

Influence of Organizational Transparency on Employees Trust among Cooperatives in Davao del Norte

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Abstract

This study was a quantitative research non-experimental design employing descriptive correlational technique. This was conducted at Davao del Norte. There were 1,263 to population of cooperative employees of which 304 were the respondents of the study. The first part of the two sets of survey questionnaire was Organizational Transparency with the indicators: Participation, Substantial Information, Accountability and Secrecy. The second part was Employees Trust of cooperative with the indicators: Competency, Benevolence, Integrity, Position Status and Relationship. The research revealed that organizational transparency got a mean of 4.41 which means very high, this indicates that the level of organizational transparency is very much evident. On the otherhand, the employees trust got a mean of 4.22 which means very high, this indicates that the level of employees trust is very much evident. This research further revealed that there was no significant relationship between organizational transparency and employees trust.

Keywords: *Organizational Transparency, Employees Trust, Cooperative, Quantitative Non-Experimental Design, Regression Analysis, Tagum City, Philippines*

I. INTRODUCTION

Rationale

An annual survey confirmed that organizations are now facing a problem about the employees' trust toward them. It was disclosed that 46% of among the approximately 9,800 full-time employees, aged 19 to 68, were found to have great issues on trust toward their organization, specifically, their employers. Almost half of the survey participants from countries namely Brazil, China, Germany, India, Japan, Mexico, United Kingdom and United States of America confirmed that the said low level of trust towards the organization was greatly caused by unfair employee compensation, unequal opportunity for pay and

promotion, lack of leadership and non-conductive working environment (Twaronite, 2016).

Trust, from an organizational perspective, is significant and has to be nurtured in order to create a trusting relationship among employees and between them and their employers. It is considered as a top priority in managing relations in a working environment. It was noted that when trust is evident among workers of any organizations, parties were expected to have met their commitments to each other, remained honest and to have not taken advantage of the other (Golin, 2015).

In the Philippines, employees' trust among cooperative employees were of big issues among cooperative of today. In a survey conducted in Luzon, 52% among cooperative employees have mistrust in their workplace. Hence, cooperatives were taking measures on how to strengthen then to build cooperative trust among their employees (Bautista, 2018).

In Davao del Norte, trust among cooperative members were strong however, trust among employees in their workplace were an issue that kept only by the employees. Mistrust started when a cooperative was not transparent to their organization as observed by the researcher.

On another vein, organizational transparency was seen as a potential factor to increase employee's trust. Transparency entails self-disclosure, hence, defining this as how well an organization communicates relevant policies, regulations and operations to their employees and to the general public. Also, this has long been implemented in the organizational level, both private and public, by making sure that significant information about financial conditions and accounting practices are regularly communicated in a reliable manner. This is to primarily build the required trust from the workers and its customers (Rondinelli, 2007; Cavusgil, Knight, and Riesenberger; 2008 Seyoum, 2019).

However, the researcher has not come across explorations that show the influence of organizational transparency on the employee's trust in the cooperatives in the Davao del Norte. The paucity of the relevant studies about it and the need to find out how organizational transparency affects trust of the employees convinced the researcher to fill the gap, make a new contribution. There is then a need to generate new knowledge on the possible existing association of the two variables in the context where cooperatives are concerned. This conforms to the recommendation of Jahansoozi (2016) which suggested for further probing of the evidence of their relationship. The two aforementioned variables attracted the researcher to test whether there really is an existing relationship between organizational transparency and the employees' trust in the cooperatives in Davao del Norte, hence, the need to conduct the study.

Research Hypotheses

The following research hypotheses were tested at 0.05 level of significance.

1. There is no significant relationship between organizational transparency and employees trust among cooperatives in Davao del Norte.
2. There is no domain of organizational transparency significantly influence employees trust among cooperatives in Davao del Norte.

Review of Related Literature

Theories, opinion and concepts of various authors to this study are discussed in this chapter to provide a strong frame of references about the variables treated under study.

Organizational Transparency

Organizational transparency is an act of doing one's job or the organization's job in consideration with the possible consequences and be able to withstand and hold responsibility of it with openness. In other words, this is perceived as goal of an organization to attain a high level of organizational accountability and transparency for it is a unique quality that a certain organization can possess. This can be seen when in an organization accomplishes and consequent promotion of their force as a group (Seyoum, 2019).

Furthermore, organizational transparency is a wide-spread issue that organizations want to control. The demand of accountability on nongovernmental organization (NGO) is increasing. NGO, specifically the leaders, are searching for ways and ideas to make transparency more meaningful and integrated in order to practice it and raise the level of accountability that organizations are practicing nowadays (Schmitz, Raggo, and Vijfeijken, 2015).

Additionally, organizations such as NGOs has a large influence that can affect the world specifically in terms of globalization. This condition is largely at risk for matters that can affect the people most likely rests in the hands of those organizations. This is the reason why their sense of transparency must be disclosed in every action if needed. NGOs accountability must set a standard that is accepted and can be in par with the government and business organizations. The study indicated that the result of their transparency is characterized by communicative action through the provision of truthful disclosures, generally appropriate to the discharge of accountability and in a manner intended to improve their understandability. However, some organizations are discreet and chose only to publicize information that is of great impact among themselves. The findings of this study results to doubt organizations upon them holding account of their actions (Dhanani and Connolly, 2014).

In addition, a study about organizational transparency wants to improve the sense of accountability of the government guard and the public sector organizations. It is a big issue if public sectors must hold accountability on something for government nowadays are

perceived as flawed and incompetent. Transparency of these sectors is a failure in the eyes of the researcher and seek in reforming their ways. The study develops the Calibrated Public Accountability-model (CPA-model) from experimental research findings which can be used to investigate how accountability can be calibrated to task requirements of organizations (Schillemans, 2015).

Organizational transparency is determined by one of its indicators which is substantial information. Information is considered to have a possibility of being harmful. It can be used against someone or in an organization to harm and inflict a dilemma upon them. In this context, disasters and emergency matters, it is important to provide an effective information that will not result to public panic but rather only what the population or the people needs. The person/people who has authority in this information has the responsibility what to disclose and making sure the safety of those people (Cohen, Goldberg, Lahad, and Daniel, 2017).

Moreover, it is reported that an honest communication between the public and the authorities is needed during extreme situations. This means information are not openly broadcasted and are discreet, most of the time. It can be a proof that information is most likely hidden unless it is discovered or if this certain information will acquire benefit to the one who publicize it (excluding the idea of life and death situations). In this context, the public's knowledge about something may not be the full story (Olsson, Edling, and Stern, 2015).

Participation, as an indicator of organizational transparency, deals with the involvement of the stakeholders who have an interest in a certain organization. They might be the employees, directors, owners, suppliers, creditors, unions, and the community from which the business draw its resources. Stakeholders do not have an equal share of power (Cohen, Goldberg, Lahad, and Daniel, 2017).

Consequently, stakeholder participation is an act of engaging oneself to come up with decisions together with other stakeholders. This is for the benefit of one's company to uphold their advocacies and achieving their goals. The success of this depended on their views, insights, and point of views that is largely affected by their decisions alone. Stakeholder participation can be done during meetings (board meetings) that is scheduled before the exact setting. This is an organized and structured way of meeting that requires technical ways that involves professionals (Schillemans, 2015).

Accountability, which is another indicator of organizational transparency, is an act of assurance and being accountable for the action or decisions that was made. It may be for an individual or an organization that is evaluated basing on the performance or something that holds them responsible (Rouse and Wigmore, 2015).

Furthermore, the researchers seek to know more and clarify the responsibilities of the peacekeepers or the people working in the government about their policies and aim to improve their ways in holding accountability. They are also aiming that those people will uphold transparency during their duties that the people must know about. Also, the researchers practice transparency in doing this study to prove that their research is credible

(Fullan, Gallardo, and Hargreaves, 2015).

Additionally, internal accountability is one aspect in terms of accountability. It occurs when individual and groups willing take on personal, professional, and collective responsibility. Accountability is something that is tasked and a must to do in every individual. The reason to this is that people are more prone to what additional or new learnings that can improve themselves and serve as their basis of being an individual. In this sense accountability as defined here is not limited to mere gains in test scores but on deeper and more meaningful learning for all students (City, 2016).

In connection, external accountability occurs when an issue is being publicize or transparent to the public. This is applied by the leaders that assures transparency, monitoring and selective intervention that organization performs in line with societal expectations and requirements. In practicing external accountability, one must first settle or work on his own internal accountability for the other other (external) accountability will work and for they are directly responsible in addressing it (Hargreaves and Shirley, 2017).

Additionally, social accountability is also one of the issues that has a large public attention today. Social accountability is a strategy that is trying to improve the institutional performance by boosting and giving credit to both the citizen and the government or organizations. It is a widespread institutional innovation that may affect the political accountability (and its process). This distinction makes social accountability an especially relevant approach for societies in which representative government is weak, unresponsive, or non-existent (Przeworski, Stokes and Manin, 2019).

Employees' Trust

The employee's perception of the effectiveness of the organization's reward practices, as well as his or her intention to leave the organization, we found to relate to institutional trust.

Subsequently, essential ingredient of the collaborative effort is trust. In a certain study in St. John Fisher College, high performance teams are characterized by high mutual trust among members. Leaders succeed in leading about change because they are trusted by their colleagues to reflect their aspirations and values. An organizational climate of trust enables employees to surface their ideas and feelings, use each other as resources, and learn together. Without trust, people assume self-protective, defensive postures that inhibit learning (Handy, 2016).

Similarly, ratings of the focal employee's trust of the organization's CEO and top managers (i.e., institutional trust) were also collected. The employee's perception of the effectiveness of the organization's reward practices, as well as his or her intention to leave the organization, were found to relate institutional or organizational trust (De Pree, 2017).

Benevolence or goodwill is necessary in attaining trust. If they could be identified and recognized separately, there would be no goodwill. The accounting problem of goodwill that involves two aspects: initial recognition and subsequent valuation. Initial recognition is only permitted in merger and acquisition transactions, where goodwill is

acquired and recorded in the balance sheet at a cost that represents the excess of the amount paid (Wen and Moerhle, 2016).

Another indicator of employee's trust is integrity which is defined as the honesty and consistency between a person's espoused values and behavior. Drawing on social exchange, trust was acquainted ethical values such as integrity. Integrity offers a very logical reason to trust someone. A feeling of fairness or moral character provides a sort of predictability that can help individuals cope with certainty. A person with integrity will therefore be perceived as trustworthy. It is a foundation of ethical leadership. Integrity can therefore be described as a component of being ethical, but the concept of integrity is such a comprehensive construct that it is in itself also has an important impact on ethical actions (Colquitt, 2017; Yukl, 2014).

Lastly, competence is often used to describe the knowledge to be able perform at a particular task. Competencies are used to create unique standards within disciplines and specialties. It is the ability to perform in effective ways on different occasions including in differing in unexpected context. However, even if a performance can be measured, there is lack of evidence to suggest that good performance is always an adequate indicator of high degrees of competence. This example opens the case of false positive where a nurse can answer a question correctly on exam but from a false premise. A false negative example is that of a nurse who may have the skill or knowledge to perform the task correctly in an examination situation (Stedman, 2015).

Correlation between Measures

There is a significant relationship between the two variables in which the organizational transparency coherently influences the employees' trust among cooperatives. In this connection, organizational transparency affects the dependent variable in terms of thoughts, feelings and actions and behavior in which they are both involved. A person or institution to whom clearly shows of clear intention and openness to others will eventually obtain the majority's trust (Rawlins, 2008).

Moreover, interactions should always be patronized upon achieving continuous and harmonious relationship between parties involved such as seminars, meetings and small talk to always keep in touch to the dynamic information. This is an organized and structured way of meeting that requires technical ways that involves professionals (Handy, 2016).

Organizational transparency accomplishes the overall rules and guidelines for having and maintaining people's trust and is said to be one of the pillars for a successful institution like cooperatives. This can be done by seeking to understand the coherence and connectedness of all the possible present particular interaction.

Theoretical Framework

This study is anchored on the theory of Rawlins (2008) which states that

transparency in an organization has a positive association with trust. This indicates that as the employees' perceptions of organizational transparency increases, so does, their trust. This is also advocated by previous researchers who confirmed that transparency has been implemented in both public and private entities in order to build the employee's trust as well as the trust among leaders and the society. Rawlins (2008) which is organizational transparency that can be collapsed into three dimensions which are substantial information, participation and accountability. Substantial information refers to the truthful and useful information in all operations of a certain organization. Participation, secondly, refers to the stakeholders' participation in identifying the information they need. Lastly, accountability is what talks about balance reporting of the activities and policies making the organization accountable.

The independent variable is supported by Dr. Murad Al-Nashmi (2015) on his study about transparency entitled "The Influence of Transparency on the Leaders' Behaviors: A Study among the Leaders of the Ministry of Finance, Yemen. The study shows that there is a significant relationship between the overall transparency and the leaders' behaviors who work in the Ministry of Finance. The value of the Pearson correlation coefficient (r) is 0.634 which renders the relationship to be a positive moderately high correlation. This explained that if the overall level of transparency applied in the Ministry of Finance is high, the behaviors of leaders in this entity will be positively enhanced and improved towards their subordinates and their ministry. The remarkable fact that every leader should know that a long-term practicing of overall transparency can create transparent leaders who have good faiths and affirmative behaviors towards their employees.

Further, the results show that the leaders of the ministry positively support the intention of the ministry to let ordinary employees (followers or subordinates) understand how its decisions affect them. This issue reinforces increasing the applied level or transparency in the ministry by letting subordinates understand more about the process of making decisions within the ministry. Based on the results that the respondents revealed through their responses, the majority of the ministry's leaders agree that the ministry itself provides useful information for its subordinates for making informed decisions. This can improve the quality of the decisions those subordinates can make since they have the required information regarding them. Also, from this indicator, a person can understand that the consent of those leaders to let their followers participate in the process of making decisions is also an affirmative issue. On the contrary, the results disclose another dimension for the overall transparency which affects on the leaders' behaviors of the ministry. This dimension is included in the responses of the great portion of the respondents (i.e., leaders of the ministry) in which they oppose to render their ministry accountable to its subordinates for its actions.

This can be justified based on the types and timing of these actions. Some of these actions could be sensitive and cannot be revealed to subordinates for not making the ministry accountable to its subordinates.

The dependent variable is supported by Chua Bee Seok, Getrude Cosmas, Jasmine

Adela Mutang, Shazia Iqbal Hashmi (2015) in the study entitled: “Development and Validation of Employee Trust Scale: Factor Structure, Reliability and Validity”. Rawlins (2008) which states that the components that comprise employee’s trust are competence, integrity, and goodwill. It rooted from the concept that trust is one party’s willingness to be vulnerable to another party based on the confidence that the latter party is competent and dependable, has integrity and acts with goodwill. Competence relates to the belief that one has the ability to do something what one says he will do, while integrity encompasses the belief that a party is fair and just. Finally, goodwill as a component of trust refers to purposeful acts and pleasant attitude.

Conceptual Framework

Figure 1 shows the conceptual framework of the study. The independent variable is organizational transparency (Eyad Nasser Al-Samman, 2012) with following indicators: *participation, substantial information, accountability and secrecy*. Substantial information, in this study, refers to the truthful and useful information in all operations of a certain organization. Participation, secondly, refers to the stakeholders’ participation in identifying the information they need. Accountability is what talks about balance reporting of the activities and policies making the organization accountable. Lastly, secrecy is the action of keeping something secret or the state of being secret.

The dependent variable is employee’s trust (Chua Bee Seok, Getrude Cosmas, Jasmine Adela Mutang, Shazia Iqbal Hashmi, 2015) with the following indicators: *competency, benevolence, integrity, position status and relationship*. Competence relates to the belief that one has the ability to do something what one says he will do, while integrity encompasses the belief that a party is fair and just. Position status is pertaining to employees’ rank, furthermore, relationship refers to the state of being connected. Finally, benevolence as the quality of being well meaning or kindness.

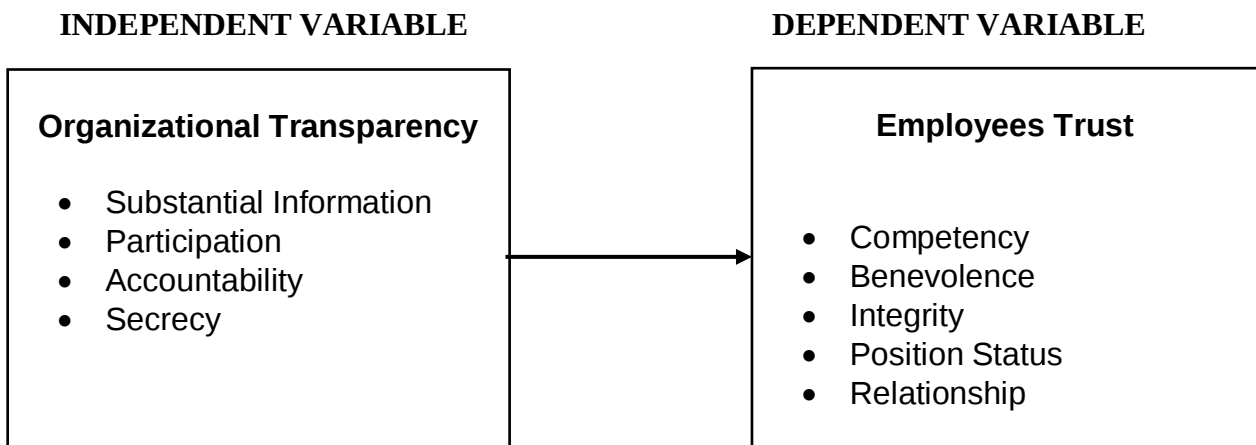


Figure 1. *Conceptual Framework of the Study*

Significance of the Study

This study focused on the influence of organizational transparency on employees' trust among cooperatives in Davao del Norte. The proponent of this research aimed to know the significant relationship of organizational transparency. The researcher wants to know which domain of the organizational transparency significantly influences employees' trust.

Further, this study is worthy to be conducted for it addresses the general perception of employees' trust among cooperatives regarding on being transparent in organization in nurturing a healthy business- relationship. The product of this research may suggest a solution into cooperatives in different struggles they are facing especially on how to generate and improve their strategies in maintaining their current members' satisfaction with their services and inviting prospect members.

Furthermore, the outcome of this study will provide the non-members on how to be wiser in choosing credible cooperatives that will not break their trust particularly in their promised services. Moreover, it will give the current members peace of mind with a strong conviction by weighing things in deciding wiser conclusions. Lastly, the findings of this study helpful ideas and data towards to the future researchers as a starting point on how to expand the coverage of the research in terms of the variables covered in the study.

II. METHODS

This chapter presents the research design, the research subjects, the research instruments, the data gathering procedure and the research treatment utilizing different statistical tools.

Research Design

This study used a quantitative non-experimental research design utilizing descriptive correlational approach. This method was used when the objective is to describe the status of the situation as it exists at the time of the study to explore the causes of a particular phenomenon. In correlational research, it involves collecting data in order to determine whether the degree of relationship exist between two or more quantifiable variables (Gay, 2015).

Further, this study made use of the quantitative non-experimental design utilizing causal effect technique to be able to give description to the possible existing relationship between two identified variables as well as determining the direction and magnitude of such relationship, if there is. The descriptive correlation method was deemed appropriate and accurate to be employed in this study. It is a research design that seeks relationship between the independent and dependent variables after action was done (Gravetter and Wallnau, 2004).

Furthermore, descriptive-correlational design was used to examine the level of

organizational transparency and the level of employees' trust. Hence, survey was seen to be valuable as it proves facts where scientific judgment may be based. It gives important knowledge for the development of the instruments of the measurements of many things, which are utilized in all types of quantitative research (Berg, 2009).

The reason for using non-experimental research is that results cannot be manipulated because of the attribute variables, such as gender, socioeconomic status, learning style, or any other personal characteristics or trait. Another reason to use non-experimental research is that it would be unethical to randomly assign individuals to different treatment conditions since the researcher cannot change or manipulate what is the results. Hence, correlational research is a type of non-experimental research in which the researcher measures two variables and assesses the statistical relationship between them with little or no effort to control extraneous variables. There are essentially two reasons that researchers interested in statistical relationships between variables would choose to conduct a correlational study rather than an experiment (Belli, 2013).

Research Locale

Figure 2 presents the locale setting of the study. This study was conducted in Davao del Norte located in Mindanao. Its capital is Tagum City. According to the 2015 census, it has a population of 1,016,332 with a total land area of 3,426.97km². The province is comprised of 3 component cities, Panabo City, Island Garden City of Samal and Tagum City with 8 municipalities as follows: Asuncion, Braulio E. Dujali, Carmen, Kapalong, New Corella, San Isidro, Sto. Tomas and Talaingod. Hence, this study was conducted among the cities and municipalities in Davao del Norte through random sampling.

Population and Sample

In this study, the respondents will be the employees of cooperative in Davao del Norte. Random sampling will be used to determine the participants. This study was conducted during year 2021. The researcher will use sampling technique in gathering data. The respondents of the study were taken from the total population of 1,263 employees of the chosen cooperatives in Davao del Norte. Distribution of respondents show the actual number of respondents in every office.

The respondents were 20 to 50 years old employees of a cooperative. They were chosen on the basis of random sampling. The respondents of this study can freely withdraw anytime if they feel threatened on the conduct of the study.

All employees outside Davao del Norte will be excluded in the research. Hence employees above 50 years old will not be also included in the research. The employees of cooperatives in Davao del Norte will be given will to take an interest with no type of results or punishment or loss of advantages. Accordingly, after the reason and the advantages of the study, it will be portrayed and introduced to the taking an interest workplace. At that point, the privileges of the respondents to add to the assortment of information will be

cautiously considered and follow upon. Thus, the respondents of this study can freely withdraw anytime if they feel threatened on the conduct of the study.

Research Instrument

The instruments used in this study were downloaded, adapted and modified questions from the study of Eyad Nasser Al-Samman (2012) entitled, “The Influence of Transparency on the Leaders' Behaviors: A Study among the Leaders of the Ministry of Finance, Yemen”. The original questionnaire was modified to contextualize the setting and question items were simplified or translated to the vernacular for the understanding of the respondents. The questionnaire has three parts namely: Substantial Information, Participation and Accountability. The parameter limits to be used for independent variable are as follows:

Parameter Limits	Descriptive equivalent	Interpretation
4.20 – 5.00	Very High	This means that the level of organizational transparency is very much evident.
3.40 – 4.19	High	This means that the level of organizational transparency is much evident.
2.60 – 3.39	Moderate	This means that the level of organizational transparency is moderately evident.
1.80 – 2.59	Low	This means that the level of organizational transparency is less evident.
1.00 – 1.79	Very Low	This means that the level of organizational transparency is not evident.

For the dependent variable is employee's trust, the researcher was using an adapted questionnaire from research Chua Bee Seok, Getrude Cosmas, Jasmine Adela Mutang, Shazia Iqbal Hashmi (2015) with the following indicators: *competency, benevolence, integrity, position status and relationship*. The parameter limits to be used for dependent variable are as follows:

Parameter Limits	Descriptive Equivalent	Interpretation
4.20 – 5.00	Very High	This means that the level of employees trust is very much observed.
3.40 – 4.19	High	This means that the level of employees trust is much observed.
2.60 – 3.39	Moderate	This means that the level of employees trust is moderately observed.
1.80 – 2.59	Low	This means that the level of employees trust is less observed.
1.00 – 1.79	Very Low	This means that the level of employees trust is not observed.

Data Collection

The data in this research study will be gathered through following the prescribed procedures. To conduct the study, “Influence of organizational transparency on employees trust among cooperatives in Davao del Norte”, a letter of permission will be secured. The researcher will ask for the permission and endorsement of the Program Coordinator of Graduate School of the UM Tagum College, Tagum City. In order to avoid a number of problems in conducting the study, clear copies and sufficient number questionnaires will be prepared. The researcher will administer the questionnaire to the respondents of the study. They will be requested to answer the questions honestly, so that valid and reliable data will be elicited. The researcher will retrieve the questionnaire personally and with the help of some research aides to have a 100 percent return rate of the questionnaire. After that, the questionnaires will be collected, and the results will be tabulated before subjecting it to statistical treatment. The analysis and interpretation of the results will be done based on the purpose of the study.

Statistical Tools

The responses to the items in the questionnaire were tallied and recorded correspondingly. The results were analyzed and interpreted in the light of the purpose of this study using the appropriate statistical treatment as follows:

Mean. This will be used to measure the level of organizational transparency and the level of employees' trust. Thus, this would answer objectives 1 and 2.

Pearson r. This will be used to determine the significant relationship between organizational transparency and employees' trust. Hence, this would answer question number 3.

Regression Analysis. This will be used to determine which domain of organizational transparency significantly influence employees' trust.

III. RESULTS

This chapter discloses the findings and results, analyses, and interpretation of this study. They are both presented based on the problem raised in the previous chapter. The discussion is arranged from highest to lowest in terms of the average means of the indicators which are presented both in the tabular and textual forms where inferential results were analyzed and interpreted at 0.05 level of significance.

Level of Organizational Transparency

Table 1 shows the level of organizational transparency among the employees of cooperative in Davao del Norte. The overall mean score obtained is 4.41 with a standard deviation of 0.40, described as very high. This means that the level of organizational transparency is very much evident. Among the four (4) indicators, *Participation* got the highest mean of 4.45 with 0.52 dispersion values and is described as very high. The second highest mean is the indicator *Secrecy*, with the mean of 4.41 and standard deviation of 0.55 which is described as very high. It is followed by the indicator *Substantial Information* with the mean of 4.37 and standard deviation of 0.57 which is described as very high. The lowest mean was obtained by the indicator *Substantial Information* which is 4.32 and a standard deviation of 0.61 which is also described as very high.

Table 1.

Level of Organizational Transparency

Indicator	Mean	SD	Descriptive Equivalent
Participation	4.45	0.52	Very High
Substantial Information	4.37	0.57	Very High
Accountability	4.32	0.61	Very High
Secrecy	4.41	0.55	Very High
Overall	4.41	0.40	Very High

Level of Employees Trust

Presented in the Table 2 is the level of employees trust in terms of Competency, Benevolence, Integrity, Position Status and Relationship. The overall mean is 4.22 and the dispersion of values which is 0.38 is described as very high. This means that the employees trust among the employees of cooperative in Davao del Norte is very much observed. Among the five (5) indicators, Relationship got the highest mean of 4.51, which is described as very high. The indicator that got the second highest mean is competency with 4.40 mean, described as very high. It is followed by the Position Status with a mean of 4.39, described as very high and then Integrity with a mean of 4.32, described also as very high. Lastly, Benevolence got a mean of 3.50, described as high.

Table 2.

Level of Employees Trust

Indicator	Mean	SD	Descriptive Equivalent
Competency	4.40	0.55	Very High
Benevolence	3.50	0.50	High
Integrity	4.32	0.64	Very High
Position Status	4.39	0.54	Very High
Relationship	4.51	0.45	Very High
Overall	4.22	0.38	Very High

Significance on the Relationship Between Organizational Transparency and Employees Trust

The purpose of this study was to determine whether the organizational transparency is significantly related to employees trust among employees of cooperatives. Results of the computations are shown in Table 3 using Pearson-r.

Table 3 displays the four (4) indicators of organizational transparency which shows that there is a significant relationship between the level of organizational transparency and the level of employees trust among employees of cooperatives in Davao del Norte.

Table 3.

Significance on the Relationship Between Organizational Transparency and the Level of Employees Trust

Independent Variable	Dependent Variable	r- value	r- squared	p- value	Decision
Participation	Employees Trust	0.052*	0.003	0.186	H ₀ is not rejected
Substantial Information		0.076*	0.006	0.094	H ₀ is not rejected
Accountability		0.111*	0.012	0.027	H ₀ is rejected
Secrecy		0.105*	0.011	0.035	H ₀ is rejected

*p<0.05

The r-value of Participation and Employees Trust is 0.052 and has a p-value of 0.186 while Substantial Information and Employees Trust has an r-value of 0.076 with a p-value of 0.094. Since the domains Participation and Substantial Information have the probability level of 0.186 and 0.094 respectively which is greater than the level of significance at 0.05. This implies that the two domains signify that organizational transparency is not related to employee's trust. However, Accountability and Employees Trust got an r-value of 0.111 with a p-value of 0.027. Lastly, the r-value of Secrecy and Employees Trust is 0.105 with a p-value of 0.035. Since the Accountability and Secrecy have the probability level of 0.027 and 0.035 respectively which is less than the level of significance at 0.05. This implies that the two domains signify that organizational transparency is related to employee's trust. Therefore, the finding implies a weak relationship between organizational transparency and employees trust among employees of cooperative in Davao del Norte.

Regression Analysis on the Influence of Organizational Transparency on Employees Trust

Table 4 indicates the regression analysis on the influence of the domains of organizational transparency to employee's trust among employees of cooperative in Davao del Norte. The table shows the f-value of 1.382 and a p-value of 0.240 which is greater than the 0.05 level of significance. This allows the researcher to accept the null hypothesis

which states that “There is no domain in the organizational transparency that significantly influences employees trust among employees of cooperative in Davao del Norte.” Thus, there are a domain in the organizational transparency that significantly influences employees’ trust.

Table 4.

Regression Analysis on the Influence of Organizational Transparency on Employees Trust

Independent Variable	Unstandardized Coefficient		Standardized Coefficient	t-value	p-value	Decision
	B	SE(B)	Beta			
(constant)	3.698	0.260				
Participation	0.01	0.050	0.014	0.201	0.841	H ₀ is not rejected
Substantial Information	0.016	0.052	0.025	0.313	0.755	H ₀ is not rejected
Accountability	0.042	0.045	0.067	0.925	0.925	H ₀ is not rejected
Secrecy	0.054	0.042	0.078	1.268	0.206	H ₀ is not rejected

Dependent Variable: Employees Trust
 R= 0.135
 F-ratio=1.382
 *p<0.05

R²= 0.0128
 P-value= 0.240

The r-value of 0.135 indicates a weak relationship between organizational transparency of employees and employees’ trust. The coefficient of determination or the r-squared which is 0.0128 connotes that 1.28% of the variation in the level of employees’ trust could be attributed to the variation in the level of organizational transparency. The rest, 98.72%, is the chance variation which means that the level of employees’ trust could be attributed to the other factors which are not included in this study.

The indicators of the independent variable which are Participation, Substantial Information, Accountability and Secrecy have beta values of 0.014, 0.025, 0.067 and 0.078 respectively. Participation has a p-value of 0.841, Substantial Information got a p-value of 0.755 while accountability has a p-value of 0.925 and Secrecy has 0.206 p-value, all are greater than the level of significance of 0.05. This means that participation, substantial information, accountability, and secrecy as indicators of organizational transparency have

no significant influence on employees trust among cooperative employees in Davao del Norte.

IV. DISCUSSION

This segment presents further understanding and related work to the findings of the study, the drawn conclusion, and the relevant and valuable recommendations offered by the researcher based on the obtained results.

Level of Organizational Transparency

In the preceding chapter, it was found that the level of organizational transparency among employees of cooperatives Davao del Norte is very high. This means that organizational transparency is very much observed among employees. It further implies that organizational transparency is not new to the employees of cooperative in Davao del Norte.

This can be confirmed by study which revealed that organizational transparency is an act of doing one's job or the organization's job in consideration with the possible consequences and be able to withstand and hold responsibility of it with openness. In other words, this is perceived as goal of an organization to attain a high level of organizational accountability and transparency for it is a unique quality that a certain organization can possess. This can be seen when in an organization accomplishes and consequent promotion of their force as a group (Seyoum, 2019).

The level of Participation as an indicator of organizational transparency was found very much observed after the statistical analysis was done to the responses of the employees to the given survey questionnaire. A data confirmed that Participation, as an indicator of organizational transparency, deals with the involvement of the stakeholders who have an interest in a certain organization. They might be the employees, directors, owners, suppliers, creditors, unions, and the community from which the business draw its resources. Stakeholders do not have an equal share of power (Cohen, Goldberg, Lahad, and Daniel, 2017).

The organizational transparency of the employees in terms of substantial information is very high. It means that organizational transparency of the employees is very much observed. It further implies that the employees are given important and valid information. This is true when they can fully give the necessary information needed by the employees to discuss with the members. In this way they built trust not only to the employees of the cooperation but also building trust to the members and stakeholders of the cooperatives, this is confirmed on the study of Dhanani and Connolly (2014).

On the other hand, organizational transparency in terms of Accountability is very high also. It means that organizational transparency in terms of Accountability is very much observed among employees. Further, it pictures out the idea that the employees feel that they are accountable to every information they are given to the members of the cooperative. Thus Accountability, which is another indicator of organizational transparency, is an act of

assurance and being accountable for the action or decisions that was made. It may be for an individual or an organization that is evaluated basing on the performance or something that holds them responsible (Rouse and Wigmore, 2014).

Lastly, organizational transparency, as it is done in terms of secrecy, is also very high. It means that organizational transparency in terms of this indicator is very much observed by the employees. This true to the study of Hargreaves and Shirley (2017), stated that secrecy is very important to the members of the cooperative and is therefore important also to the employees of the cooperative.

Generally, organizational transparency, as mentioned by Seyoum, (2019). that organizational transparency is an act of doing one's job or the organization's job in consideration with the possible consequences and be able to withstand and hold responsibility of it with openness. In other words, this is perceived as goal of an organization to attain a high level of organizational accountability and transparency for it is a unique quality that a certain organization can possess. This can be seen when in an organization accomplishes and consequent promotion of their force as a group.

Level of Employees Trust

It was also revealed in Chapter 3 that the employees trust among employees of cooperative in terms of Competency, Benevolence, Integrity, Position Status and Relationship is described as very high. This implies that employees trust is very much observed.

The indicator that exhibited the highest overall mean rating among the five indicators is Relationship is described as very high. Rank second is the competency described as very high. Third is the position status described as very high and then the integrity, described also as very high. Lastly, benevolence described as high. This implies that employees value trust in their organization.

Subsequently, essential ingredient of the collaborative effort is trust. In a certain study in St. John Fisher College, high performance teams are characterized by high mutual trust among members. Leaders succeed in leading about change because they are trusted by their colleagues to reflect their aspirations and values. An organizational climate of trust enables employees to surface their ideas and feelings, use each other as resources, and learn together. Without trust, people assume self-protective, defensive postures that inhibit learning (Handy, 2016).

The level of employees' transparency in terms of competency is very high. This means that employees trust in terms of competency is very much observed. Further, this reflects how employees see the importance of trust through competency among employees. Thus, competence is often used to describe the knowledge to be able perform at a particular task. Competencies are used to create unique standards within disciplines and specialties. It is the ability to perform in effective ways on different occasions including in differing in unexpected context. However, even if a performance can be measured, there is lack of evidence to suggest that good performance is always an adequate indicator of high degrees

of competence. This example opens the case of false positive where a nurse can answer a question correctly on exam but from a false premise. A false negative example is that of a nurse who may have the skill or knowledge to perform the task correctly in an examination situation (Stedman, 2015).

In the same way, employees trust in terms of benevolence is high among employees. This means that employees trust in terms of benevolence is much observed. This further implies that the employees are in disposition to do good at their work. Benevolence is necessary in attaining trust. If they could be identified and recognized separately, there would be no goodwill (Wen and Moerhle, 2016).

Also, integrity as an indicator of employee's trust was found very high. This means that employees trust in terms of integrity is very much observed. This further implies that the employees value integrity in their work. This is confirmed on the statement, drawing on social exchange, trust was acquainted ethical values such as integrity. Integrity offers a very logical reason to trust someone. A feeling of fairness or moral character provides a sort of predictability that can help individuals cope with certainty. A person with integrity will therefore be perceived as trustworthy. It is a foundation of ethical leadership. Integrity can therefore be described as a component of being ethical, but the concept of integrity is such a comprehensive construct that it is in itself also has an important impact on ethical actions (Colquitt, 2017; Yukl, 2014).

More so, employees trust in terms of position status is also very high among cooperative employees. This means that employees trust in terms of position status is very much observed. This indicates that employees are trust the information they give when they are given by the officials of the cooperative. Thus, this further implies that they have high regards with whatever decision made by the management. This is confirmed of the study of Wen and Moerhle (2016) confirmed that employees trust is very important on, and organization and that the management must take good care of their decisions because employees always value what their management decisions.

Lastly, Relationship as an indicator of employees' trust was found very high among employees. This means that employees trust in terms of relationship is very much observed. This further means that employees build relationship with their colleagues and of the management to foster employees trust in the workplace. This affirms to the finding of Rawlins (2008), there is a significant relationship between the two variables in which the organizational transparency coherently influences the employees' trust among cooperatives. In this connection, organizational transparency affects the dependent variable in terms of thoughts, feelings and actions and behavior in which they are both involved. A person or institution to whom clearly shows of clear intention and openness and building relationship with others will eventually obtain the majority's trust.

In general, employees trust, as what Rawlins (2008), It rooted from the concept that trust is one party's willingness to be vulnerable to another party based on the confidence that the latter party is competent and dependable, has integrity and acts with goodwill. Competence relates to the belief that one has the ability to do something what one says he

will do, while integrity encompasses the belief that a party is fair and just. Finally, goodwill as a component of trust refers to purposeful acts and pleasant attitude.

Significance on the Relationship Between Organizational Transparency and Employees Trust

The results of the study showed that there is no significant relationship between organizational transparency and employees trust among employees of cooperative in Davao del Norte. The r-value of 0.135 indicates a weak relationship between organizational transparency and employees' trust. The coefficient of determination or the r-squared which is 0.0128 connotes that 1.28% of the variation in the level of employees' trust could be attributed to the variation in the level of organizational transparency. Since the p-values of the independent variables are greater than the level of significance, thus the decision is to accept the null hypothesis which means that there is no significant positive relationship between organizational transparency and employees' trust among employees of cooperative in Davao del Norte.

The result is do not conform to the claims of Rawlins (2008) which states that transparency in an organization has a positive association with trust. This indicates that as the employees' perceptions of organizational transparency increases, so does, their trust. This is also advocated by previous researchers who confirmed that transparency has been implemented in both public and private entities in order to build the employee's trust as well as the trust among leaders and the society. Rawlins (2008) which is organizational transparency that can be collapsed into three dimensions which are substantial information, participation and accountability. Substantial information refers to the truthful and useful information in all operations of a certain organization. Participation, secondly, refers to the stakeholders' participation in identifying the information they need. Lastly, accountability is what talks about balance reporting of the activities and policies making the organization accountable. Thus, the result of this study shows that organizational transparency and employees trust is not associated with each other.

Regression Analysis on the Influence of Organizational Transparency on the Employees Trust

The regression analysis on the influences of the domains of organizational transparency on the employees' trust revealed that substantial information is the strongest domain among the four indicators of organizational transparency. This means that very high employees trust among cooperative employees of Davao del Norte is greatly caused by giving and sharing important information to employees and to the cooperative members as well.

In the same way, organizational transparency when it comes to participation has been seen to influence employees trust. This is evident to a certain organization when they let the employees to participate in an important meeting or the organization let them know

the status of the organization.

A data confirmed that Participation, as an indicator of organizational transparency, deals with the involvement of the stakeholders who have an interest in a certain organization. They might be the employees, directors, owners, suppliers, creditors, unions, and the community from which the business draw its resources. Stakeholders do not have an equal share of power (Cohen, Goldberg, Lahad, and Daniel, 2017).

The organizational transparency of the employees in terms of substantial information is very high. It means that organizational transparency of the employees is very much observed. It further implies that the employees are given important and valid information. This is true when they can fully give the necessary information needed by the employees to discuss with the members. In this way they built trust not only to the employees of the cooperation but also building trust to the members and stakeholders of the cooperatives, this is confirmed on the study of Dhanani and Connolly (2014).

Conclusion

Based on the results of the research objectives, the researcher has come up with the conclusion that organizational transparency as manifested through the indicators, accountability and secrecy, influences employees' trust. The findings revealed that organizational transparency as exhibited through participation, substantial information, accountability, and secrecy is very high. Further, the results showed that Participation, Substantial Information, Accountability and Secrecy have no association to employees' trust. Thus, this means that the independent variable organizational transparency does not significantly affect the employees trust among the employees of cooperative in Davao del Norte.

Recommendations

After a profound consideration on the possible implications of the findings and conclusion of this study, the researcher recommends the to retain the very high level of organizational transparency and employees' trust. Thus, cooperative must always be transparent to all the information from their cooperative this will make the employees and at the same time the members will trust the cooperative.

The level of organizational transparency of cooperative in Davao del Norte was very high. Thus, it is recommended that cooperative must remain transparent at all times. The same with the dependent variable employees trust with very high level, it is recommended that cooperative must strive harder to maintain the trust given by their employees.

The cooperative officials must always be careful to manage their organization to foster trust worthiness. So, the employees as well as the cooperative members will always feel that their money are in go hands.

Further, the Cooperative Development Authority (CDA), who is spearheading the movements in the cooperative together with the concerned persons of authority in the

different regions, is encouraged to launch seminars and trainings for the business owners. The suggested seminars and trainings should give light on how to organizational transparency to foster employees trust since this is helpful in uplifting awareness. Another, that the cooperative development authority ensures the safety and quality standards, they must ensure to protect the public against unreasonable risks of injury associated with the performance of a cooperative. Furthermore, the Cooperative Development Authority (CDA), pursuant to its mandate as the lead agency for the promotion and development of cooperatives and in consonance with its function to formulate, adopt and implement integrated and comprehensive plans and programs on cooperative development consistent with the national policy on cooperatives and the overall socio-economic development plans of the government.

Finally, further study related to the focus of this research is also highly recommended using different indicators which will validate the consequences herein or will deal with other problems and gaps which were not covered in this study. The researcher also advocates that it is the high time to have research on this issue in a larger setting and a wider scope and also to further research on the personal and professional reasons.

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