

## TO BUILD TRUST WITH EMPLOYEE AND GAIN THEIR LOYALTY AS THE KEY TO SUCCESS

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**Abstract:** *Employees are your most valuable assets. Organisations are highly dependent on employees' loyalty and expect their trust in the organization as a key ingredient factor. A successful company needs employees trust and who are loyal to what it stands for and to what it's trying to achieve. Therefore, to ensure the sustainability and competitive advantage of an organization in facing the challenge of success, it is advised that employers examine several approaches that can be taken to win loyalty and build their trust and see the benefits and significant impact on the organization in the future. it is a step forward in creating organizational solutions and success.*

**Keywords:** *Employee Trust, Employee Loyalty, Key to Success*

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### Introduction

Nowadays, an organization's productivity is formed by a partnership between employers and employees, internal stakeholders and external stakeholders, employees and customers (Pigeon, 2017). Trust can be defining as a core of all relationship. Besides that, trust has played an important role in every aspect to our social life. It can facilitate individual friendships, establish favourable conditions for bargaining and negotiation, and reduce the cost of transactions between people (Tomic, Tesic, Kuzmanovic, & Tomic, 2018). Esteem building of trust can also be seen as an effective means of settling regional conflicts of foreign employees in an organizational. Thus, trust also as a basic component of the effectiveness of social processes. In the environment of organizational, trust can be an efficient indicator of the positive attitudes and behaviours of workers in an organisational setting, such as cooperative behaviour, organisational citizenship behaviour (OCB), organisational engagement, and employee loyalty (Yu, Mai, Tsai, & Dai, 2018).

Since we are recognize that building trust within an organisation is valuable, it is founded on the assumption that even if people do not control the actions of others, the people also can assume that other people will behave as expected. The trust will be a value which it reflects to

the inner role of each employee is willing to fill them in an organisation (Jensen-Auvermann, Adams, & Doluschitz, 2018). More precisely, the concepts of trust can be consciously articulated by collaboration between the actions of employers and employees. The good organizational trust by the relationship between employers and employees can help the organization to gain the loyalty by employees, in order they can perform well in their workplace to reach the organisation goal. The organisation trust will influence the job satisfaction of employees in an organisation. Therefore, organization has to give motivation to their employees in order to make them act in a trustworthy manner.

As a general term, the meaning of loyalty is people attach their commitment or feeling in a specific object, which may be an individual or group of people, an ideal, an obligation, or a purpose (Murali, Poddar, & Seema, 2017). It expresses itself both in thought and in action, and seeks to identify the interests of the loyal individual with those of the object. Indeed, emotionally linked workers are considered to be completely active, most efficient, checked and respected in an apparent win-win situation. The employees loyalty will reflect to each of employees play their work committed in their workplace. It can be a value-added term and a metric by organizational to determine the results such as efficiency of employee, operational results, and performance of an organization.

In fact, employees loyalty reflect to an intellectual commitment and affiliation for the organization which is from the emotionally and physically attached of peoples to their job (Tariq, 2017). In order to gain the employees loyalty by an organisation, the organisation should have providing the two ways communication between employees and management. This is because the organisation should make the employees feel that organization have listened to them, recognizing them for their contributions, so this action will make the employees more likely be loyal to the organization. The employees are engage to their work is attach by their emotionally, physically, mentally towards achieving organizational goals.

### **Approach to Build Trust with Employees and Gain Their Loyalty**

The trustworthy of leadership to their employees can offer great benefits to an organization which are involves of greater creativity and efficiency of employee involvement. Nevertheless, trust has a greater influence to a people with others, which is not just for a leader in an organization. Then, it is also influence for workers at all levels. Due to trust can work on three level in an organisation, which are the level in term of culture, a team level which regarding to the relationship among of members, and in the level of an interpersonal between two people. If an organization don't have built a good trust relationship with their employees, it may cause the organization become suffer, which that the organization cannot gain their profitability throughout of employee's work performance. This is because the trust building between employees and team members in organization is definitely related with their immediate work environment. The trust can be built through their working department, work team or co-workers in the cubicles around themselves. Therefore, the organization should have the strategies in building trust with employees in order to avoid the employees simply do the bare minimum amount of work needed to keep their job.

First of all, the strategies can effective to build trust of employees is foster a culture trust in organization. Building a culture of trust to employees that is requires high-level commitment from top management (McManus & Mosca, 2015). The top management of an organization

should lead by a role as engagement with fair and ethical business practises to their employees. Top management must show concern for their employees, demonstrate capacity and efficiency in the process, and make freely and honestly communicate with each employee (Constantin & Baias, 2015). The organizations should build an open forum to encourage its workers to exchange information or post questions to their department's management teams. The feedback can effectively help organization to have a better understanding to fulfil their employee's needs. Therefore, this is a way to show employees that the organization are care about worker's well-being and also with the value of their opinion, which help to support the organization and employees to build trust and gradually get the effective development of employee loyalty.

On the other hand, the organization should create a perception of fairness working environment with their employees. According to Verburg *et al.*, (2018), who is an industrial-organizational psychologist mentioned that the sense of fairness in the working environment can influence the physical and emotional wellbeing of employees. The sense of fairness in the work environment is based on aspects such as commitment, loyalty, and job happiness (Benz, 2019). However, if employees work in an unfair working environment, they will feel that they are not valuable by the company, and they will also feel a strong sense of insecurity both physically and mentally. This phenomenon will cause employees to incite hostility, aggression, counterproductive behaviour, absenteeism, and even resign from organization. Otherwise, perception of fairness is an essential by organization to development the trust relationship with employees, while it can reflect that employees can perceive that the effects of job success are equally distributed, the methods used to make organisational decisions are transparent and employees are well understood. Meanwhile, it makes employees feel that they are treated friendly by their management during in interaction session. These can implies that the fairness of an organization will effectively to develop of psychological safety by employees. Therefore, the fair treatment given by organization will be enhances employee engagement in their working position.

Nevertheless, the full engagement of employees to their work is not only based on the fairness perceptions that provide by organization, it is also as a critical throughout of employees' psychological development. Hence, the approach of create employees recognition and reward program will be easier helps organization to enhance the job satisfaction by each employee are engagement in jobs. An efficient reward and appreciation programme will be an appraisal technique that enables the company to continue encouraging the job performance of each employee and retaining their passion for their work. It can be a vital motivating instrument that properly demonstrates the commitment of management to their workers (Ajmal, Bashir, Abrar, Mahroof Khan, & Saqib, 2015). In the same way, the incentive plan given by the organization must be regarded as fair by every employee, not a preference game for certain employees.

To build meaningful perception and indirect incentive for employees, the incentives of the organization must be adapted to individual needs. For example, some employees may desire public recognition, but other employees can be motivated by extra tasks, autonomy, flexible schedules for jobs, or opportunities for promotion. In each organisation, senior management must consider the factors that meet the unique needs of each employee, and strive to give employees motivation in the most effective way to meet their requirement as much as possible. The psychological of employees can be completely satisfied with their work in the recognition and incentive program offered by the organisation. This is because the return on investment can be internal or external, and it will enable employees to feel that their job is valuable and

encourage participation (Victor, 2016). Therefore, the organization's recognition of the employee reward plan will make them feel that their contribution to the organization is meaningful. Thus, this will enable employees to indirectly trust the organization and give a loyal attitude to the organization.

### **Impact and Benefits to Build Trust of Employees in an Organization**

The trust building of workplace is a critical part in each organization to achieve their goals in a long term period. Trust can be a significant role in any working relationship. The relationship of trust will be composed of mutual trust between the two parties, not just one-sided. Meanwhile, employees are hoping to be trusted by senior management in themselves and their capabilities. In contrast, if an organization has low trust relationship between employees and management, it can cause the organization have a less productivity, less satisfied of their employees and even the employees will have turnover intention (Vokic, 2015). According to PwC revealed that the majority of CEOs think a lack of faith is a challenge to the growth of their organizations (Bingham, 2017). Therefore, the organization which has a good trust relationship with their employees can make all around of benefits to organization, where because of the employees who has fully trust their organization will be happier and more productive.

The relationship of trust build by organization and employees can make organization to improve their organization alignment (Kristina Martic, 2020). This is because they will feel more likely to collaborate with their team members to achieve the same ultimate business goals in an organisation when employees trust their senior management. Generally, it is not easy to achieve organisational alignment, particularly in a large organisation. Since these large organizations do not always pay attention to their employees' working progress, getting a sufficiently good relationship of mutual trust between employees and employers can allow all employees to be on the same organisational page. Thus, the organization can better communicate its core organization values, mission and vision to each employee.

Moreover, a strongly trust relationship in an organization can be enhance the decision making which the management give empower to their employees have an opportunities to show their creativity idea in a process of decision making (Kristina Martic, 2020). Within a highly trust build in organizations, it can reflect to the trust will be goes into both ways. It is means that employees trust with their upper level management and others executive in organization, and the senior management will be show trust to their team members. Obviously, the establishment of a strong workplace trust relationship can enable senior managers to give their employees the confidence and courage to express their inner thoughts, in order to make effective decisions for the organization.

Nevertheless, a strongly trust relationship in workplace has benefit to overcome the resistance change in an organization. Due to the pandemic of Covid-19, most organisations across industries are struggling with the recent economic downturn, with cost-cutting strategies such as reducing labour, downsizing or restructuring (McManus & Mosca, 2015). As an example, Tan Sri Tony Fernandes, who was the chief executive officer of the AirAsia Group said that, given the reality of the aviation industry, which was facing difficulties in recovering in the immediate future, they had to be moved to terminate the services of employees. In order to survive in an industry, these pandemic crises forced the AirAsia Group to lay off 250

employees. Usually, most of the workloads and feelings of resentment and confusion are left to the so-called "survivors" of large-scale layoffs (Bernama, 2020).

In this circumstance, it wasn't easy for those employees who are remaining in organization to adapt increase of their job task. Organizations have been forced to quickly adapt and align their entire workforce with the most recent initiatives. However, employees will resist sudden changes because they are adapted to their previously working environment. Therefore, obtaining the support and cooperation of employees is essential to successfully achieve organizational change. Others than that, internal communication play a vital role, which it can helps managers giving persuasive to their employees during in organization's change (Men, Yue, & Liu, 2020). Throughout of the effective communication, it can mitigate conflict between management and employees when someone is exchange their idea with organization. Thus, the trust of employees in the organization would increase and make employees more involved in the decisions and new prospects of the organization.

The establishment of trust relationship with employees will bring positive impact to their job satisfaction of employees in an organization. The trust will boost positive mental situations, accessibility and wellbeing for employees in the employee-organization relationship (Anonymous, 2020). This may mean that if employees are heavily reliant on skill and abilities, then they will establish a deep trust with senior management. When employees are working cooperation with management, the primary respect for employees will enable them to indirectly develop trust behaviours both physically and mentally. Therefore, employees-organization trust relationship will build the high level cores of job satisfaction with employees to have a full work engagement and commitment in their workplace.

Besides that, the employees will bring high level of job performance in an organization throughout of the trust with employee-organization relationship. This is because when employees feel that their management trusts them with their ability to complete a task, they are more likely to place their full responsibilities in the job task challenge in order to meet their senior management's expectations (Kester, 2020). In this way, the development of an employee-organization trust relationship would help organisations give their employees internal incentive, allowing them to satisfy their senior management's expectation of trust value. Therefore, the employees have beliefs to trust each other and work as a team in their workplace, can be effectively to increase job performance in organization.

## **Conclusion**

In conclusion, a strongly trust relationship between organization and their employees is a core to make the organization to be successful. This is because employees are the soul of any organization. If an organization does not have a team members with commitment and engagement, the organization cannot be succeed. In order to build a good trust with employee-organization relationship, I recommended that culture of employees' working environment is a significant role to helps organization have a deeply organization trust. The senior management should show their credibility to employees, which make them have the confidence that the actions of management will remain consistent with their words. Not only that, the organization should ensure that managers and their employees maintain an attitude of mutual respect, so that the organization can establish a long-term organizational trust relationship with employees. Due to the currently Covid-19 pandemic, many organizations are facing an uncertainty economic

crisis, which make organization being forced to lay off some employees in the organization to maintain their profitability of the organization. However, this means that the organization may need to undertake an internal reorganization plan. Similarly, managers and employees must show their mutual respect by each other, so that they can effectively and continuously gain the trust and recognition of employees in the organization. The organization must treat its employees with respect and integrity so that the employees can remain enthusiastic and continue to work for the organization. Therefore, employee loyalty to the organization is consists of maintaining a culture where employees feel support and respect. They will be given the ability and motivation to participate in the organization, in order to do their best to achieve the goals set by the organization

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