

12-1985

An Exploratory Study of Organizational Trust & Its Multiple Dimensions: A Case Study of General Motors

Kerry Hart

Western Kentucky University

Follow this and additional works at: <https://digitalcommons.wku.edu/theses>



Part of the [Organizational Communication Commons](#), and the [Performance Management Commons](#)

Recommended Citation

Hart, Kerry, "An Exploratory Study of Organizational Trust & Its Multiple Dimensions: A Case Study of General Motors" (1985). *Masters Theses & Specialist Projects*. Paper 2434.
<https://digitalcommons.wku.edu/theses/2434>

This Thesis is brought to you for free and open access by TopSCHOLAR®. It has been accepted for inclusion in Masters Theses & Specialist Projects by an authorized administrator of TopSCHOLAR®. For more information, please contact topscholar@wku.edu.

Hart,

Kerry Marshall

1985

AN EXPLORATORY STUDY OF ORGANIZATIONAL TRUST
AND ITS MULTIPLE DIMENSIONS
A Case Study of General Motors

A Thesis
Presented to
the Faculty of the Department of Communication and Theater
Western Kentucky University
Bowling Green, Kentucky

In Partial Fulfillment
of the Requirements for the Degree
Master of Arts

by
Kerry Marshall Hart
December 1985

AUTHORIZATION FOR USE OF THESIS

Permission is hereby

granted to the Western Kentucky University Library to make, or allow to be made photocopies, microfilm or other copies of this thesis for appropriate research or scholarly purposes.

reserved to the author for the making of any copies of this thesis except for brief sections for research or scholarly purposes.

Signed

[Signature]

Date

11/25/85

Please place an "X" in the appropriate box.

This form will be filed with the original of the thesis and will control future use of the thesis.

AN EXPLORATORY STUDY OF ORGANIZATIONAL TRUST
AND ITS MULTIPLE DIMENSIONS
A Case Study of General Motors

Recommended 11-15-85
(Date)

Randall Ayres
Director of Thesis

Larry M. Cullout

Joseph P. Carzemi

Approved December 20, 1985
(Date)

Elmer Gray
Dean of the Graduate College

ACKNOWLEDGEMENTS

Accomplishments, great or small, can rarely be attributed to one person. In the case of this thesis, I owe a great deal of thanks to General Motors Corporation for the opportunity to conduct this research. I am also grateful for the contributions of the people named below, but I chose not to elaborate as to why each of them deserves recognition. Rather, I chose to only mention their names and acknowledge my sincere appreciation for the help, support, and friendship of

Dr. Randall Capps

Mr. Richard Wilmot

Ms. Karen Paonessa

Dr. Joseph Cangemi

Dr. Larry Caillouet

Of course, my deepest and unending appreciation goes to my father and my late mother. This thesis is dedicated to her memory.

PREFACE

An underlying dynamic occurring during this thesis is the relationship of the writer/researcher and the organization being studied. I was employed by GM while conducting the research for this thesis. Not only did I feel an obligation to academe, I had an explicit obligation to my employer. The two don't necessarily have to conflict, but at times I felt they did.

If this research had been conducted independently, the impact of being accountable for results within a given period of time could have been avoided. If I had controlled the execution of this project, (assuming I could have gained access to GM's employees for research purposes) I would have done a few things differently.

Paradoxically, this situation provided me with far more exposure to the organization than could be expected otherwise. This advantage far outweighs the disadvantages of my close association with the organization. The outcome of my exposure should be evident. First and foremost is the almost immediate implementation of my findings into the organization.

TABLE OF CONTENTS

LIST OF TABLES..... vii

LIST OF ILLUSTRATIONS..... viii

ABSTRACT..... ix

CHAPTER ONE - INTRODUCTION..... 1

 Background..... 1

 Rationale for the Study of Organizational Trust..... 1

 Review of Literature..... 5

 Research Environment: Studying General Motors..... 9

 The Present Study..... 17

 Problem Statements..... 17

 Research Questions and Research Objective..... 17

 Explanation of Thesis Format..... 18

CHAPTER TWO - METHODOLOGY AND RESULTS, PHASE I
THE PILOT SURVEY..... 20

 Methodology..... 20

 Procedures and Instrument..... 21

 Subjects..... 21

 Results..... 22

CHAPTER THREE - METHODOLOGY AND RESULTS, PHASE II
TESTING THE TRUST HYPOTHESIS..... 23

 Methodology..... 23

 Procedures..... 23

 Subjects..... 23

 Instrument (The Preliminary Instrument)..... 24

 Development..... 24

 Evaluation..... 27

 Data Analysis..... 28

 Results Research Question One..... 31

CHAPTER FOUR - METHODOLOGY AND RESULTS, PHASE III DETERMINING THE RELATIONSHIP OF COMMUNICATION AND TRUST.....	36
Methodology.....	36
Procedures.....	36
Instrument (The Organizational Trust Instrument).....	36
Development.....	36
Evaluation.....	41
Data Analysis.....	42
Subjects.....	42
Results.....	50
Trust and Communication.....	51
Demographic Effects on Trust.....	54
CHAPTER FIVE - DISCUSSION.....	57
Conclusions.....	57
A Conceptual Framework and Model of Organizational Trust.....	59
Implications.....	68
Business Implications.....	68
Theoretical Implications.....	70
Limitations.....	71
NOTES.....	74
APPENDICES.....	75
APPENDIX A.....	76
APPENDIX B.....	83
APPENDIX C.....	86
APPENDIX D.....	89
APPENDIX E.....	96
BIBLIOGRAPHY.....	98

LIST OF TABLES

TABLE 3.1	Factor Loadings of Preliminary Trust Instrument Items.....	32
TABLE 3.2	Components of Organizational Trust.....	33
TABLE 4.1	Means of Preliminary Trust Instrument Items.....	38
TABLE 4.2	Topics that Effect Employee Trust.....	53
TABLE 5.1	Comparison of Maslow's Hierarchy and the Trust Components.....	62
TABLE 5.2	Organizational Relationships.....	66

LIST OF ILLUSTRATIONS

ILLUSTRATION 1.1	Relationship Between Trust and Performance.....	8
ILLUSTRATION 3.1	Example of Preliminary Trust Scale.....	26
ILLUSTRATION 4.1	Demographic Information of Phase III Subjects.....	44
4.1a	Age.....	44
4.1b	Educational Level.....	45
4.1c	Sex.....	46
4.1d	Years of Service.....	47
4.1e	Lay-Offs.....	48
4.1f	Job Classification.....	49
ILLUSTRATION 5.1	Maslow's Hierarchy of Needs.....	60
ILLUSTRATION 5.2	Model Of Organizational Trust.....	63

ABSTRACT

AN EXPLORATORY STUDY OF ORGANIZATIONAL TRUST AND ITS MULTIPLE DIMENSIONS:
A CASE STUDY OF GENERAL MOTORS

Kerry Marshall Hart

December 1985

100 pages

Directed by: Randall Capps, Joseph Cangemi, Larry Caillouet

Department of Communication and Theater

Western Kentucky University

Over 1700 employees of the General Motors Corporation defined trust and described personal work experiences that affected their trust toward the organization. These employee comments were factor analyzed to determine the dimensions of organizational trust. An instrument was developed from employee comments to measure the level of trust in a GM location. With the level of trust quantified, the demographic effects on trust and the relationship between trust and management's communication effectiveness were investigated.

This approach provided new knowledge of trust in an industrial environment. Three dimensions of organizational trust were identified: Openness/Congruity, Shared Values, and Autonomy/Feedback. Age, length of service, and whether or not an employee had experienced a lay-off had significant effects on trust. A linear relationship was found between trust and employee perceptions of management's effectiveness in communicating. A conceptual model of organizational trust was developed using Maslow's Hierarchy of Needs as a framework.

CHAPTER ONE
INTRODUCTION

Background

Rationale for the Study of Organizational Trust

Organizational trust has been a topic of interest to communicators for decades. A few researchers have attempted to reveal solid evidence for establishing the role of trust in human resource management and employee relations (Detailed in the literature review on pages five through eight). A greater number of writers have filled pages of literature with philosophical references to trust in organizations (Ouchi, 1981; Peters & Waterman, 1982). The study reported here takes a very practical look at organizational trust as described by employees of a large Midwest automobile manufacturer.

A large division of General Motors Corporation was chosen for this research. Not only did the size and reputation of GM make it a desirable test site, moreover, there was an established interest in organizational trust on the part of the division's communication staff.

Communicators should be aware of the trust which exists or fails to exist in their domain. For years, communicators have been fighting battle after battle to establish their credibility and claim their share of the bottom line. Evidently, communicators are starting to win a few

of these battles, since the employee communication function is a part of more and more organizations. However, as communicators make their way into industry, they should not lose sight of one basic axiom of communication. Without trust, all the newsletters, employee participation meetings, upward communication programs, suggestion programs, even face-to-face communication are for naught. Trust governs the receiver's acceptance of a message. Without it, there is no communication process, only information dissemination.

Going beyond the communication ramifications of trust, Ouchi (1981) described Japan's Theory Z philosophy regarding trust and productivity. He reported that the first lesson of Theory Z is "trust," adding that trust and productivity go hand in hand. In the new industrial revolution taking place today, it is worthwhile, better yet mandatory, that we research innovative means of managing people rather than investing all of our time and capital in automation. The battle for productivity will be won only when the "people" side of the business is admitted to be of equal or more importance than the "technical" side. Herein lies the need for this research.

Today, there is an interest in trust among organizational and labor leaders and not just on the part of communicators. GM's top managers sense the importance of trust and desire trusting relationships with employees. As the director of communication at the test division explains:

As recently as 1980, mention of the word "trust" within the context of discussion concerning employee communication raised more eyebrows and hackles than serious management expectations.

In early 1984, at the midpoint of a two-day offsite with senior personnel executives of a major division of General Motors, participants moved from table to table hosted by senior officials of the United Auto Workers to discuss rational approaches to upcoming labor negotiations. At each rap session table, the word trust was openly bantied about as the "key to relationship and statesmanship."

Longtime observers of the communication process are more pleased than amused at this sudden across-the-board awareness. It no longer is a sign of "softheadedness" to suggest that trust is the principal ingredient in improved employee-management relationships.

At last, communication professionals can and should move proactively to develop communication mechanisms which enhance and build trust between management and its many external and internal publics.¹

Whether wisdom or desperation causes managers to realize employee commitment is the key to maximizing an organization's potential to produce efficiently is not important. What is important is that managers realize employees control their own commitment. As D'Aprix explained, employees will not release their commitment until they trust that the organization will look after their best interest. Moreover, employees must perceive that they will prosper just as the organization itself prospers when organizational goals are met.²

It is not hard to see why managers who are conditioned to "get the iron out the gate" have difficulty understanding that they must now concern themselves with establishing positive relationships with their employees while continuing high levels of production. After years of reinforcement for ironfisted management techniques, manager's fail to see the need for establishing trust and its relationship to productivity. The mission of organizational communicators is to "teach" managers at all levels--especially at the top--that satisfying employees' needs is as crucial to attaining business objectives as

innovation, technology, or marketing strategies. The levels of performance attained through autocracy, can be improved when people's basic needs are fostered (Haney 1979). The director of employee communication for the test division concurs in a recent paper:

The suggestion here is that the perceptive communicator must recognize:

1. The general absence of senior management intrigue for philosophical discussion of communication.
2. The ever-changing human climate which is suddenly beginning to have its impact on senior management's appreciation for communication as a tool of productivity and employee commitment.
3. That great patience will be required while senior managers "catch on" to the notion that trust is really the communication/productivity/commitment bottom line (Wilmot, 1984).³

Productivity is a word often used in today's American business circles--often used, but not overused. Productivity, or producing more for less, is the biggest challenge American business faces in the new industrial era. In the automobile industry, in electronics, and high tech industries, Japan is the competition to be confronted. The Japanese can produce and market a car for approximately \$2000 less than a similar American-made car. Assuming Ouchi is correct in his statement concerning trust and productivity, it is an understatement to say the time to address organizational trust is now.

Unfortunately, few people have taken the time nor exerted the effort to establish and explain the dynamics of organizational trust. Intuitively, there are at least two dimensions of trust. There is a

verbal dimension of trust pertaining to believing what a person or group says. The other is a nonverbal dimension experienced when one "trusts" another not to harm him/her. However, trust is far too complicated and dynamic to be limited by the abovementioned bi-dimensional definition. This study represents an attempt to shed light on the complexity of trust within American industry, enhancing managers' understanding of trust and their ability to cultivate it.

Review of Literature

A review of literature relative to trust in the workplace reveals that most of the research contains only "philosophical" references to trust. Many articles mention trust in the workplace, but most only speculate about its role concerning employee trust. Few researchers have tried to define, measure, or operationalize trust using scientific methodology. In the review that follows, only the works that exhibit theoretical or empirical evidence are included. Those considered philosophical in nature were excluded.

Much of the literature relative to trust within organizations pertains to source credibility (Giffin, 1967) or interpersonal trust. Rotter (1967) applied his measure of interpersonal trust to the organizational setting. He defined trust as "an expectancy held by an individual or a group that the word, promise, verbal or written statement of another individual or group can be relied upon" (p. 651).

Sullivan, Peterson, Kameda, and Shimada (1981), in a cross-cultural study of Japanese and American managers, discovered American managers exhibit distrust when faced with unpredictable and

inconsistent behavior. That study concluded that both Americans and Japanese regard development of close personal relationships as crucial to mutual trust.

Driscoll (1978) asserted that employees' participation in decision making increases trust; however, organizational trust was shown to have more power in predicting job satisfaction than employee participation. Farris, Senner and Butterfield (1973) found that participative organizations are perceived as more effective and satisfying by both high and low-trust employees.

In his work, Driscoll (1978, p. 45) used Gamson's (1968) definition of trust: "The probability that the decision making system will produce preferred outcomes for an individual or group without any influence on the system." Roberts (1967) deviated from Gamson's expectancy definition saying employees with high levels of trust will permit their expectations to be violated and still trust as long as the mistake is admitted and apologies are made.

Gamson theorized that trust predicts both individual acceptance of the decision making system and the means used to influence decision makers. He found high-trust groups accepting authority and using persuasion to influence decisions. Moderate-trust groups used positive inducements to persuade decision makers, but still accepted their authority. Low-trust groups considered the decision makers as biased and incompetent, therefore they used threat or negative sanctions to pressure the authorities.

Zand (1972) found that organizational trust is a key factor in problem-solving effectiveness. Likert (1976) supported this argument

when he cited the development of trust and confidence among citizens and leaders of industrializing nations as essential to conflict resolution and high levels of industrial output.

Likert (1967) earlier claimed that trust is associated with high productivity and that traditional management styles, which exemplify distrust of employees, in turn, cause distrust of the superior and of the organization. He pointed out the difficulty of moving a group from a low trust level to a high trust level. He explained that low-trust situations have a tendency to spiral downward, even when leaders or group members show high-trust behavior. The causal variable that can be used to shift a low-trust climate to a high-trust level is the principle of supportive relationships: the display of sincere supportive behavior toward persons with low-trust orientations.

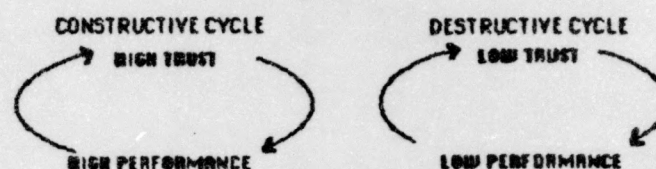
This same idea was evidenced by Argyris (1962), when he concluded that trust is developed through group and organizational relationships. Increased trust occurs through openness, ownership of feelings, experimentation with new behaviors, and the sharing of non-evaluative feedback.

In a study conducted by the Institute for Social Research at the University of Michigan, Likert (1967) provided data indicating that work groups exhibiting supportive behavior toward the leader and high group-loyalty while receiving support from the leader tend to surpass less harmonious groups in productivity, openness, self-disclosure and trust.

The spiraling effect, which Likert alluded to, was investigated by Haney (1979) who concluded that a cycle exists between trust and

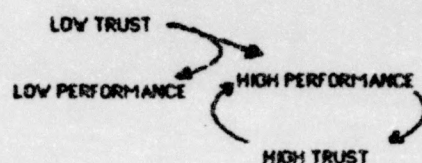
performance in the supervisor-employee relationship. The constructive cycle is characterized by high-trust and high-performance while the destructive cycle contains low-trust and low-performance. Haney, unlike Likert and Argyris, showed that the destructive cycle can be broken if the supervisor exhibits trust toward the employees or if the employees improve performance (See Illustration 1.1).

ILLUSTRATION 1.1 - RELATIONSHIP BETWEEN TRUST AND PERFORMANCE

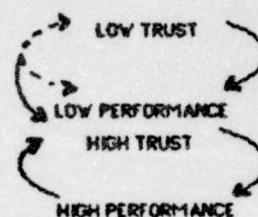


RELATIONSHIP BETWEEN TRUST AND PERFORMANCE.

BREAKING CYCLE ON SUBORDINATE'S INITIATIVE



BREAKING CYCLE ON SUPERIOR'S INITIATIVE



How to break the destructive cycle. (From W. Haney, *Communication and Organizational Behavior: Text and Cases*, 3rd ed., Irwin.)

An overview of General Motors follows including a brief description of the operating environment at the time of the study, a brief history of GM and an explanation of how its history has effected employee trust. Also included are the recent efforts at improving trust.

Research Environment: Studying General Motors

The study reported here took place during a period of organizational change. In January, 1984, GM Chairman, Roger B. Smith, announced a complete restructuring of its North American operation involving 300,000 employees. He cited increased market fragmentation, intensive competition and the need to move business decisions closer to the centers of operational responsibility as the forces leading to the reorganization.⁴ The liquidation of two divisions, including the test division, would be involved in this restructuring, and six divisions would be consolidated into two car groups in 1984.

The study was conducted throughout the transition and adopted by the management staff of one of the new car groups. The research of trust continues as part of the group's five-year business plan with results of the research being used by other GM divisions.

At the same time GM was consolidating its car operation, a plan to diversify began to take shape. During Smith's reign as chairman of General Motors, the number two Fortune 500 company acquired interest in eight high-tech companies. These acquisitions include a \$5.2 billion takeover of Hughes Aircraft, a manufacturer of sophisticated defense equipment, in June of 1985, and a \$2.5 billion purchase of Electronic Data Systems, a computer-services company, in October of 1984.⁵ Also, in 1985, GM acquired the mortgage servicing portfolio and related servicing facilities of Norwest Mortgage, Inc. and the Colonial Mortgage group from CoreStates Financial Corp. With these acquisitions GM services in excess of \$18 billion of residential and commercial mortgages, the second largest such portfolio in the United States.⁶

Also during this period, GM revealed plans to expand its automotive operations. First, a joint venture with the world's number three automaker, Toyota, was announced. New United Motors Manufacturing Incorporated (NUMMI) was financed by both companies. This company occupies an existing GM facility in Fremont, California, and is managed by Toyota executives. Clearly advantageous to both parties, GM is learning Japanese methods of manufacturing, vehicle design, quality control, and management. Toyota, on the other hand, has determined from the NUMMI experiment that they can manufacture automobiles in the United States using U.S. workers receiving union wages and still be competitive.

A second indication of GM's expansion is the highly acclaimed Saturn Corporation. For the first time since the creation of Chevrolet as an independent division of General Motors in 1918, the Board announced on January 8, 1985, the addition of Saturn as a wholly-owned subsidiary which will manufacture small cars to compete with foreign imports. Chairman Smith described Saturn as "the key to GM's long-term competitiveness, survival, and success as a domestic producer."⁷

This background is important to note because of the effects organizational change can have on employee trust (instability lowers security and trust--Kanter, 1983). For this research, the changes involved in the North American Operation posed more direct effect on the subjects involved herein than did the acquisitions, joint ventures and expansions. However, to provide a broader perspective, it was necessary to describe the more dynamic events occurring at the time of the study.

As the methodology of this research was planned, careful attention was given to control the effects which organizational change could have on the results. It is also important to note at this point, because this research was conducted as a field study, that the control technique was limited to careful sampling of employees who were least affected by the organizational change. For the most part, the restructuring of GM consisted of administrative changes in upper management. Basically, the responsibility for the design, engineering, and manufacturing of the automobiles was taken from the divisions and assigned to the two car groups. The car divisions were assigned the marketing responsibility for their respective products.

The greatest initial effect of the change took place at the group headquarters and engineering centers where people were physically moved to other offices and, in some cases, other cities. At the plant locations, the only visible changes initially were some cosmetic changes in signs and logos.

There was little chance that any jobs would be lost, especially at the plant locations. However, at open forum meetings held by the group's executive officer, employees voiced their concern that job losses would result from the reorganization despite being told there would be no layoffs. Even though two divisions, including the test division, were liquidated, the employees of these divisions were absorbed by one of the two car groups. If the reorganization tainted any of the results it most likely surfaced in the salaried, mid-management level at the headquarters and engineering centers due to their physical involvement, job changes, and changes in command.

In retrospect, the transition had a positive effect on the study. It allowed the research to spread to plants and locations which, up to this point, belonged to separate divisions of GM. After the reorganization, forging, metal fabrication, and assembly operations, plus product and manufacturing engineering all belonged to the same group. This realignment of functions removed barriers which may have limited the research to the original test division. Because of GM's structure (decentralized with coordinated control--Sloan, 1964), a request to research each division would have required approval by each division respectively as well as the corporation. In short, the reorganization provided a more comprehensive view of General Motors.

Even without the established interest in researching organizational trust among communicators and senior management at the test division and the new car group, GM remains an excellent choice for study. GM's history of labor and employee relations is microcosmic of the evolution industry has experienced. The early days of the horseless carriage, the industrial revolution, the continual advancements in the workplace, the birth, growth and decline of the International United Auto, Aerospace, and Agricultural Implement Workers (UAW), the Japanese invasion, and the current reshaping of the company and the union to work jointly to solidify GM's future--this entire evolution is representative of the history of American industry.

The UAW itself is a symbol of the mistrust that exists within American industry. Created to protect employees from threatening tactics of their employers, the UAW has fought to make the auto worker one of the highest paid factory workers in the U.S. In 1978, the total

cost of an hour worked for GM in the U.S was \$13.75. In 1981, that figure increased thirty percent for GM to \$19.80. In March 1983, another increase was reported making the total cost per hour of labor \$21.50. The figure for 1985 was \$23.60.⁸

The union has also fought for job security for its 1.2 million members. In the 1984 negotiations between GM and the UAW, job security provisions were emphasized and received by the workers. The negotiations resulted in what was described as "a landmark agreement" between union and management. Others commented that the agreement signified a new era in labor relations for American industry. Until recently, the union viewed strict lines of demarcation as their best chance to preserve jobs and thus preserve members. After a 30 percent decline in GM's car and truck sales, a 90 percent drop in net income, a 10 percent loss in the number of stockholders, and a 20 percent reduction of employees between 1978 and 1981,⁹ the leadership of the UAW began to see that the old methods of job preservation and survival were ineffective and counterproductive. The UAW and General Motors therefore agreed that the only true guarantee of job security comes from being competitive in the marketplace. The new era of labor relations is typified by cooperative efforts to identify weaknesses in current strategies and develop strategies which are beneficial to both parties while maintaining the competitive strength of the company.

The traditional operating philosophy of the UAW is not the sole antagonist in this research. After all, it was the operating philosophy of management that necessitated the formation of the UAW in the eyes of the original union organizers. Harbison (1947) explained that

the reasons for the unionization of General Motors (GM agreed to recognize the UAW as the bargaining agent for those employees who were union members on February 11, 1937) vary depending on whom you ask and "on what side of the fence" they reside. He stated that most of the reasons are in one way or another related to the following factors: 1) the insecurity of workers--aggravated by the depression; 2) the pent-up resentment of many workers with the manner in which available jobs were controlled by management coupled with the feeling among employees that they had no place to go for protection; and 3) a government policy that encouraged unionization and collective bargaining (the National Industrial Recovery Act of 1933 and the Wagner Act of 1935 encouraged the growth of unions by making it illegal for management to interfere with union organizing attempts). Harbison claimed that if any one of these conditions were absent, it is unlikely that GM, or for that matter most other production corporations, would have been organized during the thirties.

Recent history of both GM and the UAW reveals evidence of attempts to correct the mistrust between union and management and also between employees and employers. Distinguishing between these groups is important. By definition and statement of purpose, the union is the voice of the workers it represents. In reality, however, there tends to be a large portion of workers who don't feel the union represents their interest. For example, in states without right-to-work legislation, hourly employees must join the union and pay union dues in order to be employed at a unionized facility. Therefore, employees may or may not identify with the union although they are paying members.

This situation presents an interesting and often complicated situation for management that must simultaneously work with the union leaders and representatives to reach and maintain accord while providing for the individual needs of the employees. Serious problems occur when this situation becomes imbalanced. Neglect the union and grievances mount which tie up valuable management time to negotiate. Also, the possibility exists that the situation could lead to a walkout. Neglecting the individual concerns could possibly lead to absenteeism, shoddy workmanship, and worker discontent.

One example of an effort to establish trust is the joint Quality of Worklife (QWL) process endorsed by General Motors and UAW leaders. This process, originated during the 1973 contract negotiations, strives to build working relationships between union members and management, to make the workplace safer and more conducive to productivity and quality, and to promote the involvement of people at all levels in problem-solving and decision-making. An explanation of this concept was conveyed in a joint letter concerning QWL written by F. James McDonald, President of General Motors Corporation and Donald F. Ephlin, Vice President of the United Automobile Workers:

The reason for our commitment [to QWL] is two-fold. First, every employee in General Motors has a right to be treated with the same respect he or she is accorded outside the workplace. That is why the basic goal of QWL is to deal with people in way that enhances their basic human dignity.

Second, we believe that people should have an opportunity to shape the quality of their work environment and the quality of the products they produce. This kind of open environment is essential if people are to use their full potential and derive a sense of personal fulfillment. Needless to say, this environment is absolutely critical if GM is to provide meaningful jobs in the decades ahead.¹⁰

The QWL process is not intended to replace or reduce the traditional collective bargaining process. These processes are intended to be kept completely separate. The status of QWL at General Motors varies from location to location. QWL is voluntary and not all GM facilities participate in the process. Usually, the local union decides whether or not a QWL process is instated for hourly workers. The lack of union support will not necessarily influence management's decision to involve the salaried employees in a QWL process.

The most obvious obstacle to the QWL process is the lack of a conducive atmosphere to practice QWL principles in the current management system. For this reason, GM and the UAW have taken measures to rethink and restructure new management systems. The Saturn Corporation is an example of new thinking to establish a more trusting environment in the workplace. The UAW and GM negotiated a preliminary agreement to guide the design of Saturn's management system. The agreement calls for all Saturn workers to be paid on an annual salaried basis eliminating the distinction of hourly and salaried workers found in more traditional plants. Incentive pay will also go to workers who meet or exceed productivity goals. Job security measures give workers, with over one year's service, immunity against layoffs unless the survival of the company is in question. Workers will have more influence on decisions and more control over their actual jobs. GM hopes that this type of agreement can be reached at existing facilities.¹¹

With the need for this research explained and the test environment described, the specific direction of the study is outlined in the next

section including the problem statements, the research questions and the objective of the study.

The Present Study

Problem Statements

Trust between employee and employer has been viewed, measured and explained like any other communication variable which, in fact, it is not. The workplace offers a completely different set of variables than that of the home or lecture hall which may or may not affect the employees' trust of management. Therefore, to assume that the study of trust between dyads (husband and wife, parent and child, doctor and patient, etc.) or in a group setting (speaker to audience, anchor-person to mass audience, etc.) will carry over to the organizational setting is unacceptable; its application is unfounded.

The first problem addressed in this study is the lack of legitimate research to define trust and substantiate the factors that affect employee trust. The second problem addressed is the lack of a research instrument to accurately measure trust in the workplace. The third problem recognized herein is the lack of clear understanding as to the effect of management's communication with employees on employee trust.

Research Questions and Research Objective

(1) Careful review of the literature indicated that a proper definition of organizational trust does not exist. The first research question posed in this study could well be, "What is organizational

trust?" Phrasing the question in more acceptable terminology for academe, "What are the factors that comprise and define organizational trust?"

(2) Another proposed outcome from the research which did not fit easily under the title of a research question was, nonetheless, included here under the title of research objective. That research objective was to develop a reliable instrument to measure organizational trust based on the factors identified by this work.

(3) After organizational trust was defined and measured, the subsequent research question was "What is the effect of management's communication with employees on employee trust?"

Explanation of the Thesis Format

Organizing this research into an easy-to-follow format was complicated by the fact that three surveys were conducted during the study. This introduction explains the format chosen for the methodology discussion.

A chronological format which divided the research into three phases is used to discuss the methodology. Each phase of the research constituted a chapter. The final chapter, Chapter Five, draws the three phases together, summarizes the study, and makes recommendations for further research.

In Phase I, the first survey (entitled the "pilot survey") was conducted as part of a multiphased corporate-wide communication pilot prior to the reorganization of GM. That survey was the foundation from which this research was built. The qualitative analysis and the

results of the pilot survey are discussed in Chapter Two along with the formation of the research hypothesis.

Chapter Three includes discussion of the procedure, the subjects, the instrumentation, data analysis, and the results of Phase II of the research. It was this phase which tested the hypothesis and led to the development of the actual trust instrument (thus the label "preliminary" is used when referring to the second instrument).

Phase III of the research entails the development of the organizational trust instrument and its initial use with an instrument designed to assess employee perceptions of management's communication effectiveness. In this phase, the research question regarding the effect of management's communication on employee trust is investigated. The discussion of the procedure, subjects, data analysis, and results of the third survey constitutes Chapter Four.

CHAPTER TWO
METHODOLOGY AND RESULTS, PHASE I
THE PILOT SURVEY

Methodology

In 1983, General Motors conducted a pilot program to improve communication with employees. That program, conducted across seven of General Motors' divisions and staffs, tested communication mechanisms for possible corporate-wide use. The pilot included

- o Consultation with senior management to assess the status of communication within their division
- o The appointment of ad hoc groups to steer communication efforts
- o Development of an electronic network to speed information dissemination
- o Teleconferencing linkups between headquarters and selected plants
- o Development of employee feedback systems
- o Communication Survey.

The pilot survey instrument was developed in part by an outside consulting firm. The questionnaire (see Appendix A) was designed to measure employees' satisfaction with information received, topics of interest to employees not being addressed by current communication efforts, employee perceptions of the problems facing GM, the sources

used to receive information, and employees' desired source of information.

Procedure and Instrument

Because of the Employee Communication Staff's interest in trust, an extra section was included in the survey instrument. Using critical incidence methodology, the instrument asked employees to 1. define trust, 2. describe a work experience that established trust, and 3. describe a work situation that established a lack of trust. These three open-ended questions are the foundation of this study.

Subjects

Since the results of this trust research were scheduled for implementation by GM on an "as you discover" basis, it was necessary to base the work on the population it would ultimately affect, the GM employees. Nine manufacturing plants and the division headquarters comprised mainly of administrative and engineering employees were chosen by division management to participate in the pilot survey. The results of the trust section from two of the plants and the headquarters facility were analyzed to observe perceptions of trust from over 740 employees representing a cross section of employee levels and activities. Patterns began to emerge and categories were formed from similar definitions and work experience descriptions.

These categories were compared to the responses of 1100 employees from the remaining seven manufacturing plants to observe whether the same categories applied at those locations. Again the definitions and work experience descriptions fell into the same categories.

Results

This process uncovered twelve components of employee perceptions about trust. These components are discussed below, and help form the hypothesis of this study.

Based on content analysis of the pilot survey data, the hypothesis of this study is, "Organizational trust is comprised of the following twelve components:

1. Open Communication/Downward - the sharing of information with all employees.
2. Open Communication/Upward - the freedom of employees to express feelings, disagree with management and make suggestions.
3. Congruent Communication - consistency between management's actions and words which allow them to predict.
4. Congruent Treatment - all employees experience consistent policies and fair treatment.
5. Job Security and Safety.
6. Job Freedom - employees are allowed to make work-related decisions.
7. Participation - employees can participate in decisions affecting their jobs.
8. Confidence - management exhibits confidence in the integrity and ability of employees.
9. Praise - employees are rewarded for efforts and accomplishments.
10. Support - employees' actions and suggestions are supported by management.
11. Relationship - relationship between management and employees based on loyalty and respect.
12. Mutual goals - integrated organizational and personal goals."

CHAPTER THREE
METHODOLOGY AND RESULTS, PHASE II
TESTING THE TRUST HYPOTHESIS

Methodology

Never before has trust been defined as such a multidimensional construct. The following is a description of the testing conducted for the hypothesis which proposes twelve distinguishable components of trust.

Procedure

To validate the existence of the twelve trust components, a preliminary trust survey instrument (see Appendix B) was prepared and administered to 581 randomly selected employees who represented a cross section of employee groups, disciplines, and levels.

Subjects

The Computer Services Activity at the test division supplied a list of names of employees to participate in the preliminary trust survey. Using master lists from two plants and the headquarters location intended for payroll purposes, a computer randomly selected names of employees. The computer selected 500 names from each plant and 350 names from the headquarters location.

These numbers were decided upon for the following reasons. First, the surveys were to be mailed to the 1000 employees chosen from the two plants, with a goal of having three hundred surveys returned (a 30 percent return rate). Since most GM plants employ approximately 80 percent hourly-rated personnel employees, the data received from the plants would largely represent the hourly employee's perceptions.

Secondly, to gain insight about the mindset of the salaried employees, 350 employees were invited from the headquarters building to attend sessions scheduled during working hours to take the survey. The goal was also to obtain 300 survey participants from the headquarters location, which was expected to be nearly all salaried employees.

Of the 1000 surveys mailed to the plant employees 316 were returned (31.6 percent of the sample). At the headquarters building, only 147 employees (42.0 percent) attended the survey sessions. In order to reach the goal of 300, a second sample of 300 employees was selected and invited to attend sessions using the same method previously described. One hundred employees participated (33.3 percent). This number fell short of the goal of three hundred yet remained an adequate amount (at least 10 times as many subjects as variables--Nunnally, 1978).

The only demographic information sought by the survey instrument was wage classification (hourly or salaried). In all, 280 hourly and 283 salaried employees participated in the preliminary survey.

Instrument (The Preliminary Instrument)

Development. The instrument used in this phase of the research

was a 24-item questionnaire cited earlier as the preliminary trust instrument (Appendix B). The data gathered by this instrument was utilized to answer the first research question and to develop the organizational trust instrument, the research objective of the study.

The survey form was designed to test the hypothesis which proposed twelve components. In Phase I of the study, employees defined trust and offered work experiences that either established or diminished trust toward their supervisors and their local plant management. In some cases, employees spoke of their trust toward management without identifying exactly who management was. Up to this point, the research had provided insight concerning the individual's perceptions of trust. No conclusion, however, as to whether or not employees share the same perceptions had been reached. In other words, the pilot survey data revealed that twelve distinguishable factors of trust could be gathered when 1800 GM employees were asked what trust means. However, it was not determined whether all 1800 would agree that all twelve of those factors directly affect their own level of trust. By selecting items from each of the twelve component areas and asking the survey participants to assess all twelve components, it was determined whether each of the twelve are indeed trust factors. Also, the structuring of the original employee comments from Phase I into twelve independent factors was based solely on intuitive reasoning. Analysis of the data gathered in this phase was directed toward the intercorrelations of the factors to determine actual relationships.

Two items from each of the twelve components were chosen. The method used to select the items was functional in this application.

After the content analysis was performed in Phase I, the employee definitions and descriptions were recorded verbatim onto lists. After reviewing each list, the two most representative items from the list were chosen for use in the first section of the preliminary instrument. The items were written as descriptions of work situations. Participants were asked to assess each item on the instrument using the following scale: No Increase In My Trust, Some Increase In My Trust, Much Increase In My Trust, and Great Increase In My Trust. To clarify, notice the example given in Illustration 3.1 below:

Illustration 3.1

Example of Preliminary Trust Instrument Scale.

The statements listed below are employee descriptions of situations which they say increase trust. Please mark in one of the spaces to the right of each description how much your trust in GM would increase when/ if that situation happens to you. Remember, you are rating how much each situation would increase your trust. We are not asking you to rate your current level of trust.

	no increase in my trust	Some Increase In My Trust	MUCH INCREASE IN MY TRUST	<u>GREAT INCREASE IN MY TRUST!</u>
1. Management keeping their word or explaining why they can't.	_____	_____	_____	_____

Evaluation. There are two important questions to be asked when evaluating an instrument. First, does the instrument measure what it is intended to measure (validity)? Second, how well does it measure it (reliability)? The following discussion deals with these questions as they pertain to the preliminary instrument.

Kerlinger (1973) stated that validity is concerned with the nature of "reality" and the nature of the properties being measured. It would have been very easy to construct a measurement of something as personal and emotional as trust which missed the reality of the employees who participated in the survey. However, by building the instrument with items taken directly from GM employees' definitions of trust, the validity of the preliminary instrument was enhanced.

Another possibility investigated while evaluating the validity of the instrument was the ambiguity of the items. Although many of the definitions offered by the employees mentioned more than one dimension of trust within one definition, the items on the instrument were carefully examined to ensure that they contained only one dimension.

A third possibility considered was the readability of the items. Since a broad spectrum of employees responded to the preliminary survey instrument it was important from a validity standpoint to make the items comprehensible to people of varying educational levels. Spot-checks were made prior to administering the instrument to gather employees' opinions whether or not the instrument was easy to follow and understand. With a few revisions based on this input, an acceptable level of readability was attained. There was no post hoc indications that any difficulties occurred.

With certainty that employee definitions of trust were gathered by this instrument, the next step was to determine how reliably the instrument performed. A post hoc analysis was conducted to provide item to scale correlations. The alpha coefficient for the preliminary instrument was .83. As Kerlinger (1973) said, high reliability doesn't guarantee good scientific results, but there are no good scientific results without reliability.

Data Analysis

To confirm the existence of twelve trust components, factor analytical procedures were performed to identify the natural groupings of the survey items. It was the judgement here that, although confirmatory factor analysis is the procedure for testing a hypothesis, a stepwise procedure more commonly used in exploratory work would best suit the circumstances of this research. To clarify, the hypothesis stated earlier was based on the findings of an unsophisticated method of content analysis. Also, this study was preliminary in nature and therefore employed methodology that reflected that fact. In order to keep the research pure, a factor analytical methodology that did not specify a certain number of factors as in the case of confirmatory factor analysis was necessary. A logical next step in researching this topic would be a strictly confirmatory analysis of the results.

Although Nunnally (1978, p. 389) clearly differentiated between exploratory and confirmatory factor analysis, he made two points which support this judgement. First, he said, "It is a healthy scientific trend when earlier exploratory factor analysis gradually produces

enough evidence that confirmatory methods of factor analysis can be employed to neatly test hypotheses about groupings of variables" (Nunnally 1978, p. 389). Nunnally further explained that some investigators feel that [exploratory] factor analysis is an unhealthy type of "shotgun empiricism" (p. 390) because these methods are sometimes used in the absence of explicit theory. He admitted, however, hypotheses are frequently formed after an inspection of the correlation matrix. Therefore, confirmatory factor analysis is frequently "halfway between pure efforts at discovery and pure efforts at the testing of hypotheses. Also, frequently hypotheses arise not so much from explicit [theories] as from past experiences in performing exploratory factor analyses," according to Nunnally (1978, p. 389).

The second point Nunnally offered was that when confirmatory factor analysis obtains factors which poorly support the hypothesis, researchers start over and employ one of the stepwise (exploratory) methods.

"Of course, as one would expect, most investigations constitute a mixture of these two antipodes. Seldom does an investigator perform a factor analysis of a nearly random collection of tests. Usually, at least the investigator has some strong hunches about some of, if not all, the underlying factors. At the other extreme, seldom does the investigator have such firm initial hypotheses that surprises fail to come from the analysis" (Nunnally 1978, p. 389).

The 24 items on the preliminary survey underwent Principal-Components factor analysis and the Varimax rotation. The Varimax rotation (Kaiser, 1958) was desirable for this analysis due mostly to its reputation as the best analytical approach to obtaining orthogonal rotation of factors. An orthogonal rotation preserved the purity of the research. As opposed to oblique rotations which provide a more

liberal loading of factors, an orthogonal rotation will result in factors that explain exactly the same average percentage of variance as will unrotated factors. The choice of condensation methods was facilitated by the decision to utilize the Varimax rotation. Again citing Nunnally, "This combination of methods [principal components and Varimax] has worked so well for exploratory factor analysis that it has become hard to improve upon." (p. 385) From this procedure, the components of trust were identified thus answering the research question, "What are the factors that comprise and define organizational trust?"

After the factor analysis was complete and the factors of trust were identified, attention was given to the conceptualization and measurement of organizational trust (research objective one). For this purpose, additional data analyses were performed. As for the development of the trust instrument, more knowledge than was obtained through factor analysis was necessary to secure the best items for the survey questionnaire.

To reassure that the items that make up the trust instrument are indeed the strongest indicators of an employee's trust, the preliminary trust instrument items were ranked according to their means. By assigning numerical values to the scale (from page 26), a mean score for each item was determined. Notice an example of this procedure:

"no increase in my trust" = 1

"Some Increase In My Trust" = 2

"MUCH INCREASE IN MY TRUST" = 3

"GREAT INCREASE IN MY TRUST" = 4

Cross-checking the items identified by the factor analysis with the ordering based on the mean of the items prevented items from being deleted from the trust instrument just because they did not appear on the factor loadings. An item could have been an indicator of trust according to its mean, yet because it didn't correlate with other items, it won't load onto a factor. Without proper attention to the means, some very good indicators of trust might be excluded from the trust questionnaire.

Results: Research Question One

The first research question was answered when the factor analysis procedure described earlier in this chapter was performed on the preliminary survey data. The principal-component factor analysis and Varimax rotation revealed that the preliminary trust survey items loaded naturally onto three factors instead of the twelve proposed in the hypothesis. What were thought to be twelve individual components of trust were shown to be elements of three components (see Table 3.1).

From the onset of this work, similarities were noticed among the twelve proposed components. There was speculation that perhaps the twelve components were actually subcomponents of a broader set of trust factors. Although this notion made intuitive sense, it was avoided in the formation of the hypothesis. A possible explanation for identifying fewer factors than originally proposed is the high interdependence among the components mentioned in the hypothesis. For instance, the components Openness/Downward and Openness/Upward which describe the

quantity of information and interaction taking place seem interrelated. Moreover, the component Congruent Communication, which can be viewed as the quality or integrity of information, intuitively seems related to the Openness components. Furthermore, one would speculate the component Praise would be highly correlated with the Openness/Downward component. The level of Job Freedom experienced by an employee seems related to the amount and quality of the information he/she receives to do the job and the amount of reinforcement (praise) he/she receives for working autonomously. The integrated goals and the "oneness" associated

TABLE 3.1: FACTOR LOADINGS OF PRELIMINARY TRUST INSTRUMENT ITEMS

Factor 1	Factor 2	Factor 3	Item
0.20617	0.34724	0.58601	1. Management believing that I will do my job to the best of my ability.
0.07664	0.29401	0.65787	2. Having the same goals as my supervisor.
0.74107	0.13672	0.19363	3. Supervisors treating all employees on an equal basis in regard to promotions and job placement.
0.46146	0.36565	0.45220	4. Having a relationship with my supervisor in which the actions of each are supported.
0.76517	0.11756	0.18698	5. Being able to believe what management tells me.
0.79833	0.09281	0.24993	6. Management admitting mistakes without blaming employees.
0.26837	0.03121	0.71375	7. Working under safe conditions.
0.18593	0.38254	0.61925	8. My supervisor telling me what he/she wants then leaving me alone to do it.
0.73729	0.09427	0.22692	9. Management applying consistent rules for all employees.
0.47628	0.51739	0.16419	10. My supervisor supporting my decision when it is questioned by others.
0.18338	0.60336	0.33190	11. Not having to run to my supervisor to ask permission to do something that needs to be done.
0.54120	0.49356	0.21144	12. Receiving timely feedback.
0.78101	0.27819	0.11296	13. Management keeping their word or explaining why they can't.
0.22837	0.55689	0.32549	14. My supervisor praising me when I do a good job.
0.27471	0.63130	0.35221	15. Knowing that I can go to my supervisor for information to do my job.
0.76172	0.29820	0.11529	16. Having faith that management will be fair and honest in their decisions that affect me.
0.48141	0.50484	0.21293	17. Management listening to my suggestions.
0.55412	0.61418	0.02148	18. Knowing what I say will be kept confidential.
0.07115	0.54511	0.44015	19. Knowing my supervisor personally.
0.59111	0.55879	0.05077	20. Feeling comfortable expressing myself without worrying about it being held against me.
0.68233	0.42082	0.02655	21. Information flowing freely up and down the ladder; not just down.
0.42029	0.45585	0.28544	22. Not having to worry about losing my job.
0.13044	0.60037	0.41545	23. My supervisor not standing over me scrutinizing my work.
0.31048	0.73622	0.18451	24. Discussing matters with my supervisor in total openness and honesty.

with the component Mutual Goals seems to depend greatly on desirable levels of all the other components. So, the drastic reduction of twelve components to three can be explained by their interdependence.

A detailed description of the three trust components identified and the items which loaded onto these factors is found in Table 3.2.

TABLE 3.2: THE COMPONENTS OF ORGANIZATIONAL TRUST

Openness/Congruity

1. Supervisors treating all employees on an equal basis.
2. Being able to believe what management tells me.
3. Management admitting mistakes without blaming employees.
4. Management applying consistent rules for all employees.
5. Management keeping their word or explaining why not.
6. Management is fair and honest in their decisions that affect me
7. Information flows freely up and down the organization; not just down

Shared Values

1. Management knowing I will do my job to the best of my ability.
2. Having the same goals as my supervisor.
3. Working under safe conditions.
4. Supervisor telling me what he wants, then leaving me alone to do it.

Autonomy/Feedback

1. Not having to run to my supervisor to ask permission to do something which needs to be done.
2. My supervisor praising me when I do a good job.
3. Knowing that I can go to my supervisor for information to do my job.
4. My supervisor not standing over me scrutinizing my work.

The SAS software package was used to perform the factor analysis. The default prescribed for the principal components allowed only those factors with eigenvalues greater than 1.0 to emerge. The correlation matrix showed a fourth factor with an eigenvalue of .93 which, due to the default, did not emerge in the first factor analysis. The factor analysis was repeated. This time, however, the items were forced to load onto four factors. As a result, the fourth factor contained only one significant loading--the item that measured employees' perceptions of safety on the job. This item loaded previously onto the Shared Values factor. Since the preliminary survey instrument contained only one item to measure safety, it was premature to claim the existence of a fourth factor. Intuitively, physical safety is related to trust. However, this relationship was not defined in this study. The relationship of safety and trust more likely lies in the attitude of the leader. In other words, workers may trust their managers during unsafe working conditions if the manager is sincerely concerned with the employees safety. In essence, both the employee and the manager share the human value of personal safety. Without further research in this area, however, one can only speculate on the relationship.

An attempt was made to look further into the relationships of the twelve originally hypothesized components (now shown to be subcomponents of three trust factors). The Varimax rotation was again performed. This time, however, the variables were forced to load onto twelve factors. As a result, ten of the components hypothesized appeared as predicted. There were two variations from the hypothesis.

First, the Praise component loaded with the Openness/Downward component as one factor. Second, the component Safety/Security emerged as separate components, which accounts for the twelve factors.

Although twelve components were identified by this method, ten of which were included in the research hypothesis, there is still some question as to the role of these components. Nunnally (1978) questioned the validity of forcing factors to load on a predetermined number of factors. For this reason, only the three trust components identified by the first factor analysis was concluded from this work. However, witnessing the twelve components which did emerge from this procedure poses the need for further research to determine more clearly the specific roles of the subcomponents.

The answer to the research question was not as hypothesized. The factors that comprise and define organizational trust are Openness/Congruity, Shared Values, and Autonomy/Feedback.

CHAPTER FOUR
METHODOLOGY AND RESULTS, PHASE III:
DETERMINING THE RELATIONSHIP OF COMMUNICATION AND TRUST

Methodology

Procedures

Based on the findings detailed in Chapter Three, the concept of organizational trust can be investigated further by administering the trust instrument. In its initial use, the trust instrument was accompanied by a scale designed to assess employee perceptions of management's communication effectiveness. This chapter includes a discussion of the organizational trust instrument, the subjects in Phase III of the study, the analytical procedures utilized, and the results of those procedures.

Instrument (Organizational Trust Instrument)

Development. The research objective for this study was to develop an instrument to quantitatively assess employees' trust toward their organization. With a clearer definition of trust in hand, attention was focused on measuring it. Corazzini (1977) questioned Rotter's employee trust scale for being unidimensional, arguing that trust is a

multidimensional construct. He said, "The complexity of trust suggests that a single score such as that obtained by the Interpersonal Trust Scale (Rotter), Personality/Attitude Schedules IV and VI (Shure & Meeker, 1967), or the Trust Test (Tedeschi, Hiester, & Gahagan, 1969) is insufficient to give a full understanding to the variable" (p.75). Since this research proposed that at least three (or, very possibly, more) dimensions of trust existed, it was important to use a multidimensional scale designed especially to tap the components identified by the factor analysis of the preliminary trust questionnaire. Although the factor analysis did not identify all of the hypothesized components as they were preconceived to exist, it was considered worthwhile to include items that were designed to measure the original trust components. The procedures used to construct the survey form are discussed in this section.

The factor analysis identified fifteen of the original 24 items from the preliminary survey as predictors of trust by virtue of their significant loadings on one of the three factors. Some of the originally proposed components, which accounted for a significant number of the employee comments from which this research is based, loaded equally on at least two factors and therefore were not found to be predictors of trust by the factor analysis. One of these subcomponents, Openness/Upward, pertained to employees expressing themselves in confidence or without fear of reprisal.

In the factor analysis, this subcomponent loaded onto the Openness/Congruity factor and the Autonomy/Feedback factor at nearly equal correlations. The same holds true for the components concerning

job security and praise. Another of the originally proposed components, one pertaining to the relationship between superior and subordinate, loaded equally onto the Openness/Congruity and Shared Values components. Intuitively, these components seem responsible for at least a portion of the variance left unexplained by the factor analysis.

TABLE 4.1: MEANS OF PRELIMINARY TRUST INSTRUMENT

<u>Items Ranked by Means</u>		<u>X</u>	<u>S.D.</u>
1.	Being able to believe what management tells me.	2.84	1.08
2.	Discussing matters with my supervisor in total openness and honesty.	2.78	1.01
3.	Having faith that management will be fair and honest in their decisions that affect me.	2.76	1.10
4.	Management admitting mistakes without blaming employees.	2.75	1.09
5.	My supervisor telling me what he/she wants, then leaving me alone to do it.	2.75	1.03
6.	Management keeping their word or explaining why they can't.	2.74	1.10
7.	My supervisor supporting my decision when it is questioned by others.	2.73	.99
8.	Supervisors treating all employees on an equal basis.	2.71	1.16
9.	Management applying consistent rules for all employees.	2.70	1.09
10.	Knowing what I say will be kept confidential.	2.69	1.10
11.	Feeling comfortable expressing myself without worrying about it being held against me.	2.66	1.04
12.	Not having to run to my supervisor to ask permission to do something that needs to be done.	2.64	1.04
13.	My supervisor not standing over me scrutinizing my work.	2.63	1.08
14.	Having a relationship with my supervisor in which the actions of each are supported.	2.62	.99
15.	Not having to worry about losing my job.	2.61	1.17
16.	Management believing that I will do my job to the best of my ability.	2.58	.97
17.	Receiving timely feedback.	2.54	1.03
18.	Information flowing freely up and down the organization; not just down.	2.52	1.08
19.	Knowing that I can go to my supervisor for information to do my job.	2.48	1.00
20.	Management listening to my suggestions.	2.39	.96
21.	Working under safe conditions.	2.37	1.06
22.	My supervisor praising me when I do a good job.	2.33	1.04
23.	Having the same goals as my supervisor.	2.22	1.01
24.	Knowing my supervisor personally.	2.09	.99

By analyzing the means of the initial questionnaire items, the relative strength of each item as a trust-indicator was assessed. By ranking the original survey items in descending order relative to their mean score on the scale of "no increase in my trust" = 1, "Some Increase In My Trust" = 2, "MUCH INCREASE IN MY TRUST" = 3, and "GREAT INCREASE IN MY TRUST" = 4, the best indicators of trust were identified (Table 4.1 displays the means of the items).

As expected, the earlier mentioned items which didn't load onto a factor nonetheless had high means relative to the other items. For this reason, in addition to the fifteen items from the factor analysis, the items which measure the following were included in the trust instrument:

- o Expressing one's self without fear of reprisal (#11)
- o Expressing one's self knowing what is said will be kept confidential (#10)
- o Job security (#15)
- o Supervisor supporting the decisions of employees (#7)
- o The relationship between employees and supervisors (#14)
- o Supervisor's providing feedback on job performance (#17).

Two Likert scales were used to assess the trust items. The first used a scale to measure the frequency with which the described behavior occurs. Its degrees of differentiation were never, rarely, sometimes, most of the time, and always. The items were determined to be important to trust in as much as they occur with some reasonable consistency (see Appendix C).

The other scale measured the employees' amount of agreement that the given behavior or situation exists. Here, the scale consisted of

the following degrees of agreement: strongly agree, agree, neither agree nor disagree, disagree, and strongly disagree.

Another set of items that explored the possible target of employee trust were included in the trust questionnaire. These items asked employees to specifically indicate the degree to which they trust different levels of management. Notice the items below:

- o I trust my immediate supervisor.
- o I trust my location's top management staff.
- o I trust [my division's] top management.
- o I trust GM's top management.

These items appeared in the Likert scale of strongly agree, agree, neither agree nor disagree, disagree, and strongly disagree. This information is valuable to the manager who tries to improve trust in the workplace and also to the researchers who want to better understand the dynamics of trust.

The data from this instrument were viewed in different ways. One way was to segregate the data into the three scales pertaining to the trust factors. This approach allowed the researcher to assess the organization's effectiveness with regard to the three factors of trust and the manager to focus on the weaker of the factors when developing a strategy to enhance trust in the workplace. Because some of the items on the instrument did not correspond to any particular factor, yet remained strong indicators of trust, the data were viewed a second way: in the form of a comprehensive trust score (the overall mean score

of all trust items). This score did not include the items pertaining to the trust targets listed on the previous page.

The questionnaire used in Phase III of the study also contained the sections of the pilot survey instrument designed to assess the effectiveness of communication within the organizational setting (from Chapter Two). Those sections were redesigned and condensed to enable the trust items to be added without making the questionnaire exhausting to the participant (the condensed version is displayed in Appendix D).

This instrument used three scales to tap employees' satisfaction with sources, openness and timeliness of information about business issues and plans. The first scale assessed the employee's opinion regarding the seriousness of certain situations to the company by using the following degrees of variation: Very Serious Problem, Somewhat Serious Problem, Minor Problem, Not A Problem At All, and Undecided. The second uses a scale of Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, and Strongly Disagree. The third scale determined where employees receive information about business issues and plans and also where they prefer to receive this information. The employees responded to these items with one of the following choices: I receive this from inside GM, I receive this from outside GM, I don't receive this but would like to from inside GM, I don't receive this but would like to from outside GM, I don't receive this and I don't care to.

Evaluation. For the most part, the arguments made earlier with regard to the validity of the preliminary instruments apply to the trust instrument as well. The same attention to construction of the instrument, selection of items, and readability of the questionnaire

carried over to this phase of the research. The whole process of investigation employed here displays a systematic approach which incorporates formation of the definition of trust, the confirmation of that definition, and the construction of an instrument to measure trust--all by employees from the organization being investigated. This process constituted the validity of the trust instrument.

The reliability of the trust instrument was determined using the multiple regression analyses on the data to determine the correlation coefficient. The multiple correlation coefficients for the scales measuring the three factors of trust were as follows: Openness/Congruity - .939, Shared Values - .713, and Autonomy/Feedback - .840. These correlation coefficients are significant at the .001 level.

Data Analysis

Analytical methods that reveal degrees of relationship were employed to provide the data necessary to determine which, if any, of the communication and demographic items relate to employee trust. Of the many procedures that exist, least squares regression, one-way analysis of variance (ANOVA), and cross-tabulations were used in this investigation. For these procedures, the comprehensive employee trust score (sum of the means of all trust items) was used.

Subjects

The subjects chosen for Phase III were assembly workers from a plant within one of the newly formed car groups of General Motors. Using a method of random selection, similar to that of Phase II, the

master payroll list was scanned and names were selected by computer to provide 500 employees representing all levels and departments. The subjects and their supervisors were notified that they had been selected to participate in a survey. Of the 500 selected, 303 employees (60.6 percent response rate and 6.2 percent of the total plant population) attended the survey sessions which were facilitated by trained plant personnel. Eighty-seven of the participants (29 percent) were salaried employees and 216 (71 percent) were hourly employees. The actual breakdown of salaried to hourly employees is 10 percent and 90 percent, respectively. Thus, a slight underrepresentation of hourly employees occurred in the selection process due mainly to conducting the survey on a voluntary basis and the difficulty of freeing hourly line workers from their jobs during production hours.

The following graphs display other demographic information concerning the subjects gathered from the demographics section of the instrument.

ILLUSTRATION 4.1a
DEMOGRAPHIC INFORMATION OF PHASE III SUBJECTS
AGE

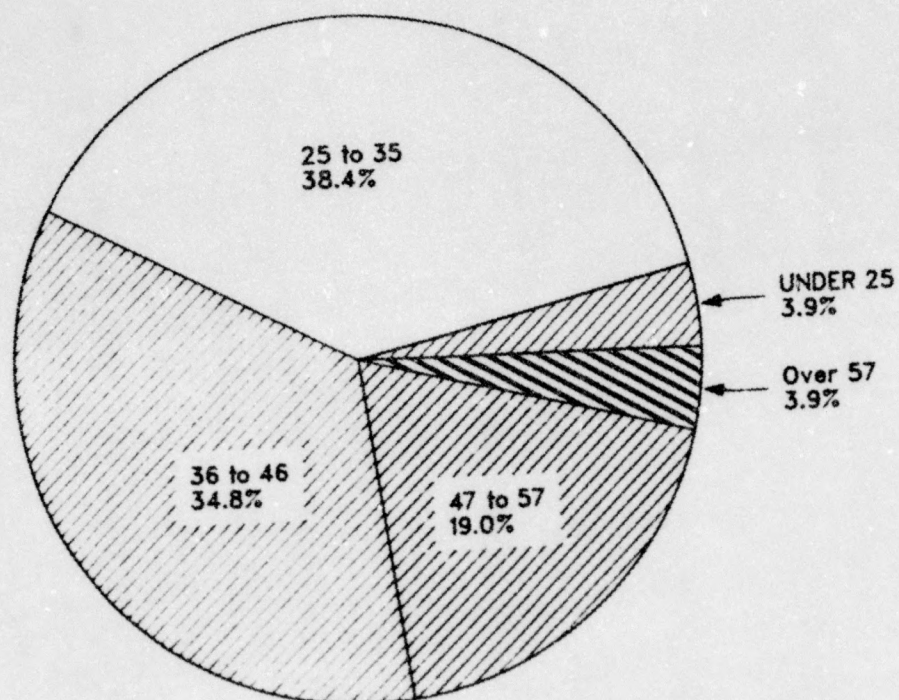


ILLUSTRATION 4.1b
DEMOGRAPHIC INFORMATION OF PHASE III SUBJECTS
EDUCATIONAL LEVEL

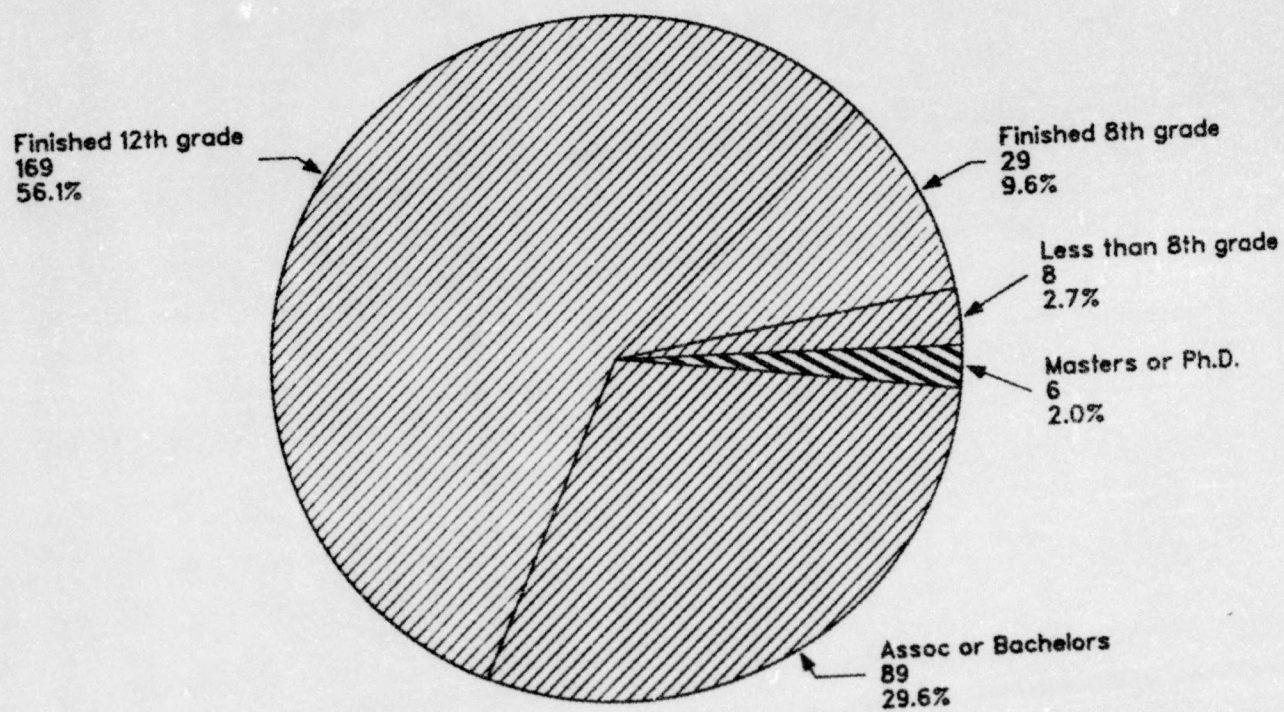


ILLUSTRATION 4.1c
DEMOGRAPHIC INFORMATION OF PHASE III SUBJECTS
SEX

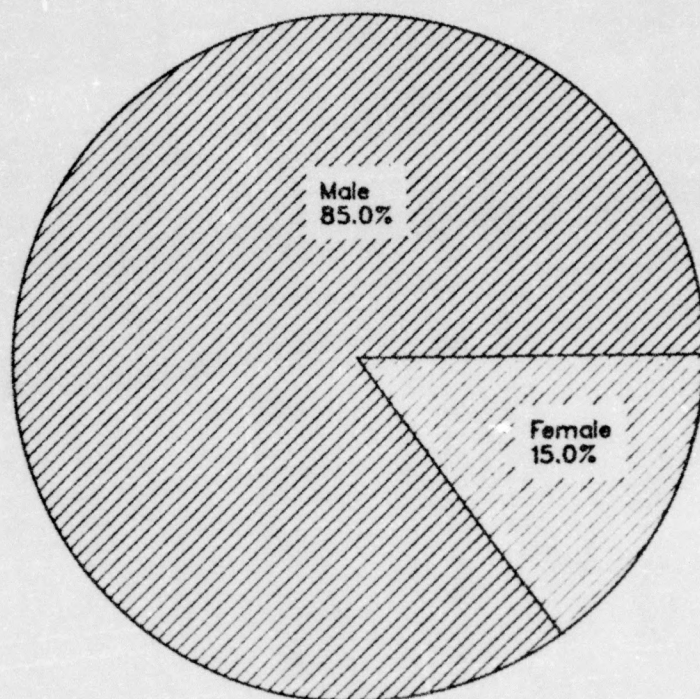


ILLUSTRATION 4.1d
DEMOGRAPHIC INFORMATION OF PHASE III SUBJECTS
YEARS OF SERVICE

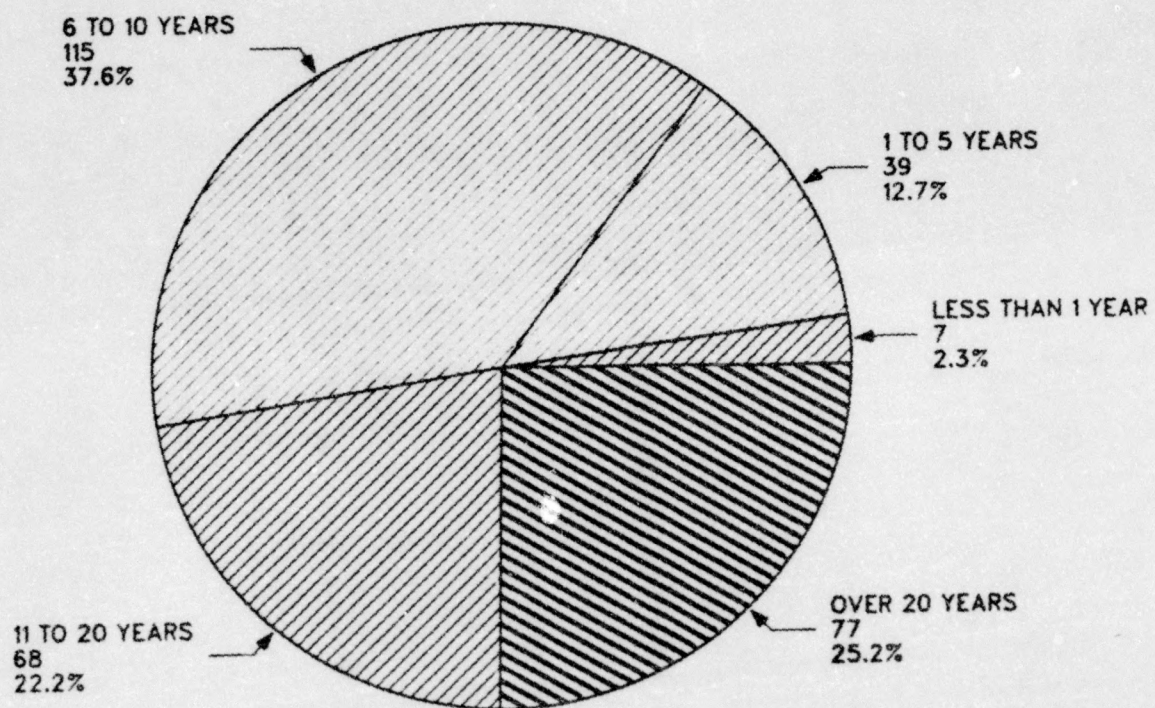


ILLUSTRATION 4.1e
DEMOGRAPHIC INFORMATION OF PHASE III SUBJECTS
LAY-OFFS

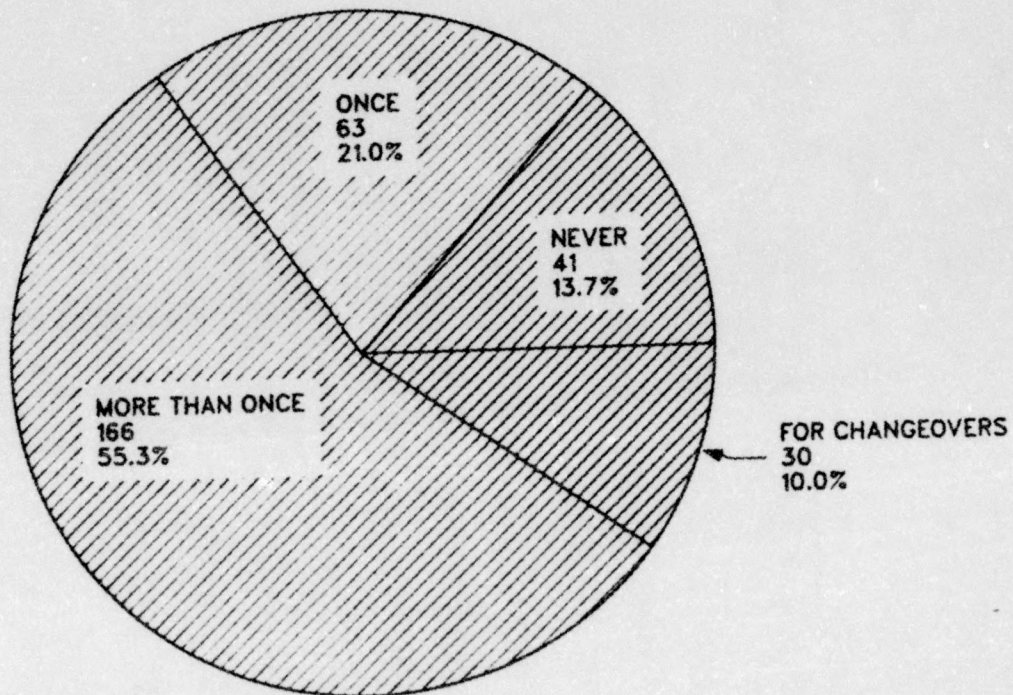
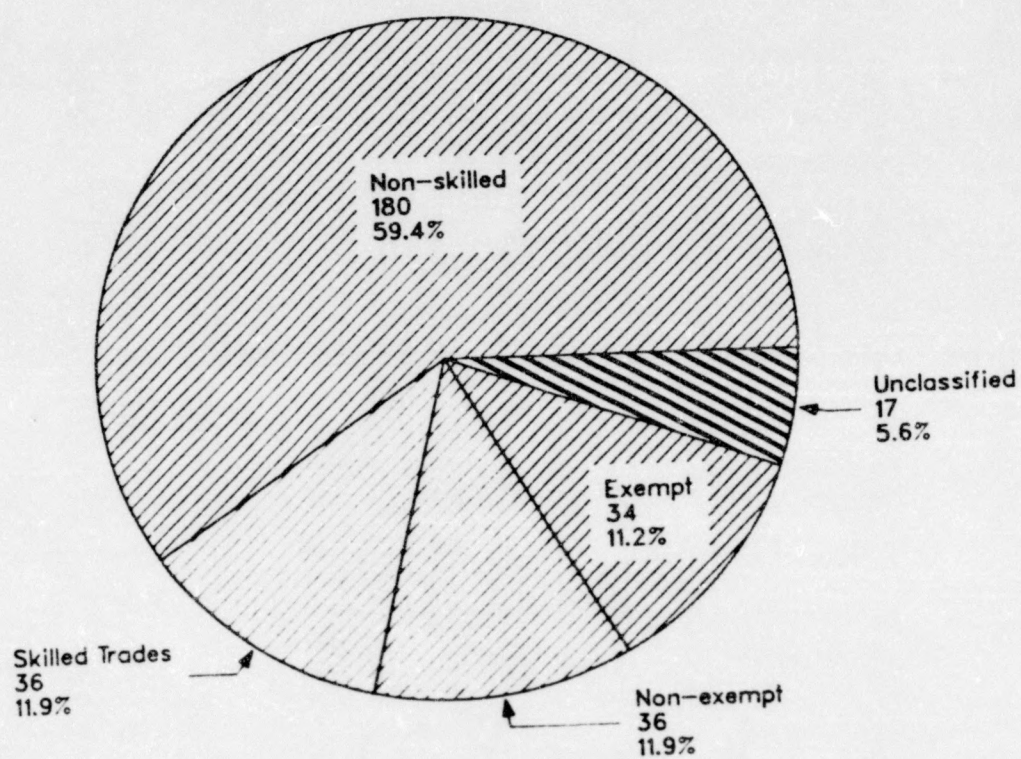


ILLUSTRATION 4.1f
DEMOGRAPHIC INFORMATION OF PHASE III SUBJECTS
JOB CLASSIFICATION



Results

In the following discussion of results, attention is focused on the analyses to determine trust's relationship to communication and the demographic characteristics of the subjects.

By summing the means of the items making up a particular trust factor, the average mean score for that factor was determined. Observe the factors when ranked by their mean score:

Shared Values..... \bar{X} = 2.6612

Autonomy/Feedback..... \bar{X} = 2.3712

Openness/Congruity..... \bar{X} = 1.7574

Thus, the subjects were more satisfied with the conditions leading to Shared Values, Autonomy, and Feedback than with Openness and Congruity. When the Comprehensive Trust Score was calculated, the mean score for this particular population was \bar{X} = 2.19 on a scale of "1" being the lowest trust score possible and "5" being the highest trust score possible. Without an established data base to compare the score of \bar{X} = 2.19, it is difficult to determine the relative level of trust at this first test site. However, the level of trust is moderate at best. In Chapter Five of this paper, an interpretation of the relationship of the trust factors based on established behavioral theory is offered.

Trust and Communication

One section of the communication instrument measured the employees' attitude concerning the effectiveness of the organization's efforts to communicate with them. A least-squares regression analysis was performed to identify which items from this section shared a significant amount of variance with the Comprehensive Trust Score. The following items were significant at the .001 level:

- o My supervisor listens to my ideas and suggestions.
- o The information from my supervisor is accurate and truthful.
- o The information from top, local management is accurate and truthful.
- o My location does a good job of informing employees about its plans, programs and problems it faces.
- o I get enough work-related information to perform my job.

The remaining items were related to trust at the .05 level of significance.

- o I hear news about our business from other sources before I hear it from local management.
- o There is an open and free exchange of ideas at this location.

By the evidence just presented, more light is cast on the importance of communicating with employees in building an atmosphere of trust in the workplace. Not only is it important to provide information, these findings also indicated it is crucial to provide channels for upward communication. The employees linked basic information pertinent to job performance to trust as well as information about the

future of their location. The results indicated employees expect to hear news related to the business from management before they hear it from an outside source. More evidence along these lines was gathered by the procedures detailed in the following discussion.

Another section of the communication instrument pertains to sources of information. More specifically, "Does the employee receive information from inside GM or does he/she depend on outside sources for information about GM?" The trust scale was simplified somewhat for this procedure dividing the trust data into high- and low-trust segments. Segmentation was accomplished by removing the cases within half a standard deviation from either side of the mean on a normal distribution of trust scores. To the left of the void fell the low trusters, to the right, the high trusters.

By creating two sets of trust scores from the one, the trust scores were more conducive to crosstabulation with the data regarding the employees' source of information. After each of the items in this section of the communication survey were crosstabulated with the trust segments, chi-square analysis showed significant findings.

Table 4.2 lists the topics that significantly effect employee trust depending on where the employee receives information regarding the topic. Employees who received information about each of these issues from outside GM also were those with low trust scores. Those experiencing higher trust reported receiving information on these issues from within GM.

TABLE 4.2 - TOPICS THAT EFFECT EMPLOYEE TRUST

.01 Level Of Significance

- o Plans and outlooks for my location
- o Reasons for key management decisions
- o How new technology can affect my job
- o How profit sharing and bonuses are determined

.05 Level Of Significance

- o How my location is doing financially
- o What can be done to improve productivity
- o What can be done to improve job security
- o Problems management faces
- o GM employee benefits programs
- o [Group] Business Plan objectives

These results clearly show the responsibility of management if trust is to be established. The relationships discovered by the two procedures just explained support the findings of Phase II. Organizational trust requires the commitment of management at all levels to share information on a timely basis, listen to employees and respond to their suggestions, questions and concerns. It is important to emphasize "all levels" of management. By examining the four items on the trust instrument which ask employees if they trust different levels of management, an indication as to the effect of management level on trust was found.

When the mean responses to the "trust target" items were compared, some indications suggested that distance and accessibility have an

effect on trust. Employees said they trust their immediate supervisor more than any other target ($X = 3.36$). They also said they trust corporate management the least ($X = 2.654$). Varying from this trend, employees said they trust group management ($X = 2.92$) slightly more than local management ($X = 2.85$). These findings are significant at the .01 level.

Demographic Effects On Trust

Some very interesting findings resulted from performing Oneway Analysis of Variance procedures on each demographic item with regard to the Comprehensive Trust Score. The following discussion details the results of the analyses.

The first significant finding pertained to the age of the employees. Of the age segments outlined on the questionnaire, the 25 to 35 year-old age group indicated significantly less trust than the older age groups. The findings are accurate to the .05 level of significance. The 25 to 35 age segment also trusted less than the employees younger than 25 years of age, but not to a significant degree.

The employees' years of service at GM also has an effect on trust. The employees with six to ten years of service trust less than the other employees--significantly less than those with over twenty years of employment to the .05 level. Employees with less than a year of service indicated they trust more than any other segment, but not significantly more.

Some interesting trends were discovered among the different levels

of education in the test sample. Although not to a significant degree, employees with master's or doctorate degrees tended to trust more. Employees with less than an eighth grade education were more apt to trust management less than the other employees. Employees who had experienced layoffs more than once in the span of their employment with GM trusted less than the others, but not significantly less. There were no significant differences between sexes.

The next step was to investigate the effects of demographics on the employees trust toward their supervisors, local management, group management, and corporate management. As for supervisors, the only significant finding was education level. Employees who had completed high school trusted their immediate supervisors more than those with less than an eighth grade education or those with advanced college degrees.

As for top management at the new car group, several significant findings appeared. Age was one of the areas where differences occurred. Again, the 25 to 35 age group trusted less than the other employees, significantly less than the 47 to 57 years old (to the .01 level). Accordingly, those employees with six to ten years of service trusted group management less than those with over twenty years of service. Also, employees who had been laid off more than once trusted group management less than those employees having experienced layoffs only during model changeovers.

As for top local management, no significant differences were detected among the various demographic breakdowns. One significant difference occurred with the top corporate management, and again it was

in the 25 to 35 year old age segment. This group trusted corporate management less than the employees over 57 to the .01 level of significance.

CHAPTER FIVE

DISCUSSION

Conclusions

This study was an investigation of employee trust within the industrial setting of General Motors Corporation. In all, over 2500 GM employees representing all classifications and job descriptions contributed to the study. In three phases of research utilizing three surveys, employees explained what they mean when they speak of trusting their company. Through factor analytical procedures, three factors of trust were identified. The first factor, labeled Openness/Congruity, referred to employee's satisfaction with the quantity of information as well as the quality or truthfulness of the information. This factor also pertains to employees' perceptions as to whether management displays fair and equitable behavior toward employees. The second factor pertained to mutual respect and integrated goals and was labeled Shared Values. The third factor, Autonomy/Feedback, contained the concepts of employee participation, job freedom and reinforcement of autonomous behavior.

Their definitions led to the development of an instrument that can assess employee trust in the workplace. The questionnaire measures the amount of trust employees have toward the organization, and at what level

of management is trust strong or weak. With this instrument in hand, the researcher delved deeper into the concept of organizational trust.

The results gathered through the trust instrument confirmed the employees' indications that management's communication effectiveness directly influences the level of trust within the organization. Employees need information about their particular tasks, as well as the plans for their location. Furthermore, the employees indicated their need to be recognized for their ideas and suggestions with the ultimate need to work in an open and free environment where they hear news about their workplace from within the workplace, not outside.

The research results also revealed interesting data as to the demographic effects on trust, especially with regard to the effects of age on trust. As explained earlier the 25 to 35 age segment showed less trust toward management than any other age group. Paralleling age, the number of years service showed a significant relationship to trust. The employees with six to ten years service trusted less than other employees. Employees with less than one year service trusted more. Although trends were found that indicated a causal relationship between education level and trust, they were not significant.

The following discussion presents the model of organizational trust derived from this research. During this study, as the factors of trust were defined, parallels with long-established behavioral theory began to surface, and a conceptual model of organizational trust was formed to explain the dynamics of trust. In the pages which follow, the conceptual model of organizational trust is presented. Afterwards, a

discussion of the implications and limitations of this study conclude the chapter.

A Conceptual Framework and Model of Organizational Trust

The twelve trust subcomponents which make up the three trust factors that were identified can actually be thought of as employee needs. In other words, for an employee to trust the organization (or individuals within the organization, for that matter), the organization must be the supplier of need-satisfying behavior. In theory, the organization must

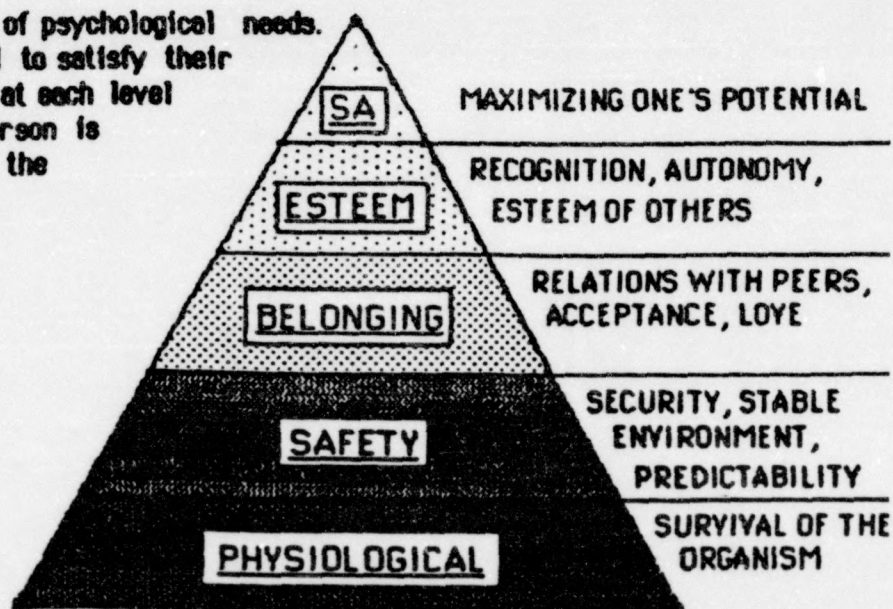
- o Provide safe working conditions.
- o Provide job security.
- o Share information openly.
- o Allow employees to express feelings, make suggestions, and disagree with management without invoking repercussions against them.
- o Communicate with accuracy.
- o Treat all employees fairly.
- o Provide a predictable work environment.
- o Allow employees to make their own work-related decisions.
- o Allow employees to participate in business decisions.
- o Express confidence in employees' ability and integrity.
- o Encourage the formation of personal relationship with employees.
- o Communicate organizational goals, recognize and support the goals of the employee.

In so doing, the organization becomes the vehicle for open communication, congruity, goal actualization, feedback and autonomy. As a by-product--and it's an important by-product--this communication process provides trust. By neglecting these needs, the organization will never realize the potential of its workforce.

When one considers a theory involving need satisfaction, one instantly thinks of Maslow and his hierarchy of needs. This classic model of human motivation contains many striking similarities with the theory of trust just mentioned and therefore serves as a theoretical framework and reference for this particular research (See Illustration 5.1).

ILLUSTRATION 5.1: MASLOW'S HIERARCHY OF NEEDS

Maslow's hierarchy of psychological needs. People are motivated to satisfy their needs. As the needs at each level are appeased, the person is motivated to satisfy the next level of needs. Thus, one ascends the hierarchy toward self actualization.



Maslow (1970) suggested that an individual's needs fall into five distinct categories, from most demanding to least demanding:

- o Physiological, or basic needs, such as oxygen, water, sleep and food.
- o Safety, or the need of a stable environment relatively free of threats.
- o Belonging, or the need to be recognized and accepted as a group member by one's peers.
- o Esteem, or the need for self-respect, self-esteem, the esteem of others, recognition, prestige, and praise.
- o Self Actualization, or the need for self-fulfillment, personal growth and development, and worthwhile accomplishments.

The lowest unsatisfied needs must be sufficiently appeased before the needs above them become operative or motivating. Also, as needs become satisfied, they no longer motivate, yet they make way for the next level of needs to motivate. Thus, one ascends the hierarchy.

Maslow's hierarchy can be found in texts, journals, management training programs, and several other applications. However, Maslow himself warned against universal application and blind commitment to this theory when he wrote:

The carryover of this theory to the industrial situation has some support from industrial studies, but certainly I would like to see more studies of this kind before feeling finally convinced that this carryover from the study of neurosis to the study of labor in factories is legitimate.¹²

Haney (1979) proposed some "qualifications" for Maslow's hierarchy which he said makes the model more applicable for a "macro" approach to organizations. First, he claimed the levels of needs have permeable

boundaries which allow individuals to experience needs of different levels simultaneously. For this reason, there is considerable mobility within the hierarchy. Another "qualifier" stated that individuals have "varying appetites." In other words, due to an individual's environmental influences and experiences, the intensity of his/her needs will vary relative to other individuals. Self-discipline is the third "qualifier." Haney suggested that, although the intensity of needs may be similar among individuals, their ability to withstand the intensity or, in other words, their "will-power" may be quite different.

It is important to keep these "exceptions to the rule" in mind while using Maslow's hierarchy as a theoretical framework. Goldhaber explained it well, saying, "What Maslow meant is that his hierarchy of needs is typical of the majority of people" (1974, p. 75).

Just as Maslow theorized a hierarchy of motivational needs, a hierarchy of trust needs is proposed here. Furthermore, the needs identified by employees in the trust research are similar to the needs Maslow identified as motivators. Notice the similarities by referring to Table 5.1.

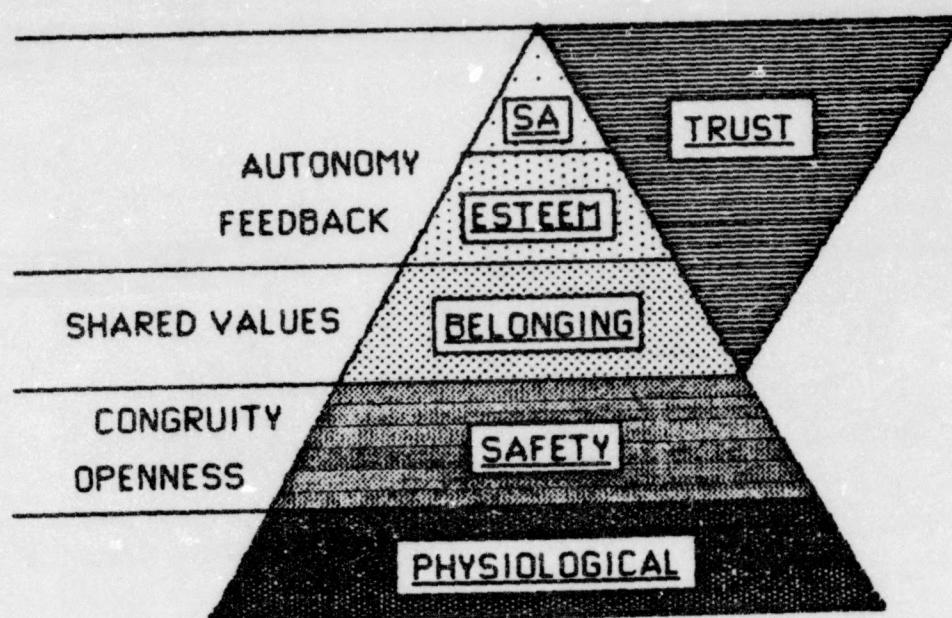
TABLE 5 - COMPARISON OF MASLOW'S HIERARCHY AND THE TRUST COMPONENTS

MASLOW'S HIERARCHY	GM TRUST STUDY
Physiological - basic needs	
Safety - need for a stable environment	Open communication and Congruity allow one to predict
Belonging - acceptance	Shared Values - shared goals, initial trust, some autonomy.
Esteem	Autonomy/Feedback -Praise, maximal autonomy, wholistic orientation.
Self actualization	

1 The preceding chart shows no trust needs at Maslow's physiological and self-actualization levels. The employees surveyed did not indicate any needs which could be placed in these categories. Physiological needs are assumed to be satisfied by wages earned and the organization's benefits program.

As the organization exists today, the primary needs for the establishment of organizational trust are at the safety level (See Illustration 5.2). Maslow defined this level as the need for a stable environment relatively free of threats.

ILLUSTRATION 5.2: MODEL OF ORGANIZATIONAL TRUST



The trust components as they relate to Maslow's hierarchy of psychological needs. Organizational trust begins at the Belonging level after the Safety needs have been met.

In the organizational setting, the safety needs can be divided into two areas. The first is the need for physical safety at the workplace. The other type of safety need, one which clearly demands attention, is for a stable, secure environment--one which employees can make accurate predictions about based on reliable, factual information. Also involved in the concept of stability and predictability is the freedom to ask questions, offer suggestions and voice opposition. This need for Openness and Congruity between what is said and what is realized is the critical first step in establishing an environment in which trust can develop. As long as the employee does not rise above the safety level, as long as the employee feels threatened, it is proposed that he/she cannot exhibit trust behavior.

At the next level, the level referred to as belonging, trust can be established. The trust component which corresponds with belonging is Shared Values. Shared Values refers to the relationship between superior and subordinate as a result of integrated goals. Trust is an intimate, abstract construct bordering on emotion and, therefore, requires an interpersonal relationship in order to exist. As safety needs are met, the individual longs for acceptance. In so doing, he/she becomes willing to accept others. Fulfillment of acceptance needs makes way for the establishment of socially desirable behaviors such as loyalty, commitment, respect and trust.

As witnessed by the literature presented earlier, the interpersonal relationship, based on shared goals, or values, is regarded highly as a component of trust (Argyris, 1962; Likert, 1967; Haney, 1979; Ouchi 1981).

McGregor (1960) said, "The central principle which derives from Theory Y is that of integration: the creation of conditions such that the members of the organization can achieve their own goals best by directing their efforts toward the success of the enterprise" (p. 50). McGregor went on to say that individuals can gain satisfaction through sharing goals by noting:

When an individual genuinely identifies himself with a group, leader or cause, he is in effect saying that the goals and values associated with that cause have become his own. He then self-consciously directs his efforts toward those goals and gains intrinsic satisfaction through their achievements. (p.50)

Likert stated that integrated goals are often basic human needs.

He explains:

"All human beings...seek to achieve and maintain a sense of personal worth and importance, including such needs as those for achievement, self-fulfillment, recognition, and self-actualization. Many persons who recognize the existence of their own basic needs do not mention them because of the 'of course' phenomenon. They feel that 'of course' everyone recognizes the existence of these needs, and hence there is no point in mentioning them. By means of questions and even direct statements, the leader can help the conflicting parties recognize that they hold in common many of these basic human wants which will be satisfied more fully if their differences can be resolved" (1976, p. 146).

In another work, Likert mentioned the relationship between workers and management. He pointed out that if the objectives of the organization are in conflict with the personal goals of the individual members, it is virtually impossible for the superior to be supportive of the employees and at the same time serve the objectives of the organization. He adds that "the principle of supportive relationships...points to the necessity for an adequate degree of harmony between organizational objectives and the needs and desires of its

individual members" (Likert 1961, p. 84).

McGregor suggests that "the principle of integration demands that both the organization's and the individual's needs be recognized. When there is a sincere effort to find it, an integrative solution which meets the needs of the individual and the organization is a frequent outcome" (1960, p. 51).

Two studies which linked Shared Values with trust also mentioned the importance of positive interpersonal relationships between employees and management. Walton (1966) distinguishes two forms of

TABLE 5.2: ORGANIZATIONAL RELATIONSHIPS

Components of Relationship	Type of Relationship	
	Integrative	Distributive
1. Form of joint decision process between units	Problem solving: Free exchange of information. Conscientious accuracy of information transmitted.	Bargaining: Careful rationing information. Deliberate distortion of information.
2. Structure of interaction and interunit decision framework	Flexible, informal, and open.	Rigid, formal, and circumscribed.
3. Attitudes toward other unit	Positive attitudes; trust, friendliness, inclusion of other unit.	Negative attitudes; suspicion, hostility, disassociation from other unit.

relationships within an organization: distributive, which resemble Likert's authoritative style of leadership, and integrative, which is most similar to Likert's participative leadership style. His reference to trust is noted in Table 5.2 (Walton, Dutton, & Fitch, 1966).

Fiedler (1966) argued that liking relationships represent a kind of mutual trust between people; a people orientation concerned with how people feel toward their supervisors, subordinates, peers, working conditions, and the job.

Ouchi (1981) explained that employees can apply discretion and work autonomously because they share the same goals as management. In an egalitarian style of management, traditional organizational roles are relaxed and the barriers between management and employees are dissolved. Managers, even top managers, become less removed from employees and this closer proximity helps establish trust. When trust is initiated, managers loosen the reins allowing employees to work without supervision, hastening the employee toward higher needs satisfaction.

While the belonging phase is the genesis of trust, a higher level of trust is realized by ascending the hierarchy. As individuals move upward toward the esteem level, their capacity for trust and their expectancy to be trusted increases. As an organization becomes more egalitarian, it concurrently enhances its potential for satisfying the higher level, esteem needs of its employees. To further the ascent toward self actualization, the organization must provide for the third trust component, Autonomy/ Feedback, characterized by maximum autonomy, reinforcement of employee efforts, and a wholistic orientation toward

the employees. When managers and employees are engaged in such a relationship, the organization relinquishes its claim to total authority treating employees like responsible, autonomous, trustworthy adults. This behavior satisfies the employees while simultaneously increasing their trust toward the organization. It's a win-win situation.

Implications

Implications in two areas are discussed in this section. First the business implications are mentioned, followed by the implications pertaining to organizational communication theory.

Business Implications

With the insight obtained from this research, General Motors is striving to enhance trust by providing for the employees needs. As discussed in Chapter One, the relationship between GM management and the UAW has been one of equilibrium rather than trust. For reasons too elaborate to discuss here, all GM hourly rated employees are represented by the UAW. GM cannot exist without the UAW employees just as the UAW could not exist without GM who hires and pays the employees. The relationship is based more on inevitableness than trust. However, this inevitable situation may turn out to be the key to building trust within General Motors. One look at the recent labor agreements between the company and its union reveals both sides' willingness to work together to become competitive in the marketplace. Both sides are beginning to surrender age-old sacred cows in the effort.

Management is loosening its grip on authority in decision-making; labor is giving up strict lines of demarcation. As for the impact of this research on GM's ability to enhance trust, several actions have already taken place.

The first action is strategic in nature. During the actual development of the group's mission statement and five-year business plan, the senior staff was consulted by the director of employee communication and exposed to the trust theory. The senior staff included "communication to build trust" as a guiding principal of the new organization. The continuation of the trust research was included as a major thrust.

As mentioned in the introduction, the most likely place for trust to tarnish during the reorganization was at the salaried mid-management level in the headquarters and engineering facilities. The group executive for the car group which sponsored this research has held monthly meetings with a random sample of employees at each of these locations to build trust within these management levels. Based on the concept of trust described earlier, the group executive directs his opening remarks at potential concerns in the "safety" level. His short address is followed by a 90-minute question-and-answer period where he and his staff respond to questions and concerns of the employees. These questions are recorded by the communication staff and later content analyzed for best fit into the trust hierarchy. Over a period of time, the employee concerns voiced during the meeting gradually ascend from the "safety" level where trust is questionable, to higher levels of "belonging" and "esteem" where trust can exist (See Appendix E).

The group's Employee Communication Staff has focused on this theory of trust in its consultation with plant management staffs and plant communicators. As a result of presentations at executive meetings and exposure in corporate-wide publications, plant managers, who for some time have searched for the missing link which will enable them to attain aggressive goals, have asked for the trust instrument to be administered to their employees. Along with the trust survey, they receive advice on developing communication plans based on their business goals which will enhance trust and unlock employee commitment.

Theoretical Implications

The implications of this research reach not only into communication theory, but across all behavioral disciplines. The results of this study identified three factors of trust each having broad affiliations with psychological, sociological, and management theory. The major implication for organizational communication theory is the employees' emphasis on open and believable communication at the most basic level of trust development. As witnessed in the first usage of the trust survey, the absence of need satisfaction at this level has detrimental affects on trust. When management allows employees freedom on the job without first attending to the lower-level informational needs, autonomy then becomes frustrating rather than fulfilling. Also, reinforcement through feedback is crucial when employees experiment with autonomous behavior. As for shared values, it is logical to assume that values must be communicated before one can perceive these values to be shared.

The concept of Congruity fits nicely into the theoretical arena of

nonverbal communication. The results of this study point out a very important stipulation in trust development. The work environment conducive to trust development requires managers to do more than say the right things and use popular people programs. The true message that builds trust isn't spoken. It's lived, day in and day out. The key words that describe this environment aren't necessarily participative, team-driven, or some other buzzword. The words that describe this environment are sincerity, integrity and concern--concepts measured by actions over time not by management rhetoric.

Limitations

Although new knowledge of organizational trust was uncovered through this study, there were several limitations that should be addressed in order to facilitate further studies. As for actual weaknesses in the design and methodology, the first to come to mind is the low number of items used on the preliminary instrument. When the employee comments gathered in Phase I were content-analyzed and categorized, the items in each group were very similar. The employees' comments which were clearest, more concise, and which seemed to represent most of the ideas expressed in all the other comments were chosen as items for the questionnaire. In the end, each of the twelve proposed factors had two corresponding items appearing on the preliminary instrument. A more sophisticated methodology which results in more items per factor and eliminates the need for such subjective decision-making on the part of the researcher would have improved the study. However, it is suggested that anyone who attempts to build

that anyone who attempts to build upon this study consider carefully the value added by basing the research of a personal-emotional-behaviorial concept like trust on input from the subjects they wish to study. One characteristic that makes GM managers so receptive to this study is the fact that GM employees provided the definition that guided the research to its conclusion.

The shortage of items especially impacted the factor analysis. The twenty-four items represented twelve factors which were not supported by the procedures employed here. In turn, the twelve factors actually grouped into three factors. If the design had allowed for more items to be factored, without regard to any predetermined factor set, the factors would be clearer and perhaps more components of trust would have been identified by the analysis.

Another limiting factor to this study was the reorganization and state of change that existed during the research. Although this variable was controlled for as much as possible, it still had an effect. How much effect is hard to determine. Phase I escaped this variable completely since the pilot survey was conducted prior to the reorganization. Although Phase II occurred in the midst of the reorganization, the employee definitions gathered in Phase I which guided the study were free of any influence of change. As stated earlier, change can affect a person's trust. Therefore, it may have been beneficial to have employees surrounded by change and more aware of their level of trust participate in Phase II since it was this phase where trust-building behaviors were confirmed. It was also this phase that led to the trust instrument and the conceptual model.

Although this study has its limitations, there is no question that this effort resulted in new, exciting knowledge of trust in the workplace. But, these findings are only the beginning and should serve more as the foundation for further research than as established theory.

Accomplishments were made that removed trust from the unknown and untouchable realm where some believed it existed. Prior to this study, several people suggested that the concept of trust, like the concept of love, is too "touchy-feely" to operationalize by quantitative methods. They felt that everybody has their own idea of what trust is and the variance existing between people's definitions would undermine the study. Admittedly, this thought merited attention. Upon examination, however, there seemed to be twelve distinct ideas prevailing. They, in turn, fell into three overarching factors of organizational trust. The three factors, identified as basic human needs which parallel classic behaviorial theory, exist in a dynamic, hierarchial condition. The organization that provides for the satisfaction of these basic human needs will gain the trust of its employees and unlock their commitment to the success of the organization.

Notes

- 1 From an unpublished paper by Richard E. Wilmot, 1984.
- 2 From a conversation with Roger D'Aprix, consultant, Towers, Perrin, Forster and Crosby.
- 3 From an unpublished paper by Richard E. Wilmot, 1984.
- 4 Information from the 1984 Public Interest Report of GMC.
- 5 Information from the 1984 Public Interest Report of GMC.
- 6 From the 1985 Second Quarter Report of GMAC Financing.
- 7 Information from a Corporate news release dated January 8, 1985.
- 8 Information provided by GM Labor Relations staff.
- 9 Information from Annual Stockholders Reports 1978-1982
- 10 From QWL information pamphlet produced under the direction of the Joint National Quality of Work Life committee.
- 11 Information released at GM announcement of the Saturn plant in Springhill, Tenn. on July 29, 1985.
- 12 Quoted by Goldhaber (1974, p. 25)

APPENDICES

Appendices A, B, C and D are examples of the survey instruments used during this research. Any references to specific GM groups, divisions or locations have been removed from the questionnaires.

Appendix A.
Pilot Survey Instrument

Here at _____ we want to improve employe communication. Our objective is to build an open and honest exchange of information among all employes, so we can work better together.

This survey is designed to measure our communication effectiveness--our strengths and weak areas. Your candid response to this survey will help us learn what needs to be done. When the surveying is completed, the results will be shared with all our employes.

Your participation in this survey is voluntary and anonymous. Please do not put your name on the survey form. We do need your honest opinions.

Thank you for your help.

PART ONE

Here are some problems GM may be facing today. How serious do you think these problems are? Please indicate by checking for each question the one box which best describes your views.

	<u>Very Serious Problem</u>	<u>Somewhat Serious Problem</u>	<u>Minor Problem</u>	<u>Not A Problem At All</u>	<u>Undecided</u>
1. The quality of GM's products	_____	_____	_____	_____	_____
2. Earning enough profits to ensure GM's future	_____	_____	_____	_____	_____
3. The media's (TV, newspapers, etc.) negative view of GM	_____	_____	_____	_____	_____
4. The ups and downs of automobile sales	_____	_____	_____	_____	_____
5. Relations between GM and the government	_____	_____	_____	_____	_____
6. The state of the economy	_____	_____	_____	_____	_____
7. The productivity of GM's operations	_____	_____	_____	_____	_____

	<u>Very Serious Problem</u>	<u>Somewhat Serious Problem</u>	<u>Minor Problem</u>	<u>Not A Problem At All</u>	77 <u>Undecided</u>
8. GM's manufacturing costs vs. those of foreign car manufacturers	_____	_____	_____	_____	_____
9. Relations between management and the unions	_____	_____	_____	_____	_____
10. Relations between management and employees, in general	_____	_____	_____	_____	_____
11. Prices of GM cars and trucks	_____	_____	_____	_____	_____

PART TWO

The following questions ask for your opinions about communication at your plant or office. Please check the one answer that most closely reflects your opinion.

	<u>Agree Strongly</u>	<u>Agree Somewhat</u>	<u>Disagree Somewhat</u>	<u>Disagree Strongly</u>
12. I get enough work-related information to perform my job effectively.	_____	_____	_____	_____
13. My plant does a good job of informing employees about its plans, programs and problems.	_____	_____	_____	_____
14. The corporation generally does a good job of informing employees about GM plans, programs, and problems.	_____	_____	_____	_____
15. Generally, there is an open and free exchange of ideas at this location.	_____	_____	_____	_____
16. My immediate supervisor usually keeps me well informed	_____	_____	_____	_____

Agree Strongly Agree Somewhat Disagree Somewhat Disagree Strongly 78

- | | | | | |
|---|-------|-------|-------|-------|
| 17. My supervisor usually listens to my ideas and suggestions. | _____ | _____ | _____ | _____ |
| 18. In general, I hear news about our business from other sources before I hear it from local management. | _____ | _____ | _____ | _____ |
| 19. The information from my supervisor is accurate and truthful. | _____ | _____ | _____ | _____ |
| 20. The information from local management is accurate and truthful. | _____ | _____ | _____ | _____ |
| 21. The information from corporate management is accurate and truthful. | _____ | _____ | _____ | _____ |

PART THREE

Which of the two choices best describes your feelings about each topic below?

- | | <u>Well Enough Informed</u> | <u>Want More Information</u> |
|--|-----------------------------|------------------------------|
| 22. Plans and outlook for my plant | _____ | _____ |
| 22A. The Five-Year Business Plan | _____ | _____ |
| 23. GM's plans and outlook | _____ | _____ |
| 24. New GM products and technology | _____ | _____ |
| 25. How my location is doing financially | _____ | _____ |
| 26. How GM is doing financially | _____ | _____ |
| 27. What can be done to improve productivity in my plant | _____ | _____ |
| 28. What can be done to improve quality at my location | _____ | _____ |

	<u>Well Enough Informed</u>	<u>Want More Information</u>
29. Reasons for key management decisions	_____	_____
30. What can be done to improve job security at my location	_____	_____
31. Problems management faces at my plant	_____	_____
32. GM employe benefits programs	_____	_____
33. What competitors are doing and how that affects us	_____	_____
34. Why GM is doing business with overseas automakers	_____	_____
35. Outside factors that affect the metal fabricating business (like laws, regulations and economic conditions)	_____	_____
36. News about employe achievements	_____	_____
37. How new technology can affect my job	_____	_____
37A. List other topics your location should be communicating to employes:	_____ _____	

PART FOUR

	<u>Always</u>	<u>Usually</u>	<u>Seldom</u>	<u>Never</u>
38. <u>GM TODAY</u> does a good job of keeping me informed of GM news.	_____	_____	_____	_____
39. Other members of my family read <u>GM TODAY</u> .	_____	_____	_____	_____
40. The plant paper does a good job of keeping me informed about news at my location.	_____	_____	_____	_____
41. Other members of my family read my plant paper.	_____	_____	_____	_____

PART FIVE

Please write in the space below any comments you wish to make about communication on your job. For example, you may have suggestions on ways to improve communication, or obstacles to good communication that you have found.

PART SIX

The word "TRUST" is often used in GM Divisions to describe a condition most people think is highly important in employe relations. We are interested in your definition of the word as it applies to your job. Please describe the word "trust" as briefly and clearly as you can.

Briefly describe a work experience which you feel established trust.

Briefly describe a work experience which established a lack of trust.

PART SEVEN

Please mark the most appropriate response.

	From my supervisor	From plant management	From union representatives (grapevine)	From other sources	I do not receive enough information
42. I receive information about product quality...					
43. I receive information about my plant's competitive position...					
44. I receive information about the costs involved in fabricating metal here at my plant...					
45. I receive information on how my work habits (attendance, safety, production, quality) affect the success of my plant...					
46. I receive information about the Business Plan...					

PART EIGHT

47. Overall, on whom do you depend for most plant related information? _____.

48. Overall, from who would you like to hear about most plant related information? _____.

I am: Hourly

Salary

Thank you again for your participation.

Appendix B.
Preliminary Trust Instrument

PART 1 - The statements listed below are employe descriptions of situations which they say increase trust. Please mark in one of the spaces to the right of each description how much your trust in GM would increase when/if that situation happens to you. Remember, you are rating how much each situation would increase your trust. We are not asking you to rate your current level of trust.

	no increase in my trust	Some Increase In My Trust	MUCH INCREASE IN MY TRUST	<u>GREAT INCREASE IN MY TRUST!</u>
1. Management believing that I will do my job to the best of my ability.	_____	_____	_____	_____
2. Having the same goals as my supervisor.	_____	_____	_____	_____
3. Supervisors treating all employes on an equal basis in regard to promotions and job placement.	_____	_____	_____	_____
4. Having a relationship with my supervisor in which the actions of each are supported.	_____	_____	_____	_____
5. Being able to believe what management tells me.	_____	_____	_____	_____
6. Management admitting mistakes without blaming their employes.	_____	_____	_____	_____
7. Working under safe conditions.	_____	_____	_____	_____

	no increase in my trust	Some Increase In My Trust	MUCH INCREASE IN MY TRUST	<u>GREAT INCREASE IN MY TRUST!</u>
8. My supervisor telling me what he/she wants, then leaving me alone to do it.	_____	_____	_____	_____
9. Management applying consistent rules for all employees.	_____	_____	_____	_____
10. My supervisor supporting my decision when it is questioned by others.	_____	_____	_____	_____
11. Not having to run to my supervisor to ask permission to do something that needs to be done.	_____	_____	_____	_____
12. Receiving timely feedback.	_____	_____	_____	_____
13. Management keeping their word or explaining why they can't.	_____	_____	_____	_____
14. My supervisor praising me when I do a good job.	_____	_____	_____	_____
15. Knowing that I can go to my supervisor for information to do my job.	_____	_____	_____	_____
16. Having faith that management will be fair and honest in their decisions that affect me.	_____	_____	_____	_____

	no increase in my trust	Some Increase In My Trust	MUCH INCREASE IN MY TRUST	<u>GREAT</u> <u>INCREASE</u> <u>IN MY</u> <u>TRUST!</u>
17. Management listening to my suggestions.	_____	_____	_____	_____
18. Knowing what I say will be kept confidential.	_____	_____	_____	_____
19. Knowing my supervisor personally.	_____	_____	_____	_____
20. Feeling comfortable expressing myself without worrying about it being held against me.	_____	_____	_____	_____
21. Information flowing freely up and down the ladder; not just down.	_____	_____	_____	_____
22. Not having to worry about losing my job.	_____	_____	_____	_____
23. My supervisor not standing over me scrutinizing my work.	_____	_____	_____	_____
24. Discussing matters with my supervisor in total openness and honesty.	_____	_____	_____	_____

Appendix C.
Organizational Trust Scale

Please read the following statements. As you read, think about yourself and your job. Then, indicate how much you Agree or Disagree with each statement by marking the appropriate space to the right of each statement.

	STRONGLY AGREE	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	STRONGLY DISAGREE
--	----------------	-------	----------------------------	----------	-------------------

- | | | | | | |
|--|-------|-------|-------|-------|-------|
| 1. I know my supervisor personally. | _____ | _____ | _____ | _____ | _____ |
| 2. My goals and the goals of the company are similar. | _____ | _____ | _____ | _____ | _____ |
| 3. I can express myself at work without having it held against me. | _____ | _____ | _____ | _____ | _____ |
| 4. At my workplace, information flows freely up and down the organization. | _____ | _____ | _____ | _____ | _____ |
| 5. Management is fair in their decisions that affect me. | _____ | _____ | _____ | _____ | _____ |
| 6. My supervisor supports my ideas when they are questioned by others. | _____ | _____ | _____ | _____ | _____ |
| 7. I trust the top management at this location. | _____ | _____ | _____ | _____ | _____ |
| 8. I can best reach my goals by helping the company meet its goals. | _____ | _____ | _____ | _____ | _____ |

	STRONGLY AGREE	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	STRONGLY DISAGREE
--	----------------	-------	----------------------------	----------	-------------------

- | | | | | | |
|--|-------|-------|-------|-------|-------|
| 9. I worry about losing my job. | _____ | _____ | _____ | _____ | _____ |
| 10. My supervisor tells me what he/she wants, then leaves me alone to do it. | _____ | _____ | _____ | _____ | _____ |
| 11. I have to ask permission to do something that I know needs to be done. | _____ | _____ | _____ | _____ | _____ |
| 12. My supervisor treats all employees fairly. | _____ | _____ | _____ | _____ | _____ |
| 13. I can discuss matters with my supervisor, openly and honestly. | _____ | _____ | _____ | _____ | _____ |
| 14. I trust my immediate supervisor. | _____ | _____ | _____ | _____ | _____ |
| 15. If I ask that something I say be kept confidential, it is. | _____ | _____ | _____ | _____ | _____ |
| 16. My supervisor and I support each other's actions. | _____ | _____ | _____ | _____ | _____ |

	STRONGLY AGREE	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	STRONGLY DISAGREE
--	----------------	-------	----------------------------	----------	-------------------

19. My supervisor stands over me
scrutinizing my work.

20. Management applies consistent rules
for all employes.

21. I can believe what management tells
me.

22. I trust the senior corporate
management staff.

23. Management keeps their word or, if
they can't, they explain why.

24. My supervisor lets me know immediate-
ly how I am performing.

25. Management admits mistakes without
blaming employes.

Appendix D.

Organizational Trust Scale
and Revised Communication Survey**EMPLOYEE
COMMUNICATION
SURVEY**

We want to improve employe communication at each location. Our objective is to build an open and honest exchange of information among all employes so we can work together better.

This survey is designed to measure our communication effectiveness. Your candid response to this survey will help us learn what needs to be done. A summary of the results will be shared with all participating employes.

Your participation is voluntary and anonymous. Please do not put your name on the survey form. We do need your honest opinions.

Thank you for your help.

SECTION 1

Here are some situations GM and _____ may be facing today. How serious do you see these problems? On the answer sheet, please darken the one box that best describes your view about each item.

	Very Serious Problem	Somewhat Serious Problem	Minor Problem	Not A Problem At All	Undecided
1. The quality of products	A	B	C	D	E
2. Earning enough profits to ensure future	A	B	C	D	E
3. How the E.D.S. acquisition was handled	A	B	C	D	E
4. The ups and downs of small car sales	A	B	C	D	E
5. Relations between GM and the government	A	B	C	D	E
6. The state of the economy	A	B	C	D	E
7. The productivity of operations	A	B	C	D	E
8. _____ manufacturing costs vs. those of foreign car manufacturers	A	B	C	D	E
9. Relations between GM management and the unions	A	B	C	D	E
10. Relations between management and employees, in general	A	B	C	D	E
11. Prices of _____ and _____	A	B	C	D	E
12. Customer experiences with Dealership service	A	B	C	D	E

SECTION 2

The following questions ask for your opinions about communication at your location. Please choose the one answer that most closely reflects your opinion.

	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree
1. I get enough work-related information to perform my job effectively.	A	B	C	D	E
2. My location does a good job of informing employes about its plans, programs and problems it faces.	A	B	C	D	E
3. The Group does a good job of informing employes about plans, programs, and problems it faces.	A	B	C	D	E
4. There is an open and free exchange of ideas at this location.	A	B	C	D	E
5. My immediate supervisor keeps me well-informed.	A	B	C	D	E
6. My supervisor listens to my ideas and suggestions.	A	B	C	D	E
7. I hear news about our business from other sources before I hear it from local management.	A	B	C	D	E
8. The information from my supervisor is accurate and truthful.	A	B	C	D	E
9. The information from top, local management is accurate and truthful.	A	B	C	D	E
10. The information from top management is accurate and truthful.	A	B	C	D	E
11. GM Today does a good job of keeping me informed of GM news.	A	B	C	D	E

SECTION 2 — Continued

	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree
12. _____ does a good job of keeping me informed of _____ issues.	A	B	C	D	E
13. The local publication does a good job of keeping me informed of news at my location.	A	B	C	D	E

SECTION 3

Please select the most appropriate situation for each item below:

	I receive this from inside GM	I receive this from outside GM	I don't receive this but would like to from inside GM	I don't receive this but would like to from outside GM	I don't receive this and I don't care to
1. Plans and outlook for my location	A	B	C	D	E
2. The Business Plan	A	B	C	D	E
3. GM's plans and outlook	A	B	C	D	E
4. New products and technology	A	B	C	D	E
5. How my location is doing financially	A	B	C	D	E
6. The outlook for _____	A	B	C	D	E
7. What can be done to improve productivity at my location	A	B	C	D	E
8. What can be done to improve quality at my location	A	B	C	D	E
9. Reasons for key management decisions	A	B	C	D	E
10. What can be done to improve job security at my location	A	B	C	D	E

SECTION 3 — Continued

	I receive this from inside GM	I receive this from outside GM	I don't receive this but would like to from inside GM	I don't receive this but would like to from outside GM	I don't receive this and I don't care to
11. Problems management faces at my location	A	B	C	D	E
12. GM employe benefits programs	A	B	C	D	E
13. What competitors are doing and how that affects us	A	B	C	D	E
14. Why is doing business with overseas automakers	A	B	C	D	E
15. Outside factors that affect our business (like laws, regulations and economic conditions)	A	B	C	D	E
16. News about employe achievements	A	B	C	D	E
17. How new technology can affect my job	A	B	C	D	E
18. business plan objectives	A	B	C	D	E
19. How profit sharing amounts and bonuses are determined	A	B	C	D	E

SECTION 4

Please read the following statements. Then, using the scale below, mark the one response which best indicates your personal experience. Note that, for the following two sections, "management" means either your supervisor or other management people at your location.

	Always	Most of the time	Sometimes	Rarely	Never
1. Information flows both up and down in this organization.	A	B	C	D	E
2. Management listens to my ideas.	A	B	C	D	E
3. I worry about things I say being held against me.	A	B	C	D	E

SECTION 4 — Continued

	Always	Most of the time	Sometimes	Rarely	Never
4. My supervisor treats all employees fairly when considering us for promotions or new opportunities.	<u> A </u>	<u> B </u>	<u> C </u>	<u> D </u>	<u> E </u>
5. Management tells me the truth.	<u> A </u>	<u> B </u>	<u> C </u>	<u> D </u>	<u> E </u>
6. My supervisor gives me instructions for my job, then leaves me alone to do it.	<u> A </u>	<u> B </u>	<u> C </u>	<u> D </u>	<u> E </u>
7. I receive timely feedback on my accomplishments.	<u> A </u>	<u> B </u>	<u> C </u>	<u> D </u>	<u> E </u>
8. My supervisor tells me when I do a good job.	<u> A </u>	<u> B </u>	<u> C </u>	<u> D </u>	<u> E </u>
9. I am concerned about the possibility of losing my job.	<u> A </u>	<u> B </u>	<u> C </u>	<u> D </u>	<u> E </u>
10. Management is unfair in its decisions that affect me.	<u> A </u>	<u> B </u>	<u> C </u>	<u> D </u>	<u> E </u>
11. My supervisor is concerned about my safety/well-being.	<u> A </u>	<u> B </u>	<u> C </u>	<u> D </u>	<u> E </u>
12. I receive timely feedback on my mistakes.	<u> A </u>	<u> B </u>	<u> C </u>	<u> D </u>	<u> E </u>
13. Management admits mistakes without blaming employees.	<u> A </u>	<u> B </u>	<u> C </u>	<u> D </u>	<u> E </u>
14. I can discuss matters openly with my supervisor.	<u> A </u>	<u> B </u>	<u> C </u>	<u> D </u>	<u> E </u>
15. My supervisor stands over my shoulder while I'm working.	<u> A </u>	<u> B </u>	<u> C </u>	<u> D </u>	<u> E </u>
16. Management is consistent in its treatment of hourly and salaried employees.	<u> A </u>	<u> B </u>	<u> C </u>	<u> D </u>	<u> E </u>

SECTION 5

Please indicate your amount of agreement with the following statements according to your personal experiences at work.

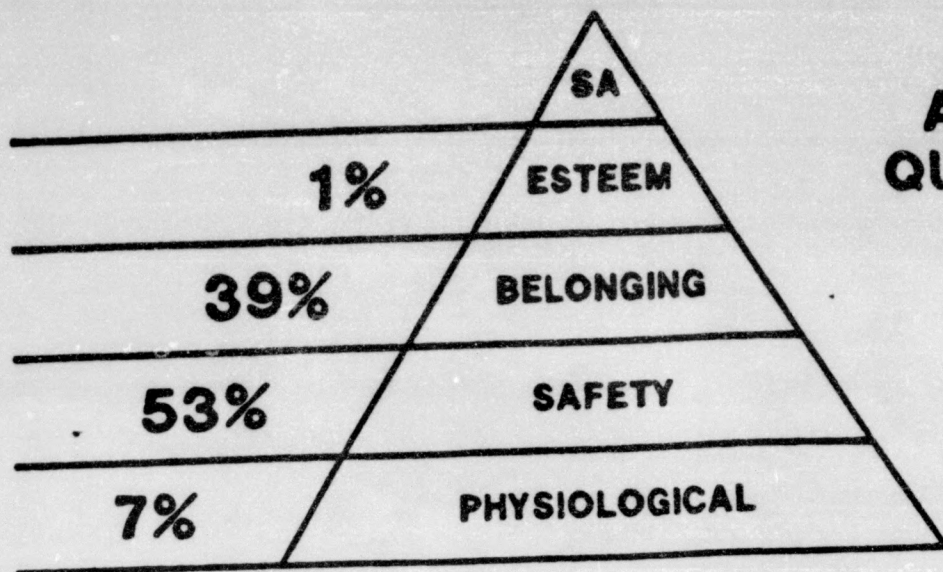
	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
1. Management knows that I will do my job to the best of my ability.	<u> A </u>	<u> B </u>	<u> C </u>	<u> D </u>	<u> E </u>
2. My supervisor and I have similar goals for our organization.	<u> A </u>	<u> B </u>	<u> C </u>	<u> D </u>	<u> E </u>
3. I trust GM's top management.	<u> A </u>	<u> B </u>	<u> C </u>	<u> D </u>	<u> E </u>
4. I trust my location's top management staff.	<u> A </u>	<u> B </u>	<u> C </u>	<u> D </u>	<u> E </u>
5. I can freely express myself knowing that, if I ask, it will be kept confidential.	<u> A </u>	<u> B </u>	<u> C </u>	<u> D </u>	<u> E </u>
6. I trust my immediate supervisor.	<u> A </u>	<u> B </u>	<u> C </u>	<u> D </u>	<u> E </u>
7. Management does what it says it will do. Or, if it can't, the reasons are provided.	<u> A </u>	<u> B </u>	<u> C </u>	<u> D </u>	<u> E </u>
8. If I see something that needs to be done right away, I can do it without asking permission.	<u> A </u>	<u> B </u>	<u> C </u>	<u> D </u>	<u> E </u>
9. I trust top management.	<u> A </u>	<u> B </u>	<u> C </u>	<u> D </u>	<u> E </u>
10. I can go to my supervisor for information I need to do my job.	<u> A </u>	<u> B </u>	<u> C </u>	<u> D </u>	<u> E </u>

Appendix E.

Using the Trust Model to
Monitor Audience Concerns

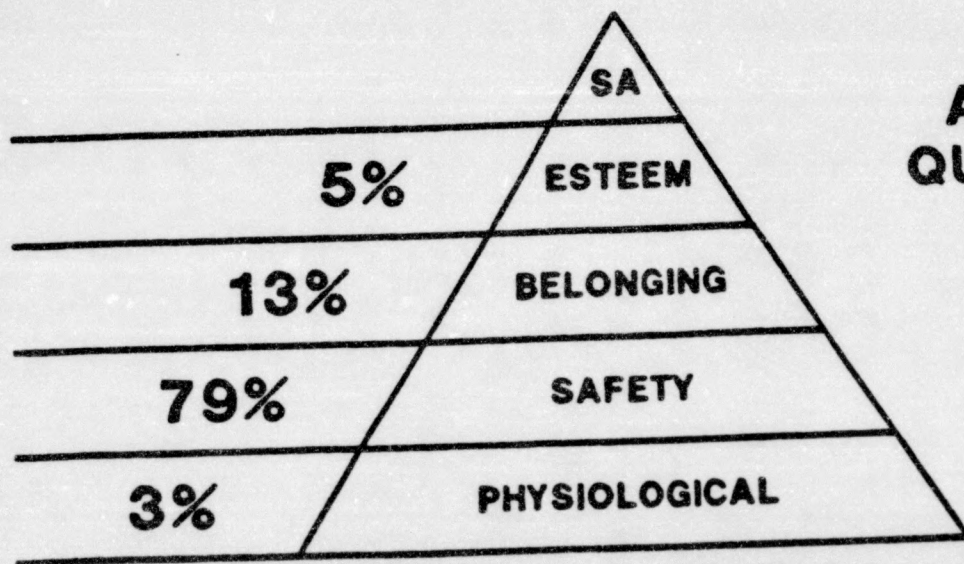
The Model of Organizational Trust developed from this thesis research is currently used by the Employee Communication Staff at one of GM's North American Car Groups to monitor employee feedback. The Group Executive meets each month with approximately 400 employees of various levels and disciplines. After a short statement, the Group Executive entertains questions from the floor. The questions are either written and submitted or asked aloud. Following the meeting, the questions are content-analyzed for best fit into the Trust Triangle. For instance, a question regarding possible salaried layoffs due to the reorganization is considered a Safety Level concern. If an employee were to ask, "What plans are there to help us increase our competitive situation?", the employee is exhibiting possible identification behavior and therefore is considered to be at the Belonging level. According to the Trust Theory, at this level, the employee is capable of trusting the organization. A question pertaining to promotion possibilities within the new organization is considered to be an Esteem level concern.

On the following page are two Trust Models representing actual employee feedback from two consecutive meetings at one location. Notice the movement toward a more trusting environment as the workplace stabilized over time.



AUDIENCE QUESTIONS

4 / 1 / 85



AUDIENCE QUESTIONS

8 / 10 / 84

BIBLIOGRAPHY

- Altshuler, A., Anderson, M., Jones, D., Roos, D., And Womack, J. The future of the automobile. Cambridge, Massachusetts: The MIT Press, 1984.
- Argyris, C. Integrating the individual and the organization. New York: Wiley, 1964.
- Cangemi, J. P., Guttschalk, G. E. Effective management; a humanistic perspective. New York: Philosophical Library, 1980.
- Corrazini, J. Trust as a complex multi-dimensional construct. Psychological Reports, 1977, 40, 75-80.
- Driscoll, J. E. Trust and participation in organizational decision making as predictors of satisfaction. Academy of Management Journal, 1978, 44-56.
- Dutton, J., R. Walton, and E. Fitch. Interdepartmental conflict and cooperation: Two contrasting studies. Human Organization, 1966, 25(3), 209-215, 219.
- Farris, G., E. Senner & D. Butterfield. Trust, culture and organizational behavior. Industrial Relations, 1973, 12, 144-157.
- Fiedler, F. A theory of leadership effectiveness. New York: McGraw-Hill Co., 1967.
- Gamson, W. Power and discontent. Homewood, Illinois: Dorsey, 1968.
- Giffin, K. The contribution of studies of source credibility to a theory of interpersonal trust in the communication process. Psychological Bulletin, 1967, 68, 104-120.
- Goldhaber, G. Organizational communication. Dubuque, Iowa: Wm. C. Brown Co., 1974.
- Haney, W. V. Communication and interpersonal relations. Homewood, IL: Richard D. Irwin, Inc., 1979.

- Harbison, F. H., and Dubin, R. Patterns of union-management relations. Chicago: Science Research Associates, 1947.
- Kanter, R. M. The change masters. New York: Simon and Schuster, 1983.
- Kelman, H. Compliance, identification, and internalization: Three processes of opinion change. Journal of Conflict Resolution, 1958, 51-60.
- Kerlinger, F. N. Foundations of behavioral research. (2nd ed.) New York: Holt, Rinehart and Winston, Inc. 1973.
- Likert, R. New patterns of management. New York: McGraw-Hill, 1961.
- Likert, R. The human organization. New York: McGraw-Hill, 1967
- Likert, R. and J. G. Likert. New ways of managing conflict. New York: McGraw-Hill, 1976.
- Maslow, A. Motivation and personality. New York: McGraw-Hill Book Co. Inc., 1970.
- Maslow, A. Eupsychian management. Homewood, Illinois: Richard D. Erwin 1965.
- McGregor, D. The human side of enterprise. New York: McGraw Hill, 1961.
- Nunnally, J. C. Psychometric Theory. (2nd ed.) New York: McGraw-Hill Co., 1978.
- Ouchi, W. Theory Z; how American business can meet the Japanese challenge. Addison & Wesley, 1981.
- Paonessa, K. Corporate advocacy and organizational member identification: A case study of General Motors. (Unpublished Master's thesis, Purdue University, 1983.)
- Rotter, J. A new scale for the measurement of interpersonal trust. Journal of Personality and Social Psychology. 1967, 35, 651-665.

Sloan, A. My years with General Motors. Garden City, New York: Doubleday and Company, 1964.

Sullivan, J., R. Peterson, N. Kameda, and J. Shimada. The relationship between conflict resolution approaches and trust - A cross cultural study. Academy of Management Journal, 1981, 24, 803-815.

Zand, D. E. Trust and managerial problem solving. Administrative Science Quarterly, 1972, 17(2), 229-239.