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Dagmara Lewicka Katarzyna Krot

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The model of HRM-trust-commitment relationships

HRM-trust-
commitment
relationships

Dagmara Lewicka

*Faculty of Management, AGH University of Science and Technology,
Kraków, Poland, and*

Katarzyna Krot

*Department of Management, Białystok University of Technology,
Białystok, Poland*

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Abstract

Purpose – It is worth focusing on the examination of factors influencing the quality of the work environment. The purpose of this paper is to verify the influence of the HRM system and organisational trust on employee commitment.

Design/methodology/approach – The survey was conducted in Poland among 370 employees in organisations from two sectors of the economy: services and industry. The verification of the theoretical model was performed based on structural equation modelling.

Findings – Research findings made it possible to successfully verify the model of the relationship between the HRM system (practices, process), organisational trust and commitment. The starting point for trust in an organisation followed by commitment is the HRM system. It seems that the impact of the HRM process on creating organisational trust is higher. Research findings have also confirmed a relationship between each type of organisational trust and calculative commitment based on benefits, which is a strong determinant of affective commitment. Organisational trust is, therefore, an intermediary factor because the organisation must build trust in employees first before they become affectively committed.

Originality/value – Current studies have not examined the issue of a mutual relationship between three constructs: perceived HRM practices and process, organisational trust and commitment. What is more, previous research was confined to the constructs analysed holistically without considering their complexity (different types of trust and commitment). In addition, the authors attempted to enrich Allen and Mayer's (1991) model with a new aspect of the commitment – calculative, which is linked to the benefits received by employees. The authors also identified the mediating influence of the trust and calculative commitment onto the affective commitment.

Keywords Organizational trust, Affective and calculative commitment, HRM system

Paper type Research paper

1. Introduction

In the era of the knowledge economy, human capital is the highest value, hence a development-oriented organisation must demonstrate supreme care in this area. The HRM system plays an important role in this process (Sonnenberg *et al.*, 2011; Krot and Lewicka, 2011; Rau, 2012). The purpose of the activities within this system is to activate the human capital in the organisation by: maintaining a high level of employee commitment, obtaining outstanding results, creating innovative solutions, supporting learning, gaining knowledge and its use (Chow *et al.*, 2008, Zakrzewska-Bielawska, 2008; Nankervis and Stanton, 2010). Positive feelings related to work contribute to the

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higher productivity and quality of life of employees. Therefore, it is worth focusing on examining factors influencing the quality of the work environment. Vital importance should be attributed to factors shaping affective commitment. An important issue to deal with is what conditions should be ensured by organisations so that people employed in them are able and willing to commit themselves (Coyle-Shapiro and Shore, 2007). Thus, this study is aimed at examining the influence of the HRM system, trust and calculative commitment on the perception of affective commitment.

2. Organisational commitment

In literature, the issue of commitment in business relations has emerged only recently and related research areas, while often covered by researchers, have not been sufficiently explained. For this reason, the authors use different terms naming similar or even identical aspects. Despite some inconsistencies in terminology, research results have led to the identification of three dimensions of commitment: affective, continuance and normative commitment (Meyer and Allen, 1997).

The literature underlines the importance of organisational commitment due to the belief that organisations employing committed employees are more efficient because committed employees identify themselves with the organisation's objectives to a larger extent than their less committed colleagues, and they exhibit more attachment to the organisation (Meyer and Allen, 1997).

Affective commitment refers to attachment to the organisation, identification, loyalty and a desire for affiliation. People with strong affective attachment remain in the organisation by choice (Meyer and Allen, 1991; Meyer *et al.*, 2006). Links between affective commitment and high job performance are often emphasised (Becker *et al.*, 1996). Research also indicates that there is a negative relationship between affective commitment and turnover intention and real turnover (Vanderberghe and Bentein, 2009). These findings were also confirmed by research in the IT sector, revealing a positive and significant relationship between affective commitment and the reduction in turnover intention and increase in job satisfaction (Magni and Penarola, 2008; Reid *et al.*, 2008).

Allen and Meyer (1997) point to the existence of at least two other forms of commitment – continuance commitment and normative commitment – which is possibly less likely to be associated with high job performance. They are much less focused on such a sense of psychological belonging. Normatively committed employees feel a moral obligation to remain in the organisation, which is more associated with the internalisation of the norms and values of organisations, and the acceptance of goals and missions. Continuance commitment, however, refers to a sense of being locked in because of the high costs of leaving, the sacrifices and disruptions involved and the perception that there are few available alternatives. The costs may be financial, social or psychological, and alternative options may appear to be blocked off or closed down. To measure the construct of continuance commitment, Mayer and Allen (1997) used a scale with items diagnosing the intention of continuing collaboration with the organisation for fear-based reasons (e.g. high costs of changing employers) and for calculative reasons (advantages achieved by an employee). For this reason, two interchangeable terms: continuance and calculative commitment, are used in the literature (Cohen, 2007). The first one exposes negative reasons for continuing collaboration while the other emphasises the positive ones. Cohen (2007) points out that continuance and calculative commitment concepts should be separated. In his opinion, calculative commitment applies to the evaluation of the advantages of remaining in the organisation contrary to continuance commitment, which results from evaluating the costs of leaving the organisation. Lewicka's (2013)

conclusions were similar, based on qualitative research, which clearly identified two reasons behind remaining in an organisation, including calculative-based commitment arising from employment advantages perceived at the time, and fear-based commitment triggered by a fear of leaving the organisation.

It is appropriate to consider these aspects as components of commitment rather than types of commitment because the relationship of a unit with the organisation may, to a different extent, reflect all three components (Mayer and Allen, 1991).

To conclude, note that high level of affective commitment generates a range of benefits to the organisation. These benefits are connected with the intention to remain in the organisation, greater loyalty, as well as improved performance. The remaining types of commitments do not generate such positive results for the organisation. This type of commitment was, therefore, chosen for analysis because of the impression that establishing the determinants of affective commitment, along with active and well thought-out development, can become the source of the enterprise's competitive advantage. Moreover, the influence of calculative commitment on the development of affective commitment will be tested in this paper. The literature provides either a negative or non-existent relationship between these types of commitments (Cater, 2011). This is mainly due to the fact that, in contrast to affective commitment, calculative commitment has a negative dimension and means the achievement of advantages in terms of dependence and lack of alternatives. This approach is static and disregards the time factor.

However, according to Cohen (2007), initial commitment is only expanded at a later stage in the socialising process and is conditional to personal values, expectations and experiences. For this reason, it distinguishes commitment based on the measurable advantages of the employment offer, which is described as instrumental commitment (related to calculative commitment) and affective commitment based on emotional motives. He also assumes that calculative commitment affects affective commitment. The evaluation of advantages stemming from collaborating with the organisation seems to be a factor stimulating affective commitment, while the authors believe that it does not exclude the possible co-existence of commitment components, in particular in the case of employees with a longer history of employment in the organisation.

In this paper, an assumption was made about a rather positive dimension of calculative commitment and the evolution of commitment over time between the employee and employer (Bentein *et al.*, 2005). As a result of satisfying the employee's needs, calculative commitment emerges, which creates opportunities for developing affective commitment.

3. The role of the HRM system in building commitment and trust

Several studies have demonstrated the influence of a range of HRM practices on employee commitment (Katou and Budhwar, 2009). This role seems to be increasingly significant due to an increase in the importance of human capital as the key factor of enterprise competitiveness.

The HRM system is usually considered at three levels: content (HRM practises), the HRM process connected with communicating information to stakeholders and the HRM climate (Bowen and Ostroff, 2004).

The first one concerns HRM practices which create the content of the HRM system (Boselie *et al.*, 2005). In this case, a set of practices is discussed, including: attracting employees, training programmes, salary, assessment, participation and integrating employees into the organisation's life, as well as the mutual links between them.

The HRM process is related to communicating information concerns, including the rank of HRM policy, communication related to the contribution of HRM policy in the results obtained by the organisation, or the behaviour expected and awarded by the organisation. The authors emphasise that, because of individual differences, perception of the messages by employees may vary to some extent (Bowen and Ostroff, 2004). While the two first elements require no further description, the HRM climate is the concept in need of clarification. To explain it, one must differentiate the practices introduced (and actually implemented) in an organisation, and the way they are experienced by employees (Kinnie *et al.*, 2005). The HRM climate is the way in which the employees perceive and evaluate HRM practices and processes (Katou, 2013). So it includes the subjective assessment of their value for a member of the organisation. In this context, the HRM climate is about employees sharing views and beliefs on practices, policies, procedures, rules and everything that is desired and rewarded in an organisation (Bowen and Ostroff, 2004). In other words, one may say that the HRM climate is the employees' perception of the message about the HRM system. If the HRM climate is strong, the employees are in agreement about the standards, behaviours and attitudes that apply in an organisation and differences, if any, in the perception of these issues, are slight.

HRM climate strength moderates the relationship between climate perceptions and employee performance. It is regarded as an intermediary mechanism between the HRM system and the performance of the organisation (Schneider *et al.*, 2002; Neal, 2005).

The employee's response of an emotional and cognitive nature to the HRM climate is job satisfaction (Trunk Sirca *et al.*, 2013), job involvement (Nyambegera *et al.*, 2001), level of motivation and commitment, as well as work engagement and tendency to demonstrate organisational citizenship behaviour (Katou, 2013). It is worth adding that the developing commitment is one of the priorities for HRM departments to develop it due to its significant effect on many behaviours and feelings, affecting the quality and results of the work provided (Sanders *et al.*, 2008). Research has shown that the key factors shaping commitment are: superior coaching, properly provided feedback, the type of control and social support felt by the employee (Bakker and Demerouti, 2008; Halbesleben, 2010). Research conducted by different authors in public sector organisations has confirmed a positive relationship between HRM practices, including career opportunities, participation in training programmes and promotion prospects and affective commitment (Kooij *et al.*, 2010; Lee and Kim, 2011). Research conducted among managers, employees and HR consultants in four hospital departments has revealed a positive relationship between climate strength and affective commitment (Sanders *et al.*, 2008).

Organisational trust is inextricably bound to the above-mentioned constructs. The HRM practices are indispensable for building and maintaining trust in organisations because they create relations, interactions, and they are a means of conveying messages between the organisation and employees (Tzafirir and Eitam-Meilik, 2005). Schuler *et al.* (2001) claim that one of the basic challenges for HRM practices is building a positive cycle of trust in the organisation. The role of HRM practices in building trust is also taken from the fact that, within an HRM system, a range of decisions are made referring to the employee's salary, development and promotion (Lewicka, 2012). The evaluation of these processes as fair or unfair translates into a pattern of the employee's behaviour, which is important from the organisations' viewpoint, e.g. job satisfaction, commitment, efficiency, corporate citizenship behaviour (Colquitt *et al.*, 2007), trust (Hoy and Tarter, 2004), counter-productive behaviours (Turek, 2012) and knowledge sharing (Sankowska, 2013).

The special role of HRM practices is stressed by building interpersonal trust in the organisation (Vanhala and Ahteela, 2011). According to the model used by the authors, respondents believe that the greatest influence in interpersonal trust comes from career opportunities, next to learning and development, communication, performance appraisal, job and participation to a lesser extent. However, it seems that HRM practices have an equally strong influence on impersonal trust, which is also built by effective actions and fair rules. This connection has been confirmed, *inter alia*, by Gould-Williams' (2003) research. Impersonal trust is created through the perception of an organisation as fair and capable of recognising and awarding employees' contributions (Tan and Tan, 2000). Institutional solutions, also in the area of HRM, such as ethical codes, procedures, benchmarks, formal standards may reduce the risk of losing trust (Bachmann and Inkpen, 2011).

In this study, the HRM climate will be tested, which is to be understood as a set of employees' observations, feelings and opinions on or about the HRM system, which is determined by HRM practices (content) and the HRM process.

4. The influence of trust on employee commitment

The growing importance of trust in contemporary organisations is increasingly reflected both by actions taken by business aiming at building trust, and by modern literature on the subject (Dirks and Ferrin, 2002). Simultaneously, trust among employees and between employees and supervisors may deteriorate and employees may actually become less trusting (Zeffane and Connell, 2003; Schoorman *et al.*, 2007). Trust can be defined as faith in some activities or properties of an object endowed with trust. According to Tzafrir and Eitam-Meilik (2005), trust is the willingness to invest one's resources in a relationship resulting from positive expectations as a consequence of previous mutual interactions. It is worth noting that trust is a dynamic and temporary value that is developing or that may be lost (Krot and Lewicka, 2012).

Taking the size of intra-organisational trust into account, it is possible to indicate the existence of vertical trust in superior – subordinate relations, horizontal trust in relations between employees and institutional (impersonal) trust in relation to the whole organisation (Mayer *et al.*, 1995).

Institutional trust is, in turn, placed by employees in the way the enterprise is organised (procedures, technologies, management system, objectives and vision, competence, policy and justice) (Ellonen *et al.*, 2008). The institutional dimension also means trust in the procedures, technology, management system and objectives of the organisation. It can be therefore assumed that a high level of trust towards the organisation also stimulates the formation of affective commitment, which can be related to a sense of pride in belonging to a well-managed, ethical organisation, and the acceptance of its objectives, standards and operation.

An important factor of building commitment is also trust in supervisor – subordinate relations (Dirks and Ferrin, 2002). Research indicates, *inter alia*, that managers who demonstrate great trust towards their employees are simultaneously more willing to invest in them, encourage them to develop their professional career, promote and more often engage employees in the process of managing the organisation (Tzafrir and Eitam-Meilik, 2005). Then, according to the theory of social exchange, employees feel more obliged and repay with similar commitment and trust. Employees who are satisfied with belonging to the organisation because they experience mutual trust show a higher degree of organisational trust (Cropanzano and Mitchell, 2005). Moreover, they show tendencies to reciprocate with behaviours desirable for the

organisation (Coyle-Shapiro and Conway, 2005). Thus, it seems that a tendency to trust in relations is a significant feature facilitating commitment (Chang *et al.*, 2015).

Also, trust in horizontal relations seems to be important for building commitment. So far, not much research has been devoted to examining its effect on commitment, although this type of trust is the basic condition of the effective co-operation between people, groups or organisations (Mayer *et al.*, 1995). It seems that, apart from supporting affective commitment, horizontal trust can also stimulate the development of normative components of commitment, influencing the feeling of duty or obligation to act in accordance with applicable standards towards the team (Meyer *et al.*, 2006).

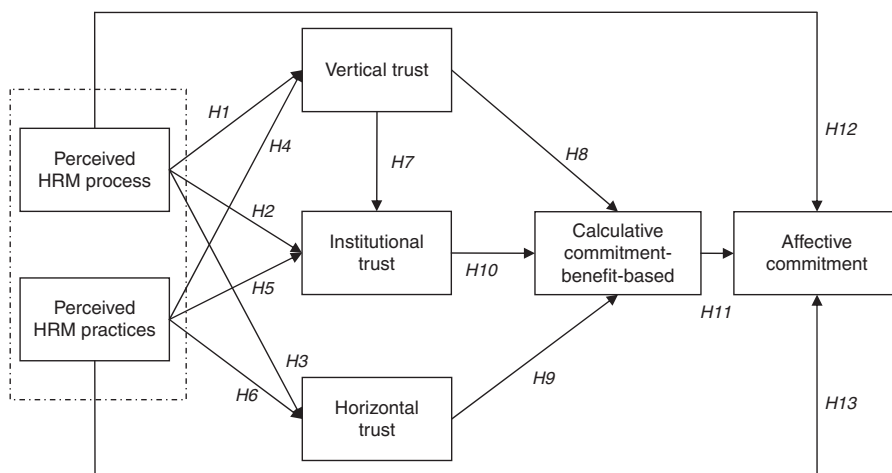
In the trust-based organisation, norms and values concerning trust should be generally applicable. In this context, one can speak of the culture of trust which is related to the identification of, among common values, employee treatment based on respect and partnership, openness to change, willingness to learn and share knowledge. As Sankowska (2011) indicates, trust can be treated as an attribute of the organisation present in its organisational culture. Intra-organisational trust is, according to her, often associated with the climate (atmosphere) of trust in the organisation, which reflects the perception of the environment and determines the framework for behaviour and decisions of employees. Therefore, it was assumed that all types of trust influence affective commitment because together they create a desirable work environment for employees. It is also likely that all types of trust make it more difficult to leave such an environment as another employer may not match these characteristics, which implies an assumption that trust also influences calculative commitment.

5. Methodology

5.1 Research assumptions

Research is aimed at verifying the theoretical model presenting the influence of the HRM climate, which results from the influence of HRM practices and the HRM process accompanied by organisational trust (vertical, horizontal and institutional) on the affective commitment of employees. The model also includes the probable intermediary influence of calculative commitment on affective commitment (Figure 1). The research objective simultaneously indicates what variables/constructs were taken into consideration to develop the model. The selection of variables was dependent on the following premises:

- Proven influence of fair and highly committed HRM practices upon the building trust in organisational relations (Tzafrir and Eitam-Meilik, 2005) also by introducing standards governing internal relations and communication. The exchange relationship between employer and employee is not without significance in this case, where the employer caring for high HRM standards shows kindness and support to the employee, which results in greater trust in the organisation (Cropanzano and Mitchell, 2005). In this area, the HRM climate taken into consideration comprised of two important factors: HRM practices and the HRM process.
- Proven influence of trust on employee commitment (Dirks and Ferrin, 2002). It can be assumed that trust in all aspects influences calculative commitment. The attractiveness of a trust-based work environment, which manifests itself in stability, predictability of relations, faith in kindness, reliability and competences of colleagues and managers, as well as reliability of the whole organisation, encourages employees to engage themselves, rating high benefits which they can



Source: Author's own research

Figure 1.
Theoretical model
of the HRM-trust-
commitment
relationship

obtain from their employment. It therefore seems that calculative commitment can be a favourable factor for developing a permanent attachment to the organisation – affective commitment.

The questionnaire was prepared by the authors on the basis of their studies listed in Table I. Each of the studied dimensions of affective commitment, calculative commitment, trust (institutional, vertical and horizontal), as well as HRM climate (HRM practices, HRM process) was tested on a scale containing statements with a five-point Likert scale. The constructs of the model were verified via factor analysis. Only the types of trust were found to be one-dimensional (Table IV).

It is worth pointing out that previous studies did not take up the issue of a mutual relationship between the three analysed constructs: HRM climate, organisational trust and commitment. Only research conducted by Katou (2013) has shown an indirect relationship of trust and fairness between the HRM system (content, process and climate) and employee reaction, including organisational commitment. Both trust

Construct	Bibliographical sources
HRM process (3 items)	Schneider <i>et al.</i> (2002), Bowen and Ostroff (2004)
HRM practices (7 items)	Delery and Doty (1996), Armstrong (1996), Dorenbosch <i>et al.</i> (2006), Bowen and Ostroff (2004)
Vertical trust (10 items)	Clark and Payne (1997), Brockner <i>et al.</i> (1997), Mayer and Davis (1999), Spreitzer and Mishra (1999), Shockley-Zalabak <i>et al.</i> (2000), Huff and Kelley (2003), Tzafirir <i>et al.</i> (2004)
Horizontal trust (11 items)	McAllister (1995), Spreitzer and Mishra (1999), Gillespie (2003)
Institutional trust (9 items)	Robinson (1996)
Calculative commitment-benefit-based (4 items)	Meyer <i>et al.</i> (2002), Lewicka (2014)
Affective commitment (7 items)	Allen and Meyer (1990)

Source: Author's own research

Table I.
Authors of the
constructs

and commitment were tested as holistic constructs without breaking them up into particular aspects/types.

The authors assume the influence of the HRM climate (HRM practices, HRM process) on the affective commitment of employees accompanied by all types of organisational trust. It is also assumed that calculative commitment based on benefits is an indispensable factor for the creation of affective commitment, which is a valuable type of attachment to the organisation.

The starting point of the model is based on two HRM constructs. The first concerns HRM practices, which include statements about HRM activities aimed at improving work conditions, building high-quality relations at work, and creating development opportunities. The second HRM process includes statements concerning strategic aspects of HRM, including the process of conveying information to internal stakeholders about HRM image, rank and clear direction, and assessment of the effectiveness of conveying information on the undertaken action.

The HRM climate affects three types of organisational trust: vertical; horizontal; and institutional. Vertical trust is multidimensional trust in the superior, which includes trust in his or her competences, benevolence, fairness of judgement and reliability. Horizontal trust, on the other hand, i.e. trust in work colleagues, includes statements concerning faith in their competences, good intentions, kindness, willingness to offer help, honesty and reliability. Institutional trust has an impersonal character and expresses trust in the rules of the institution. The relationships between the constructs have made it possible to formulate six research hypotheses:

- H1.* The perceived HRM process has a positive and direct influence on vertical trust.
- H2.* The perceived HRM process has a positive and direct influence on horizontal trust.
- H3.* The perceived HRM process has a positive and direct influence on institutional trust.
- H4.* The perceived HRM practices have a positive and direct influence on vertical trust.
- H5.* The perceived HRM practices have a positive and direct influence on horizontal trust.
- H6.* The perceived HRM practices have a positive and direct influence on institutional trust.
- H7.* Vertical trust has a positive and direct influence on institutional trust.

The assumption of the absence of a relationship between horizontal and institutional trust was based on the conviction regarding strong historical reasons justifying such assumptions. After experiencing communism, Poles are not a very trusting nation (Growiec, 2009). In post-Soviet societies, such phenomenon is described as “the hourglass society” (Rose, 1995) in the sense that, in such societies, individuals had closer relationships based on trust and mutuality in their circle of friends and family. The prevailing part of society (the base of the metaphorical hourglass) had very limited contact with the metaphorical “upper part” of society, i.e. with the institutional zone, often based on “us – them” opposition (Kempny, 2004). Studies by Growiec (2009) demonstrate that not much has changed in Poland’s social and cultural sphere in this aspect.

The final effect of the influence of the set of constructs listed above is benefit-based calculative commitment and affective commitment. Benefit-based calculative commitment involves four statements describing the employee's attitudes towards the employer, which are based on a cool calculation in order to assess the present situation in the workplace. The benefits gained discourage them from taking any actions to change their place of employment. Affective commitment is seen as an affective or emotional attachment to the organisation. This type of commitment is very often the subject of research due to its positive and predictable influence on employee behaviours (Solinger *et al.*, 2008; Somers, 2010). This factor includes seven statements describing positive emotional commitment in the organisation's matters, satisfaction and pride in belonging to the organisation. As a result, further research hypotheses were formulated:

- H8. Vertical trust has a positive and direct influence on benefit-based calculative commitment.
- H9. Horizontal trust has a positive and direct influence on benefit-based calculative commitment.
- H10. Institutional trust has a positive and direct influence on benefit-based calculative commitment.
- H11. Benefit-based calculative commitment has a positive and direct influence on affective commitment.
- H12. The perceived HRM process has a positive and direct influence on affective commitment.
- H13. The perceived HRM practices have a positive and direct influence on affective commitment.

A perceived HRM process and perceived HRM practices are two dimensions of the HRM climate. The research assumptions was confirmed with a model of the following parameters: chi-square of 127.58 based on 34 degrees of freedom with a probability level of 0.0000; the goodness-of-fit measures are satisfactory: comparative fit index (CFI) = 0.943, root mean square error of approximation (RMSEA) = 0.0864, HOELTER (0.05) = 141.

5.2 Research methodology

A quantitative approach was adopted based on the nature of the data. A structured questionnaire was used as the primary data collection instrument. The survey was conducted on a national sample of 370 employees working in organisations and firms from two sectors of the economy: services and industry. The agricultural sector was excluded from the research due to the unique nature of the entities. Agriculture in Poland is heavily fragmented and mostly consists of small individual farms, which do not employ workers. As a result, workers employed in services and industry were selected for the test in line with the Polish national sector employment structure. In 2013, 17.1 per cent of the population was employed in agriculture, 20.5 per cent in industry and 62.3 per cent in services (people working in the national economy in 2013). Due to the assumption of excluding agricultural entities, the whole population was treated as people employed only in industry and services, which changed the percentage of the entire working population (Table II). Duration of the research: three months, March through May 2014.

The research sample structure was presented in Table III.

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6. Results

The empiric material collected was first subject to an explorative factor analysis to find a smaller number of mutually independent but interpretable key factors. It is exploratory when you do not have a pre-defined idea of the structure or how many dimensions are in a set of variables. It helped to eliminate data which gave only marginal and insignificant information for the phenomenon studied and made it possible to compare information as synthetic variables. The analysis was used for all the scales in the model.

In order to evaluate the usefulness of factor analysis, Bartlett's spherical test and the Kaiser-Mayer-Olkin co-efficient (KMO – the higher the value of the coefficient is, the stronger the grounds to use factor analysis) were employed (Stanisz, 2007). Both tests indicate that there are strong grounds for the use of factor analysis:

- HRM practices, HRM process – KMO 0.901, p -value 0.000;

Table II.
Research sample
structure

	Number	% in sample	% in the economy
Industry	103	27.8	24.8
Services	249	67.3	75.2
Missing data	18	4.9	–

Source: Own work based on *Pracujący w gospodarce narodowej w 2013 roku*, GUS, Warszawa (2014)

Table III.
Research
sample structure

	Number	%		Number	%
<i>Type of employment</i>			<i>Sex</i>		
Contract for specified period	119	33.6	Women	167	46.8
Contract for unspecified period	176	49.7	Men	190	53.2
Other	59	16.7	<i>Position held</i>		
<i>Company's status</i>			Non-shop floor staff	59	17.5
Private sector	267	84.0	Specialist	162	48.1
Government administration, self-government administration	7	2.2	Shop floor staff	56	16.6
State-owned company	24	7.5	Managerial staff	59	17.5
Budget sector	20	6.3	<i>Seniority in the company</i>		
<i>Education</i>			Up to 3 years	222	63.6
Higher	145	41.0	4-8	94	26.9
Secondary	189	53.4	9-13	21	6.02
Vocational	7	2.0	14-18	8	1.15
Engineer	13	3.7	19 and more	4	2.29
<i>Size of company</i>			<i>Company's registered Office</i>		
Up to 10 ppl.	56	16.2	Village	85	25.3
11-50 ppl.	58	16.8	Town up to 50 thousand	58	17.3
50-250 ppl.	68	19.7	50-250 thousand	32	9.5
251-500 ppl.	86	24.9	250-500 thousand	27	8.0
More than 500 ppl.	78	22.5	More than 500 thousand	134	39.9

Note: Due to unavailability of data in individual variables of the matrix, the size of N sample will vary

Source: Author's own research

- benefit-based calculative commitment – KMO 0.784, p -value 0.000; and
- affective commitment – KMO 0.882, p -value 0.000.

The factor analysis was conducted with the use of the technique of the varimax rotation of major components. The membership of variables in specific factors was determined by factor values. The critical factor value for the selection of variables was determined at 0.56 (Table IV).

The Cronbach α analysis was conducted to evaluate the reliability of such dimensions (Table V). Factors reached satisfactory values from 0.78 to 0.99.

Descriptive statistics for the all dimensions are reported in Table VI.

To verify the theoretical model, structural equation modelling (SEM) was used, which is a linear cross-sectional statistical modelling technique including path analysis

Items	HRM process	HRM practices	Calculative commitment- benefit-based	Affective commitment
HRM1	0.86			
HRM2	0.87			
HRM3	0.79			
HRM4		0.69		
HRM5		0.701		
HRM6		0.62		
HRM7		0.70		
HRM8		0.66		
HRM9		0.77		
HRM10		0.56		
CC1			0.56	
CC2			0.77	
CC3			0.87	
CC4			0.81	
AC1				0.77
AC2				0.62
AC3				0.72
AC4				0.83
AC5				0.86
AC6				0.82
AC7				0.70

Source: Author's own research

Table IV.
Factor analysis

Construct	Cronbach α
HRM process (3 items)	0.99
HRM practices (7 items)	0.85
Vertical trust (10 items)	0.95
Horizontal trust (11 items)	0.91
Institutional trust (9 items)	0.86
Calculative commitment-benefit-based (4 items)	0.78
Affective commitment (7 items)	0.88

Source: Author's own research

Table V.
Cronbach's α

Table VI.
Descriptive statistics
of dimensions

	<i>M</i>	<i>SD</i>	Vertical trust	Horizontal trust	Institutional trust	Affective commitment	Calculative commitment-benefit-based oparte na korzyściach	HRM proces	HRM practices
Vertical trust	35.17	9.72	1.00						
Horizontal trust	42.95	7.55	0.62	1.00					
Institutional trust	31.14	6.54	0.56	0.42	1.00				
Affective commitment	19.13	6.11	0.48	0.36	0.48	1.00			
Calculative commitment-benefit-based	13.22	3.49	0.44	0.31	0.49	0.59	1.00		
HRM proces	9.61	2.86	0.49	0.43	0.58	0.47	0.39	1.00	
HRM practices	21.18	6.07	0.55	0.42	0.66	0.50	0.50	0.60	1.00

Note: Significant correlation at 0.05**Source:** Author's own research

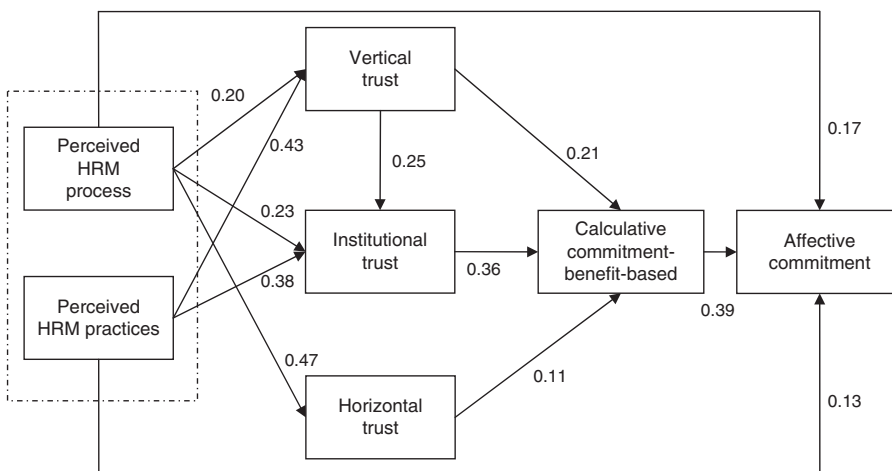
and regression analysis. The SEM is used to explain the pattern of a series of inter-related dependence relationships simultaneously between a set of latent constructs. In addition, SEM is also used to estimate variance and covariance, test hypotheses, conventional linear regression and factor analysis (Joreskog and Sorbom, 1996). However, an SEM-tested model must be based on theoretical assumptions and it is only the theory that can stimulate and trigger the development or modification of the model. Because SEM is mostly used to determine whether a certain model is valid rather than to “find” a suitable model, it is the most applicable statistical method to validate the proposed model (Figure 2). This is where theory plays an important role in justifying a model (Rodríguez *et al.*, 2007).

In building the HRM-trust-commitment model, the maximum likelihood (ML) estimation method was applied. The ML function is a structured means model reflecting how closely the sample mean vector is reproduced by the estimated model mean vector. It is also indicated how closely the sample covariance matrix is reproduced by the estimated model covariance matrix. As result, the model may fit badly if either the means, the covariances or both are modelled poorly (Bentler, 1995).

Each major SEM model may be accompanied by a maximum of two other indices of fit, such as CFI and RMSEA (Bentler, 2007). The results revealed a χ^2 of 24,4928 based on seven degrees of freedom with a probability level of 0.0009. As the indicators show, the goodness-of-fit measures are satisfactory: CFI = 0.981, RMSEA = 0.0823, HOELTER (0.05) = 212.

All model paths are statistically important (Table VII).

The results of Figure 2 confirm *H1*, *H2* and *H3* that is the statistically positive and direct relationship between the perceived HRM process and the three types of organisational trust: vertical, horizontal and institutional, yet the perceived HRM process has the strongest influence on horizontal trust. *H4* and *H5*, which referred to positive relationships between perceived HRM practices and vertical and institutional trust, were also confirmed. However, the *H6* hypothesis, which concerned the influence of perceived HRM practices on horizontal trust, was not verified positively. The results also confirmed the relationship between vertical and institutional trust (*H7*). Managers are often



Source: Author's own research

Figure 2.
HRM-trust-
commitment
model

IMDS
115,8

1470

Table VII.
Estimation
of HRM-trust-
commitment model

	Estimate	SE	CR	<i>p</i>
Vertical trust←HRM process	0.64	0.18	3.65	***
Vertical trust←HRM practices	0.68	0.09	7.59	***
Institutional trust←HRM process	0.50	0.10	4.90	***
Institutional trust←HRM practices	0.42	0.05	7.59	***
Horizontal trust←HRM process	4.97	0.50	9.88	***
Institutional trust←Vertical trust	0.18	0.03	5.70	***
Calculative commitment-benefit-based←Vertical trust	0.08	0.02	3.94	***
Calculative commitment-benefit-based←Institutional trust	0.19	0.03	6.67	***
Calculative commitment-benefit-based←Horizontal trust	0.01	0.01	2.69	0.007
Affective commitment←Calculative commitment-benefit-based	0.66	0.08	8.63	***
Affective commitment←Vertical trust	0.09	0.03	3.05	0.002
Affective commitment←HRM process	0.34	0.10	3.26	0.001
Affective commitment←HRM practices	0.13	0.06	2.35	0.018

Source: Author's own research

perceived by employees as an element of organisation so their trustworthiness increases trust in the whole organisation at the same time (Ellonen *et al.*, 2008).

Another three hypotheses – *H8*, *H9* and *H10* – concerning the influence of organisational trust on the benefit-based calculative commitment, were also confirmed. It is worth noting that the strongest direct influence on benefit-based calculative commitment comes from institutional trust. The results of the research made it possible to ascertain that there is a positive and direct relationship between benefit-based calculative commitment and affective commitment (*H11*).

Data analysis also confirmed the direct relationship between an enterprise's activities within the HRM climate (perceived HRM practices, perceived HRM process) and the employees' affective commitment (*H12* and *H13*).

Additionally, the model allows for the observation of the indirect influence of variables on both types of commitment: calculative and affective (Table VIII).

Both the perceived HRM process and the perceived HRM practices influence both dimensions of commitment indirectly though the organisational trust. As for the calculative commitment, it is significantly indirectly influenced by both elements of the HRM system (the perceived HRM practice and process) but the impact of the perceived HRM practices is stronger (0.27). In addition, perceived HRM practices have a stronger indirect influence on the affective commitment (0.17) when compared to the perceived HRM process.

Finally, the joint (direct and indirect) influence of the perceived HRM practices on the affective commitment is 0.3 while the impact of the perceived HRM process is 0.28.

Table VIII.
Standardised
indirect effects

	HRM process	HRM practices	Vertical trust	Horizontal trust	Institutional trust	Calculative commitment- benefit-based
Calculative commitment- benefit-based	0.20	0.27	0.09	0.00	0.00	0.00
Affective commitment	0.11	0.17	0.12	0.05	0.14	0.00

Source: Author's own research

7. Conclusions

Research results allowed for the positive verification of the model presenting relationships between the HRM system, organisational trust and commitment. The starting point for developing trust in the organisation, which is followed by commitment, is the HRM system in two areas: HRM practices and HRM process. They build up the HRM climate of the organisation on the basis of feelings and observations made by employees, as well as their evaluation of HRM practices and process (Kinnie *et al.*, 2005). It seems that HRM process activities concerning the perceived HRM rank and a message concerning the influence of the HRM system on the organisation's performance are more universal and global for creating organisational trust. The authors' results in this aspect are supported by the research results obtained by Dirks and Ferrin (2002), as well as Tzafrir *et al.* (2004), who confirmed the role of HRM practices and process, which served business solutions known to all employees nourishing a high-trust environment. Analogous results were achieved in research carried out by Katou (2013), who revealed that the HRM process has a higher impact on employee reactions than HRM practices.

On the other hand, the influence of perceived HRM practices on horizontal trust was not proven, which may be connected with the lack of direct influence of these practices on developing a trust relationship in the team.

The impact of perceived HRM practices on creating trust in an organisation is worth emphasising. Effective use of HRM practices is directly related to the activities of the managers responsible for implementing HRM practices in their relations with their subordinates and teams. Such approaches build up the staff's trust in managers (Barney and Hansen, 1994, Gould-Williams, 2003, Zeffane and Connell, 2003). A similar outcome may be expected when analysing the impact of perceived HRM practices on institutional trust, in particular when they convey clearly formulated principles of organisational relationships, fair distribution of awards and privileges, or development opportunities.

In addition, the research results confirmed dependence between each type of organisational trust and the benefit-based calculative commitment which, in turn, is a strong determinate of the affective commitment. It signifies that, before an organisation builds some commitment supported by positive emotions in its employees, it must first win their trust in managers, colleagues and the organisation as a whole. It is only then that it will be possible to build commitment. It is worth to emphasise, that affective commitment is not only the outcome of calculative commitment and the right degree of organisational trust, but it is also directly dependent on the valuation of the HRM practices and process.

To summarize, our study contributes to knowledge in the following ways:

- The essential contribution is demonstrated by the HRM system influencing the affective and calculative commitments which are valuable for the organisation while three types of intra-organisational trust play the mediating role. Further to the above, for the HRM system to have a positive impact on the degree of the calculative commitment, it is necessary to trust that the HRM practices are accessible, transparent and will be used in a well-meant interest of employees and messages from the HR department are concise and trustworthy
- We expand on the previous research that found that that calculative commitment is lined to the affective commitment and it is likely that it conditions it as well (Cohen, 2007). With our research, we could identify the mediating influence of the

calculative commitment onto the affective commitment. However, the relationship requires continuation of in-depth research to grasp fully the nature of the relationship.

- In addition, the authors attempted to enrich Allen and Mayer's (1991) model with an additional aspect of the calculative commitment, which is different from the aspects analysed so far. The aspect emphasises attachment to the organisation because of felt benefits and not because of fears or resignation. Continuance commitment presented by Allen and Meyer includes two aspects: fears based and benefit based. In the research, they were separated as, as it seems, they apply to two contradicting feelings which have a different impact on employee's behaviour.

The research results may serve as a source of successive guidelines for managers. First, they indicate the need to use HRM tools in the process of building a trust-based work environment. Such an environment favours building loyalty and commitment and provides more opportunities for attracting and retaining better staff. According to forecasts, we can expect an increasing deficit of talents (Ewing *et al.*, 2002). Enterprises must deal with the reduced organisational commitment of talented employees and their growing mobility, resulting in the outflow of valuable candidates from the local (Polish) market because of attractive incentives coming from the old EU countries. In light of the above, it is important to take steps preventing the best employees from leaving the enterprise and joining the competition. The roles of HRM practices in taking such actions is growing (Martin, 2005; Crumpacker and Crumpacker, 2007; Guthrie, 2001; Cheng and Waldenberger, 2013).

This is especially important in the case of the needs and preferences of Y generation members who are more attached to their professions than those of employers or organisations (Oliver, 2006; Guillot-Soulez and Soulez, 2014; Luscombe *et al.*, 2013). It can be indicated by the needs and preferences of this generation, such as: independence, reluctance regarding strict order, expectation of transparent communication and mutual relations, as well as the possibility of co-operation and close friendship at work and spending free time with work colleagues after work (Morton, 2002; Poon, 2004; Valentine and Powers, 2013).

Since they are conscious of their own value on the job market and take up new challenges with courage, when the organisation fails to meet their expectations, they leave it without any scruples (Kultalahti and Viitala, 2014). Therefore, it seems that understanding mutual relationships between the activities of organisations and managers in terms of benefits from the HRM climate and intra-organisational trust, is particularly important.

8. Limitation of the study and further research

The quantitative research in the sample group of 370 people supplements the present knowledge about the influence of the HRM climate on the dimensions of affective commitment accompanied by different dimensions of trust. A relationship between calculative and affective commitment has also been shown.

There are some limitations, however. It is necessary to continue research in order to obtain a larger number of samples and compare the results obtained between different groups of employees. It is also indispensable to investigate different enterprises, e.g. to compare small- and medium-sized firms with large firms and high-tech businesses with traditional ones.

Survey results, i.e. respondents' opinions, are declarative in nature, which unquestionably places a significant limitation on the study. In particular, this concerns the situation where both dependent and independent values were obtained in the same way.

Further research could be focused on examining the thesis formulated on the basis of the research on the relationship between calculative and affective commitment. As emphasised by Cohen (2007), the affective commitment is often preceded by calculative commitment. For this reason, it would be interesting to analyse the impact of time on development of the affective commitment. Initial analyses indicate a possible interdependence between respondents' seniority and their affective commitment. Obviously, conclusions from such analysis need not be unambiguous, this is why it calls for more in-depth studies.

It would also be interesting to identify the optimal level of trust for building commitment and obtaining an answer to the question regarding to what extent the increase in the degree of trust influences affective commitment. For further research, it is also worth indicating the need for an in-depth investigation of relations between the constructs, including constructs that are related to commitment and trust, such as organisational justice, perceived organisational support, turnover intention, etc.

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Appendix. Construct-measuring scales

Calculative commitment:

- Too big a part of my life would change if I left the company.
- At this point in my life, it is to my advantage to remain with my current employer.
- The company gives me so many benefits that it is not worthwhile to look for another employer for now.
- Advantages from employment with this company are bigger than drawbacks and inconveniences.

Affective commitment:

- I will be happy if I am able to work in my company until the end of May professional activity.
- I like discussing my company with friends and family.
- I am under the impression that my company's matters (problems) are my own.
- I do not think that I could be as closely connected with another company as I am with the one I work for right now.
- I feel that my company is like my family.
- I feel emotionally linked to my organisation.
- My company is a wonderful place to work.

HRM process:

- The HR department in my company delivers important projects.
- The HR department in my company contributes to improving working conditions and employer's image.
- Everybody in the company is familiar with personnel practices (procedures).

HRM practice:

- All employees in my company go through performance appraisal and are given a regular feedback.
- In my company, a lot of importance is attached to personnel development.
- Efforts are made in my company to attract the best people from the labour market.
- Satisfaction surveys are carried out in my company.
- In my company, candidates for promotion are selected and then carefully prepared to their higher positions.

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- In my company, efforts are made so that parting with an employee, even though the employee's fault, is done in full compliance with the rules and with respect for the employee's rights.
 - The HR department takes actions to building high-quality work environment free from mobbing and discrimination.

Vertical trust:

- My boss keeps promises.
- My boss is competent and can manage a team well.
- I think that my boss makes right decisions.
- If I had any work-related problem, I could safely discuss my concerns with the management.
- My boss is my moral authority.
- I think that my boss is fair in his performance appraisals.
- Daily working meetings with the boss are a nice part of the work day.
- My boss speaks openly about matters which are important to me.
- My boss is interested in my needs and problems.
- I believe that my boss acts in my best interest.

Horizontal trust:

- My colleagues are reliable in performance of their tasks.
- If I had any work-related problem, I could safely discuss my concerns with the management.
- Daily working meetings with the boss are a nice part of the work day.
- My colleagues are true professionals.
- I am certain that my colleagues wish me well.
- I am sure that my colleagues would help me.
- If I had an idea different from others' ideas, I could safely share this idea with my colleagues during our discussions.
- My colleagues are happy to share their ideas and information with me.
- My colleagues meet their task/work completion dates and quality standards.
- I am convinced about by colleagues' honesty.
- My colleagues delivery good quality work.

Institutional trust:

- Each employee is familiar with the development vision of our company.
- We have a clearly defined direction as a company.
- It there is anything really wrong with the company, I am sure I will be informed about it.
- Rules and standards are observed in my company.
- In my company, conflicts are solved on an on-going basis.
- There is a continuous flow of information in my company.

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- Standards in my company support commitment-building.
- My company creates the best development conditions for me.
- I feel safe in my company.
- My company is well-managed.

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About the authors

Dr Dagmara Lewicka is an Associate Professor, has been with the University of Science and Technology, Faculty of Management since 1992. Her research area covers HRM, organisational behaviour and trust management, among others. She is an author of more than 160 papers. She can be contacted at: dagal@poczta.fm

Dr Katarzyna Krot is a Lecturer at the Bialystok University of Technology, Faculty of Management. Her field of research is quality, healthcare management, trust management and marketing. She is an author of more than 80 papers. She can be contacted at: katarzynakrot@gmail.com

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