



UNIVERSITÀ POLITECNICA DELLE MARCHE
FACOLTÀ DI ECONOMIA “GIORGIO FUÀ”

Corso di Laurea Magistrale: International Economics and Commerce

**THE ROLE OF INTRA-ORGANIZATIONAL
SOCIAL MEDIA PLATFORMS ON TRUST AND COMMUNICATION. A
MANAGERIAL PERSPECTIVE.**

Relatore:
Prof. Luca Marinelli

Tesi di Laurea di:
Francesca Irmici

Anno Accademico 2019 – 2020

| | |
|------------------------------------------------|----------|
| INDEX | 1 |
| BACKGROUND | 3 |
| INTRODUCTION | 6 |
| CHAPTER 1 | |
| 1. TRUST | 9 |
| 1.1 DIMENSION OF TRUST | 11 |
| 1.2 TRUST WITHIN ORGANIZATION | 18 |
| 1.2.1 Social and economic exchange theory | 20 |
| CHAPTER 2 | |
| 2. MANAGER AS INITIATOR OF TRUST | 24 |
| 2.1 THE PROBLEM OF TRUST INITIATOR | 29 |
| 2.2 ESSENTIAL LEADERSHIP BEHAVIOR | 34 |
| 2.2.1 Type of leadership | 35 |
| CHAPTER 3 | |
| 3. ORGANIZATIONAL COMMITMENT | 43 |
| 3.1 DEFINITION OF DIMENSION | 49 |
| CHAPTER 4 | |
| 4. THE IMPORTANCE OF COMMUNICATION | 58 |
| 4.1 THE ROLE OF SOCIAL MEDIA | 59 |
| 4.2 INTRA-ORGANIZATIONAL SOCIAL MEDIA PLATFORM | 63 |
| 4.2.1 Employee and managerial effectiveness | 67 |

| | |
|---------------------------------------------------|-----------|
| 4.3 ADVANTAGES AND DISADVANTAGES | 72 |
| CHAPTER 5 | |
| 5. CASE STUDY | 74 |
| 5.1 REPLY | 76 |
| 5.2 THE CHOICE OF PARTECIPANTS | 77 |
| 5.2.1 Research Questions | 78 |
| 5.3 CONTRIBUTION OF THE STUDY | 80 |
| 5.3.1 Reply - TamTamyX™ Enterprise Social Network | 89 |
| 5.4 CONCLUSION | 91 |
| ITALIAN SUMMARY | 96 |
| BIBLIOGRAPHY & SITEOLOGY | 98 |

BACKGROUND

TRUST

It is a willingness to be vulnerable to another person or group of person based on the confidence, the expectation is to see the benevolence, reliability, competence, honesty and openness from the other party.

LEADERSHIP BEHAVIOUR

Leadership is the art of address a group of people to act toward achieving a common goal. This definition of leadership captures the essentials of being able and prepared to inspire others.

ORGANIZATIONAL COMMITMENT

The individual's psychological attachment to an organisation, when employees want to continue their association and devote effort to achieving organizational goals, they are committed.

ORGANIZATIONAL COMMUNICATION

Organizational communication is communication that takes place in an organizational environment including sending and receiving messages between

two or more people, between groups, or in one or several fields that influence organizational behaviour.

ENTERPRICE SOCIAL NETWORKING

Enterprise social networking (ESN) a platform where everyone can participate and contribute in innovations and decision making, more efficient collaboration and content management set the ground for increased and enhanced participation, which leads to accelerating innovation, effective decision-making and transparency in organization.

EMOTIONAL INTELLIGENCE

Emotional capital is defined as the feelings of goodwill in respect a company and the way that it operates. Emotional capital can be built in a company by the actions of executives and represent the emotion-based resource that the organization has developed over with its employees.

EMPLOYEE EXPERIENCE

Employee experience is a set of psycho-cognitive sentiments about the experiential employment benefits. It is born when an employee interacts with supervisors, co-workers or environment, etc. that affect their cognition and

attitudes and leads to their particular behaviours, related to their job and company¹.

¹ www.wikipedia.org [Abhari, K., Saad, N. M., & Haron, M. S. (2008)]

INTRODUCTION

Is it essential to live in a society where people **trust**? Most people would probably answer “yes”. They prefer to live in a society where people trust each other, rather than in a society where people respectively distrust.

The life is characterized by the interactions between individuals, independently inside or outside the company, these interactions to be successful must have trust as an indispensable element that promotes effective co-operation and communication in well-functioning organizations. When employees trust the organization, they work hard and are able to take risks becoming more creative and effective and show initiative in ways that can only benefit the organization.

There is a link between affect-based trust in work relationships and employee behaviour such as risk taking, motivation and personal initiative to improve professionally. Obviously, the other side of the coin represent a lack of trust. When trust levels are low in an environment or where trust does not exist, individuals expend a lot of their energy trying to protect themselves rather than achieve organisational goals. As a result causing organisational costs like a culture of insecurity, high turnover and marginal loyalty.

Leaders' characteristic is associated with the development of trust. Leaders can generate trust and maintain that one over time by acting in ways that produce constancy, congruity, reliability and integrity. The interpersonal treatment

employees receive from their manager such as “adequately considering their view points, supporting their personal biases, explaining their decisions and providing feedback timely and applying decision-making constantly it could have an effect on the employee’s perceptions of fairness. Therefore, organizations that have manager who treat employees fairly as they enact procedures could increase their employee’s trust in the organization, which will in turn positively affect the levels of organizational commitment. The **individual’s psychological attachment** to an organisation, when employees want to continue their association and devote effort to achieving organizational goals, they are committed. The reason why the **organisational commitment** is correlated to job satisfaction: the high levels of effort lead higher levels of performance. In relation to the above, an **internal communication** must be built. The various channels of communication used for **internal communication** include face-to-face meetings, videoconferencing or webcam conferencing, phone calls and conference calls, voice mail, e-mail, instant messaging as well as **social media**.

Social media tools have increasingly penetrated in workplaces, the use of **social networking site** (e.g.: Slack, Zoom, Microsoft Teams) and the development of **intra-organizational social media** (also refer to as enterprise social networking sites) **platforms** (provide social media functionality) to support their employees, facilitate collaboration, information sharing, advice provision, the creation of

strong working relationships, enable employees to share files and digital resources and improve employee performance.

Enterprise Social Networks (ESN), owned by organization for their own use with the primarily aim of encouraging collaborations across hierarchical and geographical structures within an organization. The advantages of use intra-organizational social media for both social-related and work-related purposes are still underestimated from a large amount of company. Using the case study of multinational company – *Reply* - the research finds out the validity of the literature, the role of intra-organizational social media platform (Enterprise Social Networking) considered instrument that facilitate the establishment of communication, collaboration, enhance relationship based on trust with a the direct effect of employee satisfaction and performance.

Keywords: Trust, individual's psychological attachment, organisational commitment, internal communication, social media, internal social networking, intra-organizational social media platforms, employee work performance, enterprise social networking.

1. TRUST

TRUST /trʌst/

verb (BELIEVE)

to believe that someone is good and honest and will not harm you, or that something is safe and reliable²

verb (HOPE)

to hope and expect that something is true

noun (BELIEF)

the belief that you can trust someone or something

What does the word “TRUST” mean?

Trust is itself a term of perceptions cluster.

Trust is a complex concept and continues to manifest the lack of consensus about trust's meaning, defined by researchers in many different ways.

The common-use of the word trust help to provide a toehold definition, in the 1996 Meyers cited Rubin about the lack of progress caused by confusion regarding the concept of love that is similar to trust:

| The science of love is still in its infancy... Many of the contributors to this volume have developed their own taxonomies of love. Each categorizing scheme

² Cambridge Dictionary

differs from the next; the translation rules are not ready from one chapter's formulation to another's. Even as partners with different views of love may get themselves talking past each other... some of the contribution may find it difficult to relate to others' contribution perspectives | Love researchers might do well if it will move toward a more common conceptual vocabulary.

- Rubin, 1988

The natural language concept of love is the problem; people's official and unofficial interpretation of life's events and that concept must be understood as it is. So, Meyers said that: *"people are guided by what they believe to be true, including their implicit definitions of concepts"*. If people believed in their own conceptualization of love or trust, they will likely guide their actions much more strongly than a scientific conceptualization to which they have trouble relating.

Trust have been examined on personal, social, economic and organizational levels highlighting a number of important benefits and a basis for security and confidence in the intentions and actions of managers and organizational leaders. The results in effects are more positive attitudes, higher cooperation and other forms of workplace behaviour and superior levels of performance. Let's one must first understand trust dimensions.

1.1 DIMENSION OF TRUST

The conceptualisation of trust dimension is one of the most unknown to describe. At the beginning trust has been describe in **one-dimensional**, then, trust has assumed a **multi-dimensional** approach.

The three major categories of trust are **Structural**, **Dispositional**, and **Personal-Interpersonal**.

Structural appear when trust is not founded on the person or personal attributes of the trusted parties but with social or institutional structures. **Dispositional** when trust is based in the personality attributes of the trusting party. That is, the trustor has a general tendency to trust others across situations or has a general faith in human nature: “a sense of basic trust, which is a pervasive attitude toward oneself and the world,” an “essential trustfulness of others in common with a fundamental sense of one’s own trustworthiness”³. By **Personal** means that one person trusts another specific person in the specific situation. The trusting entity is a person and trust is related to another party. **Interpersonal** applied on two or more people (groups) trust each other in the specific situation. McAllister (1995) suggests that there are two dimensions of interpersonal trust: **affective** and **cognitive**.

³ Erikson (1968)

Cognitive dimension consists of the belief in the partner's reliability (which is based on the trustor's belief that the supplier acts on the basis of intentions that are beneficial to the trustor) or **credibility** (which depend on the trustor's belief that the trusted has the required expertise to carry out his/her role effectively), which comes from his motivation and knowledge.

Affective is a special relationship that cause the referent to demonstrate interest and feeling of benevolence.

In addition, it is important to distinguish the **rational** and the **relational** aspects of trust⁴. The **rational** explain the choice to trust depends on a conscious calculation of benefits, including two elements: the knowledge that enables a person to trust another and the incentives for the trusted person to pleasure or satisfy that trust. The **relational** approach suggests that trust has a calculative orientation toward risk and a social orientation toward other people and society altogether. Trust is a key to positive interpersonal relationships that is characteristic of organisations within organisational behaviour.

The behavioural dimension of trust is characterized with the act of place trust in another, implying uncertainty on the part of the trustor.

Distinguishing the cognitive and affective aspects the result is that trust is based on both knowledge (cognitive-based trust) and feelings or emotions (affect-based trust) that the trustor has in dealing with the trustee.

⁴ Kramer, (1999)

*“The interactions with the trustor increase the expectations
about the trustee’s intentions.*

*Emotion enters into the relationship between the parties due to the frequency,
longer-term interaction that guide to the formation of attachments based under
reciprocated interpersonal care and concern”.*⁵

Differently trust in terms of trustworthiness retain that perceived trustworthiness and trusting behaviour are respectively a determinant and consequence of trust.⁶

*“The willingness of a party to be vulnerable to the actions of another party,
based on the expectation. Expectation is the ability
to monitor or control the other part”.*⁷

Describing trust as a multidimensional variable, it is essential to distinguish between **lateral** and **vertical** trust. **Lateral** is trust relation among co-workers who share a similar work situation while **vertical** trust refers relations between individuals and their supervisor, top management or the organization.

Throughout impersonal, dispositional and interpersonal, trust will resize construct dimensions in: trusting **intention**, **behaviour** and **beliefs**. The relationships

⁵ McAllister (1995)

⁶ Mayer (1995)

⁷ Mayer (1995)

between these trust constructs follows the theory of reasoned action⁸. Beliefs conduct to intentions, become express in behaviours. The logic is when one has trusting beliefs about another; one will be willing to depend on that person intention. If one intends to depend in another, that one will behave in ways that manifest the intention to behave.

Trusting Intention consist in the willing to depend from one party on the other party in a specific situation feeling security, even though negative consequences are possible. It is an intentional state: the person is ready to depend on the other in the situation. The prospect of negative consequences or risk is what makes trust important but problematic, some risk is necessary in order for trust to be present. Without risk, the situation would not challenge the formation of trusting Intention. The word dependence is defined as the "obverse of **power**" modifying the view of trust intention as willing to place the other in a situational position of dependence-based power over him/her.

The important interplay between trust and power is defined influence-based power as the ability to achieve desired ends through influence. Influence means that one person causes changes in another person (as manifest in their behaviour,

⁸ Theory of reasoned action (TRA), TRA states: (1) the more favorable the attitude of an individual toward a behavior, the stronger will be the intention of the individual to engage in the behavior; (2) the greater the subjective norm, the stronger the intention of the individual to perform the behavior; and (3) the stronger the intention of the individual to engage in a behavior, the more likely the individual will be to perform it.

emotions or cognitions). Control means to ensure desired outcomes by trying to influence. The person who facing risk must be willing to depend on the other with feelings of security. Felt security means one feels safe and assured and comfortable (not anxious or fearful) about one's willingness to depend, at the same time it is what enables the trustor to make the "act of faith" beyond the evidence that they possess. The trustor can then feel assured that "their partner will be responsive and caring despite the vicissitudes of an uncertain future." This aspect of is an **emotional** component that is closely related to cognitive aspects.

Trusting Behaviour is the capacity to which one person voluntarily depends on another person in a specific situation with a feeling of relative security, even though negative consequences are possible, in a few words it means giving the other person a fiduciary obligation.⁹

The empirical study of trust began in the late 1950s when Deutsch (1958) studied trust using mixed-motive games (game theory research) in laboratory experiments with participants who were strangers to one another.

"Actor's willingness repose actions on other related to the confidence that other will expect gratifications." (Deutsch, 1958)

Define trust in behavioural terms, referring to trust as an expectation of possible positive benefits. When a player made a move that would benefit both players,

⁹ Deutsch (1958)

even though there was a risk of greater potential loss if an opponent taken advantage one's co-operative behaviour, then the player was said to exhibit trust. Thus, trust consisted of actions that increased one's vulnerability to another whose behaviour was not under one's control in a situation in which one would suffer if the other abused that vulnerability.

Trusting Beliefs is the extent to which one believes that the other person is trustworthy in the situation. Trustworthy is the ability and willing to act in the other person's best interests.¹⁰

“A psychological state including the intention to accept vulnerability built on positive expectations of the intentions or behaviour of another”.

(Rousseau 1998)

In the 1995 McKnight & Chervany found trusting beliefs into four categories:

Benevolence means one cares about the well-being of the other party and it is therefore motivation to act in the other person's interest. A benevolent person who is not opportunist that acting toward the other person; **Honesty** means one makes good faith agreements, tells the truth, and fulfils any promises made; **Competence** means one has the ability to do for the other person what the other person needs to

¹⁰ Russell 1968

have done efficacy; **Predictability** means one's actions are consistent enough that another can forecast what one will do in a given situation.

- + Benevolence
- + Competence
- + Honesty
- = Predictability

All-together is the definition of trustworthiness

Different words or constructs has been used to define trust, summing up, all these definitions reflect three important facets of trust. First, trusting in another party reflects an expectation on the other party that will act benevolently. Second, one cannot control or force the other party to fulfil this expectation, thus, trust involves a willingness to be vulnerable and risk that the other party may not fulfil that expectation. Third, trust involves a level of dependency on the other party as a consequence the outcomes of one individual are influenced by the actions of another. All these aspects: expectations or **beliefs**, a willingness to be **vulnerable**, and **dependency** on another are the major dimensions of trust within organizations.

1.2 TRUST WITHIN ORGANIZATION

Trust has a number of important benefits for organizations and their members because provides a basis for security and confidence in the intentions and actions of the parties.

The focal point of trust within an organization can differ as employees can trust co-workers but not manager or they can trust top management and not the work unit and each type of trust has different outcomes¹¹. For this reason, in order to effectively leverage the benefits of trust within the workplace, there needs to be a better understanding of which referent/s may be most relevant and important for such outcomes as performance, organizational citizenship and organizational commitment. There is need of trust among peers, between employee and supervisor, management and others¹². An employee can trust his co-workers but distrust his management. So, in a workplace the referents of trust have to include supervisors, co-workers and top managers.

Employees track the organizational environment when evaluate whether to place trust in management. If the structures, roles and climate define a trustworthy system employee will reciprocate trust relations communicated by management.

¹¹ Carnevale and Welchsler (1992)

¹² McCauley and Kuhnert (1992)

If on the other hand, they reflect a lack of trust by top management employees will respond with distrust.¹³

It is the case to show the social exchange principle: the relationship-based perspective implies that followers will reciprocate benefits received, and that individuals will target their efforts to reciprocate toward the source of the benefit received.

The importance of distinguishing the referents of trust, trust in the manager and trust in the organization, are two distinct but related constructs, each with its own antecedents and outcomes. Trust in manager and trust in organization were positively and significantly correlated but trust in manager was more strongly associated with variables such as ability, benevolence, and the integrity, considering that trust in organization was more correlated with other variables such as perceived organizational support. Reciprocating trust in one's immediate leader may also be related to job-related outcomes such as increasing job performance or engaging in citizenship behaviours.

Example: If employees might give extra time to perform manager requests or may engage in helping behaviour such as staying late to help a co-worker. The character-based perspective that cares on integrity, reliability and honesty of

¹³ McCauley and Kuhnert (1992)

leaders suggest also, interpreting which referent trusted will anticipate the response toward a specific individual.

Indeed, managers action and behaviours provide the foundation for trust and that it is actually management responsibility to take the first step and intimate trusting relationships.

How trust arises and suggests that managers can have considerable impact on build trust?

1.2.1 Social and Economic Exchange Theory

The theory of trust is significantly based on **Social Exchange** (Blau, 1964) principle based on a central premise that the exchange of social and material resources is a fundamental form of human interaction. So, the relationship between employees and organization will terminate or continue based on the quality-history of the relationships, in this way the reciprocal exchange leads to trust. Here, the knowledge-based trust shows up, trust is developed through repeated interactions that allow an individual to collect information about the other and develop an expectation that the other's behaviour is predictable and positive.

In the organization, there are managers and employees that are involved in an economic exchange relationship. **Theory of economic exchange (Agency**

Theory) opened a small part on trust offering explanations for managerial behaviour, such as monitoring and control that affect employees' perceptions of trust in a commonplace called organizations. Both theories allow this study to analyse the motivation to engage in trustworthy behaviour. Agency Theory describes the structure of economic exchange relationships between parties. A principal agent relationship exists when one party contracts with another party to perform a task delegation in exchange for compensation. *How the parties attempt to structure the relationship to protect their own interest?*

Applying agency theory and considering manager and employee the correspondent parties, individuals aspire to maximize individual utility and both parties (Agents) seek to minimize risks associated with the relationship. Their recompense is based on outcomes beyond their control, in contrast, the risk of opportunism and incompetence is greater when the principal lacks information about the agents' actions and when competing incentives or goal for agents motivate them to engage in actions other than what was contracted by the principal.

Although the relationship in employment is economical, a social element to such relationships typically evolves. Social exchange theory helps to understand the dynamics of such exchanges.

"The voluntary actions of individuals are motivated by the returns that they are expected to take from the other". (Blau, 1964)

In a social exchange one individual voluntarily gives a benefit to another, pretending an obligation of the other party to reciprocate by providing some benefit back. Blau claim, however, that trust may be generated through the regular discharge of obligations and through the gradual expansion of exchanges over time.

Social exchanges and economics ones have different fundamental ways, the first one is that, social exchanges may be involve extrinsic benefits with economic value (e.g., advice, information) and intrinsic benefit (e.g., social support). Obviously, extrinsic benefits are expressions of support and friendship and include intrinsic value, of course any quantity of economic benefit can have a strong impact on the social dimension of a relationship. Second, economic exchange benefits are contracted explicitly despite of social exchange benefit that are rarely or impossible to specify a prior or explicitly negotiated because these is a voluntary action. Finally, such behaviour is voluntary, so, it is not guarantee that benefits will be reciprocated at beginning or in the future of the relationship. *The characteristic is the uncertain, consequently, relationships starting with the exchange of low-value benefits and rising to higher-value benefits as the parties demonstrate their trustworthiness (Blau, 1964).*

Together agency theory and social exchange theory allow expanding the picture of trust formulation in organizations. Agency theory analyse the economic context and self-interest motive, as well as the behavioural consequences contribute to the

risk of opportunism and identifies how the exchange relationship minimize the risk, in a few, agency theory takes a relatively static-view of relationships.

A social exchange theory highlights dynamic elements of the exchange relationships. It emphasizes the exchange process indicating how social exchanges successful influence the perceptions of risk on no-reciprocation and trust. In economic exchange under condition of agency risk may happen that an individual is likely trust another party, rather than impose greater controls, it is the case associated with the risk of opportunism. It is under these contexts that social exchange theory is relevant, when one party is willing to trust another rather than impose control, trust can mitigate the risk of opportunism inherent in the organizational context. Managers may reduce the risk by engaging in trustworthy behaviour.

2. MANAGER AS INITIATOR OF TRUST

manager /'mæn.ɪ.dʒər/

manager noun (PERSON)

the person who is responsible for managing an organization¹⁴

Managerial trustworthy behaviour is defined as volitional actions and interactions performed by managers that have to engender employees' trust in them. Five types of manager behaviour have an influence on trust, these include behavioural **consistency**, behavioural **integrity**, participative **decision-making**, **communication** and **demonstrating concern**.

Behavioural Consistency, (reliability or predictability) is an important aspect of trust because reflects the willingness to be vulnerable to the actions of another party and the willingness to take risks. If managers behave consistently over time and across situations, employees can better predict managers' future behaviour and their confidence in their ability to make such predictions should increase. The most important thing is that employees become willing to take risks in their work

¹⁴ Cambridge Dictionary

or in their relationship with their manager. Predictable positive behaviour reinforces the level of trust in the relationship.¹⁵

Behavioural Integrity, employees observe the consistency between managers' words and needs and make attributions about their integrity, honesty, and moral character.

Attributions that affect employees' trust in their managers are tell the truth and keep promises, the two key behavioural antecedents to attributions of integrity. Even though behavioural consistency and behavioural integrity have some similarities, they have different dimensions, both reflect a consistency that serves to reduce employees' perceived risk in trusting their managers. However, behavioural consistency reflects the reliability or predictability of managers' actions, based on their past actions, on the other hand, behavioural integrity, refers to the consistency between what the manager says and what he/she does.¹⁶

Sharing and delegation of control including participation in decision making and delegating control, are the key components of trustworthy behaviour.

Managers that involve employees in decision making, the term involvement may range from having no employee input at all into decisions to full discussion to the point of everyone coming to a consensus.

¹⁵ Robinson & Rousseau (1994)

¹⁶ Mayer (1995)

Employees' trust is higher when they are satisfied with their level of participation in decisions, also when they can determine their work. Even when control is limited to the process of decision-making, but they have the opportunity to voice opinions, it is positively associated with trust in managers. Managerial sharing and delegation of control may promote trust due to the game between economic and social factors.

When managers involve employees in decision-making, employees have greater control over decisions that affect them and can protect their own interests. In agency terms this control by employees reduces the risk of opportunism on the part of the manager and increases favourable outcomes for the employee.

The symbolic value sharing, and delegation of control are likely to have for employees, as well as, when managers share control, they demonstrate significant trust in and respect for them. Employees value being involved in decision-making, because it affirms their reputation and value in the organization.

In the theory of social exchange, sharing and delegation of control are social recompense for approbation or respect that the manager grants to the subordinate. This recompense represents an initiation or intensification of exchange of social benefits between a manager and employee; the employee's trust in the manager is

likely to increase, especially when coupled with enhanced outcomes for the employee.¹⁷

Communication, the perception of the trustworthiness in communication is affected by three characteristics: accurate information, explanations for decisions, and openness.

Accuracy in information flow has had the strongest relationship with trust-in-supervisor, when employees see managers as trustworthy, their communication is accurate and forthcoming. In addition, adequate explanations and timely feedback on decisions lead to higher levels of trust, evidently, managers who take the time to explain their decisions are likely to be perceived as trustworthy. Finally, open communication, in which there is an exchange thoughts and ideas freely between manager and employees, enhances perceptions of trust. The communication emphasis's is on share and exchange ideas.

Demonstration of Concern for the welfare of others is part of trustworthy behaviour and consists of three actions: showing consideration and sensitivity for employees needs and interest, acting to protect employees' interests, and abstain from exploiting other for the benefit of one's own interests. These actions may lead employees to perceive manager as loyal and benevolent. Managers who

¹⁷ Korsgaard & Roberson (1995)

demonstrate that they "do good" for their employees, apart from any egocentric or opportunistic motives, their behaviour connotes a genuine interest in an employee's welfare and may imply some attachment to the employee.¹⁸

Finally, this dimension reflects behavioural restriction, managers who could take advantage of their employees' vulnerability "stay their hand," choosing not to behave opportunistically¹⁹. Managers could use confidential or personal employees' information to their advantage could create the situation when the employees may not observe managerial restraint, far it may involve the absence of action.

Supporting Mayer's model of perceived trustworthiness, studies find that ability, benevolence, and integrity are all positively related with followers' trust in the leader. Mayer's model of trust is based on the perspective that transformational leadership behaviours such as individual consideration, intellectual stimulation and individual motivation have an influence on the development of trust. When followers believe in their leaders' integrity, capability or benevolence they become more inclined to take the risk due to the involving in behaviours relationship. By cure each employee as an individual and being attentive to their

¹⁸ Mayer (1995)

¹⁹ Bromiley & Cummings (1995)

unique needs, capabilities and concerns of each individual, a transformational leader would instil trust.²⁰

2.1 THE PROBLEM OF TRUST INITIATION

Someone must make the first move, if the party would be establish trust through the reciprocal exchange of social benefits. From the manager perspectives, initiate engaging in trustworthy behaviour pre-emptively before the subordinate has demonstrated his or her worthiness. Managers may be reluctant to do so, preferring instead to impose strong control or to monitor behaviour. To extract the organizational benefits of trust, managers must be encouraged to make the first move.

Initiating this process, then, there is no-doubt inherent the responsibility of management. Three potential impediments to trust initiation:

Motivational Complexity, knowing that agency theory and social exchange theory create a complex motivational dynamic for managers.

On the one hand, agency theory highlights managers' motivation to minimize the exposition to risk via the imposition. In contrast, social exchange theory advise that if managers want to generate relationships built on the voluntary discharge of

²⁰ Mayer's model of Perceived Trustworthiness (1995)

reciprocal obligations, this should lead them to relax control and promote trust. These lenses highlight juxtaposition to a fundamental tension between building a relationship based on trust and reducing the risk of opportunism that could potentially anticipate trust initiation. Low-control organizations with greater decentralization and lower formalization assume the risk of opportunism by creating a context that essentially necessitate managers to initiate trustworthy behaviour, such as delegation of control and open communication. The organization's design may mitigate this problem and support delegation of control that encourages trust initiation

Social Dilemmas. Theories of social exchange presume individual self-interest that is, people are motivated to maximize their individual rewards and minimize their individual costs. Managers find themselves in situations where the interdependence of individuals' outcomes creates a conflict between self-interest and the collective good, called social dilemmas. Social dilemmas show up when individual outcomes are maximized as they act in their own self-interest, regardless of what others do, but their actions actually create negative outcomes for everyone involved.²¹

²¹ "Leadership Glossary: Essential Terms for the 21st Century", Mcray (2015)

"The Tragedy of the Commons" of G. Hardin's (1968) explain how individual cow herders' self-interested behaviour (increasing the size of one's herd) leads to overgrazing of the public pasture, which undermines the collective good. For managers who find themselves in the situations under explained, two types of social dilemmas complicate trust initiation:

In the **Prisoner's Dilemma**²² individuals who cannot communicate with each other create a conflict between maximizing individual interests (not trusting each other, i.e., defecting), versus maximizing collective welfare (trusting and cooperating).

By initiating a social exchange and not knowing whether it will be reciprocated, a manager in this situation take the risk of being exploited and ending up with a embarrassment or poor leadership. Managers of ten face such dilemmas and exhibit this fear, concerns about credulity and embarrassment of ten underlie managers' reluctance to trust²³.

In the **Volunteer Dilemma**²⁴ one person must make a sacrifice so all the group take a benefits. The cost of self-sacrifice is highly negative in the short term or uncertain. A manager might be asked to take a pay cut so that his or her group will have additional resources to complete a project -far which the entire group benefits. If the manager takes this first step and fail, the group will not succeed

²² Kormorita & Parks (1994) and Rapoport & Chammah (1965)

²³ Rotter (1980)

²⁴ Diekmann (1985)

including the managers. This situation leads to potentially tragic out-comes for organizations wanting to encourage volunteerism for the collective good; the call to create a "trusting organization," as an example, may never be pleased due to the reluctance on the part of managers, as well as employees never be volunteer to initiate the process.

These dilemmas reflect the nature of outcome interdependence between individuals (e.g., the payoffs for cooperating or not), the expectations about others' behavior (e.g., expectation of cooperation), and the costs associated with unreciprocated exchanges. To mitigate this situation of relational perspective changing the nature of the interdependence will encourage managers in dilemma situations to initiate trust.

Reward structures could be changed to foster cooperation by making greater use of equity-team or organization-based incentives providing greater alignment between employee and organizational interests²⁵.

It is an issue for the organization in their entirety, change the nature of the outcome interdependence between managers and subordinates. Reducing the perceived cost associated with unreciprocated exchanges encourages managers to establish trust.

²⁵ Wilson (1995)

Cultural Values, individual behaviour is influenced from all the variety of cultural values that exist around the world and potentially complicates managerial trust initiation. Even though reflecting a group's understanding and behaviour, cultural values at an individual level that is represented in an individual manager's beliefs and behaviour, depending on the particular cultural values trust initiation may be helped or impeded.

In the egoistic cultures, managers that emphasize self-interest face a conflict between managing agency risk (risk of opportunism) and building a trusting relationship.

This kind of managers feel dis-trust to be too great and the costs of distrust to be too high to justify initiating trust. To the contrary, a manager whose cultural values are less individualistic and less focused on self-interest may experience little or no conflict in an identical managerial situation. This manager's cultural values and practices may reflect a propensity to cooperate, which will encourage him or her to initiate trust and engage in many trustworthy behaviors (e.g., behavioral consistency, demonstrating concern, and behavioral integrity).

2.2 ESSENTIAL LEADERSHIP BEHAVIOUR

LEADER /'li·dər/

noun

a person who manages or controls other people, esp. because of his or her ability
or position²⁶

What is leadership? **Leadership** is the art of address a group of people to act toward achieving a common goal. This definition of leadership captures the essentials of being able and prepared to inspire others.

Leadership can be an act specifically what leaders do such as acting with integrity and competence, interpreting reality, explaining the present and painting a picture of the future. So, leadership is not just a position in a hierarchy or a chain of command but involves the actions of the leader. This approach to leadership, as a process of mutual interaction between leader and follower, may be thought of a composition of a different number of functions such as inspiring subordinates, forming and achieving collective goals and protecting group cohesion. So, in this way the definition of leader takes a version of social function.

²⁶ Cambridge Dictionary

2.2.1 Types of Leadership

In terms of styles, there are three well-known styles of leadership: **laissez-faire**, **transactional**, and **transformational leadership**. *Laissez-faire* leaders abdicate their responsibility leaving their subordinates to work relatively on their own and avoid making decisions²⁷. *Transactional* leaders identify and clarify tasks for their subordinates and communicate how successful execution of those tasks will lead to receipt of desirable job rewards²⁸. Transactional managers determine and define goals and indicate how to execute tasks. They also provide feedback on completed tasks. Research has shown that transactional leadership could have a favourable influence on attitudinal and behavioural responses of employees. *Transformational* leaders adopt a long-term perspective²⁹, instead of focusing alone on current employee's needs or personal, they focus on future needs. They concern themselves with long-term issues instead of being concerned only with short-term problems and opportunities facing the organization. Transformational leaders tend to have a perspective of intra and extra organizational factors usually holistic. It is clear that leadership can be viewed in terms of multiple perspectives, and that it can be represented as existing as an act, behavior or process. The

²⁷ Bass (1990)

²⁸ Bass (1990)

important consideration is to remember that each of these perspectives alone does not give a full explanation of what leadership is.

Multi-factor leadership theory

The multi-factor leadership theory is an approach that incorporates the: **transactional, transformational, laissez-faire leadership and charismatic styles of leadership**. These leadership styles have a direct effect on individual and organizational level outcomes.

The descriptions of transformational and transactional leaders are based on idea that one could differentiate ordinary from extra-ordinary leadership. So, ordinary/transactional leaders as those leaders who influence employee compliance by expected rewards. Transactional leadership have the capacity to exchange relationship that is the compensation of effort, productivity and loyalty. Transformational leaders are those who motivate their followers to perform beyond expectation by increasing the follower's level of confidence and lending support for developing to higher levels.

The third factor laissez faire leadership allow to develop a model of transformational leadership called the "full range leadership model" by Bass in 1985 that expanded the factors.

So, the original five factors identified by Bass (1985) are charisma (idealized influence), intellectual stimulation, individualized attention, contingent reward

and management-by-exception. The factors charisma, intellectual stimulation and individualized attention are associated with transformational leadership, while, contingent reward and management-by-exception are related to transactional leadership.

Transactional leadership style is predicated in the social learning and social exchange theories, which identify the reciprocal nature of leadership³⁰. It is based on the assumption that leadership does not necessarily exist in the person or situation but exist in the social interaction between the leader and the follower³¹.

Transactional leadership can be described in terms of two characteristics: the use of contingent rewards and management by exception. Contingent recompense as the recompense that the leader will confer on the subordinate once the latter has realized goals that were agreed to. It is consequently the exchange of rewards for meeting agreed-on objectives. Fulfilling promises of recognition, pay increases and advancement for employees who perform well, the transactional leader is able to get things done. Providing contingent rewards, a transactional leader might stimulate a reasonable degree of involvement, loyalty, commitment and performance from the subordinates³².

³⁰ Deluga (1990)

³¹ Van Seters & Fields (1989)

³² Bass (1985)

Transactional leaders may also depend on active management by exception which occurs when the leader monitors followers to ensure mistakes are not made, but otherwise, allows the status quo to exist without being addressed. By exception, in passive management, the leader intervenes just on time when things go wrong. Generally, it is possible to conclude that transactional leadership is an exchange relationship that involves the reward of effort, productivity and loyalty.

Laissez-Faire leadership style

Transformational and transactional leaders although use different approaches, they are described as leaders who intervene to prevent problems. When researching these two active forms of leadership, one finds that they are often contrasted with a third style of leadership, called laissez-faire leaderships. Laissez-faire leader as a passive leader who is reluctant to influence subordinates, make and give decisions direction, generally, they abstain from participating in group or individual decision-making, they give a considerable freedom to his/her subordinates abdicating his/her responsibility³³. In a sense, this extraordinarily passive type of leadership indicates the absence of leadership.

The laissez-faire style of leadership is also identified to as management-by-exception³⁴. Management-by-exception characterizes how leaders monitor

³³ Bass, 1990a; Deluga (1990)

³⁴ Bass & Avolio (1990)

negative subordinate behavior and exert corrective action only when subordinates fail to meet objectives. Leaders who derogate, intervene only when procedures and standards for accomplishing tasks are not met. In conclusion 'Laissez-faire' it is designed the leader is not sufficiently motivated or adequately skilled to perform supervisory duties.

Transformational leadership style represents the transcendence of self-interest by the leader and followers. Who are able to ensure that followers are consciously aware of the importance of sharing organizational goals and values. They find the ways to ensure the followers to understand how to achieve these goals, motivating their followers to go beyond their own self-interests and give effort on behalf of the organization by interesting to the higher order needs.

The behavioral components of transformational leadership:

- 1) **Idealized influence (attributes)**, appear when followers identify with and emulate those leaders who are trusted and seen as having an attainable mission and vision;
- 2) **Idealized influence (behaviour)**, refers to leader behaviour that results in followers identifying with leaders and wanting to emulate them;
- 3) **Inspirational motivation** is closely related to idealized influence. It implies that leaders behave in ways that motivate and motivate those around them by providing sense and challenge to their followers' work;

4) **Intellectual stimulation** appears when leaders encourage their followers to be innovative and creative, thanks to questioning assumptions, reframing problems, and approaching old situations in new ways;

5) **Individualized consideration** occurs when leaders relate to followers on a one-to-one basis in order to elevate goals and develop skills.

Summing up, leaders who display individual consideration treat each employee as an individual and are attentive to the unique needs, capabilities and concerns of each individual and their individual's developmental and growth needs.

Managers, who manifest individualized consideration, frequently coach, mentor, and urge their subordinates. Leaders manifested inspirational motivation expressing high expectations to subordinates. Communicating important issues very simply and uses various symbols to focus their efforts with self-determination and commitment to attaining objectives and present an optimistic and achievable view of the future. The intellectual stimulation to employees by encouraging them to try out new approaches for solving problems is important, challenge the status quo and encourages employees to explore new ways of achieving organizational goals and objectives. Additionally, subordinates are not hesitant to offer their ideas, become essential in their problem solving and tend to have enhanced thought processes.

Transformational leaders inspire followers with a vision of what can be achieved through extra personal effort, thus motivating followers to achieve more than they thought they would achieve.

“The ability to motivate their subordinates to commit themselves to performance beyond expectations”, this take place in three main ways. First, it is by raising the level of awareness of the objective of the organization and how it is to be accomplished. Second, it is to encourage co-workers to put the organization’s objective above their own personal interests. Finally, the leader has to satisfy and stimulate people's higher-order needs. To complete the results, transformational leaders must possess and display four characteristics called idealized influence or charisma, inspirational motivation, intellectual stimulation, and individual consideration.

Leaders demonstrating idealized influence or charisma, a strong influence and a sense of mission. They also instil pride in their subordinates and command respect. Employees have a high level of trust and confidence, tend to adopt their vision, seek to identify with such leader, and develop a strong sense of loyalty to them. A charismatic leader does not derive his/her authority and the legitimization of his/her leadership from rules, position, or tradition, but from the followers' faith and trust in him. The leader's power is personal and due to extraordinary qualities, who encourage their followers to be innovative and creative provide intellectual stimulation. When the leader stimulate the followers to provide alternative

solutions to problems and challenges their assumptions it creates intellectual stimulation. An idealized influence attribute occurs when the followers identify with and emulates the leader. The followers tend to trust the leader, which they perceive as someone with an attainable mission and vision. Idealized influence behavior refers to the leader when the leader's behavior results in followers identifying with the leader and wanting to emulate him/her. Inspirational motivation is about motivating and inspiring followers, providing challenges and meaning within their work environment. In transformational leaders, the relational relationship with the followers is characterized by pride, and respect. The employees often develop a high level of trust and confidence in such a leader, that are proud to identify themselves with the leader and develop a strong sense of loyalty to them. Transformational leaders therefore do not rely on rules, position or regulations to legitimize their leadership.

Logically leadership behaviour would have a significant relationship with the development of organizational commitment. *Transformational leadership is generally associated with desired **organizational** outcomes such as the willingness of followers to expend extra effort as a result the willingness to expend extra effort indicates some degree of **commitment**.*

"As we look ahead into the next century, leaders will be those who empower others." - Bill Gates

3. ORGANIZATIONAL COMMITMENT

Organisational commitment is defined either as an employee attitude or as a force that binds an employee to an organisation in four different approaches.

The attitudinal approach where commitment as an employee attitude or more specifically as a set of behavioural intentions as a consequence of positive work experiences; personal characteristics and job characteristics while the outcomes include increased performance, reduced absenteeism and reduced employee turnover.

The behavioural approach emphasizes the view that an employee continues his/her employment with an organization because investments such as time spent in the organization, friendships formed within the organization and pension benefits, tie the employee to the organization. Thus, an employee becomes committed to an organization because of “sunk costs” that are too costly to lose.

The normative approach, organizational commitment has been defined as “the totality of internalised normative pressures to act in a way which meets organizational goals and interests”. There is congruency between employee goals and values and organizational aims make the employee feel obligated to his/her organization.

The multidimensional approach, from this point of view organizational commitment develops due to the interaction of emotional attachment, perceived costs or moral obligation.

This new conceptualization of organizational commitment it could be described in terms of three dimensions: moral involvement, calculative involvement and alienative involvement, with each of these dimensions representing an individual's response to organizational powers.

Moral involvement is a positive orientation based on an employee's internalisation and identification with organizational goals. **Calculative involvement** is defined as either a negative or a positive orientation of low intensity that develops due to an employee receiving incentives from the organization that match his/her contributions. **Alienative involvement** on the other hand is characterized as a negative attachment to the organization. It is the situation when individuals discover a lack of control or of the ability to change their environment and therefore remain in the organization only because they feel they have no other options.

In 1984 Meyer studied the multi-dimensional approach to organizational commitment based on Becker's side-bet theory that introduced the dimension of continuance commitment to the existing dimension of affective commitment. As a

result, organizational commitment was considered as a bi-dimensional concept that incorporated an attitudinal aspect as well as a behavioural aspect.

In 1990 Meyer added a third component, normative commitment to their two dimensions of organizational commitment. Proposed a psychological attachment of commitment that may take the three forms: the affective, continuance and normative forms.

An employee's **emotional attachment** to, identification with, and involvement in the organization is the definition of **affective commitment**, **continuance commitment** as commitment based on the costs that employees associate with leaving the organization, and **normative commitment** defined an employee's that feel the obligation to remain with the organization.

Affective commitment involves in three aspects: (1) the formation of an emotional attachment to an organization, (2) identification with, (3) and the desire to maintain organizational membership.

Generally, an individual will develop emotional attachment to an organization when he/she identifies with the goals of the organization and is willing to assist the organization in achieving these goals. Identification with an organization happens when the employee's own values are congruent with organizational values and the employee is able to internalise the values and goals of the

organization. So, there is a psychological identification and a pride of association with the organization.

The psychological attachment to an employing organization should not be underestimated, because affective commitment is associated with desirable organizational outcomes, correlated with a wide range of outcomes such as **turnover, absenteeism, job performance and organizational citizenship behaviour.**

Continuance Commitment. It was initially based on Becker's (1960) side bet theory. The theory posits that as individuals remain in the employment of an organization for longer periods, they accumulate investments, which become costly to lose the longer an individual stay. These investments include time, job effort, organization specific skills that might not be transferable or generate a greater costs of leaving the organization that discourage them from seeking alternative employment, work friendships and political deals.

In the 1990 continuance commitment was described as a form of psychological attachment to an employing organization that reflects the employee's perception of the loss he/she would suffer if they were to leave the organization. They explain that continuance commitment involves awareness on the employee's part of the costs associated with leaving the organization. Successively this forms the

employee's primary link to the organization and the decision to remain is an effort to retain the benefits accrued.

Sure, every employee calculates their investments in the organization based on what they have put into the organization and what they stand to gain if they remain with the organization. If an individual might choose not to change employers because of the time and money tied up in an organization's retirement plan. Such an employee would feel that he would lose too much, so, individuals develop continuance commitment due to a perceived lack of alternatives.³⁵

Individual's commitment to the organization would be based on his/her perceptions of employment options outside the organization. This occurs when an employee starts to believe that his/her skills are not merchantable or that he does not have the skill required to compete for positions in the sector. Such an employee would feel liked to his current organization. People who work in environments where the skills and training they get are very industry specific can probably develop such commitment. As a result, the employee feels forced to commit to the organization due to the monetary, social, psychological and other costs associated with leaving the organization. Unlike affective commitment,

³⁵ Romzek (1990)

which involves emotional attachment, continuance commitment indicates a calculation of the costs of leaving as compared with the benefits of staying.³⁶

Normative Commitment is third dimension of organizational commitments, which reflects a feeling of obligation to continue employment. Employees with a high level of normative commitment feel the necessity to remain with the organization.

The employee develops the moral obligation after the organisation has invested in him. So, when an employee starts to feel that the organization has spent either too much time or money developing and training him/her, such an employee might feel an obligation to remain with the organization.

Normative commitment was related to moral commitment, emphasizing that affective commitment despite of normative commitment reflects a sense of duty, or obligation or calling to work in the organization and not emotional attachment.

“An individual is psychologically attached to an employing organization through internalisation of its goals values and missions”³⁷.

³⁶ Allen & Meyer (1990)

³⁷ Meyer (1990)

3.1 DEFINITION OF DIMENSION

The multidimensionality of organizational commitment indicates its highly complex nature. As all those forces that are attributed to be variables associated with the different forms of commitment co-exist in an organization.

It is important to realize that the three different dimensions of organizational commitment are not reciprocally exclusive. An employee can develop one, a mix or none of the three aspects of commitment. These aspects of organizational commitments differ only on the bases of their motives and outcomes, an employee with affective commitment will stay with an organization and be willing to use more effort in organizational activities while an employee with continuance commitment may continue with the organization and not be willing to exert effort expected.

It is important to understand how organizational factors associated with it affect the development of commitment, in order to understand the dimensions.

Variables

The variables associated with organizational commitment depend on personal factors, organizational factors, and non-organizational factors. Each of these categories of factors contributes to the development of different dimensions of organizational commitment.

The variables associated with affective commitment are personal characteristics, organizational characteristics, and work experiences.

Personal characteristics, associated of demographic factors that may be significant for those employed in higher education institutions and business organizations in general include personal characteristics such as age, tenure, gender, family condition and educational level, need to achievement sense of competence and a sense of professionalism.

Age, has been considered as a positive predictor of commitment for a variety of reasons. As workers age, alternative employment options generally decrease, making their current job more attractive, furthermore, older individuals may have more commitment to the organization due to their stronger investment and greater history than younger workers.³⁸

Gender, may affect employee's perceptions of their workplace and attitudes about the organization. After some researches that found no significant differences in the work attitudes and commitment of males and females. On the other hand, shows up that women can exhibit higher levels of continuance commitment than men can, for some reasons such as the fact that women face

³⁸ Allen and Meyer (1993)

greater barriers than men when searching employment as possible explanations to the high continuance commitment of women. So, having overcome these barriers women would be more committed to continue the employment relationship.³⁹

Tenure has positive link between organizational tenure and affective commitment, apparently.

It is possible, also, that employees with a longer tenure had a higher degree of organizational commitment than that of their counterparts, but it is still not clear how this link operates. Probably employees with long organizational tenure may develop retrospective attachment to the organization. These kinds of employees attribute their continued service to emotional attachment in an effort to justify to themselves why they have stayed so long. The positive relationship between tenure and affective commitment is the result of a simple reflection of the fact that uncommitted employees leave an organization and only those with a high commitment remain.⁴⁰

Organizational characteristics are an important part that sometimes is overshadowed, it is the experiences that satisfy employee's need to feel physically and psychologically comfortable in the organization. These experiences include a perception of support from the organization. Employees who perceive a high level

³⁹ Wahn (1998)

⁴⁰ Meyer & Allen (1997)

of support are more likely to feel an obligation to repay the organization in terms of affective commitment. Organizational characteristics like structure, culture and organizational level policies, which can induce perceptions of organizational support, would presumably induce organizational commitment.

The variables associated with **Continuance Commitment** refer to the employee's decision to continue employment because it would be costly to leave the organization. Continuance commitment can develop because of any action or event that increases the costs of leaving the organization, provided the employee to identify these costs have been sustained. These actions and events have two sets of antecedent variables: **investments** and **employment alternatives**.

Investments relate to any actions that would result in considerable potential loss should the individual decide to leave the organization. Once an employee realizes that moving to a new organization would result in the forfeiture of benefits, the employee might decide to stay within the current organization rather than lose the investments. Such an employee develops continuance commitment as he stays with the organization as a calculated decision.

Investments can take any form and may be work related or not, work related investments include such things as the time spent acquiring non-transferable skills, the potential loss of benefits and giving up a senior position and its

associated rewards, then, non-work-related investments might include the disruption of personal relationships and the expense and human cost of relocating a family to another city. Investments can also take the form of time devoted to a particular career track or development of work groups or even friendship networks, so, leaving the organization could mean that the employee would stand to lose or would have missed time, money, or effort that was invested. These investments are assumed to increase over time. Age and tenure are connected with the accumulation of investments.

Organizations can easily get employees to feel that they have made big investments. Investment factors include promotion prospects, development of work group network performance bonuses and the accumulation of vacation sick leave, family-friendly policies, and pension benefits. If these cannot be matched by prospective employers the organization's employees might remain "stuck" in the organization even though they are no longer effective.

Employment alternatives, refer an employee's perception of the availability of alternatives will be negatively correlated with continuance commitment. They consider that employees who think they have practical alternatives will have weaker continuance commitment than those who think their alternatives are limited.

As with investments, several events or actions can influence one's perceptions of the availability of alternatives, for example, one employee might base his/her perceptions of available alternative jobs by scanning the external environment, searching local employment rates and the complete economic climate. There is another employee that might base the alternatives on the level to which his/her skills seem current and marketable.

Meyer suggest that such things as the results of previous job search attempts and whether other organizations have tried to recruit the employee and the extent to which family factors limit the employee's ability to transfer can also influence perceptions of alternatives. For example, if the employee had applied for work and have not been succeeded on several occasions, such an employee might begin to think that he/she has no alternatives and would rather continue with the current employer. On the other hand, employee who has been approached by other organizations might would not feel tied to the current employer.

The presence of alternative employment does not influence continuance commitment on its own. It may usually work in connection with the extent to which family factors enable an employee's ability to change or take up a new job. For example, even though an employee might have a better paying job offer and it turns out that there are no schools for his/her children or his/her partner would not

be able to find employment in the new town, the employee might choose to decline the offer and remain with the current employer.

Moreover to perceived alternatives, there are other potential variables associated with continuance commitment. Time-based variables such as age and tenure are also hypothesized as factors associated with continuance commitment⁴¹. These are best thought of as substitute variables of accumulated investments and perceived alternatives and not as direct predictors of continuance commitment. Combined with time-based investments is the employee's perception about the transferability of their skills and their education to other organizations will determine their opinion of the availability of alternatives. Those employees who think their educational or training investments are less easily transferable would tend to perceive lack of alternatives and thus expressed stronger continuance commitment to their organization.

Meyer and Allen (1997) emphasize the fact that neither investments nor alternatives will have an influence on continuance commitment unless or until the employee is aware of them and the implications of losing them. Thus, the employee's recognition that investments and/or lack of alternatives make leaving costlier represents the process that develops continuance commitment. The fact that recognition plays a central role in this process raises two points. First, it means that people who are in similar situations can have different levels of

⁴¹ Meyer & Allen (1997)

continuance commitment. Second, for some cost-related variables to influence continuance commitment, a particular activation factor is required to focus the employee's attention on these variables. The final point to make is that the specific set of variables that influence an employee's continuance commitment might be idiosyncratic to that person. It can include both work-related and non-work-related variables.

Normative Commitment, very few factors have been described as variables associated with normative commitment that might develop based on the psychological contract between an employee and the organization. A psychological contract refers to the beliefs of the parties involved in an exchange relationship regarding their reciprocal obligations. Although psychological contracts can take different forms, the transactional and relational might be closely related to continuance commitment. Transactional contracts is described as more objective and based on principles of economic exchange while relational contracts as more abstract and based on principles of social exchange⁴². Furthermore, relational contracts are considered more relevant to normative commitment while transactional contracts might be implicated in the development of continuance commitment.

⁴² Meyer and Allen (1990)

*Meyer also refers to the possible role that early socialization experiences might have in the development of normative commitment. Socialization can carry with it all kind of messages about the suitability of particular attitudes and behaviours within the organization. Amongst these attitudes could be the idea that employees owe it to the organization to continue employment. Meyer and Allen assume **internalization** to be the process involved in the development of normative commitment during the early days of assuming employment with an organization.*

4. THE IMPORTANCE OF COMMUNICATION

With communication, someone can convey his wishes buried in his heart to others, whether through voice or motion, gestures of the body and so on.

In today's 21st century, the most important skills needed are communication skills – communication that will influence and organize employees towards a common purpose and to fulfil organizational objectives⁴³.

Based on the idea that communication is the key, first of all the organizations have to recognize the importance of **effective internal communication** and the appropriate use of channels for communication with employee and with enthusiasm, put in effort to achieve the organizational goals and objectives.

The internal communication builds long-term relationships with employees based on mutual satisfaction, it will strengthen employees' identification with their organizations, facilitate engagement and building *trust* among the employees as well as enhance business performance to influence customer behaviour which will directly affect revenue growth and profitability.

The various channels of communication used for **internal communication** include face-to-face meetings, videoconferencing or webcam conferencing, phone

⁴³ Novick, Morrow and Mays (2008)

calls and conference calls, voice mail, e-mail, instant messaging as well as **social media**⁴⁴.

4.1 THE ROLE OF SOCIAL MEDIA

social media - noun

/ˌsəʊ.ʃəl ˈmiː.di.ə/

Forms of media that allow people to communicate and share information using the Internet.⁴⁵

The universalization of social media has even penetrated the workplace, helped **communication**, which was impossible in the past, *communication that takes place in an organizational environment including sending and receiving messages between two or more people, between groups, or in one or several fields that influence organizational behaviour.*

It is believed that the first known use of the term “social media” occurred in 1997, as *"Internet-based applications that are based on the ideological and technological foundations of Web 2.0"*. On average the people spent six hour per day on Internet, including around two hours on social media. Continually, more

⁴⁴ Roebuck (2012)

⁴⁵ Cambridge Dictionary

and more people are using social media to connect with friends, family, search for business contacts, collaborate on work processes that cut across organizational hierarchies, create databases of social interests, and affiliations that may influence their buying decisions. This is the reason why, social media are becoming an indispensable part of our society, due to the social and technological innovation, and it cannot be ignored anymore in the workplace.

Social media has been underestimated due to the common opinion generated by the use of popular public sites defined as unproductive tool, but in recent years has caused business leaders to think about their effect on business processes. Companies have asked themselves how try to meet the increasing demand of new people generation (digital natives) - who see technologies such as social networking software as necessary for a productive work life - and provide social networking capabilities within an organizational environment.

Many employees now use social networks in the workplace to attract clients, develop relationship with business partners, and display their expertise, As adoption of these technologies grew, social media moved quickly, maybe is importance to ask *what combinations of new technology allow people to do things that were difficult or impossible to do without it?*

People percept the utility of a technology differently when the same technology is used in the workplace rather than outside of it. Believe that people perceive the

usefulness of technology differently when the same technology is used in the workplace rather than outside of it, it has permitted many companies to increasingly allow the use of social media networking in the workplace to improve business operations. Considering the use of social media in organizations as opposed to the use elsewhere, the main reasons that lead the employee to use social networks are attract clients, enhance relationship with business-partners, show their work experience, and evaluate the needs of the business. The goal of use social media inside the organization is to deliver business value for it to be considered efficient. Eight employees out of ten use social media for business related to: **internal messaging systems** famous for collaboration and productivity software: Skype, Slack, Microsoft's Teams & Planner typically include chat/messaging functionality, and have a focus on getting work done so file sharing is a must.

From employee perspective the beneficial to use social media in the workplace are inherent to take a break form work, contact family or friends, make a support connection professional, solve problems at work and build relationship with co-workers have been demonstrated to support widespread informal communication, even among people who do not know each other personally, learn about colleagues and ask work-related questions. From managerial point of view, the use of social media in the work place beneficial of monitoring the task assigned to their employee allowing them to understand which are the employee projects and

the activities that they are developing, it allow to be in contact with employee with direct supervision and employee not, create event, share information and knowledge. It is important to mention other instruments that best suite managerial utility shall be added to those previously mentioned, that are Webex, Anydesk and Jira.

Due to the increasing use of social media not only related to work-related outcomes but also of **traditional social media** as Facebook, LinkedIn, Twitter sites that offer functionality such as Groups and Company Sites that probably allows employees to join and maintain connections with employees throughout the organization, build internal relationship and maintaining relationships with former external clients, it have attract the attention of companies that been doing research to see how social networking can impact enterprise network and their social relations among people who share business interests and/or activities.

Companies decided to embraced social networking and developed in their own internal social networking sites, miming in look, feel and popular functionality in order to avoid the tensions created by the use of public sites, such as the potential they raise for proprietary information leakage, hierarchy problems when managers and employees become friends, or personal and work issues.

Within the platform you can often find blogs and wikis, as well as features through which social tagging and document sharing, when talking about social

technologies used for communication within the Enterprise, it is not important to distinguish between tools such as social networking, but to treat these individual tools as part of an integrated corporate Enterprise Social Media Platform (ESM). Also called corporate, private or intra-organizational social media platform with the aim of promoting collaborations across hierarchical and geographical structures within an organization.

4.2 INTRA-ORGANIZATIONAL SOCIAL MEDIA PLATFORM

Intra-organizational Social Media Platforms focuses on the use of online social networks or social relations among people who share business interests and/or activities are called **Enterprise social networking**⁴⁶.

Enterprise social networking (ESN) is a platform where everyone can participate and contribute in innovations and decision making, more efficient collaboration and content management set the ground for increased and enhanced participation, which leads to accelerating innovation, effective decision-making and **transparency in organization**⁴⁷.

The directive top-down management is less efficient, competitive advantage nowadays is not achieved through command, control, and operational excellence

⁴⁶ Wikipedia

⁴⁷ Durugbo (2012)

than through collaboration, communication, and management excellence⁴⁸. A competitive and innovative environment, necessitate the use of information technology as a hallmark for facilitating and enhancing project-based collaboration.

ESN, across organizations provides effective ways to identify and implement the projects⁴⁹, as a result, the interconnection between workers and cross-departmental projects work, allow to increase **agility** when team members share ideas, suggestions, action items, and opportunities; flexibility related to work elements including individual tasks; **productivity** thanks to the faster communication, easier collaboration, and content management lastly employee **satisfaction**⁵⁰.

It is clear that, the only presence of ESN does not create guarantee, organizations have to find ways that their employees accept these technologies and use them to meet their needs and the organization's needs⁵¹. The managerial support is one of the essential factors that allow ESN diffusion, they needs to understand and believe that using it at work will generate benefits, after all, they have to motivate and enforce employees to use it as well.

⁴⁸ Hertogh (2011), Lee (2012)

⁴⁹ Santos-Vijande et al. Sultan (2013)

⁵⁰ McKinsey (2009)

⁵¹ Lee and Chen (2011); McAfee (2006)

The successful adoption depend on the **congruence** between managers' and individual employees' perceived benefits of using it⁵². The ESN is considerate the business use of social software platforms - wikis, blogs, Facebook, Instagram, Twitter - that plays the same role of network effects as more people take part and easier ways for people to find what they are searching for⁵³. Additionally, if used in the right way it could be as one of the tools to promote inclusion and diversity in the organization, more rigours requirements for security. It could help build several types of awareness: **communication**, coordination, and **collaboration** awareness, as a consequence the effectively use can provides quality content and **engagement**.

Today, **communication** is dominated by numerous way, networking and relationships rather than hierarchical. Enterprise social networking site help individuals to share information and experiences with others within organization that increase the person's self-esteem, respect from others and feelings of commitment. Therefore, probably reinforce the feelings of **organizational citizenship** and creating an **organizational culture of sharing** have the potential to change the way employees work, interact, create value, enjoy and as a consequence contribute to the organization.

⁵² Al Debei (2013)

⁵³ McAfee (2006)

Communication is the prerequisite for collaboration, ESN provides a democratic architecture, which encourages people to share ideas and stimulate discussions, promote a **sense of community** and increasing the level of trust between them⁵⁴. The major strength is the **online communities**, so, the ability to bring people with similar backgrounds together. Facilitate the development/improvement of relationships among employees, creating new online communities and consolidating the existing **offline communities**. They create a sense of community by shaping employees' identities, which are useful for the formation of team's projects, then, for who work already on a project it can help to find others member, not just within organizations also directly connect with partner organizations' employees. The new type of user, who becomes an active contributor rather than a passive content receiver, is called **User 2.0**.

Interconnection is what keep **people engaged** at work and if well-projected organizational social networks can stimulate such relationships⁵⁵. Enterprise social networking facilitates the social, collaborative and developmental workplace experiences desired, in particular by young employees that improve decision making by allowing, those who would not otherwise be seen as authorities, have a voice with impact. The potential to engage and immerse employees in their work, demonstrate higher levels of performance and

⁵⁴ Salas- Fuma's and Sanchez-Asin (2013)

⁵⁵ Leader-Chivee'(2008)

commitment, the more engaged the workforce and the more organization would achieve the success.

Employee engagement is defined as a persistent, positive affective motivational state of fulfilment.

ESN contributes to create groups, administrative identities and knowledge sharing between employees of different teamwork both within and beyond the organization. The processes by which knowledge is created, acquired, communicated, shared, applied, and effectively utilized and managed, is called knowledge management. Knowledge has been confirmed as the major source of competitive advantage, increased frequency of knowledge transfer based on social media has improved employees' capability to solve problems in effective ways, which will ultimately enhance **work performance**.

4.2.1 Employees and managerial effectiveness

A good communication within the organization improves **employee effectiveness** at work: *employee's effectiveness is an employee effort to achieve agreed goals so that it can affect the company and the sustainability of the employees*. Increasing the effectiveness will bring progress for the company to be able to survive in a competitive business environment. Efforts to improve the effectiveness of the employees are the most serious management challenges, if there is a lower

effectiveness in work that can be improved by increasing the **emotional intelligence** of members of organizations.

Emotional intelligence *is the ability to feel, understand and effectively apply emotional sensitivity as a source of energy, information, connection, and human influence.* Emotional intelligence can create a dynamic atmosphere because all employees can control all egos, desires, and understand other employees.

High emotional intelligence and organizational communication possessed by company employees will be influenced by **transparent leadership styles**, namely **transformational leadership**.

Transformational leadership will make the emotional intelligence of each individual can be controlled properly, ensures mutually beneficial social relations with subordinates, change and motivate employees to improve their performance, so increase the effectiveness of the employees in the company.

Communication is the base of transformational leadership, if communication increases it will also increase transformational leadership. As well as transformational leadership is able to mediate the influence of emotional intelligence on employee effectiveness; so, emotional intelligence has a significant impact on employee effectiveness if mediated by transformational leadership, which means that the influence of emotional intelligence on employee effectiveness will be strengthened by the existence of transformational leadership.

The feelings of **authenticity, pride, attachment and fun** are the four key pillars of emotional intelligence:

Authenticity is felt in the organization when employees perceive what their company and its leaders say and what they do are aligned. Probably the most critical pillar, when authenticity is perceived to be high, the other three emotional pillars can be developed on this solid foundation. By contrast, if an organization an executive leader of the social media community is perceived as fake, would-be-followers become suspicious and view the attempts to create other emotional benefits as manipulative. Social media can help build authenticity when messages in the “virtual” world are consistent in the “physical” world.

Pride when form the company, employees felt the values and publically are recognize and appreciated their achievements, due to the competence helping the motivation of people to continue achieving the future objectives. Financial compensation and promotions are important, but gratitude and appreciation are also powerful motivators.

Attachment is felt when employees comprehend that they belong to a community with shared values and interests inside the company. Some values are directly related to work while others go beyond direct work-related interactions. In the

pre-social media world, social media users often do not consider time spent on non-work-related discussions as wasted time from a professional point of view. Contrary, when employees identify common non-work-related interests among each other and create affinity, they after all will start discussing work-related topics even outside of the work place, increasing the information exchange throughout the organization just as much as increasing traffic in the company's social media communities.

Fun is the fourth pillar, is the feeling of playfulness that employees experience when experimenting with new things at work. It's particularly important in an organization that wants to encourage innovation when the company must have to tend to lead to feelings of interest and safety among employees.

In order to build emotional intelligence and try extracting benefits from the internal use of social media, the company must have build emotional capital, before. This is the reason why; internal social media success isn't totally about the software but **build community first**. The highly efficient employee communities tend to be actively managed by leaders. Companies that lack such active community builders may be tempted to correct by making extensive investments in technological platforms to create communities.

The cold communities created by those actions, grow up without heart and spirit, as a consequence underutilize infrastructure, generate employee cynicism and reduce what little emotional capital was originally present. When companies deploying **social media internally**, first of all they should identify leaders who are authentic and who employees trust. Help those people develop social media skills and ask them to build social media communities, so build emotional capital. After all the companies are ready to deploy social media tools sequentially, starting with wikis and podcasts, and roll out social networking only after enough emotional capital has been built.

Information exchange, motivation, moral, reduced turnover are the instrumental benefits expected that only after emotional capital has been developed.

Who use internal social media to build emotional capital within their employees' communities obtain real benefits in terms of improved information flows, collaboration, lower turnover and higher employee motivation.

Helping emotionally harmony with leader, it reduces the power distance and helps them to build and maintain human bonds with a large group of employees more efficiently and identify themselves more readily with an organization.

4.3 ADVANTAGES AND DISADVANTAGE

Enterprise social networking websites helpful for informal networks crucial to collaboration between employees with different skill sets in knowledge. It allow effective collaboration essentially happen through informal networks of relationships earned by high-end knowledge workers rather than formal hierarchy communication. Whit out the impediment of office processes and formal communication, enterprise social networking sites foster a worker's visibility and make it possible for an open discussion.

One of the direct benefits of improved collaboration among workers is the management of knowledge organizational. The management of knowledge and effective transfer of skills through knowledge sharing is a highly desired attribute. Collaboration at work results in the development of organizational citizenship behaviors as behaviors not limited to performing what is required by the task-role, but promoting spontaneous behaviors.

Enterprise social networking sites could be used to evaluate the impact of opinion leaders in a communication, information network for the purpose of manage essential information to organizational effectiveness. Opinion leaders control the flow of formal and informal information inside and outside the workplace and give issues-solutions that are considerate appropriate to most people.

The benefit that deserves to be taken into consideration in the use of enterprise social networking websites is promote diversity and inclusion in an organization. It has been shown that the probability of communication and networking across informal groups increases with sense of similarities based on sex, race, or age. In terms of security, enterprise social networks tend to have rigorous requirements for authentication, and directory integration and could be combined with video conferencing, visual communications and other productivity tools. Enterprise social networks also provide a good alternative to organizational e-mails as an way to diffuse information and ideas in real time.

The disadvantage use enterprise social networks could appear effective where a degree of *trust* exists between management and the work force. Secondly, not for importance is the amount of investment to implement the platform and the awareness of having to create an organizational culture able to spur from the managerial point of view the use to draw the benefits.

5. CASE STUDY

Like in everyday life, the communication is the key, the leaders' that enhance internal communication, build long-term relationships with employees based on mutual satisfaction, it will strengthen employees' identification with their organizations, facilitate engagement and building trust among the employees as well as enhance business performance to influence customer behaviour which will directly affect revenue growth and profitability.

Social media principally used for social interaction had recently explored in terms of popularity not among mutual users, but also in organization. Well recognized for its potential, the cost effectiveness of social media and its facility to diffusing information across the World has made it an increasingly popular way to communicate in the workplace.

The role of social media is progressively gaining importance in the management perception because it is more than a communication channel, empowers leaders to enhance deepen connections with people within company. Adopting social media in the work environment have emerged with improved level of employee engagement and improved knowledge management and collaboration among so many benefits.

Employees who use social media are not just searching and sharing information but they consider them as a platform to meet friends, to get a sense of belonging and to develop relationships with other people.

Since the literature overview, the focus of the study is to acquire information related to whether internal communication through Enterprise Social Networking use has benefits or drawbacks in the workplace. It use have been part of a debate, seen as a source of reduced productivity, since it can be a waste of time, at the same times, it also can be seen as a source of high performance. Additionally, taking in consideration that in the year 2009 the 92% of 500 companies using at least one social media channel, a drastic increase over the 77% reported the year 2008. Especially in the light of recent essential needs to let employee to work in smart-working modality, it can answer the question of how important it was to have a good communication through internal social media and how trust previously established has let performance.

The Italian multinational company **Reply** born in Turin in the 1996 is the case study that best suited to this research as one of the company that redefined the concept of Employment Experience, Social Networking & Collaboration.

5.1 REPLY COMPANY

*“Reply is a company that specializes in Consulting, Systems Integration and Digital Services with a focus on the conception, design and implementation of solutions based on the new communication channels and digital media. Reply partners with key industrial groups in defining and developing business models made possible by the new technological and communication paradigms such as Big Data, Cloud Computing, Digital Communication, the Internet of Things and Mobile and Social Networking. In so doing, it aims to optimize and integrate processes, applications and devices”.*⁵⁶ – Reply Company

Reply operates in Europe and Main Offices in Germany, Italy and the UK, it offer is aimed at fostering the success of its customers through the introduction of innovation along the whole economic digital chain, it cover three areas of competence:

Processes: the understanding and the use of technology involves the introduction of a new enabling factor for business processes, based on an in-depth knowledge of both the market and the specific industrial contexts of implementation.

Applications: designs and develops application solutions aimed at meeting *core business* needs.

⁵⁶ www.reply.com

Technologies: optimizes the use of innovative technologies, creating solutions that are capable of guaranteeing operational efficiency and flexibility.

The three areas that Reply offers are **consultancy** on strategy, communications, processes and technologies; **systems integration** to use the full potential of technology and **application management** through monitoring and continuous development of software assets⁵⁷.

5.2 THE COICHE OF PARTECIPANTS

The use of qualitative research method is needed to answer descriptive questions, data used in this research include data generated from a Focus Group, which had a duration of two-hour/group semi structural interviews with employees, one unemployed, archival records, observation and dialogue. Interview, which took place via Microsoft Teams for all participants, were to provide the participants with opportunity to share their feelings and views regarding the subject matter.

The choice of participants are Reply employees that come from distinct Reply groups, so the object is to understand all shades of personal experience due to the presence of different variables that are: trust towards colleagues, trust towards

⁵⁷ www.reply.com

management, innovation, moral integrity, collaboration, communication, effectiveness, performance management, overall satisfaction and professional development. In this way, unintentionally the participants can compare their own situation with other participants, stimulating the discussions.

5.2.1 Research Questions

The research was created to allow an open discussion between participants during the Focus group. The seven open questions are followed by secondary questions that allowed the conduction of interview to rich the subject.

Research question 1: Which is the organisational structure of the company?

[A general question that aims to know the structure of the organization, the division of labour and coordination mechanisms, e.g. teamwork, cross project work, individual work].

Which are the professional figures inside of the team (team leader, project manager, technical leader)?

Research question 2: How important is trust within organization?

[In order to effectively leverage the benefits of trust within the workplace, this question aims to better understand of which referent/practice may be most relevant and important for enhance performance].

What are the reasons that have allowed establishing trust relationship/
distrust towards the company?

Do you think that communication and collaboration comes from a good
trust relationship?

Research question 3: Which are the instruments that the company used to
increase social collaboration/interaction?

[The intention of question is to know which is the way of company to enhance
interaction and collaboration with the aim of increase employee performance].

How often the communicational tools are used?

Do they help improve your job performance?

Research question 4: Is there use of social media/internal social network tools
within the company?

If yes, what purpose are they used?

Research question 5: Is there a propensity to "sacrifice" part of one's free time in
order to achieve business objectives?

[A question that helps to understand the level of organizational commitment and
employee effort available to the company, probably that comes from personal
experience due to the capacities of organization to create attachment and trust].

Research question 6: Do social media tools facilitate the exchange of communication and business information?

What are the business benefits that the company draws from the use of social media?

If social media is not allowed, do you believe that they can be damage to business communication, as well as, job performance?

Research question 7: In order to carry out work activities through smart working, how was important to have established a solid relationship a priori?

[Questions that try to understand the importance of build trust a priori, in the use of recent social media networking platform, which are the positive and negative effects of the smart working in the performance due to the antecedent relationships].

5.3 CONTRIBUTION OF THE STUDY

Thought the literature review and the qualitative research questions submitted to the participants, It will possible to confirm/contradict the theories, try to understand the real role of social media implemented internally associate to benefit/drawback actually undervalued.

The first two questions, submitted to the participants in the qualitative research, are complementary. The organization of the company may help to understand the dynamic directly linked to employee environment, communication and performance.

Question n. 1: *Which is the organisational structure of the company?*

Try to understand the organizational structure and organizational coordination of the company, allow to highlighting how the workers are organised (e.g. teamwork, alone working) as a consequence the identification of the leader that sometimes differ from the manager figure.

Research Question n. 1: The employee work in a team focused on specific projects, as well as they can have to establish relationship with other teamwork due to the presence of cross-project. The cross-project allow employee to work and interact with other team of the company. The organizational structure is based team project based on hierarchical model and the figure inside of each team are: manager that manager every single projects of each business unites, the business unites have some project, each project have a project manager that have responsibility with clients and technical leader identified as team leader that assign task, manage the team and it is the only one that have the opportunity to discuss with the project manager. The dynamic of this kind of team is structured,

characterise of a manager that is not associated to the figure of leader that occasionally see the face and the relationships is based principally on virtual-relationship (laziness manager) of course, it is not a fertile ground for a role of trust initiator. The identification of the leader is attributed to the technical leader, of course, that can only regulate the internal dynamic of the team without the power to enhance commitment, trust as well as performance.

As show up during the focus group, the structural organization of the team is identical, but the figure of the manager are opposed. It is characterized by the active presence of the manager (transformational leader) who in addition to interfacing with the customer, creates relationships with each individual member of the team thus creating the figure of leader always present without any delegation, as well as he is considerate initiator of communication, trust, effort and commitment.

Question n. 2: How important is trust within organization?

The literature review said that: the referent is important to understand trust that has a number of important benefits for organizations, the focal point of trust within an organization can differ as employees can trust co-workers but not manager or they can trust top management and not the work unit and each type of trust has different outcomes. In order to effectively leverage the benefits of trust within the workplace, there needs to be a better understanding of which referent/s

may be most relevant and important for such outcomes as performance. There is need of trust in workplace among peers, between employee and supervisor, supervisors, co-workers and top managers. Employee will reciprocate trust relations communicated by management, if on the other hand they reflect a lack of trust by top management employees will respond with distrust.

Indeed, managers action and behaviours provide the foundation for trust and that it is actually management responsibility to take the first step and intimate trusting relationships. Trust as an indispensable element that promotes effective co-operation and communication in well-functioning organizations. Managerial trustworthy behaviour is defined as volitional actions and interactions performed by managers that have to engender employees' trust in them.

Research Question n. 2: The figure of leader is usually associated to the projects manager recognising as a referent of trust for a part of the team, in this teamwork case the figure of manager is related exclusively on business questions based on virtual communication (Laissez-faire). On the other hand during the research other employee have highlight the trust reference on their manager as a leader reinforced by the figure of project manager due to the creation and instauration of real-relationship inside especially outside of the company. They voluntary explained their own trust that goes beyond the workplace. As the literature reviews the participant's see managers as trustworthy, their communication is

accurate and forthcoming. The adequate explanations and timely feedback on decisions lead increase levels of trust, evidently, managers who take the time to explain their decisions are likely to be perceived as trustworthy. Finally, open communication, in which there is an exchange thought and ideas freely between manager and employees, enhancing perceptions of trust emphasizes is on share and exchange ideas, satisfying and stimulate employee's higher-order needs (transformational manager). At the question, if you believe that communication is the basis of a relationship of trust, they said yes.

During the interview one sentence from the participant sum up the mining of trust and how it is related to employee performance: *"The creation of good friends relationship based on respect and mutual trust, allow to accept the amount of work that is often delegated by the manager without any doubts due to the reciprocal respect. Otherwise in the situation of distrust it will never be happened"*. At the spontaneous question: how important trust is? Impossible to work, the project work goes slowly, and looks for a new job as soon as possible.

This is the core of the relationship between communication and employee effort, based on trust.

Question n. 3: *Is there a propensity to "sacrifice" part of one's free time in order to achieve business objectives?*

Helps to understand the level of organizational commitment and employee effort available to the company, probably that comes from personal experience due to the capacities of organization to create attachment and trust. As it explained before the relationship between manager and employee based on mutual respect and trust must enhance organizational commitment as well as business performance.

Research Question n. 3: It is replaced in the previous questions due to the congruence of the answer.

The previous topic paved the way to introduce the third topic related to the importance of communication and the instruments that employee use.

The third and fourth questions, submitted are intentioned to know which is the way of company enhance communication with the aim of increase employee experience, as well as performance. The object is to understand the nature of the communicational instrument, when and how due to the different nature it could make the difference.

Question n. 4: *Which are the instruments that the company used to increase social collaboration/interaction?*

Literature review said that internal communication builds long-term relationships with employees based on mutual satisfaction, it will strengthen employees' identification with their organizations, facilitate engagement and building trust among the employees as well as enhance business performance.

Research Question n. 4: The participant talked about the instruments (social network) used in the company related to internal messaging system, each one is indispensable in the work place in relation of different applications. E-mail used for formal communication, Slack to have the opportunity to create a team group with an instant messaging in order to solve work related problems, Microsoft Teams and Skype for business that during the pandemic situation allow employee to best interact as they are in the workplace, Microsoft Planner to give the task and respect the time projects, Drop-box to share file and documents. Specifically from managerial perspective the tools are related to Webex, Anydesk important to come remotely on the employee desk and vice-versa, and Jira (agile job).

Question n. 5: *Is there use of social media/internal social networking tools within the company? If yes, what purpose are they used?*

The purpose of the research is to understand which is the social media networking utilised and which is the benefits.

Research Question n. 5: Unexpected, the social media are not disallowed, they thinking themselves that it is not necessary to stay connected, it is a waste of time and create distractions, that's why. If they can choose, they cannot use it. So oppositely theory that think the utility to use the social media on the work place so may be it is not founded.

Unexpectedly, Reply – **TamTamy X™** defined as “their social network”, as an enterprise social network solution based on intranet-platform, developed by the company to create employee experience attributing the work experience the main level of external competitiveness.

The participants of the group recognize the essentiality of the platform recently implemented. Thanks to the platforms they can participate on Reply events that in the particular occasions include all employee to participate on Reply Party, also events that are inherent to work related and social related topics. They can follow the workshop, webinars and sharing proposals, ideas and knowledge to the platform where all the employees interact. So a real platform where the employee, independently of the hierarchical level, can contribute in the social network to enhance communication, information and bring what is needed.

Question n. 6: *Do social media tools facilitate the exchange of communication and business information?*

Research Question n. 6: Absolutely yes, it can generate structural and organizational benefits. Reversing the question, do you believe that if the company takeout the platforms, it will be the same organizational communication? They said no. It is useful to solve bureaucracy issue, ask information, put problem under the attention of community manager's eyes, switch the place of events and webinar, and so on. Without doubts it can be replace by email, a big issue for the organizational communication.

Question n. 7: *In order to carry out work activities trough smart working, how was important to have established a solid relationship a priori?*

Research Question 7: Trough the case study of Reply Company that adopt internal social media platform and the possibility to use the social media inside the company, the question is become obvious, in the light of the recent happenings of pandemic situation, how the established trust relationship a priori have allowed the success of the smart working? The participants have explained the importance of the relationships established previously, allowing flexibility, trust and enhance the dynamic of collaboration. Another feedback that comes out is related to distrusted people, the smart working has facilitated the relationship behind the monitor where the interaction is based only on outcomes.

5.3.1 Reply - TamTamyX™ enterprise social network

How the enterprise social network TamTamy X suited the best the literature review, let's analyse the structure and the object.

The TamTamy X™ enterprise social network solution is Reply's response to the currently emerging storyline of communication, engagement, training and cooperation⁵⁸. A collaborative platform that utilise the potential of social media to help businesses, since 2007 that differ from the previous version.

The 2017 were the year in which Reply develop a new vision of TamTamy in TamTamy X, focused on Employee Experience. What is the employee experience?

The Employee Experience contains all aspects of interaction between the working ecosystem and the employee, having an influence on processes, tools and company organisation. They're elements that need to be reconsidered from an **"employee-centric"** perspective with the aim of improving the overall experience. Live in a century where the ways of interacting, in our personal sphere, technology and digitalisation are changing quickly. Similarly, digital employee expectations and work experience becomes, for companies, the main lever of external competitiveness and employee retention.

⁵⁸ www.reply.com

Reply decided to change from Involvement to Experience, the evolution from the employee engagement to employees on an emotional level in achieving objectives in the workplace, making them feel part of an inclusive structure. Today, however, it has become essential, to attract but also to maintain the workforce and to take care of the work experience. The principal elements that affect the perception are: achieving a balance between the working and personal sphere, the presence of multigenerational programmes, creating welcoming and flexible work spaces.

Enhancing people and relationships in everyday work, creating positive and encourage experiences during an employee's time within the company, determining their gratification.

The key is work-life balance (work and private life), a fundamental role in the creation of a new corporate culture, In this way, companies are committed to understanding the personal needs of their employees and their impact on working methods, introducing flexible time management and also favouring support tools to encourage while not sacrificing productivity. Applications and programmes dedicated to the employee's wellbeing, sharing services that facilitate daily performance, extra-working practices and other self-service technologies help to create a significant improvement in the overall experience.

5.4 CONCLUSION

Socialization is essential for growth and satisfaction in the workplace, whether inside or outside of the organization, social relationships with friends, family and co-workers are probably the greatest single cause of happiness⁵⁹.

The research on the **trust's area** has confirmed and demonstrated the existence of two categories of manager, one into which has the power to create relationships based on respect and mutual trust. It can be possible with the establishment of real-relationship inside and outside the company, believe in trust that goes behind the workplace.

Trust in manager and trust in organization were positively and significantly correlated, of course, manager is the figure of initiator that is strongly associated to trust. The employees evaluate the organizational environment when decide whether to place trust in management. If the structures, roles and climate define a trustworthy system employee will reciprocate trust relations communicated by management. If on the other hand, they reflect a lack of trust by top management employees will respond with distrust. Someone must make the first move, if the party would be establish trust through the reciprocal exchange of social benefits. From manager perspectives, initiate engaging in trustworthy behaviour pre-

⁵⁹ Argyle (2001)

emptively before the subordinate has demonstrated his or her worthiness. To extract the organizational benefits of trust, managers must be encouraged to make the first move. The action is related to adequate explanations and timely feedback on decisions, open communication in which there is an exchange thought and ideas. Trust is higher when employees are **satisfied**.

The understand of **communication** that builds long-term relationships with employees based on mutual satisfaction, it will strengthen employees' identification with their organizations, facilitate engagement as well as enhance business performance to influence customer behaviour which will directly affect revenue growth and profitability. The research confirms the importance of communication, analysing the role of the internal use of social media network. Regards to internal messaging system (e.g. Slack, Teams) can facilitate work-object in any facets, defined indispensable as a base of work-based activities. In contradiction of many theory that think the positive utilization of use the social media network (e.g. Facebook, Instagram) at the work place, generically associated a motivation such as break-work time, leisure, feel part of community. The research demonstrate that employees consider from their point of view the uselessness to stay connected, describing as the waste of time and creation of distractions.

The research touch with hand the need to have an **internal social network** (Enterprise) based on intranet-platform that break down hierarchical walls, create

employee experience attributing the work experience the main level of external competitiveness. It can contribute to enhance collaboration and innovation by supporting multidisciplinary team-working, sharing knowledge information, breaking down geographical barrier, solve bureaucracy issue, put problem under the attention of community manager's eyes, without doubts it can be replace by reducing email overload and cutting down on internal meetings thanks to mechanisms that allow people to discuss and tackle problems directly online.

Until today, companies have always reached the role that the customer takes on in business objectives by customer-centric approach. It is only until recently that attention has been paid to employees who can be turned into advocates, contribute to the organisation's performance.

Customer satisfaction has always been recognized as the key to an organization's economic success, now, company have realised that, in order to grow, it is not enough to put its target at the centre. To satisfy it at best, we must pay the same attention to the members of the company team, always at the first line of the representation of the company.

It's not just a phrase: the company of tomorrow will place more and more attention to the difference between the need and the genuine desire to work promoting engagement. **Employee experience** often considered the last aspect,

however, it is clear that employees are no longer content with monetary incentives but require a working environment.

This concept is explained by the submitting from the Reply Company itself, a questionnaires for business evaluation, Employee Survey. In order to improve Employee Experience, the survey is linked to various parameters: trust towards colleagues, trust towards management, innovation, moral integrity, collaboration, communication, effectiveness, performance management, overall satisfaction and professional development.

All the survey parameters may answer the question: *How happy and engaged are the employees?* The survey gave employees a voice, can reveal a great deal of information about employee perceptions that management can use to improve the workplace. Let a positive message to employees that their attribute value to the employee opinion. From managerial perspective could be insights into issues affecting their departments or business units that allow them to manage more effectively. With the results of employee engagement surveys, leaders can invest in growth-driven and if necessary change management by creating a stronger, more attractive culture of committed employees. The surveys close the circle turning back to the trust. Trust is established and develops over time. When employees trust, they will follow the company's goals.

Social media have revolutionized communication in people's lives, looking to the future, there are investment heavily in emerging technology, suggesting that further evolution in what "social media" is still to come.

ITALIAN SUMMARY

Le tematiche toccate nella stesura dell'elaborato, riguardano il ruolo delle piattaforme di social networking sulla comunicazione e sulla fiducia dal punto di vista manageriale.

Nel primo capitolo - TRUST - si è analizzata la fiducia, come questa sia un elemento indispensabile che stimola l'effettiva cooperazione e comunicazione in un'azienda ben funzionante.

Nel secondo capitolo - MANAGER AS INITIATOR OF TRUST - si è analizzata la figura del Manager come promotore della fiducia e quali siano gli eventuali problemi che ne derivano. Inoltre si è analizzata la caratteristica indispensabile associata alla Leadership Comportamentale.

Nel terzo capitolo - ORGANIZZATIONAL COMMITMENT – si analizza l'effetto della fiducia dei dipendenti sul raggiungimento degli obiettivi aziendali. Dimostrando che l'impegno e l'attaccamento psicologico individuale è direttamente proporzionale alla fiducia.

Nel quarto capitolo - THE IMPORTANCE OF COMMUNICATION – si analizza il ruolo e gli effetti positivi dei social media e social networking interni, sulla comunicazione aziendale e sulla qualità del lavoro migliorandone le performance.

Nel quinto capitolo - CASE STUDY - la ricerca qualitativa, sottoposta ai dipendenti Reply, conferma quanto sia importante aver realizzato una piattaforma di social networking, pensata per migliorare la comunicazione interna aziendale e

l'esperienza lavorativa. Incrementando il grado di soddisfazione dei dipendenti,
l'Employee Experience.

BIBLIOGRAPHY

Abhari, K., Saad, N. M., & Haron, M. S. (2008). Enhancing Service Experience through Understanding: Employee Experience Management. International Seminar on Optimizing Business Research and Information Technology. Jakarta.

Allen, N., & Meyer, J. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, pp 1-18.

Allen, N., & Meyer, J. (1996). Affective, continuance, and normative commitment to the organization: An examination of construct validity, pp 252-276.

Al Debei MM, Al Lozi E, Papazafeiropoulou A (2013) Why people keep coming back to Facebook: explaining and predicting continuance participation from an extended theory of planned behaviour perspective.

Argyle, M. (2001). *The psychology of happiness*. London; New York: Routledge.

A. R. Dennis, "Information exchange and use in group decision making: you can lead a group to information, but you can't make it think," *Mis Quarterly*, pp. 433-457, 1996.

A. R. Dennis, J. S. Valacich, C. Speier, and M. G. Morris, "Beyond Media Richness: An Empirical Test of Media Synchronicity Theory," *Proceedings of the 31th Annual Hawaii International Conference on System Sciences*, Hawaii, 1998.

Arrow K. (1974) *Limits of Economic Organization*. New York: Norton

Axelrod R. (1984) *The Evolution of Cooperation*. New York: Basic Books

Benton JM, Cantrell S, and Vey MA (2004) *Making the right investments in people*.

Blau, P.M (1964), *Exchange and Power in Social Life*, New York: Wiley

Buytendijk F, Cripe B, Henson R, and Pulverman K (2008) *Business management in the age of Enterprise 2.0: Why business model 1.0 will obsolete you*. (2008).

Dennis, A.R., Fuller, R.M. and Valacich, J.S. (2008), "Media, tasks, and communication processes: a theory of media synchronicity", pp. 575-600.

Douglas W.E. Creed and R.E. Miles (1996). Trust in Organizations – a conceptual framework linking organizational forms, managerial philosophies, and the opportunity costs of control, In Trust in Organizations, Frontiers of Theory and Research, R., ed. by Roderick M. Kramer and Tyler Tom, London: Sage Publications

Durugbo C. (2012) Modelling user participation in organisations as networks, pp 9230–9245

Hertogh SD, Viaene S, Dedene G (2011) Grounding principles to get the most out of Enterprise 2.0 investments: governing Web 2.0. pp 124–130

Hertogh SD, Viaene S, Dedene G (2011) Grounding principles to get the most out of Enterprise 2.0 investments: governing Web 2.0. pp 124–130

J. A. C. Baum and P. Ingram, "Survival-enhancing learning in the Manhattan hotel industry, 1898-1980," Management Science, pp. 996-1016, 1998.

Leader-Chivee' L, Hamilton BA, Cowan E (2008) Networking the way to success: online social networks for workplace and competitive advantage, pp 40–46

Lee SM, Chen L (2011) An integrative research framework for the online social network service. pp 259–276

Lee SM, Olson DL, Trimi S (2012) Co-innovation: convergenomics, collaboration, and co-creation for organizational values. *Manag Decis* 817–831

Mayer R.C, Davis J.H. and Schoorman F.D. (1995) An Integrative Model of Organizational Trust in *Academy of Management Review*, 709-734

McAfee, A.P. (2006), “Enterprise 2.0: the dawn of emergent collaboration”, *Engineering Management Review*, pp. 38-38. 21–28

McFadyen, M.A. and Cannella, A.A. Jr (2004), “Social capital and knowledge creation: diminishing returns of the number and strength of exchange”, *The Academy of Management Journal*, pp. 735-746.

McKinsey Quarterly (2009) Companies reporting benefits were more likely to be very large firms, those in business-to-business relationships, and hi-tech

companies. See Bughin J, Miller A “How Companies are Benefiting from Web 2.0

Madjar, N., Oldham, G. R., and Pratt, M. G. 2002. "Theres *no place like home?: The contributions of work and non-work sources of creativity support to employees creative performance*", *Academy of Management Journal*, Vol 45, pp. 757–767.

Nahapiet, J. and Ghoshal, S. (1998), “Social capital, intellectual capital, and the organizational advantage”, *Academy of Management Review*, Vol. 23 No. 2, pp. 242-266.

Santos-Vijande M, González-Mieres C, López-Sánchez JA (2013) An assessment of innovativeness in KIBS: implications on KIBS’ co-creation culture, innovation capability, and performance. *J Bus Ind Market* 28(2):86–102

Salas-Fumás V, Sanchez-Asin JJ (2013) Information and trust in hierarchies. *Decis Support Syst* 55(4):988–999

Tyler Tom R. and Kramer Roderick M. (1996) Whither Trust? In Trust in Organizations, Frontiers of Theory and Research, R., ed. by Roderick M. Kramer and Tyler Tom, Sage Publications, London

Tschannen-Moran, M. & Hoy, W.K. (1998). Trust in schools: a conceptual and empirical analysis. Journal of Educational Administration, 36(4), 334-352.

SITOGRAPHY

www.dictionary.cambridge.org

www.reply.com

www.wikipedia.org

www.reply.com/tamtamy-reply

www.investopedia.com