



**RESEARCH PAPER**

**The Study of Organizational Trust and Organizational Commitment  
among Faculty of Public Sector Universities in Pakistan**

**<sup>1</sup>Dr. Syed Ikhlaque Hussain Shah\*, <sup>2</sup>Abdul Fatah Phulpoto  
and <sup>3</sup>Javed Ahmed Ghumro**

1. PhD Scholar, Department of Commerce, Shah Abdul Latif University Khairpur Sindh, Pakistan
2. PhD Scholar, Department of Commerce, Shah Abdul Latif University Khairpur, Sindh Pakistan
3. PhD Scholar, Department of Commerce, Shah Abdul Latif University Khairpur Sindh, Pakistan

**\*Corresponding Author:** Ikhlaqueshah2@gmail.com

**ABSTRACT**

The study of organizational trust and the organizational commitment have been remained the topic of interest in organizational behavior and considered in the workplace the higher level of performance and competitiveness. The trust is positively related to the commitment and leaves positive impact on commitment. The research study has two variables, organizational trust and organizational commitment, which disclose the positive and significant relationship between them, and impact of organizational trust on organizational commitment. The main purpose of study is to determine the level of organizational trust and organizational commitment in the faculty of higher education institutions, and relationship among them. The current study is limited to faculty members of public sector universities in Sindh. Theoretically, this study is limited to two organizational psychological variables such as, organizational trust and organizational commitment. The descriptive statistics was applied to interpret the frequencies, mean, standard deviation of study variables e.g. organizational trust and organizational commitment. Correlation and multiple regression analysis have been applied to test the hypotheses of the study. The current study is conducted to comprehend the impact of organizational trust on organizational commitment of faculty members of public sector universities in Sindh. The result of study shows that dimensions of organizational trust have positive and significant impact on organizational commitment level of faculty members of public sector universities in Sindh.

**KEYWORDS** Competence, Honesty, Integrity, Organizational Commitment, Organizational Trust

**Introduction**

The educational institutions are the most effective and the social institutions in the society, which play significant role in the formation of developed society. Particularly the importance of higher education institutions is undeniable. The level of effectiveness in the organization consists of success of the organizational that is satisfactory, regular procedures, policies and qualified employees with quality and healthy working condition because peoples are the best contribution of an entity. In institutions of upper level education, the university faculty member is being considered as the most important and valuable asset on which investment is made for professional development. The commitment level of faculty leave positive effects on the performance of faculty and if the faculty has trust in the organization then the performance level enhance considerably.

The research has disclosed that there is high correlation between organizational trust and organizational commitment. Teachers of higher education institutions are agreed and satisfied because they have trust on their organization that is why they are committed with their institution. Because of building trust, the public sector university teachers want to stay with their institution. If the employees of any organization are committed with their job then the ratio of turnover and absenteeism will decrease that would be beneficial to the organization. It is suggested that if employees may have firm level of commitment to the entity though employee becomes disappointed with definite activities about employee's particular occupation. Organizational commitment is one of the organizational factors and it is attitude of employees that they are more emotionally attached to the organization. Trust is the key of any organizational success this is not only affecting organization but also leaves positive impressions in our personal lives and in our working relations. This is fact that all type of relationships are made on trust. In order to have productive workforce, an organization must have trust. If the trust is not available, the organization will achieve poor production. The organizational trust has been described by several authors as "a readiness to depend on a further revelry and to acquire initiative in those conditions whereas these initiatives made such susceptible to the next group". The safety is not included in this definition, which is necessary to consider when we include trust in the organization. There is very closely link of organizational trust and commitment to the productivity. Commitment and trust are both correlated with their willingness to the organization that achieves high productivity and high quality of performance.

The research on above-mentioned topic has never been done before in Pakistan. The research has declared that the organizational trust positively affect the organizational commitment that workers become committed towards the organization. The study has shown the relationships within organizational commitment & organizational trust. Whether there has been favorable connection within commitment & trust or other possible thoughts for the trust and commitment. The most of people come into contact with the trust. It is significant to find out relationships within commitment & trust in higher education institutions. Organizational trust and commitment bring the faculty in particular and institution in general increase and proper dissemination of knowledge. The main theme of study is examining the effect of trust on commitment and the level of organizational trust and commitment with the staff members of public sector universities of Sindh and the relationships between trust and commitment.

## **Literature Review**

### **Organizational trust**

Today's economic factors are lacking the trust that is why the organizations are decreasing the amount of staff due to the level of distrust. There is not long time loyalty of employees to the organization. Distrust of employees leave direct effect on the production. In this regard, the organization cannot achieve its desired output. Since in today's world, there is much more importance of organizational trust. The ways to build trust among individuals are like communication that builds trust, which includes truth by sharing information of both good and bad at all levels. The open discussions always maintain a level of integrity. The honesty of an individual also builds trust and it is maintained by rewarding positive activities. High Trust productivity lessens the absenteeism and turnover of employees and the work environment would have positive behavior within the organization. Organizational trust comprises of three variables: integrity, honesty, and competence. Integrity includes honesty, commitment and the set of principles, behaving fairly and practicing level of disclosure. Employees' motivation

is based on organizational trust provision that affects the team building, employee retention and opens communication. According to several researchers in the management, the trust sharing among the employees at all level in the organization plays significant role in developing the trust throughout the work place. In accordance with Kipnis (1994 p 4), trust derives from our dependency on other people. Therefore, we require services of other people. Several researchers today argued the interpersonal trust and its importance for organizational effectiveness and they have attained the trust evidence that influences coordination and control in organization. (McAllister 1995, p 24), today's the quality of work and effectiveness in the organization is very complex system which requires inter-dependent actors for working together.

### **Organizational Commitment**

The several authors have described that organizational commitment always considered as favorite topic from very beginning it was first introduced in 1950s to the area of organizational behavior (Goulet and Frenk, 2002; Mowday, 1998; Bruch, 1998; Meyer and Allen, 1997; Aryee and Heng, 1990). The organizational commitment has developed in the literature of organizational psychology and in industrial literature (Cohen, 2003). A recent study on organizational commitment has given the idea as a single factor, in view of an attitudinal position of vision, encompassing recognition, attachment & loyalty (Porter, Steers, Mowday Boulian, 1974). In 1974, accordance with Porter et al, suggest to affective commitment mental attachment framed by worker with his identification & contribution to an organization. Allen & Meyer (1990) further researched & added the third dimension of commitment, as normative commitment. Meyer & Allen in 1990, p 6, define that normative commitment is "an individuals' feelings of attachment to remain with their organization". Lastly, the concept of organizational commitment is described as three dimensional concept, characterized by the affective dimension, continuance dimension & normative dimension (Meyer & Allen in 1991) general to three behavioral attitudes of commitment which are conceived that a state of psychology is described as organizational commitment & characterized as organizational members' attachment with their organization & has significance to take decision to proceed the membership, or to stop it in the organization (Meyer, & Allen in 1997).

Integrity and trust are related and the trust affects perception of trustor that trustee accepts the set of principles, which are also accepted by trustor. According to McFall (1987) that why the adherence and the set of principles which are accepted and important. Some set of principles describe the personal integrity, she perceived. If the trustor does not accept the set of principles, the trustee would not be deemed to have integrity for our objectives (McFall said it the moral integrity). The acceptability issue prevents from the dispute that only a committed party to the profitable principles looking for all costs would be observed top in integrity. The problem as continuity of the past actions of the party, reliable communications from other parties about trustee, the faith of the effective sense of justice that trustee has, and the level of party's actions are matching with his words that impact the level to which the party is observed to have integrity. According to Lieberman (1981), the integrity is the imperative attitude of trust. Sitkin and Roth's (1993: 368) applied the same but constructed as "the compatibility of an employee's beliefs and values with the organization's cultural values". In the views of Butler, J.K, and Cantrell's (1984) that integrity and consistency are dimensions of trust. Similarly, Butler, J.K (1991) combined the integrity, fairness, and consistency as elements of trust. If there is less consistency, it would affect the values that a trustee possesses. According to Gabarro, J.S (1978) that their interviewees, one of which was the character that was generally described that trust has three bases. He asserted that character embraces integrity. Hart, Capps, Cangemi, and Caillouet's (1986) circulated related three

factor survey items 24. Integrity, which was used in the proposed model, is the best previous approach to the trust. This is taken from previous approaches that tell the three factors of honesty, competence and integrity are generally used in previous work on trust. The past models of trust have not been used the three factors together or have extended into greater sets of antecedents ( Gabarro, 1978; Butler, 1991).

Character, integrity and authenticity are generally spoken of as a pivotal part of honesty. Trust, according to Rotter (1967), is a phenomenon of speech act to confirm the authenticity and accuracy of future actions. Action and speech of a person highlights his integrity which often results from the sense of responsibility and duty.

Some time the good intention is not sufficient. When an individual relies on someone and such skill level that is accomplishing an expectation, after that an individual who means well may nonetheless not be trusted. Suppose the patient who may feel about young doctor that he tries to put the good care and cure the patient, but if anyone performs poorly, the patient would possibly not rely in those who are not specialists' doctors. In many situations, we think about trust in different organizations have to do with competence.

It has been researched that trust between inter-dependent actors plays great role, trust is very essential factor between them. Both the manager and employees have faced (McAllister 1995 p 24) the complex work condition in the organization daily. In this way, the trust must be available there for the effective coordination between them (McAllister 1995 p 25). The main feature for the importance of trust is that transactional cost in the organization can be reduced (Bromiley and cumming's 1994 p 303). All management comprehends the importance of trust to promote it within the organization, and their role to build trust. Integrity, competence, and honesty all these three variables of trust perform role in determining organizational trust. This is biggest task and very difficult to maintain trust within the organization over time. Today's organizations also conceive to maintain trust in the in employees is so challenging job and it is fact this is inevitable to neglect the trust because trust is strongly connected with commitment. If we talk about the teachers of university that they are very conscious about their ambitions, rewards concerned with the university, they would be committed to their organization if they make trust to their organization. The main productivity of any university is to provide quality of education to its students. Even small things today can be issues that break off at the trust factor. To make common trust is essential for making the associations all over the all-social groups; this adds those social groups that run in the organizations.

### **Hypotheses**

**H1:** Integrity is positively & significantly associated with organizational commitment.

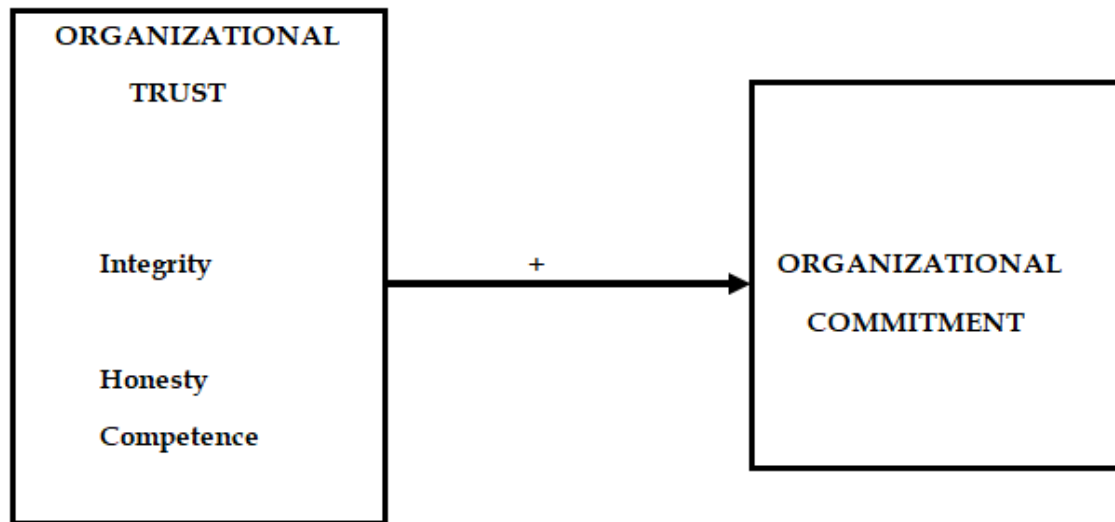
**H2:** Honesty is positively & significantly associated with organizational commitment.

**H3:** Competence is positively & significantly associated with organizational commitment.

**H4:** Organizational trust is positively associated with organizational commitment.

### **Research Model**

On basis of comprehensive literature review, the following conceptual model has been developed and suggested for current research study.



### Material and Methods

The convenience sample method was used to collect the true judgment of the faculties of selected public sector universities of Pakistan particularly in Sindh regarding organizational trust and organizational commitment. Both the male and female were respondents of the current study. The data was collected from seven public sector universities of Sindh. The sample comprised 500 teaching staff. Total 470 were returned from which 15 were filled wrong which were excluded from analysis while 455 questionnaires were selected for analysis. Similarly, for the measurement of organizational trust and organizational commitment, 21 questions were administered, 9 of 21 questions were on organizational trust and 12 of 21 questions were on organizational commitment. The responses used Likert scale on five point like (1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly Agree.

### Research Instruments

A detailed questionnaire was adopted to record the opinion of respondents from public sector universities of higher education in Sindh. The medium English was applied to conduct the research that is worldwide used to communicate that is also used in university level in Sindh. Thus, this is well known to the employed majority of population that the Pakistan's official language is English. In this regard, the questionnaire setting was in English medium for collecting information from selected higher education institutions of Pakistan particularly in Sindh. A questionnaire was distributed into three parts, one is on organizational trust with 9 items, second part is on organizational commitment with 12 items, and third part is on the demographic information of the respondents of higher education institutions like, gender, experience and title.

### Analysis Techniques

Descriptive co-relation and regression was conducted to examine the hypothesis. Basic purpose of descriptive statistics was to define & understand mean, frequencies, and standard deviation of variables of study e.g. organizational commitment & organizational trust and their dimensions (e.g. integrity, honesty, competence, affective, continuance, & normative commitment). In this study, the analysis techniques correlation analysis was used because that type of analysis was the most capable in describing relationships between two variables or more. Multiple regressions has been also applied to test the predictability of variables. The survey was based on the

quantitative method that required standardized data for describing relationships among variables. "Observations necessarily be categorized, when data is collected, that give the permission to the researcher to understand the information correctly & present conclusions" (Schumacher, & Mcmillan, in 2001).

## Results and Discussion

**Table 1**  
Mean, Standard Deviation and Correlation among Variables.

	Mean	Std.	AGE	gender	exp	ORGC	Trust	int	hon	Comp
AGE	1.12	.63	1	-.33*	.41**	.56**	.81**	.48*	.59**	.63**
gender	1.21	.41		1	-.84**	.33**	.29*	.21*	.61**	.53**
exp	1.39	.48			1	.44*	.48**	.66**	.67**	-.71**
ORGC	3.91	.51				1	.38**	-.75**	.20**	.60**
Trust	3.97	.76					1	.64**	.68**	.55**
Int	3.85	.94						1	.21**	.52**
hon	3.87	.50							1	.22**
comp	3.93	.93								1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

**exp**= experience, **ORGC**= organizational commitment, **int**=integrity, **hon**=honesty, **comp**=competence.

## Correlations between Variables and Descriptive Statistics

The above table of correlation depicts that the most of variables among faculties of higher educational institutions are correlated and significant with each other.

The independent variable, trust has strongly positive relationship with integrity, honesty and competence with value as ( $r = .64^{**}$ ,  $p < .01$ ), ( $r = .68^{**}$ ,  $p < .01$ ) and ( $r = .55^{**}$ ,  $p < .01$ ) respectively. The relationship of dependent variable (organizational commitment) with independent variable which are trust, honesty and competence with value as ( $r = .38^{**}$ ,  $p < .01$ ), ( $r = .20^{**}$ ,  $p < .01$ ) and ( $r = .60^{**}$ ,  $p < .01$ ) respectively is also strongly positive. The dependent variable, organizational commitment has strongly negative relationship with integrity, with value as ( $r = -.75^{**}$ ,  $p < .01$ ). The demographic factor (experience) has significant and positive relationship with organizational commitment, trust, integrity and honesty with value as ( $r = .44^{*}$ ,  $p < .01$ ), ( $r = .48^{**}$ ,  $p < .01$ ), ( $r = .66^{**}$ ,  $p < .01$ ) and ( $r = .67^{**}$ ,  $p < .01$ ) respectively. The demographic factor (experience) has negative relationship with competence; as ( $r = -.71^{**}$ ,  $p < .01$ ). The demographic factor (gender) has significant and positive relationship with organizational commitment, trust, integrity, honesty and competence with value as ( $r = .33^{**}$ ,  $p < .01$ ), ( $r = .29^{*}$ ,  $p < .01$ ), ( $r = .21^{*}$ ,  $p < .01$ ), ( $r = .61^{**}$ ,  $p < .01$ ) and ( $r = .53^{**}$ ,  $p < .01$ ) respectively. The demographic factor (age) has significant and positive relationship with organizational commitment, trust, integrity, honesty and competence with value as ( $r = .56^{**}$ ,  $p < .01$ ), ( $r = .81^{**}$ ,  $p < .01$ ), ( $r = .48^{*}$ ,  $p < .01$ ), ( $r = .59^{**}$ ,  $p < .01$ ) and ( $r = .63^{**}$ ,  $p < .01$ ) respectively.

**Table 2**  
ANOVA of the Regression (Trust & Organizational commitment)

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.459	1	1.0231	7.334	.000
	Residual	9.194	453	2.459		
	Total	13.653	454			

a. Predictors: (Constant), Trust

## b. Dependent Variable: ORGC

As it is clearly showed in above table number 2 that the significance value is 0.000 and it is less than 0.05, therefore research model is significant statistically in analyzing that trust leaves positive impact on organizational commitment among faculties of public sector universities in Sindh. The value of F at 5% is the level of significant that was 3.23. But here in above table number [2], F value is [7.334] which is greater than significant value of the F, it shows that over all research model is acceptable.

**Table 3**  
**Coefficients of Determinant (Trust & Organizational commitment)**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	1.782	.000	5.207	0.000
	Trust	0.849	.000	0.109	7.175

## a. Dependent Variable: ORGC

The regression was analyzed to determine the impact of trust on dependent variable (ORGC). According to results, that significance level is 0.000 so it shows positive impact of independent variable on the dependent variable that is 0.849

**Table 4**  
**ANOVA of the Regression (Integrity & Organizational commitment)**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.711	1	1.413	7.116	.003
	Residual	7.841	453	2.429		
	Total	11.552	454			

## a. Predictors: (Constant), Integrity

## b. Dependent Variable: ORGC

It is clearly indicated in above table number 4 that the significance value is 0.003 and it is less than 0.05, therefore research model is significant statistically in determining that integrity leaves positive and significant impact on organizational commitment among faculties of public sector universities in Sindh. The value of F at 5% is the level of significant that was 3.23. But here in above table number [4], F value is [7.116] which is greater than significant value of the F, it reveals that model of research is significant and acceptable.

**Table 5**  
**Coefficients of Determinant (Integrity & Organizational commitment)**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	1.145	1.018	4.371	.000
	int	0.682	0.065	0.132	5.537

## a. Dependent Variable: ORGC

The regression analysis was adopted to conclude the impact of integrity on dependent variable (ORGC). According to results, that significance level is 0.000 so it shows positive impact of independent variable on the dependent variable that is 0.682

**Table: 6**  
**ANOVA of the Regression (Honesty & Organizational commitment)**

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	3.152	1	1.493	6.451	.001
	Residual	7.451	453	2.061		
	Total	10.603	454			

- a. Predictors: (Constant), Honesty  
b. Dependent Variable: ORGC

It is revealed in table number 6 that the significance value is 0.001 and it is less than 0.05, therefore research model is significant statistically in determining that honesty leaves positive and significant impact on organizational commitment among faculties of public sector universities in Sindh. The value of F at 5% is the level of significant that was 3.23. But here in table number [6], F value is [6.451] which is greater than significant value of the F, it reveals that model of research is significant and acceptable.

**Table 7**  
**Coefficients of Determinant (Honesty & Organizational commitment)**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	1.226	0.911	5.761	.000	
	hon	.794	0.106	0.294	7.629	.004

- a. Dependent Variable: ORGC

The regression technique was used to analyze the impact of independent variable (Honesty) on dependent variable [organizational commitment]. Results indicates that significance level is 0.004 and independent variable has positive influence on the dependent variable because value is 0.794.

**Table 8**  
**ANOVA of the Regression (Competence & Organizational commitment)**

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	3.781	1	2.041	8.22	.000 <sup>a</sup>
	Residual	6.492	453	3.482		
	Total	10.273	454			

- a. Predictors: (Constant), Competence  
b. Dependent Variable: ORGC

It is revealed in table number 8 that the significance value is 0.000 and it is less than 0.05, therefore research model is significant and determining that competence leaves positive and significant impact on organizational commitment among faculties of public sector universities in Sindh. The value of F at 5% is the level of significant that was 3.23. But here in table number [8], F value is [8.22] which is greater than significant value of the F, it reveals that model of research is significant and acceptable.

**Table 9**  
**Coefficients of Determinant (Competence & Organizational commitment)**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		



1	(Constant)	1.943	.871		7.031	.000
	comp	.702	.035	.103	8.527	.002

a. Dependent Variable: ORGC

The regression analysis was measured to view the impact of Competence on dependent variable ORGC. Here, results reveal that significance level is 0.002 and independent variable has positive influence on the dependent variable because value is 0.702.

## Discussion

The main purpose of current study was to enhance the literature on organizational trust and organizational commitment. The current study was conducted to comprehend the impact of organizational trust on organizational commitment among the faculty members of public sector universities in Sindh. The result of study shows that dimensions of organizational trust have positive and significant relationship with organizational commitment among faculty members of public sector universities in Sindh. The study has been conducted in the context for promoting state where research growing slowly and gradually. This study is on occupational psychology that Pakistan needs to develop her societies and to develop the economy of state by providing the outstanding educational system in public sector universities where the young students seek admission to bright their future and the future of their state. Recently, the Higher Education Commission of Pakistan implemented the policies in higher education institutions for producing the PhD scholars and research publications in well-known journals. Such formalities of HEC Pakistan imposed on the faculties of universities in Pakistan to promote the higher education in the country. Some genuine problems are there in public sector universities in Sindh like, shortage professors in the faculties, and lack of facilities of internet. These problems must be noted by HEC of Pakistan and provide complete educational atmosphere so that scholars may get full advantage of doing research work in their selected areas of study. The research study has been considerably validated in context of Pakistan and results have been found that proposed hypotheses remained same that were analyzed through SPSS and the trust level of teachers among public sector universities in Sindh is 77% while the commitment level of teachers towards their universities is 80%. Therefore, the result is significant and positive. The current research benefits the service sectors and educational organizations in Pakistan. The study exhibits that the dimensions of organizational trust have positively associated with organizational commitment and its dimensions as well.

The current study is going on with understanding the level of teachers' trust and commitment towards the higher education institutions in Sindh. The purpose of the study was to measure the level of teachers' trust and commitment to their educational organization, measure the relationships between organizational trust and organizational commitment, and determine the impact of trust on commitment among faculties of public sector universities in Sindh. In this research study, results have been found positively, the level of organizational trust of the teachers in public sector universities in Sindh were high and the level of commitment of faculty members of higher education institutions was also high. The dimensions of organizational trust and organizational commitment were considered as sample of research study among faculty of public sector universities in Sindh. Further, the research study has also measured the impact of organizational trust on organizational commitment among faculty members of public sector universities in Sindh. The study developed four hypotheses to measure and understand the relationship between two variables, i.e. organizational trust an organizational commitment their dimensions were also tested. The model of research

study suggests that there are significant and positive relationships among the dimensions of organizational trust and the dimensions of organizational commitment. The current study results that the relationships among the variables of current research study are significant and positive. The study hypothesized that there is impact of organizational trust on the organizational commitment.

**References**

- Allen NJ, Meyer JP.(1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63(1), 1-18.
- Aryee, S. & Heng, LJ. (1990). A note on the application of an organizational commitment model. *Work & occupations*, 17(20), 229-240.
- Baruch, Y. (1998). The rise and fall of organizational commitment. *Human System Management*, 17(2), 135-144.
- Butler, J.K. (1991). Towards understanding & measuring conditions of trust: Evolution of a conditions of trust inventory. *Journal of management*, 17, 643-663.
- Butler, J. K., & Cantrell, R. S. 1984. A behavioral decision theory approach to modeling dyadic trust in superiors and subordinates. *Psychological Reports*, 55: 19-28.
- Cohen, A. (2003). *Multiple commitments in the workplace: An integrative approach*. Mahwah, NJ: Erlbaum.
- Gabarro, J. J. (1978). The development of trust, influence, and expectations. In A. G. Athos, & J. J. Gabarro (Eds.), *Interpersonal behaviour: Communication and understanding in relationships* (pp. 290-303). Englewood Cliffs, NJ: Prentice-Hall.
- Mcallister, D.J. (1995). Affect & cognition-based trust as foundations for interpersonal cooperation in organizations. *Academy of Management Journal*, 38, 24-59.
- McFall, L. (1987). Integrity. *Ethics*, 98, 5-20.
- Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory, research, and application*. Thousand Oaks, CA: Sage Publications, Inc.
- Meyer J. and Allen N. (1991). A three-component conceptualization of organizational commitment, *Human Resource Management Review*, 1, 61-89.
- Mowday, R.T. (1998). Relations on the study & relevance of organizational commitment. *Human Resource Management Review*, 8(4), 387-401.
- Porter L., Steers R., Mowday R. and Boulian P. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians, *Journal of Applied Psychology*, 59, 603-609.
- Rotter, J.B. (1967). A new scale for the measurement of interpersonal trust. *Journal of Personality*, 35, 651-665.
- Sitkin, S. B, & Roth, N. L. (1993). Explaining the limited effectiveness of legalistic "remedies" for trust/distrust. *Organization Science*, 4, 367-392.