

EFFECT OF ORGANISATIONAL TRUST DIMENSIONS ON EMPLOYEE'S PROACTIVE BEHAVIOUR IN CONSTRUCTION FIRMS IN FCT-ABUJA

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Abstract

This study examined the effect of organisational trust dimensions on employee's proactive behaviour in construction firms in the Federal Capital Territory of Abuja (FCT-Abuja). The research employed a descriptive survey design. The population of the study was 654 employees and the sample size was 248 and it was determined using Taro Yamane formula. Questionnaire was used for data collection. Content validity was carried out on the questionnaire while Cronbach alpha was used for the reliability of the study. The data analysis involved multiple regression to assess the effect of organisational trust on employee proactive behaviour. The findings revealed organisational trust has significant effect on employee proactive behaviour in construction firms. The result showed that organisational dependability, openness and transparency and collaboration and cooperation had significant effect on employee proactive behaviour. The study concludes that organisational dependability, openness and transparency and collaboration and cooperation are vital in ensuring consistent employee proactive behaviour in construction firms in the FCT-Abuja. Based on these results, it was recommended that construction firm managers should prioritise activities that foster dependability by establishing reliable and consistent practices and systems can help build trust and encourage proactive behaviour among employees, organisations should encourage openness and transparency in communication and decision-making processes by creating a work environment that values and promotes transparent practices can foster trust and increase employee engagement in proactive behaviours, promote collaboration and cooperation among employees, which will contribute to a positive work environment and enhance trust, thereby encouraging proactive behaviour.

Keywords: Organizational Trust, Proactive, Behaviour, Constructive, Firms.

INTRODUCTION

Construction firms operate in a complex and demanding environment, where effective coordination, teamwork, and timely decision-making are crucial for project success (Adedeji et al., 2018). In this industry, employee appropriate behaviour can have a substantial impact on project outcomes, as it allows for innovation, problem-solving, and adaptability in the face of challenges (Ogbu, 2017; Aghimien et al., 2019). Therefore, it is critical to identify strategic approaches that would ensure that employees maintain a consistent work behaviour in the organisation that will guarantee improved project success and organisational performance. Raphael et al. (2022) stated that employees are only willing to give or work more when they perceive that they are valued in the organisation. Scholars have opined employee trust in the organisation remains an effective medium in sustaining a positive perception of the organisation (Yorulmaz et al., 2021; (Vanhala & Tzafrir, 2021).

Organisational trust is a critical factor that contributes to the success and effectiveness of any organisation and it plays a vital role in shaping employee attitudes, behaviours, and overall organisational performance. Trust is built on the belief that individuals and the organisation will consistently fulfil their commitments and deliver on their promises (Vanhala & Tzafrir, 2021). When employees perceive their organisation as trustworthy, they are more likely to exhibit proactive behaviour, which involves taking initiative, going above and beyond their formal job roles, and actively contributing to the organisation's success. Trust within an organisation is built on various proxies, including transparency, dependability, openness, and collaboration and these proxies were used to explore organisational trust in this study (Chathoth *et al.*, 2011; Lau & Lau, 2016).

Dependability involves the organisation consistently meeting deadlines, fulfilling promises, and delivering on commitments with their employees, openness and transparency entails a sincere approach that seeks to carry employees along in all the activities, especially those that could affect them and their work while collaboration and cooperation is a deliberate attempt at ensure that organisation activities are aligned in such

a manner that allows for employees to be involved in decision-making processes (Ssolno-Koguc, 2018; Alpeiev, 2016). Building and maintaining organisational trust is an ongoing process that requires commitment from all members of the organisation, however, when attained it will foster employee proactive work behaviour.

Employee proactive behaviour is characterised by them actively seeking opportunities, identifying problems, and taking pre-emptive measures to address them. Also, proactive employees are not satisfied with just meeting the minimum expectations or waiting for instructions from their supervisors, as they desire to exceed organisational goals and objectives (Gil et al., 2023). When employees perceive their organisation as trustworthy, they are more likely to exhibit proactive behaviour and contribute to the organisation's success. However, the challenges have always been how to instil this behaviour in employees. Therefore, this study underscores the effect of organisational trust on employee proactive behaviour.

Previous studies have explored the relationship between organisational trust and various employee outcomes, such as job satisfaction, commitment, and performance (Seffane & Bani, 2018; Ösgeldi & Hamitoğlu, 2019). However, limited research has focused explicitly on the effect of organisational trust on employee proactive behaviour within the construction industry, especially in the context of FCT-Abuja. This research gap presents an opportunity to examine the unique dynamics and challenges faced by construction firms in this region and their impact on trust-building and proactive behaviour.

Understanding the effect of organisational trust on employee proactive behaviour in construction firms in FCT-Abuja is essential for both researchers and practitioners. By investigating this relationship, researchers can contribute to the existing body of knowledge on organisational behaviour and shed light on the specific dynamics within the construction industry. For practitioners, such insights can inform management strategies and interventions aimed at fostering a culture of trust and encouraging proactive behaviour among employees.

The construction industry in the Federal Capital Territory of Abuja (FCT-Abuja) operates in a challenging and dynamic environment, requiring effective coordination, collaboration, and proactive behaviour from employees to ensure project success. The construction industry is highly competitive and resource constraint couple with high employee turnover remains a major problem to indigenous construction firms in the country, thus making one wonder what effect organisational trust would have in stimulating proactive behaviour in employees.

However, the extent to which organisational trust influences employee proactive behaviour in construction firms in FCT-Abuja remains unclear. Also, despite the acknowledged importance of organisational trust and employee proactive behaviour, there is a gap in the existing literature regarding their relationship within the construction industry in FCT-Abuja. Limited research has specifically focused on examining how organisational trust influences employee proactive behaviour in this context. As a result, construction firm owners/managers in FCT-Abuja may lack sufficient understanding of the role and significance of organisational trust in promoting proactive behaviour among employees.

The lack of knowledge regarding the effect of organisational trust on employee proactive behaviour in construction firms in FCT-Abuja hinders the development of effective management strategies and interventions aimed at cultivating a culture of trust and encouraging employees to take initiative, innovate, and contribute proactively to the organisation. Without a clear understanding of the relationship between organisational trust and employee proactive behaviour, construction firms may struggle to optimise their human resources and fully leverage the potential of their employees.

By addressing this research problem, this study filled the existing gap in knowledge and provide valuable insights into the relationship between organisational trust and employee proactive behaviour within the construction industry in FCT-Abuja. The findings contribute to theoretical advancements in the field of organisational behaviour but also offer practical implications for construction firm owners and managers to

improve their management strategies and create an environment conducive to fostering trust and promoting employee proactive behaviour. The central objective of this study is to examine the effect of organisational trust on employee proactive behaviour in construction firms in Nasarawa state. The specific objectives are to:

- (i) examine the effect of dependability on employee proactive behaviour in construction firms;
- (ii) assess the effect of openness and transparency on employee proactive behaviour in construction firms; and
- (iii) account for the effect of collaboration and cooperation on employee proactive behaviour in construction firms in Nasarawa State.

LITERATURE REVIEW

Organisational Trust

Organisational trust refers to the confidence and belief that individuals have in an organisation and its members, including leaders, colleagues, and overall systems and processes (Vanhala & Tsafirir, 2021). It is the foundation of strong and effective relationships within an organisation, enabling collaboration, cooperation, and a positive work environment and when there is a high level of trust, employees feel secure, respected, and valued, leading to increased loyalty, commitment, and productivity (Yorulmas et al., 2021). Trust is built on the belief that individuals and the organisation will consistently fulfil their commitments and deliver on their promises. Reliability involves being dependable, consistent, and delivering high-quality work (Vanhala & Tsafirir, 2021). When employees trust that their colleagues and leaders will follow through on their commitments, it fosters a sense of security and stability.

Trust is closely linked to integrity, which refers to ethical behaviour, honesty, and transparency. Organisations and individuals who demonstrate integrity are seen as trustworthy, and their actions align with their words (Gim & Cheah, 2020). When there is a culture of integrity within an organisation, employees feel comfortable being open and honest, which leads to better communication and problem-solving (McEvily & Tortoriello, 2011). Trust is also influenced by the perceived competence of individuals and the organisation as a whole. When employees believe that their colleagues and leaders have the necessary skills, knowledge, and expertise to perform their roles effectively, they are more likely to trust their judgment and decision-making (McEvily & Tortoriello, 2011).

Trust is nurtured when individuals feel respected, valued, and supported within the organisation and when leaders and colleagues treat each other with respect, listen to different perspectives, and support one another's growth and well-being, it fosters a positive and trusting work environment (Gim & Cheah, 2020). Trust in organisational leaders significantly impacts overall trust within the organisation. Leaders who demonstrate trustworthiness through their actions, transparency, and ethical behaviour inspire trust and confidence in their employees. Trustworthy leaders empower their employees, delegate authority, and provide guidance and support (McEvily & Tortoriello, 2011). Trust can be fragile and easily damaged, so organisations must prioritise trust-building efforts and create a culture that values trust as a core principle. By promoting open communication, demonstrating integrity, fostering respect, and consistently delivering on commitments, organisations can cultivate an environment of trust that enhances collaboration, engagement, and organisational success.

Dimensions of organisational trust

(a) Dependability

It refers to the reliability, consistency, and predictability of the organisation in delivering on their commitments and meeting expectations (Alpeiev, 2016). When an organisation is perceived as dependable, it instils trust among employees, stakeholders, and customers, leading to stronger relationships and a positive organisational reputation. Dependability involves consistently meeting deadlines, fulfilling promises, and delivering on commitments. When individuals and organisations consistently demonstrate reliability in their actions and behaviours, it builds a reputation for dependability (Thatte et al., 2011). This consistency creates a sense of trust and confidence in the organisation's ability to deliver as expected.

Dependability is closely linked to meeting or exceeding expectations. When an organisation consistently meets the expectations of its stakeholders, it builds trust by demonstrating that it can be relied upon to deliver quality products, services, or results (Balkan et al., 2014). This reliability in meeting expectations fosters a sense of assurance and confidence in the organisation's capabilities. Dependability involves honouring agreements and contracts and organisations that fulfil their contractual obligations, honour agreements, and uphold their commitments build trust with their stakeholders (Rufus & Gbemigun, 2019). By consistently delivering what was promised, organisations demonstrate their integrity and reliability, which strengthens trust and fosters long-term relationships. Dependability includes open and transparent communication. Organisations that provide clear and timely communication about their actions, decisions, and any potential changes or challenges inspire trust (Thatte et al., 2011). Transparent communication helps stakeholders understand what to expect, reduces uncertainty, and allows for better planning and decision-making.

Dependability also encompasses taking ownership and being accountable for actions and outcomes and organisations that demonstrate a culture of accountability and take responsibility for their mistakes or shortcomings earn trust (Rufus & Gbemigun, 2019). By acknowledging errors, rectifying them, and implementing measures to prevent recurrence, organisations show their commitment to delivering dependable results. By prioritising dependability as a dimension of organisational trust, businesses can establish a reputation for reliability, consistency, and meeting expectations (Rufus & Gbemigun, 2019). This fosters positive relationships with employees, stakeholders, and customers, leading to increased loyalty, satisfaction, and overall organisational success.

(b) Openness and transparency

Openness and transparency are essential aspects of fostering organisational trust. When an organisation embraces these principles, it establishes an environment where information flows freely, decisions are made collaboratively, and stakeholders have a clear understanding of the organisation's operations (Ellison, 2016). Openness and transparency in communication are crucial for building trust within an organisation and when leaders and employees share information openly, it creates an atmosphere of honesty and integrity (Eseilo, 2022). Transparent communication ensures that everyone is on the same page, promoting trust in the accuracy and reliability of the information shared. Trust in the decision-making process is vital for organisational success. Openness and transparency in decision-making involve involving stakeholders in the process, seeking their input, and providing clear justifications for decisions (Ssolno-Koguc, 2018). When employees understand how decisions are made and see their input being valued, they feel a sense of ownership and trust in the organisation.

Openness and transparency contribute to accountability, which is crucial for trust. When an organisation is transparent about its goals, objectives, and performance metrics, employees can clearly see how their work aligns with the organisation's mission (Roelofs, 2019). Transparent reporting and sharing of results also hold individuals and teams accountable for their actions, fostering trust in the organisation's commitment to excellence (Ssolno-Koguc, 2018). Openness and transparency from leadership play a significant role in building trust between leaders and employees and when leaders share information about the organisation's vision, strategy, and challenges, it helps employees understand the bigger picture and their role in achieving organisational goals (Lyon et al., 2016). Openness also allows employees to provide feedback, express concerns, and feel heard, enhancing trust in leadership's decision-making and intentions.

Overall, openness and transparency are essential components of organisational trust. When an organisation embraces these principles, it promotes effective communication, collaborative decision-making, accountability, trust between leaders and employees, trust with stakeholders, a learning culture, and upholds ethical standards (Gado, 2021). By prioritising openness and transparency, organisations can foster a culture of trust that leads to improved employee morale, engagement, and organisational success.

(c) Collaboration and cooperation

Collaboration and cooperation are fundamental aspects of successful teamwork within an organisation (Wang et al., 2023). These concepts involve individuals and groups working together to achieve shared goals and objectives (Wang et al., 2023). When examining collaboration and cooperation through the lens of organisational trust, several dimensions come into play. Trust in intentions refers to the belief that individuals or groups within an organisation have good intentions and are genuinely committed to the organisation's goals (Anderson et al., 2021). When trust in intentions is high, employees are more likely to collaborate and cooperate because they believe their colleagues have the best interests of the organisation at heart.

Collaboration often involves sharing sensitive information, ideas, and feedback (Elkatawneh, 2013). Trust in confidentiality entails the belief that others will handle shared information with discretion and protect it from unauthorised disclosure. When individuals trust that their ideas and contributions will be treated with respect and confidentiality, they are more likely to engage in open and honest collaboration (Elkatawneh, 2013). Building trust within an organisation is crucial for effective collaboration and cooperation (Pate et al., 2012). Trust serves as the foundation that enables individuals to work together, share ideas, and leverage their collective strengths and it promotes a sense of psychological safety, reduces interpersonal conflicts, and enhances communication and knowledge sharing, ultimately leading to improved teamwork and organisational performance (Pate et al., 2012).

Trust in reliability is the confidence that others will consistently deliver on their promises and commitments (Khuong & Dung, 2015). In the context of collaboration and cooperation, when individuals trust that their colleagues will fulfil their responsibilities and contribute their fair share, it fosters a sense of reliability that encourages teamwork and joint efforts (Pate et al., 2012). Trust in competence refers to the belief that others possess the skills, knowledge, and abilities required to perform their tasks effectively (Pate et al., 2012). When team members have confidence in each other's abilities, they are more willing to collaborate and cooperate, as they trust that their colleagues will contribute to the collective effort in a meaningful way (Pate et al., 2012).

Employee proactive Behaviour

Employee proactive behaviour refers to the initiative, self-motivation, and willingness of employees to take action and go beyond their prescribed roles and responsibilities to contribute positively to their work and the organisation (Beltrán-Martín et al., 2017). It is characterised by employees actively seeking opportunities, identifying problems, and taking pre-emptive measures to address them and proactive employees are not satisfied with just meeting the minimum expectations or waiting for instructions from their supervisors (Gil et al., 2023). Instead, they actively seek ways to improve their work processes, suggest innovative ideas, and take ownership of their tasks.

Proactive employees take the initiative to identify problems, challenges, or opportunities within their work environment (Wulansari & Rini, 2018). They do not wait for someone else to point out issues or provide solutions. Instead, they take ownership of the situation and take necessary action to address it. Proactive employees are often good problem solvers. They approach challenges with a positive mindset, seeking creative and innovative solutions and they don't shy away from trying new approaches or suggesting alternative methods to improve work outcomes (Beltrán-Martín et al., 2017).

Proactive employees have a growth mindset and actively seek opportunities to learn and develop new skills and they are open to feedback and see it as an opportunity for improvement (Gil et al., 2023). They take the initiative to enhance their knowledge and expertise, which not only benefits them but also the organisation. Proactive behaviour is not limited to individual actions; it also involves fostering collaboration and teamwork (Gil et al., 2023). Proactive employees share their ideas, knowledge, and experiences with others, and actively contribute to team goals and they are supportive, reliable, and willing to help their colleagues when needed (Beltrán-Martín et al., 2017). Employee proactive behaviour is crucial for organisations to stay competitive, adapt to change, and drive innovation. Cultivating a culture that supports and rewards proactive

behaviour can lead to higher employee engagement, improved productivity, and better organisational outcomes.

Empirical Reviews

Ösgeldi and Hamitoğlu (2019) examined the impact of organisational trust on turnover intention. In the study carried out for this purpose, trust scale and turnover intention scale was used. The researcher sourced data from a sample of 228 people working in private sector in Istanbul. Data analysis was through structural equation modelling. According to the findings obtained from the analysis of the data, organisational trust significantly affects turnover intention. The researcher suggested that management of organisations should strive towards creating a working environment that is built on trust as this will reduce employee's turnover intentions within the organisation. The study was carried out using the hospitality industry, while the current study is centred on electricity distribution companies in a Nigeria.

Seffane and Bani (2018) sought to examine the impact of trust, job satisfaction and perceived supervisor support on employee turnover intention. Data was gathered from 311 respondents employed in the United Arab Emirates (UAE) service sector. Statistical analysis using SMART-PLS confirmed that trust has significant effects on turnover intention. Further analysis (of the indirect effects) revealed that trust mediates the impact of perceived supervisor support on turnover intention. The findings of the study clearly indicate that trust has a significant effect on turnover intention, in that lack of trust tends to induce employees' intentions to leave. Hence, in order to minimise turnover (or intentions to leave), managers should consider nurturing atmospheres of trust in the workplace. At the same time (and conversely) they should attempt to minimise feelings of mistrust among employees, particularly between employees and their supervisors. The study was carried out using a multivariate analysis, while the current study is differs in the method.

The main purpose of the study of Balkan et al. (2014) was to investigate the relationship between emotional expressions, trust and turnover intentions. The study was a descriptive survey. The survey was conducted on 200 employees of the public sector institution. Data was obtained from questionnaires and analysed through the SPSS statistical packaged software. The study found that trust factors (Trust in management, co-worker trust and trust to manager) had a significant effect on "satisfaction" factor of turnover intentions. In addition, the study found that "Co-worker trust" had a negative and significant effect on "Seek for job" factor of turnover intentions. Hence the study recommended that trust among employees should be promoted so as to attract new employees to the organisation and reduce their intention to leave. The study was carried out using the public sector, while the current study is centred on electricity distribution companies in a Nigeria.

Ariyabuddhiphongs and Boonsanong (2019) hypothesised that workplace friendship and trust in the leader will positively predict work engagement, and that work engagement will negatively predict turnover intention. To test the hypotheses, the researchers conducted a study among 166 bank tellers in Bangkok, Thailand using a questionnaire survey. Regression analysis with bootstrapping was used to test the hypotheses and the mediation model. The hypotheses and the model were supported. The researcher suggested that the bank management should improve on the advisement of encouraging friendship among bank tellers and cultivating their trust in the managers. The study was carried out using the banking industry, while the current study is centred on electricity distribution companies in a Nigeria.

Sultan and Abuelhassan (2020) used a random sample of 448 hospitality employees working in Hurghada (an Egyptian tourist destination), to investigate the effect of trust in supervisor and affective organisational commitment on hospitality employees' turnover intention, as well as, the mediating role of affective organisational commitment in the relationship between trust in supervisor and turnover intention. The findings of the structural equation modeling after ensuring the construct validity revealed that both trust on supervisor and affective organisational commitment have negative impacts on turnover intention and the mediating mechanism of affective organisational commitment exists between trust in supervisor and turnover intention. The recommendation of the study was that human resources directors should consider managers/supervisors' ability to increase the trust in their subordinates as a critical criterion of managerial

promotions, and the recruiting and hiring process. The study was carried out using the hospitality industry, while the current study is centred on electricity distribution companies in a Nigeria.

Shao et al. (2022) sought to determine the connection between turnover intention and organisational trust. Drawing on a sample of 330 kindergarten teachers in rural areas, the study explored the mechanism of influence between organisational trust and turnover intention with teaching efficacy and job satisfaction as mediators. The study found that organisational trust negatively impacted teachers' turnover intention, and this relationship was mediated by a significant chain mediating effect of teaching efficacy and job satisfaction. The findings enrich knowledge about turnover among rural kindergarten teachers and advised the creation of a more supportive organisational environment against the backdrop of the COVID-19 pandemic to improve job satisfaction and alleviate turnover among rural kindergarten teachers. The study was carried out using teachers as employees, while the current study is centred on electricity distribution companies' employees.

Theoretical Reviews

One theory that can explain the relationship between organisational trust and employee proactive behaviour is the Social Exchange Theory and the theory can be linked to the works of George Homans (1958). The theory suggests that individuals engage in social relationships, including those within organisations, based on the expectation of mutual benefits (Vansella-Yang & Abrutyn, 2021). According to this theory, when employees perceive high levels of organisational trust, they develop a positive social exchange relationship with the organisation and in return, they are more likely to exhibit proactive behaviour, such as going beyond their prescribed roles and engaging in activities that contribute to the organisation's success (Landor & Barr, 2018).

Organisational trust serves as the foundation for positive social exchanges between employees and the organisation and trust develops when employees perceive that the organisation values their contributions, treats them fairly, and acts with integrity (Vanhala & Tsafirir, 2021). Trust creates a positive emotional connection and a belief that the organisation will reciprocate their efforts. Social Exchange Theory suggests that individuals reciprocate the positive treatment they receive from others (Landor & Barr, 2018). When employees perceive high levels of trust from the organisation, they feel a sense of obligation to reciprocate by engaging in proactive behaviour. They are more likely to take initiative, generate creative ideas, and contribute beyond their formal job requirements.

The application of the theory to this study is based on the argument that employees assess the perceived benefits they gain from engaging in proactive behaviour. When conducting a study on organisational trust and employee proactive behaviour, researchers can utilise the Social Exchange Theory as a framework to examine the mechanisms through which trust influences proactive behaviour and the factors that contribute to the positive social exchange relationship between employees and the organisation. When employees trust their organisation, they believe that their proactive efforts will be recognised, rewarded, and lead to personal and professional growth. This perception of benefits motivates employees to engage in proactive behaviour as they see it as a valuable investment in the social exchange relationship.

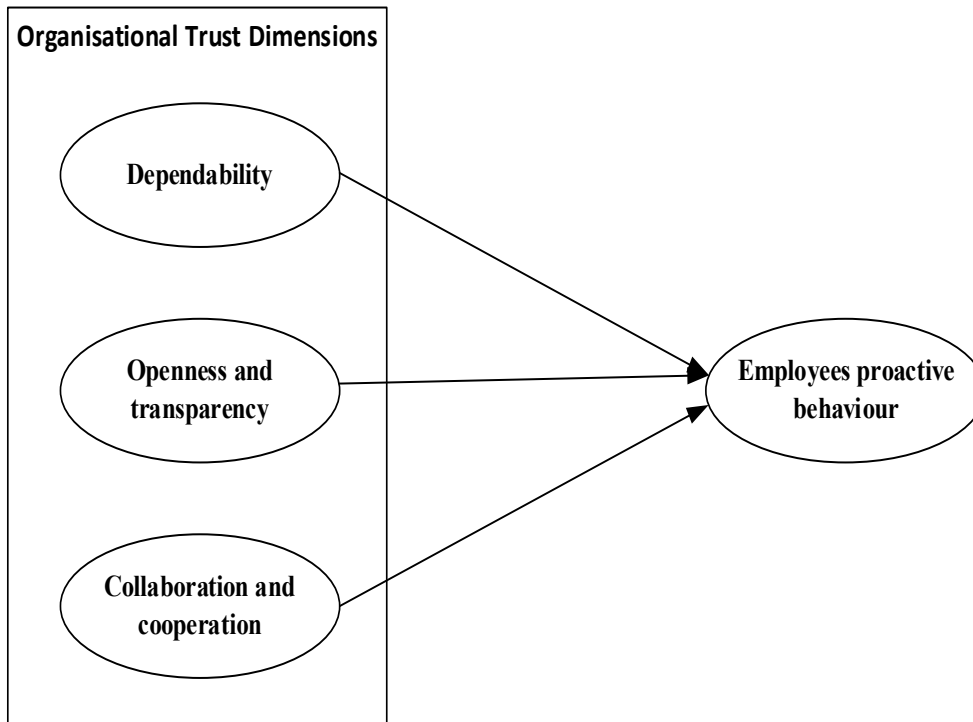


Figure 1: Theoretical Model indicating the effect of organisational trust dimensions on employees proactive behaviour

Source: Researchers Design, 2023

METHODOLOGY

The study design used for this study was a descriptive survey design. The justification for the use of this design was premised on the need to ensure that organisational trust effect on employee proactive behaviour is appropriately explained and make useful meaning for the construction firms in the FCT. The population of the study are 654 employees of selected construction firms in the FCT. The criteria for selection were the registration of corporate affairs commission, council of registered builders, 5 years operational experience and member association of construction firms FCT branch. The basis for the criteria was to select firms that are operational and have experience in addressing the interest of the study. Based on these criteria, 32 constructions firms were selected for the study. The sample size for this study is 248 and this was determined using Taro Yamane formular, which is denoted below:

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

Where n = Sample size
 N = Population of the study
 e = Tolerable error (5%)

$$n = \frac{654}{1 + 654 (0.05)^2}$$

$$n = \frac{654}{1 + 654 (0.0025)}$$

$$n = \frac{654}{1 + 1.635}$$

$$n = \frac{654}{2.635}$$

2.635

$n = 248.197$

The study sample size is 248

The unit of analysis for the study are the owners/managers of the construction firms. Convenience sampling technique was used because of the challenges associated with collecting data. Primary data source was used. Questionnaire was adapted and used to collect the study data. The choice of this instrument is because of its reported high reliability. Cronbach alpha was used to determine the reliability of the study, as the scales for dependability with 5 items reported a coefficient of 0.722, openness was 0.895 and collaboration and cooperation reported a high coefficient index of 0.858 while employee proactive behaviour was 0.733 indicating that all the scale used in the study were reliable (See Table 1 below). To determine the study validity, the study relied on content and face validity, which was carried out by the three experts in management and human resources. The comment made on the items was effected before the final version of the instrument was distributed. Multiple regression with the aid of SPSSv23 was used to analyse the data. This choice of this technique is because it is suitable for analysing study with multi independent variable and single dependent variable.

Table 1: Reliability Result

Variables	Cronbach alpha	Number of Items
Employee Proactive Behaviour	0.733	5
Dependability	0.722	5
Openness	0.895	5
Collaboration and cooperation	0.858	5

Source: Author analysis, 2023

RESULT AND DISCUSSION

The instrument distributed were two hundred and forty-eight (248), which is the study sample size. The questionnaires were coded into excel sheet before it was transferred to the SPSS package for analysis. Out of the two hundred and forty-eight (248) distributed questionnaires, only two hundred and seven (207) were retrieved without issues/errors with the questionnaires, which is 83% of the distributed questionnaire. Given a high return rate, the study conducted other analysis based on the available questionnaires. The demographic distribution of the respondents shows the male are 172(83%) and the females were 35(17%). Finally, the researcher tested for the fundamental assumption of multiple regression technique. The assumption of normality, heterosacidity, linearity and autocorrelation were all tested and the result produced a satisfying fulfilment of the criteria, thus, justifying the use of the technique.

Table 2: Coefficients result on organisational trust and employee proactive behaviour

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.216	.193		1.120	.264		
	Openness and transparency	.345	.068	.307	5.038	.000	.464	2.154
	Collaboration and cooperation	.295	.082	.315	3.583	.000	.224	4.472
	Dependability	.269	.088	.258	3.056	.003	.241	4.146
1	R = .806 ^a R ² = .650 F-value = 125.538; Sig; 0.000							

The above table 2 shows the regression result for the study on the effect of organisational trust on employee proactive behaviour in construction firms in FCT-Abuja. The result shows that the there is a strong relationship between organisational trust and employee proactive behaviour construction firms in FCT-

Abuja, as such, there is need for managers of construction firms in FCT-Abuja to ensure that undertake activities that will help improve organisational trust in their firm. This result is supported with the evidential high R-value of .806, which means there is a 80.6% shared relationship between the organisational trust and employee proactive behaviour in construction firms in the FCT-Abuja. The extent of changes in organisational trust that would account for changes in the proactive behaviour of employees in the construction firms in FCT-Abuja was also assessed and as evident from the R-squared obtained, which showed that 65.0% of changes in the proactive behaviour of employees in the construction firms in FCT-Abuja will be because of changes in their trust in the organisation. Model fit was assessed as shown from the f-value result of 125.538, $p < 0.05$, hence given the p-value is less than 0.05, it then implies the model is fit. This implies that the study theoretical argument is confirmed to have been satisfied.

Test of Hypotheses

Hypothesis One

Organisational dependability has no significant effect on employee proactive behaviour in construction firms in FCT-Abuja.

The result as shown in table 1 above indicates that organisational dependability has significant effect on employee proactive behaviour in construction firms in FCT-Abuja.. Given the ($\beta = .258$, t-value = 3.056; $p < 0.05$) p-value is less than 0.05, the researcher accepts the alternate hypothesis and reject the null, thus, hypothesis one is rejected. This implies that organisational dependability has significant effect on employee proactive behaviour in construction firms in FCT-Abuja. The finding from this study aligns with the work of Ösgeldi and Hamitoğlu (2019) that examined the impact of organisational trust on turnover intention. Also, the finding supports the outcome from the work of Seffane and Bani (2018) that sought to examine the impact of trust, job satisfaction and perceived supervisor support on employee turnover intention

Hypothesis Two

Organisational openness and transparency have no significant effect on employee proactive behaviour in construction firms in FCT-Abuja.

The result as shown in table 1 above indicates that organisational openness and transparency has significant effect on employee proactive behaviour in construction firms in FCT-Abuja. Given the ($\beta = .307$, t-value = 5.038; $p < 0.05$) p-value is less than 0.05, the researcher accepts the alternate hypothesis and reject the null, thus, hypothesis two is rejected. This implies that organisational openness and transparency has significant effect on employee proactive behaviour in construction firms in FCT-Abuja. The finding from this study aligns with the work of Balkan et al. (2014) that investigate the relationship between emotional expressions, trust and turnover intentions and it also agree with the work of Ariyabuddhiphongs and Boonsanong (2019) that hypothesised that workplace friendship and trust in the leader will positively predict work engagement.

Hypothesis Three

Organisational collaboration and cooperation have no significant effect on employee proactive behaviour in construction firms in FCT-Abuja.

The result as shown in table 1 above indicates that organisational collaboration and cooperation has significant effect on employee proactive behaviour in construction firms in FCT-Abuja. Given the ($\beta = .315$, t-value = 3.583; $p < 0.05$) p-value is less than 0.05, the researcher accepts the alternate hypothesis and reject the null, thus, hypothesis three is rejected. This implies that organisational collaboration and cooperation has significant effect on employee proactive behaviour in construction firms in FCT-Abuja. The finding from this study aligns with the work of Sultan and Abuelhassan (2020) that investigated the effect of trust in supervisor and affective organisational commitment on hospitality employees' turnover intention. The finding is supported with the work of Shao et al. (2022) that sought to determine the connection between turnover intention and organisational trust.

CONCLUSIONS AND RECOMMENDATIONS

The study examined the effect of organisational trust on employee proactive behaviour in construction firms in FCT-Abuja. The study concludes that organisational trust is a strong determinant of employee proactive behaviour in the construction firms in FCT. The study also concludes that organisational dependability is

critical for firms that desires to have employees that would give more to the growth of the organisation. Also, it is also concluded that the extent of the organisations openness and transparency is vital to support employee proactive behaviour in the firms. Lastly, the study concludes that collaboration and cooperation in the organisation is useful towards building proactive employee behaviour. Based on the findings, the following recommendations are made:

1. Construction firm managers should prioritise and improve on organisational dependability as it has a significant effect on employee proactive behaviour. Establishing reliable and consistent practices and systems within the organisation can help build trust and encourage proactive behaviour among employees.
2. Organisations should promote openness and transparency in their communication and decision-making processes. This can contribute to a positive work environment and encourage employees to take initiative and engage in proactive behaviours.
3. Collaboration and cooperation should be encouraged within construction firms. Facilitating teamwork, knowledge sharing, and cooperation among employees can foster trust and increase proactive behaviour.

Overall, the study emphasises the importance of organisational trust in influencing employee proactive behaviour in construction firms. By fostering trust and implementing strategies to enhance transparency, dependability, openness, and collaboration, construction firms can create a conducive environment for proactive behaviour among their employees, ultimately leading to improved organisational performance and success.

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