



Employee's Turnover and Increasing Employee's Performance Response to Trustworthiness: an Empirical Estimation

Noor-ul-ain Ali Asghar Awan¹, Baber Ilyas Awan² and Khansa Irem³

Superior University, Lahore - Pakistan

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Correspondence:

Noor-ul-ain Ali Asghar Awan. Superior University, Lahore - Pakistan.

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Abstract

The study examines the relationship of trustworthiness towards lessening turnover intention of employees and increasing their performance in any organization. For this research sample of 300 respondents is selected for conducting survey in pharmaceutical sector. The data is collected through close ended questionnaire. Regression analysis has been used for studying the impact of trustworthiness (independent variable) on turnover intention and performance are dependent variable. Hence it has been proved through findings that there is a significant positive relationship of trustworthiness in reducing employee turnover intention by creating and maintain workplace relationship and also in increasing employee performance in terms of the commitment of workplace and creativity at workplace.

Introduction

Overview

The research has been conducted in the field of human resource, under the limitations that by reducing turnover rate of employees and by improving employees performance, impact of trustworthiness be analyzed in the order to let the employees feel free to express their ideas, work as a part of organization and also shows innovation rather than being forced for achieving tasks it is important to create a trust based relationships with employee trust factor helps to create strong bond between employee and organization and also strength employees commitment with organization hence also helps in reducing turnover. Employees trust

and commitment with origination works as catalyst within an origination and helps in achieving the collective goals of the origination through making procedures and policies that can provoke equality, employees turnover can be reduced.

Trustworthiness is actually the base on which employees and employee relationships stands so it should be considered as the basic principle of an organization. Trust is very important in order to make any strong commitment b/w companies or in b/w employee & employer. It is very essential to clearly

communicate employees goals, organizations mission and their task to employees in orders to increase their involvement. Providing them with modes for open communication as meeting, suggestion boxes and surveys can also be very helpful in knowing the insight of employees mind.

Frequent employees communicate with each other also effects the perceived trust worthiness in b/w both parties employees are also able to discuss their issues regarding their jobs or their tasks their experience and can seek advices if once they are formed interpersonal trust relationship. Compensation and encouragement are the bias tools that are very necessary to pull innovation out from them. When once employees come to know that how well they are performing and what are their abilities, strength and weakness they try to enhance them and be more creative every time. This also definitely helps in a cooperative environment long term relationship with organization and good team work. Recognition develops when employees know, trust and understand each other well and when they know that their subordinates are using sense of recognition for assigning them any responsibility they feel more motivates and it also attach employees to their work emotionally. Managers who reinforce their employees positively tends to achieve expected results up to extent and if there lies no trust based relationship their employees are more concerned about their self-protection they have low morale and almost no organization commitment.

Trustworthiness is one of the essential attribute or leadership. It is considered as one of the major key of management that can lead high organization perform employees morale increase and he becomes more productive and profitable asset of the organization if he feel employees performance decreases and it became difficult for an employer is strict behavior of employee,

poor management and also less communication among them. If the upper management keeps decision making confidential and hides information then this also shows non-trusting behavior towards employees discussing with employees and showing organizational knowledge reflects trust factor mostly performance of employees depends on non-financial and financial rewards.

If organization ensures their employees that they consider the efforts of they feel more motivated, this is also considered as a trust based relationship.

Companies who are keeping strategic control on their hiring practices and policies tend to face less turn over. It is very essential to hire a right and competitive person for right designation on right time either than just fulfilling the formality and for a time being filling the empty lost. Organizational image is also affected from higher turnover rates which ultimately decrease their employee's motivation level. It is important to have a good Orientation and interactive session time to time proper training and competitive salary package.

Problem Statement

- To identify the impact of trustworthiness in reducing Employee's turnover and improving Employee's performance.

Background Objectives and Significance of the Study

Trust factor surely plays a vital role in any organization to improve employee's performance and reduce employees turn over. Studies show that organization are now being more focused towards building trust based relationship with employees because if improves and increases creativity and hence tends to give more sense of commitment towards work. Researches in the field of human resources are conducted to study positive impact of trust on performance and rate of

turnover. Some researches shows greater influence of economical factor at work place than trust. This study has been conducted to find significance of trust on employee's performances and employee turnover by conducting a questionnaire survey along with references from different studies.

Outline of the study

This research has been conducted and organized into the five chapters.

Chapter 1 is of Introduction that consists of overview which elaborates impact of trustworthiness in reducing employee's turnover and improving employee's performance along problem statement, research hypothesis and also definitions of variables. Chapter 2 consist literature review discussing different articles from different authors that are related to the study. Chapter 3 is explaining different methods being used for this study, sample size taken, statistical technique, detailed information regarding variables, and also the research model. Chapter 4 comprises hypothesis interpretations and also evaluation of results and chapter 5 is containing implications, conclusion and discussion related to the study with future implementations.

Definitions

Trustworthiness: Trustworthiness includes the transparency of information in the organization given to employees to perform job or behavior of coordinates and top management that reflect the confidence in one another.

Employee Turnover: It is the Employee self-made decision to quit the job if they are not satisfied with the behavior or attitude of management and staff. Work pressure, low salary package and unacceptable working

condition can also influence this decision.

Employee Performance: Creativity, Loyalty and commitment towards work with less absenteeism rate tend to reflects good performance of employees.

Literature Review

It is observed that elevated trust increases the commitment of employees. Trustworthiness shows a positive impact on counterproductive Behavior, Task perform once and citizens Behavior.

Colquitt *et al.*, (2011) revealed that factors such as willingness to be vulnerable and positive expectations measures are diminished top improve environmental conditions. Uncertainly prevailing in organization and uneven working condition result employee's turnover, therefore companies take initiations to ensure the enhanced performance.

Risitig (2012) identified that the integrity or supervisor and organizational support helps to create win-win situation by developing trust among supervisor and employee, hence also improves and increase employee productivity. Lverson *et al.*, (2000) explained through building proper internal strategies that helps in building trust and commitment with employees, an organization can achieve its objectives. Similarly, Arthur (2010) identified that better HR practices and organizational policies can help in predicting turnover rate and also provide evidence that employees commitment can help strongly in the achievement of higher productivity, and less turn over. Level of commitment of employees can also be determined through the policies that help to maintain appraisals, feedbacks and employees data.

Deshmukh *et al.*, (2013) identified that there always should be a trust factor from the service provider towards their customers, this factor of trust plays a vital

role to solve organizational conflicts and also pro note positive attitude in the performance than aggressiveness. Their study also identifies that the positive attitude also reflects a criteria of management policies specially airline companies. In the airlines companies, the front line employees as where having loyalty and trust from their organization then they perform in the more better way and their good performance help the organization maintain long term relationship with their customers, same as in other retail business either clothing or any other industry, they are dealing with all type of customers so their way of delivering message rightly and also flexibility in their attitude is require mainly.

Pearce (2013) studied that for many things organization psychology of contractors and behaviors of worker with their colleagues is necessary to understand. The result identifies that when any organization hire people on contract to distribute the work among employees, it made employees to think that they were paid less than their fellows on contract. Although organization has commitment with them and they were getting other benefits also, like compensation, health etc. Employees who are not interested in sharing equity benefits feel satisfied by working with the people hired on contract but when they have feeling that company does not consider them eligible for performing the expected task that's why they are hiring people on contract or they are been paid less, this lead to less trustworthy image of the organization as compared to when there were no contract workers.

Ezigbo (2012) emphasized that employees should also be involved while setting the goals of the organization so that they ensure loyalty with the organization and feel committed highly. Jackofsky (2014) studied explains the turnover reasons in two directions, one how performance is directly related to different reasons

for turnover and second how it antecedent rate of turnover in the different sectors. If the employees performing poor are leaving, turnover rate could have a good impact on the organization. The first set of studies identifies that poor performance effects directly on increased turnover in the areas like machine operators, scientist of pharmaceutical organization and engineers because they are expected to perform well and show specialized in there are of working. Second set of study describes that if the level of performance is highly appreciable then also there are chances of leaving the company because insecurity of job leads to high turnover rates from valuable and well efficient employees, they are insecure of not getting enough and good benefits and compensation. There are less growth chances within the company or they might get better offers from others companies. Third set of study identifies that there lies no direct relationship between turnover and job performance.

Guidice *et al.*, (2013) explained direct link with each other but yet they are tied in a same string by the social mechanism called organizational learning. Mayer and Gavin (2015) study explains organizational citizenship behavior that are expected from employees especially from those who are working in the production department of any organization. This study analyzes the behavior of employees relating to their trust with the top management and their supervisors. It explains that employees having string faith about the organization that it show trustworthiness, and then it increases productivity and value adding results can also be seen. Production department is the main department or area where the cost of wastage can be controlled so if the employees are un satisfied and not working well because of over time, inconvenience in work and in centuries being offered are less then it could affect their performance and can bring negatively in their attitude

which can cause uncontrollable damages within the department.

Johnston *et al.*, (2014) explained that the factor of trust not only play vital role in the organization but also between the buyer and supplier of its product , buyers perceived perform and cooperating behavior are the major factor for maintaining productive relation, thus it is valuable for both the firms. Cooperative behavior in terms of the problem solving effects strongly on the thinking of buyer regarding the relation as compared to any other factor. Supplier are the base and an impact of the organization, they provide the base to organization of what the organization is providing to its customers. Having a strong relationship with the suppliers actually helps the buyers to creatively perform, as the company doesn't have any external issue to deal with so they can focus fully within the organization and can also grow well. Uncooperative and irresponsible behavior from the supplier as defective products, late delivering of products and longer lead time will only make the company's performance poor and will also increases expenses of and wastage of time of supplier and buyer.

Smith and Barclay (2015) told that the organizations now tends to create selling alliances with the other organizations to develop better, improve and maintains relation with its customers from marketing perspective. Differences between the employees affect the image and performances of organization greatly. Efficient performance is actually a key to success as the employees performing good to maintain his image towards others, and his performance reflected the overall organization image and culture on the customers and other organizations. When the company was providing the training opportunities to its employees, then the employees thought of how they can work in teams of different people from different organizational culture, this is something also building

its advantages.

Perryer *et al.*, (2014) studied relationship between organization support, Top management commitment and employees turnover intentions. Usually in public organization perceiving organizational support influences on the intention of turnover, employees not having strong commitment level from organization but they gets support from the organization to stay in the organization. This support comes when they know that they are provided with liberty and flexibility to express their ideas, work and as per their convenience and are not being neglecting from decision making process. Managers worried about retaining their employees must know that only organizational commitment is not enough there should also be perceived organizational support (POS) for the employees so that they also can have better sense of job satisfaction.

Hansen and Batista (2016) examined effects of trustworthiness among the employees and management team members of the two marketing cooperatives. It shows that the members who were trusted from their fellows had higher job satisfaction level showed commitment and perform well to stay as the part of team task. This study explains the significance of trust in two different ways that is affective and cognitive, in some areas affective based trust is important and in other cognitive based trust is helpful, trust in between employees and management; it serves to be a bond for any team and is also important factor to show employees desire to work together.

Hartmann and Slapnicarl (2009) studied that the supervisor can evaluate its sub ordinates through his performance and behaviors towards other employees but the sub ordinate can develop his trust towards his supervisor by knowing how the superior evaluates him, do justice ad give feedback. Evaluation play a vital role

HR practices as it helps to keep a check on employees, secondly it also help in job analysis factors that are not relevant or are necessary for the job to performed.

Arshadi and Shehbazi (2013) indicated effects of the organization characteristics on the decision on employees and turn over intentions. Characteristics as trust for seniors, job security, employees incentives, liberty of expressing ideas and less pay for a productive approach have a strong commitment from the employees for his organization reduces emotional exhaustion then it reduces the intention for turnover, poor working conditions and ineligible leadership makes strong intention for turnover. Communication gap between employees is major cause for dissatisfaction at work. Employees feel like they are doing their job forcefully and get dishearten from their job which result in the reduction of their creativity and also effects performance. Work place conflicts are also an important cause of turnover intentions that can be arise by all the above stated factors.

Luo (2012) explained that trust and performance also have a deep relationship when it comes to international strategic alliance (ISKS) in the dynamic environment trust play a significantly important part for improving performance of ISA for example in sales and revenue, when an organization consider new alliance risk was highly present as they were about to serve new market with the new product, to make their image between the leading firms. For creating their image they also used each other goodwill and names, for resources they were depending one another. Commitment should be strong and necessary when two different organizations are working to achieve similar objectives. For how long they will survive and sustain even they might get no good profits it all depend on the level of trust and commitment they have on each other.

Obrien (2013) studied about the high quantity performance concerns of employees how much he works and contributes for improving his performance and the difficulties he faces in achieving his task. At work place new methods of interactions, has proper continuous feedback from coordinates and subordinates give him clear understanding of his progress at workplace, trust, mutual interest, orientation and training program evaluation from supervisor and employees and tactic knowledge. These factors are important for improving performance and can also make employee more committed to his goals and tasks.

Erdem and Ozen (2014) explained the significance for better team work. In team work employees perform in a more efficient and better way and hence expected results can be achieve if environment of trust is present among them. Organization should promote inter personal relationship formation and should give primary importance to trust factor. Appraisal trustworthiness should also be considered in employees. It is very difficult to work in a team together if there is no relationship between them utilizing each other knowledge, responsibility sharing, reward sharing, promoting ideas, excepting and following others position that should be as a team building strategies, promoted and influence by team leaders in order to build effective and efficient team at the work place

Whitener *et al.*, (2016) identified organizational and interpersonal trust basically comes from employee's perception about his manager. Manager should take step for initiating trust worthiness. Study focuses on the factor that stop or encourage promote trust building events.

Mayer and Davis (2014) conducted study regarding trust of employees for their top management after

fourteen months of field observation, it explains that effective and acceptable appraisals plays major role in developing trust towards the higher management. Employees perception appraisal system influence their level of trust for their top management, that their performance and job is being evaluated so they don't need to go into the organizational politics and to get dishearten.

Huselid (2016) evaluated the link between firm performance and high performance work practices. One thousand firm samples explain that such practices have statistical significance on the performance and turnover of employees and have strong economic impact as well. They also impact organization log and short term financial measures.

Research Hypothesis

H1: Trust worthiness has a positive impact in reducing employee turnover.

H2: Trust worthiness has a positive impact in increasing employee performance.

Material and Method

This chapter describes method, sample size, source of data collection, characteristics for variable and measures used for variables.

Methodology

Principal component factor PCA has been used in this study to develop factors from different items on each construct.

Method of Data Collection

Secondary data that help in enhancing more knowledge with respect to study is obtained from various

magazines, business websites and journals. Primary data is gathered from adopted questionnaire survey.

Sampling Technique

For this research purposive sampling has been used. This technique has been used to collect data from targeted audience example employees working in multinational organizations.

Sample Size

The sample size of this research is 300 respondents.

Instruments of Data Collection

To improve reliability of results, close ended structured questionnaire based on liker scale is use to collect data. Questionnaire are designed in such a way that variable can easily be interpreted and respondent can also easily understand. The questionnaire consists of three sections.

Section one consists of question letting the importance of trustworthiness (Independent variable) for employees as “Strongly agree”, “Agree”, “Neutral”, “Disagree”, “Strongly disagree”.

Section two elaborates the impact of trustworthiness on employee's turnover rate as “Strongly agree”, “Agree”, “Neutral”, and “Disagree”, “Strongly disagree”.

Section three elaborates impact of trustworthiness on employee's performance as “Strongly agree”, “Agree”, “Neutral”, and “Disagree”, “Strongly disagree”.

Validity and Reliability Test

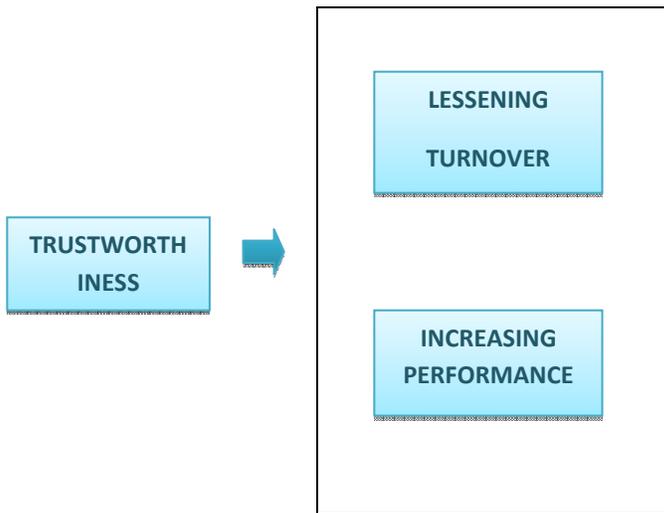
Table 1 Reliability Statistics

| Constructs | No of items | Cronbach's alpha |
|-----------------------|-------------|------------------|
| Trust worthiness | 04 | 0.77 |
| Turnover intentions | 05 | 0.89 |
| Increased performance | 05 | 0.91 |

In the table 1, value of Cronbach's alpha, for 14 no of items is 0.77, 0.89 and 0.91 that explains that data is reliable and has also good internal consistency. Data is considered unreliable if the value of alpha is < 0.6.

Research Model Developed

Figure 1 Proposed Research Model by Authors



Independent variable

- Trustworthiness

Dependent variable

- Turnover
- Performance

Empirical Findings and Results

Table 2 represents demographic profile of respondents

Table 2 Demographic Profiles of Respondents

| Respondent's demographics | Frequency | Percentage | |
|---------------------------|------------------------|------------|------|
| Gender (N=300) | MALE | 147 | 48.5 |
| | FEMALE | 153 | 50.5 |
| Age (N=300) | 20-29 | 40 | 13.2 |
| | 30-39 | 50 | 17.2 |
| | 40-49 | 142 | 46.9 |
| | 50-59 | 37 | 12.2 |
| | Above 60 | 28 | 9.2 |
| Organization (N=300) | Mass | 135 | 45 |
| | Pharma | | |
| | Pharma Health Pakistan | 165 | 55 |

Table 3, 4 and 5 illustrates the results of PCA. KMO (Kaiser-Meyer-Olkin) measures of sample adequacy and Bartlett's test of Sphericity is used to check the adequacy of data for applying factor analysis in this study. Results of Table 3 represents that our data is adequate enough for applying factor analysis. According to the Hutcheson and Sofroniou (1999) KMO lying between 0.8 and 0.9 are great and above 0.9 are superb while 0.6 is acceptable. Value of KMO for Trustworthiness, Turnover intentions and increasing performance are 0.916, 0.851 and 0.794 respectively. Bartlett's test is used to investigate relationship between items of constructs and if items of construct are mutually related to each other than factor analysis can be conducted. Table 3 represents that the significance level of Chi square is less than 0.001 so null hypothesis of no correlation is rejected and factor analysis is applicable.

Table 3 KMO & Bartlett’s Test

| Construct | No of items | KMO Measures of Sample Adequacy | Bartlett’s Test of Sphericity Chi-Square | Bartlett’s Test of Sphericity Sig |
|------------------------|-------------|---------------------------------|--|-----------------------------------|
| Trustworthiness | 04 | .916 | 5216.73 | .000 |
| Turnover intention | 05 | .851 | 3202.87 | .000 |
| Increasing performance | 05 | .794 | 1834.37 | .000 |

Table 4 represents factor loadings. According to (Straub et al, 2004) the value of factor loading for each item should not be less than 0.40. As per the results of

table 4 all the items for each construct are being loaded on more than the value of 0.40

Table 4 Factor Loading

| Items | Components |
|-------------------------------|------------|
| Trustworthiness | T |
| T1 | 0.864 |
| T2 | 0.873 |
| T3 | 0.754 |
| T4 | 0.852 |
| Turnover intention | TI |
| TI1 | 0.754 |
| TI2 | 0.658 |
| TI3 | 0.712 |
| TI4 | 0.584 |
| TI5 | 0.521 |
| Increasing performance | TP |
| IP1 | 0.655 |
| IP2 | 0.845 |
| IP3 | 0.589 |
| IP4 | 0.658 |
| IP5 | 0.874 |

Table 5 Eigen Values and Total Variance Explained

| Construct | Component | Initial Eigen Values | | |
|------------------------|-----------|----------------------|-------------------------|----------------------------------|
| | | Total | % of Variance Explained | Cumulative of Variance explained |
| Trustworthiness | Comp 1 | 2.182 | 73.034 | 73.034 |
| Turnover intention | Comp 1 | 3.541 | 70.102 | 70.102 |
| Increasing Performance | Comp 1 | 1.283 | 60.534 | 60.534 |

Those components of constructs with Eigen value more than 1 are considered to be Principal component and

can be used for further analysis. Table 5 represents the Eigen value and total variance explained for construct.

For each construct one Principal component was extracted.

Table 6 and 7 Regression Analysis

Table 6 (a) Model Summary

| Model | R | R Square | Adjusted R square | Std Error of the Estimates |
|-------|------|----------|-------------------|----------------------------|
| 1 | .400 | .160 | .157 | .44348 |

A: Predicators (Constant), Trustworthiness

Table 6 (b) ANOVA

| Model | | Sum of Squares | df | Mean Square | F | Sig |
|-------|------------|----------------|-----|-------------|--------|-------|
| 1 | Regression | 10.436 | 1 | 10.436 | 53.060 | 0.000 |
| | Residual | 54.675 | 278 | .197 | | |
| | Total | 65.111 | 279 | | | |

A: predicators (constant), Trustworthiness

B: Dependent Variable: Turnover

Table 6 (c) Coefficients

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|-----------------|-----------------------------|-----------|---------------------------|--------|------|
| | | B | Std Error | Beta | | |
| 1 | (constant) | 4.779 | .106 | | 45.117 | .000 |
| | Trustworthiness | -.448 | .062 | -.400 | -7.284 | .000 |

A: Dependent Variable: Turnover

In table 6 (b) the F statistic value is 53.060 of ANOVA for dependent variable turnover.

In table 6 (c) coefficients the beta has negative value - 0.400 that indicates negative relation in between two

variables, when trustworthiness increases then the turnover rate decreases, that explains positive impact of trustworthiness in reducing turnover. The sig value is .000 that is less than 0.05 that proves that the test is significant, hence H1 is accepted

Table 7 (a) Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|------|----------|-------------------|----------------------------|
| 1 | .464 | .215 | .212 | .41187 |

A: Predictor (constant) Trustworthiness

Table 7 (b) ANOVA

| Model | | Sum of Squares | df | Mean Square | F | Sig |
|-------|------------|----------------|-----|-------------|--------|------|
| 1 | Regression | 12.938 | 1 | 12.938 | 76.268 | .000 |
| | Residual | 47.158 | 278 | .170 | | |
| | Total | 60.096 | 279 | | | |

A: Predicators (constant): Trustworthiness
 B: Dependent Variable: performance

TABLE 7 (c) Coefficients

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig |
|-------|-----------------|-----------------------------|-----------|---------------------------|-------|------|
| | | B | Std Error | Beta | | |
| 1 | Constant | .949 | .098 | | 9.645 | .000 |
| | Trustworthiness | .499 | .057 | .464 | 8.733 | .000 |

A: Dependent Variable: Performance

In table 7 (a) of model summary, R square value is .215, which indicate that 21.5% of variance is explained by the variable or trustworthiness conjointly defines 21.5% variance of dependent variable that is the performance of employees.

In table 7 (b), value of f is 76.268. Probability is less

than 0.001; sig value is 0.000 that is less than 0.05 that explains that there is positive relationship in between the trustworthiness (independent variable).

Table 7 (c) shows that beta is positive that is 0.464 that also proves that these two variables are related positively. Hence H2 is accepted.

Table 8 Hypothesis Assessment Summary

| Hypothesis | Status |
|---|----------|
| Trust worthiness has a positive impact in reducing employee turnover | Accepted |
| Trust worthiness has a positive impact in increasing employee performance | Accepted |

Conclusion, Implications and Future Research

Conclusion

This research was conducted for studying impact of trustworthiness in reducing employee turnover and also improving employee’s performance. It is proved that trustworthiness impact positively on both the dependent variables, from which one is reducing turnover and other, is improving performance.

Implications

Relationship between the trustworthiness at workplace and also employee’s turnover is of great concern to top management and especially for immediate supervisor as it can affects the company in negative way. The second aspect of this study also indicates the importance of organizational trustworthiness in improving employee’s performance in terms of loyalty, creativity and commitment. Both of these areas are important for any organization. It should be considered

to be an essential part of the organizational strategy and also responsibility of top management to evaluate trust as factor among employees and should also take initiative by them to create and sustain such relationship at workplace.

Future Research

Moreover, the research on this study can also be taken into the broader analysis by conducting more interviews and surveys from different employees. Hence the firm can improve the loyalty and commitment of their employees at workplace by considering the above facts discussed in this research.

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