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## The Effect of Trust Commitments on Organization: Empirical Insights into Managerial Performance

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**Abstract:** This study discusses human resource management in organizations and measures employee performance through contributions made to the organization. The data obtained used a questionnaire distributed to 120 employees and analyzed using structural equation modeling (SEM) with the Lisrel program supported. The study results found that the managerial performance of an employee is formed when employees have commitments and contribute and involve themselves directly to the organization. Managerial performance can be applied significantly to every employee because it can achieve organizational goals. The better employee confidence, an employee's performance will increase through organizational commitment. This research was conducted in the context of Indonesia. However, the findings of this study have the opportunity to be generalized to private organizations in other countries, especially countries in Southeast Asia.

**Keywords:** organizational commitment, trust, managerial performance.

### 信任承諾對組織的影響：對管理績效的實證洞察

**摘要:** 本研究討論了組織中的人力資源管理，並通過對組織的貢獻來衡量員工績效。獲取數據的方法使用分發給 120 名員工的問卷，並在程序的支持下使用結構方程模型進行分析。研究結果發現，員工的管理績效是在員工對組織做出承諾、做出貢獻並直接參與到組織中時形成的。管理績效可以顯著地應用於每個員工，因為它可以實現組織目標。員工信心越好，員工的績效就會通過組織承諾而提高。這項研究是在印度尼西亞的背景下進行的。然而，這項研究的結果有機會推廣到其他國家的私人組織，尤其是東南亞國家。

**关键词：** 組織承諾，相信，管理績效。

## 1. Introduction

Researchers have carried out research related to organizational behavior since decades ago. One of them is Abraham *et al.* [23], who researched managerial competencies and the managerial performance appraisal process. He argues that not all organizations that assess competencies in the process of assessing managerial performance will fail when assessing competencies, thereby reducing the effectiveness of competencies and evaluating managerial performance. Managerial performance is a

manager who runs an organization with capabilities and achievements expected to achieve goals that lead to public services [21]. Moran [26] argues that the key to managerial performance is the resources within the organization to jointly create value and contribute understanding related to how to generate productive resources so that they can achieve organizational goals. Holm [15] concluded that in the face of pressure due to negative bias in the political environment, managerial performance is usually a negative bias that is further considered and directs attention to organizational goals

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with a return on profitable investment. The main idea in performance management is results-based accountability accompanied by an increase in managerial authority to provide a manager the flexibility to design performance-oriented changes [28].

One positive impact on managerial performance is the concentration of the developmental assessment process [10]. This process makes it easier for a manager to evaluate subordinates and see their progress significantly in the organization progress. In addition, measuring managerial performance carried out by managers will produce an efficient decision if it can make the best use of it [4]. Almasi *et al.* [2] revealed that managerial performance is one of the determinants of the success of an organization.

Managers and leaders estimate the benchmark for an organization's progress through managerial performance. Managerial performance can also be said as management's desire and effort to improve an organization. Organizational commitment is an agreement between employees and managers or employees with others in one scope to achieve organizational goals [34]. Organizational commitment is expected to foster a feeling for employees to have a moral obligation to remain with the organization [22]. Yousef [37] says that organizational commitment is influenced by job satisfaction and attitude. If an employee has a good attitude and feels satisfied with his job, it will foster a commitment to the organization he works for. Research conducted by Eker [9] states a significant interaction between organizational commitments and managerial performance. This shows that the existence of an employee's attachment actively when fulfilling his role related to his work will refer to sympathy and affective commitment to his organization to help improve organizational progress.

In addition, Genevičiūtė-Janonienė and Endriulaitienė [12] added that various components of organizational commitment have different implications for organizations. Organizations cannot develop and run following a vision of goals if existing employees do not have a shared commitment to trust each other and improve individual performance. The success of individual performance in the organization can increase to put the organization in a favorable position. An employee who has a responsible attitude and does work based on his dependence on the organization is a commitment that must be built and implemented continuously. Rahmani and Heydari [31] said that organizational commitment could be achieved through education and training carried out by organizations but using competent institutions and not intervened by the organization.

Structured and usable relationships between organizational members are management that has value and is comprehensively charged. Both employees and leadership levels can collaborate to achieve organizational goals without degrading one another.

The trust that exists among fellow members of the organization can complement the shortcomings of other members by creating competencies and organizational commitment [34]. Hassan and Ahmed [14] argue that trust is a relationship between two people outsiders do not exploit. One role in forming a trust is the leader in creating an ethical work climate [11]. Trust reflects identity as a truly chilling achievement but is difficult to understand [7].

Research conducted by Brown *et al.* [5] says that trust will affect employee performance. This shows that trust plays a part in an employee's managerial performance so that there is a need to establish trust by the leader towards his subordinates. Trust is formed on one another who is willing to be vulnerable [32]. The definition of trust includes risks that are a prerequisite for beliefs and consequences of trust behavior [25]. Trust is very important to be built in organizational life because organizational life influences organizational behavior [36]. Rahmani and Heydari [31] concluded that trust will create organizational commitment to retain qualified employees. Ahmad *et al.* [1] revealed that organizational practices for change management are influenced by organizational trust and commitment. Trust in management is depicted in a positive vision in the management team to achieve the future, while organizational commitment is described in good communication. Research conducted by Dursun [8] concluded that organizational trust and commitment would be stronger if employees felt the organization supported them.

## 2. Literature Review and Development Hypotheses

Managerial performance is work performance owned by someone when carrying out functions and responsibilities towards the organization [32]. An employee with good managerial performance can strengthen his commitment to form trust. Trust is a feeling that believes a word or an act is done by someone else. If someone is affected by the words or actions of others, this can mean that there is trust.

The researcher argues that organizational commitment and trust will improve the managerial performance of employees. This is based on previous research that organizational commitment and trust will improve managerial performance. Organizational commitment is formed because of the strong trust between employees and organizations or human resources. Based on the description of the literature above, the following is an explanation of the hypotheses one by one:

### 2.1. Organizational Commitment to Managerial Performance

The researcher has the assumption that organizational commitment has a direct effect on

managerial performance. Many studies have shown that managerial performance influences organizational commitment. One of them is Setyarini and Ambariani [33], which concluded that improving managerial performance is supported by organizational commitment. Organizational commitment will be formed by the managerial performance of employees in terms of achieving organizational goals [35]. An employee's attitude is categorized as a personal value and refers to loyalty to the organization that reflects like or dislike. Employees committed to the organization will evaluate their performance by planning, investigating, coordinating with other employees, and conducting supervision evaluations. So that employees who are enthusiastic about organizational goals can be said to commit to the organization. Based on these arguments, the authors propose the following hypothesis.

*H1:* There is a direct relationship between organizational commitments to managerial performance

## 2.2. Managerial Trust and Performance

Many factors influence managerial performance, one of which is trust [30]. Trust will grow if he feels the truth conveyed by superiors or related to the organization. A person's trust in a boss or leader will affect managerial performance in teamwork [6].

Trust that arises from one's psychological area and can accept the attitudes of others is based on the hope of achieving the organization's goals together [36]. Planning and evaluating performance carried out with yourself and members of another organization is the willingness of two parties to accept the risks from the actions of other parties based on planning expectations and performance evaluation.

These findings have a positive impact on the organization in improving and maintaining the managerial performance of employees. With this argument, the authors propose the following hypothesis.

*H2:* There is a direct relationship between trust in managerial performance

## 2.3. Organizational Commitment and Trust

Several previous studies have concluded a positive relationship between organizational commitment to trust [3, 13, 24]. Trust and commitment are not directly related, but trust has an important role in increasing organizational commitment [29]. Often trust is considered a person's personality and organizational commitment as a symbol of the organization. Research conducted by Ng *et al.* [27] shows that commitment and trust are moderators in training, motivation, vision/purpose of the organization, co-optation, and communication. The role is felt to be formed due to communication made by employees and outside parties. This is in line with the research said by Ahmad *et al.* [1] that the factor found in organizational commitment is

employees who like to discuss their organization with outside parties. These findings positively impact change management planning, which ultimately results in implementing a more effective change program in an organization. With this argument, the authors propose the following hypothesis.

*H3:* There is a direct relationship between organizational commitments to trust.

## 3. Methodology

The approach taken in this study is a quantitative research using survey methods. The location of this research is the Bekasi metal industry area, West Java, with 120 respondents.

### 3.1. Calculation of CR and VE

The calculation is done to find out the construct's ability to measure exogenous latent variables ( $\xi$ ) and exogenous ( $\eta$ ) as follows:

Table 1 CR and VE calculation results

Constructs	Items	Composite Reliability	AVE	Kesimpulan
Organizational Commitment	X <sub>1</sub>	0.887	0.726	Consistent
	X <sub>2</sub>			
	X <sub>3</sub>			
Emerging Trust	Y <sub>1</sub>	0.845	0.586	Consistent
	Y <sub>2</sub>			
	Y <sub>3</sub>			
	Y <sub>4</sub>			
Managerial Performance	Y <sub>5</sub>	0.870	0.691	Consistent
	Y <sub>6</sub>			
	Y <sub>7</sub>			

## 4. Results and Analysis

### 4.1. Explanation Results

Based on the summary of the calculation results in table 1 shows that the construct reliability CO value of 0.887 is greater than 0.70 (CR > 0.70), and the average variance extracted (VE) value is 0.726 greater than 0.50 (VE > 0, 50). This means that there are findings that the three construct manifests have consistency in measuring latent variables of organizational commitment. The value of KP construct reliability is 0.845 greater than 0.70 (CR > 0.70) and the average variance extracted (VE) value is 0.586 greater than 0.50 (VE > 0.50). This finding shows that the four construct manifests consistently measure KP latent variables. The construct reliability value of KM is 0.870 greater than 0.70 (CR > 0.70) and the average variance extracted (VE) value of 0.691 is greater than 0.50 (VE > 0.50). This shows that the three construct manifests consistently measure KM latent variables.

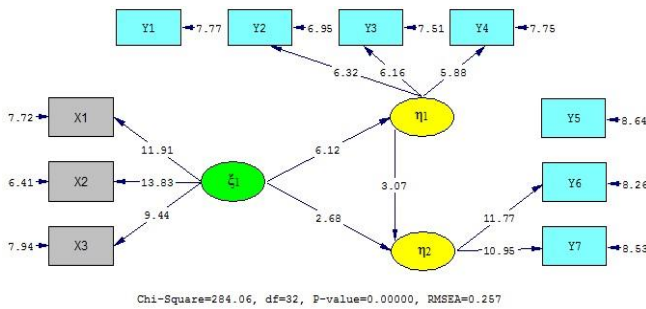


Fig. 1 T-value

**4.2. Explanation of Structural Equation Modeling Path Diagram**

The structural equation modeling path diagram is an illustration that will explain the direct effect that occurs between exogenous latent variables ( $\xi$ ) and endogenous latent variables ( $\eta$ ), and the explanation is as follows:

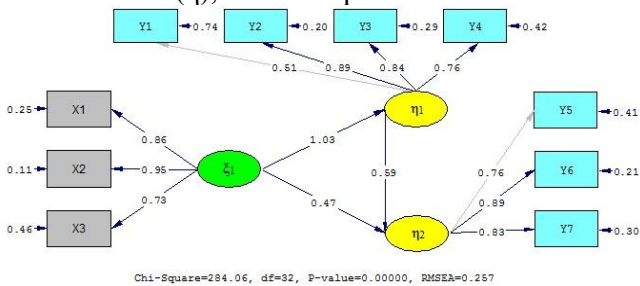


Fig. 2 Standardized solution

Based on Figure 1 explains that there is a sub-structure path coefficient 1 expressed in the form of the equation  $\eta_1 = \gamma_{11}\xi_1 + \zeta_1$  and will provide a decision for hypothesis testing 1. Furthermore, the sub-structure path coefficient 2 is expressed in terms of the equation  $\eta_2 = \gamma_{21}\xi_1 + \beta_{21} + \zeta_2$  and will provide decision making for hypothesis tests 2 and 3.

In testing the sub-structure 1 path, the path coefficient  $\gamma_{11}$  is 1.03, and the tv value is  $6.12 > t_{table} = 1.65$ , then  $H_0$  is rejected, and the path coefficient  $\gamma_{11}$  is significant. Then, testing the sub-structure path 2 obtained path coefficient  $\gamma_{21}$  of 0.47 and tv value of value =  $2.68 > t_{table} = 1.65$ ,  $H_0$  is rejected, and the path coefficient  $\gamma_{21}$  is significant. The path coefficient  $\beta_{21}$  is 0.59, and the tv value is =  $3.07 > t_{table} = 1.65$ , then  $H_0$  is rejected, and the  $\beta_{21}$  path coefficient is significant.

Figure 2 shows total and indirect effects between exogenous latent variables ( $\xi$ ) and endogenous latent variables ( $\eta$ ) in addition to the direct influence. Based on the LISREL output shows that (1) the influence value of  $\xi_1$  to  $\eta_1$  and  $\eta_1$  to  $\eta_2$  are the same as the direct effect value of each variable because it is not mediated by intervening variables, (2) indirect effect  $\xi_1$  on  $\eta_2$  through  $\eta_1$  of  $1, 03 \times 0.59 = 0.608$ , and through the intervening variable  $\eta_1$  of 0.47 so the total effect is  $0.608 + 0.47 = 1.078$ .

**4.3. All Model Matches**

Based on SEM testing with LISREL, the results of the goodness of fit test in structural equation modeling (SEM) can be seen in the table below:

Table 2 Compatibility of the overall model

No.	Index	Results	Recommendations	Conclusions
1.	Probabilitas/ $\chi^2$	0.00	>0.50	Marginal Fit
2.	$\chi^2/df$	8.88	<5	Marginal Fit
3.	RMSEA	0.26	≤0.80	Good Fit
4.	AGFI	0.44	>0.90	Marginal Fit
5.	GFI	0.68	>0.90	Marginal Fit
6.	CFI	0.86	>0.90	Marginal Fit
7.	NFI	0.85	>0.90	Marginal Fit
8.	NNFI	0.80	>0.90	Marginal Fit
9.	IFI	0.86	>0.90	Marginal Fit
10.	RFI	0.79	>0.90	Marginal Fit
11.	ECVI	2.77	<5	Good Fit

**4.3.1. Relationship of Organizational Commitment to Trust**

Hypothesis 1 reads there is a positive influence between organizational commitments to trust. The results showed tv value =  $6.12 > t_{table} = 1.65$ , so it can be concluded that hypothesis 1 is supported.

**4.3.2. Relationship of Organizational Commitment to Managerial Performance**

Hypothesis 2 reads a positive influence between organizational commitments to managerial performance. The results showed tv values =  $2.68 > t_{table} = 1.65$ , so it can be concluded that hypothesis 2 is supported.

**4.3.3. Trust Relationship to Managerial Performance**

Hypothesis 3 reads there is a positive influence between trusts in managerial performance. The results showed tv value =  $3.07 > t_{table} = 1.65$ , so it can be concluded that hypothesis 3 is supported.

**5. Conclusion**

There needs to be a commitment and trust in an organization because it can help the organization achieve its goals. The researcher argues that organizational commitment and trust affect managerial performance. This is based on researchers' assessment of employees. If employees have a commitment to the organization and have trust in the organization, then employees will improve their performance to achieve organizational goals. This study concluded that organizational commitment has a positive and significant relationship to trust and managerial performance. In addition, trust has a positive and significant relationship to managerial performance. Formation of commitment to employees will instill motivation to impact its performance results. Likewise, the support of leaders who provide trust will generate employee morale. There are no studies that have no weaknesses. Of course, this study also has limitations. The first limitation relates to the object of research. This research takes samples in the metal industry with

various parts in it. As mentioned above, metal industries are very vulnerable to organizational commitment. The second limitation relates to individuals surveyed, namely employees. In an organization, superiors get more privileges than employees, so that the implementation of the results of this study can only be applied to employees who work in the metal industry sector. Despite its limitations, this research has practical implications that trust must be fostered in improving employee managerial performance since employees work in an organization. The existing trust in an employee is expected to increase organizational commitment to facilitate organizational goals. Both of these indicators can simultaneously improve managerial performance.

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