socialization are vital in inculcating trust among the members. Likely they have established that it is not plausible to trust someone at first glance for fear of being betrayed. However, the study has revealed that it is not the length of tenure with the organization that matters in enhancing trustfulness in the organization; rather, the depth of socialization and good relationship.

Again, all the factors for communication were barely associated with employee commitment. However, a good proportion of the respondents have exhibited a positive attitude towards OPRAS. The study has also revealed a good number of

the respondents who can accomplish their job-related tasks with or without minimal supervision, a factor that is suggestive of IP. In the results, it is evident that the respondents are embedded in their jobs and organization. However, the job and organizational embeddedness is weakly negative to their motives to work well for their organization.

Generally, the study perceived that trust is an essential ingredient to social aspects of the organization, though methodologically it is a hard object of study. Even though the findings of the study are suggestive of a positive association between trust and ideal performance, it is recommended to engage in another study to measure the magnitude of IP in the given organizations. The modeling factors from such a study would be appropriate for enhancing the viability of such organizations.

VI. DECLARATION OF CONFLICTING INTERESTS

The author declares no potential conflicts of interest concerning the authorship and publication of this article.

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VIII. DATA AVAILABILITY STATEMENT

The data and supporting findings of this research study are available within the article and its supplementary materials.

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