



Role of distrust in permanent employee disconnection from organization in private it and educational sectors in India

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Abstract. *Purpose.* Our study has tried to find out the dimensions to trust and their impact on permanent employee psychological disconnect. We have taken improper communication, favoritism and unequal organization policies as the dimensions of distrust and their significance are being tested. The study's major goal is to determine how distrust is linked to long-term psychological dissociation in workers. *Study design.* For gathering information on the dimensions of distrust, a structured questionnaire was created. 378 people made up the study's sample. Data collection employed a convenient sample method. SPSS 23 software was used for data analysis. To test a hypothesis, correlation, regression, and ANOVA techniques are used. *Findings.* It has been discovered that there is a positive association between many aspects of distrust and employee psychological separation, and that employees who harbor distrust for their business become emotionally distant from it. The result indicated that all three dimensions of distrust do influence on permanent employee psychological disconnection from organization. *Practical implication.* This study suggests that organization should follow ethical organization practices to maintain trust among employees. Also, it should keep an eye and take positive action for disconnected or likely to disconnect employee so that talent pool can be retained in the organization. *Originality and value of result.* The previous studies focus on permanent employee psychological disconnect with several other variables. However, the current study aims at role of distrust on employee permanent psychological disconnect.

Keyword: distrust, permanent employee psychological disconnect, unequal organization policies, improper communication, employer favoritism, employee engagement.

Introduction

Employee engagement, employee experience and emotionally connecting with the employees have become a buzzword in today's organization. Organizations are not only chasing profit and success, but also they are chasing towards the direction of managing a good talent pool. Employees

are also trying hand in hand to get emotionally connected and committed to their workplace, but some factors are still there restraining this behavior. Providing benefits to the employees is no longer considered as the best trick to get employee engaged in an organization. Time has come employee want to see himself as an individual in his workplace where he has a say in front of every right and wrong. Gaining trust within employees for their organization is not an easy task anymore because trust has also changed his definition. What trust means to employees is also a matter of fact to be learned. The second thing to discuss here is employee permanent psychological disconnect which means, whether employees are emotionally connected with the organization or not. The concept of employee psychological disconnect is assumed to have two categories: a) temporary employee disconnection or employee detachment and b) permanent employee psychological disconnection. Where category (a) i.e. temporary psychological disconnection is healthy for the organization as availing which employees will get reenergized for the next day to work with greater enthusiasm, the second category i.e. (b) employee permanent psychological disconnection is unhealthy for the organization as employee will get employees detached from the organization leading to employee disengagement. Our subject of study for this research paper is about employee permanent psychological disconnection. If employees do not get the desired environment, then there is a probability that they are not satisfied and they can quit the company. As a result the final goal of an organization may not be fulfilled. Through this research article, the author has sought to understand the connection between employee psychological disengagement and distrust.

Objective of study

The goals of the research are outlined below to give researchers a clear explanation for the study considering the aforementioned factors:

- to identify several organizational distrust dimensions;
- to determine the link of distrust aspects with long-term psychological disconnection in employees.

Literature review

Employee permanent psychological disconnect

When we break the terms in “psychological disconnect”, we find “psychological” which means “I don’t fit in” and the other term is “disconnect” which means “less than others”. The term disconnect means, not to involve in any work-related activity directly or indirectly in any medium including electronic media such as telephone calls, emails or messages during non-work timings. This means, the employee should not involve in any work-related activity during the non-working hours, neither he should get any work related messages from the employer be it in the form of mail, message or phone calls. The European government has brought a noticeable and appreciable change in their law by enforcing the organizations not to involve their employee in any work-related activity when they are enjoying their spare time during non-working hours. It is a broader aspect from being offline where internet facility is not available at employee’s end, as it say along with internet, it is preferred not to contact employee through any other media also during these hours (Jaworska, 2022). Psychological disconnect is more often understood as emotional detachment where person cannot fully engage with their feeling or the feeling of others. Some researchers have also understood Psychological disconnect as ability to psychologically distance oneself from the organization’s decision (Walker, 2015). That means the extent to which one feels more negative about his closed colleague on being disadvantaged at work as compared to strangers, as he has been more psychologically connected

to the former. The one with whom one has not been familiar, will feel low psychological connection even if he is being disadvantaged by the former (Walker, 2015). This clearly identifies that, if one is connected psychologically with someone else, then he will be more emotionally unstable upon being cheated or treated badly. Here we can also understand that psychological disconnection means detaching from oneself emotionally or mentally.

Distrust

Be it a family or a corporate business, trust is the main issue where conflicts arise or where there is no place of conflict if trust is strong. When organization fails to develop trust in the mind of employees there arises distrust where a very negative environment and a relationship between employee and employer develops where the employees are working without having trust on their organization, leading to employee disengagement and organization decommitment. Trust is not only a single word that can be achieved by asking the other person if he has or not. But it lies with number of factors which combine build or break trust. To understand “trust”, various authors have given their viewpoints to elaborate or make it easy and clear to the readers.

According to some authors, trust is the capacity to rely on a partner in whom one has faith (Moorman, Deshpande, Zaltman, 1993, p. 82). Some also understand “trust” as when someone is having confident positive expectation from the other person (Lewicki, Bies, 1998, p. 439). M. Deutsch gave his views on trust as a positive occurrence according to someone’s expectation (Deutsch, 1958, p. 266). R. T. Golembiewski and colleagues in their research stated that there is no other variable than trust which can influence interpersonal and group behavior (Golembiewski et al., 1975). Trust being the most important variable for the long-term viability of a company and this trust can be seen in three areas and they are interpersonal trust, supervisory trust, and top-level management trust (Cook, Wall, 1980). An employee may have more trust in his supervisor rather than the organization as they both have good working relationships and organization trust may hamper when the employee’s efforts are not recognized by the organization may it be in terms of reward or fair compensation. According to studies, trust in an organization is related to perceived organizational support and justice, while trust in a supervisor is related to the employee’s behavior, the supervisor’s own abilities, and the supervisor’s decision-making skills (Tan, Tan, 2000). Investigators can think of trust as a mindset one person, the truster, has toward another person, the trustee. Until someone proves themselves to be unreliable, we have a psychological tendency to believe them (McKnight et al., 1998). In five diverse contexts — individual expectations, interpersonal interactions, economic exchanges, social institutions, and ethical principles defined organizational trust (Hosmer, 1995).

In the literature, the idea of social capital — an institutional response to aiding efficient production through coordinating joint action and facilitating economic exchange — is frequently related with the concept of trust between economic players. Trust is built on the acceptance of interpretations concerning the knowledge that information is incomplete (Saunders, Thornhill, 2003).

An organization’s emphasis on institutional trust is likely to be successful since it improves both structural assurance and a typical situation (McKnight et al., 1998). It also improves circumstances in which promises are made and kept in accordance with contractual proof. So, when we talk about distrust, it means when the organization does not meet the employee’s psychological expectation of being treated fairly or similar measures. Distrust appears where trust ends. Talking about different dimensions of trust, there are number of studies which identify the different variables. The main three components of trust are reliability, commitment, and integrity (Prakash, 2011). It is important to maintain trust with these three dimensions among different cultures. These three are needed to be present as integrity combines two cultures, commitment is needed to perform duties positively with honesty and dependability combines people together.

Trust and leadership from organization trust says, there are five key dimensions of trust and they are Openness, Integrity, consistency, competence and loyalty (Lumen, 2022). Loyalty towards organization is much needed by employees and showing loyalty to the employees is also a key responsibility of the employer. Consistency can be understood by the reliability of individuals to the organization. Openness towards organization means where employee has a say in the organization and it points towards openness in communication and also where there is no place of favoritism. Competency implies the traits of individuals and where talent and skills are appraised and not the people. In some case companies open internal hiring where their know individuals got placed without having proper knowledge and there comes the concept of distrust towards organization.

The parameters of organizational trust are the subject of diverse viewpoints. These characteristics were described as emotional and behavioral by (Mayer et al., 1995). Competence, open communication, concern for employees, and reliability are the four aspects of organization trust as articulated by (Dirks, Shockley, 2000). Coworkers' trust, immediate supervisors' trust, and higher management trust are only a few of the additional aspects of trust that have been uncovered by numerous other researchers (Mit, Kazem, Amer, 2008).

M. M. Kasasbeh and H. F. Abeer further demonstrates the four main characteristics of trust as administrative innovation policies, self-fulfillment, prevalent values, and information accessibility (Kasasbeh, Abeer, 2010). In a study, it was also discovered that an organization's failure to maintain good communication, increase in favoritism, implementation of unfair employee policies, internal recruiting practices, and all. And from all these studies it gives us strength to conduct a study on distrust, where trust fails on organization in the mind of employees. Some of the major of trust to identify whether these dimensions of distrust has effect on Employee disengagement or permanent psychological disconnect from organization. Earlier studies were conducted either in hospitality sector or service sector, and we will conduct our study on IT sector and academic sector to check its viability and the dimensions under study will be Flow of improper communication, Increased favoritism and unequal organization policies. So, the hypothesis hence developed will be

H₀: there is no meaningful connection between distrust and permanent employee psychological disconnect.

Linkage of distrust dimensions with permanent employee psychological disconnect

Flow of improper communication

The message that a sender sends to a receiver is considered communication. Information is conveyed from sender to receiver across many channels during this process, which might involve encoding and decoding as well as being interrupted by noise (Shannon, 1949). According to constitutive models of communication, communication can both create and recreate shared meaning (Craig's, 1999). Proper communication can resolve many psychological issues in an organization, and it has greater impact on trust building for the organization (Kostaman, 2015). According to study done by N. Borah and M. Barua on employee engagement, they have clearly mentioned that open communication, fair organization policies are one of the most important factors for engaging employees at workplace (Borah, Barua, 2018).

According to research, internal communication can involve employees in the organization's goals and is essential for fostering a culture of openness between management and staff (Mishra et al., 2014). Internal communication between managers and their workforce motivates workers to provide better customer service (Lowenstein, 2006). The loyalty and level of trust that employees have for their managers and senior leadership are significantly influenced by the way a company handles its communications. Face-to-face communication combines information and engagement and is the most efficient way to transmit information in a believable way (Quirke, 2008; D'Aprix,

2009). This is because verbal and visual clues provided by face-to-face contact fully express the information being offered. So, from above literature we get enough evidence to take hypothesis as:

H₀₁: There is significant positive relationship between communication and employee permanent psychological disconnect.

Favouritism

Favouritism is a word which means when someone in the workplace is treated better than the other. "In the workplace, favouritism can be said when someone-or perhaps a group of people-appears to be treated better than others and not necessarily for reasons related to superior work performance" (Basu, 2009). Favouritism can be felt by the employees at any stage, be it right after joining an organization to having spent ample number of years in the organization. However, if rules and procedures aren't the same for everyone or they're applied unevenly, inconsistently, and inconsistently, employees may subsequently develop a bad attitude toward the integrity of their organization's development (Mohammad et al., 2019).

Sometimes favouritism or biasness or discrimination is invisible and sometimes they are perceived (Sheaffer, 2018). People experience perceived discrimination when they believe they have received unfair treatment because they belong to particular social groups (Banerjee, 2008). Social psychologists claim that racial and gender bias in society is pervasive, invisible, and frequently manifests itself in discriminatory behavior (Czopp, Monteith, 2003; Greenwald et al., 2002). Although prejudice, stereotyping, or racism may be the driving forces behind discrimination, the concept of discrimination does not require any specific underlying cause (Aboud, Levy, 2000; Pager, Shepherd, 2008). Workplace discrimination arises from unnecessary and unreasonable differences in the way employees from various backgrounds perform HRM tasks (Pynes, 2008).

Studies also demonstrate that perceived organizational dishonesty and injustice is linked to high levels of favouritism and undermines the culture of the organization (Dickson et al., 2012; Sonnentag, 2012; Jones, Stout, 2015; Shin, 2012; Chernyak-Hai, Tziner, 2014; Veinhardt, 2022; Yonker, 2017). In research which was conducted to compare employment and pay reduction in establishments which were established in hometown and in other places it was found that establishments opened near hometown were less affected by employment and pay reduction and the conclusion was made that distinctive management personalities have an impact on company hiring practices and directly demonstrate employee bias. Nancy DiTomaso conducted research on white collar employees and non-whites and she found that the main way that racial inequality is perpetuated in the United States in the post-civil rights era is through the favours or benefits that whites provide to fellow whites (DiTomaso, 2015). She further argued that this result may further lead to employee disengagement. C. Prendergast and R. Topel conducted a study on employee biasness over performance evaluation and suggested that key organizational and compensation design elements are intended to address subjectivity and the accompanying incentives (Prendergast, Topel, 1993). The inclination toward consistency of treatment and the possibility of bias in performance reviews were two related issues that were highlighted in his research and the suggestion made was consistency in treatment could be useful, particularly when those who are less capable become demoralized by their relative situation. In his study on ingroup and outgroup favouritism N. Dasgupta found that a person's awareness of potential prejudice, motivation, and capacity to resist it, as well as occasionally their consciously held ideas, all affect how biases in the mind can manifest in action (Dasgupta, 2004). Finally, a recent body of research contends that the implicit prejudices held by members of socially excluded groups toward their own group may have unintended behavioural effects that are detrimental to both them and their in group. So, here we found a scope to experiment whether this favouritism also impact on employee psychologically? Does it also impact on disconnection from organization? Our testing hypothesis will be:

H₀₂: There is significant positive relationship between favouritism and employee permanent psychological disconnect.

Unequal organization policies

Organisation policies should not be rigid, but it should be flexible enough so that employee will not have to face problem. Organizations do change their policies time to time but, it is very important that how employees are reacting to the new policies. The policies should in no means feel employee that their job is insecure or, the work should not be so stressful that employee might start thinking about job insecurity. A friendly environment is very much needed to make employees connected with the organization (Peng, Potipiroon, 2022). If the new policies are not in favour of the employee then they are surely going to raise their voice against. So, it is a crucial factor to judge before finalizing any new policy. Many researchers have given their opinion on Organization policy and its impact on people. Organization policy goes through four steps, policy formulation, adoption, implementation and evaluation (Chiemeke, 2018). In which, formulation can be done by top management as it is difficult to capture others and rest three should be shared and communicated with others. In other words, employees should be given a scope to participate in remuneration decision, working conditions and likewise. This increases their involvement and engagement towards organization, and the reverse may cause mental separation from organization. (Six, 2008).

A matched pair of two consulting organizations with differing trust policies but otherwise similar characteristics was carefully examined with a focus on the development of trust and the management of conflict when trust was endangered or destroyed. Half-open interviews, participant observation, and survey research were all employed. An interconnected collection of policies can help to increase trust. These policies include encouraging a relationship-oriented culture, facilitating clear signalling, standardized induction training, providing opportunity for informal meetings, and managing skills daily. According to the researcher, such policies are, in theory, unaffected by acknowledged contextual factors. A descriptive study was conducted among 30 employees of a private insurance company in Cochin to ascertain the effect of job satisfaction on employee engagement (Abraham, 2012). The results demonstrated that a moderate degree of employee participation was affected by factors such as the nature of the job, superiors' evaluation of one's performance, teamwork, cooperation between departments, competitive compensation, and equal and proper execution of company policies. The results of this study have consequences for management in terms of their duty to create an atmosphere in which workers can continue to feel extremely satisfied, which in turn promotes engagement.

Thus, from the above studied literature we will validate to form the hypothesis:

H₀₃: there is significant positive relationship between unequal organization policies and permanent employee psychological disconnect.

So based on the above literature, we have concluded our hypothesis as:

Hypothesis-01

H₀₁ There is significant positive relationship between improper communication and employee permanent psychological disconnect.

H₀₂ There is significant positive relationship between favouritism and employee permanent psychological disconnect.

H₀₃ There is significant positive relationship between unequal organization policies and employee permanent psychological disconnect.

Hypothesis-02

H₁₁ There is substantial influence of distrust on employee permanent psychological disconnect.

Data description

Participants

378 employees from IT and educational sector participated in the survey.

Materials and methods

Assessing organisational trust and permanent psychological disconnect scale

- For the three dimensions of organization distrust, i.e. for favouritism, we have used scale with 5-point Likert scale (Hayajenh et al., 1994).
- For improper communication survey questionnaire was used (Dozier et al., 1995).
- To assess the inequal organization policies scales has been used and taken for study (Six, Sorge, 2008).
- For permanent psychological disconnect we have used number of multi-item scales using 5-point Likert scale (Cornwell et al., 2008).

Data processing

SPSS 23 was used to conduct the statistical analysis.

Results

Demographic profile

From Table 1 it is understood that it was collected 139 responses from IT sector and 239 responses from academic sector. Total of 207 males have given their responses, and 171 females have given their responses hence gender biasness has no impact on our study. The age groups for data collection were having a range from 25 to 55 and above and the survey questionnaire was filled with the responses having a salary range of 20000 to 60000 INR and above.

Table 1. The demographic breakdown of the respondents

Industry	IT	Educational		
	139 (36.77%)	239 (63.23%)		
Gender	Male	Female		
	207 (54.76%)	171 (45.24%)		
Age	25 – 35 years	36 – 45 years	46 – 55 years	55 & above years
	81 (21.42%)	117 (30.95%)	139 (36.77%)	41 (10.84%)
Salary	20000-30000 INR	31000-45000 INR	46000-60000 INR	60000 & above INR
	79 (20.89%)	111 (29.37%)	149 (39.41%)	39 (10.31%)

Measurement model

The evaluation of measurement model includes analysis of reliability, correlation, regression and ANOVA.

The reliability analysis of the distrust dimensions is shown in Table 2. All the items utilized in our research have Cronbach's Alpha values greater than 0.700, which is a definite indication that the data is reliable for investigation. The questionnaires attached with each construct are having a good factor loading with the main construct. Majority of respondents are between the ages of 36 and 45 and 46 and 55. So, middle aged employees have a higher impact on this study. The major income level is falling between 30000 to 60000 INR. This shows a scope for further study or research on employees having income higher than 60000 INR.

Table 2. Reliability analysis

Items	No. of items	Cronbach's Alpha
Improper communication	Employees are usually informed about major changes in policy that will affect jobs before they take place Employees are not afraid to speak up during meetings with supervisors and managers. Supervisors encourage employees to express differences of opinion.	.889
Favoritism	Employees of this organization always feel that they need someone they know or a friend in a high-level position High-level officials of this organization have a hard time demoting or firing friends and acquaintances. Employees of this organization are uncomfortable with the presence of those employees with close personal ties to higher officials.	.893
Unequal organization policies	In this organization, employees feel that they have the same opportunities for advancement as their colleagues. This organization treats all employees equally. This organisation practices transparent communication for everyone regarding pay, promotion and opportunities.	.895

Table 3. Correlation analysis

Parameters		EPD	Communication	Favoritism	Organization policies
Employee psychological disconnect (EPD)	Pearson Correlation	1	.792**	.782**	.789**
	Sig. (2-tailed)		0	0	0
Improper communication	Pearson Correlation	.792**	1	.995**	.989**
	Sig. (2-tailed)	0	0	0	0
Favoritism	Pearson Correlation	.782**	.995**	1	.994**
	Sig. (2-tailed)	0	0	0	0
Unequal organization policies	Pearson Correlation	.789**	.989**	.994**	1
	Sig. (2-tailed)	0	0	0	0

From Table 3 it is clearly shown that in our study employee permanent psychological disconnect has strong correlation with the dimensions of distrust. Where improper communication has 0.792 magnitude i.e. If organization has a poor communication system where employees are not getting proper information, then this can lead to employee disengagement and hence to permanent psychological disconnect. Similarly, favoritism is also positively correlated with EPD, and the magnitude is ($r = 0.782, p < 0.001$). This signifies that the more is the favoritism in an organization, the more is the permanent psychological disconnect and vice versa. If organization is biased towards some category of people then it may create an environment of disengagement for other employees which again generates permanent employee disconnection. Unequal organization policies is also showing strong magnitude with EPD and the value is ($r = 0.789, p < 0.001$). Therefore, we reject the null hypothesis and conclude that there is significant positive correlation between the variables. In other words, the results show that all the distrust antecedents are accepted at ($p < 0.001$) and statistically significant.

Regression and ANOVA analysis

Multiple regression analysis is shown in Table 4 whereas the ANOVA model is shown in Table 5. Table 4 depicts for this study as ($R^2 = .860, p < 0.001$). The result value of adjusted R^2 indicates that 85.6 % of the variation in permanent employee psychological disconnect has been caused due to different dimensions of trust. This means trust plays a significant role in affecting permanent employee psychological disconnect. Employees who if loosing trust have 85.6% probability to get emotionally detached from the organization. Here also the study signifies that approx. 14.4% of employee permanent disconnecting is caused through another factors other than trust which gives a scope for further research.

Table 4. Regression analysis

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate	Sig. F Change
1	.921a	.860	.857	.64556	.00

a. Predictors: (constant), trust

b. Dependent variable: employee psychological disconnect

Table 5. ANOVA

Model	SS	df	MS	F	Sig.
1 Regression	69.402	6	34.701	380.985	.000 ^b
1 Residual	39.348	371	0.091		
Total	108.75	377			

A. Predictors: (constant), trust

B. Dependent variable: employee psychological disconnect

Because the alternate hypothesis was accepted and the results were validated, it may be concluded that there is a influence of employee distrust on long-term psychological separation. Moreover p-value being less than 0.001 leads us to the conclusion that the model is fit or at least one regression coefficient is significant (Aakansha et al., 2022).

Discussion

According to the studies mentioned above, there is a significant link between employee permanent psychological separation and distrust. All the study's distrust dimensions have correlation coefficients with EPD of more than 0.700, indicating a strong relationship between the two variables. The ANOVA test claims that ($p < 0.001$), which indicates that the null hypothesis is rejected and that our test is statistically significant. In other words, dimensions of distrust have a substantial impact on employees' long-term psychological disconnect. In regression analysis the adjusted R² value is approximately 85 percent which signifies that the distrust dimensions has 85% impact on employee disconnection. That means if the dimensions are not taken care of with immediate effect, then this may lead to strong employee disengagement from organization. While organizations are trying their best to retain their employees, they should try to win their trust also. For this they should avoid poor practices such as unfair organization policies or not considering employees' opinion or welfare part before formulation or any policy. Improper communication has a correlation of 0.792 with employee psychological disconnect. This signifies that if communication is not proper and not reaching properly to the employee, then employee may work in a wrong direction, for which company and the employee have to pay a higher cost which certainly will lead to losing employees trust on organization and also will detach them emotionally (Karapetyan et al., 2021). They will start finding new workplaces where the flow of communication is proper. The findings of this study are theoretically supported by the social exchange theory, which claims that when organizations and supervisors provide resources, like internal communication, in a way that is perceived to be beneficial, employees will consider the relationship favorably and reciprocate with favorable and beneficial cognitions, emotions, and behaviors, like engagement (Cropanzano, Mitchell, 2005). Senior managers and supervisors can enhance employee engagement by communicating in a way that makes employees feel like a part of the company's internal community (Karanges, 2015). This can be achieved through internal communication that encourages employees to share their ideas and opinions with the business and their supervisor. Employees should be included in discussions about their specific roles and duties more frequently.

Similarly employer favoritism and organization policies should also be taken care of so that employee disconnection can be avoided. Our study has claimed the importance and impact of these

two factors separately (Six, Sorge, 2008). For building organizational trust in the mind of employee and encourage them to become more trustworthy organization should work on the following measures:

- (1) development of a culture that values connections and the expression of concern for the needs of others;
- (2) supporting clear relational messaging between coworkers in both vertical and horizontal directions;
- (3) explicit socialization to help newcomers comprehend the organization's beliefs and ideals as well as "how things around here are done";
- (4) processes for managing the development of professional abilities among staff.

Conclusion

We conducted our study on limited dimensions of distrust as we considered only 3. But these dimensions were found to be very much impact on psychological disconnection of employees. In academic industry we found favoritism and poor organization policies is the most prevailing dimension which becomes the major factor for employee psychological disconnect. Adding to this, when organizations do not trust on their employee's credibility, then also employee loses trust and hence EPD is affected. When we did analysis on IT sector also this problem was seen but poor communication was also an important factor to break trust and effect employee psychological disconnect.

Trust is a major concern and thread which binds an employee with the organization and if trust is broken then it is obvious that employee will start thinking about a job switch or will undergo psychological disconnection. During conduction of this research, we also came across a new thing that some organizations change their policies, and this goes with person to person. We can term it under favoritism or poor organization policies, and it is unfair. For a biasfree employment, organizations should give training and education to the employee in charge regarding any discrimination. Similarly, the practice of biasfree decisions should be adopted throughout the organization to make it a trustworthy workplace. It is also important to note that employers should not fall into the habit of stereotyping or halo error while working in an organization. Also, management's real behavior may be just as important for fostering the growth of interpersonal trust as any policies it implements (Mühlau, Lindenberg, 2003).

Limitation and avenue for further research

The cross-sectional research design of this study is one of its main limitations since it precludes us from inferring a causal relationship between the variables. In this case, longitudinal research is required to close the gap and examine the study's validity. Second, distinct predictors of employee permanent psychological separation and identifying the moderating elements to employee psychological disconnect may be the focus of future research. Third, our study has been conducted on three major dimensions of trust and it is studied on academic sector and IT sector. So here the subsamples are not the representative for the working populations of other sectors of economy. This is generating a further scope to conduct a study on other sectors like health industry and other unexplored industries to check its viability. Further the other dimensions of trust can also be studied to check the responses and their impact on permanent employee psychological disconnect.

Conflict of interest

The research presented above is author's original work and has not been published or submitted anywhere. There is no conflict of interest among authors while presenting this work.

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Appendix

Questionnaire attached

Favoritism

Employees of this organization always feel that they need someone they know or a friend in a high-level position

High-level officials of this organization have a hard time demoting or firing friends and acquaintances.

Employees of this organization are uncomfortable with the presence of those employees with close personal ties to higher officials.

Improper communication

Employees are usually informed about major changes in policy that will affect jobs before they take place

Employees are not afraid to speak up during meetings with supervisors and managers.

Supervisors encourage employees to express differences of opinion.

Unequal organization policies

In this organization, employees feel that they have the same opportunities for advancement as their colleagues.

This organization treats all employees equally.

This organization practices transparent communication for everyone regarding pay, promotion and opportunities.

Employee psychological disconnection

How often do you socially connect with your superior or your colleagues.

How close do you feel is your relationship with your organization

How often do you join the get together with your office colleagues.

In past 12 months how often did you voluntarily work for your organization.

Роль недоверия в устойчивой отчуждённости сотрудников от организации в сфере информационных технологий и образовании

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Аннотация. *Цель.* В нашем исследовании предпринята попытка выявить факторы недоверия и их связь с устойчивой психологической отчуждённостью сотрудников. В качестве факторов недоверия мы рассматривали неправильную коммуникацию, фаворитизм и несправедливую организационную политику. Главная цель исследования — определить, как недоверие связано с долгосрочной психологической отчуждённостью у работников. *Дизайн исследования.* Для сбора информации о факторах недоверия был разработан структурированный опросник. В выборку исследования вошли 378 человек. Для сбора данных использовался метод удобной выборки. Для анализа данных использовалось программное обеспечение SPSS 23. Для проверки гипотезы применялись методы корреляции, регрессии и дисперсионного анализа (ANOVA). *Результаты.* Было обнаружено, что существует положительная связь между многими аспектами недоверия и психологической отчуждённостью сотрудников, и что сотрудники, испытывающие недоверие к своей компании, эмоционально отдаляются от неё. Результаты показали, что все три аспекта недоверия связаны с постоянной психологической отчуждённостью сотрудников от организации. *Практическая значимость.* Данное исследование предполагает, что организациям следует придерживаться этических принципов для поддержания доверия среди сотрудников. Следует следить за отчуждёнными или склонными к отчуждению сотрудниками и принимать позитивные меры, чтобы сохранить кадровый резерв в организации. *Оригинальность и ценность результатов.* Предыдущие исследования фокусировались на постоянной психологической отчуждённости сотрудников с учётом нескольких других переменных. Однако данное исследование направлено на изучение роли недоверия в постоянной психологической отчуждённости сотрудников.

Ключевые слова: недоверие, устойчивая психологическая разобщённость сотрудников, неравная организационная политика, неправильная коммуникация, фаворитизм со стороны работодателя, вовлечённость сотрудников.