

Determinants of Interpersonal Trust in Productivity and Organisational Commitment: Evidence from Indonesia

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The research aims to find empirical evidence of participation, feedback, and empowerment towards increasing interpersonal trust. Also, the positive influence of increasing interpersonal trust on productivity and organisational commitment. The research data was collected through a mail survey, and the sample of only government auditors was based on the reason that the performance of government auditors as an institution is assessed by the public through the work of it's auditors. Then the data was analysed against the theoretical model building using Structural Equation Modelling (SEM) analysis techniques using primary data obtained by distributing 147 questionnaires to the government auditor in the East Java Provincial. The results showed that the participation variable had a significant effect on interpersonal trust. The results also showed that participation, feedback and empowerment had a significant effect on interpersonal trust. In addition, the effect of interpersonal trust on productivity and organisational commitment showed significant results.

Key words: *Participation, Feedback, Empowerment, Interpersonal Trust, Productivity and Organisational Commitment.*

Introduction

The organisation as a gathering place for several individuals who have the same vision, mission and goals, but who come from different backgrounds, is seen as vulnerable to relational problems. One of the relational problems that arise is concerning the issue of trust. Not infrequently the success of an organisation in achieving organisational goals is caused by problems of trust. Local government, as a public organisation tasked with providing public

services and distributing welfare to the community, is not free from issues of trust, both between the government and the community, and among fellow government workers. Moreover, the promulgation of regional autonomy brings various forms of consequences, including demanding professionalism and readiness from workers in the public sector to provide the best performance.

The principles of regional autonomy based on the Regional Autonomy Law No.22 of 1999, among others, are the implementation of autonomy based on broad, real and responsible autonomy. All forms of autonomy can be done if the participation of workers in the public sector can be empowered, but if there is distrust among public sector workers (the government), then the best performance will be difficult to achieve. For this reason, strategic actions are needed in managing public sector organisations, including by managing organisations based on trust.

Some taxonomic systems or classifications in articulating various models of organisational management theory, form dichotomies of organisational management models, namely the bureaucratic organisational model (classical/formal model) proposed by Egeberg, (2007); Tsang, (1997) and the human relations model raised by (McLeod, 2007). According to Egeberg, (2007); Tsang, (1997), the bureaucratic model also assumes that workers and institutions will develop their confidence in implementing various policies based on fairness and documentation.

Nyhan, (1999) through a review of various journals on organisational management offers a new organisational model paradigm that is a management model based on trust. This is in line with the development of McGregor, (1960) theory's findings made by (Ouchi & Cuchi, 1981), namely Theory Z. The trust based model is not intended to meet the desires of workers but rather on the opportunity for collective development to achieve organisational goals. This model focuses on interpersonal relationships between supervisors or leaders with workers or subordinates. The trust-based model assumes that increasing participation in decision-making practices, specifically empowerment, feedback, and collective management decision-making, can encourage an increase in the level of interpersonal trust and is good for an organisation.

This model assumes that workers have a critical role as the main service provider in public sector organisations. This model is an important alternative especially for public organisations that have a responsibility orientation to society and rely more on the flow of information than the organisational structure. Nyhan, (1999) which refers to Theory X and Y McGregor and Z Ouchi's Theory, proposes that participation in decision-making, feedback from and to employees, and employee empowerment will increase interpersonal trust in organisations in the public sector. That interpersonal creation of manager and employee trust is considered capable of increasing organisational commitment and productivity, empirically

proved the proposed proposition. Nyhan, (1999) conducted a study by taking a sample of the Florida USA Urban Government. The results of the study supported the proposed hypothesis that there is a positive influence on productivity and organisational commitment from interpersonal trust that is preceded by participation, feedback, and empowerment.

This research is focused on professional groups namely professional accountants working in the public sector. The use of a sample of only government auditors is based on the reason that the performance of government auditors as institutions is assessed by the public through the work of it's auditors. The results of this study are expected to provide empirical evidence of organisational management based on trust, particularly in public sector organisations in Indonesia, where the personnel are professional auditors.

Literature Review

Organisational Theory

Organisational theory is a view of the conception of the organisation. This theory answers the question of what and how of an organisation. In general, organisational theory is grouped into 2 groups namely classical and modern. The main supporter of classical organisational theory is (Weber, 1947). According to Weber, an organisation is a cooperative group that has a social relations system that is linked and limited by certain rules. The consequences of these relationships form a hierarchy that is a structured relationship framework that contains the authority, responsibility, and division of labour to carry out certain functions. The main focus of classical organisational theory is on matters relating to structure and variables relating to structure. Another organisational theory is modern organisational theory. The main focus of this organisational theory is on human factors and the way humans behave in organisations, where human behaviour is largely determined by the environment other than the factor itself (Ghozali, Achmad, & Pamungkas, 2019; Pamungkas, Ghozali, & Achmad, 2017; Wahyudi, Achmad, & Pamungkas, 2019). Therefore this theory also takes into account environmental factors. According to modern organisational theory there is a continuous interaction of relations and interdependence between the environment and humans within the organisation. So that organisational management requires an open system. The perspective of modern organisations has developed since the emergence of motivational theories including (Argyris, 1973; McLeod, 2007).

Hypothesis Development

Participation on Interpersonal Trust

Participation is considered as an important antecedent in building trust (Chang & Chuang, 2011; Searle et al., 2011; Zboralski, 2009; Nyhan, 1999). Participation from the top or managers has an important role in the decision-making process. Fredrickson, (1985) states that in a public organisation, participation is very important because it can be a key to internal relations and external relations. Participation can be beneficial and appropriate for public administrators in the decision-making process (Eisenhardt & Zbaracki, 1992). Argyris, (1973) states that workers will behave in adulthood only if the supervisor involves them in the decision-making process. Sashkin, (1984) found participation can affect productivity and performance which are basic needs for humans. This is due to participation being able to reduce isolation and increase autonomy.

Chen & Huang, (2009) examining successful effective management strategies in public managers, found that in the process of increasing productivity and quality, to encourage the participation of subordinates, requires managers who are able to coordinate. Participation is also associated with increasing effective organisational commitment especially when combined with supervisory supportive attitudes (Bhatti, Nawab, & Akbar, 2011; Perry, 2004). Increased conflict between workers and managers is an obstacle in an organisation, causing organisational imbalance. The existence of a strong belief is expected to reduce these problems by solving the energy of workers and managers for the process of increasing production and innovation.

H1: Participation has a positive effect on interpersonal trust

Feedback on Performance on Interpersonal Trust

An organisation requires a variety of information that comes from subordinates to superiors and superiors to subordinates from feedback on performance. Mishra & Mohanty, (2014) found that open communication and information sharing are key in improving organisational performance. Managers have an important role in maintaining trust in an organisation. If, a strong trust as a key can be held, then the manager can easily control the entire rotation of information that can provide access to the organisation. Certo, (2003); Nyhan, (2000) stated that the process of increasing effectiveness in good workers' organisations can identify problems, correct mistakes and create ideas in organisations that require involvement in the decision-making process and feedback as the key to creating effective and efficient solutions. Larson, (1989) states that employee feedback can improve overall performance in public organisations. Nyhan, (2000) explained that several researchers had conducted research on

participation, organisational commitment and feedback. The results of the study stated that organisational commitment and feedback is able to influence the improvement in the relationship of decisions taken with the activities carried out. Nyhan, (1999) explained that the effect of higher participation and feedback will also increase the relationship between subordinate superiors and organisational effectiveness. Lewis & Weigert, (1985) concluded that if a relationship of trust exists, there must be participation and good communication.

H2: Feedback on performance has a positive effect on interpersonal trust.

Empowerment on Interpersonal Trust

Empowerment means building an environment where employees accept more responsibility and authority to excel in their work. Grey & Garsten, (2001); Rezaie & Bagheri, (2014); Ugwu, Onyishi, & Rodríguez-Sánchez, (2014) found that empowerment is linked to cause and effect with organisational effectiveness, when workers work on the basis of trust and in an environment that is not cheating. Empowerment often produces workers who are responsible for their work. A good signal can be obtained if the organisation is able to appreciate the participation of workers to become organisational, and confidence in the ability of workers is needed to build a sense of belonging to employees. Eisenberger, Fasolo, & Davis-LaMastro, (1990) found that the organisation values the contribution of workers who are able to increase organisational commitment to the organisation. Bowen & Lawler, (2006) stated that empowerment is part of a model of building engagement and non-involvement.

This model emphasises the need for information about performance in the form of feedback and the power to make decisions and influence work procedures. Bowen & Lawler, (2006) stated that the commitment model illustrates the antithesis of bureaucratic control, and industries that are related to services need to empower workers so that relations with consumers can also be tightened. Empowerment can also be seen as a significant thing that must be prepared in building trust in organisations (Barnes, 1986). Khan, (1997) stated that managers who provide empowerment to workers are more successful in increasing organisational productivity. Rainey & Steinbauer, (1999) empowerment by managers can affect increased organisational productivity and the trust of workers and managers is needed in creating good empowerment.

H3: Empowerment has a positive effect on interpersonal trust.

Interpersonal Trust has a Positive Effect on Productivity

Interpersonal trust in organisations is built with the aim of improving individual performance. Interpersonal trust is stated to be related to cause and effect with increased productivity and strengthening effective organisational commitment (Nyhan, 1999). Ouchi & Cuchi, (1981) found in an organisation, if the conditions of social life are stable, then the activities of the organisation are also going well, and can enhance and encourage interpersonal trust. The first important thing in Theory Z is trust, where productivity and trust go hand in hand. Kanter & Mirvis, (1989) found that workers in the public sector are sometimes cynical and distrustful of the place or organisation they work when compared to workers in private organisations. In private organisations, the higher trust that occurs between superiors and subordinates or workers and managers, the more it can reduce dysfunctional attitudes and behaviour which will increase productivity.

Nyhan, (1999) found that new productivity methods had trust as a basis. Interpersonal trust can produce creativity and innovation so that productivity also increases. Thus the creation of trust is needed without new programs and additional costs. Merchant & Van der Stede, (2007) stated that increasing trust can lead to productivity that is more profitable or easier to implement in a flat structure organisation with a considerable distance. Trompeter, Carpenter, Desai, Jones, & Riley, (2012) concluded that high levels of trust are positively related to openness, experimenting with new habits, and non-fraudulent performance feedback. So, it is important to improve the way of solving problems and increase the productivity of an organisation.

The key value of trust is to allow members of an organisation to reduce organisational complexity by acting as rational and as sure as possible. That is, because co-workers have the same interpersonal trust. Thus, the probable future distance is more predictable and directed. Edmondson, Kramer, & Cook, (2004) stated that a clean environment allowed decision-makers and workers to make strategic innovations. Ugrin & Odom, (2010) said that interpersonal trust can increase organisational commitment to a high level so as to increase productivity.

H4: Interpersonal trust has a positive effect on Productivity.

Interpersonal Trust on Organisational Commitment

Affective organisation commitment is a picture of a strong relationship between an individual and the organisation that employs him/her based on (1) strong trust and acceptance of the goals and values of the organisation. (2) a willingness to give effort to the organisation and (3) a strong desire to maintain membership in the organisation (Porter, Steers, Mowday, &

Boulian, 1974). The affective dimension of organisational commitment signifies the quality of the relationship between workers and the organisation (Isgiyarta, Nugroho, Ratmono, Helmina, & Pamungkas, 2019).

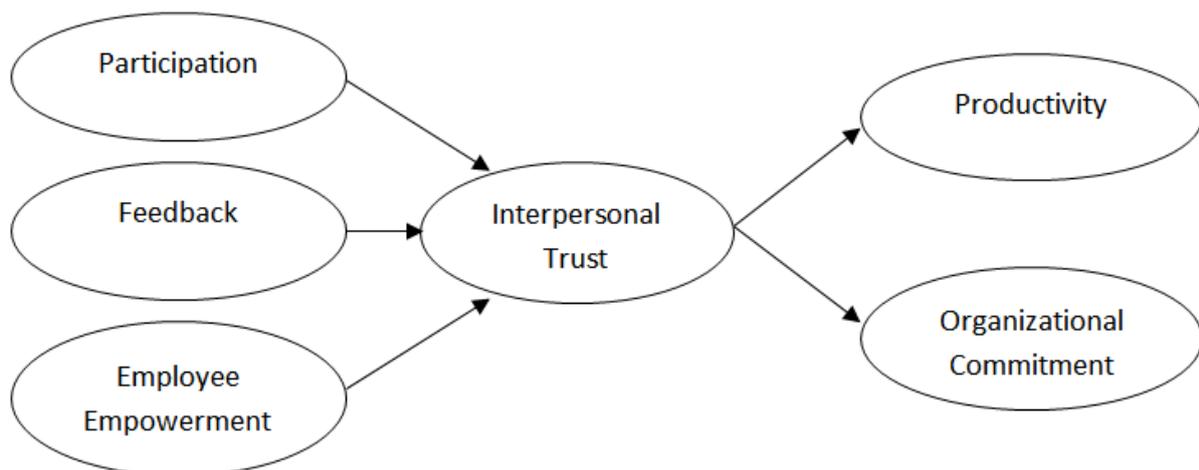
Researchers in the field of public sector management state that affective organisational commitment is key in increasing the motivation of workers in the public sector. Balfour & Wechsler, (1990) empirically prove that there is a positive relationship between public sector workers and affective organisational commitment. The higher the commitment of affective organisations, the higher the quality of services provided by workers in the public sector. Matthai, (1989) said that the higher the trust, the higher organisational commitment will be, thus trust can be a predictor of organisational commitment. Diffie-Couch, (1984) the lower the level of trust, the lower the commitment in the organisation. Increasing interpersonal trust between managers and workers and managers is the right way to increase the motivation of workers.

H5: Interpersonal trust has a positive effect on organisational commitment.

Research Model

The conceptual model of antecedents and the consequences of interpersonal trust variables developed by Nyhan, (1999) and the research model in this study are as follows:

Picture 1. Research Model



Sumber: Nyhan, 2000

Method Research

The population of this study is the Government Functional Oversight Apparatus (APFP). While the sample of this research is the government auditor in the East Java Provincial Representative Development Supervisory Agency, with several considerations, among others (1) The role of the supervisory apparatus is an integral part of the other functions carried out by the government apparatus in the process of creating public accountability (2) The focus of this research is looking at the relational relationships between superiors and subordinates in public organisations that carry out an audit function for the government. This study is a follow-up study of interpersonal trust variables in public organisations in Indonesia, so the sample used is still using a sample with a relatively small scope.

Research data is the respondent's response to the research instrument in the questionnaire. Research questionnaires were collected by distributing questionnaires directly or by contact in person. The questionnaire was distributed to all government functional supervision apparatus (APFP) within the BPKP Representative Office in East Java. The data source of this research is primary data obtained from the perception of BPKP auditors on the research instruments in the questionnaire distributed. Data on the number of auditors being the unit of analysis was obtained from BPKP staffing data from East Java representatives as a sample framework.

Table 1: Questionnaire Return Rate

Information	Total
Questionnaire sent	350
The questionnaire was not returned	201
Questionnaire returned	149
The questionnaire is incomplete	2
Complete questionnaire	147

Operationalisation of Variables

The variables used in this study were measured using instruments used by Nyhan, (1999) whose validity and reliability were tested. Validity test is done by analysing the factors of the instrument; questions that factor loading below 0.40 are not included in the analysis as suggested by (Hair, Black, Babin, Anderson, & Tatham, 1998). The reliability test is done by calculating the Cronbach alpha coefficient.

1. Participation is defined as the willingness of managers or superiors to include their subordinates in the decision-making process and the involvement is perceived by their subordinates as having value to the organisation. This variable was measured using an

- instrument developed by (Nyhan, 1999). This instrument consists of 4 question items with a 7-point Likert scale, low points indicate the level of participation faced by low individuals, and vice versa; high points indicate the level of participation faced is also high.
2. Performance feedback is a two-way exchange of information from and between superiors and subordinates. Measurement of this variable uses an instrument developed by (Nyhan, 1999). This instrument consists of 3 question items with a 7-point Likert scale. A low respondent's score indicates a lack of feedback received, whereas a high score reflects high feedback on the job.
 3. Empowerment is defined as an effort to build an environment where employees accept more responsibility and authority to excel in their work. This variable was measured using instruments from (Nyhan, 1999). This instrument consists of 4 question items with a 7-point Likert scale. High scores describe the existence of empowerment efforts in the organisation concerned.
 4. Interpersonal Trust is defined as the trust that is built up between workers and between workers and their superiors. This variable was measured by using an instrument developed from organisational trust inventory (OTI) used by Nyhan, (1999) consisting of 4 question items using a Likert scale of 7. Answers with low scores indicate low interpersonal trust was received and scores that were high indicates the individual receives high trust.
 5. Productivity : this variable was measured using an instrument developed by Nyhan, (1999) consisting of 3 statement items with a 7-point Likert scale. A small scale shows a low level of productivity while a high scale indicates high productivity.
 6. Organisational Commitment is the willingness to give all efforts for the organisation and the desire to maintain membership in the organisation. This variable was measured using is a small part and as an instrument of the affective commitment adopted from Nyhan, (1999) consisting of 4 statement items with a 7-point Likert scale.

Data Analysis

This research data will be analysed using statistical analysis tools, consisting of Descriptive Statistics, which is a description of the demographics of research respondents, including last education, functional position, years of service and other characteristics regarding research variables. Previous studies using Structural Equation Model (SEM) techniques, using EQS software as an analytical aid. SEM has many advantages including being able to combine measurement models with structural models. With the advantages of Structural Equation Model, this study chooses SEM because it is exactly in accordance with the research variables to be tested or data processing (Hair et al., 1998). Thus, this study uses Amos version 4.0 and SPSS software version 25.0.

Hair et al., (1998) suggested that the use of SEM consists of several stages including forming the formation of causality relationships as a construct model in a study. This research uses 6 construct variables consisting of 3 exogenous variables (participation, feedback, and empowerment) and 3 endogenous variables (interpersonal trust, productivity, and affective organisational commitment). The structural equation of this research is as follows:

$$Y_1 \text{ KI} = \gamma_1 \xi_1 P + \gamma_2 \xi_2 \text{ UB} + \gamma_3 \xi_3 \text{ PB} + \zeta_1 \dots\dots\dots (1)$$

$$Y_2 \text{ PR} = \beta_4 \text{ KI} + \zeta_2 \dots\dots\dots (2)$$

$$Y_3 \text{ KO} = \beta_5 \text{ KI} + \zeta_2 \dots\dots\dots (3)$$

Information:

P = Participation, KI = Interpersonal Trust, UB = Feedback, PR = Productivity, PB = Empowerment, KO = Organisational Commitment.

The next stage is the evaluation of the goodness of fit criteria; evaluation of the fulfillment of SEM assumptions in the measurement of the full equation model must meet several assumptions such as the outlier, singularity, normality and multicollinearity assumptions of construct reliability tests. Evaluation criteria Goodness of fit is an evaluation of the feasibility test of a model by using several indicators of the conformity index criteria with certain cut-off values, to find out whether the model can be accepted or rejected. The model suitability index includes:

1. The chi-square criterion (χ^2), is used to test the differences between the sample covariance matrices. The smaller the value χ^2 , the null hypothesis cannot be rejected, with a significance level of 0.05. The lower the value of χ^2 , the higher the level of significance of the model and shows the prediction of the input matrix against the actual input matrix.
2. Significant probability is used to test the significance level of the model.
3. Root Mean Square Error of Approximation (RMSEA) is a measure used to correct the tendency of the value χ^2 to reject models with large samples. The values received in this measurement range from 0.05 to 0.08.
4. Goodness of fit (GFI) criteria is a range of GFI values ranging from 0 (poor fit) to 1.0 (better fit). A GFI value close to 1 in the index indicates a better level of conformity.
5. Adjusted goodness of fit index (AGFI) is a comparison of the value of GFI with the ratio of degrees of freedom of a model. The degree of acceptance is equal to or greater than 0.90.
6. The minimum sample discrepancy function/degree of freedom (CDMIN/DF), this index is called χ^2 relative because the value χ^2 is divided by its df. An index value of less than 2.0 even sometimes less than 3.0 is an acceptable indication between the model and data.

A summary of the model suitability test limit values is summarized in the following table:

Table 2: Indicator goodness of fit

GOODNESS-OF FIT INDEX	CUT-OFF VALUE
Degree of Freedom (DF)	Positive +
χ^2 (Chi – square)	Expected to be small
Significance of Probability	$\geq 0,05$
RMSEA	$\geq 0,08$
GFI	$\geq 0,90$
AGFI	$\geq 0,90$
CMIN/DF	$\leq 2,00$

Source: Augusty, (2000)

Evaluation of regression weight is an evaluation of the causality relationship, to test the hypotheses developed from the tested research model used t-test. The null hypothesis states that the causality relationship between the regression coefficients is zero. The results of hypothesis testing are seen based on the value of the critical ratio that is identical to the t test in the regression; if the regression coefficient is not equal to zero then an alternative hypothesis can be accepted.

Table 3: Hypothesis Testing Results

Hypothesis	Correlation	Result
H1	Participation has a positive effect on interpersonal trust.	Accepted
H2	Feedback on performance has a positive effect on interpersonal trust.	Accepted
H3	Empowerment has a positive effect on interpersonal trust.	Accepted
H4	Interpersonal trust has a positive effect on Productivity	Accepted
H5	Interpersonal trust has a positive effect on organisational commitment.	Accepted

Discussion

Participation will have a positive effect on stable and decentralised organisational conditions. In addition, the condition of win-win expectation between workers and superiors is also a factor that determines the success of participation programs. The desire of the leader to include his subordinates in the decision-making process and the perception of subordinates that the involvement has value, will be the key to both internal and external relations of public organisations, and is a major paradigm suitable for public administrators who will have a positive advantage which is significant (Cammann, 1976).

The results of the second hypothesis research give significant results, shown by the value of C.R. of 2,052 with a significance level of 0.040 ($p < 0.05$). These results are consistent with research conducted by Harvey, Martinko, & Gardner, (2006) which stated that the presence of feedback will increase employee productivity. It also provided characteristics and emphasised that a feedback program conducted by an organisation to improve interpersonal relationships and performance will be effective if the program meets several criteria, namely: (1) aimed at helping employees; (2) specific; (3) descriptive; (4) useful to improve performance; (5) delivered on time; (6) consider the factors of the willingness of workers to receive feedback; (7) clearly stated; and (8) valid. The existence of these criteria can lead to effective feedback on relationships within the organisation. In this study, it was found that the feedback program conducted in the government auditor in the East Java Provincial Representative Development Supervisory Agency, had fulfilled the criteria emphasised by (Harvey et al., 2006).

The existence of feedback, where there is a two-way exchange of information from and between superiors and subordinates, will make communication open and they will share information in order to improve the performance of an organisation. Managers play a role as forming trust which is a key manifestation as well as conveying information in an organisation. Feedback that occurs in the government auditor in the East Java Provincial Representative Development Supervisory Agency, and employees, will positively influence performance as a way to correct errors, identifying problems and finding solutions. This will have an impact on the things that can make performance in an organisation increase; employee feedback is of the government auditor in the East Java Provincial Representative Development Supervisory Agency.

The third hypothesis gives significant results, showing the value of C.R. amounted to 2.587 with a significance level of 0.010 ($p < 0.05$). Empowerment of employees of the government auditor in the East Java Provincial Representative Development Supervisory Agency will produce employees who are responsible for their work. This can be understood because with empowerment employees will be motivated by a form of appreciation for their contributions, as a form of organisational confidence in the ability of employees, as well as building a feeling of belonging to employees. The government auditor in the East Java Provincial Representative Development Supervisory Agency and employees will be more committed to the organisation and have a low level of attendance if they receive a signal that the organisation appreciates its contribution. The existence of commitment illustrates the antithesis of bureaucratic control; it is necessary to empower employees so that relations with the community can also be tightened (Lawler & Hall, 1970).

The fourth hypothesis shows the relationship between interpersonal trust and outcomes that arise due to the formation of interpersonal trust. This finding is in accordance with Herzberg's

Two Factor Motivation Theory which states that the existence of quality interpersonal relationships can give satisfaction to workers and ultimately improve the performance of individual workers. Theory Z also emphasised that productivity and trust will go hand in hand. Reduction in dysfunctional behaviour can be reduced by increasing trust between employees in an organisation including organisations in the public sector which will increase productivity. High levels of trust are positively related to openness, experimentation with new habits, and non-fraudulent performance feedback.

Hypothesis five is that interpersonal trust has a positive effect on organisational commitment. The results of this study support the research of (Nyhan, 1999), which found a positive relationship between trust and organisational commitment. Furthermore, Bloemer, De Ruyter, & Wetzels, (1999), stated that trust has a positive commitment to affective commitment because affective commitment involves feelings or employee relations, higher interpersonal trust in superiors where the employee works. This shows that employees will not leave this job because there are more attractive offers. Employees can experience organisational problems that are also a problem of the employee.

Conclusion

The results showed that the participation variable had a significant effect on interpersonal trust. The results also showed that participation, feedback and empowerment had a significant effect on interpersonal trust. In addition, the effect of interpersonal trust on productivity and organisational commitment showed significant results.

The Financial and Development Supervisory Agency (BPKP) is one of the government organisations that performs the internal auditor function for government activities. In carrying out its role as a functional audit officer, as is the case with professional government officials in general, BPKP employees have the potential to experience conflicts due to performance evaluation standards that do not fully take into account professional expertise. This condition can lead to feelings of cynicism, skepticism, and distrust of the judgment given by superiors. While as an institution, BPKP must develop a conducive work environment to improve its performance as a form of accountability to the public. So, we need an organisational management model that is expected to increase employee interpersonal trust.

Limitation

1. Non-random sample selection, which is in a relatively small scope and uses only one specific area, has the possibility to reduce the ability to generalise these findings.
2. Respondents of this study are limited to teaching staff and the government auditor in the East Java Provincial Representative Development Supervisory Agency, where the



possibility of this study will show different results on the employees of other public institutions that have the same characteristics with different organisational specifications.

Suggestions

Based on the results of the study the following suggestions are made:

1. Future research should broaden the research sample, so that research results can be generalised to more general contexts in public sector institutions.
2. The next researcher, if using the same instrument as this research, should do it after a translation into Indonesian. For the development of science and subsequent research, it is recommended that this research can be followed up, with the following directives: Research needs to consider other variables, which have the potential to influence work productivity, including the ability and technical support variables as independent variables, and include work motivation as a mediating variable on the effect of training on performance.



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