Investigating the Structural Equation Model of Factors Affecting the Enhancement of Organizational Trust in the Technical and Vocational Organization of Tehran Province

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Abstract

This study aims to investigate the factors influencing organizational trust within the Technical and Vocational Organization of Tehran Province. A mixed-methods approach was employed to comprehensively analyze the dynamics of organizational trust. The qualitative phase involved interviews with 10 experts, analyzed using grounded theory to identify key categories and relationships. For the quantitative phase, a sample of 250 employees and managers was selected using stratified random sampling from a population of 2,500. Data were collected using a structured questionnaire with a five-point Likert scale. Structural equation modeling (SEM) was conducted using SmartPLS to evaluate the proposed model's validity and predictive power. Reliability and validity were assessed through Cronbach's alpha, composite reliability (CR), average variance extracted (AVE), and discriminant validity tests, while structural model fit was confirmed using R^2 and Q^2 indices. The results demonstrated that contextual conditions, such as leadership style and organizational culture, significantly influence trust. Intervening conditions, including job security and equitable workplace practices, mediated the relationship between organizational strategies and trust. Strategies like empowerment and knowledge-sharing were identified as critical drivers of trust, contributing to positive outcomes such as enhanced employee commitment and reduced turnover intention. The structural model exhibited strong predictive power, with R^2 values ranging from 0.62 to 0.94 and Q^2 values exceeding 0.50 for most constructs, confirming its robustness and practical relevance. Organizational trust is a multidimensional construct shaped by leadership practices, cultural factors, and individual perceptions. The findings highlight the importance of transparent communication, equitable policies, and knowledge-sharing initiatives in fostering trust. These insights offer actionable strategies for enhancing trust in organizational settings, contributing to improved employee satisfaction and organizational resilience.

Keywords: *Organizational trust, leadership, knowledge-sharing, job security, structural equation modeling, Technical and Vocational Organization.*

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1. Introduction

Organizational trust is a cornerstone of effective and sustainable management, influencing a wide range of organizational outcomes. It is a multidimensional concept that encompasses trust in leadership, colleagues, and institutional structures. As organizations navigate increasing complexities, trust plays a crucial role in fostering collaboration, reducing conflicts, and enhancing job satisfaction. Scholars have extensively explored the dynamics of organizational trust, revealing its critical implications for organizational commitment, employee motivation, and performance [1, 2].

The concept of organizational trust has been studied across various settings, from educational institutions to corporate organizations. In the context of schools, trust among teachers and administrators enhances job satisfaction and academic optimism, thereby improving the overall educational experience [3]. Similarly, in the hospitality industry, trust in management has been linked to employees' affective responses and resilience during crises like the COVID-19 pandemic [4, 5]. These studies highlight the universal importance of trust in organizational environments, regardless of sector or industry.

Organizational trust is often discussed in relation to leadership styles, communication transparency, and organizational culture. Effective leadership is a vital determinant of trust, as leaders' behaviors significantly influence employees' perceptions of fairness, support, and reliability. Research by Kara and Sağbaş (2022) demonstrates that leaders who exhibit readiness for change and foster a supportive work environment enhance employees' organizational identification [6]. Similarly, inclusive leadership has been shown to positively impact teachers' perceptions of trust in school settings [7].

Transparency in communication is another critical factor in building trust. During the COVID-19 pandemic, transparent communication from leaders helped employees maintain trust in organizational processes, mitigating negative emotional and behavioral outcomes [5, 8, 9]. Moreover, studies like those by Paşamehmetoğlu et al. (2022) underscore the role of communication in addressing workplace ostracism and enhancing social capital through trust-building mechanisms [10].

Organizational culture also plays a pivotal role in shaping trust. A culture that prioritizes knowledge-sharing, innovation, and collaboration fosters higher levels of trust among employees. Bayat, Zakari, and Asadi (2021) found that trust significantly impacts knowledge commercialization in knowledge-based companies, emphasizing the importance of a supportive organizational environment [11]. In educational settings, a culture of trust not only improves teachers' job satisfaction but also enhances their organizational citizenship behavior [12, 13].

Educational institutions provide a unique context for studying organizational trust due to the critical role of interpersonal relationships and collective goals. Trust among teachers, administrators, and staff is essential for fostering a positive learning environment. Akbay and Zeybek (2023) examined teachers' organizational trust levels and found that trust significantly influences their professional behavior and job satisfaction [2]. Similarly, research by Ekşi et al. (2020) highlights the predictive role of organizational trust in teachers' life satisfaction, demonstrating its far-reaching implications [14].

In addition to its impact on individual outcomes, trust also influences organizational effectiveness in educational settings. Aygün (2021) explored the relationship between job satisfaction and organizational trust among physical education teachers, concluding that trust is a key driver of professional fulfillment and institutional loyalty [15]. Furthermore, studies like those by Okçu et al. (2023) emphasize the detrimental effects of leadership behaviors that erode trust, such as narcissistic leadership, on teachers' organizational commitment and well-being [16].

Despite its importance, building and maintaining trust in organizations is fraught with challenges. Factors such as workplace ostracism, unfair policies, and ineffective leadership can undermine trust, leading to negative outcomes like turnover intention and organizational cynicism [10, 17]. In public organizations, the complexity of vertical and horizontal relationships further complicates trust-building efforts [18]. However, these challenges also present opportunities for organizations to innovate and implement strategies that enhance trust.

The role of innovation management in fostering organizational trust has been particularly highlighted in recent research. For instance, Bashang and Puttanna (2023) demonstrated that innovation management positively influences teachers' work consciousness and trust in English language schools [19]. Similarly, studies on knowledge transfer in public libraries reveal that trust and individual motivation are crucial for effective tacit knowledge sharing [20]. These findings underscore the potential of innovative practices to address trust deficits and promote organizational success.

Given the critical role of trust in organizational dynamics, this study aims to investigate the factors influencing organizational trust within the Technical and Vocational Organization of Tehran Province.

2. Methodology

This research is categorized as developmental and follows an exploratory-descriptive approach. A combination of inductive and deductive reasoning underpins the study's methodology. It employs a mixed-methods design, integrating qualitative and quantitative approaches to provide a comprehensive understanding of the factors influencing organizational trust.

The qualitative phase involves subject matter experts in the field of organizational trust and management. A purposive sampling strategy was employed until theoretical saturation was achieved, with 10 experts contributing to this phase.

For the quantitative phase, the statistical population consisted of all managers and employees of the Technical and Vocational Organization of Tehran Province, totaling 2500 individuals. Based on Cochran's formula and the Morgan table at a 5% error level, a sample size of 250 participants was determined. Stratified random sampling was utilized to ensure the representation of various organizational units within the population.

The qualitative phase utilized in-depth semi-structured interviews with experts. These interviews were designed to explore nuanced perspectives and identify key factors influencing organizational trust. The interview data were transcribed and analyzed using grounded theory, incorporating open, axial, and selective coding processes.

In the quantitative phase, data were collected through a structured questionnaire developed by the researcher. The questionnaire was designed based on the findings of the qualitative phase, ensuring alignment with the study's conceptual framework. It consisted of closed-ended questions measured on a five-point Likert scale, ranging from "strongly disagree" to "strongly agree." The validity of the questionnaire was established through expert review, and its reliability was confirmed with a Cronbach's alpha coefficient above the acceptable threshold of 0.7.

Qualitative data analysis followed the principles of grounded theory. Open coding involved conceptualizing the data by labeling phenomena, identifying recurring patterns, and categorizing similar concepts. Axial coding was employed to establish relationships between categories, focusing on core phenomena and their causal conditions, contextual factors, intervening variables, strategies, and outcomes. Selective coding integrated these findings into a cohesive theoretical framework, explaining the dynamics of organizational trust enhancement.

Quantitative data were analyzed using descriptive and inferential statistics. Descriptive analysis provided a demographic profile of the sample and summarized key variables. Inferential analysis tested hypotheses and examined the structural model using Partial Least Squares Structural Equation Modeling (PLS-SEM). The analysis was conducted using Smart PLS software, allowing for the assessment of relationships between latent variables and the model's overall fit.

3. Findings and Results

In the qualitative phase, the experts who participated in the study included three individuals with doctoral degrees and seven with master's degrees. Among these experts, three held managerial positions, and seven were employees. Regarding work experience, six experts had between 21 and 25 years of service, while four had more than 26 years of experience. Additionally, the gender distribution showed that two of the experts were women, and eight were men. This diverse group of experts provided a robust foundation for qualitative data collection and analysis.

In the quantitative phase, the sample included 79 managers (32.1%) and 167 employees (67.9%) from the Technical and Vocational Organization of Tehran Province. The gender distribution indicated that 59 participants (24%) were women, while 187 (76%) were men. Regarding educational qualifications, 178 participants (72.4%) held bachelor's degrees, 62 participants (25.2%) held master's degrees, and six participants (2.4%) had doctoral degrees. In terms of work experience, the majority (26%) had 16 to 20 years of service, with 30 participants having 1–5 years, 38 participants having 6–10 years, 52 participants having 11–15 years, 64 participants having 16–20 years, 41 participants having 21–25 years, and 21 participants having more than 26 years of experience. This demographic distribution ensured a diverse and representative sample for the quantitative analysis.

The qualitative findings of this study were derived from a detailed coding process using grounded theory methodology. The identified codes were categorized into broader themes representing various aspects of organizational trust among the employees of the Technical

and Vocational Organization of Tehran Province. Table 1 summarizes the findings

Table 1. The Results of Qualitative Analysis

Identified Codes	Categories
Causal Conditions	
Organizational factors, social structure, environmental factors	External factors
Personal factors, honesty, commitment, extraversion	Individual factors
Identity, human stability, transparency, information sharing	Cohesion and integration
Central Phenomenon (Core Category)	
Reliability, trust as a belief, trust as a decision	Organizational trust
Trust based on promise and commitment, trust based on capability	Dimensions of trust
Contextual Conditions	
Knowledge-sharing culture, trust-oriented culture, innovative culture, participative culture	Knowledge management culture
Trust-building, creating communication, exchange of views and values, prioritizing collective goals	Leadership
Job satisfaction factors, nature of work, individual factors	Job satisfaction
Emotional commitment, continuous commitment, normative commitment, conditions for creating organizational commitment	Organizational commitment
Strategies	
Sense of competence (self-efficacy), sense of autonomy (having choice), sense of impact (effectiveness), sense of meaningfulness (value), sense of trust (security), teamwork in empowerment	Empowerment
Intervening Conditions	
Job security, career development, prevention of discrimination	Job satisfaction
Organizational policies, supervisory style	Management style
Cultural characteristics, modeling cultural change	Culture-building
Outcomes	
Stimulating organizational growth, reducing absenteeism and turnover	Organization
Interpersonal cohesion, reducing disagreements among employees	Employees

The findings illustrate that organizational trust is shaped by a complex interplay of individual, organizational, and external factors, with reliability emerging as the central phenomenon. Contextual conditions such as leadership, knowledge-sharing culture, and organizational commitment were found to significantly influence trust dynamics. Strategies like empowerment and cultural interventions play a vital role in fostering trust, while job satisfaction and management style act as key intervening conditions. The outcomes highlighted include enhanced organizational growth, reduced absenteeism, and improved interpersonal cohesion among employees.

The structural equation model was designed using software, where the criteria and symbols RS, BS, FC, IS, SS, and CS were designated for the main and subcategories of causal conditions, contextual conditions, central phenomenon, intervening conditions, strategies, and outcomes, respectively. To assess the homogeneity of the reflective measurement model, factor loadings of observable variables were analyzed. According to researchers such as Hair et al. (2017), the absolute value of factor loadings for each observable variable corresponding to a latent variable should exceed 0.7 to ensure the validity of the model. The results showed that all observable variables demonstrated factor loadings above 0.7, indicating high validity and homogeneity of the measurement model. This finding suggests that the model is appropriately fitted, with no need for further modifications or adjustments. Additionally, the high factor loadings confirm that the relationships between observable and latent variables are strong, providing evidence of the structural robustness of the model (Table 2).

Table 2. Factor Loadings

Category	Code	Factor Loading	Category	Code	Factor Loading
Contextual Conditions	BS1	0.729	Intervening Conditions	IS1	0.996
	BS2	0.733		IS2	0.892
	BS3	0.766		IS3	0.994
	BS4	0.812		IS4	0.980
	BS5	0.803		IS5	0.984

	BS6	0.769		IS6	0.989
	BS7	0.890		IS7	0.990
Causal Conditions	RS1	0.911	Strategies	SS1	0.800
	RS2	0.912		SS2	0.853
	RS3	0.908		SS3	0.852
	RS4	0.900		SS4	0.791
	RS5	0.909		SS5	0.791
	RS6	0.903		SS6	0.787
	RS7	0.903	Outcomes	CS1	0.964
	RS8	0.948		CS2	0.906
	RS9	0.815		CS3	0.924
	RS10	0.817		CS4	0.879
	RS11	0.903			
Central Phenomenon	FC1	0.953			
	FC2	0.979			
	FC3	0.917			
	FC4	0.986			
	FC5	0.955			

The evaluation of the model through the t-statistics and p-values of latent and observable variables confirms the robustness and validity of the proposed structural equation model. The t-statistics for all items are above the critical value of 1.96, with corresponding p-values of 0.000, indicating statistically significant relationships across the model's components. Table 3 summarizes these results:

Table 3. The results of t-test

Category	Code	Standard Error	t-Statistic	p-Value	Category	Code	Standard Error	t-Statistic	p-Value
Contextual Conditions	BS1	0.033	22.215	0.000	Intervening Conditions	IS1	0.001	1,350.467	0.000
	BS2	0.031	23.375	0.000		IS2	0.010	86.606	0.000
	BS3	0.027	28.306	0.000		IS3	0.001	1,090.925	0.000
	BS4	0.018	44.108	0.000		IS4	0.004	243.642	0.000
	BS5	0.017	47.887	0.000		IS5	0.002	651.802	0.000
	BS6	0.026	29.829	0.000		IS6	0.001	937.578	0.000
	BS7	0.013	68.920	0.000		IS7	0.001	786.638	0.000
	BS8	0.013	71.453	0.000	Causal Conditions	RS1	0.008	107.105	0.000
	BS9	0.024	32.564	0.000		RS2	0.008	113.293	0.000
	BS10	0.016	51.101	0.000		RS3	0.011	79.026	0.000
	BS11	0.022	35.981	0.000		RS4	0.010	92.588	0.000
Outcomes	CS1	0.007	144.953	0.000		RS5	0.014	64.974	0.000

For contextual conditions, the t-statistics range from 22.215 to 71.453, with low standard errors, reflecting high precision. Intervening conditions demonstrate exceptionally high t-statistics, such as 1,350.467 for IS1 and 937.578 for IS6. Causal conditions also show robust t-values, such as 218.238 for RS14 and 113.658 for RS15, reinforcing their significance in explaining organizational trust dynamics.

Outcomes such as CS1 (t = 144.953) and CS3 (t = 76.867) confirm the model's predictive power. The central phenomenon and strategies exhibit strong t-statistics, emphasizing their pivotal roles. Overall, the high t-values and consistent significance across all paths confirm the model's theoretical robustness and practical applicability. This evaluation ensures both the fit and validity of the model without the need for further modifications.

The reliability and convergent validity of the model were evaluated using Cronbach's alpha, Composite Reliability (CR), and Average Variance Extracted (AVE). For reliability assessment, Cronbach's alpha was calculated by measuring the variance of scores for each subset of questionnaire items and the total variance. Convergent validity was assessed using AVE, while the thresholds for acceptable values were set as follows: CR > 0.7, CR > AVE, and AVE > 0.5. Table 4 presents the results:

Table 4. Convergent Validity and Reliability Assessment

Latent Variables	Cronbach's Alpha	Average Variance Extracted (AVE)	Composite Reliability (CR)

Strategies	0.904	0.660	0.921
Contextual Conditions	0.968	0.683	0.972
Causal Conditions	0.975	0.800	0.978
Intervening Conditions	0.991	0.952	0.993
Central Phenomenon	0.978	0.919	0.983
Outcomes	0.938	0.844	0.956

The results show that Cronbach's alpha for all latent variables is greater than 0.7, confirming the reliability of the model. Furthermore, the AVE values are greater than 0.5, indicating strong convergent validity. Additionally, the CR values are greater than both AVE and 0.7, supporting the model's goodness of fit and further validating its robustness.

Discriminant validity was tested using the Fornell-Larcker criterion. According to this criterion, a latent variable must exhibit greater variance among its own observed variables than with other latent variables. This is confirmed when the square root of the AVE for a latent variable is higher than its maximum correlation with any other latent variable. Table 5 displays the results:

Table 5. Discriminant Validity Assessment (Fornell-Larcker Criterion)

Variable	Strategies	Contextual Conditions	Causal Conditions	Intervening Conditions	Central Phenomenon	Outcomes
Strategies	0.813					
Contextual Conditions	0.676	0.826				
Causal Conditions	0.737	0.670	0.894			
Intervening Conditions	0.614	0.544	0.580	0.976		
Central Phenomenon	0.684	0.518	0.570	0.593	0.958	
Outcomes	0.687	0.440	0.318	0.663	0.580	0.919

The Fornell-Larcker test results confirm that the square root of AVE for each latent variable is higher than its correlations with other latent variables. This indicates that the model possesses strong discriminant validity, confirming that each latent variable captures a unique construct.

Both the convergent and discriminant validity assessments verify the appropriateness of the measurement model, providing strong evidence for its reliability and fit.

Another criterion for assessing the structural model is its predictive ability. This is evaluated through the Q^2 statistic, which measures the model's capability to predict endogenous latent variables using a blindfolding procedure. Positive values of Q^2 indicate that the structural model has adequate predictive quality. For the Q^2 statistic, thresholds of 0.02, 0.15, and 0.35 are interpreted as weak, moderate, and strong predictive power, respectively. Table 6 shows the Q^2 values for the model:

Table 6. Q^2 Results

Q^2 (1-SSE/SSO)	SSO	SSE	Variable
0.604	2,142.000	847.948	Strategies
0.619	5,712.000	2,178.975	Contextual Conditions
-	3,927.000	3,927.000	Causal Conditions
0.880	2,499.000	298.791	Intervening Conditions
0.734	1,785.000	475.629	Central Phenomenon
0.488	1,428.000	730.424	Outcomes

The results from Table 6 indicate that the predictive ability (Q^2) of the model for variables exceeds 0.50, signifying a strong predictive power. This confirms that the structural model is well-suited for predicting the dependent variables and exhibits robust structural validity.

In refining the model, observable variables with factor loadings below 0.7 were removed to achieve an optimal fit and avoid incorrect modeling. As shown in Diagram 4-2, the standardized coefficients (before and after refinement) and their corresponding t-statistics were analyzed. Since all factor loadings exceeded 0.7, no significant modifications were necessary, confirming the model's adequacy without further corrections.

The Goodness-of-Fit (GOF) index is a comprehensive measure used to evaluate the overall fit of structural equation models. This criterion, introduced by Tenenhaus et al.

(2004), allows researchers to assess the quality of the entire model by integrating the measurement and structural components. Wetzels et al. (2009) proposed thresholds for GOF values as 0.01 (weak), 0.25 (moderate), and 0.36 (strong). Table 7 presents the communalities and R^2 values for the constructs:

Table 7. GoF Index Results

Construct	Communality	R^2	GOF
Strategies	0.491	0.855	0.18
Contextual Conditions	0.528	0.942	
Intervening Conditions	0.661	0.860	
Central Phenomenon	0.786	0.940	
Outcomes	0.573	0.620	

Using the formula for GOF and substituting the mean squared values for communalities and R^2, the overall GOF value was calculated as 0.18. This indicates that the overall fit of the research model is moderate to strong, demonstrating a satisfactory level of model adequacy.

The coefficient of determination (R^2) quantifies the proportion of variance in the dependent variable that can be explained by the independent variables in the model. However, a key limitation of R^2 is its tendency to overestimate the model's success, as it does not account for the number of independent variables or sample size. To address this, some researchers prefer the adjusted R^2, which provides a more accurate estimate by adjusting for the number of predictors and sample size. The results of the R^2 and adjusted R^2 values for the dependent variables are summarized in Table 8:

Table 8. R^2 and Adjusted R^2 Results

Variable	R^2	Adjusted R^2
Strategies	0.855	0.855
Contextual Conditions	0.942	0.941
Intervening Conditions	0.860	0.859
Central Phenomenon	0.940	0.940
Outcomes	0.620	0.619

The adjusted R^2 values for strategies, contextual conditions, intervening conditions, central phenomenon, and outcomes were 0.855, 0.941, 0.859, 0.940, and 0.619, respectively. These values indicate that between 60% and 94% of the variance in these dependent variables is explained by the independent variables in the model. This high level of explained variance confirms the robustness of the structural model.

The final model of the research integrates all significant relationships and constructs identified in the study. The strong R^2 and adjusted R^2 values across all variables affirm the model's predictive power and validity. The model successfully explains the complex interrelationships among strategies, contextual conditions, intervening conditions, the central phenomenon, and outcomes, demonstrating its applicability for understanding and enhancing organizational trust in the studied context.

The results validate the proposed theoretical framework and provide actionable insights for implementing trust-building strategies in organizational settings.

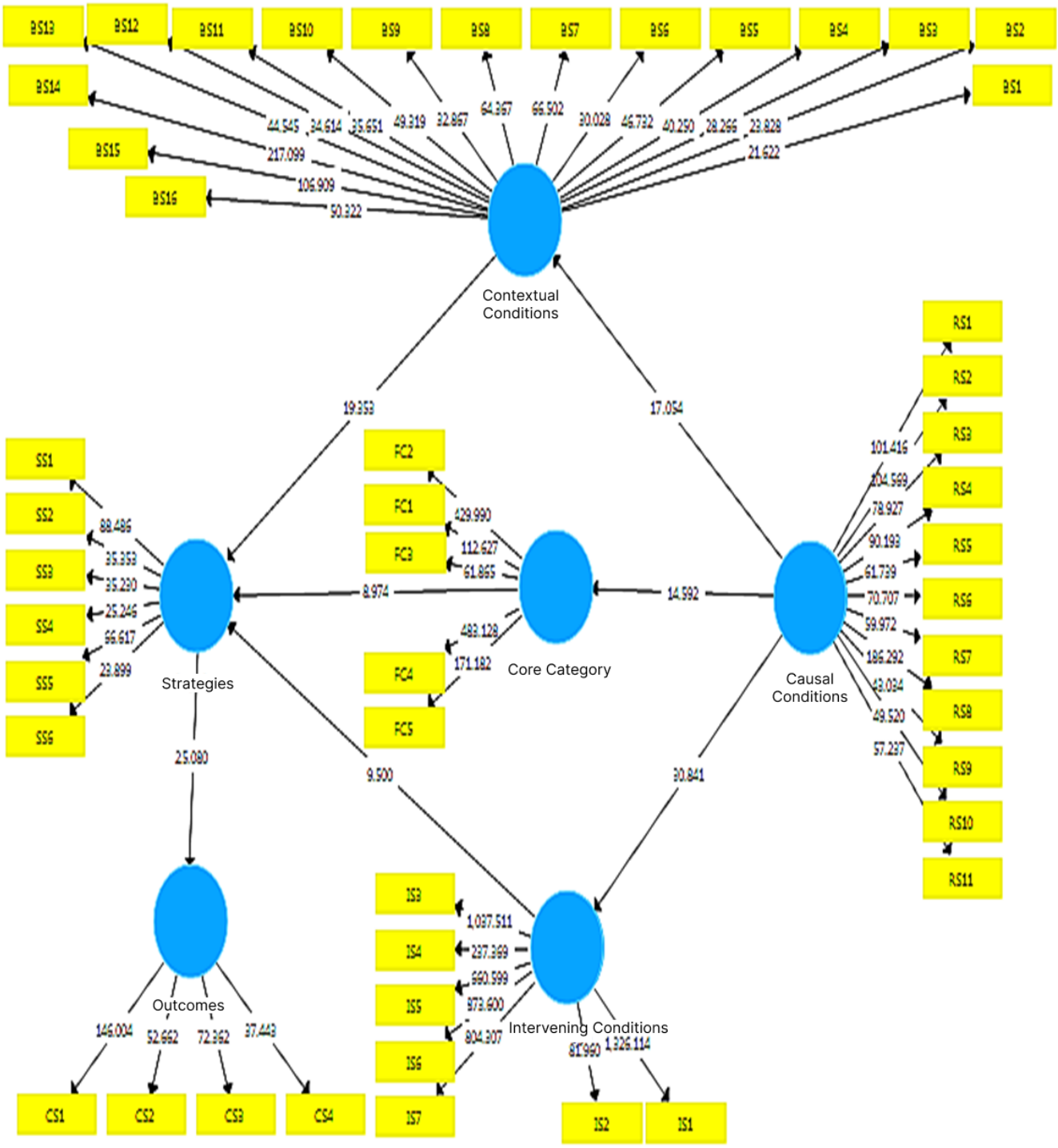

Figure 1. The Final Model of The Study

4. Discussion and Conclusion

The findings of this study provide critical insights into the factors influencing organizational trust within the Technical and Vocational Organization of Tehran Province. The structural equation model revealed significant relationships between causal conditions, contextual conditions, intervening conditions, strategies, and outcomes. These results validate the proposed model, which highlights the complex interplay of organizational, cultural, and individual factors in shaping trust.

The study's results indicate that contextual conditions, including leadership style and organizational culture, are

significant predictors of trust. The high predictive power of contextual conditions aligns with prior research emphasizing the role of supportive leadership and collaborative cultures in fostering trust [2, 7]. For example, leaders who prioritize transparency and inclusivity enhance employees' perceptions of fairness and reliability, as demonstrated by Kara and Sağbaş (2022).

Intervening conditions, such as job security and workplace relationships, emerged as critical mediators in the trust-building process. This finding supports the work of Hasche et al. (2021), who highlighted the importance of interpersonal trust in both vertical and horizontal relationships within organizations [18]. Similarly, the study's results resonate with findings from Lee and Li (2021), which emphasize the impact of secure and transparent communication on employee trust, particularly during organizational crises [5].

The central phenomenon—organizational trust—was strongly influenced by strategies like empowerment and knowledge-sharing. These strategies align with previous studies demonstrating that initiatives fostering autonomy and collaboration significantly enhance trust. For instance, Bayat et al. (2021) found that trust facilitates knowledge commercialization in knowledge-based companies, underscoring its value in driving organizational success [11].

Outcomes of organizational trust, such as reduced turnover intention and enhanced employee commitment, were consistent with existing literature. Research by Tosun (2023) and Zhao et al. (2022) similarly highlights the role of trust in reducing turnover and improving job satisfaction [13, 17]. Furthermore, the study's findings are supported by Guzzo et al. (2021), who reported that trust positively influences employees' resilience and emotional responses to workplace challenges [4].

The study's findings underscore the multidimensional nature of organizational trust, as influenced by individual, organizational, and contextual factors. For example, the significant role of leadership strategies in shaping trust can be explained by their direct impact on employees' perceptions of organizational fairness and support. This aligns with research by Çobanoğlu (2020) and Sharieff (2021), who found that transparent leadership and open communication are critical for maintaining trust [9, 21].

The predictive power of intervening conditions highlights the importance of addressing job security and equitable workplace practices. These findings support the argument by Ekşi et al. (2020) that organizational health and trust are closely linked [14]. Furthermore, the study reinforces the view that cultural elements, such as knowledge-sharing and innovation, serve as foundational pillars for building trust, as evidenced in prior studies [11, 20].

The strong relationships between trust and its outcomes, such as employee commitment and reduced turnover, underscore the practical implications of fostering a trust-rich environment. These findings are consistent with research by Manzoor (2023), which emphasizes the pivotal role of trust in enhancing employee loyalty [22]س. Additionally, the connection between trust and knowledge-sharing supports previous findings by Bostanci and Bülbül (2019), who highlighted the link between trust and academic optimism in educational institutions [3].

Despite its contributions, this study has several limitations. First, the sample was limited to the Technical and Vocational Organization of Tehran Province, which may limit the generalizability of the findings to other organizations or regions. Second, the study relied on self-reported data, which could introduce biases such as social desirability or recall bias. Third, while the mixed-methods approach provided comprehensive insights, qualitative data were limited by the purposive sampling strategy, which may not fully capture diverse perspectives.

Future research should expand the scope of this study by including different organizational settings and geographic regions to enhance the generalizability of the findings. Longitudinal studies could also provide deeper insights into the causal relationships and long-term effects of trust-building strategies. Additionally, future studies might explore the role of technological advancements, such as digital communication tools, in shaping organizational trust.

Organizations should prioritize transparent communication and inclusive leadership practices to build and maintain trust. Strategies like fostering a culture of knowledge-sharing and offering professional development opportunities can enhance employee engagement and organizational commitment. Additionally, addressing job security and creating equitable workplace policies will further strengthen trust and contribute to a more resilient organizational environment.

Authors' Contributions

Authors equally contributed to this article.

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Declaration of Interest

The authors report no conflict of interest.

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Ethical Considerations

All procedures performed in this study were under the ethical standards.

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