

The effect of organizational and social trust on the improvement of company performance: Investigating the reciprocal relationship

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Abstract

Organizational trust and social trust improve the performance of the company, on the other hand, the performance of the company also affects the organizational trust of services and social trust, so it can be said that there is a difference between organizational trust in work and social trust about trust and trust. It is social. There is a reciprocal relationship between the performance of the company, the purpose of this research is to investigate this reciprocal relationship, for this purpose, this research aims to put this issue experimentally and experimentally, the current research method is descriptive-surveillance, statistical population. This research includes all the companies admitted to the Tehran Stock Exchange that have formed activities from 2010 to 2020, considering the defaults, a testable statistical sample has been reached in 1997, where one person from each company is related to affairs. The financial or internal auditor was selected as a questionnaire and completed the questionnaire, in this research, standard questionnaires were used to collect data for the analysis: an organizational trust questionnaire for customers and clients, a social trust questionnaire, an organizational performance questionnaire, and research. Presently, related to organizational trust, the literature and trust and social trust and performance are developed bilaterally at the company level, the findings show that work trust organizations and social trust can lead to the improvement of the company's performance and improve the company's performance, and organizational trust. It increases customer service and social trust.

Keywords: organizational trust of employees, organizational trust of customers, social trust, company performance, reciprocal relationship

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1 Introduction

Considering that there is trust between individuals and organizational members, organizational trust expresses the trust between organization members and the organization itself. This type of trust is created and nurtured between

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colleagues, supervisors and organization leadership [32]. Ahlf et al. [1] believe that organizational trust can be defined as: one party being vulnerable to the opposite of the expectation to perform activities in return, Organizational trust of employees plays a key and important role in organizations because, with more trust, they commit to their work and do not trust more than the people who remain in the organization [46], according to Brown et al. [8] The organizational trust of employees in the work environment affects the behaviour, and in the same way it affects the performance of the company. The level of trust of employees, assuming that their managers behave honestly and fairly, and the opportunistic behaviour of managers as much as it affects can change and improve the company's actions, such as financial performance and work productivity, etc.

In relational exchanges between the customer and the organization, the customer's organizational trust affects the commitment and loyalty of the customer towards the organization, and this commitment and loyalty is achieved through things such as product price and service delivery, honesty and transparency, etc., which leads to benefits. It becomes business [50]. According to Dehdashtian [14], the organizational trust of customers brings business benefits in terms of reducing customer acquisition costs, higher profit margins, and long-term growth and competitive advantage.

Social trust means accepting the risk of encountering and communicating with others, with the assumption that they will behave as expected [43]. According to Sztompka [45], social trust is formed in two ways, the trust in the employees and agents of these organizations and the other is related to the physical appearance of the organization or company, which leads to investment in these companies and the reduction of costs, including the costs it will be advertised.

Function in the word means the state or quality of functioning. Therefore, organizational performance is a general structure that refers to how organizational operations are performed [29].

Trust has economic importance for companies from various aspects, trust is an inseparable part of companies that links to corporate relationships, especially in different stakeholder groups, such as employees, suppliers, customers or consumers, investors and society [47].

About trust (organizational trust of employees and customers and social trust) and performance, various types of research have been done separately, but it has not been investigated and studied bilaterally, especially at the level of companies, on the other hand, according to The mentioned contents, the role of organizational trust of employees and customers and social trust, which respectively lead to increase in productivity and effectiveness, business interests, honesty, openness, confidence and willingness to cooperate, improve the performance of companies and Mutually, with the improvement of performance, the organizational trust of employees and customers and social trust increases, so their review can be very important for companies, because without building trust and without improving performance, there will be no chance to achieve the strategic goals of companies. Therefore, in this research, we will examine current trust with performance improvement and current performance with trust growth.

Among the researches that have been conducted in the field of organizational trust of employees and customers and social trust and performance include the following:

Investigating the effect of employees' trust in organizational managers on organizational silence [42], the effect of trust on performance, which has been investigated at the level of teams and work groups [13, 24], the effect of trust on performance brand [40], the effect of trust on performance [47], evaluating the effect of participation, commitment and customer trust on customer loyalty with the mediating role of customer satisfaction [18], investigating the relationship between social trust and the tendency to participate Volunteering in the activities of the Red Crescent Society [17], examining the relationship between foreign investment and improving the value and performance of the company [21], measuring social trust [25].

The main question that is supposed to be answered in this research is whether the organizational trust of employees and customers and social trust affect the performance of companies, and reciprocally, the performance of companies on the organizational trust of employees and customers and social trust.

The answer to this question has been evaluated and analyzed based on the data of the standard questionnaires sent to the employees of 97 companies admitted to the Tehran Stock Exchange and completed by 97 people.

Investigating the two-way relationship between organizational trust of employees and customers and social trust in the performance of companies is a new issue that can expand knowledge in different fields because in Iran, trust and performance in small samples, such as individual performance and individual has been investigated, but it has not been investigated at the company level and bilaterally, which will be investigated in this research.

In the following, the theoretical foundations and background, hypotheses, methodology, findings, conclusions and discussion are presented.

2 Theoretical foundations and background

Trust is a concept that plays a role in almost all relationships, including friendship, family, organizational, economic and social relationships, etc. [30]. Trust means that the trustor tends to rely on the trusted decision when the results are not visible [27].

Ashnai et al. [3], believe that organizational trust is a trust whereby the policies of the organization will be administered and carried out fairly as stated, and in everyday work, people prefer to trust through relationships affected by trust. Communicate [1]. Organizational trust is a multi-level concept that is applied to interactions between individuals, between group members, between organization members, and between different organizations [11].

It has been found that creating commitment in employees causes attachment and participation of employees in an organization, which affects a wide range of desirable workplace results, such as performance and intention to continue working in the organization. One of the challenges of developing trust in organizations is the lack of Information asymmetry inherent in work relationships, organizational managers usually have information about the organization that is not available for ranking employees as well as lower levels [28]. Niculescu [35] believes that companies should motivate employees to achieve the organizational vision, that this motivation is realized by creating trust, and as a result, individual and organizational performance will be strengthened. Niculescu [35] says that a human capital institute investigated the relationship between employees' organizational trust and organizational productivity and reached the following conclusion: "For the success of the company, a culture of trust must be cultivated and expanded, which will motivate employees."

The organizational trust of customers is confidence in the service provider's performance, integrity, and credibility, as well as the service organization's adherence to its promises and commitments [2]. Regarding customers' organizational trust in the company, it can also be said that customers believe that they can count on the long-term benefits of the services received [38]. Therefore, regarding the organizational trust of employees and customers, it can be said that prioritizing employees and customers by organizations make employees and customers trust and be loyal to the organization and continue their success and improve the performance of the organization [37]. According to Dehdashtian [14], organizational trust of customers creates business benefits in the following areas.

1. **Reduction of customer acquisition costs:** First, it reduces the cost of new customer acquisition. Second, with trust, companies no longer have to find new customers to replace dissatisfied customers.
2. **Higher profit margin:** it means that customers are willing to pay more for a quality product.
3. **Growth:** Trust helps the company to expand its share of satisfied customers, so customers offer better offers that lead to a higher growth rate.
4. **Long-term competitive advantage:** Customers will interact with companies that are reliable, and this will cause long-term competition between companies.

Social trust can be seen as the result of motivation and stimulus for the formation of social relationships, social trust requires criteria such as; Honesty, stability, objectivity, fairness and all those things that extend and extend people's relationships based on continuous practice of these criteria [22]. Among the factors related to the increase in people's participation is their level of social trust, social trust is a social phenomenon that plays a significant role in human relations, from the micro level (family) to the macro level (community) and even in building beyond that (universal). Social trust is a phenomenon that facilitates human relations and is the foundation for the formation of social relations and the development of a society [17]. Social trust is an individual-level trait that shapes one's worldview about the benevolence of other human beings. It has been found that people with trust are more optimistic about the prospects of cooperation and are less worried about exploitation [25]. Social trust is a very important socio-economic element that affects individual and group behaviour in society. Records show that social trust has a positive effect on executive behaviours in companies and informal social groups [9].

According to Neely et al. [34], performance is divided into two components: 1- Efficiency, which describes how the organization uses resources in the production of services or products, 2- Effectiveness, which describes the degree of achievement of organizational goals. Indicators such as: profitability, survival, growth rate of achieving goals and competitive capabilities can be considered as the result of appropriate performance [33]. Companies can gain the trust of investors, customers and employees by changing their performance. Influence and change their behaviour, which can have economic benefits for companies [44].

Various researches have been conducted in the field of organizational trust and the performance of companies, some of which are mentioned:

Xu et al. [47], in a study, investigated and analyzed the impact of trust on the performance of companies based on the number of words related to trust, which are available in k-10 files, they concluded that Trust affects the future performance of companies, on the other hand, Audi et al. [4] in a study investigated the role of trust in organizational culture, most of the articles came to the conclusion that creating a culture with more trust requires external supervision and control. But Audi et al. [4] reached different results between the level of trust towards the organizational culture of a company and the use of different types of supervision and controls, they found a positive relationship between trust and emphasis on supervision and they gained control over them.

Zak and Knack [49], and Beugelsdijk and Van Schaik [7] as well as Bengtsson et al. [6] in their research investigated the effect of trust on economic growth. They concluded that there is a positive relationship between trust and economic growth. There is a meaning.

Chami and Fullenkamp [10] investigated the role of employee trust and efficiency in solving agency problems and improving corporate performance. They first pointed out that, for trust to be operational, it must become part of a company's culture. , they concluded that trust among employees is the only solution to some of the agency problems that exist in the firm, because as the modern firm continues to grow in size and scope, the agency problems can be solved through trust, It is an important obstacle for long-term economic growth. They also concluded that it is in every company's interest to consider a culture of trust as a way to improve performance. On the other hand, Ho [20] investigated the relationship between learning, innovation and organizational performance, his study shows that there is a positive relationship between the self-learning ability of employees and dimensions of organizational innovation, and between organizational innovation and organizational performance, as well as between organizational learning and organizational performance.

Jasinskas et al. [23] and Bahari and Bahari [5] investigated the impact of service quality on customer loyalty and trust in the hotel industry. They concluded that the higher the service quality, the higher the customer satisfaction and trust. Also, Fallah and Hamed [18], investigated and evaluated the effect of customer participation, commitment and trust on customer loyalty with the mediating role of customer satisfaction with Samsung products, they concluded that customer commitment and trust, loyalty and customer satisfaction increase.

Hashemi et al. [19], in a sociological analysis, investigated the factors affecting social trust in Tehran. The results of the research showed that the relationship between socioeconomic variables, feeling of social security, satisfaction with life, feeling of discrimination and social exclusion have a significant relationship with social trust.

Various researches have investigated organizational trust and corporate performance in small groups and on a case-by-case basis, but the two-way relationship between organizational trust of employees and customers and social trust with performance, at the corporate level, can be for the company's economic importance has not been investigated, which shows the novelty of the current research, in this section, a conceptual model is presented to investigate the two-way relationship between organizational trust of employees and customers and social trust with the performance of companies, the conceptual model of the research is presented in Figure 1 and the hypotheses of the research are formulated based on the above model:

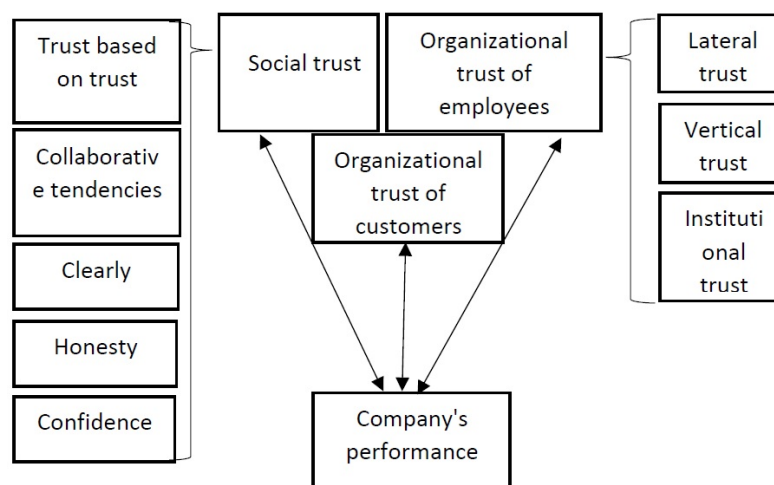


Figure 1: Conceptual model of the research

2.1 Hypothesis

Klimchak et al. [28], believe that creating commitment in employees causes attachment and participation of employees in an organization, which affects a wide range of desirable workplace results, such as performance and intention to continue working in the organization, from On the other hand, Niculescu [35] believes that companies should motivate employees to achieve the organizational vision, that this motivation is realized by creating trust, and as a result, individual and organizational performance will be strengthened, so The first hypothesis of the research is presented as follows:

First hypothesis: Organizational trust of employees improves company performance.

Trust and performance can influence each other, while the first hypothesis suggests that trust leads to improved performance, there is a strong argument that better performance can also enhance trust. Improving performance by a group or team, in motivation management. This creates more responsibilities to be assigned to them, which actually reflects the increase of management's trust in the group or team [47], so the second hypothesis of the research is proposed as follows:

Second hypothesis: The Company's performance causes the growth of employees' organizational trust.

Prioritizing employees and customers by organizations will make employees and customers trust and be loyal to the organization and continue their success and improve the performance of the organization [37], so the third hypothesis of the research is as follows. Arises:

Third hypothesis: organizational trust of customers improves the performance of the company.

According to the reciprocal investigation of customers' organizational trust and the company's performance, the fourth hypothesis of the research is proposed as follows:

Fourth hypothesis: The performance of the company causes the growth of the organizational trust of customers.

Social trust is a very important socio-economic element that affects individual and group behaviour in society, records show that social trust has a positive effect on executive behaviour in companies and informal social groups [9], so the fifth research hypothesis is proposed as follows:

Fifth hypothesis: Social trust improves company performance.

To investigate the relationship between social trust and company performance, the sixth research hypothesis is proposed as follows:

Sixth hypothesis: The performance of the company causes the growth of social trust.

The distinction of this research is that the relationship between the organizational trust of employees and customers and social trust in the company's performance, and the company's performance on the organizational trust of employees and customers, social trust are investigated in two ways and the level of companies admitted to the stock exchange.

3 Methodology

According to the topic and objectives of the research, the research method is a descriptive survey and in terms of the use of the results, the statistical population of this research consists of all the companies admitted to the Tehran Stock Exchange that were active from 2010 to 2020. Have given, that after taking into account the presuppositions, the testable statistical sample reached 97 companies, and one employee from each company was selected as the respondent and completed the questionnaire, to collect the data of the current research from 4 standard questionnaires. The questionnaires used in this research are as follows:

- Employees' Organizational Trust Questionnaire, which measures trust from three dimensions: lateral (trust between employees), vertical (trust between employees and managers) and institutional (an impersonal type of organizational trust, such as employees' trust in the organization's strategy or organization's vision, etc.), with 49 The question evaluates and is standardized by Ellonen et al. [16], the measurement scale of this questionnaire is of Likert type.
- The questionnaire of customers' organizational trust, which has been investigated with 38 questions and standardized by Yeganeh [48], the measurement scale of this questionnaire is also of the Likert type.
- The social trust questionnaire evaluates trust from five dimensions including trusting behaviour, cooperative tendencies, frankness, honesty and confidence, with 25 questions and is standardized by Saffarinia [41] and its measurement scale is the Likert scale.

- The organizational performance questionnaire that evaluates the performance from four dimensions, financial, customer, internal process and learning, with 17 questions has been standardized by Kaplan and Norton [26] and the measurement scale of this questionnaire is also of Likert type.

The content validity of the research to measure the data collection tool was examined through professors and experts, and after examining the research questions by them, the content validity of the research tool was confirmed. Also, Cronbach's alpha test was used to evaluate the reliability of the data collection tool. It was found that the result of this test for all questionnaires is as follows: Cronbach's alpha for employees' organizational trust questionnaire, customers' organizational trust questionnaire, social trust questionnaire, and organizational performance questionnaire were calculated as 0.906, 0.862, 0.719, and 0.728, respectively. The obtained results indicate that the research questionnaires have good reliability because the results obtained for each of the questionnaires are more than 0.70. Also, the Kolmogorov-Smirnov test was used to analyze the data.

4 Findings

In this research, the characteristics of gender, age, and education of 97 people of the desired statistical sample from the research community are investigated. Table 1 shows the frequency distribution of the statistical sample based on gender, age range, and education level:

Table 1: Frequency distribution of the statistical sample based on gender, age and education

| Gender | Frequency | Percentage |
|--------------------|-----------|------------|
| Men | 60 | 62% |
| Women | 37 | 38% |
| Total | 97 | 100% |
| Age range | Frequency | Percentage |
| Less than 30 years | 5 | 5% |
| 31 to 40 years | 22 | 23% |
| 41 to 50 years | 29 | 30% |
| 51 to 60 years | 30 | 31% |
| More than 60 years | 11 | 11% |
| Total | 97 | 100% |
| Level of education | Frequency | Percentage |
| Diploma | 22 | 23% |
| Bachelor | 24 | 25% |
| Master | 30 | 31% |
| Ph.D. | 21 | 21% |
| Total | 97 | 100% |

Table 1 shows that 62% of the sample is men, this figure is reduced to 38% for women, in terms of age range, 31% of the sample is between 51 and 60 years old and 30% between 41 and 50 years and 23 percent of them are between 31 and 40 years old. Also, 5% are less than 30 years old and 11% are over 61 years old. Also, in terms of education, 31% of the statistical sample has a master's degree, 25% has a bachelor's degree, 23% has a diploma education, and 21% has an Ph.D. degree.

Descriptive statistics of questions related to organizational trust of employees, organizational trust of customers, social trust and company performance are shown in Table 2:

Table 2: Average and standard deviation of items related to questionnaires

| Variables | Minimum | Maximum | Average | Standard deviation |
|-----------------------------------|---------|---------|---------|--------------------|
| Organizational trust of employees | 3.25 | 5.00 | 4.23 | 0.38 |
| Organizational trust of customers | 3.5 | 5.00 | 4.32 | 0.31 |
| Social trust | 3.5 | 5.00 | 4.26 | 0.34 |
| Company's performance | 1.60 | 4.95 | 4.05 | 0.41 |

Table 2 shows that the scores of "employee organizational trust" are between 3.25 and 5.00 with an average of 4.23. The standard deviation of the standard is estimated at 0.38 and the scores of "customers' organizational trust" are between 3.5 and 5.00 with an average of 4.32. The standard deviation is equal to 0.31, also the "social trust" scores are between 3.5 and 5.00 with an average of 4.26. The standard deviation of the standard is set at 0.34 and the scores of "companies' performance" range from 1.60 to 4.95 with an average of 4.05, the standard deviation is estimated as 0.41.

To ensure the normality of the data, the Kolmogorov-Smirnov test was used, so if the larger test statistic is equal to 0.05, the data distribution will be normal, the results of the normality test of the distribution of the items are summarized in Table 3.

Table 3: The results of the test of the normality of the distribution of items

| Items | Obtained coefficient | Significance level | Result |
|-----------------------------------|----------------------|--------------------|------------------------------------|
| Organizational trust of employees | 0.031 | 0.65 | statistical distribution is normal |
| Organizational trust of customers | 0.051 | 0.19 | statistical distribution is normal |
| Social trust | 0.029 | 0.32 | statistical distribution is normal |
| Company's performance | 0.052 | 0.20 | statistical distribution is normal |

According to the obtained results, the normality of the distribution of all items is confirmed.

4.1 Analysis of the results

To design questionnaires to evaluate the two-way relationship between organizational trust of employees and customers and social trust with the performance of companies, a five-point Likert scale has been used, which is one of the most common measurement scales. The general form and scoring of this spectrum for questions is as follows:

Table 4: Questionnaire scores based on the Likert scale

| Very high | High | Moderate | Low | Very low | Overview |
|-----------|------|----------|-----|----------|----------|
| 5 | 4 | 3 | 2 | 1 | Scoring |

The first, third and fifth hypotheses of the research are tested through estimation of model 4.1:

$$B = \alpha + \lambda * B_i + \varepsilon \quad (4.1)$$

Model 4.1 pursues the following goal:

Measuring the organizational trust of employees and customers and social trust on the performance of companies.

The test of the first, third and fifth research hypotheses based on model 4.1 is shown in Table 5:

Table 5: Investigating the impact of employees' and customers' organizational trust and social trust on improving the company's performance

| Dependent variable: performance of companies | | | | |
|---|-------------------------|--------------------|------------------|--------------------|
| Independent variable | Regression coefficients | Standard deviation | t test statistic | Significance level |
| Equation constant (α) | 1.95 | 0.23 | 8.38 | 0.000 |
| Organizational trust of employees | 0.52 | 0.05 | 9.68 | 0.000 |
| F test statistic = 93.84 significance level = 0.000 Determination coefficient = 0.39 Durbin-Watson = 2.03 | | | | |
| Dependent variable: performance of companies | | | | |
| Independent variable | Regression coefficients | Standard deviation | t test statistic | Significance level |
| Equation constant (α) | 1.56 | 0.12 | 12.93 | 0.000 |
| Organizational trust of customers | 0.60 | 0.02 | 21.86 | 0.000 |
| F test statistic = 477.97 significance level = 0.000 Determination coefficient = 0.76 Durbin-Watson = 1.87 | | | | |
| Dependent variable: performance of companies | | | | |
| Independent variable | Regression coefficients | Standard deviation | t test statistic | Significance level |
| Equation constant (α) | 1.78 | 0.13 | 13.78 | 0.000 |
| Social trust | 0.56 | 0.03 | 18.64 | 0.000 |
| F test statistic = 347.67 significance level = 0.000 Determination coefficient = 0.70 Durbin-Watson = 2.06 | | | | |

According to Table 5, it is concluded that organizational trust and social trust affect the performance of companies and the relationship between the differences becomes significant, so the first, third and fifth hypotheses of the research are confirmed.

The second, fourth and sixth hypotheses of the research are tested through the estimation of model (4.2):

$$B_i = \alpha + \lambda * B + \varepsilon \quad (4.2)$$

Model (4.2) pursues the following goals:

Measuring the company's performance on the organizational trust of employees and customers and social trust.

Table 6: Investigating the impact of the company's performance on the organizational trust of employees and customers and social trust

| Dependent variable: organizational trust of employees | | | | |
|---|----------------------------|----------------------------------|------------------|--------------------|
| Independent variable | Regression coefficients | Standard deviation | t test statistic | Significance level |
| Equation constant (α) | 1.86 | 0.42 | 7.44 | 0.000 |
| Performance of companies | 0.48 | 0.06 | 8.55 | 0.000 |
| F test statistic = 87.23 | significance level = 0.000 | Determination coefficient = 0.49 | Durbin-Watson= | 2.23 |
| Dependent variable: Organizational trust of customers | | | | |
| Independent variable | Regression coefficients | Standard deviation | t test statistic | Significance level |
| Equation constant (α) | 1.94 | 0.24 | 10.25 | 0.000 |
| Performance of companies | 0.55 | 0.04 | 19.44 | 0.000 |
| F test statistic = 377.97 | significance level = 0.000 | Determination coefficient = 0.66 | Durbin-Watson= | 2.337 |
| Dependent variable: social trust | | | | |
| Independent variable | Regression coefficients | Standard deviation | t test statistic | Significance level |
| Equation constant (α) | 1.99 | 0.18 | 14.55 | 0.000 |
| Performance of companies | 0.65 | 0.04 | 19.25 | 0.000 |
| F test statistic = 229.37 | significance level = 0.000 | Determination coefficient = 0.74 | Durbin-Watson= | 1.94 |

The test of the second, fourth and sixth hypotheses of the research based on model (4.2) is shown in Table 6:

According to table 6, it is concluded that the performance of companies has an effect on the organizational trust of employees and customers and social trust, and the relationship between the variables is significant, so the second, fourth and sixth hypotheses of the research are confirmed.

To check the significance of the regression model, the F statistic is used, according to the F statistic in this research, the correctness of the regression model is confirmed, also to check the significance effect of the variables on the dependent variable, the t test is used and to check the significance Having the coefficients of independent variables in each model, the t-statistic has been used, in the regression conducted in this research, in all cases, the independent variable has a significant effect on the dependent variable. Durbin-Watson's statistic is also within the normal range, which indicates the absence of There is a possibility of serial autocorrelation in the model.

5 Conclusion and discussion

In this research, descriptive statistics of research variables were first presented, then inferential statistics and then the estimation of research models in the form of inferential statistics of hypotheses were presented.

In this research, six hypotheses were examined, in the first hypothesis, the effect of employees' organizational trust on the improvement of the company's performance was investigated, and the result of the test of this hypothesis showed that there is a significant and direct relationship between the employees' organizational trust and the companies' performance. The results of the first hypothesis of the research have been consistent with many past researchers, including Xu et al. [47], Audi et al. [4], Chami and Fullenkamp [10], in the second hypothesis, the effect of the company's performance on the growth of employees' organizational trust was examined, the result of this test The hypothesis indicated that there is a meaningful and direct relationship between the performance of companies and the organizational trust of employees. The results of this hypothesis are consistent with the findings of many researchers, including Cheng [12], Piryaee et al. [39], and Mahmud et al. [31].

In the third hypothesis, the effect of customers' organizational trust on the improvement of the company's performance was investigated, the result of the test of this hypothesis showed that there is a significant relationship between the customers' organizational trust and the company's performance, which is in line with the results of many researches, including Dietz and Gillespie [15], Ongore [36] has agreed.

In the fourth hypothesis, the effect of the company's performance on the growth of the customers' organizational trust was investigated, the test result of this hypothesis indicated that there is a significant relationship between the companies' performance and the customers' organizational trust, the results of this hypothesis are in line with the findings of many researches, including Ho [20], it is consistent. In the fifth hypothesis, the effect of social trust on the improvement of the company's performance was investigated, the result of the test of this hypothesis showed that there is a significant relationship between social trust and the company's performance, which is in line with the results of many researches. Among others, Ongore [36] has agreed. In the sixth hypothesis, the effect of company performance on the growth of social trust was examined, the result of the test of this hypothesis indicated that there is a significant relationship between the performance of companies and social trust. It has been consistent with the results of many researches, including Zhang and Gao [51] and Niculescu [35].

In the current research, the organizational trust of employees and the organizational trust of customers and the social trust and performance of companies have been measured based on standardized questionnaires, which include the organizational trust questionnaire of Ellonen et al. [16], and Saffarinia and Sharif's social trust [41] is the organizational performance questionnaire of Kaplan and Norton [26], according to the results of the present research, organizational trust of employees and customers and social trust lead to the improvement of the performance of companies and mutually improve the performance of companies. leads to an increase in the organizational trust of employees and customers and social trust, according to the opinions of the researchers who stated in this research that the organizational trust of employees and customers and social trust play an economic role for companies, in such a way that increasing the trust of employees, commitment It increases their work and reduces control costs, and increasing customer trust makes customers buy the company's products, which will bring the company's profitability, and social trust, which according to Sztompka [45], There are two forms, the trust in the employees and agents of these organizations and the other is related to the physical appearance of the organization or company, which will lead to investment in these companies and the reduction of costs, including advertising costs, on the other hand, companies try to attract the organizational trust of employees and customers and social trust by improving their performance, such as increasing profits or publishing honest and timely financial information, etc., this path is linked in a chain, which is the main goal of the present research.

5.1 Practical suggestions of the research

1- Conducting research on the two-way relationship between organizational trust of employees and customers and social trust with the performance of companies, for companies with financial intermediation activities such as banks, which are excluded from the current research sample, 2- In this research, to test the hypothesis questionnaires have been used, it is suggested to use the regression method in future researches.

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