



## **Organizational Trust and Its Relationship with Organizational Identification Among Employees A Field Study at the Pharma Invest Company Specialized in Drug Distribution - El Eulma**

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### **Abstract:**

*The present study seeks to identify the nature of the relationship between organizational trust and organizational identification among employees at Pharma Invest, a company specialized in drug distribution located in El Eulma – Sétif. In order to achieve the study's objective, the descriptive method was adopted, and a questionnaire was used as a tool for collecting data. Statistical analysis of the data was conducted using the statistical software (SPSS v.25). The study tool was distributed to a random sample of 52 male and female employees at Pharma Invest in El Eulma. For statistical data processing, Pearson's correlation coefficient was used. Thereby, the study arrived at the following results:*

*There is a statistically significant correlational relationship between organizational trust and organizational identification among Pharma Invest*

employees. A statistically significant correlation was also found between organizational trust and the dimension of membership among Pharma Invest employees; a statistically significant correlation was found between organizational trust and the dimension of similarity among Pharma Invest employees; and a statistically significant correlation was found between organizational trust and the dimension of loyalty among Pharma Invest employees.

**Keywords:** Organizational Trust, Organizational Identification.

### **Résumé :**

La présente étude vise à identifier la nature de la relation entre la confiance organisationnelle et l'identification organisationnelle chez les employés de Pharma Invest, une entreprise spécialisée dans la distribution de médicaments située à El Eulma – Sétif. Afin d'atteindre l'objectif de l'étude, la méthode descriptive a été adoptée et un questionnaire a été utilisé comme outil de collecte de données. L'analyse statistique des données a été réalisée à l'aide du logiciel statistique (SPSS v.25). L'outil d'étude a été distribué à un échantillon aléatoire de 52 employés, hommes et femmes, de Pharma Invest à El Eulma. Pour le traitement statistique des données, le coefficient de corrélation de Pearson a été utilisé. L'étude a ainsi abouti aux résultats suivants :

Il existe une relation corrélative statistiquement significative entre la confiance organisationnelle et l'identification organisationnelle chez les employés de Pharma Invest. Une corrélation statistiquement significative a également été trouvée entre la confiance organisationnelle et la dimension de l'appartenance chez les employés de Pharma Invest ; une corrélation statistiquement significative a été trouvée entre la confiance organisationnelle et la dimension de la similitude chez les employés de Pharma Invest ; et une corrélation statistiquement significative a été trouvée entre la confiance organisationnelle et la dimension de la loyauté chez les employés de Pharma Invest.

**Mots-clés :** confiance organisationnelle, identification organisationnelle.



## **Introduction:**

Nowadays, the world is experiencing a wave of continuous and accelerated changes in all areas of life, whether economic, technological, political, or even social. These changes have imposed on modern organizations the need to increase attention to the human resource as a fundamental pillar for achieving excellence and sustainable development, ergo ensuring competitive superiority and innovation.

The success or failure of any organization depends on the extent of its attention to and control over the human resource, as they are the source of thought and creativity as well as the main driving force of it. This compels the organization to strive to gain employees' trust and strengthen relationships within the work environment, thus ensuring the creation of a healthy and effective atmosphere characterized by transparency, increased job satisfaction, organizational commitment, and successful change management.

Therefore, the success of all this depends on the nature of social interaction among employees themselves and between employees and the organization. This reflects the modern orientation of organizational behavior and the concept of organizational trust, which is defined as "the expectations and positive feelings held by individuals toward the organization in which they work, associated with applied management practices and behaviors, in which adherence to public and private ethical values, and avoidance of anything

that harms common interests, are taken into account” (Hikmet, 2010, p. 174).

It is worth noting here that organizational trust has gained its importance from organizational theories. The Japanese Theory Z, for example, is based on three principles, the most important of which is the principle of trust. It emphasizes a direct relationship between trust and productivity, meaning that the greater the trust among workers, the higher the productivity (Hilmi, 2021, p. 118).

Meanwhile, Theory Y has adopted the principle of mutual trust between employees. In contrast, and in the pursuit of achieving the organization's goals, it employs a set of strategies to accomplish this, and most importantly, providing a positive and motivating work environment. This allows organizations to achieving balance, job integration, organizational commitment, and job satisfaction. These processes are considered indicators that affect several aspects reflecting key concepts, most notably, organizational identification, which is defined as the degree of compatibility and harmony between the values and goals of the employee and those of the organization in which they work. This degree is reflected in the level of organizational loyalty and membership, in addition to the organizational resemblance the individual shows toward their organization. (Mohammad Al-Najjar, 2024, p. 155).

One of the studies that supports this view is the one by Hanthal (2019). This study ensures that the dimensions of identification contribute to improving teamwork, considering that organizational values and loyalty are essential dimensions that constitute identification. (Atiyah, 2021, p. 183).



Organizational values are strongly expressed and form the foundation of organizational trust, which is based on positive expectations. These expectations are realized through indicators such as trust in the supervisor, trust in colleagues, and trust in management, which in turn are reflected through indicators like loyalty, similarity, and membership.

It is worth mentioning the essential link between organizational identification and organizational trust, as confirmed by the study of Redouane (2018), which found a significant correlation between the dimensions of trustworthy leadership and organizational identification. From this standpoint, the present study seeks to answer the main research question: Is there a statistically significant correlation between organizational trust and organizational identification among Pharma Invest employees? This will be addressed by answering the following sub-questions:

- 1) Is there a statistically significant correlation between organizational trust and the **membership** dimension among Pharma Invest employees?
- 2) Is there a statistically significant correlation between organizational trust and the **similarity** dimension among Pharma Invest employees?
- 3) Is there a statistically significant correlation between organizational trust and the **loyalty** dimension among Pharma Invest employees?

## Study Hypotheses

### General Hypothesis:

There is a statistically significant correlation between organizational trust and organizational identification among Pharma Invest employees.

### Sub-Hypotheses:

- There is a statistically significant correlation between organizational trust and the **membership** dimension among Pharma Invest employees.
- There is a statistically significant correlation between organizational trust and the **similarity** dimension among Pharma Invest employees.
- There is a statistically significant correlation between organizational trust and the **loyalty** dimension among Pharma Invest employees.

## Study Objectives

Given the importance of the study's topic, which is to examine the nature of the relationship between organizational trust and organizational identification, there are specific goals that we seek to achieve through this research, namely:

- To explore whether there is a statistically significant correlation between organizational trust and organizational identification among Pharma Invest employees.
- To determine whether there is a statistically significant correlation between organizational trust and membership dimension among Pharma Invest employees.



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- To identify whether there is a statistically significant correlation between organizational trust and the similarity dimension among Pharma Invest employees.
- To examine whether there is a statistically significant correlation between organizational trust and the loyalty dimension among Pharma Invest employees.

## **1. Operational Definitions of the Study Variables**

### **1.1. Organizational Trust:**

#### **Conceptual Definition:**

It is defined as the expectations and perceptions of individuals and groups that promises, agreements, and decisions made can be relied upon and will be honored, in a way that achieves the desired outcomes and the mutual interests of the involved parties. (Tijani, 2020, p. 03)

#### **Operational Definition of Organizational Trust:**

It refers to the total score obtained by an individual in response to the items of the organizational trust questionnaire. In our current study, it represents the sum of positive expectations an employee has toward the organization they work for, as well as the set of decisions issued by the organization that serve the mutual interests of both parties (the employee and the organization).

### **1.2. The Concept of Organizational Identification:**

#### **Conceptual Definition:**

It is a form of connection between the individual and the organization. This tangible identification/alignment between the individual and the organization leads to the

emergence of organizational behaviors such as loyalty, continuity, and altruism, in addition to the exertion of extra effort within the organization. (Mallas, 2022, p. 03)

### **Operational Definition of Organizational Identification:**

It is the total score obtained by an individual in response to the items of the organizational identification questionnaire. In our study, it represents the connections and behaviors between the individual and the organization, which include loyalty, altruism, and continuity, and it consists of three dimensions: organizational loyalty, organizational similarity, and organizational membership.

### **1.3. Concept of Organizational Loyalty:**

#### **Conceptual Definition:**

Loyalty expresses the extent to which an individual accepts and represents the organization's goals and values. Additionally, it refers to how the individual views their role within the organization through their contribution to its goals, considering it part of their identity. Loyalty is the individual's attitude toward the organization, which connects the self to the organization they work for. (Msabbahi & Boubidi, 2023, p. 18)

#### **Operational Definition of Organizational Loyalty:**

It is the total score obtained by an individual in response to the items related to organizational identification in the questionnaire. In our current study, it represents the **emotional bond** between the individual and the organization they work for. This bond is expressed through a set of behaviors the employee exhibits, such as their **efforts, desire to remain** with the organization, and their **support** for it.



## **1.4. The Concept of Organizational Identification:**

### **Conceptual definition:**

It is the characteristics that individuals have in common with the group, which exceed those shared with the organization in terms of actual work, direct interaction, personal preferences, as well as shared history and destiny. The composition of the workgroup may significantly influence the perceived degree of similarity between the individual and the group to which they belong. (Moussa, 2021, p. 10)

### **Operational Definition of Organizational Identification:**

It is the total score obtained by the individual when responding to the items of the organizational identification questionnaire. In our current study, it refers to the set of characteristics shared between the working individual and the workgroup. Accordingly, they integrate through their personal and identity characteristics that exceed those shared with the organization in terms of actual work, direct interaction, and even shared history and destiny.

## **1.5. The Concept of Organizational Membership (Affiliation):**

### **Conceptual definition:**

It is the strength required to support the activities, goals, and mission of the organization. It is based on the availability of members who can contribute new ideas and aims to attract more individuals to organizational membership. (Moussa, 2021, p. 10)

### **Operational Definition of Organizational Membership:**

It is the total score obtained by the individual when responding to the items of the organizational similarity questionnaire. In our current study, it refers to the individual's strength in supporting the activities and goals of the organization they work for, making them a part of it, believing in its objectives, and being willing to carry them out.

## **2. Methodological Procedures:**

### **2.1. Study Approach:**

Given that the subject of the study falls under descriptive research, the descriptive method was adopted at the correlational level to clarify the nature of the relationship between the study variables (organizational trust, organizational identification).

### **2.2. Study Tools:**

**Organizational trust questionnaire:** it is a questionnaire consisting of 36 items distributed across three main dimensions: trust in senior management, trust in supervisors, trust in co-workers.

**Organizational identification questionnaire:** it is a questionnaire consisting of 30 items distributed across three main dimensions: organizational membership, organizational identification, organizational loyalty.

## **23. Final Study Sample:**

The sample was randomly selected based on Sami Mohamed Melhem's rule, which states that 20% of the study population should be selected if the population consists of hundreds. Therefore, the final study sample consisted of 52



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employees (male and female) from Pharma Invest Company in El Eulma.

## **2.4. Fields of the Study:**

### **2.4.1. *Human Field:***

The study population consists of all 256 employees of the pharmaceutical company Pharma Invest in the city of El Eulma.

### **2.4.2. *Spatial Field:***

Pharma Invest pharmaceutical company in El Eulma.

### **2.4.3. *Temporal Field:***

The current field study was conducted on the employees of Pharma Invest during the time period 2025–2026.

## **2.5. Psychometric Properties:**

### **2.5.1. Validity Coefficient of the Questionnaire:**

#### **Internal Consistency Validity (Organizational Trust):**

The following table shows the correlation coefficients between each item of the Organizational Trust Questionnaire and the total score. The results indicate that the correlation coefficients are significant at the 0.01 level, thus confirming that the scale is valid in measuring what it is intended to measure.

**Table No. (1) represents the correlation coefficient of each paragraph and the overall score of the organizational trust questionnaire**

Measuring the internal consistency of the items (Organizational Trust Questionnaire)							
Number	Pearson Correlation			Number	Pearson Correlation		
	Correlation coefficient value	Sig. (p-value)	Result		Correlation coefficient value	Sig. (p-value)	Result
Item 01	<b>**0.970</b>	0.000	Significant	Item 19	<b>**0.903</b>	0.000	Significant
Item 02	<b>**0.989</b>	0.000	Significant	Item 20	<b>**0.989</b>	0.000	Significant
Item 03	<b>**0.980</b>	0.000	Significant	Item 21	<b>**0.589</b>	0.000	Significant
Item 04	<b>**0.825</b>	0.000	Significant	Item 22	<b>**0.982</b>	0.000	Significant
Item 05	<b>**0.975</b>	0.000	Significant	Item 23	<b>**0.982</b>	0.000	Significant
Item 06	<b>**0.982</b>	0.000	Significant	Item 24	<b>**0.935</b>	0.000	Significant
Item 07	<b>**0.903</b>	0.000	Significant	Item 25	<b>**0.975</b>	0.000	Significant
Item 08	<b>**0.989</b>	0.000	Significant	Item 26	<b>**0.982</b>	0.000	Significant
Item 09	<b>**0.776</b>	0.000	Significant	Item 27	<b>**0.874</b>	0.000	Significant
Item 10	<b>**0.894</b>	0.000	Significant	Item 28	<b>**0.989</b>	0.000	Significant
Item 11	<b>**0.968</b>	0.000	Significant	Item 29	<b>**0.982</b>	0.000	Significant
Item 12	<b>**0.982</b>	0.000	Significant	Item 30	<b>**0.903</b>	0.000	Significant
Item 13	<b>**0.903</b>	0.000	Significant	Item 31	<b>**0.978</b>	0.000	Significant
Item 14	<b>**0.830</b>	0.000	Significant	Item 32	<b>**0.968</b>	0.000	Significant
Item 15	<b>**0.982</b>	0.000	Significant	Item 33	<b>**0.974</b>	0.000	Significant
Item 16	<b>**0.749</b>	0.000	Significant	Item 34	<b>**0.968</b>	0.000	Significant
Item 17	<b>**0.982</b>	0.000	Significant	Item 35	<b>**0.988</b>	0.000	Significant



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Item 18	**0.970	0.000	Significant	Item 36	**0.900	0.000	Significant
<p><b>Significant: That is, there is a statistically significant correlation between the item and the total score of its dimension.</b></p> <p><b>**In SPSS, it indicates the presence of statistical significance at the 0.01 level.</b></p>							

Source: Prepared by the researchers based on the results of SPSS v.2.

### **Internal Consistency    Validity    (Organizational Identification):**

The internal consistency of the scale items was studied by calculating the correlation value of each item with the total score of the dimension it belongs to, using Pearson’s correlation coefficient. The results indicated that the correlation coefficients for all items in both questionnaires were high and statistically significant at the 0.01 significance level, as shown in the following tables.

#### **Organizational Membership Dimension:**

The following table shows the correlation coefficient between each item of the first dimension, “Organizational Membership,” and the total score of the dimension. The results indicate that the correlation coefficients are significant at the  $\alpha = 0.01$  level, confirming that the dimension is valid for measuring what it is intended to measure.

**Table (2) represents the correlation coefficient of each item with the total score of the first dimension.**

Measuring the internal consistency of the items (First Dimension: Organizational Membership)							
Numbers	Pearson Correlation			Numbers	Pearson Correlation		
	Correlation coefficient value	Sig. (p value)	Result		Correlation coefficient value	Sig. (p value)	Result
Item 01	**0.789	0.000	Significant	Item 06	**0.781	0.000	Significant
Item 02	**0.838	0.000	Significant	Item 07	**0.772	0.000	Significant
Item 03	**0.865	0.000	Significant	Item 08	**0.743	0.000	Significant
Item 04	**0.797	0.000	Significant	Item 09	**0.865	0.000	Significant
Item 05	**0.828	0.000	Significant	Item 10	**0.831	0.000	Significant

Significant: That is, there is a statistically significant correlation between the item and the total score of its dimension.  
 \*\*In SPSS, it indicates the presence of statistical significance at the 0.01 level

Source: Prepared by the researchers based on the results of SPSS v.25.

**Organizational Identification Dimension:**

The following table shows the correlation coefficients between each item of the second dimension, "Organizational Identification," and its total score. The results indicate that the correlation coefficients are significant at the  $\alpha = 0.01$  level, confirming that the dimension is valid and honest in measuring what it is intended to measure.



**Table (3) represents the correlation coefficient of each item with the total score of the second dimension.**

Measuring the internal consistency of the items (First Dimension: Organizational Identification)							
Numbers	Pearson Correlation			Numbers	Pearson Correlation		
	Correlation coefficient value	Sig. (p value)	Results		Correlation coefficient value	Sig. (p value)	Result
Item 01	**0.711	0.000	Significant	Item 06	**0.507	0.000	Significant
Item 02	**0.621	0.000	Significant	Item 07	**0.508	0.000	Significant
Item 03	**0.774	0.000	Significant	Item 08	**0.627	0.000	Significant
Item 04	**0.710	0.000	Significant	Item 09	**0.749	0.000	Significant
Item 05	**0.592	0.000	Significant	Item 10	**0.795	0.000	Significant

Significant: That is, there is a statistically significant correlation between the item and the total score of its dimension.

\*\*In SPSS, it indicates the presence of statistical significance at the 0.01 level

Source: Prepared by the researchers based on the results of SPSS v.25.

**Organizational Loyalty Dimension:**

The following table shows the correlation coefficients between each item of the third dimension "organizational loyalty" and its overall score. The Results indicates that the correlation coefficients are significant at the 0.01 significance level. Thus, the dimension is considered honest and valid in measuring what was set to measure.

**Table (4) represents the correlation coefficient of each item with the total score of the third dimension.**

**Measuring the internal consistency of the items (First Dimension: Organizational Loyalty)**

Numbers	Pearson Correlation			Numbers	Pearson Correlation		
	Correlation coefficient value	Sig. (p value)	Result		Correlation coefficient value	Sig. (p value)	Result
Item 01	**0.623	0.000	Significant	Item 06	**0.616	0.000	Significant
Item 02	**0.667	0.000	Significant	Item 07	**0.552	0.000	Significant
Item 03	**0.700	0.000	Significant	Item 08	**0.524	0.000	Significant
Item 04	**0.780	0.000	Significant	Item 09	**0.662	0.000	Significant
Item 05	**0.627	0.000	Significant	Item 10	**0.672	0.000	Significant

Significant: That is, there is a statistically significant correlation between the item and the total score of its dimension.

\*\*In SPSS, it indicates the presence of statistical significance at the 0.01 level

Source: Prepared by the researchers based on the results of SPSS v.25.

**Construct Validity of the Organizational Identification Questionnaire:**

Construct validity is one of the measures of an instrument’s validity, assessing the extent to which the intended objectives are achieved using that instrument. It reflects the degree of correlation between each dimension of the scale and the total score of its items.

The following table shows that all correlation coefficients for the dimensions of the scale are statistically significant at the  $\alpha = 0.01$  level, confirming that the dimensions of the scale are valid in measuring what they are intended to measure.



**Table (5) represents the correlation coefficient between the score of each dimension of the questionnaire and the total score of the questionnaire.**

	Dimensions	R Coefficient	Significance (Sig.)	Result	Rank
<b>Organizational Identification Questionnaire</b>	Organizational Membership	**0.886	0.000	Significant	01
	Organizational Similarity	**0.873	0.000	Significant	02
	Organizational Loyalty	**0.784	0.000	Significant	03

\*\*The correlation is statistically significant at the 0.01 level.

Source: Prepared by the researchers based on the results of SPSS v.25.

The results of the previous table showed high correlation coefficients across the three dimensions and the total score of the questionnaire, all of which are statistically significant at the  $\alpha = 0.01$  level, indicating a high degree of internal consistency for the study instrument and enhances its reliability for the intended purpose. It was also noted that the highest correlation coefficients were related to the "Organizational Membership" dimension, highlighting its importance among the mentioned dimensions.

**Calculating the Reliability Coefficient of the Two Questionnaires (Organizational Trust and Organizational Identification):**

**Table (6) shows the results of the Cronbach's Alpha reliability test for Organizational Trust and Organizational Identification (SPSS output).**

Cronbach's Alpha Coefficient		
Variables	Value	Number of items
Organizational Trust	0.99	36
Organizational Identification	0.93	30

The value of the organizational confidence stability coefficient was estimated at 0.99, indicating a high level of internal consistency among the questionnaire items. This allows for greater confidence in the results obtained in this regard.

Similarly, the reliability coefficient for Organizational Identification was estimated at 0.93, thus, it can be said that the consistency of the questionnaire items is high. Therefore, more confidence in the results obtained in terms of this aspect.

## **2.6. Statistical analysis and hypotheses results:**

Statistical analysis was carried out using the Statistical Package for the Social Sciences (SPSS) to test hypotheses. Below is a detailed presentation of each hypothesis and its results:

### ***2.6.1. Presentation, analysis and discussion of the results of the first partial hypothesis:***

For the purpose of testing the validity of the fifth sub-hypothesis, which states: "There is a correlational relationship between organizational trust and organizational



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membership among Pharma Invest employees”, Pearson's correlation coefficient was used, through which it was shown that the correlated results are distributed as shown in the following table:

**Table (7) presents the Pearson correlation coefficient between Organizational Trust and Organizational Membership.**

Number	Organizational Trust	Correlation Coefficient	Significance Level	Sig. (p-value)	Decision
01	Organizational Membership	**0.756	0.01	0.000	Significant

\*\*Significant at the significance level  $\alpha = 0.01$

Source: Prepared by the researchers based on the results of SPSS v.25.

From the previous table, it is evident that the value of the Pearson correlation coefficient  $r = 0.756^{**}$ , is statistically significant at the 0.01 level. Based on this, we conclude that there is a "positive and strong" direct correlation between the independent variable and the dependent variable. In other words, the higher the organizational trust, the higher the organizational membership, and vice versa.

The study results revealed a very strong correlation between organizational trust and organizational membership ( $r = 0.756$ ), which indicates that higher levels of

trust within the Pharma Invest organization are closely linked to strengthening the affiliation of employees' as active members rather than merely workers. This result can be attributed to the fact that organizational trust serves as a key factor that motivates employees to enhance their emotional and behavioral commitment to the organization. Consequently, contributing to strengthening their organizational membership and transforming the relationship from a mere employment connection into a strategic partnership.

These results support the theoretical frameworks and previous studies that have emphasized the role of organizational trust in deepening organizational affiliation. They have shown that building trust between employees and the organization contributes to creating a motivating work environment that enhances employees' sense of being partners in achieving organizational goals.

### **2.6.2. Presentation, analysis and discussion of the results of the second sub-hypothesis:**

For the purpose of testing the validity of the second sub-hypothesis that: "there is a correlational relationship between organizational trust and organizational identification among Pharma Invest employees," Pearson's correlation coefficient was used, through which it was shown that the correlated results are distributed as shown in the following table.



**Table (8) presents the Pearson correlation coefficient between Organizational Trust and Organizational Identification**

Number	Organizational Trust	Correlation Coefficient	Significance Level	Sig. (p-value)	Decision
02	Organizational Similarity	**0.590	0.01	0.000	Significant

\*\*Significant at the significance level  $\alpha = 0.01$

Source: Prepared by the researchers based on the results of SPSS v.25.

From the previous table, it can be seen that the value of Pearson's correlation coefficient  $r = 0.590$ , which is a function statistically at the 0.01 level. Based on this, we conclude that there is a moderate positive correlation between the independent variable and the dependent variable. In other words, the higher the organizational trust, the greater the organizational identification, and vice versa.

The results of the study revealed an average correlation between organizational trust and organizational identification within the Pharma Invest organization ( $r = 0.590$ ). This indicates that high levels of trust within the organization contribute to the convergence of employee values and behaviors with its values, though to a lesser extent than other relationships.

This result is explained by the fact that organizational trust acts as an unwritten contract between employees and the organization, where mutual commitment is exchanged. The moment employees feel that the organization values and trusts them, they often reciprocate by adhering to its values and working towards achieving its goals. This is consistent with Blau's (1964) Social Exchange Theory.

On the other hand, trust is not just a job commitment, it goes beyond that to foster a sense of belonging. According to the theory of Social Identity (Tajfel & Turner, 1979), when an employee feels that the organization is part of their personal identity, they tend to adopt its values and act in order to achieve its success, as if they see in its success a personal success for them.

However, the strict environment of the pharmaceutical sector poses additional challenges. Strict regulatory requirements and mandatory adherence to quality standards may reduce the chances of employees to adopt the organization's values naturally, thereby, wakening the impact of regulatory trust.

Nevertheless, organizational trust remains the bridge between organizational values and individual beliefs. It helps to reduce the gap between them, and explains the positive relationship between organizational trust and organizational similarity.

### **2.6.3. Presentation, analysis and discussion of the results of the third sub-hypothesis:**

For the purpose of testing the validity of the third sub-hypothesis, which states: "there is a correlational relationship between organizational trust and organizational loyalty among Pharma Invest employees," Pearson's



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correlation coefficient was used, through which it was shown that the correlated results are distributed as shown in the following table:

**Table No. (9) represents Pearson's correlation coefficient between “organizational trust and organizational loyalty”**

Nu mber	Organiza tional Trust	Corre lation Coefficie nt	Signifi cance level	Si g. (p- valu e)	Decisi on
03	Organiz ational Loyalty	<b>0.585 **</b>	<b>0.01</b>	<b>0. 000</b>	<b>Signi ficant</b>

\*\*Significant at the significance level  $\alpha = 0.01$

Source: Prepared by the researchers based on the results of SPSS v.25.

\*From the previous table, it is clear that the value of Pearson’s correlation coefficient is  $r = 0.585$ , which is statistically significant at the 0.01 level. Based on this, we conclude that there is a moderate positive correlation between the independent and dependent variables. That is, the higher the organizational trust, the greater the organizational loyalty, and vice versa.

These results revealed an average correlation between organizational trust and organizational loyalty within Pharma Invest ( $r = 0.585$ ), which indicates that enhancing trust within the organization contributes to enhancing

employee loyalty, but to a lesser degree than expected, compared to previous studies.

This result can be explained by the idea that when employees feel the organization trusts and supports them, they often reciprocate with loyalty and a sense of belonging, which pushes them to adhere to the values of the organization and work hard to achieve its goals.

This notion aligns with what previous studies have indicated about the impact of trust on enhancing organizational loyalty, where trust plays a greater role in strengthening employees' emotional attachment to the organization than in promoting continuance loyalty, based on material benefits, or normative loyalty, associated with moral obligation. This emotional connection makes employees feel they are part of a larger whole, which increases their desire to remain and continue as part of the team.

#### **2.6.4. Presentation, analysis and discussion of the results of the general hypothesis:**

For the purpose of testing the validity of the general hypothesis, which states "There is a statistically significant correlation between organizational trust and organizational Identification among Pharma Invest employees," Pearson's correlation coefficient was used, through which it was shown that the correlated results are distributed as shown in the following table:



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**Table No. (10) represents the Pearson correlation coefficient between “organizational trust and organizational Identification”**

Nu mber	Organiz ational trust	Corre lation Coeffici ent	Signifi cance Level	Si g. (p- valu e)	Decis ion
04	Organiz ational identificati on	0.745 **	0.01	0.0 00	Signi ficant

\*\*Significant at the significance level  $\alpha = 0.01$

Source: Prepared by the researchers based on the results of SPSS v.25.

\* From the previous table, it turns out that the value of Pearson's correlation coefficient  $t = 0.745^{**}$ , which is a function statistically at the level of significance 0.01. Based on this we conclude that there is a "strong positive" direct correlation between the independent variable and the dependent variable. In other words, the more organizational confidence, the more organizational identification, and vice versa.

The results of the study revealed a very strong correlation between organizational trust and organizational identification within Pharma invest ( $r=0.745$ ), which confirms that trust is the cornerstone for achieving total harmony between the values of employees and the goals of the organization, especially in high-risk sectors such as

pharmaceuticals. This relationship explains that when employees feel trusted by their management, they become more willing to adopt behaviors that are in line with the values of the organization, not out of obligation but with a genuine desire to participate and integrate.

These results show the importance of trust in creating a harmonious work environment, as trust helps to reduce conflicts and strengthen team spirit. This makes employees more in tune with the culture and goals of the organization, motivates them to give their best with sincere will and not only as part of work duties.

### **Conclusion:**

Organizational trust is a central factor in promoting organizational identification, as it contributes to creating harmony between the values of individuals and the goals of the organization, enhancing their commitment and loyalty. Through theories such as Social Exchange and Perceived Organizational Support, it is clear that trust is built on fairness in treatment and meeting the needs of employees, which makes them feel belonging and motivates them to adopt the vision of the organization as part of their personal identity. Additionally, Social Identity Theory shows that the promotion of a common identity between an individual and an organization increases organizational identification, especially when trust is translated into transparent policies that prompt inclusion and Justice.

In contrast, a decline in trust leads to a gap between employees and the organization, where marginalization or injustice weakens the sense of belonging, and reduces the willingness of individuals to sacrifice their personal interests



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in favor of collective goals. Therefore, enhancing organizational identification requires proactive leadership that builds a corporate culture based on transparency and effective dialogue, while designing incentive systems that reward engagement in achieving a common vision. Thus, organizational trust is not just a secondary element, but a strategic pillar that transforms individuals from mere employees to active partners in the industry of sustainable institutional success. The current study has yielded the following results:

- There is a statistically significant correlational relationship between **organizational trust** and **organizational identification** among *Pharma Invest* employees.
- There is a statistically significant correlational relationship between **organizational trust** and the **membership dimension** among *Pharma Invest* employees.
- There is a statistically significant correlational relationship between **organizational trust** and the **similarity dimension** among *Pharma Invest* employees.
- There is a statistically significant correlational relationship between **organizational trust** and the **loyalty dimension** among *Pharma Invest* employees.

In light of the findings, we can propose the following:

- Transform formal meetings into collaborative spaces focused on “human” before “performance”.
- Designing monthly programs to celebrate both individual and collective achievements, even small ones, such as honoring an employee who contributed a simple idea that improved the work environment.
- Send personalized thank-you letters from the management highlighting the impact of employees' efforts on the ground.

- Grant employees a space of autonomy in managing their tasks (e.g., flexible working hours), as an expression of the organization's confidence in their wisdom and commitment.
- Activate psychological and professional support policies (such as career counseling sessions), to show that the organization cares about their development as individuals, not just as resources.
- Involve employees in shaping the organization's vision and values, to feel that they are partners in the creation of collective identity.

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