
| RESEARCH ARTICLE

Communication Dynamics, Trust Dynamics, and Organizational Performance of Employees in Selected Financial Institutions in China

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| ABSTRACT

This study examines the relationship between communication, trust, and organizational performance among employees of financial institutions in China. The research found that employees generally perceived communication dynamics favorably and trust dynamics positively. Organizational performance was evaluated as high, with a mean score of 3.23. The findings suggest that effective communication and trust dynamics significantly contribute to organizational performance. An action plan is proposed to enhance communication channels, implement team-building activities, establish a performance management system, and encourage cross-functional collaboration. Future research may explore additional variables influencing organizational performance.

| KEYWORDS

Descriptive Correlational Study, Communication Dynamics, Trust Dynamics, Organizational Performance

| ARTICLE INFORMATION

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Introduction

Balcerzyk and Oslizlo (2023), Eluwole (2022), Gillespie et al (2022), and Adler (2020) have all contributed to the understanding of the complex relationship between communication, trust, and organizational performance. Clear communication and strong trust are crucial for achieving strategic goals and creating a positive work environment. Research has explored the influence of interpersonal communication, how effective communication supports strategy execution, and the role of trust in organizational settings. Ethical leadership fosters trust and improves organizational outcomes, and the link between organizational citizenship behavior and performance has been explored. Effective workplace communication is a valuable tool for professionals, students, and educators, and has been explored in public sector organizations. Trust plays a critical role in workplace dynamics, influencing employee engagement, job satisfaction, and overall performance. Research has also explored the elements that shape trust in organizations, such as relationship length and cultural differences. Organizational performance is shaped by both internal and external factors, with communication effectiveness and trust playing key roles in overall success. This study aims to assess communication dynamics, trust dynamics, and organizational performance within selected financial institutions in China.

Communication

Putri & Irwansyah's (2020) research emphasizes the importance of effective communication in fostering trust, teamwork, and information flow within an organization. However, communication also presents challenges such as miscommunication, lack of transparency, and isolated information flows. Culturally sensitive and adaptable strategies are essential to ensure clarity and inclusivity. Agustin, Amanah, and Harahap's (2020) study on employee attitudes toward

communication effectiveness in state-owned enterprises provides valuable insights into how both executives and non-executive employees perceive workplace communication. The COVID-19 pandemic has highlighted the challenges and opportunities in communication during crises, emphasizing the need for effective communication and cooperation between executives and employees. High-quality listening skills are crucial for effective communication, and crisis communication strategies are essential in response to job insecurity. Public organizations, such as the public sector, also benefit from effective communication practices that promote engagement and collaboration. Conflict management and strong communication skills can enhance collaboration and mutual understanding, contributing to improved organizational performance. Inclusive communication practices, embracing diverse perspectives and creating a sense of belonging among employees, are also essential for organizational success.

Trust

Trust is crucial for organizational success, impacting employee engagement, job satisfaction, and performance. Trust in leadership fosters employee commitment, risk-taking, and adherence to organizational values. Trust among team members is essential for collaboration, innovation, and psychological safety. Key factors for building and maintaining trust include transparent communication, ethical leadership, commitments, and fairness. Unethical behavior can erode trust, negatively affecting organizational cohesion and performance. High-performance work practices can strengthen trust within Jordanian construction firms, suggesting the importance of integrating these practices. Addressing emotional fatigue can reduce negative attitudes towards the organization, highlighting the interconnectedness of trust, organizational cynicism, emotional well-being, and identity.

Ayca (2023) explored the relationship between authentic leadership and job performance in Türkiye, highlighting trust as a key moderating factor. Bakaki and Dorussen (2023) conducted a survey experiment in Haiti to explore trust dynamics in peacebuilding organizations, emphasizing its importance in fostering cooperation and improving organizational effectiveness. Bazarov et al. (2021) proposed a revised perspective on trust within organizations, providing insights into trust dynamics in the nonprofit sector. Bellucci (2022) introduced a trust model that explores both cognitive and emotional aspects of trust, providing a comprehensive understanding of trust formation.

Bilginoglu, Yozgat, and Artan (2019) explored how respect and trust impact job satisfaction in the workplace, highlighting the importance of trust in creating a positive work environment. Eluwole, Karatepe, and Avci (2022) examined how moral leadership and organizational trust influence key employee outcomes in the hospitality industry. Gillespie, Fulmer, and Lewicki (2021) provided a comprehensive multilevel perspective on trust in organizations, analyzing how trust functions at individual, group, and organizational levels.

Gustafsson et al. (2021) examined strategies for maintaining organizational trust during times of disruption, emphasizing the role of transparent communication and consistent leadership. Jenkner, Ravi, Gabel, and Vogt (2022) analyzed cultural factors and individual perceptions that shape trust in data-requesting organizations, emphasizing the importance of clear communication and strong leadership in maintaining trust and stability during uncertainty.

Nienaber et al. (2023) explored how organizational trust influences coworker trust, particularly in culturally diverse workplaces. Stankeviciute, Sanchez-Hernandez, and Staniskiene (2021) investigated how job insecurity disrupts the cycle of trust in organizations, subjective well-being, and task performance. Suthatorn and Charoensukmongkol (2023) examined the effects of organizational trust and trait mindfulness on optimism and stress among flight attendants during the COVID-19 pandemic.

Organizational Performance

Afzal and Lim (2022) and AlShehhi, AlZaabi, Alnahhal, and Sakhrieh (2021) conducted studies on organizational factors influencing sustainability performance in the construction industry. They found that understanding and addressing these factors can drive sustainability efforts, promote environmental responsibility, and contribute to long-term business growth. Alzoubi, Agha, Alshurideh, Ghazal, and Alhyasat (2023) explored the role of organizational empowerment practices and a learning-oriented culture in firm performance. Chatterjee, Chaudhuri, and Vrontis (2022) examined whether flexible remote work arrangements improve organizational performance. Dayal and Verma (2021) examined factors influencing employee turnover intentions and organizational performance through job satisfaction and commitment. Do and Mai (2021) conducted a systematic review of high-performance organizations, providing a comprehensive analysis of best practices and strategies for achieving organizational excellence. Gomes, Silva, da Silva, Monteiro, and Pereira (2023) explored the impact of the COVID-19 pandemic on accounting information systems and overall organizational performance. Haass et al. (2023) explored the role of organizational citizenship behavior (OCB) in shaping performance within knowledge-based organizations. Hoai, Hung, and Nguyen (2022) examined the effects of internal control systems and transformational leadership on organizational performance.

in the public sector. Ipinazar, Zarrabeitia, Belver, and Martinez-De-Alegria (2021) proposed a model for transforming organizational culture to drive high performance. Samson and Bhanugopan (2022) examined how managerial decision-making mediates the relationship between strategic human capital analytics and organizational performance. Shahzad (2021) and Shahzad et al. (2022) investigated how internal control mechanisms and formalized risk management practices influence perceived business risk and organizational performance. Somwethee, Aujirapongpan, and Ru-Zhue (2023) examined the influence of innovative and entrepreneurial skills on long-term organizational performance.

Statement of the Problem

This study determined the communication dynamics, trust dynamics and organizational performance of selected employees. Specifically, it sought answers to the following questions:

1. What are the communication dynamics of employees in selected financial institutions in China?
2. What are the trust dynamics of employees in selected financial institutions in China?
3. What is the level of organizational performance of employees in selected financial institutions in China?
4. Is there a significant relationship between the communication dynamics and the trust dynamics among employees of financial institutions in China?
5. Is there a significant relationship between the communication dynamics and the level of organizational performance among employees of financial institutions in China?
6. Is there a significant relationship between the trust dynamics and level of organizational performance among employees of financial institutions in China?
7. Based on the findings of the study, what action plan can be proposed to improve the communication dynamics, trust dynamics and organizational performance among the employees of financial institutions in China?

Methodology

Research Design

The study used a descriptive-correlational research design, focusing on the relationship between communication dynamics, trust dynamics, and organizational performance among employees in selected Chinese financial institutions. The primary data collection tool was a survey questionnaire, aiming to provide insights into how communication and trust influence organizational effectiveness.

Participants and Sampling

This study analyzed empirical data from 47 Chinese financial institution employees, with a sample size of 42, selected through simple random sampling, to ensure fairness and representativeness during the academic year 2024-2025.

Data Collection Instruments

The researcher created a self-made questionnaire to gather primary data on communication, trust, and organizational performance among employees in Chinese financial institutions. The questionnaire was validated by an adviser, a panel of experts, and underwent a reliability test using Cronbach's Alpha, confirming strong internal consistency.

Results and Discussions

The study found that employees in Chinese financial institutions generally agree on the effectiveness of communication dynamics, with an overall average weighted mean of 3.08. Two of the highest-ranked indicators were "effective communication with each other" and "communication enhances productivity". Open and transparent communication was also ranked third. However, areas of strength in communication were identified, along with areas that may require improvement. The findings align with previous research highlighting the connection between communication, leadership, teamwork, and productivity, as well as the importance of strong ethical values and clear communication in fostering a productive work environment.

The data shows that employees in Chinese financial institutions generally agree on trust dynamics within their workplace, with an average weighted mean of 3.15. This suggests that employees trust their colleagues to perform their duties effectively while adhering to ethical standards and integrity. The highest-ranked indicators are "Trust colleagues in Financial Institutions to effectively perform their duties," "Feel respected and valued by colleagues," and "Trust that the employees in financial institutions operate with integrity and ethical standards." Other indicators include "The level of collaboration among team members positively influences trust," "Feel comfortable sharing sensitive information within employees," and "There is transparency in the actions and decisions made by the financial institutions management."

The data shows that employees in selected financial institutions in China have high organizational performance, with an average weighted mean of 3.23. The highest-ranked indicators include the performance contributing positively to overall success, effectively meeting financial goals, meeting objectives and targets, receiving adequate support and guidance, and adaptability to external changes. Other indicators include technology use, resource utilization, commitment to continuous improvement, teamwork, and feedback mechanisms.

The study reveals a moderate correlation between communication dynamics and trust dynamics among Chinese Financial Institution employees, indicating that stronger communication practices lead to higher levels of trust among employees.

The study reveals a moderate correlation between communication dynamics and organizational performance among Chinese financial institution employees, indicating that stronger communication enhances coordination, efficiency, and overall success in achieving financial and operational goals.

The study reveals a moderate correlation between trust dynamics and organizational performance among Chinese financial institution employees, indicating that higher trust levels enhance collaboration, accountability, and efficiency, contributing to the institution's success.

Conclusion

The study found that employees in Financial Institutions demonstrate effective communication practices, trust in colleagues, and a cohesive workforce. Strengthening communication dynamics enhances trust and positively influences organizational performance. To sustain and improve these dynamics, an action plan should include clear communication channels, team-building workshops, performance management systems, and cross-functional collaboration.

Recommendations

The following recommendations are based on the findings and conclusion of this study:

1. *Implementing a Structured Feedback Mechanism.* The Financial Institutions may introduce structured feedback tools such as anonymous surveys, an online feedback portal, or a suggestion box to gather employee input on communication practices. By assessing employees' comfort levels in expressing opinions and evaluating the flow of information, leadership can pinpoint communication gaps and implement improvements to create a more collaborative and productive work environment.
2. *Enhancing Transparency in Communication.* Establishing clear and transparent communication channels, such as town hall meetings, newsletters, or an open-door policy, can help improve trust and confidence among employees. Greater transparency in management decisions and actions fosters a positive work culture, strengthens collaboration, and enhances overall organizational effectiveness.
3. *Cultivating Adaptability and Flexibility.* The Financial Institutions may promote continuous learning and flexible work arrangements to help employees effectively respond to external changes. By fostering adaptability, the organization can better navigate challenges and seize opportunities for growth and innovation.

4. *Strengthening Employee Resilience.* Implementing training programs, encouraging open dialogue, and empowering employees to embrace change will enable the selected Financial Institutions to adapt quickly to evolving circumstances. A proactive approach to workforce development ensures that employees remain prepared for industry shifts.

5. *Investing in Communication Training.* The Financial Institutions may benefit from targeted communication workshops, ongoing coaching, and feedback mechanisms to strengthen communication dynamics. Enhancing communication skills among employees can lead to improved workplace interactions and positively impact organizational performance.

6. *Encouraging Cross-Functional Team Development.* HR managers may introduce cross-training programs and team-building activities to bring together employees with diverse skills and expertise. Promoting team diversity improves collaboration, enhances problem-solving, and strengthens decision-making across departments.

7. *Developing an Action Plan for Monitoring and Evaluation.* To ensure continuous improvement, management may implement an action plan that monitors and evaluates enhancements in communication dynamics, trust dynamics, and organizational performance within the selected Financial Institutions. A structured approach will help track progress and refine strategies as needed.

8. *Expanding Future Research.* Future researchers may build on this study by exploring additional factors that contribute to workplace success. Conducting qualitative research in other industries or geographic locations-both locally and internationally-can provide further insights and validate the study's findings across different organizational settings.

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