

Organizational Culture and Interpersonal Trust as Predictor to Individual Work Performance among Employees of Northern Davao Electric Cooperative, Inc. (NORDECO, Inc.)

Arna Marie B. Ocariz

ambocari@gmail.com

Tagum City, Davao del Norte 8100, Philippines

Abstract

The main purpose of this study was to find out the significant relationship between organizational culture and individual work performance and interpersonal trust and individual work performance of Northern Davao Electric Cooperative, Inc. (NORDECO, Inc.) employees. It was tested at 0.05 level of significance stating that there is no significant relationship between the organizational culture and individual work performance among employees, interpersonal trust and individual work performance among employees, and there is no domain in organizational culture and interpersonal trust to individual work performance among employees. The respondents of this study are from the jurisdiction NORDECO, Inc. composed of two provinces, Davao del Norte and Davao de Oro with a total of 228 respondents. This descriptive non – experimental and cross-sectional research approach sought to determine if a specific relationship exists between organizational culture and interpersonal trust on independent work performance. The statistical tool used to interpret the data gathered was Mean, Person-t and Regression Analysis. The dependent variable was individual work performance while the independent variables are organizational culture and interpersonal trust. Findings from the study revealed that organizational culture and interpersonal trust of employees from NORDECO, Inc. were both very high. Although results show that, there is no significant relationship between organizational culture and interpersonal trust on individual work performance. Furthermore, there was no domain found between the above-mentioned variables.

Keywords: Master in Business Administration, organizational culture, interpersonal trust, individual work performance, Philippines

INTRODUCTION

Rationale

Today, individual job performance is one of the problems that is tenuous at best, with governments and the public demanding more accountability, proof of impact, and “business-like” delivery of services. However, problems arise related to individual work performances such as task performance, contextual performance, and counterproductive work behavior. There is a study conducted at the University of Minnesota, 2021, identifying that there are two different performance problems at work identified a: (1) quantity of work (untimely completion, limited production) such as poor prioritizing, timing, scheduling, lost time, slow response to work request, untimely completion of assignments and preventable accidents; and the (2) quality of work (failure to meet quality standards) such as inaccuracy, failure to meet failure expectations for product quality, cost, or service, and inappropriate or poor work methods.

On the other hand, individual work performance in the concepts of intrinsic and extrinsic motivational values fits well within the framework of organizational culture. The theory of person-organization fit suggests that employees will select an employer whose culture and characteristics are more closely linked with the individual's motivational aspirations with a changing marketplace marked by heightened competitive pressures. Moreover, a study conducted that numerous organizations have two important implications that there seems to be sequential order between different types of trust in the organizational settings and agreed to have interpersonal trust that promotes organizational commitment only if it is facilitating organizational trust (Baek & Jung, 2015). It was found that organizations with higher levels of organizational trust were more successful and innovative rather than organizations with lower levels of trust. It was also suggested that product and service work performance quality was significantly related to levels of organizational trust (Shockley et.al, 2015).

In light of the issues and concerns of the researcher, there is a need to conduct a study related to the organizational culture and interpersonal trust to predict the individual work performance among employees in Northern Davao Electric Cooperative, Inc. (NORDECO, INC). Further, the researcher is eager to determine what best predicts the level of organizational culture, and the level of interpersonal trust to individual work performance among employees. It also describes the significant relationship in terms of organizational culture and individual work performance and interpersonal trust and individual work performance among employees of NORDECO INC. as this study provides relevance to the administrative committee of the cooperative. Moreover, the findings of this study might be used to improve the performance of the current business management practices of NORDECO, INC.

Hypotheses

The following hypotheses will be tested at 0.05 level of significance:

1. There is no significant relationship between the organizational culture and individual work performance among employees.
2. There is no significant relationship between interpersonal trust and individual work performance among employees.
3. There is no domain that in organizational culture and interpersonal trust to individual work performance among employees.

Review of Related Literature

Theories, opinions, and concepts of various authors to this study are discussed in this chapter to provide a strong frame of reference about the variables of the study.

The first independent variable is the organizational culture with the following indicators: dominant characteristics, organizational leadership, management of employees, organizational Glue, strategic emphases, and criteria of success (O'Dell, 2014). The second independent variable is interpersonal trust with the following indicators: faith in peers, faith in management, confidence in peers, and confidence in management. In the context of the instrument, a distinction is made between faith in the intentions of others and confidence in their ability (Ghada, 2015).

On the other hand, the dependent variable of the study is the individual work performance with the following indicators: task performance, contextual performance, and counterproductive work behavior (Linda, et.al., 2014).

Organizational Culture

Some definitions of organizational culture are very simple. Organizational culture is simply “the way we organized things around”. Likewise, it is described as “the superglue that binds an organization together, unites people, and helps an enterprise accomplish desired ends” (O’Dell, 2014).

Organizational culture is an important ingredient of organizational performance and a foundation of sustainable competitive improvement. Organizational culture is a crucial component to associate different company cultures within the corporate group structure. Corporate managers may establish an efficient organizational culture to integrate the organizational culture and to reinforce performance. Successful cultural integration within the corporate group may be a crucial element to maintaining successful communication and improving performance. Establishing an efficient organizational culture within the corporate group is important to enhance performance and productivity (Idris, Wahab, & Jaapar, 2015).

On the other hand, profitability is a critical factor for the existence of any business, and expanding the business scope is also essential for business growth. Establishing an effective culture within diversified companies includes additional challenges for business managers in a corporate group than for managers in a single company. Poor cultural integration within diversified business companies affects the economic performance of the corporate group and the shareholders’ value. (Erdorf, Hartmann-Wendels, Heinrichs, & Matz, 2015).

The concept of organizational culture is the most significant effort to manage organization-wide change. It is also defined as the denominator among the leading successful companies. This culture consists of shared beliefs and values established by leaders, methods, and develops employee behaviors, understanding, and insights. They are transparent about their ethics and the way those ethics describe their organizations and determine how the organizations run. The organizational culture approach is to behave within the organization. It can benefit the companies’ cooperation, fewer disagreements, enhance trust, and be more efficient in decision-making. Employees whose organizations have strongly defined cultures could justify their behaviors at work because those behaviors fit the culture's work performance.

Interpersonal Trust

The concept of trust within organizations and between employees and management, and employee and employee, has attracted considerable attention in recent years. Interpersonal trust is the extent to which one is willing to ascribe good intentions to others and to have confidence in their words and actions (Ghada, 2015).

Moreover, trust has generated considerable interest in the organizational sciences in recent years. For example, the volume of published studies of trust within teams alone accelerated from less than 10 before 2000 to over 100 by 2015. The size of recent studies regarding interpersonal trust is even better, both for experimental work that is theoretically practiced in organizations, as research in trust and social problems study or reported that have observed trust within organizational settings and. There has also been extensive growth in emerging areas of trust research, most notably in the areas of trust across the boundaries of organizations or organizational collectives and the study of methods related to the outcome of trust damages. (De Jong, Dirks, & Gillespie, 2016).

Further, specific leader behaviors have also been examined as antecedents of followers’ trust in leaders. The level to which leaders actively ask for information from subordinates when monitoring development was associated with trust in the leader. Leaders who managed reasonable punishment to wrongdoers also inspired members’ trust. Surprisingly, scholars have done little to integrate this line of research model by linking

leadership styles and behaviors with specific trustworthiness perceptions of the leader. Based on the person-environment fit point of view, they demonstrated that followers (trustor) are not just passive receivers of a leader's (trustee) behaviors when forming a trusting relationship with the leader: Comparing the level of starting structure and consideration performances showed by the leader and needed by the members, they found that high absolute fit was associated with high trust in leader, whereas small trust in the leader was linked to misfit wherein the leader showed more initiating structure than members stated they needed. (Wang & Murnighan, 2017).

As defined, interpersonal trust is the extent to which one is willing to ascribe good intentions to others and to have confidence in their words and actions. It also refers to definitions that emphasize a belief in the probability that another's actions will be beneficial rather than detrimental to one (Sekaran, 2015).

Literature accounted issues about interpersonal trust that the concept of trust within organizations and between employee and management and employee and employee has attracted considerable attention had a positive and significant impact on the trust of employees (Fulmer & Ostroff, 2017).

Due to societal, economic, political, technological, and global changes, organizations are becoming more responsive to changes and consequently, discussion on organizational motivation, innovative leadership, and organizational trust has been regarded as effective tools behind positive organizational outcomes. Trust is conceptualized as an evolving effect, that is, an interacting set of emotions and assessments that develop and change over time. Moreover, organizational culture is the complete output of possessions or services produced distributed by the inputs needed to produce that output, and subsequent success can be measured through organizational objectives are and how healthy an organization is succeeding in those goals. Trust-building practices between managers and workers can lead to high productivity and organizational commitment. Also, it involves a logic of appropriateness, where the consideration for trust focuses on what is appropriate in the given situation, "to act appropriately".

Individual Work Performance

Individual work performance (IWP) is a relevant and often used outcome measure of studies in the occupational setting. In the past decades, a great deal of research in fields such as management, occupational health, and industrial-organizational psychology has been devoted to discovering predictors and effects of IWP.

Individual work performance (IWP) is a result used to measure studies in the work-related setting. In the past decades, a great deal of research in fields such as management, occupational health, and industrial-organizational psychology has been devoted to discovering predictors and effects of Individual work performance (Linda, et.al., 2014).

A good performance or a good employee task performance is an important thing for any organization. Task performance can be explained as competencies possessed by the employee for doing their job. In an organization, an employee who has good performance is essentially needed for achieving its target, especially for civil servants, both at the central or regional offices. Unfortunately, in practice, the potential of good performance was often hindered by many factors, both internal and external. One of the factors that inhibited individual performance was the stress of work (Christy & Amalia, 2018).

Further, Malik, Schat, Shahzad, Raziq, & Faiz (2018) stated how stressful employees would give an effect to work performance. They tend to do absenteeism, organization, and interpersonal aggressiveness.

Thus, this negative emotion could lead to counterproductive work behavior (CWB), or the emergence of anti-roll behavior, antisocial, maladaptive, or deviant that did not align with organizational goals.

However, as identified there was a negative association between engagement and counterproductive work behavior as the basis for individual performance. Likewise, engagement was negatively associated with counterproductive work behavior. In the study individual job performance partially mediated the relationship between interpersonal conflict and counterproductive work behavior, as well as that between conscientiousness and counterproductive work behavior. Finally, it then revealed a negative association between engagement and deviant behaviors, where engagement mediated the relationship between individual job performance characteristics and deviance (Shantz et al., 2015).

Additionally, other researchers have examined whether CWB can be productive, and surprisingly, findings have suggested that employees engage in CWB as a means of reducing emotional exhaustion brought about by high levels of perceived injustice or production deviance. These perceived injustices or production deviances appear more pronounced across the private sector although not necessarily absent from the nonprofit sector. The private sector is inundated with news coverage of management misdeeds and actions involving greed and self-enrichment. These actions are sometimes associated with pressures brought about by management's perceived need to meet production or market-imposed targets (Krischer & Penney, 2015).

Indeed, voice is defined as the verbal communication of change-oriented ideas or suggestions. Within the team context, voice has important implications for others due to their embeddedness within an interdependent network. When a team member voices, it places behavioral requirements on team members – specifically to adapt. As such, the voice may have its impact on team-level outcomes by acting as a catalyst for team adaptation (Li et al. 2015).

These gathered pieces of the literature show the association and willingness of employees for their work contribute to their elevated individual work performance. The employees strive to go ahead with their efforts to remain connected and outperform their work. It further boosts their ability to improve their work performance and seeks elucidation for prospects for employee commitment, loyalty, productivity, and employee sustainability.

Correlation Between Measures

Findings showed in the idea of Yongxing, Hongfei, Baoguo, and Lei, (2017), where they conducted their research with 1094 customer service employees in a large state-owned telecom company of South China. They identified positive relations involving organizational culture and interpersonal trust to objective individual work performance. Engaged employees received higher ratings from their supervisors on in-role performance, indicating that engaged employees perform well and are willing to go the extra mile. On the other hand, the concepts of organizational culture, interpersonal trust, and individual work performance have been closely linked to achieving organizational success. Individual job performance consists of different sets of activities that contribute to an organization in different methods. The contracted feature of job performance is task performance and contextual performance. As signified, the value of engagement in the public sector in the United Arab Emirates (UAE) as the engagement of employees will improve employee individual work performance, raise job satisfaction and trust and consequently escort the organizational culture to achieve its goals (Ibrahim, 2015).

According to Jundt et al. (2015), individual work performance is a task-directed performance behavior that employees enact in response to changes in their job. The extant literature is varied as to what constitutes

adaptive performance. Individual work performance is not analogous to problem-solving or being able to cope. These abilities are only considered to be within the framework of individual work performance—and interpersonal trust, by extension—when they relate to behavioral activities' necessary influence on job-specific tasks within the organizational culture.

Further, the relationship among the employees' increased organizational culture and interpersonal trust on work performance has been at the top of industrial psychologists' inquiries for decades, and it remains unclear if current literature is any closer to providing a clear answer on this topic. Some of the first contemporary researchers who attempted to show the correlation between job performance and job satisfaction were. It is commonly believed that high job satisfaction will result in a causal relationship with individual job performance (Registe, 2016).

Theoretical Framework of the Study

This study is anchored on Denison's Framework of organizational culture. The model is predicated on four cultural traits: involvement, consistency, adaptability, and mission which have influenced organizational performance. There is symbiotic nexus between good performance and a strong culture which provided new information on the link between organizational culture and performance. It maintained that with the difference in organizational culture, some strategies don't yield the same results for two organizations within the exact location. This implies that a positive and strong culture can make an average individual perform and achieve brilliantly whereas a negative and weak culture may demotivate an outstanding employee to underperform and end up with no achievement.

Performance management is essentially concerned with performance improvement to realize organizational, team, and individual effectiveness. Specifically, the dimension of involvement which is the degree of commitment by members to the organization is relevant to this study (Kandula, 2006).

The first independent variable is the organizational culture defined simply as "the way we do things around here". It is one of the significant and interesting problems of an organization and this term was even more used as relatively a repetitious set of values, customs, beliefs, traditions, and stable approaches pass on by the members. Weak organizational culture prohibited people from sharing their knowledge to keep individual rules and competence. Similarly, as described organizational culture is "the superglue that binds an organization together, unites people, and helps an enterprise accomplish desired ends" (O'Dell, 2014). The second independent variable is interpersonal trust. The concept of trust within organizations and between employees and management and employee and employee has attracted considerable attention in recent years. Interpersonal trust is the extent to which one is eager to attribute good intentions to others and to have confidence in their words and actions. Trust in interpersonal relations implies a willingness to be vulnerable; to place oneself at risk, and this is based in convictions that the other party is competent, concerned, and reliable (Ghada, 2015).

The dependent variable of the study is Individual work performance (IWP) which is a relevant and often used outcome measure of studies in the occupational setting. In the past decades, a great deal of research in fields such as management, occupational health, and industrial-organizational psychology has been devoted to discovering predictors and effects of Individual work performance (Linda, et.al., 2014).

Conceptual Framework

Presented in Figure 1 is the conceptual framework of the study. The first independent variable is the organizational culture with the following indicators: dominant characteristics, organizational leadership, management of employees, organizational glue, strategic emphases, and criteria of success. The second independent variable is interpersonal trust adopted from Ghada (2015) with the following indicators: faith in peers, faith in management, confidence in peers, and confidence in management.

The dependent variable of the study is individual work performance. It has the following indicators: task performance, contextual performance, and counterproductive work behavior.

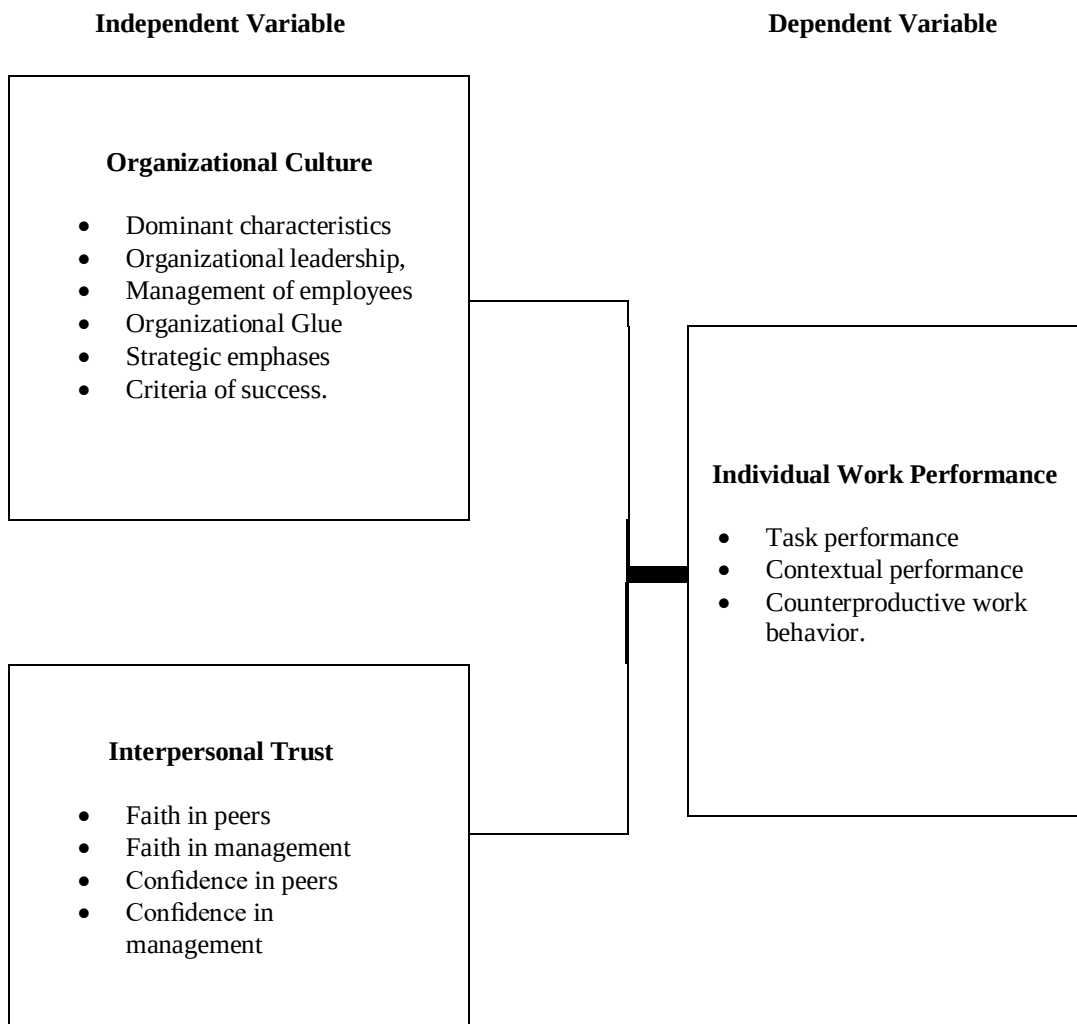


Figure 1. Conceptual Framework Showing the Variable

In this study, dominant characteristics reference to an organizational culture reflected by what is valued, leadership styles, the language and symbols, the procedures and routines, and the definitions of success that make an organization unique. Organizational leadership refers to effective leadership which requires an understanding of the institution's organizational culture; management of employees refers to an organization as a man social system in which members pursue common goals and satisfactions; organizational glue refers to the social or normative change that holds an organization together; strategic emphases in culture type refer to the specific kind of culture that is reflected in the organization, and the last indicator is the criteria of success which refers to the power or dominance of the culture in affecting what happens in an organization. Also, for the second independent variable, dominant characteristics reference to an organizational culture reflected by what is valued, leadership styles, the language and symbols, the procedures and routines, and the definitions of success that make an organization unique. Organizational leadership refers to effective leadership which requires an understanding of the institution's organizational culture; management of employees refers to an organization as a man social system in which members pursue common goals and satisfactions; organizational glue refers to the social or normative change that holds an organization together; strategic emphases in culture type refer to the specific kind of culture that is reflected in the organization, and the last indicator is the criteria of success which refers to the power or dominance of the culture in affecting what happens in an organization.

Meanwhile, on the dependent framework, task performance refers to the ability to effectively carry out the core part of the job. it includes behaviors that maintain activities and add value to the organization. contextual performance, on the other hand, refers to the actions that support the organizational, social and psychological environment in which the technical core must function. meanwhile, counterproductive work behavior (cwb) refers to the behavior of an individual that needs to both understand and continually measure their employees in terms of behavior and quality of work.

Significance of the study

The researcher believes that the study is beneficial to the following:

First, to the Administration or Human Resource Office of Northern Davao Electric Cooperative, Inc. (NORDECO, Inc.) where it will be useful and beneficial to the organization in a way that it will help them to be aware with regards to the most important asset of an organization, wherein employees deliver the quality service to the customers and are responsible for building the image of the organization.

Secondly, this is also beneficial for the employees in NORDECO, Inc. and the business world. Since they are the subjects of the study, this can help in understanding their individual work performance level based on their organizational culture and interpersonal trust where possible factors that could influence performance can also be figured. Also, this study is essential to the constructive feeling and emotions of employees for their work, for them to discover interesting parts of their job which can support them to stay with the field.

Lastly, to the future researchers of this study, this can also be a reference idea and may give recommendations and suggestions for future use.

Definition of terms

For clarity and easy understanding, the following terms are defined operationally.

Organizational Culture is the collection of practices, expectations, and values that guide and inform the actions or movements of all team members. It may affect all aspects of your business, from punctuality and tone to contract terms and employee benefits.

Interpersonal Trust refers to the perception you have that another person will not do anything that will harm you or the organization's interest; giving the willingness to accept vulnerability or risk based on expectations regarding another person's behavior.

Individual Work Performance is the employees' behaviors, actions or performances that are relevant to the goals of the organization. behaviors or actions that are relevant to the goals of the organization "behaviors or actions that are relevant to the goals of the organization".

METHODOLOGY

This chapter discusses the Research Design, Research Locale, Population and sample, Research Instrument, Data Collection Procedure, Statistical Treatment, and ethical considerations.

Research Design

The study will utilize a descriptive non – experimental and cross-sectional research approach. This research design is utilizing a correlational approach with regression analysis. Furthermore, these approaches are appropriate for surveys and collecting data using predetermined instruments that yield statistical data (Creswell, 2003).

Non-experimental research is used in cases when the research question or hypothesis can be about one variable rather than about the relationships between variables. Moreover, regression analysis is employed when the focus of the study includes establishing model analysis of several variables in which the relationship being described involves a dependent variable and one or more independent variables. In simple terms, regression analysis is a statistical tool used in a quantitative approach to examine the nature of relationships among variables (Dudovskiy, 2018).

A cross-sectional study design may be a sort of observational study design. The researcher measures the result and the exposures in the study of participants at the same time. This research study used population-based surveys and to evaluate the occurrence of diseases in clinic-based samples. Furthermore, we will also be able to evaluate the probability ratios to study the association between exposure and the outcomes in this design. Thus, it is frequently used to determine the dominant characteristics in a population at a certain point in time (Setia M. S., 2016).

This study will be carried out through a survey method measuring the level of organizational culture, the level of interpersonal trust, and the level of individual work performance of employees of Northern Davao Electric Cooperative, Inc. (NORDECO INC.). This will also examine the significant relationship in terms of organizational culture, interpersonal trust, and individual work performance.

Research Locale

Figure 2 shows the map of the Province of Davao del Norte and Province of Davao de Oro where the study will be conducted in the jurisdiction of Northern Davao Electric Cooperative, Inc. (NORDECO, Inc.).

NORDECO, Inc. is composed of two provinces and is divided into four area offices located at Municipality of Compostela, Maragusan, Mawab, Monkayo, Montevista, Nabunturan, and New Bataan for Area 1; Tagum City, Davao del Norte for Area 2; Municipality of Talaingod, Asuncion, Laak, Kapalong, San Isidro, New Corella, Maco, Mabini and Pantukan for Area 3 and Island Garden City of Samal for Area 4.



Figure 2. Map of the Philippines highlighting Province of Davao del Norte and Province of Davao de Oro

Population and Sample

The respondents of the study are employees of Northern Davao Electric Cooperative, Inc. (NORDECO, Inc.).

There is a total of four hundred eighty-eight (488) population who were considered as respondents. The study employed a random sampling technique in the selection of the respondents to avoid any bias during and after the data gathering procedure. This involves the Area Managers, Department Heads, and Chiefs as well as the rank and file employees in the Electric Cooperative (EC).

In the process of the selection, respondents may or may not write their names in the pieces of paper for

identification and confirmation. After the process, the identified respondents will undergo a draw lots method for sample purposes that can be very useful in the selection of the respondents that can be used for the study. However, these respondents can withdraw anytime if they feel threatened with the conduct.

Distribution of Respondents

AREA	MANAGERS HEAD & CHIEFS	DEPARTMENT & FILE	RANK POPULATION	TOTAL
1	1	11	110	122
2	8	27	188	223
3	1	9	97	107
4	1	4	30	35
TOTAL	11	51	425	487

Research Instrument

The researcher adopted questionnaires that will be used in both the independent variables and dependent variables to suit the need of the study. Random sampling will be employed in the study. The gathered data will be validated by the panel of experts. The first set of questionnaires dealt with the extent of the predictors that influence organizational culture. The second set dealt with no measure of the level of interpersonal trust among employees. And the third set of questionnaires will measure the level of the individual work performance of employees of Northern Davao Electric Cooperative, Inc. (NORDECO, Inc.). Prior to the conduct of the study, the validated instrument will be pilot tested to those who are non-respondents of the study. The results will be thoroughly examined and analyzed by the statistician.

The parameter limits used for the level of organizational culture are as follows:

Range of Means	Level	Interpretation
4.20 - 5.00	Very High	This means that the organizational culture is very much observed.
3.40 - 4.19	High	This means that the organizational culture is much observed.
2.60 - 3.39	Moderate	This means that the organizational culture is very fairly observed.
1.80 - 2.59	Low	This means that the

organizational culture is less observed.

1.00 - 1.79

Very Low

This means that the organizational culture is not observed.

To measure the level of interpersonal trust, the following parameter limits will be applied:

Range of Means	Level	Interpretation
4.20 - 5.00	Very High	This means that the interpersonal trust is very much felt.
3.40 - 4.19	High	This means that the interpersonal trust is much felt.
2.60 - 3.39	Moderate	This means that the interpersonal trust is very fairly felt.
1.80 - 2.59	Low	This means that the interpersonal trust is less felt.
1.00 - 1.79	Very Low	This means that the interpersonal trust is no felt at all.

To measure the level of individual work performance, the following parameter limits will be applied:

Range of Means	Level	Interpretation
4.20 - 5.00	Very High	This means that the individual work performance is very much observed.
3.40 - 4.19	High	This means that the individual work performance is much observed.
2.60 - 3.39	Moderate	This means that the individual work performance is moderately observed.
1.80 - 2.59	Low	This means that the individual work performance is less

observed.

1.00 - 1.79

Very Low

This means that the individual work performance is no observation at all.

Data Collection Procedure

The following procedure is done by the researcher in the gathering of the data:

The researcher secured a letter of permission and certification to conduct the research from the Dean of College and the Program Coordinator of the Graduate School of the College that serves as proof that the research is officially recognized by UM Tagum College. After which, the letter is submitted to the head office of Northern Davao Electric Cooperative, Inc. (NORDECO, Inc.) for approval.

Upon approval, the researcher administers the survey questionnaire to the selected employees among the target respondents. The researcher will follow the strict implementation of Covid-19 safety protocols before it will personally distributing the questionnaires to the respondents and explaining the purpose of the survey. This is to ensure one hundred percent accuracy in the answering and retrieval of questionnaires. The result will be collated and tabulated before being subjected to appropriate statistical treatment. After tabulating the results, the researcher sought the help of a statistician in choosing the appropriate statistical tools and doing the statistical treatment.

After performing appropriate statistical tools and statistical processes, the researcher will analyze the statistical data and made appropriate interpretations, conclusions, and recommendations.

Statistical Treatment

The data will be allied and recorded accordingly. The results will be analyzed and interpreted using the appropriate treatment as follows:

Mean. This is to measure the central tendency for interval and ratio sets of data. This study will be used to determine the extent of the predictors of organizational culture, the level of interpersonal trust, and the level of individual work performance.

Pearson's r- Product Moment of Correlation Coefficient. This is to measure of relationship for interval and ratio sets of data. In this study, it will be used to determine the significant relationship between the predictors of organizational culture and interpersonal trust on the individual work performance of employees.

Regression Analysis. This is used to determine the domain that the predictors significantly the individual work performance among employees.

Ethical Consideration

As a researcher, it is my responsibility to protect the privacy of my respondents and I will follow ethical standards in this study considering that my respondents are the employees of Northern Davao Electric Cooperative, Inc. (NORDECO INC.) that needs to be protected.

Voluntary participation. The Department Manager, Chiefs, and Head and Rank and File are the selected respondents of NORDECO, Inc. will be given the free – will to participate without any form of consequence or penalty, or loss of benefits. Therefore, the purpose and the benefits of the study will be described and presented to the participating respondents. Then, the rights of respondents to contribute to the body of knowledge will be carefully considered and adhered to.

Privacy and confidentiality. The researcher will be kept private and with utmost confidentiality the respondents' personal information that may be gathered in conducting the study.

Informed consent process. The research questionnaires will be free of technical terms that make it easier for the respondents to understand. It gives the respondents a transparent view of the advantages they'll get after the conduct of this study. The research questionnaire will be administered with the consent of the respondents.

Recruitment. In identifying the respondents of the research study, the researcher will personally administer the questionnaires, data collection procedures and as well as how the manner of respondents involved in the study.

Risks. The study will not involve high risks of situations that the respondents may experience in physical, psychological, or socio-economic concerns. Also, the researcher and respondents will follow the strict protocol or implementation of the IATF Guidelines.

Benefits. The respondents of this research will receive a certificate and token of appreciation for participating in the study. Thus, the result of the study can benefit the organization, and it may help the management for their new strategies in planning, understanding employees' behavior, and implementing new practices or policies based on the recommendations.

Plagiarism. The study has no trace or evidence of misinterpretation of someone else's work as his own. The study underwent a plagiarism detector like Grammarly or Turnitin software.

Fabrication. The study has no trace or evidence of intentional misinterpretation of what has been done. No making up of data and results or purposefully putting forward conclusions that are not accurate.

Falsification. The study has no trace of purposefully misrepresenting the work to fit a model or theoretical expectation and has no evidence of over-claiming exaggeration.

Conflict of interest (COI). As long as the researcher is transparent about its existence and, where proper, takes steps actively to manage the conflict(s) of interest effectively so it doesn't compromise the integrity of the study. Then the study has no trace of conflict of interest. For example, the disclosure of COI in which a set of conditions where there is professional judgment concerning primary interest such as participant's welfare or the validity of the research tends to be influenced by a secondary interest such as financial or academic gains or recognitions.

Deceit. The study has no trace of misleading the respondents to any potential harm.

Permission from Organization/Location. The research is conducted with formality and clear adherence to the ethical standards, thus a formal letter is sent to the Office of the General Manager of the Northern Davao Electric Cooperative, Inc. (NORDECO INC.). The research is only conducted after approval from the authorities.

Authorship. The researcher of the study is a graduate of Master in Business Administration (MBA). The researcher of the study underwent a series of revisions because of the recommendations made by his adviser. The study also followed the standards of the University of Mindanao Ethics Review Committee for the guidelines of ethical consideration. After their approval, the study has undergone pilot testing and the data collected was interpreted for the consistency of the research questionnaire.

RESULT

The data obtained from the respondents on Organizational Culture and Interpersonal Trust as Predictor to Individual Work Performance among Employees are presented, evaluated and constructed in this section based on the research objectives. The order of discussion on the mentioned topic are as follows: level of organizational culture; level of interpersonal trust; level of individual work performance; significance of the relationship between organizational culture, interpersonal trust and individual work performance on employee engagement and domain in organizational culture and interpersonal trust significantly predict individual work performance among employees.

Level of Organizational Culture

The preferences in dominant characteristics, organizational leadership, management of employees, organizational glue, strategic emphasis and criteria of success are the domains of organizational culture being used in this study. The respondents on these parameters are presented below.

Table 1. *Level of Organizational Culture, n=225*

Indicators	$\bar{x}$	SD	Descriptive Level
A. Dominant Characteristics	4.30	.513	Very High
B. Organizational Leadership	4.29	.533	Very High
C. Management of Employees	4.38	.522	Very High
D. Organizational Glue	4.43	.546	Very High
E. Strategic Emphases	4.29	.542	Very High
F. Criteria of Success	4.35	.527	Very High
Overall	4.34	.461	Very High

Table 1 shows the level of organizational culture for the employees of NORDECO, Inc. with an overall mean of 4.34 and standard deviation of 0.461, as described as very high. The results imply that the level of organizational culture for employees of NORDECO, Inc. is very much observed.

Based on the result, organizational glue got the highest mean score of 4.43 with a standard deviation of 0.546 described as very high. Second is the management of employees with an overall mean of 4.38 with a standard deviation of 0.522. While criteria of success got the overall mean of 4.35 with a standard deviation of 0.527, being the third. Fourth is dominant characteristics which got an overall mean of 4.30 with a standard

deviation of 0.513, and lastly, both strategic emphases and organizational leadership got an overall mean of 4.29 with a standard deviation of 0.542 and 0.533 respectively, all described as very high.

Level of Interpersonal Trust

As shown below in Table 2, the overall mean score of interpersonal trust as responded by employees of NORDECO, Inc. is 4.32 with a standard deviation of 0.462. It reflects a very high descriptive level with regards to the level of interpersonal trust which implies that it is very much felt. Among the four indicators of interpersonal trust, the highest indicator is the confidence in management that accumulated a mean score of 4.45 with a standard deviation of 0.530 which means a very high descriptive level. The second is faith in management which accumulated a mean score of 4.30 with a standard deviation of 0.525 described as very high. Third is, faith in peers with a mean score of 4.27 with a standard deviation of 0.544 described as very high. Confidence in Peers being the last, accumulated a mean score of 4.26 with a standard deviation of 0.535 described as very high.

Table 2. *Level of Interpersonal Trust, n=225*

Indicators	$\bar{x}$	SD	Descriptive Level
A. Faith in Peers	4.27	.544	Very High
B. Faith in Management	4.30	.525	Very High
C. Confidence in Peers	4.26	.535	Very High
D. Confidence in Management	4.45	.530	Very High
Overall	4.32	.462	Very High

Level of Individual Work Performance

The dependent variable of the study of Individual Work Performance is one of the standards of NORDECO, Inc. As shown in Table 3, the overall mean score is 4.32 with standard deviation of 0.462 which is described as very high. This means that the individual work performance is very much observed. These data came from the accumulated result conducted to all employees of NORDECO, Inc.

Table 3. *Level of Individual Work Performance, n=225*

Indicators	$\bar{x}$	SD	Descriptive Level
A. Task Performance	4.27	.542	Very High
B. Contextual Performance	4.29	.520	Very High
C. Counterproductive Work Behavior	4.25	.523	Very High
Overall	4.27	.491	Very High

Significant on the Relationship between Organizational Culture and Individual Work Performance

The results of the correlation between organizational culture and individual work performance on employees of NORDECO, Inc. are presented in Table 4. The computation using Pearson's r revealed that r -value of 0.749 and p -value of 0.000 has no significant relationship between organizational culture and individual work performance at the moment and does not affect nor influence the employees.

Table 4. *Significant on the Relationship between Organizational Culture and Individual Work Performance*

Independent Variable	$\bar{x}$	SD	Dependent Variable	$\bar{x}$	SD	r-value	P-value	Decision
ORGANIZATIONAL CULTURE	4.30	.513	INDIVIDUAL WORK PERFORMANCE	4.27	.491	.752**	.000	Do not reject Hypothesis
	4.29	.533				.639**	.000	
	4.38	.522				.552**	.000	
	4.43	.546				.632**	.000	
	4.29	.542				.634**	.000	
	4.35	.527				.700**	.000	

$r = .749^{**}$ $p\text{-value} = .000$

$^{**}p < 0.00$ $^{*}p < 0.05$

Significant on the Relationship between Interpersonal Trust and Individual Work Performance

Table 5 shows that the computation using Pearson's r revealed that r -value of 0.842 and p -value of 0.000 has no significant relationship between interpersonal trust and individual work performance at the moment and does not affect nor influence the employees. Hence, the below-mentioned result is the correlation between interpersonal trust and individual work performance on employees of NORDECO, Inc.

Table 5. *Correlations between Interpersonal Trust and Individual Work Performance*

Independent Variable	$\bar{x}$	SD	Dependent Variable	$\bar{x}$	SD	r-value	P-value	Decision
INTERPERSONAL TRUST	4.27	.544	INDIVIDUAL WORK PERFORMANCE	4.27	.491	.722**	.000	Do not reject Hypothesis
	4.30	.525				.708**	.000	
	4.26	.535				.774**	.000	
	4.45	.530				.699**	.000	

$r = .842^{**}$ $p\text{-value} = .000$

$^{**}p < 0.00$ $^{*}p < 0.05$

DISCUSSION

Presented in this chapter is a further understanding and related work to the findings of the study as well as the discussion of data, conclusions and recommendations derived from the results of the study.

Level of Organizational Culture

In the previous chapter, it was found that the level of organizational culture in the organizations was very high. This entails that it was agreed by the majority of the employees that the preferences in dominant characteristics, organizational leadership, management of employees, organizational glue, strategic emphasis and criteria of success are very much observed, practiced and evident in the workplace. Results also show that the level of organizational glue is the most significant element in the organizational culture in the office. The high level of organizational glue is due to the high accumulated rating given by the respondents in each indicator. This further implies that the employees were able to consider the importance of loyalty, mutual trust, and commitment which holds a commitment to innovation and development. This also emphasizes the achievement, goal, accomplishment, aggressiveness and winning, and considers the importance of following the rules and policies for the organizational operations.

These findings agree with the idea of O'Dell (2015) who stated that the superglue that binds an organization together, unites people and helps an enterprise accomplish desired ends.

Likewise, the study is parallel to the research study of Idris, Wahab, & Jaapar (2015) where it is a crucial component to associate different company cultures within the corporate group structure. Corporate managers may establish an efficient organizational culture to integrate the organizational culture and to reinforce performance. Successful cultural integration within the corporate group may be a crucial element to maintaining successful communication and improving performance. Establishing an efficient organizational culture within the corporate group is important to enhance performance and productivity.

This also congruence to Eaton & Kilby (2015) statement which said that more than quite 90% of business excellence initiatives fail to succeed due to poor cultural integration among company managers within the corporate group. The cultural difference that exists within the group may be a major barrier to corporate performance. The absence of effective organizational culture may be a major explanation for poor performance and output within the corporate group. Business managers must understand the importance of effective organizational culture to enhance performance and productivity within the corporate group.

Level of Interpersonal Trust

In the preceding chapter, it revealed that interpersonal trust in the organization is very high. This implies that the interpersonal trust in the organization is very much felt by the employees. Results also show that the level of confidence in management is the most significant element in interpersonal trust in the workplace. The very high level of interpersonal trust of employees is due to the very high accumulated rating given by the respondents on each indicator. This further suggests that the employees were able to show support to managers for future endeavors, trust the decision of management for the organization's future, and believe in the management at work.

In congruence to Ghada (2015) statement, the concept of trust within organizations and between employees and management and employee and employee has attracted considerable attention in recent years. Interpersonal trust is the extent to which one is willing to ascribe good intentions to others and to have

confidence in their words and actions. Trust in interpersonal relations implies a willingness to be vulnerable; to place yourself at risk, and this is based on convictions that the other party is competent, concerned and reliable.

Moreover, similarly stated by De Jong, Dirks, & Gillespie (2016), trust has generated considerable interest in the organizational sciences in recent years. For example, the volume of published studies of trust within teams alone accelerated from less than 10 before 2000 to over 100 by 2015. The size of recent studies regarding interpersonal trust is even better, both for experimental work that is theoretically practiced in organizations, as research in trust and social problems study or reported that have observed trust within organizational settings and. There has also been extensive growth in emerging areas of trust research, most notably in the areas of trust across the boundaries of organizations or organizational collectives and the study of methods related to the outcome of trust damages.

In addition, Frazier, Tupper, and Fainshmidt (2016) reported that in new working relationships, perceptions of high leader ability, benevolence, and integrity all contributed to trust in supervisors. In established associates, however, only leader capability and honesty supported to trust in managers. To summarize, although the Mayer et al. model has increased significant support among researchers as a framework for characterizing honesty, the most vital characteristics may be dependent on appropriate variables.

Definitely matching to Wang & Murnighan (2017) specific leader behaviors have also been examined as antecedents of followers' trust in leaders. The level to which leaders actively ask for information from subordinates when monitoring development was associated with trust in the leader. Leaders who managed reasonable punishment to wrongdoers also inspired members' trust. Surprisingly, scholars have done little to integrate this line of research model by linking leadership styles and behaviors with specific trustworthiness perceptions of the leader. Based on the person-environment fit point of view, they demonstrated that followers (trustor) are not just passive receivers of a leader's (trustee) behaviors when forming a trusting relationship with the leader: Comparing the level of starting structure and consideration performances showed by the leader and needed by the members, they found that high absolute fit was associated with high trust in leader, whereas small trust in the leader was linked to misfit wherein the leader showed more initiating structure than members stated they needed.

More so, Baer and colleagues (2015, p. 1637-1657) suggested that being trusted by one's leader can be a double-edged sword. They found that a high level of such trust from the leader can make employees feel satisfied with themselves at work, which can reduce their emotional tiredness. Yet, feeling trusted can increase employees' concerns about sustaining their standing, and this concern can increase their emotional energy. As this dual-path model points to offsetting favorable and unfavorable effects, it runs opposing to usual expectations that being trusted always promotes well-being.

Level of Individual Work Performance

The level of individual work performance as per results from the above chapter shows a very high level in the organization. This means that individual work performance in the organization is very much observed. The very high level of interpersonal trust of employees is due to the very high accumulated rating given by the respondents on each indicator. A very high accumulated rating is given to the second item as it states that as an employee they start new tasks immediately after the old ones are finished. They also take on challenging work tasks, keep updated on their job knowledge, come up with solutions to new problems and keep looking for new challenges in the job. Results also show that the level of contextual performance is the most

significant element in the individual work performance in the office.

This is in accordance to what Linda, et.al. (2014) said on a relevant and often used outcome measure of studies in the occupational setting. In the past decades, a great deal of research in fields such as management, occupational health, and industrial-organizational psychology has been devoted to discovering predictors and effects of IWP. Individual work performance (IWP) is a relevant and often used outcome measure of studies in the occupational setting. In the past decades, a great deal of research in fields such as management, occupational health, and industrial-organizational psychology has been devoted to discovering predictors and effects of individual work performance.

These findings agree with the idea of Christy & Amalia (2018) that a good performance or a good employee task performance is an important thing for any organization. Task performance can be explained as competencies possessed by the employee for doing their job. In an organization, an employee who has good performance is essentially needed for achieving its target, especially for civil servants, both at the central or regional offices. Unfortunately, in practice, the potential of good performance are often hindered by many factors, both internal and external. One of the factors that inhibited individual performance is the stress of work.

Further, the findings agree with Ahmad et al. (2018) previous studies which showed consistent results regarding work stress and work performance. The deepening of what types of stress would relate to the three types of performance had not received enough spotlight. This idea was based on previous research which exposed that individual work performance could have different practices. More specifically, the role of work stress in other types of work performance (contextual performance and counterproductive performance) had not been much studied. Thus, this study wanted to see whether different types of work stress would affect different types of performance. In other words, the purpose of this study was to see whether different sources of stress would affect different types of performance.

Also, it is parallel to Kallio, Kallio, & Grossi's (2017) which stated that a job can be measured by the amount of work, work quality, result, behavior or attitudes, presence, and how they cooperate. On the other hand, task performance referred to all behaviors conducted by employees that were determined to achieve the target of the organization. Individual work performance has two types: task performance, and contextual performance. Task performance was related to how an individual's capability to complete his/her task while contextual performance described how performance in the context of his work is, for example how he interconnects with his supervisor, establishing relationships, aggressively participates in their self-development, or how to help other workers. Meanwhile, distributed work performance into three dimensions argued if these three types of performance were dimensions. Thus, despite sharing the same great idea of work performance, all three dimensions could have different experiences. The definition included three types of performance: task performance, contextual performance, and counterproductive behavior. The explanation was also considered to be more comprehensive in describing types of performance.

Significant on the Relationship between Organizational Culture, Interpersonal Trust on Individual Work Performance

The test of the relationship between the three variables involved in the study proves that there was no significant relationship between organizational culture and interpersonal trust on individual work performance, suggesting that there is no correlation between the existing organizational culture and interpersonal trust that the organization has and the employees' individual work performance of the organization as a whole.

This is supported by the study of Jundt et al. (2015) where individual work performance is a task-directed performance behavior that employees enact in response to changes in their job. The extant literature is varied as to what constitutes adaptive performance. Individual work performance is not analogous to problem-solving or being able to cope. These abilities are only considered to be within the framework of individual work performance—and interpersonal trust, by extension—when they relate to behavioral activities' necessary influence on job-specific tasks within the organizational culture.

In addition to that is the study of Registe (2016) which said that the relationship among the employee's increased organizational culture and interpersonal trust on work performance has been at the top of industrial psychologists' inquiries for decades, and it remains unclear if current literature is any closer to providing a clear answer on this topic. Some of the first contemporary researchers who attempted to show the correlation between job performance and job satisfaction were. It is commonly believed that high job satisfaction will result in a causal relationship with individual job performance.

Conclusion

Based on the findings, the following conclusions are drawn:

The level of organizational culture is very high including the indicators which are selected in dominant characteristics, organizational leadership, management of employees, organizational glue, strategic emphases, and criteria of success. The study also finds a very high level of interpersonal trust with indicators namely: faith in peers, faith in management, confidence in peers, and confidence in management. Also, the level of individual work performance shows very high-level results including its indicators; task performance, contextual performance, and counterproductive work behavior. Furthermore, the study finds out that there is no significant relationship of organizational culture and interpersonal trust to employees' individual work performance. The combined organizational culture and interpersonal trust indicators have no influence on the individual work performance of employees thus, there is organizational culture and interpersonal trust that predict the employment individual work performance.

Therefore, the findings of this study confirm the anchored proposition of Jundt et al. (2015), individual work performance is a task-directed performance behavior that employees enact in response to changes in their job. The extant literature is varied as to what constitutes adaptive performance. Individual work performance is not analogous to problem-solving or being able to cope. These abilities are only considered to be within the framework of individual work performance—and interpersonal trust, by extension—when they relate to behavioral activities' necessary influence on job-specific tasks within the organizational culture. Added to that, Registe (2016) said that the relationship among the employee's increased organizational culture and interpersonal trust on work performance has been at the top of industrial psychologists' inquiries for decades, and it remains unclear if current literature is any closer to providing a clear answer on this topic. Some of the first contemporary researchers who attempted to show the correlation between job performance and job satisfaction were. It is commonly believed that high job satisfaction will result in a causal relationship with individual job performance.

Recommendation

The assumption on the earlier findings and conclusions, the following recommendation are offered by the researcher.

Organizational culture is very high including its all selected indicators were the overall highest mean organizational glue. Furthermore, strategic emphases and organizational leadership got the lowest mean among the itemized responses are to emphasize competitive actions and achievement hitting stretch targets and winning, and considering leadership that exemplifies innovating and risk-taking skills, respectively. It is recommended to consider the importance of following the rules and policies of NORDECO, Inc. by implying such at the workplace, there will be discipline and seriousness imposed among employees which can attain common goals and result in greater productivity. With this, it indirectly helps in the growth of NORDECO, Inc. If the rules and policies are broken, then it will have a negative impact on the workplace. Involving this work culture helps NORDECO, Inc. in setting directions and procedures for the future too. Hence, in following organizational culture, consumers of NORDECO, Inc. can also benefit by working with happier, less-stressed employees. Employees of NORDECO, Inc. are also needed to develop their communication with each and every employee in the workplace, the management, and their consumers. Performs coordinating, organizing, skills training, managerial seminars, or smooth-running activity are also recommended to be actualized in order for NORDECO, Inc. to develop employees effective and efficient manner as to their specific works. In addition to the recommendation is that NORDECO, Inc. will give importance to the development of teamwork, commitment, and concern for people so that the organization can service the highest and most satisfiable services to offer to their consumers. This leads to customer satisfaction, and ultimately, to customer loyalty. When customers are happy, there are fewer complaints to deal with. It also allows customers to share positive experiences with friends and family. All of these things help the business grow efficiently, and with a positive reputation. If those recommended culture is being engaged it will be a step towards building success.

On the other hand, the study accumulated a very high result of interpersonal per trust with its indicators that reached overall highest mean in an item: confidence in management. This means that the employees experience assurance, reliance, support, and trust in the organization. Considering these results as the overall highest mean, the researcher recommends to further strengthen the manager's treatment of all employees, the transparency, and decision-making for NORDECO's Inc. future. Moreover, for the confidence in peers being recognized as the lowest indicator, it is recommended that the organization conduct more skills training and team building activity, especially to the fieldworkers of NORDECO Inc. The organization also needs to work on employees' confidence in their fellow workers to do their jobs even if the manager or supervisors were not around. When employees are confident, they are better spokespeople and better fieldworkers for the company. With a lean workforce, the company needs everyone to be engaged and inspired by their tasks. Lack of confidence in himself or his/her peers hinders full engagement to their work. Having trust in one another makes the job more efficient, especially if that employee is not well-trained or is less experienced in an individual field of work. Trust is a must, they should build trust with others, learn to ask for help to do things they're not familiar with. There is absolutely no harm in knowledge sharing. They should help their coworkers acquire new skills and learnings and most especially recommended to have great and strong communication to each other, to the management and for NORDECO, Inc. to meet its vision as highly productive employees and responsive to its consumers. This would positively contribute to the level of interpersonal trust.

Similarly to the above study, it emphasizes the importance of individual work performance. The outcome of this study finds also a very high level of individual work performance although, the last item was

identified as the lowest item that explains the employee's behavior to the organization. Based on the result, it is recommended that employees need to act sensibly in the workplace not only to gain appreciation and respect from others but also to maintain a healthy work culture. Also, NORDECO, Inc employees should focus on the positive aspect of the work situation. Transparency at all levels is essential. They ought to be encouraged to respect the management and follow the code of ethics. Employees must maintain professional decorum in the workplace. In addition to the recommendation, NORDECO, Inc. employees should speak more to the public about the importance of their work, updates of the company's situation, the must do's and don'ts of their consumers, and also talk about the company's work agenda to people outside NORDECO, Inc. Be informative so that the people outside of the company can understand the better situation. The researcher also recommends that employees should always involve themselves in all activities of NORDECO, Inc. to give support and do productive tasks which spoil the entire workplace and to their consumers. Lastly, the researcher also recommends to NORDECO's, Inc. management to deliberate constructive criticism from both parties. Constructive criticism is a helpful way of giving a response that provides specific, actionable suggestions. Rather than providing general advice, constructive criticism gives specific recommendations on how to make positive improvements. It is clear, to the point, and easy to put into action. Constructive criticism can be a part of implementing enhancement strategies to help employees set and achieve their work goals. It can also create a positive atmosphere where the staff is comfortable to ask questions, request assistance, and offer their feedback and ideas. Ultimately, constructive criticism can provide ways for your employees to better understand your expectations and how to meet and even exceed them. This allows your employees to focus on the tasks and responsibilities that they perform satisfactorily or above standards. Then, they can apply those strengths to plans of improvement you may implement for weaker skills or performance. It is important to offer feedback that your employees can put into action immediately to achieve new objectives and improve their performance, productivity, skills, or other areas. Consider discussing strategies that both the management and the employees can use to work toward improvement. Despite the massive shifts in today's business, one key success factor remains constant: Leadership. The ability of your management team to manage this diversity in style and experience is more important than ever with decisions made.

With this recommendation, employees may manage work problems that arise and set the right priorities to perform work well with collaboration with co-workers.

Furthermore, the insignificant relationship between organizational culture, interpersonal trust on individual work performance implies that the organizational culture and interpersonal trust implausibly may not affect the level of individual work performance. With that, the organizational culture and interpersonal trust of the organization are independent of the individual work performance of employees. Therefore, it is safe to say that the organizational culture and interpersonal trust of employees is not the only factor that can affect individual work performance. Another evaluation tool with different indicators may be used for further studies as it may have a different result and implication.

Based on the result of this study there was no domain in organizational culture and interpersonal trust that significantly affects the individual work performance of employees. Thus, further research is recommended by the researcher because both independent and dependent variables got countless considerations and aspects; and the use of different indicators that could affect the individual work performance of employees may be conducted.

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