University of Tartu

School of Economics and Business Administration

Angelika Lebedev

INTERNAL COMMUNICATION, TRUST AND WORKPLACE ATTACHMENT – A CASE OF THE MINISTRY OF RURAL AFFAIRS OF THE REPUBLIC OF ESTONIA

Master`s Thesis

Supervisor: assistant Kersti Kõiv

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                                                                  Kersti Kõiv

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I have written the Master`s Thesis myself, independently. All of the other authors' texts, main viewpoints and all data from other resources have been referred to.

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Angelika Lebedev

Abstract

This thesis aims to find an answer to the question how internal communication and trust influence workplace attachment in the Ministry of Rural Affairs of the Republic of Estonia (the Ministry). Trust in this thesis is examined on two levels: colleagues in a department and the organization. Communication Satisfaction Questionnaire was used and further elaborated in order to measure the level of internal communication. In addition, place dependence together with place identity were addressed to explore the attachment in the Ministry. Combined research method was used – the data was gathered through an online questionnaire and by interviews. Although previous research has stated the importance of trust, internal communication and attachment to an organization, there does not seem to be sufficient studies about all three variables examined together. This study is based on the initial analysis (correlation, mean), direct and indirect effect and interviews. Outcome indicates strong positive correlation between internal communication, trust and attachment, whereas communication climate and quality together with departmental and organizational trust affect attachment at the workplace.

Keywords: trust, internal communication, communication, management, attachment at the workplace.

1. Introduction

As people are every organization`s most valuable resource it is important to study their needs and try to offer them enjoyable working environment. Employees wish to be valued at the organization and feel that they are included to the decision making process. This helps to generate trust towards the employer as well as achieve better results. To achieve maximum capability and productivity internal communication is an indispensable tool (Tourish & Hargie, 2009; Welch, 2013; Marchalina & Ahmad, 2017). Enjoyable working environment includes communication flow in every direction inside the organization. Trust is produced by adequate communication amongst all employees on all levels (Togna, 2014; Luthra & Dahiya, 2015). At the same time, trust influences communication flow, because people who trust the organization are more willing to accept the messages coming through communication (MacKeracher, Diedrich, Gurney & Marshall 2018).

Both, in private and public sector, most important aspect is effectiveness of a company or an organization. Although the Ministry`s main aim is not to receive revenue, it needs its employees to perform at their maximum capability and productivity. Prior research has concluded that trust, internal communication and attachment play an important role in achieving this. For example, better communication in organizations is directly linked to organizational success, effectiveness and performance (Grunig, 1992, 2006, 2011; Downs & Adrian, 2004; Tourish & Hargie, 2004, 2009; Welch, 2013; Hakanen, Häkkinen & Soudunsaari, 2015; Marchalina & Ahmad, 2017). There is quite a lot of research which shows that trust also influences performance and organizational effectiveness (Gillespie & Mann, 2004; Colquitt, Scott & LePine, 2007; De Jong, Dirks & Gillespie, 2016; Costa, Fulmer & Anderson, 2018; Jiang & Shen, 2018), although there are also some who claim there might be a negative impact (Langfred, 2004). Other researchers state that attachment at the workplace raises employees` level of performance and efficiency (Goksenin, 2009; Ng, 2015; Scrima, 2015; Ronen & Zuroff, 2017).

Through years, there has been a lot of research into trust (Cook & Wall, 1980; Fukuyama, 1995; Togna, 2014; Costa *et al*., 2018; De Jong *et al*., 2016) in an organization. Internal communication has been under inspection by many researchers as well (Tourish & Hargie, 1996, 2004, 2009; Quinn & Hargie, 2004; Tkalac Verčič, Verčič & Sriramesh, 2012; Togna, 2014; Men, 2015; Tkalac Verčič & Pološki Vokić, 2017). Also attachment

separately has been investigated in depth (Milligan, 1998, 2003; Hidalgo & Hernández, 2001; Ramkissoon, Weiler & Smith, 2012; Seamon, 2013). Nevertheless, there does not seem to be material about these concepts examined together, although it is possible to find a few indications to the connections in different theoretical approaches (Quinn & Hargie, 2004; Puusa & Tolvanen, 2006; Costa & Anderson, 2011; Rioux & Pignault, 2013, Stefaniak, Bilewicz & Lewicka, 2017; Costa *et al.*, 2018). This thesis` research cap lies in the fact that all three concepts (trust, internal communication, attachment) have not been thoroughly investigated together. Mostly relations between either trust and internal communication, trust and workplace attachment or internal communication and workplace attachment have been in focus – combinations of two, but not so much by all three together. At the same time, all three variables help to raise the level of performance, which is essential to any organization or a company. This thesis does not concentrate on performance separately due to limited format. Although the focus laid on the Ministry is meant for rather smaller audience, for example people looking into public sector institutions, this thesis helps to provide new grounds with theoretical background to future research by analyzing trust, internal communication and workplace attachment together at the same time.

Combined research method was used, meaning the data was gathered through an online questionnaire and by interviews. Initial analysis (correlation, mean) and path analysis, as well as interviews were used to achieve the aim of this thesis.

This paper consists of mostly used literature review. Main authors on the subjects of internal communication, trust and attachment together with their research are mentioned. This is succeeded by overview of methods used and data collected which in return is formulated into results and analysis. Before the conclusion discussion is presented.

2. Literature review

2. 1. Trust

Many scholars have been researching the nature of trust for years, although each of them has had a separate focus on the concept, see Table 1 (e.g. Cook & Wall, 1980; Fukuyama, 1995; Mayer, Davis & Schoorman, 1995, 2007; Lewicki, McAllister & Bies, 1998; Adams & Sartori, 2006; Fulmer & Gelfand, 2012; Togna, 2014; Costa *et al.*, 2018).

Table 1. Focus of studies about trust.

Authors	Main focus	Title of the source
Cook & Wall, 1980	Trust, trustworthiness and ability	"New work attitude measures of trust, organizational commitment and personal need non-fulfilment"
Fukuyama, 1995	Trust as social capital	"Trust: The social virtues and the creation of prosperity"
Mayer, Davis & Schoorman, 1995, 2007	Trust and vulnerability	"An Integrative Model of Organizational Trust; An integrative model of organizational trust: Past, present, and future"
Lewicki, McAllister & Bies, 1998	Trust and distrust	"Trust and Distrust: New Relationships and Realities"
Adams & Sartori, 2006	Trust in military teams and leader	"Validating the trust in teams and trust in leaders scales"
Fulmer & Gelfand, 2012	Trust and organizational performance	"At What Level (and in Whom) We Trust: Trust Across Multiple Organizational Levels"
Togna, 2014	Trust, internal communication and commitment	"Does internal communication to generate trust always increase commitment?"
Costa, Fulmer & Anderson, 2018	Trust and performance in work teams	"Trust in work teams: an integrative review, multilevel model, and future directions"

Source: authors mentioned in the table. Composed by the author.

Although many definitions depending on the field of the studies have been proposed, most researchers agree that trust is not something material, it is a complex and multifaceted phenomenon. Tseng and Ku (2011: 4) have interpreted trust as a "*glue that maintains the cohesiveness of a team*". Trust is considered to be a soft value, but in reality it is the most powerful opportunity to bring along prosperity and welfare in every field. In short trust is a pragmatic tool, which is seldom left unused (Covey, 2007).

Fukuyama (1995) is one of the much-cited authors to this day. His view on the subject of trust is that trust is an expectation in a community, which indicates that the members of that organization will act the way they expect others to act. Whereas Costa and Anderson (2011: 122) state that, "*trust reflects the process of one party A (the trustor) trusting another party B (the trustee)*" and that trust is "*commonly viewed as a dispositional trait referred to as the general willingness to trust others*" (2011: 124). In any case if you do not have trust, you cannot be successful in what you do (Fukuyama, 1995). This also goes for trust in an organization – you cannot be successful if you do not have trust.

At the same time Mayer *et al*. (1995: 712) define trust as "*willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party.*" It is also considered to be one of the most widely used definitions on the matter (Jiang & Shen, 2018). In research that is more recent, trust is still associated with vulnerability (Costa & Anderson, 2011; Jiang, Li, Gao, Bao, Jiang, 2013; Ali & Larimo, 2016). These ideas are somewhat alike to Fukuyama`s approach mentioned previously, which verifies the statement that there are similarities in the main or most cited definitions of trust, especially which comes to person`s expectations towards others. Also Lewicki *et al*. (1998) mention vulnerability saying that employees are prepared to become vulnerable to their organization`s manners as they anticipate that the future behavior of their organization will be positive.

Puusa and Tolvanen (2006: 30) argue that trust is an abstract idea, which at an organizational level indicates to "*collective commitment and co-operation in order to achieve organizational goals*", whereas trust at individual level influences "*willingness to co-operate and to commit to organizational changes*". Researchers state that evaluation of trust is possible on three different levels inside an organization: system, group and individual (Puusa & Tolvanen, 2006). Fulmer & Gelfand (2012) also write about different levels of trust and stress the importance of trustworthiness besides vulnerability as addressed before. Different researchers concentrate on different points of interest. For example, Adams and Sartori (2006) concentrate on measuring trust in military teams and towards the leader of the team by looking into benevolence, competence, integrity, and predictability.

In this thesis Cook and Wall`s (1980) generalized approach to trust in the organization and the team is used. This general approach does not look into different dimensions of trust as do Adams and Sartori (2006) for example. Cook and Wall (1980) came to a conclusion that trust describes the scope of good intentions a person has towards someone else`s actions and words – confidence in others, and is crucial for the stability in the organization. In their opinion, the concept of trust is also related to the behavior one has for others. They approached the measurement of trust by putting faith in the efficiency of other people (the management or peers).

Altogether, researchers together with practitioners have started to use the concept of trust as a coordinating mechanism, which assists the executives attain the organizational effectiveness they are after (Möllering, Bachmann & Lee, 2007). In addition, all the proposed definitions have a common factor, that trust has something to do with a person believing in someone/ something, or someone`s attitudes towards someone/ something. All the approaches conclude that trust is never eternal and needs to be nourished. It is a process that needs to be renewed throughout different activities all the time. Gaining trust is time-consuming, but losing it can happen in a short period of time.

2.2. Internal communication

Internal communication is a crucial tool to management activities as well as to other disciplines, because in order to spread knowledge, internal communication is vital. Internal communication has not been studied for a long time (Ruck, 2015). Focus has always been on overall communication and public relations. Still the importance of internal relations is growing. Internal communication is often "*equated with employee communication*" and is a tool in achieving systematic revision and distribution of data in the most coordinated way (Tkalac Verčič *et al.*, 2012: 225). At the same time it can range from gossip, or "*informal office grapevine communication*", to official organizational communication between the management and other employees – nevertheless it is a part of public relations functions (Welch & Jackson, 2007; Welch, 2013). An example of corporate internal communications is strategic internal communication. Omilion–Hodges and Baker (2014: 436) have described it as "*thoughtful and pro-active framing of messages tailored to meet employees' temporal, informational and effective needs.*"

Internal communication channels vary from print publications, to intranet. A print publication was the most traditional channel, which due to technological development has been taken over by web-based tools (emails, instant messaging, intranet etc). The most substantial and preferred tool by employees is face-to-face communication – especially when dealing with delicate subjects. Phone calls plus other two-way communication channels, as team meetings and briefings, are also considered essential. (Crescenzo, 2011; Fulmer & Gelfand, 2012; Men, 2015)

In their research, Meintjes and Steyn (2006: 156) state that internal communication should be differentiated from management communication, as it is "*a much wider concept, incorporating all horizontal, vertical and lateral communication in organizations*." They also conclude that internal communication is interpersonal unofficial two-way communication between the employee and employees and, if as a tool used effectively, is beneficial to the organization (Meintjes & Steyn, 2006). Mazzei (2014) states that employees should be considered as active senders of internal communication, not only receivers. She also reasons that internal communication is not anymore "*a communication flow occurring only inside the organizational boundaries, but it is an ingredient in the generation of reputation, loyalty, brand and business opportunity and it is expected to perform an enabling function*" (Mazzei, 2014: 91).

In short, internal communication contains exchanging information as well as sharing ideas inside a company or an organization. Many researchers and practitioners have come to realize the opportunities internal communication offers inside an organization (Tkalac Verčič *et al*., 2012; Welch, 2013; Togna, 2014; Men, 2015; Levenshus & Lemon, 2017; Tkalac Verčič & Pološki Vokić, 2017).

Employees are the key factor when dealing with communication and internal communication inside an organization (Ruck, 2015). Welch and Jackson (2007: 183) also support the idea of employee-centric internal communication and they propose that internal communication is "*the strategic management of interactions and relationships between stakeholders within organizations across a number of interrelated dimensions including, internal line manager communication, internal team peer communication, internal project peer communication and internal corporate communication*".

Communication is not something that ought to dictate what should be done, it is rather a method or a set of tools to help to create a dialogue, which also Grunig (1992) has emphasized in order to find the ways to improve organizational effectiveness, employee involvement, performance and the level of trust among other things. Researchers highlight that managers should concentrate on (internal) communication in order to raise the effectiveness of the organization (Meintjes & Steyn, 2006; Porumbescu, Park & Oomsels, 2013; Marchalina & Ahmad, 2017).

Internal communication has been reviewed regarding different organizational aspects as employee behavior and management tool (see Table 2).

Table 2. Focus of studies about internal communication.

Authors	Main focus	Title of the source
Welch & Jackson, 2007	Improvement of internal communication (Internal Communication Matrix)	"Rethinking internal communication: a stakeholder approach"
Ruck & Welch, 2012	Evaluation and improvement of communication	"Valuing internal communication; management and employee perspectives"
Tkalac Verčič, Verčič & Sriramesh, 2012	Definition and parameters of internal communication	"Internal communication: Definition, parameters, and the future"
Porumbescu, Park & Oomsels, 2013	Communication strategies and trust (in management and organization)	"Building trust: communication and subordinate trust in public organizations"
Omilion–Hodges and Baker, 2014	Organization`s identity through internal stakeholders	"Everyday talk and convincing conversations: Utilizing strategic internal communication"
Men, 2015	Communication channels, style and quality	"The internal communication role of the chief executive officer: Communication channels, style, and effectiveness"
Marchalina & Ahmad, 2017	Internal communication and trust	"The Effect of Internal Communication on Employees' Commitment to Change in Malaysian Large Companies"
Tkalac Verčič & Pološki Vokić, 2017	Internal communication satisfaction and employee engagement	"Engaging employees through internal communication"

Source: authors mentioned in the table. Composed by the author.

Internal communication is a part of organizational functioning which allows the employees to be engaged or not to be engaged (Welch & Jackson, 2007; Bakker, Albrecht & Leiter, 2011). As mentioned in the previous section research has proven that the more employees are engaged the more their level of trust towards the organization rises. High quality internal communication brings along the sense of appreciation among employees; it also pushes them to be proud of their job and achievements (Meintjes & Steyn, 2006). Ruck and Welch (2012: 294) suggest that *"effective internal communication is a prerequisite for organizational success"*. Baring this in mind internal communication could be especially helpful in the periods of organizational change. Marques (2010) suggests structured approach to internal communication. He proved that management should introduce the communication mode to the employees before any changes take

place. This would help to raise the level of trust in management. However, there does not need to be a change in order to focus on the development or improvement of internal communication, as its function is not constrained.

2.3. Attachment at workplace

To add depth and novelty to this research, another factor is brought into the equation – workplace attachment. Workplace attachment is a vague area of interest, which different professionals understand differently, although it is agreed that the term itself is multidimensional and complex (Milligan, 1998; Hidalgo & Hernández, 2001; Rioux & Pignault, 2013; Stefaniak *et al.*, 2017). Attachment can be associated with different aspects (see Table 3).

Table 3. Focus of studies about attachment.

Authors	Main focus	Title of the source
Ramkissoon, Smith & Weiler, 2013	Place identity, place dependence, place affect and place social bonding	"Testing the dimensionality of place attachment and its relationships with place satisfaction and pro-environmental behaviours: A structural equation modelling approach"
Seamon, 2013	Place, place experience, and place attachment	"Place Attachment and Phenomenology: The Synergistic Dynamism of Place"
Rioux & Pignault, 2013	Workplace attachment	"Workplace attachment and meaning of work in a French secondary school"
Stefaniak, Bilewicz and Lewicka, 2017	Engagement and trust	"The merits of teaching local history: Increased place attachment enhances civic engagement and social trust"
Ronen & Zuroff, 2017	Secure attachment	"How does secure attachment affect job performance and job promotion? The role of social-rank behaviors"
Maguire & Klinkenberg, 2018	Place attachment	"Visualization of place attachment"
Ng & Allen, 2018	Psychological organizational attachment and health	"Organizational attachment and health"
He, Chen, Fan, Cai & Hao, 2018	Parent and peer attachment	"Profiles of parent and peer attachments of adolescents and associations with psychological outcomes"
Tkalac Verčič & Pološki Vokić, 2017	Internal communication satisfaction and employee engagement	"Engaging employees through internal communication"

Source: authors mentioned in the table. Composed by the author.

Some of the aspects that have been focused on when talking about attahment are organizational attachment (Ng & Allen, 2018); place attachment (Maguire & Klinkenberg, 2018); parent and peer attachment (He, Chen, Fan, Cai & Hao, 2018); secure attachment (Ronen & Zuroff, 2017) and workplace attachment (Rioux & Pignault, 2013). This thesis concentrates on the latter. Workplace attachment includes social relationships, relevance given to the place by employees, but also the way they feel about these places, bearing in mind that social activities also give a meaning to the workplace. Researchers who write about place attachment have emphasized the importance of bonding. At work, attachment is a part of organizational culture, which helps employees to feel as an important part of the organization (Rioux & Pignault, 2013). Some researchers have stated that place attachment is a strong bond people develop over some time towards specific areas where they sense they are safe and comfortable (Hernández, Hidalgo, Salazar-Laplace & Hess, 2007). Whereas others add that people, who are capable of developing emotional bonds already in early childhood are more likely to succeed in evolving sentimental bonds with different places later in life (Lewicka, 2011). Milligan (2003: 144) states that attachment can be seen as an emotional bond of employees "*to the physical site of an organization*". Attachment can also be specified as an emotional bond, which has been shaped between a person and an actual site or a location (Milligan, 1998, 2003; Goksenin, 2009; Raymond, Brown & Robinson, 2011; Seamon, 2013). Although most of researchers connect bonding to a direct experiential process, others conclude that bonds like that can form without firsthand experience (Gurney, Blythe, Adams, Adger, Curnock, Faulkner, James & Marshall, 2017). Authors conclude that social dimension plays an important role, as people tend to make decisions and develop certain feelings based on their intuition and emotions (Hidalgo & Hernández, 2001; Ramkissoon *et al*., 2012). Together with emotional bond, attachment to the workplace can also lead to people sensing the workplace as part of their own identity (Fischer, Tarquinio, & Vischer, 2004). If this is the case then people are usually more willing to perform better and unlikely to want a change in job scenery.

Ramkissoon *et al*. (2013) have studied attachment as a second-order factor, which includes sub-dimensions – place identity, place dependence, place affect and place social bonding. In this thesis, two first aspects are measured, as they fit the purpose of the current study. Place identity is a connection between a person`s own identity and a uniqueness of

a place, whereas place dependence is a functional attachment that also includes something extra for one`s liking. e.g. desired activities (Ramkissoon *et al*., 2013; Gurney *et al*. 2017).

2.4 Relations between trust, internal communication and workplace attachment

Trust, internal communication and attachment play an important role in achieving effectiveness of an organization or a company – prior research has offered enough evidence for that (Marchalina & Ahmad, 2017; Costa, Fulmer & Anderson, 2018; Ronen & Zuroff, 2017). Nevertheless, prior research has concentrated on either trust and internal communication, trust and workplace attachment or internal communication and attachment. Based on that, interrelations between the variables have been detected, however findings concentrate on two variables, not all three (Costa & Anderson, 2011; Rioux & Pignault, 2013, Stefaniak *et al*., 2017). Thoughtfully planned internal communication leads to organizational success (Tourish & Hargie, 2009; Omilion–Hodges and Baker, 2014; Marchalina & Ahmad, 2017). Trust on different levels has the same effect inside the organization (De Jong *et al*., 2016; Costa *et al*., 2018; Jiang & Shen, 2018). For this reason, it is important to involve both in the management discipline.

Some authors have found that well thought-through communication inside an organization creates trust on all levels (Togna, 2014; Luthra & Dahiya, 2015). For example, strategic internal communication is important in order to raise the level of trust and create a more personalized approach; face-to-face communication also helps to reach that goal (Huang, Gattiker & Schwarz, 2008; Fulmer & Gelfand, 2012; Togna, 2014). At the same time Luthra and Dahiya (2015) concentrate on trust and management, by stating that excellent communication does not only help to gain trust of the employees, but also leads to organizational success, as employees will start performing to their maximum capability and productivity. On the other hand, researchers have found that trust does not only increase communication, but also influences communication flow, because people who trust the organization are more willing to accept the messages coming through communication (Hakanen *et al*., 2015; MacKeracher *et al*., 2018). It is important to bear in mind that communication is a method that helps to create a dialogue, through which it is possible to raise organizational effectiveness or enhance performance (Grunig, 1992, 2011).

As trust plays a central role between internal communication and attachment, it can be stated that every organization would be malfunctioning without trust. As stated earlier the definition of trust is complex as it consists of several elements, which in return are connected with communication between different parties (Joseph & Winston, 2005; Costa *et al*., 2018). When talking about the relations between communication and trust, evidence suggests that they are directly linked (Covey, 2007; Thomas, Zolin & Harman, 2009; Zeffane, Tipu & Ryan, 2011; Porumbescu *et al*., 2013; Marchalina & Ahmad, 2017). Togna (2014: 76) states that trust is "*generated by true feelings of good communication amongst employees, including managers*" and that "*internal communication acts as a lever to generate employee trust relationships*". Covey (2007) gives an example where in a relationship without trust people can more easily misinterpret eachother. Gaining trust is a long and slow process which is usually achieved by commonly shared experience. This in return helps to facilitate and enhance cooperation between team members and the communication among them. Sharing information, being honest and explaining decisions plays an essential role in this process as well. Tseng and Ku (2011: 4) have explained trust as a "*glue that maintains the cohesiveness of a team*". Analysising the phenomenon of trust, they concentrate on relationships (at work), which is also a vital aspect in internal communication.

Internal communication is not only about sharing good news, but also communicating everything relevant to the employee. Communication should be direct and honest, especially at times of uncertainties (Whitener, 2001). In addition, if communication is of high quality, it generates trust and although the frequency of communication is important, quality precedes it (Zeffane *et al.,* 2011). All the mentioned authors commonly share a view that wisely planned internal communication helps to lead the organization to success, as does trust in relationships inside the organization. Therefore, it can be concluded that both trust and internal communication play, or at least should play, an important role in the management discipline.

Concerning workplace attachment and its interrelations, researchers state that interpersonal trust does not only strengthen organizational trust, but also gives employees the chance to feel the stability of the organization by developing a sense of security – this in return helps to create and maintain attachment (Scrima, Rioux, Di Stefano, 2017). Ng

and Allen (2018: 10) define trust through attachment, stating that trust is organizational attachment`s construct, which is "*based on positive expectation of future conduct and promises*". At the same time, Rioux and Pignault (2013) mention a strong connection between attachment and communication. Their focus is mainly on informal communication, but this can be applied to formal communication as well. Although Marchalina and Ahmad (2017: 9) concentrate on commitment rather than attachment, they refer to affective commitment as "*emotional attachment among employees*". They established extensive positive connection between affective commitment and internal communication and concluded that effective internal communication enables employees to obtain trust from the organization. Puusa and Tolvanen (2006) also state that commitment can be referred to as a person`s attachment to the organization.

Based on prior studies a theoretical model, to which answers will be searched in the empirical part of this thesis, was constructed (see Figure 1). Two-way arrows indicate correlations, whereas one-way arrows demonstrate influence.
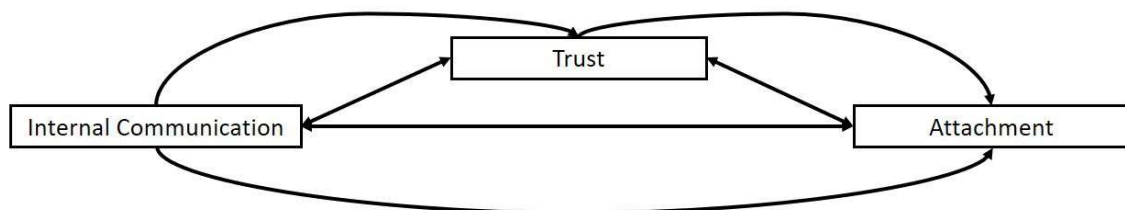

Figure 1. Relations between internal communication, trust and attachment. Composed by author.

In conclusion, although prior research has proved that there is a direct effect between internal communication and trust, trust and attachment and internal communication and attachment, this thesis concentrates on trust as a mediation variable, proving that through trust internal communication indirectly affects attachment.

The hypotheses in this thesis are:

- *H1.* There is positive correlation between trust, internal communication and workplace attachment*;*

- *H2*: Internal communication and trust have effect on workplace attachment.

3. Methods, sample and data

3.1 The subject of the study

The study of this thesis is based on the Ministry of Rural Affairs of Estonia, which is responsible for planning, but also implementing rural as well as agricultural policy, fisheries and fishing industry policy, as well as trade policy of agricultural goods. In addition, the main areas of authority cover food safety at all aspects and compliance with regulations. The Ministry also deals with plant and animal health protection. Research and development in agriculture and agricultural education is under the Ministry`s supervision as well. Preparing related draft legislation is also one of the main obligations of the Ministry. Like all the other ministries, the Ministry of Rural Affairs is accountable to the Government of the Republic of Estonia. The head of the Ministry is the Minister of Rural Affairs. He or she is appointed, but also dismissed by the Prime Minister of Estonia. (www.agri.ee)

3.2 Methodology and data collection

In this thesis single source data study was conducted, whereas combined research method was used. Both, qualitative and quantitative methods helped to gather the data. Online questionnaires were chosen for the empirical study of this paper, because they allow involving larger numbers of respondents and online data collection is more convenient. Both, mandatory and voluntary questions were asked. The disadvantage of using questionnaires is that they do not bring out deeper thoughts of the respondents. To improve this, open-ended questions can help to some extent and therefore were added to the survey. Furthermore, semi-structured interviews were conducted in order to explore, understand and open the subject matter, as previous responses were not specific enough to deal with the topic in depth. The interviews also helped to understand the opinions of the employees from different levels inside the Ministry. The interviews were transcribed and used to analyze the phenomenon of trust, internal communication and workplace attachment, in order to understand them better.

The survey was conducted in October 2018 (from 9th until 31st) and the interviews were conducted in November 2018 (between 27th and 30th). The questionnaire consisted of five sections: background information, trust, internal communication, attachment and

satisfaction. It also included questions about possible changes, which should be made in order to gain more satisfaction with the current situation. There were 50 questions, five of which were optional. According to the wording of the claims, the Likert scale of 1 to 6 was used. Depending on the questions or the statements the options to respond were from 1 - *not satisfied at all / strongly disagree* to 6 - *very satisfied / strongly agree*. Considering the distinction in questions and statements, but also different background of the respondents an option 0 - *undecided* was added to the scale.

The survey was sent to all of the employees of the Ministry via office e-mail. Out of 208 people, 70 answered the questions addressed to them, so approximately 33,7% of the employees responded to the survey. 61 people (29,3%) from the overall mailing list were male and 147 (70,7%) female. Out of 70 respondents, 17 were male and 53 were female, so the percentage of respondents was 24,3% and 75,7% respectively. In terms of gender evaluation, there is practically no difference within the proportion of the respondents and overall structure. Demographical information about all the employees was not available; therefore, the comparison between overall sample and respondents was made based on gender. It is worth mentioning that 70% of the respondents answered the open-ended questions about their satisfaction. This shows that the subjects of trust, internal communication and attachment are worth a discussion within the Ministry. In addition, 52% of the respondents gave feedback on the ways of improvement of the current situation.

Interviews were conducted after the initial analysis of the data from the survey was compiled (see Appendix 1). The interviews helped to open the problems in more depth, and offered possible solutions to the questions how to raise the levels of trust and internal communication, which in return affect workplace attachment. To receive relevant answers different questions were addressed to different employees on different levels in the Ministry. On higher level, one person from the management and two department heads were chosen for the interviews. In addition four specialists from various departments were selected for a more in depth insight. Altogether seven people were interviewed (see Appendix 2).

3.3 Data collection instruments

For each phenomenon, data was collected through various statements, which were assembled into miscellaneous components, based on previous results. To measure the level of internal communication Communication Satisfaction Questionnaire, developed by Downs and Hazen, was used. Downs and Hazen (1977) concentrated on communication satisfaction regarding different categories: communication climate, supervisory communication; organizational integration, media quality, co-worker communication, corporate information, personal feedback and subordinate communication. Relevant selection of questions from Downs and Hazen`s (1977) original version were adapted by Meintjes and Steyn (2006). In this thesis their questionnaire was even further elaborated according to the focus of this paper. Adapting the questions and combining some of the initial sub-sections, the subscales of communication information exchange, communication relationship, communication quality and communication climate were formed in this thesis. To measure trust towards colleagues as well as management, a data collection instrument from Cook and Wall was used (Cook & Wall, 1980). This instrument consists of nine questions altogether whereas six of them concentrate on trust on the organizational level and three focus on trust in a department. To measure the attachment at the workplace Ramkissoon`s adapted questionnaire was used. Ramkissoon`s research considered some sub-dimensions: social bonding, affect, place dependence and identity (Ramkissoon *et al.*, 2013). In current study, questions about place dependence together with place identity were addressed. These aspects show whether the employees feel that they are a part of the organization and whether they can identify with their job.

SPSS software and AMOS were used for statistical analysis. Correlation and descriptive statistics (mean and standard deviation) were used for the initial analysis. They helped to understand the interrelations between each variable, but were also the basis for the questions for the interviews. AMOS software helped to explore indirect and direct effects of trust, internal communication and attachment.

4. Results, discussion and conclusions

Empirically, the study in this thesis is based on the questionnaire responses, whereas initial analysis including means and correlations, direct and indirect effect analysis, together with interviews, was conducted.

Scale reliability (internal consistency) was examined as a coefficient of Cronbach`s alpha.

Communication in this thesis has been addressed through four dimensions:

- Communication Quality (Cronbach`s alpha 0,786) – consists of four items. Refers to communication level and sufficiency in the organization, clear guides and well organized meetings;
- Communication Climate (Cronbach`s alpha 0,804) – consists of four claims. Refers to the information exchange and whether it is sufficient in order for the employees to be able to identify themselves to the organization and to be motivated to work.
- Communication Relationship, covers Relationship with Leader (Cronbach`s alpha 0,874) – consists of four claims. Refers to leader`s ability to give professional advice, to listen and pay attention, to trust, but also leader`s openness to innovative ideas;
- Information Exchange, which covers Personal Feedback, Corporate Perspective and Organizational Integration (Cronbach`s alpha 0,899) – consists of eight claims. Refers to information about planned and ongoing changes, also in personnel. Information about aims, but also about recognition and problem solving at work.

Scale reliability for trust was the following:

- Organizational Trust (Cronbach`s alpha 0,907) – refers to employees` trust in the organization and the management;
- Departmental Trust (Cronbach`s alpha 0,957) – refers to the employees` trust inside the department and colleagues there.

Attachment (Cronbach`s alpha 0,914) – six claims were offered. Refers to employees` attitudes towards their workplace, showing whether the employees feel that they are part

of the organization and whether they can identify with their job. All Cronbach alphas indicated above were between 0,786 and 0,957, which show sufficient satisfaction.

Similar to previous discussions and research (Covey, 2007; Porumbescu *et al*., 2013; Hakanen *et al*., 2015; Marchalina & Ahmad, 2017), the data analysis of this thesis proved that there indeed is a strong correlation between trust and communication (see Appendix 3). Whereas the strongest relations lay between organizational trust and communication climate (0,85), which means that the higher people evaluate trust in the organization, the higher they evaluate communication climate (e.g. information needed for work related tasks, identifying oneself with the organization, motivation the organization offers and how the conflicts are handled). Exchanging information has to be pro-active and thoughtful and the messages should be tailored to concrete needs of the employees (Omilion–Hodges & Baker, 2014), whereas in order to gain efficiency, employees should feel engaged and motivated (Bakker *et al*., 2011).

Nevertheless, the indicators are high among all the communication dimensions. Still, organizational trust and the communication climate together with information exchange and the communication climate (0,82) have the strongest interrelations. Although prior research indicates that there is a relation between trust and communication, Thomas *et al*. (2009) adds that the relationship between these variables is complex and needs more in-depth approach. Current thesis offers further investigation of trust and internal communication in order to better explain the relations between the variables.

As for the communication dimensions addressed in this thesis and in compliance with the data, communication climate shows that there are most of strong correlations between that and other variables. For example, communication climate indicates to identifying oneself to the organization and the availability of the information needed for work. As already stated, the correlation between organizational trust (0,85) and information exchange (0,82) is the highest. Previously, authors have also found correlation between communication and trust (Zeffane *et al*., 2011; Porumbescu *et al*., 2013; Marchalina & Ahmad, 2017). Others have detected connections with identifying oneself with an organization and trust (Togna, 2014; Costa *et al*., 2018). Correlation with communication quality (0,69) and communication relationship (0,65) is also strong, as well as attachment (0,60). Trust in the department has medium correlation (0,43).

The analysis of the communication variables shows that communication quality is strongly in correlation with information exchange (0,71) and communication climate (0,69). Communication in changing environment is one subject under the section of information exchange. Many authors have stated that thoughtful communication inside an organization creates trust on all levels (Huang *et al.*, 2008; Togna, 2014; Luthra & Dahiya, 2015). Others have confirmed that it is important to introduce a communication plan before changes, which would help to raise the level of trust in management (Whitener, 2001; Marques, 2010). Above mentioned variables are followed by organizational trust (0,55), attachment (0,50) and communication relationship (0,36). At the same time information exchange is in almost the same correlation with communication relationship (0,63) as it is with organizational trust (also 0,63).

Stefaniak *et al.* (2017) and Scrima *et al.* (2017) found that place attachment has a connection to trust in people. According to the data provided by the employees and similarly to previous findings, the organizational trust is firmly correlated with overall attachment (0,66), information exchange (0,63), trust in the department (0,54) and communication relationship (0,52). For example trust in the department has the highest correlation with communication relationship (0,66), whereas communication relationship has correlation with trust in the department (0,66). Trust in the department is also in significant correlation with information exchange (0,45) and vice versa.

As authors have previously found, well thought-through communication inside organization generates trust on all levels (Togna, 2014; Luthra & Dahiya, 2015), which means that people who value trust, also value the importance of communication and vice versa. At the same time trust increases communication and influences communication flow, because people who trust the organization are more willing to accept the messages coming through communication (Hakanen *et al.*, 2015; MacKeracher *et al.*, 2018). Prior research also indicates to the connections between trust and attachment (Scrima *et al.*, 2017; Costa *et al.*, 2018) and to internal communication and attachment (Rioux & Pignault, 2013; Marchalina & Ahmad, 2017).

Based on the analysis in this thesis, it is possible to state that H1 (*there is positive correlation among the trust, internal communication and workplace attachment*) was confirmed.

To analyze the effect of internal communication and trust to workplace attachment, AMOS path-analysis was used (see Figure 2). This also helps to find a response to hypothesis 2.
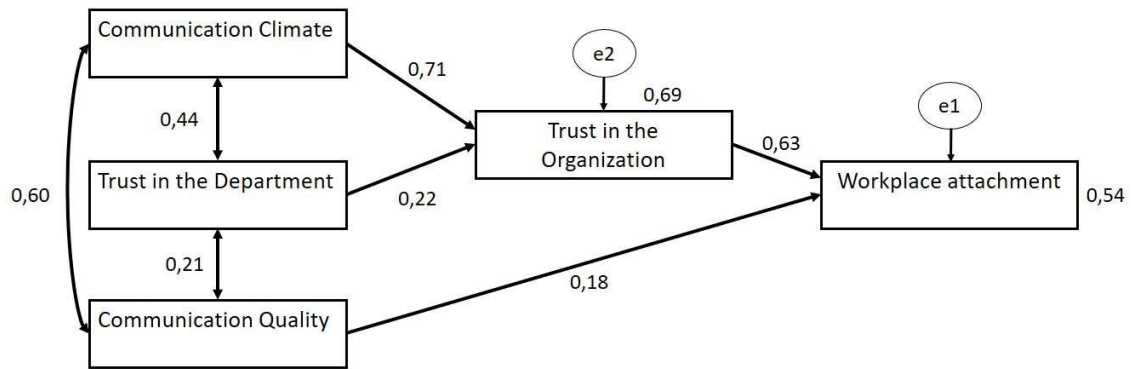

Figure 2. AMOS path-analysis.

Before examining direct and indirect effect, multicollinearity test was conducted. VIF (variance inflation factor) value has to be smaller than 5 or 10, according to different authors (Kock & Lynn, 2012). Testing showed that there is no multicollinearity as VIF is below five in all cases (trust in organization VIF=3.244; trust in department VIF=1.102; communication quality VIF=2.208; communication climate=2.754).

Path-analysis is used to compare theoretical and empirical models. In order to test the quality of the model, following indicators were used: the Comparative of Fit Index (CFI); Tucker-Lewis Index (TLI); the Root Mean Square Error of Approximation (RMSEA); normed Chi-Square statistic (Schumacker & Lomax, 2010; Kline, 2011). Normed Chi-Square statistic value should stay between 2 to 5; both, CFI as well as TLI should hold a value at least 0,9; the value of RMSEA is 0,05 or below that (indicating „close fit"), whereas the value higher than 0,10 does not show good suitability (Kline, 2011). The values in present study are good, as CFI=0.979; TLI=0,895; RMSEA=0.088; normed Chi-Square=2,006.

Communication quality, communication climate, departmental and organizational trust were incorporated in the model and the outcome is that studied variables, trust and internal communication, significantly predict workplace attachment. According to the path-analysis, all four characteristics describe 54% of the workplace attachment.

Communication quality holds a direct effect to workplace attachment, whereas departmental trust and communication affect it through organizational trust. Communication climate and trust in department predicted positively and significantly trust in organization (respectively, beta=0,71; p<0.000 and beta=0,22; p<0.020). Communication quality predicted positively and significantly workplace attachment (beta=0,18; p<0.042). Trust in organization predicted positively and significantly workplace attachment (beta=0,63; p<0.000). Based on path-analysis, communication climate and trust in department indirectly predicted workplace attachment via trust in organization, and communication climate has only direct effect on workplace attachment (see Table 4).

Table 4. Standardized direct, indirect and total effect

Predictor	Criterion variable	Direct effect	Indirect effect	Total effect
Communication climate	Organizational trust	0,71	-	0,71
	Workplace attachment	-	0,45	0,45
Departmental trust	Organizational trust	0,22	-	0,22
	Workplace attachment	-	0,14	0,14
Communication quality	Organizational trust	-	-	-
	Workplace attachment	0,18	-	0,18
Organizational trust	Workplace attachment	0,63	-	0,63

Composed by the author.

According to the evidence provided above, H2 (*internal communication and trust have effect on workplace attachment*) was confirmed. Prior research also indicates to the connections between trust and attachment, whereas trust generates attachment (Scrima *et al*., 2017; Costa *et al*., 2018). Prior research also demonstrates that good internal communication helps to raise the level of attachment (Rioux & Pignault, 2013; Marchalina & Ahmad, 2017).

In order to give current research a clearer practical value, besides analyzing influence and correlation, further analysis was used. It was based on the evaluation of the employees (both, questionnaire and the interviews were taken into account). This helped to examine

with which claims the respondents were satisfied with, but also to pinpoint the ones that had shortages. Employees of the Ministry assessed departmental trust the highest. The mean of it was 4,95. People were also satisfied with communication relationship (4,72). These variables were followed by organizational trust (4,19), attachment (3,96), communication climate (3,65) and communication quality (3,61) together with information exchange (3,61). Standard deviation was similar between all of the variables (from 0,702 to 0,967). The comparative analysis of the means demonstrated that the means of departmental trust and communication relationship statistically considerably differ from the rest (see Appendix 4), whereas the confidence interval is 95%.

Descriptive statistics (see Appendix 5) indicate that in current study the section "communication" includes four different subscales: quality, climate, relationship and information exchange. From that selection and according to the responses from the online survey, communication relationship had the highest rating, meaning that the employees did not see the subject problematic. Nevertheless, people are not pleased with communication information exchange on the departmental level, but have trouble with receiving enough information about personnel changes and overall changes taking part in the Ministry. As also authors Whitener (2001) and Marques (2010) previously have expressed, it is important to bear in mind that communicating adequately prior and during the period of change is crucial. Satisfaction with communication quality requires special attention in the Ministry. According to the employees`, there is lack of communication inside the organization. It is crucial to remember that accessible information not only makes identifying oneself to organization easier, but as Marchalina & Ahmad (2017) also state, enhances attachment. Similarly to Fulmer and Gelfand`s (2012) view, it is possible to state that open communication brings along trust towards the other side.

Although the online questionnaire gave helpful insight, interviews were necessary to open some questions in depth. The biggest question, which emerged from the interviews, but also from the open-ended questions from the survey, was the insufficient change communication. Especially during the last structural change. Baring that in mind, communication quality could be raised. That in return would lead to higher attachment towards the workplace (Rioux & Pignault, 2013; Marchalina & Ahmad, 2017). "*The employees are not satisfied with the communication process when thinking back at the*

latest situation of structural change." (Interviewee 7) "*Until the last minute people were unaware what was going to happen, who was going to be selected to the open positions, who was going to have to leave. The grass root level could have had more saying in the process – that would have made the situation easier for everybody.*" (Interviewee 5) "*It was a huge change, but decision making process and insights were not communicated to all of the employees at the right time, although it affected many.*" (Interviewee 3) "*The whole process felt rushed, unreasoned and unclear as people did not even know what their tasks would start being until about a week before.*" (Interviewee 4) "*The management should have included relevant departments who could have thought about strategies and implemented the communication plan.*" (Interviewee 6) Responses from the interviewees greatly reflect the results from the online questionnaire.

It is crucial to bear in mind that internal communication is not a "thing" you place somewhere and expect it to do the work for you – this idea also appeared when conducting the interviews and from the open-ended questions of the survey. Meaning that everyone has a certain role to play when talking about communication, which is a continuous process that requires energy and time, but will make the outcome attractive enough to be worth the effort. Even more, communication should be actively used in order to avoid dissatisfaction and misunderstanding in the organization (Covey, 2007). Interviewees concluded the same. "*It is essential to realize the opportunities internal communication offers inside organization. Fortunately, it seems that top management of the Ministry has come to realize the importance of trust and internal communication inside the organization.*" (Interviewee 6) "*In all communication aspects improvement is possible and looking at the different changes in information exchange it is safe to conclude that the Ministry aiming that. The best solution is to talk to people, because it gives the best possible feedback, which is needed for the new ideas.*" (Interviewee 1)

"*It is important for the managers to remember that dialogue is essential in gaining a better level of effectiveness. It is also important to listen to what employees are saying and try to make adjustments regarding this.*" (Interviewee 5) Interviewees 1, 3, 6, 7 expressed that communication strategy should be thoroughly thought through, spread among the employees and regularly monitored and assessed. The need for transparent and understandable communication priorities also appeared from the interviews.

In conclusion, this study demonstrated that trust, internal communication and attachment are interrelated, whereas internal communication and trust affect workplace attachment. Based on the interviews, there are multiple ways to improve the levels of trust, internal communication and attachment in the Ministry of Rural Affairs. Some of the ideas, which could be implemented:

- Clear communication priorities

Communication priorities should be agreed on the management level and clearly announced. Thought-through communication inside organization creates trust on all levels, but also develops a personalized approach (Huang *et al.*, 2008; Togna, 2014; Luthra & Dahiya, 2015). As Marques (2010) states, it is important to introduce the communication plan and ideas before the changes, as this would help to raise the level of trust in the management, whereas as Whitener (2001) suggested – communication during change period should be honest and direct.

- Well-organized meetings

Authors previously have found (Crescenzo, 2011; Men, 2015) that all immediate communication channels, including team meetings and briefings, are considered important in creating trust in the organization. In order to be efficient, all the employees should work through the materials before the meetings, whereas following schedule, going over agreed subjects at the end of the meeting and sending out protocols should become a habit.

- Choose and use suitable communication channels

There are enough communication channels, but everyone should take the time to comprehend which ones are the most suitable for them and then actually start using it. Nowadays, most of the communication channels are web-based, but face-to-face and direct communication should be set as top priority – this according to previous research (Crescenzo, 2011; Men, 2015) as well as to the employees of the Ministry. Accessible information makes identifying oneself to organization easier and enhances attachment (Fischer *et al.*, 2004; Marchalina & Ahmad, 2017).

- Socializing through mutual events

Communication is a method that helps to create a dialogue (Grunig, 2011). In order to make people exchange information and communicate more easily, social events are essential. They help the employees to identify themselves with the organization, which in return creates trust (Fulmer & Gelfand, 2012). Higher level of trust helps to create and maintain attachment (Scrima *et al*., 2017), but also helps to accept the messages coming through communication (Hakanen *et al*., 2015; MacKeracher et al., 2018).

- Know your colleagues and their tasks

Prior research confirms (Zeffane *et al.*, 2011; Porumbescu *et al*., 2013; Marchalina & Ahmad, 2017) that trust and internal communication are directly linked. Being able to trust a colleague and communicate freely is therefore important. A full list of contacts together with main responsibilities should be created and made available for everybody, as this would ease understanding who does what.

- Communication as a part of the adaption system

As there is a strong connection between attachment and communication (Rioux & Pignault, 2013), good level of communication and understanding organization`s aims helps to make employees more attached to the workplace and through that effectiveness would rise (Ronen & Zuroff, 2017). It is easier to motivate oneself meeting mutual goals when the process and aim are clear.

- Two-way information flow

Two-way communication and dialogue create trust as well as attachment (Grunig 1992, 2011; Fulmer & Gelfand, 2012). Employees should be considered as active senders of internal communication, not only receivers (Mazzei, 2014). One should let the other side know when they can give the response, if it is impossible to do that straight away, and delegate when they are overwhelmed with tasks.

It is possible further investigate organizational climate and trust together with internal communication as these subjects are not researched in depth. Also investigating how internal communication could help introducing the values of the organization to the

employees and whether it would be easier if the employees trusted the organization, the management and team members. Studying correlation between internal and external communication generating trust, or further examining employee engagement or organizational effectiveness is an option as well. It would be possible to conduct a similar analysis about privately owned company and compare it to a governmental institution to find out the similarities and differences.

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Appendices

Appendix 1. The questions to the interviewees

Communication subscale information exchange
What do you think is lacking in exchanging personnel news? How would it be possible to change that in your opinion?
How would it be possible to improve the information flow about changes in our organization?
Are you happy with the amount of feedback you get to your work?
How would it be possible to change the extent to which superiors know and understand the problems faced by subordinates higher?
Are the ways of recognition of employees` efforts sufficient? How could the situation be improved?
Are you familiar with information about company policies and goals? How could the informing be improved?
Communication subscale quality
Do you think that the extent of communication in the organization is sufficient for employees` needs? How could the situation be improved?
Do you think that the written directives and reports are clear?
Do you feel that the meetings are well organized or are there some aspects that should be changed? Can you name some?
Communication subscale climate
How does the communication inside the Ministry make you identify with it?
In order to complete your tasks, are you satisfied of the extent of information you receive on time?
Do you feel that conflicts are handled appropriately through proper communication channels?
Trust subscale organizational trust
Do you think that the management is sincere in its attempts to meet the employees' point of view?
Do you think that the management tries to treat you fairly?
Trust subscale departmental trust – positive indicators
Can you give examples of the situations where your colleagues have helped you out?
Can you give examples of the situations where your colleagues have proven their reliability?
Attachment at workplace
Do you identify with the Ministry?
Do you feel that the Ministry is part of you?

Appendix 2. The background information of interviews

| Name	Date	Length of the interview
Interviewee 1	November, 27th 2018	28 min
Interviewee 2	November, 28th 2018	30 min
Interviewee 3	November, 30th 2018	29 min
Interviewee 4	November, 30th 2018	27 min
Interviewee 5	November, 30th 2018	29 min
Interviewee 6	November, 30th 2018	26 min
Interviewee 7	November, 30th 2018	35 min

Appendix 3. The correlations between variables

	Attachment	Organizational trust	Departmental trust	Communication quality	Communication climate	Communication relationship
Organizational trust	,663**	1				
	,000					
Departmental trust	,023	,541**	1			
	,890	,000				
Communication quality	,504**	,551**	,172	1		
	,002	,000	,213			
Communication climate	,598**	,848**	,428**	,687**	1	
	,000	,000	,003	,000		
Communication relationship	,090	,520**	,663**	,357*	,646**	1
	,598	,000	,000	,011	,000	
Information exchange	,335	,630**	,453**	,706**	,824**	,627**
	,057	,000	,001	,000	,000	,000

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Appendix 4. The confidence interval for means
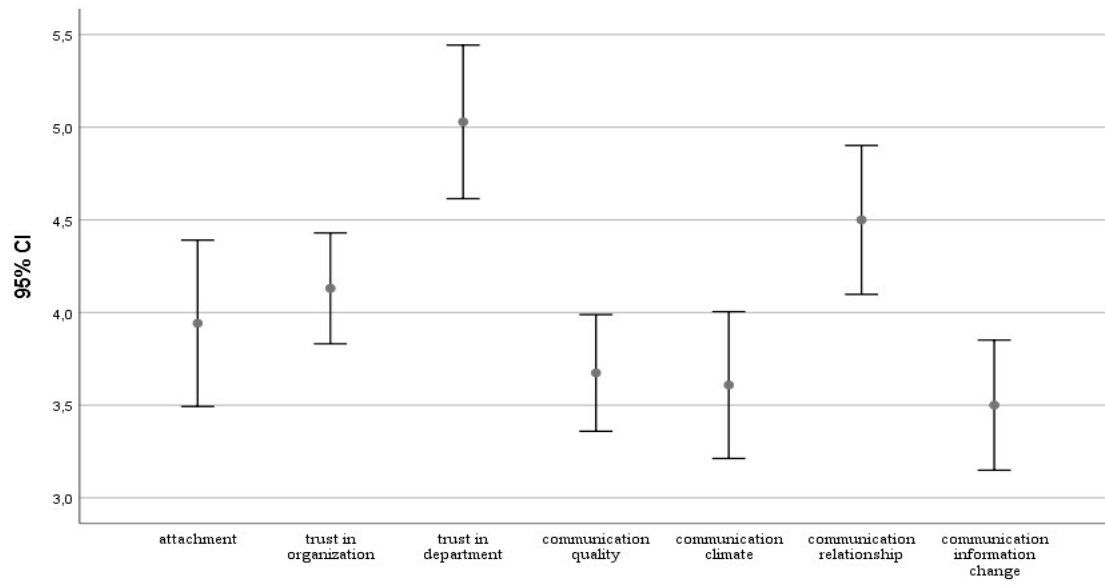
Appendix 5. The descriptive statistics of variables

Statements	Descriptive Statistics				
Communication subscale information exchange	N	Min	Max	Mean	SD
Personnel news	66	1	6	3,08	1,26
Information about changes in our organization	68	1	6	3,09	1,22
Reports on how problems in my job are handled	67	1	6	3,21	1,14
Extent to which superiors know and understand the problems faced by subordinates	63	1	5	3,43	1,06
Recognition of my efforts	68	1	6	3,84	1,13
Information about company policies and goals	62	1	6	3,85	1,02
Information about my progress in my job	62	1	6	4,13	1,26
Information about departmental policies and goals	68	1	6	4,24	1,14
Communication subscale relationship					
Extent to which my supervisor offers guidance for solving job related problems	66	1	6	4,44	1,254
Extent to which my supervisor is open to ideas	66	2	6	4,74	1,071
Extent to which my supervisor trusts me	65	3	6	4,82	0,827
Extent to which my supervisor listens and pays attention to me	67	2	6	4,84	1,053
Communication subscale quality					
Extent to which the amount of communication in the organization is about right	66	2	5	3,39	,909
Extent to which written directives and reports are clear and concise	60	1	6	3,43	1,110
Extent to which the attitudes toward communication in the organization are basically healthy	64	2	5	3,58	,832
Extent to which our meetings are well organized	63	1	6	3,94	,859
Communication subscale climate					
Extent to which the organization's communication makes me identify with it or feel a vital part of it	58	1	5	3,22	1,125
Extent to which the organization's communication motivates and stimulates an enthusiasm for meeting its goals	58	1	6	3,50	1,096
Extent to which I receive on time the information needed to do my job	70	1	6	3,63	1,157
Extent to which conflicts are handled appropriately through proper communication channels	58	1	6	4,24	1,129
Trust subscale organizational trust					
Management at the Ministry is sincere in its attempts to meet the employees' point of view.	57	1	6	3,68	1,136
I feel quite confident that the Ministry`s management will always try to treat me fairly.	56	1	6	4,05	0,942
If I got into difficulties at work I know my colleagues would try and help me out.	66	2	6	4,17	0,776

Appendix 5. Continued

Most of my colleagues can be relied upon to do as they say they will do.	69	2	6	4,23	0,789
I can trust the people I work with to lend me a hand if I needed it.	66	1	6	4,30	0,877
Our management would be quite prepared to gain advantage by deceiving the employees.	37	1	6	4,38	1,21
Trust subscale departmental trust					
If I got into difficulties at work I know my colleagues would try and help me out.	69	1	6	4,93	1,075
Most of my colleagues can be relied upon to do as they say they will do.	69	3	6	4,94	0,873
I can trust the people I work with to lend me a hand if I needed it.	69	2	6	4,99	1,064
Attachment at workplace					
The Ministry says a lot about who I am	56	1	6	3,36	1,167
I identify strongly with the Ministry	53	1	6	3,77	1,354
I feel that the Ministry is part of me	60	1	6	3,78	1,091
The Ministry is a very special place for me	65	1	6	4,29	1,057
I am not at all attached to the Ministry	57	1	6	4,72	1,306
The Ministry means a lot to me	68	2	6	4,94	0,862

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