

Demographic Variables and Their Impact on Organizational Trust

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This study explores the impact of demographic variables on organizational trust. It aims to present the concept of organizational trust and its dimensions, addressing its determinants, both personal and organizational. An analytical study was conducted involving a series of previous studies to display results and to examine the extent to which demographic determinants affect the organizational trust among employees at El Harrouch Hospital Institution. The study relied on the descriptive method and used surveys as a data collection tool. Significant statistical differences were found in the responses regarding organizational trust attributed to gender, with males showing higher levels of trust. There were also notable differences due to tenure, favoring those with over 20 years of service, and significant differences in trust attributed to job roles, favoring administrative staff.

Keywords: Organizational trust, trust in colleagues, trust in supervisors, trust in management.

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1. Introduction

Organizational trust is a fundamental pillar for an effective and sustainable work environment. It is considered a crucial factor that determines the harmony among individuals within an organization and enhances levels of cooperation and positive interaction. Scientific research indicates that high trust between employees and management positively reflects on organizational performance and reduces levels of stress and internal conflict. Organizational trust also serves as a key driver for creativity and innovation, as it provides individuals with the security to express their ideas and proposals without fear of negative criticism or penalties.

In practical terms, organizational trust manifests in various forms, including trust among employees themselves, between employees and managers, and even trust in organizational policies and procedures. A lack of trust can lead to negative effects such as increased job turnover rates, decreased morale, and reduced productivity.

2. Problem Statement

Organizational trust is a vital factor that affects employee performance, stability, job satisfaction, and the overall efficiency of organizations. However, it is not static and is influenced by a variety of internal and external factors that can impact the level of organizational trust. These factors include the management's interaction with employees, the level of transparency in decision-making, the availability of support and assistance for employees, and the extent of fairness and equality in treatment, along with demographic variables such as gender, age, tenure, and job role.

From this perspective, it is essential to conduct in-depth scientific studies to understand organizational trust and analyze the impact of these demographic variables on it. This current study seeks to address the following central question:

- Do demographic variables affect organizational trust among employees at El Harrouch Hospital Institution?

This central question leads to four sub-questions:

1. Are there significant statistical differences in organizational trust between male and female employees at El Harrouch Hospital Institution at a 0.05 error probability?
2. Are there significant statistical differences in organizational trust among different age groups at El Harrouch Hospital Institution at a 0.05 error probability?
3. Are there significant statistical differences in organizational trust among different tenure groups at El Harrouch Hospital Institution at a 0.05 error probability?
4. Are there significant statistical differences in organizational trust among different job roles at El Harrouch Hospital Institution at a 0.05 error probability?

To answer these questions, several hypotheses were formulated and tested empirically as follows:

1. There are significant statistical differences in organizational trust between male and female employees at El Harrouch Hospital Institution at a 0.05 error probability.
2. There are significant statistical differences in organizational trust among different age groups at El Harrouch Hospital Institution at a 0.05 error probability.
3. There are significant statistical differences in organizational trust among different tenure groups at El Harrouch Hospital Institution at a 0.05 error probability.

4. There are significant statistical differences in organizational trust among different job roles at El Harrouch Hospital Institution at a 0.05 error probability.

To test these hypotheses, a five-point Likert scale for organizational trust was developed, ensuring its validity through consultation with professors to confirm the appropriateness of its statements with the content dimension, as well as applying content validity through the adequacy of statement content with theoretical heritage. Reliability was chosen using Cronbach's alpha, with the following results as shown in the table:

Table 1.

Dimension	Cronbach's Alpha Reliability Coefficient
Trust in Colleagues	0.852
Trust in Management	0.85
Trust in Supervisor	0.901

3. Organizational Trust, Concept, and Dimensions

Organizational trust is an important topic in business management and corporate behavior. It refers to the degree of confidence that stakeholders have in an organization's operations and ethical standards. Stakeholders establish this trust through continuous and predictable interactions with the company, not solely based on emotions or personal opinions. Competence, honesty, and dependability are among the several aspects that comprise trust within an organization. These dimensions are crucial for creating a favorable workplace atmosphere and improving overall performance. Comprehending these aspects is essential for leaders who strive to establish and maintain a culture of trust as they traverse the intricacies of organizational dynamics and stakeholder expectations. This section examines the complex and diverse nature of organizational trust, clarifying its fundamental ideas and the various ways in which it functions.

3.1 Concept of Organizational Trust

There are various definitions of organizational trust, differing according to the perspective and dimensions adopted by their proponents. We will explore several definitions, highlighting the aspects focused on and those neglected.

Awad Al-Ashqar (2023: 200) defines it as "the feeling of reassurance and security that employees have towards their organization, realizing that it will keep its promises and take necessary actions that consider their interests and desires." This definition highlights trust in the institution itself, emphasizing the reliance employees place on their organization to support and care for their needs and interests, albeit focusing solely on this single aspect of trust.

Bourzg and Shenouf (2020: 100) describe organizational trust as "mutually positive behaviors, expectations, and relationships between individuals and the organization." This definition underscores the importance of a positive interactive environment at work where both individuals and the organization contribute to building relationships based on mutual trust and respect. Such behaviors enhance productivity and job satisfaction, leading to the success of both the organization and its employees.

Ming-Chuan, Qiang, Sang-Bing, and Yi (2018: 852) consider organizational trust to include "institutional trust involving trust in supervisors and the organization." This definition

encompasses two dimensions of trust: trust in the manager or supervisor and trust in the organization or senior management.

Another set of definitions attempts to cover all dimensions of organizational trust. For instance, Serir Hertsi and Rabhi (2020: 267) define it as “the trustor’s expectations that the trustee (colleagues, supervisor, top management) will perform certain desirable behaviors.” This definition clarifies the parties involved in organizational trust – colleagues, supervisors, and management – but does not specify the desired behaviors.

“Mutual positive expectations of employees at El Harrouch Hospital in Skikda, regarding the intentions and actions of their colleagues at work, as well as the competence and fairness of their supervisor in handling their interests.”

3.2 Dimensions of Organizational Trust

The concept of organizational trust is not monolithic but is instead composed of several key dimensions that together create a robust framework for understanding trust within a corporate context. These dimensions are crucial for analyzing how trust forms and functions within companies, affecting everything from employee satisfaction to customer loyalty. Key dimensions such as transparency, predictability, and fairness play significant roles in establishing a climate where trust can thrive. This section will explore these critical dimensions in detail, examining how each one contributes to building a resilient and transparent organizational culture. By dissecting these dimensions, we aim to provide a clearer picture of how effective trust management can lead to enhanced organizational performance and stakeholder engagement.

3.2.1 Trust in Colleagues

Bouden and Zuebit (2021: 212) define trust in colleagues as “the positive inclination among working individuals regarding sharing information and adopting an open communication system.” This positive inclination signifies a preference for cooperation and transparent information exchange, fostering an environment conducive to efficiency and productivity.

Najimi and Boutaleb (2020: 123) view organizational trust as “an employee’s willingness to be vulnerable to the actions of other colleagues at work, which cannot be controlled.” Modern workplace trends towards decentralization and teamwork require more interaction and information sharing.

Masnoua and Quidir Al-Wahed (2021: 453) refer to it as frankness and openness among colleagues, playing a crucial role in building relationships within the organization. They define it as “interaction between at least two individuals who voluntarily disclose personal details to each other, thereby accessing private secrets through expressions such as ‘I feel, I believe.’”

3.2.2 Trust in Supervisor

Baja and Ramila (2020: 308) define trust in the supervisor as “the positive expectations that subordinates have towards their leaders, based on mutual relationships, trusting that the leadership will not exploit them but will ensure their rights.” This aspect emphasizes the role of support and rights assurance in fostering trust and achieving work objectives more effectively.

Alali and Saous (2021: 519) assert that “leaders’ behaviors, which include ethical conduct and effective, supportive communication, shape organizational trust.” Key traits such as integrity and competence are essential for leaders to build trust with their subordinates.

This compilation of definitions suggests that trust in a supervisor involves positive expectations about the supervisor's fairness and competence, ensuring adequate support and recognition of employees' efforts within a system of effective and open communication.

3.2.3 Trust in Management

Khalil and Maamri (2021: 38) suggest that trust in management symbolizes "involvement in information sharing, participation in organizational decision-making, participation in planning, delegation of authority, and a sense of satisfaction with the overall decisions made by the organization." A management that maintains a clear strategy, follows a fair organizational policy, meets subordinates' needs, and earns their trust exemplifies effective governance.

Bouden and Zuebit (2021: 212) add that "the feeling among organization members that their interests are considered and their personal goals are given as much priority as those of the organization, motivates them to sacrifice and prioritize the organization's interests over their own." This highlights how treatment by the organization fosters a sense of belonging and loyalty among employees, as they trust that decisions made are always in their best interest.

Bahri and Kharmoush (2022: 1301) define trust in management as when management "satisfies their needs, provides flexibility in the organizational structure, and ensures fairness in dealings. A lack of organizational trust decreases employees' value, leading them to prefer their personal interests over those of the organization." This definition shows how the absence of organizational trust reduces loyalty and commitment, focusing employees more on personal goals rather than those of the organization, which ultimately lowers performance and muddles the organizational vision.

Masnoua and Quidir Al-Wahed (2021: 453) give another meaning to trust in management as "perceived organizational support," which expresses the care provided by the organization through assistance, fair treatment, and attentive listening to concerns, fostering organizational commitment and supporting the organization's goals. They also note that feeling supported by management motivates employees to enhance their skills through both formal and informal training.

From these definitions, an operational definition of trust in management can be formulated as:

"Positive expectations of employees at El Harrouch Hospital towards management, including receiving adequate support and fair treatment, and operating under a clear business plan that incorporates them into its vision and strategies, facilitated by a flexible organizational structure based on the delegation of authority."

4. Determinants of Organizational Trust

Organizational trust hinges on several determinants that shape its foundation and growth within a company. These include transparent communication, consistent leadership, and equitable practices. Understanding these elements is crucial for fostering a reliable and ethical organizational climate that promotes stakeholder confidence and cooperative relationships.

4.1 Individual Determinants

4.1.1 Gender

Studies vary on the impact of gender on organizational trust. For instance, Hashimi, Baja, and Romila found no significant statistical differences in trust based on gender among

employees in small and medium-sized enterprises in Laghouat's insurance companies (Baja & Romila, 2020: 318). Conversely, international studies like those by Ming-Chuan, Qiang, Sang-Bing, & Yi (2018: 158) also reported no significant gender-based differences in organizational trust, indicating a universal trend across different cultural contexts.

4.1.2 Age

Studies on age as a variable show mixed results. For example, Baja and Romila (2020: 318) found no significant age-related differences in organizational trust and employee retention. However, Ming-Chuan et al. (2018: 8) discovered significant differences favoring employees aged 50 and above. Conversely, Mohammed Said Morsi (2018: 304) found a strong inverse relationship between age and trust in supervisors, suggesting that younger employees tend to trust their supervisors more as they are still in the learning and experience-gaining phase.

4.1.3 Tenure

Hazrashi, Jalab, and Durum (2021: 75) found significant differences in trust among employees with different lengths of service. For instance, trust in colleagues was higher among those with 21 to 30 years of service compared to those with 11 to 20 years. Trust in the organization was greater among those with 11 to 20 years of service, aligning with findings from other studies indicating tenure-related variations in trust levels.

4.1.4 Educational Qualification

Hazrashi, Jalab, and Durum (2021: 73) found no significant differences in perception of study variables related to educational level, attributed to a similar educational background among the organization's employees. Suleiman Tish Tish and Ramadan (2021: 100) noted that temporary professors pursuing doctorates tended to trust management more, possibly due to less frequent interactions with management maintaining a certain level of trust.

4.2 Organizational Determinants

4.2.1 Organizational Culture

Research indicates a strong relationship between organizational culture and trust. For example, Hazrashi (2008: 11) found a significant correlation between organizational culture – defined by values, beliefs, and rituals – and trust in colleagues, supervisors, and management. This relationship underscores how cultural factors can directly impact individual behaviors and trust levels within an organization.

4.2.2 Administrative Empowerment

Mduki (2022: 117) noted that managers who delegate more authority and reduce control mechanisms tend to foster administrative empowerment, decreasing distrust among subordinates. This practice has a statistically significant impact on enhancing organizational trust, proving the efficacy of empowerment strategies in building trust.

4.2.3 Organizational Justice

In their study on organizational justice and its relation to trust among employees in Algerian telecommunications companies, Rabi and Saida (2022: 135) found a positive relationship between dimensions of organizational justice – procedural, interactional, and distributive –

and organizational trust. Employees tend to have greater trust in an organization when they perceive that work-related outcomes and interpersonal treatments are fair and equitable.

4.2.4 Transformational Leadership

Alali and Saous (2021: 517) examined the role of transformational leadership in enhancing organizational trust. They found a positive correlation between the four dimensions of transformational leadership and organizational trust. Their study highlights that leaders gain the trust of their subordinates not only through charisma but also by encouraging them, boosting their morale, fostering creativity and innovation, addressing their needs, and creating opportunities for additional learning. These are observable behavioral patterns that subordinates can trust.

4.2.5 Administrative Corruption

Abu Al-Maati Ghoneim (2018: 232) conducted a study on the impact of administrative corruption on the level of organizational trust and job immersion in government sectors in Saudi Arabia. Starting with the hypothesis that “there is no significant statistical impact of administrative corruption on the level of organizational trust in government sectors of Saudi Arabia,” he found a significant statistical impact of administrative corruption on organizational trust among colleagues, with an R^2 value of 81.2%, indicating a high degree of this effect. Similarly, the trust in supervisors had an R^2 of 79.5%, and trust in management reached 97.7%.

5. Results of Organizational Trust

5.1 Organizational Creativity

Ahmed and Quidir (2021: 454) studied the role of organizational trust in enhancing organizational creativity in small and medium-sized enterprises. They found a good relationship between organizational trust in supervisors and the organization, and the creative behavior variable. This relationship was attributed to the growing awareness of the importance of modern leadership and the effectiveness of company policies. However, there was no significant statistical effect of organizational trust among colleagues on creative behavior, attributed to the absence of programs to enhance cooperation within the organization.

5.2 Knowledge Sharing

As Shweikhi and Rwascki (2018: 400) discuss, organizational behavior change or development depends on “knowledge sharing and transfer from the source to the recipient because the circulation of knowledge generates new knowledge, increasing intellectual capital through investment in human capital.” Here, the importance of trust is evident as human interactions based on cooperation and unimpeded knowledge exchange contribute to organizational performance and improvement.

In a study by Al-Suwaiei (2020; 76) on the impact of trust among employees on knowledge sharing, a significant effect of trust based on openness to knowledge sharing was found. All dimensions of knowledge sharing (importance of sharing, genuine sharing, effectiveness of sharing) were present at a high level with an average scale value of 4.1333 and a relative weight of 82.67%, illustrating how organizational trust creates an open environment conducive to knowledge transfer and sharing.

5.3 Employee Retention

Baja and Romila (2020: 309) define employee retention as employers' efforts to maintain a supportive work environment by "meeting various needs to enhance satisfaction and organizational loyalty, while reducing costs associated with recruiting and training new employees." The organization should select administrative practices that enhance trust at various levels to retain its employees. A field study by Hashimi Baja and Romila Lamour on the impact of organizational trust on employee retention in small and medium-sized enterprises found a positive correlation between the two variables, indicating that increased organizational trust leads to higher employee retention.

5.4 Organizational Alienation

In a study by Serir Hertsi Hayat and Rabhi Karima on the impact of organizational trust dimensions on organizational alienation, an inverse relationship was found. The calculated t-values were -6.61 for trust in colleagues, -8.84 for trust in supervisors, and -9.82 for trust in management (Serir Hertsi & Rabhi, 2020: 279), indicating that higher levels of trust correlate with lower levels of organizational alienation.

5.5 Total Quality Management

Total Quality Management (TQM) is an integrated management system aimed at achieving customer satisfaction, relying not only on physical capital but also on social capital, of which organizational trust is a main component. In a study by Al-Saadi, Al-Shammari, and Firaun Al-Karawi (page 30), a medium positive correlation was found between trust in colleagues and TQM, attributed to the lack of cooperation among colleagues, which hinders TQM. A strong positive correlation was found between trust in supervisors and TQM, explained by the fair and competent way supervisors treat employees, and a strong positive correlation between trust in management and TQM, explained by management's care in respecting employees' opinions, which facilitates TQM operations.

5.6 Organizational Loyalty

Among studies exploring the relationship between organizational loyalty and organizational trust, a study by Mawfaq and Daif (2016: 49) found that different dimensions of organizational trust have an impact on organizational loyalty. This effect is attributed to the sound decisions made by the organization that benefit its employees and the cooperative relationships between employees and supervisors, which foster organizational trust and thereby increase organizational loyalty.

6. Field Aspects of the Study

6.1 Study Areas

1. Spatial Domain: The study was conducted at the Drage Al-Ayeb Hospital Institution in the northern part of El Harrouch, Skikda.
2. Temporal Domain: The study spanned from July 2021 to September 2021, during which surveys were distributed and collected. Data analysis began in October of the same year.
3. Human Domain: The institution employs 35 administrative staff, 79 doctors (both specialists and general practitioners), and 236 para-medical staff. Additionally,

there are 53 workers, including professional workers, janitors, and drivers, with 57 contract workers.

6.2 Methodology

The study adopted a descriptive analytical approach, using a questionnaire as a data collection tool. The questionnaire was divided into two sections: one for demographic data and the other a five-point Likert scale measuring aspects of organizational silence. Data analysis was performed using the SPSS program.

6.3 Study Sample

A non-random sampling method was used due to the inability to obtain a comprehensive list of employees at the institution. A proportionate quota sampling was used based on the job level (doctor, administrator, nurse) as the basis for forming the quotas. A 50% sample of the total population of 350 individuals was determined, and all questionnaires were retrieved. Of the 175 questionnaires distributed, 159 were usable for analysis; some were incomplete or had missing responses to certain questions.

It is evident from the table that the largest percentage in terms of job category was for nurses, estimated at 69.2%, followed by doctors at 20.1%, and then administrative staff at 10.7%. This distribution can be explained by the nature of services provided by the hospital, where nurses play a vital role in providing direct patient care.

As for the gender variable, the larger percentage was for females at 76%, followed by males at 23.3%. This can be attributed to differences in career choice orientations between them, with females being more inclined to the healthcare field than males, and employment and promotion policies being more focused on females, especially in certain departments.

Regarding the age variable, the age group from 30 to 39 years old obtained the highest percentage at 42.8%, followed by the age group under 30 years old at 35.2%, then the group from 40 to 49 years old at 13.8%, and finally the age group 50 years and older at 8.2%.

As for the seniority variable, it was in favor of the age group under 10 years, at 78%, followed by the group from 10 to 20 years at 16.4%, and then the group over 20 years at 5.7%. This reflects the structural changes and recent employment policies which focused on hiring and attracting young talents. The recent competitions for nursing assistants required a recent high school diploma and to be of the age of eligibility in the year of taking the competition.

6.4 Study Results

In this section, the results were divided according to the demographic variables on which the statistical differences between their categories were calculated, resulting in four tables: the first pertaining to the gender variable, the second to the age variable, the third to the seniority variable, and the fourth to the age variable.

Analysis of the statistical differences results for the demographic variables towards organizational trust:

Table 2. Statistical differences in the respondents' attitudes towards organizational trust attributed to gender

Gender	Average Score	t-Value	Significance Level	Statistical Decision
Male	3.79	2.187	0.03	Significant statistical differences
Female	3.6			

From the table, we can see that the t-value is 2.187, and the significance level is 0.030, which is smaller than the error probability of 0.05, indicating “there are significant statistical differences in the respondents' attitudes towards organizational trust attributed to gender.” The average score for males (3.79) is higher than for females (3.60), indicating higher organizational trust among males. This aligns with the study by Suleiman Tish Tish Mohamed Lamine, which also found significant statistical differences favoring males. The similarity of these studies in terms of the country of the study and the targeted sector, which is service-oriented, led to this agreement.

These differences can be explained by the personal experiences each gender has undergone, which include academic experiences, education, interactions, cultural influences, and biological factors that differentiate the genders. Meanwhile, studies by Baja and Romila, and by Balfar and Bagadir, and Qiang Ming-Chuan and Yi Sang-bing found “no significant statistical differences in organizational trust attributed to the gender variable,” which do not align with our study results due to differences in the country of study and the targeted sectors.

Table 3. Statistical differences in the respondents' attitudes towards organizational trust attributed to seniority

Seniority	Average Score	F-Value	Significance Level	Statistical Decision
Less than 10 years	3.59	5.32	0.006	Significant statistical differences
From 10 to 20 years	3.85			
More than 20 years	4.03			

From the table, it is clear that the F-value is 5.32, and the significance level is 0.006, which is smaller than the significance level of 0.05, meaning “there are significant statistical differences in the respondents' attitudes towards organizational trust attributed to seniority.” The highest average score was in the category (more than 20 years) at 4.03, followed by the category from (10 to 20 years), and finally, the category (less than 10 years) with an average score of 3.59. This aligns with the study by Hazrashi, Jalab, and Durum (2021), which found significant differences in respondents' attitudes towards organizational trust attributed to seniority favoring the category from (21 to 30 years).

This result can be explained by the fact that employees with longer work experience have an organizational balance that allows them to give greater trust in their colleagues, supervisors, and the clear vision and strategy of the organization. Therefore, trust decreases in the category from (10 to 20 years) as their organizational personality is in the process of formation. While the study by Suleiman Tish Tish and Ramadan (2021) found significant differences but in favor of the category from (6 to 10 years), there are studies whose results do not align with

this study's results, such as the study by Baja and Romila, which concluded that "there are no significant statistical differences in respondents' attitudes towards organizational trust attributed to years of service at a significance level of 0.05".

Table 4. Statistical differences in respondents' attitudes towards organizational trust attributed to age

Age	Average Score	F-Value	Significance Level	Statistical Decision
Under 30 years	3.66	2.27	0.082	No significant statistical differences
From 30 to 39 years	3.59			
From 40 to 49 years	3.91			
50 years and older	3.6			

From the table, it is clear that the F-value is 2.27, and the significance level is 0.082, which is higher than the significance level of 0.05, meaning "there are no significant statistical differences in the respondents' attitudes towards organizational trust attributed to age." This result aligns with the study by Baja and Romila, which also found no significant statistical differences in respondents' attitudes towards organizational trust attributed to the age variable, whereas it differs from the results of Ming-Chuan, Qiang, Sang-Bing, & Yi (2018), and Suleiman Tish Tish and Ramadan (2021), which found significant statistical differences regarding the age variable, in addition to the study by Mohammed Said Morsi (2018), which found a strong inverse relationship between age and trust in the supervisor.

Table 5. Statistical differences in responses towards organizational trust attributed to job function

Job Function	Average Score	F-Value	Significance Level	Statistical Decision
Doctor	3.38	5.74	0.004	Significant statistical differences
Nurse	3.72			
Administrator	3.74			

From the table, it is evident that the F-value is 5.74, with a significance level of 0.004, which is less than the significance level of 0.05, indicating "there are significant statistical differences in responses towards organizational trust attributed to job function." It is noted that the highest average score was for administrators at 3.74, followed by nurses at 3.72, and finally doctors at 3.38.

This result can be explained by the fact that the category with more interactions with colleagues and management exhibits a higher degree of trust compared to other job categories that primarily interact with patients on a daily basis.

Conclusion

The results of the study indicate clear effects of demographic variables on organizational trust among employees. Through statistical data analysis, it was found that there are statistically

significant differences in organizational trust attributed to gender, where results showed that males have higher organizational trust compared to females.

The study also highlighted statistically significant differences attributed to seniority, where levels of organizational trust increased with years of experience. Employees with long-term experience (more than 20 years) showed higher levels of trust compared to less experienced groups. These differences can be explained by the fact that extensive experience contributes to enhancing trust due to the accumulation of experiences and organizational interactions.

Regarding the impact of age, the study did not find statistically significant differences attributed to this variable. Finally, the study showed significant statistical differences attributed to job function, where administrators and nurses exhibited higher levels of organizational trust compared to doctors. This can be explained by the fact that jobs requiring more interactions and communication with colleagues and management contribute to building higher levels of organizational trust.

Based on these results, it can be said that demographic variables play a significant role in shaping levels of organizational trust among employees. It is essential for organizations to consider these variables when designing strategies to enhance organizational trust, ensuring a positive and productive work environment.

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