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**The Impact of Trust and Honesty on Organizational Performance: A Christian perspective in the hospitality industry**

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**Abstract**

The purpose of this research paper is to examine the impact of trust and honesty on organizational performance, from the Christian perspective in the hospitality industry. The study used instrument containing three constructs (Trust, Honesty, and organizational performance) and was designed and administered to subjects from all levels of management in 15 hospitality organizations in the Accra Metropolis of the Greater Accra Region. The data collected was analyzed using structural equation modelling with the support of AMOS to test the hypotheses. The study's findings revealed positive and significant linear connection among trust, honesty and organizational performance.

**Keywords:** trust, honesty and organizational performance, structural equation modelling, hospitality industry

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## INTRODUCTION

Leaders are critical in establishing and maintaining trust. Employees trust and believe that their leaders will continue to participate in these activities if they are regularly rewarded, penalized, and monitored for achievement or underperformance, according to a transactional leadership strategy (Asencio & Sun, 2020). They went on further to state that, according to a transformational leadership style, leaders who model ethical behavior indicate to employees that they can be trusted. Employees are also encouraged to reach attainable organizational goals when leaders express them, which promotes the growth of trust. As a result, when leaders' abilities are correctly molded, they can have a major impact on the performance of a company (Nosratabadi et al., 2020).

In order to establish dynamic capacities for long-term competitive advantage, trust and honesty are critical components of the organizational performance (Cui et al., 2018). For leaders to model this ethical behavior, requires a certain degree of discipline emerging from a religious perspective. The diverse religious bodies globally have differences in beliefs but when it comes to ethical issues concerning values, they all profess their take on such matters. Each of them acknowledges that trust, honesty, loyalty, integrity, and the likes are the values that God the creator of the universe and all that exist therein engulfed man with, when creating man in His image and likeness as indicated in NIV Genesis 1: 26-28.

God entrusted the whole creation into the care of Adam. He went on to entrust the naming of all the creatures and plants in the garden into the hands of Adam. Eve was made for his companionship. But Adam and Eve lost the trust God had in them, as a result of their disobedience, according to Bible in NIV Genesis 3: 1-13. This affected the whole of mankind beginning with their two sons, Cain and Abel who were initial organization of professional farmers led by Cain and professional shepherd led by Abel. But according to NIV Genesis 4:1-16 Cain murdered his brother Abel because he was honest and trustworthy before God for offering a great sacrifice of gratitude. But Cain was not honest to God, so his sacrifice was not acceptable to God. Envy, jealousy, arrogance murder took over Cain and led him to kill Abel his younger brother. Sin was ruling man, but God in His infinite love gave man a second chance through Jesus Christ in the New Testament of the Bible NIV in John 3:16 that man may have life in Jesus Christ.

This Life was lost when our first parents Adam and Eve were sent out of the Garden of Eden. So, a flaming sword and creatures were situated at the entrance of the Garden rotating in all direction so that man cannot have access to it according to NIV Gen 3: 24. But Christ has become the access to this Life when man accepts Him Jesus as Lord and personal savior in NIV John 14:16 in that when we are reborn, then we have access to the Creator again, thereby giving mankind the opportunity to continue the work assigned to him (man) on earth.

So, people per their calling, instituted organizations or worked for organizations to provide goods and services to other organizations and or final consumers thereby, continuing the work of God on earth. These organizations include institution of learning where teachers teach pupils and train

professionals, hospitals where the sick is taken care of; and banks where people save their valuables until they needed them, are just a few to be mentioned. The hospitality industry is also part of the organizations in furtherance of God's work on earth.

But for these organizations to execute their mission and vision, they need not only employees but employees with leadership qualities like Joseph in the Bible, who can be honest and trustworthy in furtherance of the organization mission and vision. For this to be met, it requires persons who have been nurtured from the tender age with Christian Ethical Values, through to adulthood into the world of work. Joseph has been a true example to employees and employers. According to NIV Genesis 39:4-5 Potiphar assigned Joseph initially as a mere servant but finally entrusted to his administration, all his household and all that he owned.

In this era, there is the need for characters of honesty and trust to enhance organizational performance. The researcher is motivated to investigate how honesty and trust is impacting the organizational performance of the hospitality industry.

#### Significance of the study

It has become very necessary to find out the impact of Christian Values of honesty and trust on organizational performance in the hospitality industry.

#### *Objective of the study*

*Specific objectives of the study are:*

- a). Evaluate honesty and trust on organizational performance in the hospitality industry.
- b). Evaluate how honesty and trust contribute to employee performance in the hospitality industry.
- c). To assess how honesty and trust contribute to the growth of the hospitality industry.

#### Research Questions

The following research questions are put forward for the study.

- a). Do honesty as well as trust contribute to organizational performance in the hospitality industry?
- b). Do honesty and trust contribute to employee performance in the hospitality industry?
- c). How do honesty and trust contribute to the growth of the hospitality industry?

## **LITERATURE REVIEW**

### *Trust*

Trust is a multi-faceted concept. It is " a psychological condition marked by a desire to embrace vulnerability in the face of positive expectations about another's intentions or behavior" Trust is the level of confidence a person has in others to act in a fair and predictable manner. Workers

trust in leadership can thus be defined as employees' trust in leaders' intentions as well as their confidence in their actions (Mineo, 2013).

Organizations' long-term stability depends on their ability to build trust that is one of the ethical values needed. Employees who trust their bosses, on the one hand, are more willing to provide sensitive data or admit fault. They also often seem to repay trusted leaders by putting in extra effort on required tasks and going above and beyond basic expectations (Asencio & Sun, 2020).

Organizational trust, on the other hand, might be based on trustworthiness cues that come from anonymous sources that characterize the organization as a social structure rather than from an employee's personal experiences (Lamertz & Bhave, 2017). When it comes to identifying organizational and personal effectiveness, trust is extremely important (Enow et al., 2019).

There is a link between loyalty and trustworthiness, according to numerous researches. Hosmer was one among the first to recognize that commitment necessitates trust. His case rested on four pillars: (a) treating people fairly and fairly produces trust; (b) trust leads to commitment; (c) commitment ensures effort; and (d) hard work is crucial to success. Morgan and Hunt proposed a commitment–trust hypothesis, which is now widely accepted. As behaviors that contribute to the formation of trust, we listed consistency, competence, honesty, compassion, responsibility, support, kindness, and integrity (Lleo et al., 2017).

#### *Trustworthy behavior of managerial persons*

Furthermore, employees who have faith in their bosses are more likely to accept their bosses' decisions. Employees who distrust their bosses, on the other hand, frequently look for ways to avoid situations that could have a detrimental impact on their overall performance. Employees' mistrust of their bosses also raises transaction costs in the workplace (Asencio & Sun, 2020). When employees have a choice, a lack of honesty and trust might affect the organization in the long run. Employees have the option of leaving the organization or choosing to perform poorly (Omar, 2020).

Recent research reveals, however, that Human Resource Management (HRM) procedures aren't the only way to determine whether or not an employer is trustworthy. Senior and line managers' decisions, statements, and actions; the organization's espoused and enacted cultural values; and the various processes and systems it creates and deploys in order to operate, including employee welfare and development policies in relation to HRM, are all relevant indicators to employee trustworthiness assessments. (Vanhala & Dietz, 2019).

Employees' faith in management is affected by workplace contacts with managerial authority, and management's behavior gives vital indications about the meaning of the management's aim or traits. Despite the fact that management trust is considered a semi-stable psychological condition, organizational changes and inventions – technical, structure, and job function – bring trust challenges to the forefront (Cui et al., 2018).

It has become very uncertain during these turbulent times organizations are experiencing in their performance both financially and non- financially, for employees to trust the leadership of organization in relation to organizational performance. Shareholders have always entrusted their resources such as capital, human resource, and materials to leaders with expertise to utilize them with the hope of a return on investment. But there has always been mistrust on the part of employees against their leaders of the various organizations and vice versa.

Leaders must discover ways to persuade followers to devote their full range of efforts and abilities to the organization because employee-to-guest contacts are so common in the hospitality industry. It's also crucial to comprehend the ramifications of employee engagement, notably the beneficial effects on a company's culture and performance (Book et al., 2019). Public officials saw building trust, respect, and credibility as vital for preserving community support these days (Wells & Molina, 2018).

#### *Honesty*

Honesty exhibited by people who are engaged by organizations can lead to trusted employers and employees who can lead the organization to realize the mission and vision spelt out during their strategic planning for a long term. For such people to be recruited they must undergo the processes and systems required by Human Resource Department of an organization. Therefore, if senior and line managers' behaviors is a contributing factor, then it requires an attitude developed from infancy which the bible has stated in Proverbs 22:6 that the child should be trained the way he should go and when he is old will not depart from it.

From the attitudes and behaviors of some employers and employees, it is indicating that there is lack of training from infancy and so the habit cannot be broken, and such people grow with it and affect their leadership work life and organization performance. Organizational performance is considered as a comparison of organization's performance with their determined mission and targets (Otley, 1999). The indicators for comparing performance with set goals and objectives includes financial (Parmenter, 2015), employee and customer satisfaction (Leong et al., 1990), learning and growth (Parmenter, 2015), information technology (Melville et al., 2004), human resources (Becker and Gerhart, 1996), quality (Gosselin, 2005), reliability (White, 1996), quality of work life (Rolstadås, 1998) and innovation (Rolstadås, 1998). All these indicators, promote the growth of the organization, if well followed in the organization, since they create value for the organization's survival and also ensure that, there is high level of profitability for the organization, in order to have competitive advantage over others (Paliszkievicz et al., 2015).

#### *Moral Negligence*

The moral negligence of Eli and Samuel in 1 Samuel 2:11-25; 8:1-5; 2:27-36; 3:2-18; 4:10-22 should serve as a reminder of our inability to guide our children's moral lives and the repercussions of that failure. When parents fail to fulfill their responsibilities as moral educators for their children, the family may suffer as a result. Parents and guardians must prioritize their families over their work. Consequently, the example of King Asa and his son Jehoshaphat should inspire parents

(1Kings 15:9-15; 22:41-44). Asa's dedication to God over his family's and forefathers' pagan customs caused God to bless him and the nation (Egwu, 2017).

#### *Moral Responsibility*

2 Timothy 1: 5 admonishes Christians to inculcate into all children and wards the faith that has been instilled in them into our generations so that, they grow to become trustworthy employees and leaders (employers).

Given the previous reviews, the following hypotheses for the study were developed, as illustrated in figure 1's conceptual framework.

*H1.* The honest leadership (leading people) adds to the increased trust in a beneficial and meaningful way.

*H2:* Honest leadership is significant and makes a positive difference to organizational performance.

*H3:* Trusted leaders (leadership) significantly and positively contribute to organizational performance.

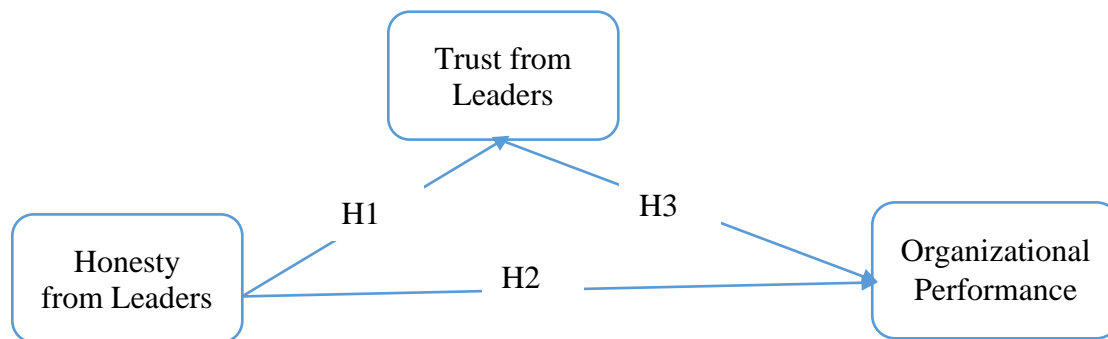


Figure 1: The study's conceptual framework

#### *Instrument for Questionnaire*

Paliszkievicz et al., (2015) were the first to develop the survey tool. We revised the research instrument to incorporate two constructs based on the research model (trust and organizational performance). Honesty items were adopted from (Hugh-Jones, 2015). The following are the components of each construct:

#### *Trust construct:*

(1) ability: a leader's skill and competence increase people's trust in him or her; (2) generosity: a leader's empathy and humanity increase people's trust in him or her. (3) communication: a leader's clear and consistent communication (verbal, nonverbal, written, and visual) increases people's trust in him or her; (5) consistency: a leader's constancy in doing things increases people's

confidence in him or her. (6) reliability: a leader's reliability builds and maintains people's trust; (7) integrity: a leader's honesty and principle contribute to people's increased trust; (8) open mindedness: a leader's acceptance and open-mindedness help to enhanced trust among people. 9) Reliability: a leader's reliability builds and maintains people's trust; and 10) transparency: a leader's transparency is critical to establishing and maintaining people's trust.

*Organizational performance construct:*

The following items were taken into consideration as part of this construct: (1) Effectiveness: Any organization's ability to accomplish the desired result should be a priority. (2) efficiency: any organization's capacity to complete a job/task with the least amount of time and effort should be a priority; (3) Product quality (as a measure of excellence and the state of being free of flaws, shortcomings, and substantial deviations) gives any firm a competitive edge; (4) Productivity: the ability to generate, create, improve, and/or manufacture goods and services in a cost-effective manner is critical; an advantage; (5) Innovation: the process of turning an idea/invention into a reality. (6) Profitability: An organization's ability to do more to acquire a competitive advantage is determined by its financial profit or gain.

*Honesty construct:*

The items under this construct were adopted from (Hugh-Jones, 2015). Items include the following: (1) Lying in your own interests; (2) Failing to report accidental damage to an object in the organization (3) Throwing away litter in the organization ; (4) Driving while inebriated; (5) avoiding a public transportation fare; (6) cheating on taxes if you have the opportunity; and (8) collecting a bribe in the course of their operations.

The scale of measurement for the items were based on 7-point Likert scales such as: 7=Completely Agree, 6 =Mostly Agree, 5 =Somewhat Agree, 4 =Neither Agree nor Disagree, 3=Somewhat Disagree, 2= Mostly Disagree, 1 =Completely Disagree.

*Subjects and procedures*

The research tool was delivered to participants via the internet (Google) form to two-hundred and fifty-eight (258) subjects selected from 15 hotels and catering businesses in Accra. The respondents include, high level management, middle management, junior level management and other staff of the selected businesses. They came from a variety of organizations, including public, private, and non-profit. The statistics obtained as shown in Table 1 suggest that 35.7% (92) were males and 64.3% (166) females. Their age group included, 18-30 years, 26.7% (69), 31-40 years, 37.6% (97), 41-50 years, 21.7% (56) and above 50 years, 14% (36). The subjects' highest degree earned were primary 19% (49), 22.5% (58) secondary education, 12.4% (32) vocational / technical education, 21.7% (56) Higher National Diploma (HND), 7.4% (19) first degree and master's degree, 3.9% (10). Senior/top-level management was one of their responsibilities 22.9% (59), middle management, 38% (98), supervisory /lower management 20.9% (54) and other staff forming 18.2% (47). The respondents in the study were informed that their involvement in the survey was entirely at their discretion. All participants were at least 18 years of age. The subjects were guaranteed anonymity and secrecy.

**Table 1: Respondents' demographics**

<i>Variable</i>	<i>N</i>	<i>%</i>
<i>Gender</i>		
Male	92	35.7
Female	166	64.3
<i>Age group</i>		
18-30	69	26.7
31-40	97	37.6
41-50	56	21.7
Above 50	36	14
<i>Educational level</i>		
None(No schooling)	34	13.2
Primary	49	19
Secondary School	58	22.5
Vocational / Technical	32	12.4
Higher National Diploma (HND)	56	21.7
First Degree	19	7.4
Masters' Degree	10	3.9
<i>Functional Role</i>		
Senior/ Top Level Management	59	22.9
Middle management	98	38
Supervisory/Lower Management	54	20.9
Other Staff	47	18.2

*Note: percentages were rounded to the nearest decimal place*

## RESULTS AND DISCUSSIONS

To evaluate the stated hypotheses, the data collected from the respondents was analyzed using structural equation modeling (SEM) using Analysis of Moments of Structures (AMOS version 23.0) and maximum likelihood estimation. SEM is a second-generation multivariate technique that uses multiple regressions and confirmatory factor analysis to estimate a sequence of connected dependent relationships at the same time (Suki,2011). SEM is widely used in a variety of fields, including commerce, economics, humanities, and data management are just a few of the subjects covered (Hull et al., 1991; Methlie & Nysveen, 1999; Seibert et al., 2001)

Constructs reliability, convergence validity, discriminant validity, and structural model examination were all done on the model. To determine whether the participants' views are internally consistent, the construct reliability was examined using the composite reliability (CR). A scale dependability score of 0.70 or higher is considered to be satisfactory (Hair et al., 2010). Convergent validity refers to how closely indicators of a given construct converge or share a large percentage of their variance (Hair et al., 2010). Standardized factor loadings were used to assess the validity.



Latent to observable variable coefficient of determination should be more than 0.50. (Byrne, 2001, 2006; Hair et al., 2010). The discriminant validity shows the extent to which a construct is truly distinct from other constructs (Hair et al., 2010). A comparison of the Average Variance Extracted (AVE) value with correlation squared is a widely used diagnostic metric of discriminant validity (Fornell & Larcker, 1981). The discriminant validity is determined when the square root of AVE of the constructs were greater than the than its correlations with all other relationships between constructs.

#### *Measures of trustworthiness and applicability*

The measurement model's reliability and validity data are shown in Table 2 as a consequence. All of the constructs' reliabilities indices (Composite reliability; Cronbach alpha, CA) are higher than the recommended value of 0.70, with values ranging from (CR=0.787 to 0.909; CA=0.714 to 0.892), indicating a high level of internal consistency in the responses supplied (Hair et al.,2010).

In addition, a validation factor structure results in Table 2 revealed all of the items' regression weights or maximums used in the analysis are appropriate, ranging from 0.662 to 0.910. This result shows that the constructs have construct convergent validity.

By comparing the AVE and the correlations between the components, the discriminating validity of the constructs was investigated. The average AVE is displayed in Table 2, and the square root of the AVE is shown in Table 3's leading diagonal. When the data were compared, no correlations equaled or exceeded the square root of the AVE, confirming discriminant validity. Each AVE value is found to be greater than the correlation square, implying that discriminant validity, or the absence of multi collinearity, is supported (Byrne, 2001).

**Table 2: Measures of research model reliability and validity**

	<i>Loadings</i>	<i>AVE</i>	<i>Composite Reliability</i>	<i>Cronbach's alpha(<math>\alpha</math>)</i>
<i>Organizational Performance</i>				
Orgp1	0.678	0.685	0.865	0.892
Orgp3	0.910			
Orgp5	0.875			
<i>Honesty</i>				
Hon1	0.713	0.589	0.909	0.714
Hon2	0.715			
Hon3	0.662			
Hon4	0.818			
Hon5	0.829			
Hon6	0.794			
Hon7	0.823			
<i>Trust</i>				
Trust6	0.797	0.552	0.787	0.841

Trust8	0.709
Trust7	0.720

**Table 3:** Correlations between latent variables and square roots of AVEs

		Mean	SD	1	2	3
1	Performance	0.398	0.014	0.827		
2	Honesty	3.874	0.047	-0.345***	0.767	
3	Trust	3.914	0.004	-0.221**	0.514***	0.743

Notes: 1=Organization performance, 2=Honesty, 3= Trust. In Table 2, italicized values show square roots of AVE (average variance retrieved).

### Structural model

The Structural Model is a model that describes the structure of a building. The structural model was put to the test by utilizing SEM to series of tests. The results in Table 4 displays the goodness-of-fit indices for the proposed model (Gaskin & Lim, 2016). The fit indices include the following: Chi-square/df = 1.959, CFI = 0.966, GFI = 0.959, AGFI = 0.896, TLI= 0.959, IFI=0.966 and RMSEA = 0.041. As evidence in Table 4, all fit indices have met the acceptable threshold, hence, the model was found to have an excellent fit for the data. This means that the path coefficients could be investigated further. Table 5 shows the structural model, attributes of the causal paths (standardized path coefficients, variance, and assumptions outcome).

Figure 1 displays the diagrammatic representation of the relationship between the constructs (Standardized Path Coefficients). See figure 1 for more details.

For the model, there are 91 different sample moments. There are 29 unique parameters to estimate, with 62 degrees of freedom. The significance level was chosen at 0.05. The structural equations index has a square multiple correlation, which means that the predictors are related.

Honesty and trust together explained 76.9% of the variance in organizational performance. Also, honesty could explain 50.6% of variance in Trust. This is an indication that there are other variables that could explain organizational performance and trust respectively that have not been considered in this current study. Hence the model exhibited a good fit.

**Table 4:** summary of Model Fit Measures

Measure	Estimate(Model)	Threshold	Interpretation
CMIN	121.460	--	--
DF	62	--	--
CMIN/DF	1.959	Between 1 and 3	Excellent
CFI	0.966	>0.95	Excellent
SRMR	0.050	<0.08	Excellent
RMSEA	0.041	<0.06	Excellent
PCLOSE	0.124	>0.05	Excellent
GFI	0.959	>0.95	Excellent

IFI	0.966	>0.95	Excellent
TLI	0.957	>0.95	Excellent
AGFI	0.896	>0.90	Acceptable

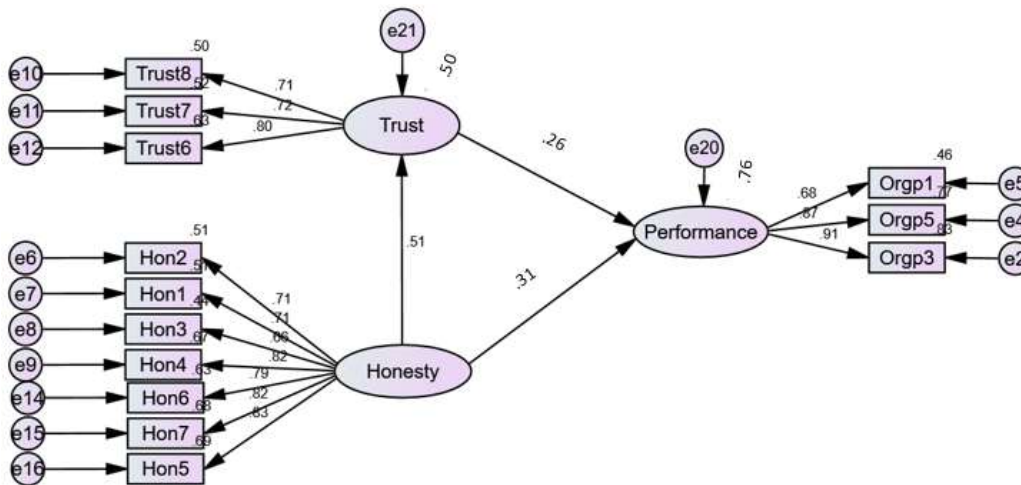


Figure 1. The Outcome of the Proposed Research Model (Standardized Path Coefficients)

Summary of hypotheses

The relationships between Honesty and two constructs are hypothesized in hypotheses 1 and 2, trust, and organizational performance whilst hypothesis 3 examines the relationship between trust and organizational performance. As evident in Table 5, Honesty has significant influence on Trust ( $\beta=0.516$ ;  $CR=6.367$ ;  $p<0.05$ ) and organizational performance ( $\beta=0.319$ ;  $CR=3.776$ ;  $p<0.05$ ). Also trust had significant influenced on Organizational performance ( $\beta=0.264$ ;  $CR=9.265$ ;  $p<0.05$ ). In conclusion, all three hypotheses were statistically significant at the 5% significance level, demonstrating the model's suitability.

Table 5: Results of Hypotheses Testing Summary

				Estimate( $\beta$ )	S.E.	C.R.	P-value	Remark
H1	Trust	<---	Honesty	0.516	0.089	6.367	0.000	Support
H2	Performance	<---	Honesty	0.319	0.098	3.776	0.000	Support
H3	Performance	<---	Trust	0.264	0.025	9.265	0.000	Support

Note:  $\beta$  = standardized beta coefficients; S.E. = standard error; C.R. = critical ratio;  $*p<0.05$ ; performance refers to organizational performance.

CONCLUSIONS

The focus of this research is to examine the factors that influence organizational performance from the Christian perspective in the hospitality industry. The results obtained suggest that honesty has influence on trust and organizational performance respectively. Furthermore, trust has been shown to have a significant impact on organizational performance. Although all the

relationships were positive and significant, honesty provided a more satisfactory impact than the other relationships. The findings in this study align with (Koochang et al., 2017). Also, the result confirms that effective leadership style in terms of honesty and trust on the part of both leaders and employees significantly influence performance of an organization. (Gardner, 1989; Paliszkievicz et al., 2015); As noted by the author, trust is critical to the knowledge management process (Sankowska, 2013)(Zuo & Panda, 2013)(Fonseka & Tian, 2013) and the organizations ability to adopt to sound managerial processes enhances organizational performance in both short and long run (Simonin, 1997; Zack et al., 200). According to (Jain, Khalil, Johnston & Cheng, 2014) indicated that trust among people in the organization serves as necessary element of cohesion that provides consistency to social structures, thus provides evidence for enhancing interpersonal relationships among people and impacting positively on the performance of the organization.

### **RECOMMENDATIONS**

From the Christian perspective, other factors (loyalty, commitment, transparency among others) could be considered especially an effort to develop profiles using attributes besides these. The study obtained information from 258 sample of convenience from 15 hospitality organizations in Accra, Ghana. As a result, future research should use purposive sampling techniques such as stratified random sampling to widen or boost the engagement of respondents. The broader the location covered by a study, the more representative the outcomes will be.

#### *Limitation to the study*

Although, this study has provided significance results for decision making, this empirical study, however, has a number of limitations that must be addressed. The study considered two independent (Trust and Honesty) and one dependent variables (organizational performance).

#### *Conflict of Interests Declaration*

In relation to the research, authorship, and/or production of this paper, the author reported no possible conflicts of interest.

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