ORGANIZATIONAL TRUST AND WORKERS' COMMITMENT

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ABSTRACT

Organizations are made up of employees with the sole aim of achieving its desired specified objectives and goals. The attainment of these specified objectives is a function of the impacts of the various commitment levels of the involved stakeholders and what they stand to gain from such invested commitments. In this study, it was argued that when organizational trust is displayed through openness, integrity and reliability, workers are motivated to give in their best to the attainment of the desired specified objectives of the organization. Workers become fully attached to the organization in general. One way workers can show their commitment levels is affection, continuance, normative and as moral obligation to remain with the organization. Literature on organizational trust and workers' commitment was reviewed, and inferences drawn from the review. In conclusion, we found that organizational trust creates the opportunity for workers to be attached to the organization.

Keywords: Affective commitment, continuance commitment, integrity, normative commitment, openness, relationship, reliability, trust.

INTRODUCTION

Employees who take their work thoughtful and are zealous about their profession give their companies advantage over others, and also pledge higher productive result and reduces the level of attrition of competent employees. This in a long run will increase the organization's profitability as these committed workers give in their best for the survival and growth of the organization.

As stated by Seth and Zeb–Obipi (1999), an organization is the gathering of men, materials and methods within a distinct association, implying that no organizations can perform at optimum without the dedication of the employees to her objectives and goals. No wonder does the management of organizations put in so much in terms of policies and practices that will stimulate employees' engagement and commitment.

One of the major reasons why organizations endeavour to stimulate employees' commitment is so that the opposing penalties of employee turnover or attrition and absences can be prevented or minimized (Camilleri, 2002). High attrition of competent employees can be costly to all organizations; it incurs extra recruitment and training cost to the organization.

Mowday, Porter and Steers (1982) reveal that research scholars are very keen on the subject of commitment. Some of the reasons for this interest stern from the thinking that understanding the concepts of trust and commitment would expose the reasons behind certain employees' behaviour like turnover, lateness, devotion and job performance. A good knowledge of the concept of trust and commitment is critical to the organization as it provides management the opportunity to appreciate the reasons for workers' dedication to work, thus leveraging on this for a more industrious work environment.

Early debate on the concept of commitment revealed different views among management scholars. Many saw it as a unidimensional theory. To this group, employees could express only one type of commitment at a time. The possibility of multiple form of commitment being expressed concurrently by an individual was never considered. Becker (1960) introduced the idea of continuance commitment; where commitment was viewed in the light of an individual material ties with the organization. Commitment here was seen as behavioural and calculative. The second view on commitment thought defines commitment from the perspective of employee attitude; referred to as affective commitment. The attitudinal concept entails the emotional attachment of the individual worker to the organizational goals and values. The third and last aspect of discussion is known as normative commitment; here workers are attached to the organization following the gravity to adapt to long developed familiarization and organizational socialization.

The commitment concept has now shifted from the unidimensional view to what has come to be widely accepted as multidimensional concept. The multidimensional construct highlights three types of commitment: continuance, affective and normative (Herscovich et al., 2002) and they all have their respective behavioural implications. Furthermore, they noted that the three types of commitment elicit attachment of the employees to the organization, their relationship to behaviour are different.

The best from an employee depends on his/her view towards the treatment received from the organization. The level of trust an employee presumes for an organization may have slight inputs on his/her attitude regarding work. As proposed by Six (2007), trust as a deliberate believe or expectation by an individual that another person or party will perform an expected function in relation to a perceived agreement or understanding. Trust may be cognition-based; when an individual is convinced he knows the other party to the extent of confiding in them; or may be affection-based; when there is emotional affection between two individuals with mutual care and concern (Chowdhury, 2005).

This level of displayed confidence (trust) with subordinates, colleagues or bosses, or the organization in general could generally trigger either positive or negative effects on those involved, mainly in relation to the entirety of the organization. Therefore, this study will view the relationship between commitment and trust from the social interactions point of view and with much focus on personal trust.

REVIEW OF RELATED LITERATURE

THE CONCEPT OF TRUST

The theory of trust and trusting relationship is one of the most researched and discussed concept in the history of man. Barely will you find any field of endeavour, be it philosophy, psychology, management, economics, human-computer interaction that trust does not come to bear. This has stimulated an extensive conceptualization of trust in the literature. Every discipline has its own definition, findings and interpretation of trust. In the literature, trust is conceptualized in different outlooks; most authors view it as a state, believe or positive prospect. Stampa (2005) defines trust as the gambling of the belief of other people's possible future behaviour. He asserts that trust consists of two basic elements, one is a certain anticipation, based on the expectation of the ways the people should behave under certain settings, the other one is to take action and to fulfil the obligation. Six (2007) view interpersonal trust as a deliberate believe or expectation by an individual that another person or party will perform an expected function, with the understanding that it is important. According to Chowdhury (2005) and McAllister (1995) there are two major forms of trust in the literature. The first is referred to as cognition-based; here the individual involved is convinced he knows the other party too well to confide in. The second form is called affect-based trust; it is hinged on emotional affection between two individuals with mutual care and concern. Arrow (1974) considers trust as a basic element for organizations and the economy in general, stating that trust is an economic exchange lubricant.

Trust is a vital element in all domains of social economic life. According to Gibbons (2004), trust makes friendship closer and intimate. To Olekains and Smith (2005), it simplifies bargaining and negotiations. Bharadwaj and Matsuno (2006) state that trust reduces transaction cost in company's exchanges. More so, Kelman (2005) posits that international political conflicts are easily resolved with trust. Aryee et al. (2002) include organizational commitment; and Berman et al. (1998) finally adds employee loyalty.

Every employer strongly desires to build the employees' trust in the organization. Zhang et al. (2008) point out that most employers still find it difficult to develop and sustain employees' trust. From the literature, the three basic elements that hinder trust building generally are as follows:

Firstly, Zand (1972) and Zucker et al. (1996) clarify that trust building process is always interactive involving a minimum of two individual trying to know about each other's trustworthiness.

Secondly, Zand (1972) narrates that the same underlying forces of both trust and distrust are hinged on the same positive feedback that supports the initial behaviour, though with significant irregularity. Trust building is progressive, supported by previous trusting behaviour and past positive experiences (Lewicki & Bunker, 1996; McAllister, 1995); distrust on the other hand is destructive and damaging and could hamper organizational expectations.

The third limiting factor to trust building is the fact that the individual trust is been bequeathed to, may consciously not reciprocate that trust (Mollering, 2001).

The following characteristics of the concept of trust were established:

a)   Trust is interpersonal involving communication of at least two individuals.

b)   Trust is voluntary; made without compulsion.

c)   Trust is conscious; parties involved are aware of its existence.

d)   Trust is centered on commitment; as there is a mutual dependency on the stated aim.

e)   Trust is dynamic; as it evolves over time.

f)   Trust is situational and not universal.

g)   Trust is not linear; it evolves and can also devolve based on the circumstance.

h)   Finally, trust is action oriented.

According to Paliszkiewicz (2010), trust induces the conviction of dependability that another person or party will not act harmfully to the trusting person; but will rather act in a beneficial, reliable, and mutually acceptable manner.

DIMENSIONS OF TRUST

The conceptualization of trust in the literature is viewed from different perspective. Following the work of Meyer et al. (1995), trust is presented from the perspective of benevolence, integrity and competency; the key dimensions of trust here are treated as antecedents to commitment.

Kramer, Roderick, and Tyler, (1996) explain that trust exists where one party willfully decides to take the risk of accepting that another party is open, competent, concerned and reliable. Trust here is segmented into the above four dimensions.

Thomas (1993) asserts that trust is any relationship that establishes integrity, mutual commitment, consistency of purpose, and unrestrained vertical and horizontal interaction within the organization members. Similarly, Nwibere and Olu-Daniel (2014) in their paper attempt to situate the relationship between trust in supervisor, in which they conceptualized trust to consist of four dimensions; openness, acceptance, congruence and reliability. Robbins (2005) in a study considered five dimensions for trust as follows: Honesty, Competence, Stability, Loyalty and Frank.

Trust in this study is conceptualized into three dimensions of integrity, openness, and reliability.

• **Integrity**

Integrity denotes steadfast adherence to a strict moral or ethical code. It is an inseparable aspect of human wholesomeness. It is what determines the level of relationship one can attract and sustain. It involves ensuring that our actions are in tandem with our words and beliefs. To be regarded as a person of integrity an individual must be willing to consistently display a unified set of character or actions. Consistency of character is what helps in building and sustaining trust. Integrity is a critical factor for building and sustaining trust. Consistency is what determines the reliability of the individual, thus trustworthiness. People naturally would navigate towards individuals they perceive as being consistent in action that are free to communicate their objective and motives. Integrity is ascribed to various aspects of a person's life; be it professional or intellectual. However, the most significant attribute of the term integrity relates to general character.

• **Openness**

Openness is an ethical concept that heralds the principle of information flow, and feedback. Its decision-making approach is collaborative or cooperative management as against central authority. Openness can be said to be the opposite of secrecy. Openness is crucial in building an atmosphere of trust between employers and employees. To build trust through open communication requires that important information should be shared efficiently and timely. To improve openness, managers in the organization must practically exhibit the right behaviour. Regular interface between managers and other category of workers create the atmosphere and impression that managers are available and approachable. Regular departmental meetings, brain-storming sessions on intended projects and programs give employees a sense of belonging, and improve communication. Every staff should be encouraged to keep themselves acquainted with the objectives of the organization. Openness of management is centred around management by objectives (Jaja and Zeb –Obipi, 1999). Staff should have the freedom to voice their concerns and also make contributions to issues concerning the organization.

• **Reliability**

Reliability in the context of trust has an organization-wide implication; it involves both the top management and subordinates. It entails total commitment to both individual and collective responsibility. A reliable organization is that which strives for excellence in all its endeavours. It is about the consistency of the actions taken based on the promises made. When we call a top management reliable, we mean that they are consistent and dependable. In the same light, the failure of management to keep to its promises or commitment breeds mistrust on the subordinates. Likewise, the subordinate also needs to sustain the management trust by committing to excellence in delivery of its service.

THE CONCEPT OF WORKER'S COMMITMENT

Worker's commitment as a concept goes far beyond the literature of industrial and organizational psychology.

Chung (2001) explains that the major reason for the increased interest in the research of commitment is as a result of its ties with the psychological state of the employees whose commitment to the organization engenders organizational citizenship behaviors that propels organizational competitiveness and growth.

Steers (1977) affirms that a more dedicated staff will in like fashion apply more effort in carrying out his duties. Brown (1960) reinforces on the reason for research interest on the subject of commitment; to him it is because of the perception of the existence of an association between workers' commitment and job performance.

Early studies on management thought it wise and recommended the need to understand the significance and strength of the relationship between the employee and the level of commitment; they reasoned that this knowledge could actually save organizations the cost of training and replacement (Mowday et al. 1982). Organizations that treat their employees regularly with respect and a show of appreciation would inevitably witness reduced withdrawal behaviour and lateness (Katz & Kahn, 1978). They further pointed out that extra-role behaviours of committed employees, such as creativeness and innovativeness are hallmark of committed employees which also help to keep the organization competitive.

Meyer and Allen (1997) explicitly highlight some commonly agreed factors as key indicators of a committed employee. These are willingness to stay with the organization in good and challenging times, protection of the organization's image to the public, identification and exerting extra effort in accomplishing organizational goals. The concept of commitment itself and the manner in which it is actually created is not easy to describe. However, the most widely accepted definition of organizational commitment proposed by Meyer and Allen (1991) focuses on the psychology of the employee as it relates to achieving and adhering to organizational goals and values. Based on this definition, Mowday et al. (1982) highlighted three critical components of worker's commitment as:

(1) Extra effort on behalf of the organization.

(2) Desire to remain with the employer.

(3) Acceptance of organizational goals and values.

The concept of employee commitment was initially conceptualized as a one-dimensional concept (Kelman, 1958). However, the overwhelming contemporary empirical evidence today suggests that the concept of employee commitment is indeed a multidimensional construct (Nwibere and Olu-Daniel 2014). For example, Kelman (1958) listed identification, compliance, and internalization of organizational values as the three factors responsible for the psychological attachment of the employees to the organization. These three foci can also serve as dimensions of commitment. Howard Becker (1960) conceptualized commitment by using the side-bet theory. This theory is more of the time attributed only to organizational commitment, whereas it is supposed to include the occupation. Cohen and Lowenberg (1990) conceptualized commitment to occupation or career the same way as to the organization- a psychological attachment to and identification with the occupation.

Cohen (1996) citing the three-component of organizational commitment advanced by Meyer and Allen (1991) defined affective commitment as the emotional and psychological involvement of an employee to the attainment of the organizational goals.

Continuance commitment is explained in terms of what the employee stands to lose if he decides to quit the organization. Lastly, normative commitment is defined in terms of the desire of the employee to reciprocate the huge investment received from the organization. Under the various conceptualizations of career and organizational commitment by the various scholars above, the most critical element is that commitment as a concept is the most important ingredient that keeps both the individual and the organization focused on achieving its set objective; whether it is on continuance, affective and even normative commitment is goal oriented. According to Meyer et al. (2002), researchers have taken advantage of the knowledge of the commitment model to forecast likely employee attitude as it relates to commitment; such as it relates to performance on the job, lateness, absenteeism and other citizenship behaviours.

According to Meyer and Herscovitch (2001), individuals cultivate different commitment mindset at different points of interaction with the organization. The mindset of affective commitment develops as the individual becomes familiar and accustomed to the values of the organization. At this stage, the employee proudly identifies with the organizational ethics. The second mindset, referred to as continuance commitment develops at the point where the employee who has been with the organization and has accumulated some benefits, suddenly realizes that he stands to lose these benefits, and worse is that he may not find alternative to the current employment. The last mindset of obligation is referred to as normative commitment; it arises as the employee stays longer in the organization, such that he has developed intimate relationship with colleagues, and derived enormous benefits from the organization to the point that he feels obligated to reciprocate by maintaining his stay in the organization.

Affective Commitment

One of the synonyms of affective is emotional; on this principle, affective commitment is viewed as that affection the employee shows or displays towards the organizational goals and values. An individual remains in an organization because his values and expectations harmonize with that of the organization. The employee is very much reluctant to leave the organization, thus he at all-time guards the resources and interest of the organization. The affective employee's basic interest is to see the organization attain its goals and objectives; thus, he puts in extra efforts and even goes out of his way towards ensuring higher productivity and sustainability of the organization. It is important to highpoint here that demographic factors such as age, tenure, sex and education could influence this level of commitment; but these influences are neither strong nor consistent.

Continuance Commitment

Continuance commitment is basically the elements responsible for the sustaining of an employee in an organization; tied to the accumulated material benefits and or better alternatives elsewhere. It is the consideration an employee makes whether to stay or leave an organization giving the level of socio-economic investment he has accumulated over time. Becker (1960) posits that one of the reasons an employee may be committed to the organization is the fear that losing organizational membership will be too costly (Becker 1960). He will also need to consider availability of alternative job or organization and other side bets in taking the decision of staying or leaving his current organization.

Normative Commitment

Meyer and Allen (1997) define normative commitment as "a sense of obligation to stay in employment. According to Meyer and Allen (1991), "employees with normative commitment sense that they should continue with the organisation". In relations to the normative commitment, the employees remain because they should do so or it is the appropriate thing to do.

Wiener and Vardi (1980) define normative commitment as "the work behaviour of employees, shown by a sense of responsibility, duty and allegiance to the organisation". Employees are committed to an organization simply based on moral values. The normative committed workers ponder it ethically right to remain in the organisation, irrespective of how much status improvement or fulfillment the organization renders him or her over the years.

Workers who are normatively commitment are influenced by recognized rules on mutual obligation between the organization and its workers (Suliman & Iles, 2000). The mutual obligation is coined on the social exchange theory, which proposes that an individual getting a benefit is bound by rule to recompense the benefit in some ways. By this, workers are under obligation to repay their organization for investing in them through training and development.

PHASES OF WORKERS' COMMITMENT

Worker's commitment grows through phases, which are drawn by O'Reilly (1989, p 12) as compliance, identification and internalization. These phases are described below:

Compliance phase

This phase concentrates around the employee accepting the influence of others mainly to profit from them, through remuneration or promotion (O'Reilly, 1989). At this phase, attitudes and behaviours are recognized not because of collective principles but just to advance explicit rewards. The nature of employees' commitment in the compliance phase is related with the continuance dimension commitment, where the employee is calculative with the necessity to stay in the organization when assessing the rewards (Beck & Wilson, 2000). This infers that at this phase employees stay in the organization because of what they take (Meyer & Allen, 1997). 46

Identification phase

The identification phase occurs when employees admit the influence of others in order to preserve a sufficient self-defining relationship with the organization (O'Reilly, 1989). Employees feel satisfied to be part of the organization; the workers can regard the roles they have in the organization as part of their self-identity (Best, 1994). Workers' commitment here is based on the normative dimension (Meyer & Allen, 1997). The employee sojourns because he or she is steered by a reason of obligation and faithfulness to the organization.

Internalization phase

The final phase which is internalization occurs when the employee discovers the standards of the organization to be fundamentally rewarding and consistent with his or her personal values (O'Reilly, 1989). Employees' commitment at this level is based on the affective dimension (Meyer & Allen, 1997). The employee at this stage develops not only the sense of belonging but passion to belong to the organization hence the commitment is based on a "want-to-stay" basis. The values of the individual are therefore congruent with those of the group and the organization (Suliman & Iles, 2000).

FACTORS AFFECTING EMPLOYEE'S COMMITMENT

The work environment or a workplace is a dynamic field and to stay competitive, workers commitment is vital. The following are the factors that affect employee's commitment:

a. **Availability of Employment opportunities**

The availability of employment opportunities can affect employee's commitment (Curry et. al., 1996). Employees who have a robust awareness that they have a chance of getting another job easily may be less committed to the organization as they consider the available employment alternatives. In other hand, they become more committed in a society where unemployment is very high and employees are bent in continuously calculating the risks of remaining and leaving.

b. **Marital Status**
It is believed that married employees usually show more commitment than the unmarried employees (Mathieu & Zajac, 1990). The reason being that married employees will tend to have larger financial and family responsibilities, which increase their necessity to stay with the organization.

c. **Organizational Structure**
Organizational structure plays a significant part in employee's commitment. Bureaucratic structures seem to have adverse effect on employee's commitment. Zeffanne (1994, p 991) specifies that "the elimination of difficult bureaucratic procedures and allow for more flexible structures are likely to increase employee commitment in relation to their loyalty to the organization". Storey (1995) states that management can improve the level of commitment by providing workers with better direction and inspiration.

d. **Gender**
The study of Mathieu & Zajac (1990) has shown that women are more committed than men. This is characteristically evidenced by fact that women have to overcome more barriers than men to get to their position in the organization.

e. **Age of Employees**
A series of demographic variables have been discovered to be linked to employee commitment (Mathieu & Zajac, 1990). For a diversity of reasons, age has been a positive indicator of employee commitment. As Mathieu & Zajac (1990) suggest, the older workers have less alternative employment opportunities available. As a result, older workers may view their present engagement more favourably, and are more committed because they have a solid investment and better history with their organization.

f. **Training of employees**

Training and development increases employees' efficiency and productivity thereby making them more committed to the organization because they enjoy what they do.

g. **Reward System**
When employees are rewarded for their effort in ensuring that the organization meets its goal and objectives their commitment level no doubt increases. Reward can be in form of promotion, profit sharing, salary increment, awards etc.

h. **Unfair treatment of certain group of employees in favour of others**
Some managers and supervisors tend to demoralize certain group of employees by demotion, abuse, fault finding, rejection, suppression etc. even when they are good at their job in other to favour others who they find appealing to them. This happens when a manager or supervisor belongs to different tribe, race, society culture, political

party, religious organization or institution from his subordinates, and only those who are in the same group with him or her are favoured. The employees who are not favoured and treated unfairly are never encouraged to be committed to the organization and their productivity are very low compared to those who are favoured.

HOW TO INCREASE WORKERS' COMMITMENT

To meaningfully improve commitment, organization must be wholly honest about, fully conscious of, and know the present reality, particularly the parts that are dysfunctional. Once they realize the magnitude of the commitment problem and do not take it personally, they can start to change the pessimism, resignation, hatred, indifference and complacency into an atmosphere of passion, cordial relationship, loyalty and total support. Management can increase workers' commitment by adopting the following strategies:

1. **Defined Responsibilities and Authority**: An employee's position should have a formal job description assigned to them and the reporting line should be well defined, what types of decisions they are permitted to make, and what is anticipated of them each day should be well spelled out.

2. **Training of Supervisors and Managers:** Managers and supervisors should be well trained in management and people skills. Most workers leave an organization because of a poor relationship with their boss, not really because of the organization.

3. **Set A Career Growth Prospects**
   Workers are fascinated to a company which set out an opportunity for them to have a positive impact on the establishment, whilst remaining to learn and develop together with the growth of the organization. From the beginning of employment, workers look to fashion a connection to their position and the organization by creating ways to adjust and advance their position. A worker will not be fulfilled except they see there is room for growth and development and that as an employer, you want to see them prosper beyond the specifications of their primary career role.

   A good employer must work in relationship with their workers to build a career plan which sets out goals and objectives that both the employer and the worker would like to achieve. Most significantly, employers must guarantee workers' roles coincides with their future career prospects to ensure worker commitment and loyalty to the organization.

4. **Offer Fair and Competitive Pays:**
   Workers tend to be more committed when offered fair and competitive salaries. Though fair and competitive pays do not guarantee worker loyalty, you can be sure that below-market pays will make workers look elsewhere for employment opportunities, knowing what other organization are paying for similar job.

5. **Conduct A Formal Orientation Program:**
Ensure you have a formal and constant orientation program for all new workers. A worker will feel more like a member of the organization if there is interest shown in their achievement from the inception.

6. **Provide Learning and Development Opportunities:** Workers interested in training and development will want to acquire new things and create value on their job. Offer those prospects either with inner or external training, supported by the organization. Make their professional growth a part of their assessment process, aims and objectives.

7. **Ensure Your Workers Know They Are Appreciated:** Take some spare time and resources to applaud your workers openly for their successes. A little gratitude can go a long way in retaining a worker who might otherwise have remained on the fence.

8. **Strong Communication**
Absence of communication within the organization can result in the dissolution of organizational productivity, cordial relationships and the complete level of contentment within the organization. Without strong communication, workers will find it difficult to comprehend what is anticipated of them, how to respond to changes and what policies and course they should be following. Lack of strong communication can possibly decrease worker commitment and loyalty. Good communication offers an opportunity for workers to open up about any complaints they may have. Often complaints can go unsettled and can even worsen to a possibly damaging problem. Good communication within the organization is an admirable way to minimize misunderstandings from occurring and will ensure workers are contented at work.

CONSEQUENCES OF LACK OF COMMITMENT OF WORKERS TO AN ORGANIZATION
When workers are not committed to the organization, the organization suffers a huge loss that if not well managed can bring to an end the life of that organization. The following are the areas where the organization is affected by uncommitted workers:

1. **LOW PRODUCTIVITY**

Low productivity in an organization means a condition where one or more employees conclude tasks, procedures, production, processes, and sales inefficiently. Lack of commitment by employees can cause an organization a huge loss in all its activities. The productivity and profitability of an organization have a strong relationship. The workers and equipment needed for production cost a huge amount of money. When all these resources produce a relatively low volume of goods, services and sales for the cash paid on them, the profit margin for the organization is low. This means that the company will not be able to remain in business and as a result management react by applying salary freezes of workers

and this will further cause more harm to the organization. Low productivity will bring down the life of any organization.

2. HIGH LABOUR TURNOVER

When workers are not committed they are bound to leave the organization any time, which in turn result to high turnover. High labour turnover means losing a relatively high percentage of workers frequently compared with the number of workers employed and hired. Considering how high turnover affects an organization and mapping out strategies to handle it is a critical aspect of human resource management.

High labour turnover is expensive for any organization to manage because losing a worker may bring costs such as compensations, fringe benefits and administrative costs going through the recruitment, selection and hiring and training process all over again. High turnover can have negative effect on the morale of the entire workers and the image of the organization

3. CONFLICT

Uncommitted workers can cause conflicts in the workplace. Workplace conflict means a state of disharmony instigated by the real or perceived opposition of needs, standards and interest between persons working in the same environment. Regular operational goals can become more difficult to achieve as a conflict situation reduces both concentration and morale of employees. Conflict can yield a stressful work atmosphere, which can distract workers and lead to increased accidental mistakes, errors and loss which by chance can result in more organizational anarchy. Conflict can affect the overall performance and image of an organization.

RELATIONSHIP BETWEEN TRUST AND COMMITMENT

According to Moorman et al. (1992), the relationship between trust and commitment is envisioned positive, because trust expectedly creates relationship. These authors also showed that the awareness of the relationship quality of an organization is influenced by the level of Integrity, honesty and reliability. The perception of the relationship quality in an organization will apparently affect employees' commitment. If the employees notice that there is high level of integrity, honesty, and reliability in the workplace, the result will be a valued relationship quality that will stimulate commitment. On the other hand, where the relationship is fraught with secrecy and dishonesty, employee commitment cannot indeed be definite. It follows then that high level of trust will unconsciously lead to optimum employee commitment.

The universality of trust is achieved when top management assiduously support and typify the values and goals of the organization. They become a practical example of the values of the organization, thereby making it easy for subordinates to emulate and practice. More so, when there is trust the top management communicates expectations clearly so that the

employees become proactive and responsive to those actions that will keep the organization competitive.

RESEARCH METHODOLOGY

Research Method

The aim of this research is to determine the causal relationship between variables including organizational trust and workers' commitment, therefore, this research is practical based on its purpose, descriptive based on its data collection method and its correlation nature. In order to determine the cause and effect relations between organizational trust and workers' commitment, the measures of commitment were measured against the dimensions of organizational trust.

Statistical Population and Sample

The statistical population for this research is all the employees at Pierce Green Associates Ltd. and those at Green Route Idea Services both in Port Harcourt. A total of 24 respondents were examined using the simple random sampling technique.

Measurement Instrument

This research used questionnaires: organizational trust and workers' commitment. The questionnaires included open ended and close ended questions, and was designed using the Likert 5-point scaling system. All of the scales are 5-point Likert type scales. Scoring is as follows: (1) Strongly agree (2) Agree (3) Undecided (4) Disagree and (5) Strongly disagree.

Hypothesis 1

Ho$_1$: There is no significant relationship between integrity-based trust and affective commitment.

The test statistics used in testing the above hypothesis is the spearman's rank order correlation coefficient. The computation of the value of the test statistics as done using SPSS is represented in the table below.

Table 1. Spearman rank order calculation

Correlations

			ACT	INT
Spearman's rho	ACT	Correlation Coefficient	1.000	.863[**]
		Sig. (2-tailed)	.	.000
		N	32	32
	INT	Correlation Coefficient	.863[**]	1.000
		Sig. (2-tailed)	.000	.
		N	32	32

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

Source: Survey data, 2017.

The statistics gave an r value of 0.863 which is greater than the given benchmark of 0.20. It was also seen from the statistical calculation that the correlation between the variables was statistically significant at 5% level of significance, 0.000. Therefore, we can reject the null hypothesis which states that "there is no significant relationship between integrity-based trust and affective commitment", and accept the alternative hypothesis, "there is significant relationship between integrity-based trust and affective commitment.

Hypothesis 2

Ho$_2$: There is no significant relationship between competence-based trust and continuance commitment.

The test statistics used in testing the above hypothesis is the spearman's rank order correlation coefficient. The computation of the value of the test statistics as done using SPSS is represented in the table below.

Table 2. Spearman rank order calculation

Correlations

			CCT	COT
Spearman's rho	CCT	Correlation Coefficient	1.000	.630**
		Sig. (2-tailed)	.	.000
		N	32	32
	COT	Correlation Coefficient	.630**	1.000
		Sig. (2-tailed)	.000	.
		N	32	32

**. Correlation is significant at the 0.01 level (2-tailed).
Source: Survey data, 2017.

The statistics gave an r value of 0.630 which is greater than the given benchmark of 0.20. It was also seen from the statistical calculation that the correlation between the variables was statistically significant at 5% level of significance, 0.000. Therefore, we can reject the null hypothesis which states that "there is no significant relationship between competence-based trust and continuance commitment", and accept the alternative hypothesis, "there is significant relationship between competence-based trust and continuance commitment.

Hypothesis 3

Ho$_3$: There is no significant relationship between reliability-based trust and normative commitment.

The test statistics used in testing the above hypothesis is the spearman's rank order correlation coefficient. The computation of the value of the test statistics as done using SPSS is represented in the table below.

Table 3. Spearman rank order calculation

Correlations

			NCT	RTY
Spearman's rho	NCT	Correlation Coefficient	1.000	.702[**]
		Sig. (2-tailed)	.	.000
		N	32	32
	RTY	Correlation Coefficient	.702[**]	1.000
		Sig. (2-tailed)	.000	.
		N	32	32

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

Source: Survey data, 2017.

The statistics gave an r value of 0.702 which is greater than the given benchmark of 0.20. It was also seen from the statistical calculation that the correlation between the variables was statistically significant at 5% level of significance, 0.000. Therefore, we can reject the null hypothesis which states that "there is no significant relationship between reliability-based trust and normative commitment", and accept the alternative hypothesis, "there is significant relationship between reliability-based trust and normative commitment.

CONCLUSION

This study focuses on the relationship that exists between organizational trust and workers' commitment. It is concluded that there exists a constructive relationship between organizational trust and workers' commitment. Also, it is decided that when there is trust, the top management communicates expectations clearly so that the employees become proactive and responsive to those actions that will keep the organization competitive. Organizational trust increases the commitment of workers thereby increasing productivity.

RECOMMENDATIONS

Based on the conclusion, the following points are recommended;

1. Organization executives and managers should lead with integrity, openness, and be reliable that would inspire the best in their subordinates and increase the support needed for success.

2. The organization should device policies and procedures designed to ensure there are penalties for those whose unpredictability and lack of integrity inhibits with organization performance.

3. Organizations should create an enabling environment that will make employees feel among within the organization, so as to aid their commitment level.

4. Management should attempt to ensure there is recurrent communication between employees and supervisors so as to boost trust in supervisor by subordinate.

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