

Influence of Organizational Trust on Effectiveness of University Registries in South-West Nigeria

Dada, Racheal Olufumilola, Owolabi, Ruth Onajite.

Department of Information Resources Management, School of Management Science, Babcock University Ilishan-Remo, Ogun State, Nigeria

Abstract: Organizational effectiveness of University registries is particularly important because of the vital role registry plays in university administration. Different studies have indicated that university registries have been encountering a number of problems including high level of mistrust on individual basis and at administrative level. This study investigated the influence of organizational trust on effectiveness of university registries in South-West Nigeria. Survey research design was adopted for this study. The population comprised 2,282 staff of university registries in South-West Nigeria. Random sampling technique was adopted using Taro Yamane sample size determination formula to select three hundred and forty registry staff. A validated structured questionnaire was administered. Cronbach's alpha reliability coefficients for the constructs ranged from 0.87 to 0.88. Data were analysed using descriptive statistics and multiple regression analysis. The findings revealed that organizational trust significantly influenced organizational effectiveness ($Adj R^2 = 0.660$, $F(3, 336) = 20.255$, $p < 0.05$) of university registries in South-West Nigeria. The study concluded that organizational trust is important in achieving organizational effectiveness in university registries. The study recommended that university management in South-West Nigeria should enhance organizational effectiveness of their registries by giving room for honesty, respect, integrity, justice, accountability, trustworthiness cooperation and quality among employee and the administration, also by investing in the training of registry staff in South West Nigeria.

Key Words: Effectiveness, Management, Organizational, Registry and Trust.

I. INTRODUCTION

Organizations conduct periodic assessment to ascertain the level of objectives attained. This is a constant review of laid down programs of activities to be achieved by the organization. Organizational effectiveness is the concept where an organization optimizes its resources and capabilities to achieve their short-term and long-term goals (Mohamad, 2017). Previous studies have shown that efficiency is shaped by setting clear objectives, securing environmental resources, having efficient and harmonious internal procedures (Manoharan & Singal, 2019). The concept of organizational effectiveness is otherwise called organizational success or organizational worth which associates with goal attainment.

Many organizations have attempted to find answers to what it is that separates high-performing organizations from the rest. This subject has been of special interest to managers and stakeholders, as they search for ways to improve

organizational effectiveness, adapt to a rapidly changing environment and respond to growing demand for quality products and services. The level of organizational effectiveness is influenced by many factors both from employees (internal) and from the work environment (external). From within, for example; work motivation, awareness that work done as service that will provide benefits to others and himself, while those from outside, such as career development provided career counseling, career mentoring and skills evaluation (Suparjo, 2018).

Arnold (2016) defined organizational effectiveness as the extent to which an organization as a social system, given certain resources and means, fulfills its objectives without incapacitating its means and resources and without placing undue strain upon its members. An effective organization will ensure there is cooperation and a sense of commitment and satisfaction within the sphere of its influence. There are no fixed parameters to compute the effectiveness of an organization since it varies from organization to organization and from case to case. Organizational effectiveness is a business strategy designed to improve the efficiency of the organization without reducing the quality of the products or services. By working with professionals in different fields or at different levels of education, a leader obtains new ideas to help reduce costs, improve the product and provide quality customer service. Organizational support through participatory leadership is able to increase the organizational commitment of employees in the organization because they feel an attachment to the leaders where they work. (Sure and Priansa 2018). Budur and Torlak (2019). Opined that an excellent and remarkable leader enabled its team to develop and grow their skillset. It also builds a competitive environment for employees and organization members, where they all try to do their best and have the greatest influence on internal effectiveness and external success that leverage customer satisfaction respectively

Studies to date indicate that satisfaction is a key indicator for positive mental health at work (Hünefeld, Gerstenberg, Hüffmeier, 2019). In organizations with high level of trust, creativity is likely to take place. For an organization to experience high level of development, there must be an amount of trust between its management and workers. Hence, management needs to have an open door policy so that it will be available for questioning. Trust is earned by believing that something will happen and that particular something does end

up happening. Organizational trust refers to the trust an employee has in the organization he works for. Organizational trust assumes that the daily business routines of an organization are carried out with the best of intentions towards those who work for it. Trust can occur within an organization between individuals in that organization and also between the organization and another. Each of these forms of trust has different causes and outcomes for the people or organizations involved. Trust simply means being able to predict what other people will do and what situations will lead to better future.

Trust has emerged as an important issue in business organizations because society has become critical about business values in recent years. The role of business and commerce in the society is being evaluated critically and society is finding it hard to accept the unethical dimensions of the business in the name of preserving the bottom lines or creating economic values. Trust plays an important part within organizations. Trust is considered necessary for individuals and societies to function properly. It is both an emotional and logical act. Emotionally, it is where one exposes his vulnerabilities to people, but believing they will not take advantage of his openness. Emotions associated with trust include companionship, friendship, love, agreement, relaxation and comfort. Most of the existing studies point out that the process of building trust between superiors and their subordinates lies in the hands of superiors. Trust is a pillar of many areas and processes of organization functioning Fulmer, & Dirks. (2018). In an organizational context, trust is defined as the mutual relationship between two or more parties. Trust is considered to be a 'social bond' necessary to maintain different organizational structures. (Hasche, Höglund & Mårtensson, 2020).

In the past decade, there has been a considerable increase in interest to research trust on the organizational level. In a relationship with an organization, trust is related through elements such as power, control and other limitations, including statutory and hierarchical authority. Studies in this field provide the following forms of trust established within an organization: trust-based on intimidation (this produces very fragile relations); trust based on expertise; and trust emerging from the overlapping of interests. The types of trust between members of an organization certainly depend on individual factors in an individual situation. However, there is acknowledge gap on the role of trust at different levels of analysis individuals, teams and organizations. (De Cremer, & van Dijke, 2018)

Mwakisaghu (2019), trust shows significant effect to determine the effectiveness of leadership. When the followers or subordinates trust their leader especially to the changes that to be brought in the organization, they tend to follow as they believe him or her may lead them to the right path either for themselves and/ or the organization. From his findings it results that superiors gain the trust of their subordinates by their activity, and the level of trust between superiors and their subordinates differs with

regard to hierarchic level in an organization. The field of researching the role of trust between superiors and their subordinates has been the subject of numerous studies across different disciplines, such as organizational psychology, management, public administration. Trust is a crucial element of the consideration dimension of effective leadership behavior, promoting trust can be an important factor in leader effectiveness. Mwakisaghu (2019) indicated that leaders who wish to facilitate effective change in the organization should encourage employees to collaborate and communicate with each other. Even the top management can learn and consider the strong points given by their employees.

Statement of the problem

Organizational effectiveness refers to how an organization accomplishes its goals by providing innovative goods and services that customers want while making profit. Universities as well as their various organs are formal organizations because they possess characteristics that are common to all formal organizations such as purpose, people and systematic structures. The purpose of the university is to facilitate teaching, research, community service and to produce the future leaders in various fields. Central to the system structure of the university is the registry established to coordinate students' enrollment, academic and administrative records.

It has been established from literature that organizational effectiveness of registry personnel is facilitated and promoted if there is element of trust in the organization. There have been several complaints by the university regarding lack of proper standard and procedures for creating room for trust between employees and their employer which affect their work performance and getting the right information to the right administrator at the right time become very difficult. This study therefore, considered the influence of organizational trust on the effectiveness of university registries in south west Nigeria.

Objectives of the study

The main objective of this study is to investigate the influence of organizational trust on effectiveness of university registries in South-West Nigeria. The specific objectives are:

1. To ascertain the level of organizational trust in university registries in South-West, Nigeria;
2. To determine the influence of organizational trust on organizational effectiveness of university registries in South-West, Nigeria;
3. To ascertain the challenges of organizational effectiveness among university registries in South-West, Nigeria.

Research Questions

1. What is the level of organizational trust in university registries in South-West, Nigeria?

2. What is the influence of organizational trust on organizational effectiveness of university registries in South- West Nigeria?
3. What are the challenges of organizational effectiveness of university registries in South-West, Nigeria?

Hypotheses

The null hypotheses were tested at 0.05 level of significance:

Ho₁ Organizational trust has no significant influence on effectiveness of university registries in South-West, Nigeria;

Scope of the study

This study focused on organizational trust as determinants of effectiveness of University registries in South-West Nigeria. The geographical location of this study was limited to Universities within the South-West of Nigeria which is made up of six states; Lagos, Oyo, Ogun, Osun, Ondo and Ekiti respectively. The study area comprises of forty one (41) Universities in South-West Nigeria.

The study concentrated on registry from the selected Universities from the stratum. There was a purposive selection of Federal, State and Private Universities representing the different categories of Universities in Nigeria. The Universities used are University of Ibadan, University of Lagos, Ekiti State University, Lagos State University, Olabisi Onabanjo University, Afe Babalola University, Babcock University, Bell University, Bowen University and Covenant University. All other Universities in South-West Nigeria were not included because those listed are the oldest and most populated and are good enough to represent others. Indicators of organizational effectiveness considered are productivity, growth, stability, efficiency, and goal consensus. Organizational trust covered competency, consistency and communication respectively.

II. LITERATURE REVIEW

Past studies stressed that organizational trust plays a very important role in the effectiveness of any organization. It concerns both mutual relations among employees and between employees and their supervisors. The relationships among employee are of important support in the perception of the work environment and the situation of an individual at work. (Roberts & David, 2020). Barimani, Salimi Khorshidi (2018) opined that relationships in the workplace can have an impact on job satisfaction. This paper emphasises both trust in co-workers and trust in management relationship. In an organizational context, trust is an effective predictor of positive attitudes and behavior of employees Yu; Mai and Tsai, Dai, (2018).

Based on Whitner (1998) submission, behavioral consistency, behavioral integrity, competency, delegation and control, communication and demonstration of concern contribute the most to increasing trust between superiors and subordinates. Trust can be categorized into the following:

- a. Contractual trust, also called trust of character, refers to individuals' attributes such as honesty, consistency, and fairness.
- b. Communication trust refers to the dissemination and accuracy of information. Within the organizational element is a trust that impacts the organization's performance.
- c. Competence trust relates to individuals' abilities to complete work tasks.

Within organizations, managers obviously play a central role in determining both the overall level of trust and the specific expectations within given units. Managers initiate most vertical exchanges, thus, whatever level of trust or mistrust is evident in their actions may be reciprocated. Managers design rewards and control systems that visibly displays the levels of trust or mistrust within departments or the organization as a whole. In addition, managers control the flow of certain types of information and the opportunities to share or not to share key information in ways that influence the level of trust between or across organizational levels or units. Managers determine the level of activities of management personnel, depending on the levels of trust between the superiors and the subordinates in the organization and without trust, it will be difficult to have a committed employee.

Monitoring helps organizations to assess the quality of performance over time and determine the efficiency of its controls. This process also assists timely decision making, ensure accountability, and provide the basis for evaluation and learning (Obeidat, 2016).

The Six Steps of Organization Effectiveness (By Anderson and Adams 2015)

The first step in organization effectiveness is leadership. Management and project leaders set forth the overall vision of the organization. What goals they hope to accomplish with this project, how to carry them out, and what results they must strive for are in leadership. Leadership is only as effective as the group's overall communication. While communication focuses on evenly spreading the goals, guidelines, and aspirations that derive in leadership. Furthermore, managers must focus on strategic communication, relation information in the forms that other members need to complete their tasks. The delivery of clearly stated information on the true state of things, is timely, pertinent, and requires confirmation that the message has been understood. The more in which information is given, the more believable it becomes and the more likely to initiate action. By means of clear communication, a course of action is determined, pertinent information is provided and goals are met. Leaders must uphold other employees to their tasks and responsibilities. Typically, project team members receive awards or consequences, based on their performance. As a result, Accountability greatly determines how smoothly and effectively a project performs.

Products and services are only successful if customers can receive them. Delivery focuses on ensuring that an effective

delivery system is in place. When your organization has long, complex delivery process, errors will occur and efficiency is at risk. With smaller, more concise processes, your end products can be delivered on time to the right people. Administrators, must hire the right people for the correct jobs, not everyone fits in the same position. In performance the goal is to hire, train, and retain the perfect employee for the processes and tasks you have. A business process is only effective if you can measure it. At the final stage of organizational effectiveness, you must measure and analyze your project, process, or other systems. Likewise, you must measure your organization with the correct metrics. Failing to do so will result in accurate or non-usable data.

Concept of Organizational Trust

Trust is a pillar of many areas and processes of organization functioning (Ozturk, & Karatepe, 2018). In an organizational context, trust is defined as the mutual relationship between two or more parties. The leadership obtains its moral license to steer and transform an organization to a sustainable path through its relationship with the employees. The values and culture of an organization develop a relationship of trust among the two parties that results in highly motivated and engaged staff. The leadership uses various channels to convey its vision across the board (Sharma, & Jain, 2016)

The literature stresses that organizational trust plays a very important role in the functioning of any organization (Hasche, 2020). This paper encompasses both trust in co-workers and trust in the employee-manager relationship. In an organizational context, trust is an effective predictor of positive attitudes and behavior of employees. In organizations with a high level of mutual trust, employees participate in decision-making processes, feel happy coming to work, and are more creative in performing their tasks Yuan, Feng, Lai, & Collins, (2018). In summary, interpersonal trust determines and improves management processes, influences the nature of interpersonal relationships and job satisfaction. Hence, it seems that it is the interpersonal trust in the organization that can indirectly strengthen the mental wellbeing of employees based on positive job evaluation. In a similar vein, empirical data demonstrate that confidence in managers is an important factor contributing to job satisfaction (Roberts, & David, 2020). Trust in supervisors affects employees' sense of satisfaction.

Organizational trust is one of the powerful forces in building the personality of the organization, as it encourages organizational stability and satisfaction among members of the organization, helps reduce negative conflicts and enhances effective responses in solving problems Olander, Vanhala, & Hurmelinna-Laukkanen, (2016). Organizations with high levels of cultural trust tend to produce high quality products and services at less cost because they can recruit and retain highly motivated employees. These employees are more likely to enjoy their work, take time to do their jobs correctly, make their own decisions, take risks, innovate, embrace the organizations vision, mission, and values and display

organizational citizenship behavior (helping a co-worker in need). As a result, leaders are free to perform other tasks. Also, organizational trust is demonstrated in the area of organizational justice. There are three aspects of organizational justice:

1. Distributive justice: the perceived fairness of outcomes within the organization.
2. Procedural justice: the perceived fairness in the process of reaching decisions about distributing outcomes.
3. Interactional justice: the perceived fairness of interpersonal interactions and treatment in the organization.

Many researchers suggest there is a relationship between trust and procedural justice. People make use of the fairness heuristic in situations where there is uncertainty whether to trust someone in authority. If the authority figure is perceived as fair, people are more likely to trust that authority figure. The values and culture of an organization develop a relationship of trust among the two parties that results in highly motivated and engaged staff (Sharma, & Jain, 2016) Organizational trust model is a multi-dimensional concept that includes individuals in an organization as well as the nature of outcomes and the consequences of those outcomes. Trust in leadership is not a clearly defined attribute of the individual leader or collective leadership, it's a product of the outcomes of leadership actions. A system is a collection of interdependent components acting together toward a common goal and has boundaries that partition it from the environment in which it operates. The trust culture operates within the larger organizational environment. Within this trust culture is the reciprocal relationship between leadership trust and employee, or follower trust.

Trust in the workplace has been linked to higher levels of organizational performance and effectiveness. Trust has been deemed to be considered essential for organizational effectiveness, stability and continuity among various institutional types, including colleges and universities. When there is trust within an organization, according to Rahmawati. (2016) and Manoharan and Singal (2019), the level of satisfaction resulting from organizational effectiveness can be measured.

An important thing to note is that the climate within an organization can affect the behavior and attitudes of existing members within the organization (Lin & Lee, 2017). Each organization has its own environment and atmosphere. Therefore, individual employees' impressions can be influenced by the attitudes and behaviors of those co-workers whom they perceive as similar to themselves. Thus, it is reasonable to suggest that employees' trust for their coworkers influences trust in their organization, because employees who trust their coworkers are likely to regard their coworkers' perceptions as relevant and socially acceptable. When these trusted coworkers perceive that the organization's actions are beneficial, the employees are likely to be

influenced by this same belief and subsequently construct similar perceptions that the organization can be trusted.

One of the factors that contribute significantly to positive mental health is job satisfaction (Lombardo, Jones & Goldner, 2018). Studies to date indicate that satisfaction is a key indicator for positive mental health at work (Hünefeld, Gerstenberg, & Hüffmeier, (2019). In general, employee relationships reflect the positive interactions between employees in organizations. For instance, an employee who demonstrates a contribution to group activities gets more chances to perform. With the increased credibility received from group members they derived greater scope for action, his/her well-being in the group improves. In other words, positive expectations of the individual lead to specific positive group behavior. Studies by Nikpour (2017) said organizational culture can increase the quality and effectiveness of the firm's operation for long term when an attitude suits to the business conditions. Creating a culture in which relationships are important and in which showing care and concern for the other person's needs is valued (relationship-oriented culture), through normative control rather than bureaucratic control because acting appropriately is the goal in normative control; Through explicit socialization to make newcomers understand the values and principles of the organization and how we do things around here.

Conceptual Model

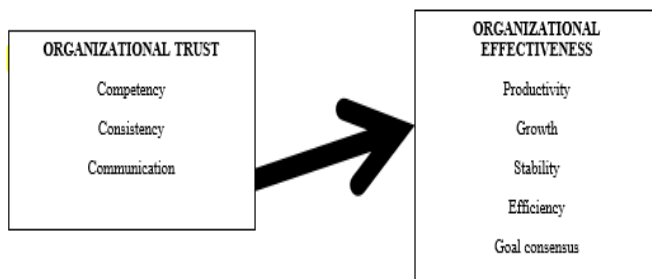


Figure 1 Conceptual Model Organizational Trust and Organizational Effectiveness.

Source: Researcher's View

In order to place trust in a potential partner, one must first establish his/her trust worthiness and the trustworthiness of the bosses and at the end of the whole company. Within organizations, managers obviously play a central role in determining both the overall level of trust and the specific expectations within units. Managers initiate most vertical exchanges. Moreover, managers design rewards and control systems that are visible displays of base levels of trust or mistrust within departments or the organization as a whole. In addition, managers control the flow of certain types of information and the opportunities to share or not share key information in ways that influence the level of trust between or across organizational levels or units.

According to Covey (2010), effective leaders use 13 behaviors to build and maintain trust: talk straight, show respect, create transparency, right wrongs, show loyalty, deliver results, get

better, confront reality, clarify expectations, practice accountability listen first, keep commitments, and extend trust first. Accordingly, the impact of employee engagement to an organization not only can improve organizational effectiveness but can also increase work well-being (Jha, Potnuru, Sareen & Shaju, 2019).

III. THEORETICAL REVIEW

The Application of Cameron's Model of Organizational Effectiveness Studies

There have been extensive international studies using Cameron's model of organizational effectiveness. For instance, Anderson (2015) did a study in which the researcher utilized a 16-item Cameron's organizational culture instrument and a 36-item Cameron's organizational effectiveness questionnaire. The participants of the study were all full-time faculty members, administrative and professional staff from the Tennessee Community Colleges in the United States. The findings indicated that the four culture types which are clan, adhocracy, hierarchy and market, are significantly related to the organizational effectiveness in the Tennessee Community Colleges. The associations were found to be strong ($p < .001$) and positive. Additionally, it was revealed that Cameron's instrument works as a valuable diagnostic tool in higher education and is associated with more familiar university assessment indicators. Regarding the findings, the researcher suggested college members to obtain specific actions to learn how to use aspects of the four culture-types in order to achieve the maximum performance on the nine dimensions of effectiveness.

Organizational Trust Model

Reina trust and betrayal model (2012) was used to identify 3 components of transactional trust and the specific behaviors that foster those components of trust: Contractual trust (trust of character), confidence in the intentions, consistency, and reliability of individuals to honor commitments make or break contractual trust, especially in the workplace. Communication trust (trust of disclosure). Communication trust contributes to the development of safe and productive work environments where a person's capacity to trust in self and others increases and the organization's capacity to perform expand. Competence trust (trust of capability), acknowledging and respecting a person's competence to do what is needed in a particular situation, whether the situation involves an interpersonal interaction, role, or specific skills, builds trust. A person's sense of competence is related to his or her sense of self-worth and job-related performance.

IV. METHODOLOGY

Research Design

This study adopted a survey research design. The survey design makes it possible to obtain primary data from a large population. It helps to report research as it occurs from the field and guarantees an easy way of collecting quantitative data for a study of this nature.

Population

The target population for this study comprises of University Registries in South-West, Nigeria. There are two thousand two hundred and eighty-two (2,282) respondents of all registry staff in the forty-one (41) Universities in South-West, Nigeria. According to the National Universities Commission Website (2017), [and Human Resources of the studied Universities in South- West Nigeria as at 31st Dec, 2018 for population information Table 3.1.

Table 1 Total population of registry staff in the universities in South-West, Nigeria.

S/N	List of universities	Year of establishment	No of registries staff
	FedD. uni. s/w Nigeria.		
1	Federal University of Agriculture, Abeokuta	1988	187
2	Federal University of Ekiti, Oye Ekiti	2011	94
3	Federal University of Technology, Akure Ondo	1981	154
4	Obafemi Awolowo University, Ile-Ife	1962	120
5	University of Ibadan, Ibadan	1948	92
6	University of Lagos, Akoka Lagos	1962	190
	Sub total		837
	State uni. s/w Nigeria		
7	Adekunle Ajasin University, Ondo State	1999	65
8	Ekiti State University, Ado Ekiti	1982	78
9	Ladoke Akintola University of Technology, Ogbomoso	1990	85
10	Lagos State University, Ojo	1983	105
11	Olabisi Onabanjo University, Ago-Iwoye	1982	212
12	Ondo State University of Science & Technology, Ondo	2008	40
13	Osun State University, Oshogbo	2006	65
14	Tai Solarin University, Ijebu- Ode	2005	74
	Sub total		724
	Private uni. s/w Nigeria		
15	Achiever’s University, Owo	2007	25
16	Adeleke University, Ede	2011	55
17	AfeBabalola University, Ado Ekiti	2009	32
18	Ajayi Crowder University, Ibadan	2005	20
19	Augustine University, Ajah	2015	16
20	Babcock University, Ilishan – Remo	1999	70
21	Bells University of Technology, Ota	2002	66
22	Bowen University, Iwo	2001	31
23	Caleb University Imota	2007	25
24	Chrisland University, Owode Abeokuta	2015	15
25	Christopher University, Mowe	2015	12

26	Covenant University, Ota	2002	49
27	Crawford University, Igbesa	2005	22
28	Crescent University, Abeokuta	2005	31
29	Elizade University, Ilaramokin	2012	18
30	Fountain University, Osogbo	2007	20
31	Hallmark University, Itele	2015	20
33	Joseph Ayo Babalola University, Ikeji-Arakeji	2006	28
32	Kings University, Odeomu	2015	9
34	Lead City University, Ibadan	2005	35
35	McPherson University, Ajebo	2012	18
36	Mountain Top University, Mowe	2015	12
37	Oduduwa University, Ipetumodu	2009	26
38	Pan- Atlantic University, Lagos	2002	12
39	Redeemer’s University, Ede	2005	18
40	Southwestern University, Okun–Owa	2012	16
41	Wesley University of Science and Technology, Ondo	2007	22
	Sub total		721
	Total population		2,282

Source: National Universities Commission Website (2017), and Human Resources of the studied Universities in South- West Nigeria as at 31st Dec, 2018.

Sample Size and Sampling Technique

Ten universities were selected out of forty-one (41) universities in South- West Nigeria. To determine the study’s sample size, Yamane’s (1967) sample size determination was used to calculate the sample size in the ten selected universities. This formula is usually used to determine sample size when the population is known.

$$n = \frac{N}{1+N(e^2)}$$

Where;

N (population size) =2,282

e(sampling error)=5% or 0.05.

Therefore

$$n = \frac{2,282}{1 + 2,282(0.05^2)}$$

$$n = \frac{2282}{1 + 2282(0.0025)}$$

$$n = \frac{2282}{1+5.705}$$

$$n = \frac{2282}{6.705}$$

$$n = 340$$

The sample size arrived at for this study is therefore 340

Thereafter, the multistage sampling technique was used to select the study’s participants from the population.

Secondly, a purposive sampling technique was used to select the participants, two Federal, three State and five Private universities based on their ages (from the oldest and the year of establishment was also considered and their population).

V. FINDINGS

1. The findings revealed that there is a high level of organizational effectiveness in university registries in South -West Nigeria with an overall mean score of 4.17. The University needs to maintain its level of effectiveness and make proper use of all the independent variables for this study to have an edge above their competitors.
2. There was a significant positive relationship between organizational trust and organizational effectiveness of registries. The respondents in all the sampled universities are of the view that they have trust in their organization.

Hypothesis: Organizational trust has no significant influence on effectiveness of University registries in South-West, Nigeria.

Table 2. Influence of organizational trust on effectiveness of University registries in South-West, Nigeria.

Variable	Coefficient	Std. Error	t- Statistics	Prob.
(Constant)	39.657	3.091	12.829	.000
Organizational Trust in Competence	.799	.205	3.891	.000
Organizational Trust in Consistency	.102	.210	.487	.627
Organizational Trust in Communication	.540	.206	2.615	.009
R-Square		.668		
Adjusted R-Square		.660		
F-statistics		20.255		
Prob. (F-statistics)		.000		

Dependent Variable: Organizational Effectiveness

Hypothesis two shows a multiple regression results of the effect of the components of trust on organizational effectiveness. This result shows that there is a significant positive influence of competence on organizational effectiveness (t =3.891, prob. <0.000), also a significant positive influence of communication on organizational effectiveness (t =2.615, prob. <0.009). While organizational trust in Consistency has no significant effect on the organizational effectiveness (t =.487, prob. <0.627). The Adjusted R- Square of 0.660 reveals that 66% change on organizational effectiveness is explained by trust in the organization. The F-statistic shows that the parameter of the general model is significant at 0.000 which is less than 0.05 level of significant. This means that the parameters estimates

are statistically significant in explaining organizational effectiveness. The estimated multiple regression model to predict organizational effectiveness by organizational trust is thus expressed as:

$$OE = 39.657 + 0.799 C_1 + 0.540 C_2$$

Where: OE=Organizational effectiveness

C₁= Competence

C₂= Communication

The regression model shows that holding organization trust to a constant (zero), organizational effectiveness of University registries in South- West, Nigeria would be 39. 657 this implies that without organizational trust, for organizational effectiveness to live would be 39.657 which is a positive and signifies clear effectiveness. The results of the multiple regression analysis indicates that when competence is improved by one unit, organizational effectiveness will be positively affected with an increase of 0.799 and a unit improvement in communication will increase organizational effectiveness by 0.540, while consistency has no significant effect on organizational effectiveness and it was not mentioned in the equation. The result shows an overall statistical significance of p<0.05 which implies that organizational trust influences the organizational effectiveness of the University registries in South-West, Nigeria. The result revealed that competence has the highest influence on organizational effectiveness of the university registry in South – West Nigeria followed by communication while consistency has little or no influence. Hence, the null hypothesis is rejected.

Discussion of Findings

This section discusses the major findings of the study in relation to relevant studies. The discussion showed the research questions and the hypotheses on which sources of influence between organizational trust and organizational effectiveness was established through past empirical studies. Research question one sought to find out the degree of organizational effectiveness of University registries in South-West, Nigeria. The result revealed that University registries in South- West Nigeria are to some extent effective in their job with an overall mean score of 4.17. This is an evidence that the registry staff are being effective in their job because the management gave room for cooperation, self-development and effective communication. This result agreed with the studies of Torlak (2021) Effective management is described as reaching organizational objectives through people and resources. To reach desired objectives, managers have to use mainly some tools within the organization, which are planning, organizing, leading, motivation, and controlling

By effectiveness, it is meant that the organization is internally healthy and efficient and the internal processes and procedures in that organization are quite well-oiled. In an effective organization, there is no trace of stress and strain. The members are completely part of the system and the

system itself works smoothly. The relationship between the members is based on trust, honesty, and goodwill. The aim of this approach in higher educational institutions is to fulfill the objectives by providing timely and sufficient information to the students, and the academicians. Wiggin, (2016). At the organizational level an information systems strategy plan (ISSP) is away to determine in general terms what information systems an organization should have in place.

The strategic constituency approach deals with the effect of the organization on the main stakeholders and their interests. Based on this approach, effectiveness refers to the minimal satisfaction of all of the strategic constituencies of the organization. Strategic constituency involves all the people that are somehow connected to the organization. These people may have different roles such as the users of the services or products of the organization, the resource providers, the facilitators of the organization's output, the main supporters and the dependents of the organization. This study supports the result of the current study; the findings revealed that productivity, growth, goal consensus, stability, efficiency are the major interest of the stakeholders and without this, it will be very difficult for the organization to be effective. Therefore, Universities in South –West Nigeria need the cooperation of both the management and registries to work hand in hand to achieve effectiveness, because both the stakeholders, managers and employees are working towards achieving a common goal. An, employee' job satisfaction and happiness in their schools can ensure that they feel more committed to the University (Uzun and Kesicioglu, 2019). In their study, a self-administered questionnaire was completed by a group of 145 nurses serving in Korean university hospitals. The results indicated that the quality of career and intact organizational culture for nurses will certainly bring boosted organizational effectiveness. The study suggested that desired patient outcomes cannot be achieved without effective and efficient nursing care. The organization's involvement in satisfying the needs of the employee will bring about the commitment of such employee to the effectiveness.

The third research question sought to measure the level of organizational trust among University registries in South-West, Nigeria. The analyses showed that the overall average mean score is 3.21; this shows a fairly high level of organizational trust among registry staff and the administration. This implies that the management of universities was not doing badly in the area of competence, consistency, and communication respectively. Covey (2010) found that an effective organization uses 13 types of behaviors to build and maintain trust: talk straight, show respect, create transparency, right wrongs, show loyalty, deliver results, get better, confront reality, clarify expectations, practice accountability listen first, keep commitments, and extend trust first. However, these types of behaviors need to be balanced, this is in agreement with the findings of this study for any organization to experience effectiveness there must be organizational trust that flows

from employers to employees and all the above-mentioned points must be put into action.

Findings of Uslaner (2018). The widespread trust inequality at both the national and the global levels and the decline of trust in many countries have sparked a growing interest in researching the origins of trust. The lack of trust developed from the perception that executives of failed businesses and investment firms were using government bailout money to live a luxurious life while the financial crisis impacted on ordinary people who lost their jobs. The lack of trust is supplemented by the perception that a considerable lack of transparency exists in financial markets and the integrity and honesty of some people in business were very doubtful. The perception is that things are getting worse for people at the bottom whereas people at the top are getting benefits at the cost of the poor. This implies that a lack of trust between employers and employees could lead to ineffective in the university, the university administration and the registries need to exhibit a little beat of trust in their relationship for effective performance.

Hypothesis two findings revealed that organizational trust has a positive influence organizational effectiveness ($r=.67$, $P<0.05$ level of significance). Hence, the null hypothesis is rejected. This finding is in line with that of (Rahayuningsih, 2019) employee trust in the organization is determined by the confidence of employees in their colleagues and leaders. In this case the leader play a big role to be able to increase employee confidence in the organization.

According to Covey and Merrill (2010), several characteristics of people with high organizational trust include: Sharing information openly, tolerating and encouraging learning from mistakes, fostering creativity and innovation; follower respect leaders; people speak in accordance with facts and express problems that are experienced openly; communicate and cooperate with fellow colleagues; easily give appreciation for the help/services of others; the decisions are carried out effectively; prioritizing transparency in organizing; organization members act as they are; have accountability, feel positive energy and motivation. In support of these findings for an organization to be effective, it will take the determinations of the management to take care of the employee working condition, job security, as well as given good treatment to workers and for them to experience freedom in contributing their quota by supporting and encouraging them when needs arise.

VI. CONCLUSION

The findings of this study indicated that there is evidence of a high rate of trust in the University registries in South-West, Nigeria by employees, but it can never be too much if the management really wants to get the bests out of the workers.

Records management practices is yet to attain enough maturity level expected of an organization like the university compared to its counterparts in the developed countries. Furthermore, the result from the hypotheses testing showed a

relative influence of organizational trust on organizational effectiveness in university registries in south west Nigeria.

VII. RECOMMENDATIONS

Based on the findings that were revealed in this study the following recommendations are made:

1. The findings show that there is a high level of organizational trust but there is still room enough for improvement especially in the area of employee not betraying the organizational trust by being more diligent, responsible, competent, consistent and communicating positively to enhance the organizations' effectiveness.
2. To ensure effectiveness of university registries university management must be up to the task of recognizing good job performance, new innovation and rewarding them accordingly.
3. The University administration needs to provide necessary infrastructural facilities, hire qualified staff (trained records managers/workers), and provide a conducive environment. The universities should invest in staff who possesses good customer relations and can relate well with both staff, students and guidance.
4. The level of organizational effectiveness at every stage of the construct should be sustained and can still be improved upon if the university management will cooperate with the workers, they can go to any length to achieve a determined goal in the area of stability, productivity, and growth.

REFERENCES

- [1] Anderson, R. J., & Adams, W. A. (2015). *Mastering leadership: An integrated framework for breakthrough performance and extraordinary business results*. Wiley.
- [2] Arnold T. (2016). A study of organizational effectiveness. University of Michigan: <https://www.researchgate.net/publication/255171716>
- [3] Asencio, H. (2016). Leadership, Trust and Organizational Performance in the Public Sector. *Transylvanian Review of Administrative Sciences*, 12(SI), 5-22.
- [4] Balduck, A.L. & Buelens, M. (2008), A two-level competing values approach to measure non-profit organizational effectiveness, Working Papers of Faculty of Economics and Business Administration, Ghent University, Belgium.
- [5] Barimani, A, & Salimi K (2018) A. The Relationship between Organizational Trust and Job Satisfaction in Employees of the Agricultural Bank Branches. *J. Ind. Strateg. Manag.* 3, 25–36.
- [6] Bond-Barnard, T.J, Fletcher, L, & Steyn, H. (2018). Linking trust and collaboration in project teams to project management success. *Int. J. Manag. Proj. Bus.* 11, 432–457.
- [7] Covey, St., M.R. (2010). Building trust: How the best leaders do it. *Leadership excellence* 22 (2), 22–24.
- [8] De Cremer, D.; van Dijke, M.; Schminke, M.; De Schutter, L.& Stouten, J (2018). The Trickle-Down Effects of Perceived Trustworthiness on Subordinate Performance. *J. Appl. Psychol.*, 103, 1335–1357,
- [9] Fulmer, A, Dirks, K. (2018) Multi level trust: A theoretical and practical imperative. *J. Trust. Res.* 8, 137–141.
- [10] Gómez, S.M. Mendoza, O.E.O, Ramírez, J, Olivas-Luján, M.R. (2020) Stress and myths related to the COVID-19 pandemic's effects on remote work. *Manag. Res. J. Iberoam. Acad. Manag.* 18, 401–420.
- [11] Guinot, J, & Chiva, R. (2019) Vertical Trust within Organizations and Performance: A Systematic Review. *Hum. Resour. Dev. Rev.* 196–227.
- [12] Hansen, S.D; Dunford, B. B; Alge, B.J; Jackson, C.L (2015). Corporate Social Responsibility, Ethical Leadership, and Trust Propensity: A Multi-Experience Model of Perceived Ethical Climate. *J. Bus. Ethic.* 137, 649–662.
- [13] Hasche, N, Höglund, L, & Mårtensson, M.(2020) Intra-organizational trust in public organizations. The study of interpersonal trust in both vertical and horizontal relationships from a bidirectional perspective. *Public Manag. Rev.* 1–21.
- [14] Hünefeld, L, Gerstenberg, S & Hüffmeier, J. (2019) Job satisfaction and mental health of temporary agency workers in Europe: A systematic review and research agenda. *Work Stress* 34, 82–110.
- [15] Jiang, L. & Probst, T.M (2016). The moderating effect of trust in management on consequences of job insecurity. *Econ. Ind. Democr.* 40.
- [16] Kim, W.; Kim, N.; Lyons, J.B.; & Nam, C.S. (2020) Factors affecting trust in high-vulnerability human-robot interaction contexts: A structural equation modelling approach. *Appl. Ergon.* 85, 103056.
- [17] Krot, K; Lewicka, D.& Zaufanie, w. (2016) Organizacjii Innowacyjnej; Trust in an Innovative Organization; C H Beck: Warsaw, Poland, 2016; ISBN 978-83-255-6924-2.
- [18] Lear, L. W. (2017). The Relationship Between Strategic Leadership and Strategic Alignment in High-performance Companies in South Africa.
- [19] Lei, H., Nguyen, T. T., & Le, P. B. (2019). How knowledge sharing connects interpersonal trust and innovation capability: The moderating effect of leadership support. *Chinese Management Studies*,13(2), 276-298.
- [20] Lombardo, P; Jones, W; Wang, L; Shen, X; & Goldner, E.M. (2018). The fundamental Association between mental health and life satisfaction: Results from successive waves of a Canadian national survey. *BMC Public Heal.* 2018, 18, 1–9.
- [21] Lumineau, F; Schilke, O. (2018) Trust development across levels of analysis: An embedded- agency perspective. *J. Trust. Res.* 8, 238–248.
- [22] Manoharan, A., & Singal, M. (2019). Organizational effectiveness in hospitality: Managers perspectives. *International Journal of Hospitality Management*, 80, 123–125.
- [23] Mohamad, A., Zainuddin, Y., Alam, N., & Kendall, G. (2017). Does decentralized decision making increase company performance through its Information Technology infrastructure investment? *International Journal of Accounting Information Systems*, 27, 1–15.
- [24] Mwakisaghu, J. K. (2019). Strategic management change. *International Journal of Advanced Research in Management and Social Sciences*, 8(5), 8-22.
- [25] Obeidat, B. Y., Hashem, L., Alansari, I, & Al-Salti, Z. (2016). The Effect of Knowledge Management Uses on Total Quality Management Practices: A Theoretical Perspective. *Journal of Management and Strategy*, 7(4).
- [26] Ozturk, A; Karatepe, O.M. (2018) Frontline hotel employees' psychological capital, trust in organization, and their effects on nonattendance intentions, absenteeism, and creative performance. *J. Hosp. Mark. Manag.* 28, 217–239.
- [27] Regina & Regina, (2012). *Trust and betrayal in the workplace*. San Francisco, CA: Berrett-Koehler.
- [28] Roberts, J. A; David, M.E. (2020), trust, job satisfaction and employee performance. *Pers. Individ. Differ.* 155, 109702.
- [29] Sharma, V.C.;& Jain, T.K. (2016) Leadership Practices in India and the USA. *ADR J.*, 3, 7–10.
- [30] Stranes, B; Truhon, S; McCarthy, V. (2020) Organizational Trust: Employee-Employer Relationships, in a Primer on Organizational Trust. Available online: <https://asq.org/hdl/2010/06/aprimer-on-organizational-trust.pdf>.
- [31] Torlak, N. G., Demir, A., & Budur, T. (2021). Decision-making, leadership and performance links in private education institutes. *Rajagiri Management Journal*.2020-0061.

- [32] Uslaner, E.M. (2018). *The Oxford Handbook of Social and Political Trust*. Oxford, England: Oxford University Press.
- [33] Uzun, T. & Kesicioglu, O.S. (2019). Analysis of the relation between organizational commitment and job satisfaction with the organizational happiness of preschool teachers. *Mediterranean Journal of Educational Research*, 13(29), 39-52.
- [34] Whitener, E. M., Brodt, S. E. Korsgaard, M. A. & Werner, J. M. (1998). Managers as initiators of trust: An exchange relationship framework for understanding managerial trustworthy behavior. *Academy of management review* 23 (3), 513–30.
- [35] Zaniboni, S, Truxillo, D.M, Rineer, J.R, Bodner, T.E, Hammer, L.B, & Krainer, M.(2016) Relating Age, Decision Authority, Job Satisfaction, and Mental Health: A Study of Construction Workers. *Work. Aging Retire.* 2016, 2, 428–435.
- [36] Zeffane, R; & Melhem, S.B. (2018) Do feelings of trust/distrust affect employees' turnover intentions? An exploratory study in the United Arab Emirates. *Middle East J. Manag.* 5, 385.
- [37] Yuan, Y; Feng, B; Lai, F; & Collins, B.J (2018). The role of trust, commitment, and learning orientation on logistic service effectiveness. *J. Bus. Res.* 93, 37–50.
- [38] Yu, M.C; Mai, Q; Tsai, S.B; & Dai, Y (2018). An Empirical Study on the Organizational Trust, Employee-Organization Relationship and Innovative Behavior from the Integrated Perspective of Social Exchange and Organizational Sustainability. *Sustainability*, 10, 864.