Organizational Trust Level among Employees of Sonelgaz: A Field Study in Setif Province

مستوى الثقة التنظيمية في المؤسسات الخدماتية من وجهة نظر الموظفين: دراسة ميدانية بمؤسسة سونلغاز بولاية سطيف

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ABSTRACT:

This research investigates the extent of organizational trust among employees at Sonelgaz in Setif province, centering on the core inquiry: What constitutes the current level of organizational trust at Sonelgaz? Employing a descriptive methodology, the study utilizes a questionnaire to collect data. This questionnaire, comprising 30 items divided into three dimensions, trust in top management, trust in supervisors, and trust among coworkers, was administered to a randomly chosen simple sample of 30 employees. The findings indicate a low level of organizational trust within Sonelgaz, with negligible variances in trust levels despite differences in personal attributes such as gender, marital status, and seniority.

Keywords: Organizational Trust, Trust in Top Management, Trust in Supervisors, Trust among Coworkers.

الملخص:

هدفت الدراسة إلى معرفة مستوى الثقة التنظيمية لدى عمال مؤسسة سونلغاز في ولاية سطيف، وانطلقت دراستنا من التساؤل المركزي التالي: ما مستوى الثقة التنظيمية السائدة بمؤسسة سونلغاز، وللإجابة عليه تم الاعتماد على المنهج الوصفي، كما استخدمنا الاستبيان كأداة أساسية في جمع المعلومات حيث تكون من 30 بند موزعة على ثلاث محاور (الثقة بالإدارة العليا، الثقة بالمشرفين، الثقة بزملاء العمل) وطبق على عينة قدرها 30موظف تم اختيارها بطريقة عشوائية بسيطة. توصلت الدراسة الى مجموعة من النتائج والتي هي كالتالي: مستوى الثقة التنظيمية لدى موظفي مؤسسة سونلغاز منخفض، لا تختلف الثقة التنظيمية لدى موظفي مؤسسة سونلغاز رغم اختلاف متغيراتهم الشخصية (الجنس، الحالة الاجتماعية، الأقدمية).

كلمات مفتاحية: الثقة التنظيمية، الثقة بالإدارة العليا، الثقة بالمشرفين، الثقة بزملاء العمل.

1- Introduction:

Modern organizations are navigating an increasingly volatile landscape, confronting escalating challenges both in complexity and scale. Addressing these challenges necessitates the strategic utilization of all available resources, particularly human resources. Human resources are paramount, not only because they contribute to and bolster other resources, material, financial, and informational, but also because they are pivotal in securing a sustained competitive advantage against competitors (Manna, 2014, p. 291).

The conduct of employees within organizations is influenced by multiple factors, with organizational trust emerging as a significant and relatively recent focus of study. This concept has garnered extensive attention from scholars in management, particularly those studying organizational behavior and organizational theory. Recognized as a crucial underpinning of organizational

infrastructure, trust plays a vital role in fostering organizational cohesion and aligning employee interests, which in turn enhances overall organizational efficacy.

Organizational trust, therefore, is a key factor in organizational success. Current developments in workforce management and human resources underscore the significance of personal trust in enhancing individual and organizational performance, providing nourishment and support. Conversely, a deficit in trust precipitates the decline of interpersonal relationships and fosters rigidity in human interactions within organizations. This is particularly relevant in the workplace, which is distinguished by a myriad of unique variables that differentiate it from other environments (Abu Sa'ad et al., 2018, p. 12).

Sonelgaz, as a pivotal administrative entity, necessitates the cultivation of organizational trust among its workforce by embedding human and ethical values and fostering confidence in each other's capabilities. This is crucial to effectively initiate changes and improvements that further organizational goals.

For Sonelgaz to realize its objectives, it is imperative for management to nurture a stable and congenial organizational climate founded on mutual trust across all levels, top management, supervisors, and coworkers alike. Elevated levels of mutual trust within the organization invariably lead to heightened job enthusiasm, motivation, and morale.

Based on this, the central problem of our study revolves around the following central question:

- What is the level of organizational trust among Sonelgaz employees?
- This central question includes a series of sub-questions as follows:
- Are there statistically significant differences in the level of organizational trust among Sonelgaz employees attributed to the variable of gender?
- Are there statistically significant differences in the level of organizational trust among Sonelgaz employees attributed to the marital status variable?
- Are there statistically significant differences in the level of organizational trust among Sonelgaz employees attributed to the variable of seniority?

2- Study Hypotheses

- The level of organizational trust among Sonelgaz employees is high.
- There are statistically significant differences in the level of organizational trust among Sonelgaz employees attributed to the gender variable.
- There are statistically significant differences in the level of organizational trust among Sonelgaz employees attributed to the marital status variable.
- There are statistically significant differences in the level of organizational trust among Sonelgaz employees attributed to the seniority variable.

3- Study Significance

The importance of this study is derived from its focus on organizational trust, a critical and compelling issue within contemporary research. Organizational trust is pivotal, as it significantly

influences the intricate dynamics of organizational relationships, encompassing the interactions between individual workers, their colleagues, and management.

3-1- Theoretical Significance

Organizational trust is a contemporary topic that has captured widespread interest within the sphere of organizational behavior. Its relevance to the current state of organizational relationships is profound, as it impacts not only the relationship of workers with their work but also with fellow employees and management. The topic's ability to foster greater job satisfaction, improve performance metrics, and facilitate organizational success underscores its theoretical importance.

Moreover, the limited scope of prior research specifically targeting this area, particularly in local community and administrative contexts, with Sonelgaz serving as a prime example, has spurred the researcher to pursue this investigative endeavor.

3-2- Scientific Significance

This study accentuates the concept of organizational trust, underscoring its critical importance to business organizations and the imperative to cultivate and leverage this asset for competitive advantage. By providing descriptive insights that are grounded in reality, this research aids organizational leaders in making informed administrative decisions that aim to bolster organizational trust among employees. Furthermore, it furnishes organizational officials and decision-makers with essential theoretical and practical insights that can be applied to enhance their administrative strategies and operations.

4- Study Objectives

Our study aims to achieve the following objectives:
- To reveal the level of organizational trust among employees of Sonelgaz in Setif province.
- To identify differences in the level of organizational trust among Sonelgaz employees attributed to the gender variable.
- To identify differences in the level of organizational trust among Sonelgaz employees attributed to the marital status variable.
- To identify differences in the level of organizational trust among Sonelgaz employees attributed to the seniority variable.

5- Definition of Operational Concepts

- Organizational Trust: Defined as the aggregate score achieved by Sonelgaz employees on the organizational trust scale, which encompasses three dimensions: trust in top management, trust in supervisors, and trust among coworkers.
- Trust in Top Management: This is measured by the cumulative score that Sonelgaz employees achieve based on their responses to the 'trust in top management' dimension of the organizational trust scale.
- Trust in Supervisors: Similarly, this is determined by the total score that employees garner through their responses to the 'trust in supervisors' dimension of the scale.

– Trust among Coworkers: This score is derived from employee responses to the 'trust among coworkers' dimension of the organizational trust scale.

6- Previous Studies

The researcher has reviewed a range of significant studies on organizational trust, including:

Study by Ahmed Obaid Al-Rashidi, Kaid Salama (2015): Titled "The Degree of Organizational Trust in Public and Private Universities of Kuwait and Its Relationship with Motivation Among Faculty Members from Their Perspective."

This study sought to determine the level of organizational trust and its correlation with motivation among faculty members at both public and private universities in Kuwait. Utilizing a random sample of 335 faculty members and employing a descriptive correlational methodology, data were collected via a questionnaire that focused on two main dimensions: organizational trust and motivation.

The tools used in the study were thoroughly validated for reliability. The findings revealed that organizational trust and motivation levels among faculty members at Kuwait's universities were generally high. The study noted no statistically significant differences based on the university, college, or faculty experience concerning trust and motivation levels. Additionally, a significant positive correlation between organizational trust and motivation among the faculty members was identified.

Study by Awneyah Taleb Abu Sneina (2016): Titled "The Level of Organizational Trust in Public High Schools in Jerash Governorate from the Teachers' Perspective."

This inquiry sought to ascertain the level of organizational trust at public high schools in Jerash Governorate, analyzed through the lens of the teachers. Employing a descriptive approach, the study utilized a questionnaire to gather data from a cohort of 199 teachers. The findings indicated a moderate overall level of organizational trust among the teachers. Notably, the study revealed statistically significant differences in the responses based on gender, favoring female teachers, and educational qualification, favoring those with a master's degree or higher. However, no significant differences were observed concerning the experience variable.

Study by Naseem Falah Rifai Al-Hardan (2017): Titled "The Degree of Emotional Intelligence of Secondary School Principals and Its Relationship with Organizational Trust Among Teachers from Their Perspective in the Capital Amman, a Master's Thesis in Management and Educational Leadership, Middle East University."

This study aimed to evaluate the emotional intelligence levels of secondary school principals in Amman and their relationship with organizational trust as perceived by teachers. The methodology involved a random cluster sampling of 260 participants, and a specially designed questionnaire was employed for data collection, with its validity and reliability duly verified.

The results suggested that both the emotional intelligence of the principals and the level of organizational trust among teachers were moderate. Furthermore, a positive correlation was identified between the principals' emotional intelligence and organizational trust among teachers. Statistically significant differences in organizational trust were found according to experience, favoring those with

more extended service, and gender, favoring female teachers, with no noteworthy differences linked to educational qualification.

Study by Asma Jabarin, Mahmoud Abu Samra, Jafar Abu Sa'ad (2018): Titled "Organizational Trust in Public Schools in the Jenin Directorate of Education from the Teachers' Perspective."

This investigation aimed to evaluate the level of organizational trust within public schools in the Jenin Directorate of Education, as perceived by the teachers. Employing the descriptive correlational methodology, the researchers administered a questionnaire specifically designed to assess organizational trust.

This was distributed to a stratified random sample of 400 individuals. The findings revealed that the teachers' assessments of organizational trust levels were high. Moreover, the study observed no statistically significant differences at the 0.05 level among the sample's mean estimates for levels of organizational trust across various variables, including gender, years of experience, and educational qualification.

Study by Nidal Saleh Al-Hawamda and Mohammad Mufadi Al-Kasasba (2000): Titled "The Impact of Organizational Trust and Participation in Decision-Making on the Satisfaction of Faculty Members at Mutah University (A Field Study)."

Published in Mutah University for Research and Studies, Volume 15, Issue 6. The objective of this research was to explore the influence of organizational trust and the alignment between perceived and desired participation in decision-making on the satisfaction levels of faculty members at Mutah University. To this end, a specialized questionnaire was developed and distributed among the study participants, with a total of 140 responses collected, representing a response rate of 44.58%.

Key findings from this study indicated a statistically significant correlation between organizational trust and faculty satisfaction at Mutah University. However, no significant correlation was found concerning the alignment between perceived and desired participation in decision-making and faculty satisfaction. The study also identified statistically significant differences in faculty perceptions of organizational trust related to factors such as age and years of service outside the university.

Additionally, significant variations were noted in perceptions of alignment between perceived and desired participation in decision-making, attributed to factors like gender, academic rank, and involvement in administrative duties. Distinctions in job satisfaction perceptions were similarly linked to variables such as age, academic rank, and years of service both inside and outside the university.

Study by Lamour Ramila, Qasham Ismail, Bouzidi Fatoum (2020): Titled "Attitudes of Workers at Ghardaia University Towards the Degree of Practice of Factors Affecting Organizational Trust."

This study investigated how various factors impacting organizational trust are perceived and practiced by the administrative staff at Ghardaia University. Utilizing a descriptive methodology with a case study approach, the researchers designed and distributed a questionnaire to a selected sample of 91 individuals.

The findings indicated that the practice of factors influencing organizational trust was deemed moderate by the employees. Notably, the lack of necessary information and substandard treatment from direct supervisors were highlighted as the primary concerns receiving the lowest scores from the staff. Furthermore, it was observed that the practice of these trust-influencing factors varied by gender among the university employees.

6-1- Commentary on Previous Studies

6-1-1- Agreements and Differences with the Current Study

– Methodology: Consistency is observed across previous studies and the current research, all employing the descriptive approach to study organizational trust.
– Instrument Used: Like the present study, prior research predominantly utilized questionnaires as the primary tool for data collection.
– Study Population and Sample: While most previous studies focused on educators, the current study diverges by examining employees from Sonelgaz, thus providing a different workplace context for understanding organizational trust.
– Study Variables: Previous research has often assessed variables such as gender, age, years of experience, and educational qualifications. The current study, while aligning with some of these variables, distinctively focuses on gender, marital status, and seniority, offering a tailored investigation into these specific aspects within the organizational setting of Sonelgaz.

7- Theoretical Literature of the Study

7-1- Concept of Organizational Trust

The notion of organizational trust varies among scholars. For instance, Fatoum et al. (2020, p. 1035) conceptualize it as the positive expectations, beliefs, and emotions that individuals harbor towards their organization, which are intertwined with administrative practices that uphold both general ethical and specific administrative values, aiming to safeguard mutual interests.

In contrast, Sadik (2005) defines organizational trust as "an individual's perception of the support, care, and satisfaction they derive from the organization, and reciprocally, the perception by superiors that employees meet their responsibilities and duties in achieving organizational goals.

This trust is accompanied by a prevailing sentiment that all policies, procedures, and organizational decisions are designed to protect individual rights and are beneficial to them" (Al-Arifi, 2019, p. 1228). This variety in definitions underscores the multifaceted nature of trust within organizational studies, highlighting its complex interplay with administrative practices and employee perceptions.

Sultan characterizes organizational trust as "an individual's belief in the good reputation of others, assuming that they will perform efforts aligned with organizational goals" (Hazarshi, 2008, p. 6). This definition emphasizes the role of positive expectations regarding the efforts of others within the organization.

Mishra offers a more relational perspective, describing it as "a personal feeling and belief based on a full understanding of participation and complete candor, accompanied by a high readiness to

accept criticism and remarks from the other party, along with a desire to share important information with that party." This definition highlights the communicative and participative aspects of trust in organizational settings.

Mayer and Schoorman define organizational trust as "a party's willingness to be vulnerable to the actions of another trusted party, based on the expectation that the latter will perform a particular important action imperative to trust, irrespective of the ability to monitor or control that party" (Al-Hashimi Ba'aj, 2022, p. 31). This definition introduces the concept of vulnerability and reliance without the need for direct oversight, stressing the intrinsic belief in the trusted party's alignment with important actions beneficial to the organization.

7-2- Dimensions of Organizational Trust

As delineated by Fares (2014), organizational trust can be understood through three key dimensions:
- Trust among coworkers: This dimension refers to the level of cooperation among individuals within the organization, the exchange of ideas, and the quality of mutual communication, all underpinned by a strong sense of team spirit. Trust among coworkers is cultivated through attributes such as adherence to principles and values, and a genuine concern for assisting colleagues.
- Trust in supervisors: Trust in this dimension emerges from the relationship between individuals and their immediate supervisors. It is fostered through the presence of ethical behaviour, merit-based decisions, a genuine interest in the welfare of individuals, and fairness in all dealings.
- Trust in the organization: This broader dimension pertains to the trust individuals place in the organizational structure as a whole. It is significantly influenced by how open and effective the communication channels between management and subordinates are. Trust grows when management is responsive to the needs of individuals, fulfils their desires, and creates a conducive working environment. A supportive management approach enhances employees' sense of belonging and their commitment to achieving organizational goals (Naseem Falah Rifai Al-Hardan, 2017, pp. 16-14).Top of Form

7-3- Benefits of Organizational Trust

The presence of organizational trust offers manifold benefits that are crucial for the effective functioning and growth of any institution:
- Organizational trust is a fundamental element in solving administrative problems and a vital factor in creative work within institutions (Adams, 2004, p. 7).
- It makes the work within an institution cohesive and harmonious.
- Organizational trust enhances the institution's project regarding the delegation of authority and empowerment of employees, which helps in accepting innovation and development without fear or resistance.
- It is a fundamental factor in understanding behavior among individuals and administrative activities (Abdullah, Ahmed, 2021, pp. 452-453).

- It encourages open discussions and reduces the intensity of organizational conflict.
- It leads to job satisfaction and outstanding performance, increases morale, and reduces rates of absenteeism and tardiness, and turnover (Atalay Yilmaz, 2009, p. 344).

7-4- Foundations and Principles of Organizational Trust

The underlying principles of organizational trust, as outlined by various scholars (Al-Kasasbeh, 1996; Al-Rawashdeh, 2004; Al-Saudi, 2005), include:

- Informed Trust: Trust cannot be blind; it necessitates a deep understanding of those we choose to trust.
- Limitations on Trust: Trust should be circumscribed by boundaries that prevent the organization from engaging in excessive risks.
- Educational Criteria for Trust: Trust must be built on solid foundations, such as appropriate educational qualifications for employment.
- Decisiveness in Commitments: An organization should judiciously limit its commitments to a selected group of employees.
- Organizational Integration: Trust necessitates that the goals of smaller units within the organization be aligned and integrated with the overall objectives, thereby solidifying the organization's base of trust.
- Necessity of Communication: Effective communication is essential to reinforce the organization's goals and shared strategic vision.
- Multiplicity of Leadership: Organizations founded on trust require the presence of multiple leaders to disseminate and reinforce trust throughout the structure.
- The Paradox of Trust: While it is relatively easy to destroy trust, it is also entirely possible to construct and sustain it over time (Asma Zahri Abdullah Zayed, 2018, p. 13).

8- Methodological Procedures of the Study

8-1- Study Fields

- Temporal Scope: The research was conducted in March 2022.
- Spatial Scope: The investigation was carried out at the central unit of Sonelgaz located in Setif Province.

8-2- Study Population

The study population comprised all employees working at the central unit of Sonelgaz in Setif, totaling 130 individuals.

8-3- Study Sample

Questionnaires were initially distributed to 70 employees who were accessible during the study period, out of the original pool of 130 employees. However, only 30 questionnaires were successfully retrieved, and 20 of these were subsequently discarded due to their unsuitability for statistical analysis

and processing. This left a final study sample of 30 employees, which represents approximately 40% of the total group contacted.

8-4- Used Methodology

Given the objective to explore the reality of organizational trust within Sonelgaz, the descriptive method was deemed most appropriate. This method focuses on describing the phenomenon as it currently exists and then proceeds to interpret, analyze, and convert the observations into numerical data, providing a realistic picture of the situation.

8-5- Data Collection Tools

The exploratory nature of the study, aiming to investigate the existing level of organizational trust at Sonelgaz, informed the selection of the data collection tool. A questionnaire was utilized, consisting of 30 items that were organized across three dimensions, as detailed in the table below:

Table 1. Outlining the Distribution of Organizational Trust Dimensions in the Questionnaire

Dimensions	Trust in Top Management	Trust in Supervisors	Trust in Coworkers
Items	10	11	9
Total	30		

Source: Prepared by the researchers based on the outputs of SPSS version 22.

8-6- Psychometric Properties of the Study Tool

−   Validity: To ascertain the validity of the study tool, the face validity was calculated, which represents the square root of the reliability coefficient.

Table 2. Showing the Validity Coefficient of Organizational Trust

Variables	Face Validity Value
Organizational Trust	0.95

Source: Prepared by the researchers based on the outputs of SPSS version 22.

The face validity value of 0.95 indicates that the organizational trust scale is highly valid. This high level of validity ensures that the tool is reliable for gathering data from the main study sample, allowing for accurate and trustworthy insights into the levels of trust within the organization.

−   Reliability: To verify the reliability of the study tool, the Cronbach's Alpha coefficient was computed, revealing the following:

Table 3. Showing the Cronbach's Alpha Reliability Coefficient for the Organizational Trust Scale

Variables	Number of Items	Reliability Coefficient
Organizational Trust	30	0.92

Source: Prepared by the researchers based on the outputs of SPSS version 22.

The results from the table show that the Cronbach's Alpha reliability coefficient for the organizational trust scale is 0.92, which is above the acceptable minimum threshold for reliability (0.70). This indicates that the questionnaire has a high degree of reliability, making it reliable for use in the study.

8-7- Statistical Methods

A range of statistical methods were utilized to analyze the data, using the Statistical Package for Social Sciences (SPSS). These included:

− Equation for face validity.
− Cronbach's Alpha coefficient.
− One-sample T-test.
− Analysis of variance (ANOVA).

9- Presentation of Study Results

9-1- Presentation and Discussion of the General Hypothesis

Hypothesis Reminder: The level of organizational trust among Sonelgaz employees is hypothesized to be high.

Table 4. Showing the One-Sample T-test Statistical Value for the Level of Organizational Trust among Sonelgaz Employees

Organizational Trust Level	Sample Size	Mean	Hypothetical Mean	T-Value	Degrees of Freedom	P-Value	Significance Level
	30	1.66	2	-4.35	29	0.00	0.05

Source: Prepared by the researchers based on the outputs of SPSS version 22.

The results indicate that the mean organizational trust level among Sonelgaz employees is 1.66 (M), substantially below the hypothesized mean of 2. The statistical significance of the T-test value (-4.35) with a significance value (p-value) of 0.00, which falls below the significance level ($\alpha = 0.05$), confirms that the level of organizational trust among Sonelgaz employees is indeed low.

The findings suggest a considerable discrepancy between the hypothesized and actual levels of organizational trust at Sonelgaz. Potential factors contributing to this low level might include weak organizational justice, which can erode relationships between employees and supervisors, inappropriate personnel placements due to non-adherence to scientific and objective hiring criteria, insufficient attention to employee concerns, and exclusion from decision-making processes, indicating a neglect of human relations principles.

This contrasts with the findings of Ahmed Obaid Al-Rasheedi and Asma Jabarin, among others, where the level of organizational trust among teachers (faculty members) was found to be high, and where studies by Awneyah Taleb Abu Sneineh and Naseem Falah Rifai Al-Hardan reported moderate levels of trust.

9-2- Presentation and Discussion of the First Sub-Hypothesis Results:

Hypothesis Reminder: There are statistically significant differences in the level of organizational trust among Sonelgaz employees attributed to the gender variable.

Table 5. Showing Statistically Significant Differences in the Level of Organizational Trust Among Sonelgaz Employees Attributed to Gender.

Organizational Trust	Gender	Sample Size	Mean	Standard Deviation	T-Value	P-Value	Significance Level
	Males	17	49.26	13.42	0.45	0.65	0.05
	Females	13	47.20	10.59			

Source: Prepared by the researchers based on the outputs of SPSS version 22.

The results indicate that the mean score for females is 49.26 with a standard deviation of 13.42, and for males, it is 47.20 with a standard deviation of 10.59. The T-test value (0.45) is not statistically significant (p=0.65), which is higher than the significance level α=0.05, indicating no statistically significant differences in the level of organizational trust at Sonelgaz due to gender.

This outcome suggests that gender is not a significant factor in organizational trust at Sonelgaz. Instead, other factors may have more influence on organizational trust. This aligns with some studies and contrasts with others, such as those by Abu Sa'ad, Abu Samra, while differing from findings by Awneyah Taleb Abu Sneineh and Naseem Falah Rifai Al-Hardan, which found gender-based differences favoring females.

9-3- Presentation and Discussion of the Second Hypothesis Results:

Hypothesis Reminder: There are statistically significant differences in the level of organizational trust among Sonelgaz employees attributed to the marital status variable.

Table 6. Showing Statistically Significant Differences in the Level of Organizational Trust at Sonelgaz Attributed to Marital Status.

F-Value	P-Value	Significance Level
0.45	0.64	0.05

Source: Prepared by the researchers based on the outputs of SPSS version 22.

The F-test value of 0.45, with a p-value of 0.64, exceeds the significance level (α = 0.05). This result indicates that there are no statistically significant differences in the level of organizational trust at Sonelgaz due to marital status. It suggests that marital status does not significantly impact organizational trust within the company.

This finding proposes that other factors, potentially including a sense of belonging or emotional commitment to the company, may play a more influential role in shaping trust levels.

Presentation and Discussion of the Third Hypothesis Results:

Hypothesis Reminder: There are statistically significant differences in the level of organizational trust among Sonelgaz employees attributed to seniority.

Table 7. Showing Statistically Significant Differences in the Level of Organizational Trust at Sonelgaz Attributed to Seniority

F-Value	P-Value	Significance Level
8.12	0.00	0.05

Source: Prepared by the researchers based on the outputs of SPSS version 22.

The F-test value of 8.12 is statistically significant, with a p-value of 0.00, falling well below the significance threshold (α = 0.05). This result indicates a clear differentiation in levels of organizational trust at Sonelgaz based on seniority. Longer-serving employees display higher trust

levels, likely due to their prolonged tenure and accumulated experiences within the company, which foster enhanced self-confidence and more positive relationships with peers and the institution itself.

These findings contribute a nuanced understanding of the dynamics influencing trust within Sonelgaz, illustrating how tenure, rather than personal life circumstances such as marital status, significantly affects perceptions of trust and cohesion within the organization. This emphasizes the importance of considering the length of service as a critical factor in trust-building initiatives and organizational planning.

10- Conclusion

The thorough analysis conducted in this study illuminates the crucial role of organizational trust as a cornerstone for the sustainability and advancement of organizations. It significantly impacts positive workplace behaviors and is instrumental in achieving overall organizational effectiveness through a culture of mutual trust between management and employees. Key findings from the study at Sonelgaz include:

− The level of organizational trust at Sonelgaz is low.
− There are no statistically significant differences in organizational trust attributed to gender or marital status.
− There are statistically significant differences in organizational trust attributed to the seniority of employees.

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