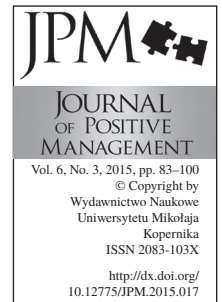


# INTERPERSONAL TRUST AT WORK AND ORGANISATIONAL AND PROFESSIONAL COMMITMENT INTERDEPENDENCY MODEL

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## Abstract

The purpose of this study is to investigate the impact of level of trust upon employee commitment. Two types of organisational trust was taken under consideration: impersonal- vertical and horizontal commitment as well as four types of organisational commitment: affective, normative, continuance benefit-based and fear-based and professional commitment: affective, normative and continuance. Also influence of trust propensity upon the level of particular types of organizational trust was tested.

The survey was conducted in Poland on randomly selected 501 employees. Structural equation models were estimated confirming hypothesized relationships and explaining the substantial amount of variance of commitment measures. Research results allowed for verifying the model presenting relationships between organisational trust and commitment.

**Keywords:** Organisational trust, Organisational commitment, Professional commitment, Social Exchange Theory, Trust Propensity

**Paper type:** Research paper

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## 1. Introduction

Modern organizations are being made to come up to increasingly conscious expectations of internal and external stakeholders. Geared to recruit the most talented employees, they strive to create a high quality inspiring work environment. These actions are aimed at retaining the employees whom they consider the most valuable and contributing to creating the added value for the organization. The conviction is based on the assumption that highly committed employees perform better, are more loyal and contribute to long-term good performance of the organization. What is more, the assumption follows the Social Exchange Theory which explains human behaviour in organisations point out to the fact that positive, valuable actions of the organization and its managers towards an employee are reciprocated by their higher commitment manifesting itself also in an increased workload, identification with the organization, showing a positive

attitude, etc. The employees satisfied with their being a part of the organisation because of the atmosphere in the organisation or the value of the employment offer, who also experience mutual trust, feel increased organisational commitment (Cropanzano and Mitchell, 2005). Previous research, which made some attempts, was confined to constructs holistically without considering their complexity manifested in the existence of different types of trust and commitment. It was assumed that, due to diversified nature of impersonal and interpersonal trust, it was worthwhile to consider these two types of relations separately (Vanhala and Ahteela, 2011). For this reason, the study focuses on interpersonal trust and its impact on different types of commitment. Furthermore, trust propensity was also taken into consideration as a factor which influencing trust in relations which are being established.

Therefore, the objectives of the study are:

- to verify the influence of interpersonal trust (vertical and horizontal) on employee commitment (affective, normative and benefit based and fear based continuance commitment),
- to verify the influence of interpersonal trust (vertical and horizontal) on employee professional commitment (affective, normative and continuance commitment),
- to verify the influence of trust propensity on the level of vertical and horizontal trust.

## **2. Literature review and hypotheses development**

### ***2.1. Organisational commitment***

Meyer and Allen (1990) listed three components of organisational commitment: affective, continuance and normative. Affective commitment refers to attachment to the organisation, identification, loyalty and a desire for affiliation. People with strong affective attachment remain in the organisation by choice (Meyer and Allen, 1991, 1997; Meyer et al., 2002). This state is very desired. The links between affective commitment and high job performance are often indicated (Becker et al., 1996). Research also points out a negative relationship between affective commitment and turnover intention and real turnover (Meyer et al., 2002; Vanderberghe and Bentein, 2009).

Allen and Meyer (1997) point to the existence of at least two other forms of commitment – continuance commitment and normative commitment – which may be less likely to be associated with high job performance. They are much less focused on such a sense of psychological belonging. Normatively committed employees feel a moral obligation to remain in the organisation, which is more associated with internalisation of organisation's norms and values, and the acceptance of goals and mission. Continuance commitment however, refers to

a sense of being locked in because of the high costs of leaving, the sacrifices and disruptions involved and the perception that there are few available alternatives. The costs may be financial, social or psychological and alternative options may appear to be blocked off or closed down. However, taking into account the fact that modern employees are conscious of their value on the job market, they are more mobile and they manage their careers more consciously, the decision whether to stay in the company may be the result of calculations based on a positive evaluation of the relationship between employee's contribution and tangible benefits resulting from employment, which can be attractive to the employee at a given stage of career, e.g. high job security, stability, development opportunities. The author's previous research indicates the existence of two types of continuance commitment – benefit-based (the employee perceives benefits related to employment and decides whether to stay in the organisation in order to have access to them) and fear-based (the employee does not decide to leave the organisation for fear of the future e.g. uncertainty of competencies on the labour market) (Lewicka, 2014). Cohen (2007) points out that continuance and calculative commitment concepts should be separated. In his opinion, calculative commitment applies to the evaluation of the advantages of remaining in the organisation contrary to continuance commitment, which results from evaluating the costs of leaving the company.

Consequently, a distinction can be made between continuance commitment (fear-based), whose motive to stay in the organisation is related to the fear of changing employment, and commitment, whose motive is based on calculations made for employment benefits. It can, therefore, be stated that this aspect of commitment has a positive side in contrast to the fear-based commitment. It is appropriate to consider these aspects as components of commitment rather than their types because the relation of a unit with the organisation can reflect all three components to a different extent (Mayer and Allen, 1991). These components lead to the fact that employees more seldom leave work (Eby et al., 1999) and are more prone to demonstrate corporate citizenship behaviour (Meyer et al., 2002). On the other hand, low organisational commitment increases the probability of unethical behaviour such as theft, sabotage and aggression (Luchak and Gellatly, 2007).

## ***2.2. Professional commitment***

Professional commitment is defined as a strong identification of an individual with profession they practice (Otley and Pierce, 1996). It is characteristic for the professional commitment that employees are oriented more towards following their own interests in their work (Johnson et al., 2009). Irving, Coleman and Cooper (1997) emphasise that professional commitment may grow in importance in case of losing organisational commitment.

However, a relationship between professional commitment and job involvement, improved customer quality service and performance was established, teamed up with sense of achievement and the intention to continue practicing the profession (Farris and Cordero, 2002; Somech and Bogler, 2002; Tam et al., 2002). It comes with the attitude the reference groups show towards its profession, identity of tasks performed (Kwon and Banks, 2004), participation in the decision-making process (Somech and Bogler, 2002), level of education (Wang and Armstrong, 2004) and satisfaction from work (Pai et al., 2012).

There are two groups of views indicating relations between professional commitment and organizational commitment. The first one, indicating a lack of complementarity between these two types of commitment emphasizes that professionals are willing to change their employers to develop their competences and gain new experience (Niederman et al., 2007; Rong and Grover, 2009), giving priority to their development. With this approach, they consider organisations as another point on their career path.

Another group of researchers emphasises that the professional and organisational commitments are not mutually contradictory because one person may manifest high commitment of both types (Bamber and Iyer, 2002). Meyer et al., (1993) claims that, similarly to the organisational commitment, the professional commitment is the best explained by a model consisting of three components: affective, normative and continuance components. These dimensions help to understand that the professional commitment influences employees' decisions on continuation or discontinuation of their being members of the profession.

### *2.3. The influence of trust on employee commitment*

An increase in the importance of trust in contemporary organisations is increasingly reflected both in the activities of economic entities aiming at building trust and in the modern literature on the subject (Burke et al., 2007; Dirks and Ferrin, 2002). Simultaneously, trust among employees and between employees and supervisors may become very thin and fragile, and employees may actually become less trusting (Zeffane and Connell, 2003; Schoorman et al., 2007). Trust can be defined as faith in specified activities or properties of an object endowed with trust. According to Tzafrir and Eitam-Meilik (2005), trust is the willingness to invest one's resources in a relation with other object resulting from positive expectations as a consequence of previous mutual interactions. Trust is defined in the literature as a set of specific expectations towards a partner, agreement to remain in the relationship of interdependence or dependence, a bridge between past experiences and the future. Trust propensity is treated as a relatively stable personality traits. High level of trust propensity indicates that generally such a person tends to trust others in different situations. Research shows that trust propensity influences several positive employees behaviours such as: organisational citizenship behaviour, the

reduction of turnover intention, job involvement and performance in general (Dirks and Ferrin, 2002; Colquitt et al., 2007).

The importance of trust for the organisation's success is very important from both the internal and external organisational perspective. An increase in the importance of trust in business relations is linked to the growing access to information about products and services, greater choice, faster and cheaper communication with competitors. Thanks to these features, trust can create a permanent competitive advantage in the knowledge-based organisations (Ciancutti and Steding, 2001). Trust is recognised as a fundamental factor responsible for cooperation within an organisation and in everyday relations between people (Brower et al., 2000). Previous studies have examined the effects of alternative types of trust on general knowledge transfer (Lucas, 2005). It is indicated that trust stimulates the creation of organisational innovation (Lee, 2004; Hsien and Niu, 2010).

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

An important factor of building commitment is trust in the supervisor – subordinate relations (Dirks and Ferrin, 2002). Research indicates, among others, that managers who demonstrate great trust towards their employees, are simultaneously more willing to invest in them, encourage them to develop their professional career and promote and more often engage employees in the process of managing the organisation (Tzafrir and Eitam-Meilik, 2005). Then, according to the theory of social exchange, employees feel more obliged and repay with similar commitment and trust. Employees who are satisfied with belonging to the organisation because they *experience* mutual trust show a higher degree of organisational trust (Cropanzano and Mitchell, 2005). Moreover, they show tendencies to reciprocate with behaviours desirable for the organisation. Thus, it seems that a tendency to trust in relations is a significant feature facilitating commitment (Chang et al., 2015).

Also, trust in horizontal relations seems to be important for building commitment (Lewicka, 2012). So far, not much research has been devoted to examine its effect on commitment, although this type of trust is the basic condition of the effective cooperation between people, groups or organisations (Mayer et al., 1995). It seems that, apart from supporting affective commitment, horizontal trust can also stimulate the development of normative components of commitment, influencing the feeling of duty or obligation to act in accordance with the applicable standards towards the team. Horizontal trust related to a group of co-workers practicing the same profession seems essential for creating commitment to the profession.

In the trust-based organisation, norms and values concerning trust should generally apply. The climate of trust experienced by employees reflects perception

of the work environment and sets out the framework for behaviours and decisions of employees i.e. in terms of commitment, cooperation, knowledge sharing or civic behaviour (Altuntas and Baykal, 2010). Professional commitment seems to play a certain role in this context. Trust is often related to the concept of the ethical climate. The ethical climate affects employee decisions and behaviour indicating what is appreciated, valued and desired in an organization as well as what the organization finds unacceptable (Martin and Cullen, 2006). Trust is also considered a necessary element of the innovation climate. Trust reduces the fear of a risk coming both from submitting an idea and from an often laborious process of putting the idea into life. What is more, trust also reduces the organisational stress related to new situations. It allows for a more intensive concentration on the outcomes which are positive for the organisation instead of focusing on defensive actions related to distrust (Colguit et al., 2011).

Therefore, it was assumed that all types of trust influence all types of commitment because they together create the employees' desirable work environment. It is also likely that all types of trust make it more difficult to leave such environment as another employment may not match the characteristics, which implies an assumption that trust not only supports affective commitment but also influences normative and continuance commitment.

#### ***2.4. Hypothesis development***

Many authors pointed to the positive influence of trust on the intensity of organisational commitment (Dirks and Ferrin, 2001). The research carried out by the author of this paper indicated the importance of the institutional trust in developing feelings towards work (Lewicka and Krot, 2015). Note that the institutional trust is the context supporting the process of building the interpersonal trust (Semerciöz et al., 2011). On the basis of the qualitative research carried out by the author (Lewicka, 2013), a significant positive relation was assumed between the vertical trust and the benefit-based continuance commitment and a positive impact of the horizontal trust on the normative commitment. It was also assumed that the level of interpersonal trust affects the level of the professional commitment further to the conviction that both types of commitment do not need to be contradictory and, on the contrary, they may be related (Bamber and Iyer, 2002).

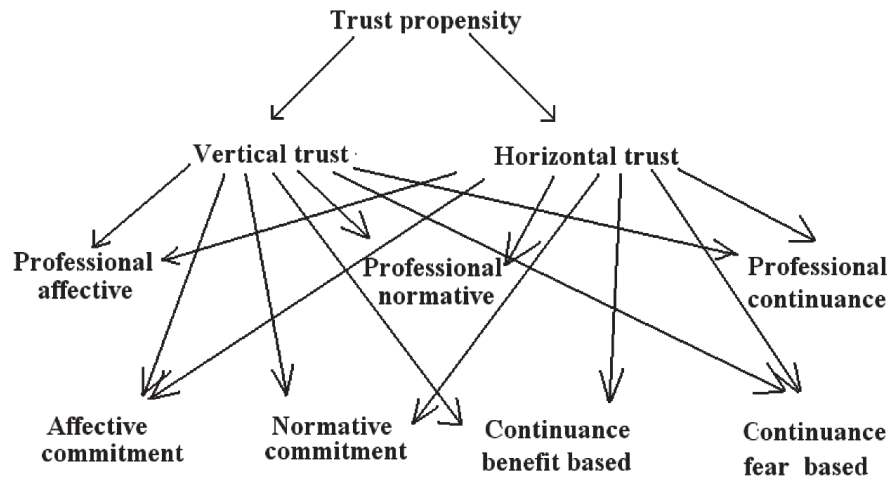
*H1: The vertical trust influences the level of commitment measured in following dimensions: affective commitment, normative commitment benefit-based continuance commitment.*

*H1a: The affective commitment level is positively related to level of vertical trust.*

- H1b: The benefit-based continuance commitment trust level is positively related to level of vertical trust.*
- H1c: The fear-based continuance commitment trust level is positively related to level of vertical trust.*
- H1d: The normative commitment level is positively related to level of vertical trust*
- H1e: The affective professional commitment level is positively related to level of vertical trust.*
- H1f: The continuance professional commitment trust level is positively related to level of vertical trust.*
- H1g: The normative professional commitment level is positively related to level of vertical trust*
- H2: The horizontal trust positively influences the level of commitment measured in following dimensions: affective commitment, normative commitment benefit-based continuance commitment.*
- H2a: The affective commitment level is positively related to level of horizontal trust.*
- H2b: The benefit-based continuance commitment trust level is positively related to level of horizontal trust.*
- H2c: The fear-based continuance commitment trust level is positively related to level of horizontal trust.*
- H2d: The normative commitment level is positively related to level of horizontal trust.*
- H2e: The affective professional commitment level is positively related to level of horizontal trust.*
- H2f: The continuance professional commitment trust level is positively related to level of horizontal trust.*
- H2g: The normative professional commitment level is positively related to level of horizontal trust*
- H3: Trust propensity influences the level of trust measured in following dimension: vertical, horizontal.*
- H3a: The trust propensity level is positively related to level of horizontal trust.*
- H3b: The trust propensity level is positively related to level of vertical trust.*

Figure 1 presents graphically hypotheses formulated for the model of influence of vertical and horizontal trust on different types of commitment.





**Figure 1.**  
Graphical  
presentation of  
hypotheses

Source: Own  
elaboration.

### 3. Method

A quantitative approach was adopted based on the nature of the data. A structured questionnaire was used as the primary data collection instrument. The research involved conducting a survey among 501 employees of organizations and companies operating in Poland.

#### 3.1. Sample

The data used in the paper come from N = 1065 sample – a randomised representation of the population of Poland aged 18+ by using the CATI (Computer-Assisted Telephone Interviewing) methods used in quantitative research. Telephone numbers were randomly selected by using the assisted random digit dialling method. In addition, 70% of the mobile sample is randomly selected.

Research respondents are also randomly selected from each selected layer. The layers (categories) correspond to the location size (9 categories), their regional distribution (16) and account for the age and sex of selected persons. The sampling process has several stages: The stage one involves stratification of the population of Poland based on the territorial location criterion and the class of the location size. The final stage of the research sample selection takes place during its telephone delivery. The IT system supervising the research receives both data on randomly selected telephone numbers as well as the estimated number of the layers (for the macroregions as well as age, sex and location size categories). The computer randomly assigns telephone numbers to pollsters. At the initial phase of the interview, the pollster selects their respondents from the pool of available candidates by using the standard method and the system automatically supervises following the planned stratification.



For the benefit of the paper, respondents were subject to an additional selection: First, data from persons who did not enjoy a working person status at the time of the survey was rejected; second, incomplete observation i.e. missing data in the variables forming a part of the measurement model, was rejected. The sample structure shown in the Table 1. was calculated for the population n=501.

			number	%				number	%
<b>Type of employment</b>			<b>Sex</b>						
Contract for unspecified period	357	66.4	Women	299	57.2				
Contract for specified period	123	23.4	Men	202	42.8				
Other	21	10.2	<b>Position held</b>						
<b>Company's status</b>			CEO. Owner Managing director	61	13.2				
Private sector	223	43.3	Managerial staff	88	17.6				
Public sector	138	27.5	Specialist	110	24.2				
Partnership/ cooperative	106	21.6	Regular employee	153	32.2				
International company	34	7.6	Other	69	12.8				
			<b>Seniority in the company</b>						
<b>Education (background)</b>			Up to 3 years	142	28.3				
Primary	9	2.4	4–8	133	26.6				
Vocational	62	13.4	9–13	64	13.0				
Secondary	205	40.0	14–18	50	9.9				
Higher	225	44.2	19 and more	103	21.0				
<b>Size of company (employees)</b>			I don't remember	7	1.3				
≤10	124	24.9	<b>Age brackets</b>						
11–50	138	27.5	18 to 24	32	7.2				
50–250	103	21.0	25 to 34	133	26.6				
251–500	33	6.7	35 to 44	150	29.7				
>500	81	15.8	45 to 59	151	29.9				
Hard to say	22	4.1	≤ 60	35	6.5				

**Table 1.**  
Research sample  
structure

Source: Own  
elaboration.

### 3.2. Measures

The items on the questionnaire were developed by the author based on the studies of the authors listed in Table 2. Each of the studied dimensions was tested using a measurement scale containing statements with a five-point Likert scale. The table below presents constructs used in the research and their bibliographical sources.

Construct	Bibliographical sources
Vertical trust (6 items)	Shockley-Zalabak et al., (2000); Huff and Kelley, (2003); Tzafrir and Dolan, (2004).
Horizontal trust (6 items)	McAllister, (1995); Gillespie, (2003).
Continuance commitment-benefit-based (3 items)	Meyer et al., (2002); Lewicka, (2014).
Continuance commitment-fear-based (3 items)	Meyer et al., (2002); Lewicka, (2014).
Affective commitment (5 items)	Allen and Meyer, (1990).
Normative commitment (6 items)	Allen and Meyer, (1990).
Affective professional commitment (3 items)	Meyer et al., (1993).
Continuance professional commitment (2 items)	Meyer et al., (1993).
Normative professional commitment (2 items)	Meyer et al., (1993).

**Table 2.**  
Constructs

Source: Own  
elaboration.

The affective commitment (5 items) was measured with the items such as: “I do not think that I could be attached to another company as much as I am with the one I currently work for”. The normative commitment (6 items) was measured with the items such as “I am convinced that one must be always loyal to their organisation” as well as those that strongly emphasised the obligations towards the company and the team, e.g.: “I know that my colleagues count on me and this is why, at the moment important for me and my team, I would not leave my work just like that”, “I feel an internal obligation to work well every day not to let my colleagues down”. “I would not take a sick leave without a very good reason when the company needs me”.

The fear - based continuance commitment was measured with the following statements: “I would be afraid to hand in my resignation if I am not certain that another organization is going to hire me” “Because of the situation on the labour market, I’d rather stay with my current employer”.

The benefit-based continuance commitment (3 items) was measured with the following statements: “At this moment of my life, it is to my benefit to remain at my employer”, “the company gives me so many benefits that it does not pay off so far to look for another job”, “benefits from working in this company are higher than disadvantages and inconveniences”.

The vertical trust (6 items) was analysed on the basis of the items which referred to following: vertical competences of the line manager, keeping promises,

open communication, obtaining support and help as well as horizontal trust (6 items): sharing of one’s knowledge, keeping promises, integrity, etc.

Affective professional commitment (3 items) was measured with the items such as: “I like my job very much”, “Practising my profession is very important for my image”.

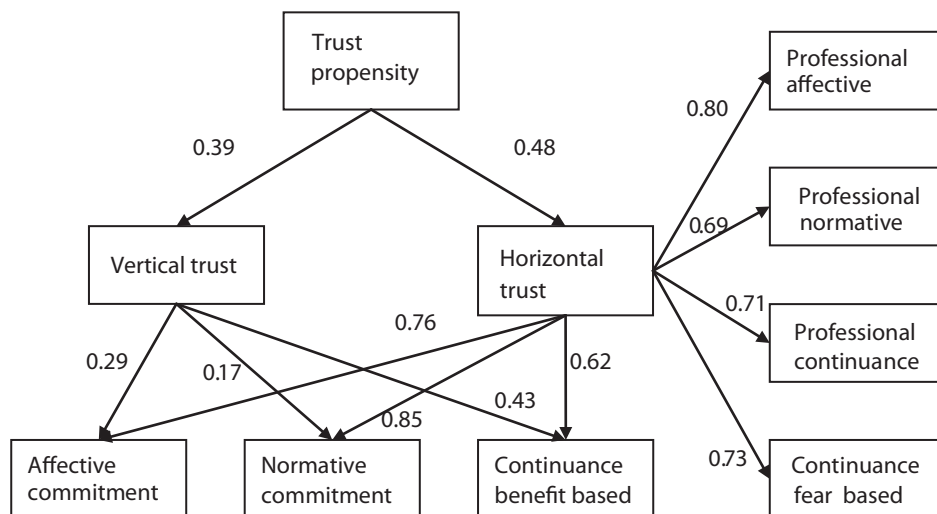
Continuance professional commitment (2 items) was measured with the items such as: “A change of profession would require too much commitment on my part”.

Normative professional commitment (2 items) was measured with the items such as: “I would feel guilty if I changed my profession”

Measurement scales used in measurement parts of estimated models are reliable and valid. Cronbachs’ alpha coefficient for, all trust dimensions and affective commitment exceeds usually required value of 0.7. For the rest of the constructs: benefit-based continuance commitment and normative commitment alphas are slightly below 0.7, but in first mentioned case the dimension consists only from 3 or 2 items, so alpha over 0.6 is required (Nunnally et al., 1967). Also Cronbach’s alpha is the lower bound of true reliability (Peterson and Yeolib, 2013), so the requirements for reliable measurement have been met.

#### 4. Data analysis

Presented analyses have been made using the SPSS 22.0 statistical package and the AMOS 22.0 covariance-based structural equation modelling software. The path analysis approach to structural equations modelling has been utilized with maximum likelihood estimation.



**Figure 2.** The impact of interpersonal (vertical, horizontal) trust on the intensity of all types of organisational commitment and professional commitment  
Source: Own elaboration.

Each major SEM model may be accompanied by at most two other indices of fit, such as CFI (comparative fit index) and RMSEA (root mean square error of approximation) (Bentler, 2007). The estimated model measuring the interpersonal trust (both vertical and horizontal) on the intensity of different types of commitment presented on Figure 1 corresponds well to the collected empirical data. The results revealed a chi-square of 2180.5078 based on 618 degrees of freedom with probability level of 0.0000. As the indicators show, the goodness-of-fit measures are satisfactory CFI = 0.82, RMSEA = 0.068, HOELTER (0.05) = 174 (Table 3).

**Table 3.**  
Model matching  
criteria

Source: Own  
elaboration.

Model matching criteria	Statistics
GFI	0.78
CFI	0.82
NFI	0.77
RMSEA	0.068
HOELTER	174

All model paths are statistically material. Table 4 contains standardized model parameters.

**Table 4.**  
Standard regression  
weight

Source: Own  
elaboration.

			estimation
Vertical trust	<---	Trust propensity	0.39
Horizontal trust	<---	Trust propensity	0.48
Continuance benefit based	<---	Vertical trust	0.43
Affective commitment	<---	Horizontal trust	0.76
Continuance fear based	<---	Horizontal trust	0.73
Continuance benefit based	<---	Horizontal trust	0.62
Affective commitment	<---	Vertical trust	0.29
Normative commitment	<---	Vertical trust	0.17
Normative commitment	<---	Horizontal trust	0.85
Professional affective	<---	Horizontal trust	0.80
Professional continuance	<---	Horizontal trust	0.71
Professional normative	<---	Horizontal trust	0.69

The model confirms the impact of horizontal trust on all four types of organisational commitment: affective, normative, continuance benefit and fear-based commitment as well as on types of professional commitment: affective,

continuance and normative commitment. In turn, vertical trust affects only three types of commitment: continuance benefit-based commitment, affective and normative commitment. Hypotheses assuming the influence of trust propensity onto interpersonal trust have been confirmed. However, hypotheses assuming the impact of vertical trust onto professional commitment have not been confirmed similarly to hypothesis assuming the influence of vertical trust onto fear-based organisational commitment.

## 5. Discussion

The research results confirm the significant impact of the trust on all the analysed types of organisational commitment and professional commitment. Organisational commitment is of particular value to organisations as an employee committed to the organisation stays with the organisation and the motivation behind it is different for different types of commitment. Employee turnover affects organisational performance in a negative way (Hancock et al., 2013), retaining employees might improve the organisation's performance and increase competitiveness. However, the most valued type of commitment is affective commitment which also affect employees' approach to their responsibilities at work. Individuals with strong affective commitment involve themselves in the organization to achieve its further goals and indentify with the organisation's values (Johnson et al., 2009).

Both types of trust analysed in the paper have a considerable impact on the three types of commitment which can be called positive because of their importance to the organization i.e.: continuance benefit-based commitment, affective and normative commitment.

The research show that, out of the two analysed types of trust, it is the horizontal trust which has the biggest impact on all types of commitment. What is interesting, it also affects the continuance, fear-based commitment. The above leads to the assumption that the phenomenon may be related to increasing cohesion of a group resulting from mutual relations, communication, bonding and growing trust.

Professional commitment is also largely affected by horizontal trust. The result is hardly surprising as it seems that this is the type of trust built on the foundation of friendly reliability or competence of colleagues that influences relationship among members of a team practicing the same profession or representing similar professions. However, it seems that, to solve the issue of relations between trust and commitment to a profession, one should focus on the characteristics of professions and internal determinants of individuals, as they appear be decisive whether these categories are mutually excluding or convergent in a case. Vincent and Xu (2012) point out that affective commitment is an effective counterbalance for the intention to leave one's organisation for the purpose of achieving professional promotion which also supports the value of the commitment for the organization.

Vertical trust has a relatively small impact on affective commitment. It turns out that the type of trust has the biggest impact on the continuance, benefit-based commitment. Note that both types of interpersonal trust affect the continuance, benefit-based commitment which may be the basis for creating stronger (affective) bonds with the organization (Cohen, 2007).

The obtained results can therefore be a basis for several important conclusions for managers. First of all, organisations should care about growing all the above-analysed types of commitment as the normative and benefit-based continuance commitment also support emergence of the affective commitment, which is the most valuable for the organisation (Vandenberghe et al., 2004). It seems that the process of attracting an employee related to the company through the affective commitment is considerably more difficult than through the benefit-based continuance commitment. Emotional attachment to the organisation seems more valuable not only because of generating the added value but also because the employee is more tolerant in crisis or in case of employer's mistakes and, ultimately, more resistant to any alternative employment offers. It also seems that an organisation should care about keeping a balance between these two types of commitment (organisational and professional commitment) to retain talented specialists in the organisation (Borkowska, 2010).

## **6. Limitation of the study and further research**

The quantitative research in a sample group of randomly selected 501 people supplement the present knowledge about the influence of trust (vertical, horizontal) upon the dimensions of four types of organisational commitment.

There are some limitations, however. Survey results, i.e. respondents' opinions, are declarative in nature, which unquestionably poses a significant limitation of the study. In particular, this concerns a situation when both dependent and independent values were obtained in the same way. There also is a need to replicate the results on another sample, possibly in the same cultural settings, to assess the robustness of the relationships.

Further research could be focused on deeper examination of the relationship between analysed types of commitment. It would also be interesting to identify the optimal level of horizontal and vertical trust for building commitment and obtaining answer to the question of to what extent the increase in the degree of trust influences commitment. For further research, it is also worth pointing to the need of an in-depth investigation of relations between the constructs, including constructs that are related to commitment and trust such as organisational justice, perceived organisational support, turnover intention etc. It would be also interesting to analyse more thoroughly complex relations between vertical and horizontal trust.

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