

## Measuring the Influence of National Cultural Values on Organizational Trust and Behavior

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### Abstracts

Several investigations are conducted currently on the requirement of organizational trust for successful market operation. The constrained conceptual perception, lacking contextual applicability, and inadequate measure replication in the field of organization have been emphasized as flaws of employee behavior and trust research. To investigate trust variables that influence distinct national cultural values, the objective of this study is to enhance the framework for facilitating individual-level organizational trust and behavior to include conceptual and socio-affective factors. The 500 participants are obtained and 450 participants are selected for the research with proper responses. Hypotheses are developed. There are 10 questionnaires that were conducted on the participants by utilizing 5 variables of independent (cultural adaptability (CA), national cultural values (NCV)), and dependent variables such as organizational trust (OT), employee engagement (EE), and organizational behavior (OB). The statistical analysis includes regression analysis and descriptive analyses are performed using SPSS software. The outcomes show that the OB, NCV, and OT variables are more effective and strongly influence the national cultural values of organizational behavior and trust. The study's primary conclusions emphasize the importance of organizations considering the behavioral and cultural variables by performing ideas and leadership practices and support the

idea that cultural variables have a major influence on the results of the organizations.

**Keywords:** Cultural variable, employee engagement (EE), behavior, organizational trust (OT), regression analysis.

## Introduction

Organizational support is the term used to describe an employee's evaluation of how much the company appreciates and values their dedication [14]. A complex phenomenon, trust is a necessary component of effective social integration and a proper representation of representative democracy. Trust can be defined as having hopes about something honestly and it can result in positive outcomes [11]. The foundation of each business transaction is trust. Without trust, organizations cannot provide wages until the work is completed, and employees cannot take work without prepaid payments. Businesses could collapse based on financial capital and trade credit [2]. Through the years, a lot of research has been conducted on difficulties in organizations. Conventions, regulations, and rules have an impact on organizational culture, and there are similarly hidden factors related to the fundamental work that the organization engages for its clients and society [8]. The national cultural environment and the organizational culture have an impact on how people behave within organizations. The majority of this research focuses on the ways that organizations in different cultures develop cooperative and competitive interactions [6]. Brand loyalty can be observed through trust interfaces between the customer and the organization. Trust among clients is the base of extended, interactions in relation oriented and one of the greatest important characteristics a brand can have for relationship building, beginning, and maintenance [15]. Improving the standard of services and public trust in the executive branch are important factors in reducing revenue theft. Services and trust model groups are those two determinants [12]. Fig 1 depicts the model of cultural organizations.



Fig 1 Cultural Values of Organization

## Objective of this study

To examine the way that national cultural values efficiency affects the organizational trust and behavior is the objective of this research. The research aims to provide perspectives for more cross-cultural interactions and management practices by examining how cultural dimensions and organizational dynamics interact. It intends to reveal the ways in which various cultural values influence trust, communication, and behavioral patterns within organizations.

**Witting Framework:** In phase 2, the relevant articles are provided. The research methodology is demonstrated in phase 3 and the performance analysis is explored in phase 4. Conclusions are determined in phase 5.

## Relevant Articles

Risk, trust, and cooperation were the three perspectives that were focused in the study [9]. Utilizing three randomized economic games and a study including both public and private planners, it aimed to measure and compare all of these perspectives. Based on the results of the research, trust, and risk avoidance were important to Dutch organizers. Research [10] investigated the functions of organizational commitment, identification of organizations, and organizational trust in airline pilots' safety operation behavior (SOB). It included a discussion of the research implications and suggestions for enhancing airline pilots' SOB in aviation. The article [3] examined that the national culture affects organizational durability and analyzed the implications for businesses. The findings indicated that the durability of an organization was significantly impacted by the characteristics of influence distance, independence, uncertainty avoidance, and pleasure. The interrelated validity and usefulness of the General Trust Scale (GTS) were examined in the paper [5]. Data analysis at the level of the product could be similarly useful and relevant in cross-cultural instances, whereas the results provided the limited proof for the validity of the GTS's use in cross-cultural comparisons. The study [1] investigated how diversity management systems in service businesses affect employee engagement and the moderating impacts of job uncertainty and organizational trust. Findings indicated that the connection between management of diversity and worker engagement was positively significant when job insecurity and organizational trust have been detected, since it honestly and significantly modified the relationship. In an environment of a developing economy, article [13] offered fresh perspectives into the various organizational cultures (OC) and how the dependability of leaders affect employee creativity. Previous investigation has indicated a positive correlation between employee creativity and leader trust, limited was known concerning the sustainability of the relationship in various OCs. The conceptual trust framework as a foundation to investigate the cyber security effects of digital payment usage (DPU) over national borders was utilized in the research [7]. The outcomes demonstrated that cultural factors influence the link between cyber security and DPU within a nation. The connection with the visionary leadership (VL) and citizenship behavior (OCB) of organization was examined by the study [4] and investigated the roles that organizational pride (OP) and trust play in mediating the relationship. It included an original aspect to the comprehension of VL's support for OCB by developing pride and trust within the organization.

## I. Hypotheses Development

Variables like national cultural values (NCV), organizational trust (OT), organizational behavior (OB), employee engagement (EE), and cultural adaptability (CA) were presented in this research. Based on the given variable, the hypotheses were developed and are following below. The CA and NCV are the independent variables and other OT, EE, and OB are the dependent variables and Fig 2 illustrates the dependent and independent variable's connections.

Hypothesis 1 (H1): The OT is strongly influenced by NCV. Particularly, compared to employees from collective cultures, personnel from highly independent cultures tend to report a lower level of OT.

Hypothesis 2 (H2): The NCV values impact the OB functions. Conventional and hierarchical behaviors are less common among workers from cultures with low power distances than in individuals from cultures with great power distances.

Hypothesis 3 (H3): Positive effects on OT are produced by cultural flexibility. The employee exhibits and report greater level of trust in the organizations are more likely to score highly on CA.

Hypothesis 4 (H4): The CA improves EE. More involvement with work and the business is probably to be shown by employees who are more capable of managing various cultural environments.

Hypothesis 5 (H5): EE and OB are both positively impacted by the trust inside the organization. The positive OB and greater ranges of EE correlated with greater OT levels.

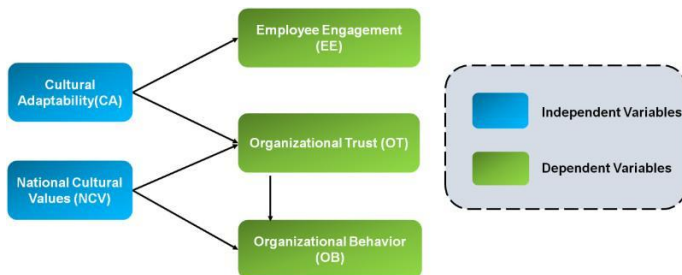


Fig 2 Relationship between independent and dependent variables

## Research Methodology

### I. Participants Details

A total of 500 participants were obtained for this investigation, and 450 participants responded to the questions properly and 50 participants were excluded for inappropriate and lack of

responses. The demographic details of 450 participants are shown in Fig 3. The range of employee age is between 25 -45 for both genders. Fig 3 displays (a) size of the organization, (b) job positions, (c) level of education, (d) industry types, and (e) experience of the employee.

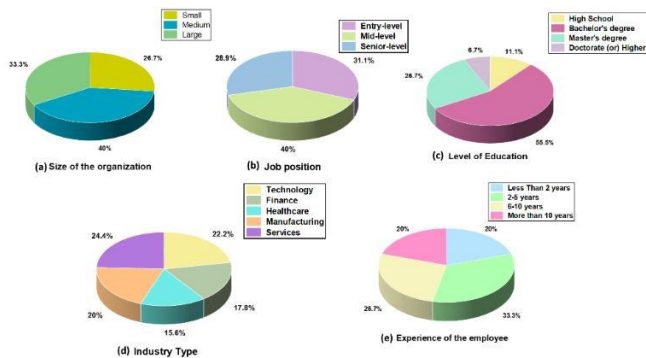


Fig 3 Demographics Details of Participants

II. Development of Questionnaire

The NCV is the concept and values that are common to many national cultures. The extent to which employees trust and depend on the organization and its executives is known as OT. OB is the behavior and perspectives of the employees in the organization, including their ability to handle difficulties and perform tasks together. The capacity of an individual to adapt and develop in many cultural environments is CA. The 10 questionnaires were based on five variables with 5 point Likert scale. Table I demonstrates the questionnaires.

Table I Questionnaires

| Variables | Questions  |
|-----------|--|
| NCV       | What effects do common national cultural norms have on how employees perceive power and status in the workplace?                         |
|           | How do individual and cultural norms impact cooperation and teamwork in organizations?   |
| OT        | What difference exists between national cultural environments and employees' trust levels in their organization?                         |
|           | How cultural values do influence the level of trust that exists between the leadership of the business and their employees?              |
| OB        | What effects do the national cultural norms have on employees' resolving problems and solving issues in the workplace?                   |
|           | How do cultural factors affect the perceptions of employees about cooperation and competitiveness at work?                               |
| EE        | What effect do the cultural differences among the nations have on the general motivation and engagement of employees in an organization? |
|           | What effects the organizational trust, which is formed by cultural values on employee's dedication and passion for their jobs?           |

|    |  |
|----|--|
| CA | What is the impact of cultural flexibility on an employee's capacity to establish relationships and work well with colleagues from various cultural backgrounds?<br>In national environments, how does the flexibility of culture affect the modifications in organizational practices and behavior? |
|----|--|

### III. Assessment Techniques

For examining the performance of national cultural values on organizational trust and behavior, there are two assessment techniques: descriptive analysis and regression analysis are utilized. The research comprises participant responses within the framework of descriptive analysis. The research was analyzed using SPSS statistical software, and the descriptive results were presented. Descriptive analysis is an approach of data investigation that assists in highlighting, depict, or clearly express specifics of potential patterns that correspond to all the requirements for the data. Finding patterns and connections involves using data from both the past and present. Regression analysis is an effective method that can be employed for determining the connection between more variables. There are numerous different types of regression analysis, and the majority fundamentally explored at how several independent factors impact a dependent variable. There are various kinds of regression analysis, including multiple linear, nonlinear, and linear.

## Performance Analysis

### I. Examination of Descriptive Analysis

To make assumptions on the distribution of data, error recognition, and detection of outliers, descriptive analysis is essential to statistical data examination. It makes it less difficult to identify relationships between variables, establishing the stage for more in-depth statistical analyses. Table II displays the findings of the descriptive analysis.

Table II Results of Descriptive Analysis

| Assessment Variables | SD   | Mean | Sample Sizes (n) | Least amount | Highest amount |
|----------------------|------|------|------------------|--------------|----------------|
| NCV                  | 0.65 | 4.20 | 450              | 2.50         | 5.00           |
| OT                   | 0.60 | 4.15 | 450              | 2.00         | 5.00           |
| OB                   | 0.70 | 4.10 | 450              | 2.75         | 5.00           |
| CA                   | 0.75 | 3.85 | 450              | 3.00         | 4.55           |
| EE                   | 0.80 | 4.00 | 450              | 2.50         | 4.55           |

Note: Mean is the data's central tendency as indicated by the average score of each variable. The variability dispersion of the scores around the mean is measured by the standard deviation (SD). Minimum is the lowest values of the variables that have been recorded. Maximum is the variable's maximum values that have been verified. The quantity of data points or the participants for each variable is denoted by n.

Based on the 450 sample size, the descriptive analysis findings are provided. The 2.50 to 5.00 range of NCV is represented by a mean (4.20) and SD (0.65). The variable OT ranging from 2.00 to 5.00 has a mean (4.15) and SD (0.60). The SD has 0.70 and a mean (4.10) of OB with the range of 2.75 to 5.00. The range between 2.50 to 4.55 in EE has a mean value of 4.00 and SD

with 0.80. In the variable, CA has a mean value of 3.85 and SD of 0.75 within the range of 3.00 to 4.55.

## II. Estimation of Regression Analysis

A correlation between several independent variables and the dependent variables can be determined through regression analysis. The organization can be used for both estimating the potential connection between variables and assessing the effectiveness of the existing connection between variables. It can be used to compute the significance level of the dependent factor for each individual provided specific information about explanatory variables that are available, or it can be used to assess the way a mediator variable affects the dependent variable. Table III demonstrates the outcomes of the regression analysis.

Table III Results of regression analysis in national organizational trust and behavior

| Variables | Y    | SE   | t-value | p-value | Significance     |
|-----------|------|------|---------|---------|------------------|
| NCV       | 0.45 | 0.11 | 3.75    | 0.0002  | Significant      |
| OT        | 0.32 | 0.09 | 3.51    | 0.001   | Significant      |
| OB        | 0.50 | 0.10 | 5.00    | 0.0001  | Significant      |
| CA        | 0.28 | 0.12 | 2.55    | 0.011   | Less Significant |
| EE        | 0.20 | 0.15 | 2.22    | 0.027   | Less Significant |
| Constant  | 1.23 | 0.35 | 2.13    | 0.034   | Significant      |

Each of the variables is highly significant ( $p < 0.05$ ) by demonstrating the variations in the dependent variables related to organizational trust and behaviors, based on the assessment presented in regression analysis outcomes. SE represents the standard error, Y is the coefficient value. From the outcomes of regression analysis, there are three variables, such as OB, OT, and NCV that are strongly supported variables in the assessment of influencing the national cultural norms in organizational behavior and trust. The variables produced less standard error (OB (0.10), NCV (0.11), and OT (0.09)) than the other two variables (CA (0.12) and EE (0.15)). The coefficient of the variables CA is 0.28, NCV is 0.45, OB is 0.50, EE is 0.20 and OT provides 0.32. The t-value of EE presents 2.22, OT represents 3.51, CA is 2.55, NCV is 3.75 and OB shows 5.00 of t-values.

## III. Discussion

The results of the descriptive analysis showed that the mean scores for NCV, OT, OB, CA, and EE were all moderate to high with participant variability shown by the standard deviations. The responses appear to range widely, as indicated by the minimum and highest numbers. Regression analysis demonstrates that the NCV, OB, and OT significantly influence the dependent variables and their large influence is highlighted by very low p-values ( $p < 0.05$ ) and the coefficients showing significant positive outcomes. With the higher p-values (0.011 and 0.027), the EE and CA are less significant with less of an influence. It could appear from the findings that the EE and CA were less supported in determining the variations in the organizational behavior and trust of the organizations than the OT, NCV, and OB. The findings highlighted the significance of measuring the national cultural values on organizational trust and behavior in influencing employee behavior and employee engagement with the work.

## Conclusion

The need for organizational trust to have a successful market operation was currently the focus of multiple investigations. Research examining staff behaviors and trust has highlighted the drawbacks of employee behaviors and trust research, including limited perception of concepts, insufficient measure replication, and without contextual applicability. Enhancing the framework for supporting an individual's level of organizational confidence and behavior to incorporate conceptual and socio-affective aspects was the primary objective with the intention of investigating trust factors that influenced the diverse national cultural norms. Hypotheses were developed based on five variables and there were two independent variables (CA, and NCV) and three dependent variables (OB, EE, and OT). 450 participants were selected for providing proper answers for the questions. Regression analysis and descriptive analyses were conducted using SPSS software as a component of the statistical analysis. The results demonstrated that organizational behavior and trustworthiness were essential cultural values that were more effectively and significantly influenced by the OB, NCV, and OT variables. The main conclusions of the study emphasized how crucial it is for organizations to take behavioral and cultural factors into consideration when implementing concepts and leadership techniques. The findings further increase the assumption that cultural factors have an important influence on an organization's performance.

## Limitations and Future Scope

This research has some limitations in generalizability from the single cultural norms and the possibility of response bias related to the self-reported form of the surveys. To evaluate the developments gradually, further plans could involve extending the research to a variety of cultural norms and integrating long-term investigations. Investigating the qualitative approaches to obtain a more comprehensive collaboration of the socio-affective elements impacting organizational behaviors and trusts could offer a more expanded perspective of the dimensions at work.

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