

Configuration of organizational trust in the automotive sector in Mexico. A Sociological Look at organizations

Configuración de la confianza organizacional del sector automotriz en México. Una Mirada Sociológica de las organizaciones

PÉREZ-MAYO, Augusto Renato†*, ROQUE-NIETO, Nohemí, GUERRERO-SANCHEZ, Pablo and GUEVARA-AREVALO, Julio Jesús Alberto

Universidad Autónoma del Estado de Morelos

ID 1st Author: *Augusto Renato, Pérez-Mayo* / ORC ID: 0000-0003-1094-3283, CVU CONACYT ID: 239558

ID 1st Co-author: *Nohemí, Roque-Nieto* / ORC ID: 0000-0002-5433-9478, CVU CONACYT ID: 313119

ID 2nd Co-author: *Pablo, Guerrero-Sanchez* / ORC ID: 0000-0003-2701-8393, CVU CONACYT ID: 171781

ID 3rd Co-author: *Julio Jesús Alberto, Guevara-Arevalo* / ORC ID: 0000-0001-6085-2094, CVU CONACYT ID: 1026086

DOI: 10.35429/JGE.2022.10.6.1.11

Received March 20, 2022; Accepted June 22, 2022

Abstract

Results of the type of organizational trust are presented in two automotive agencies, from Morelos and Querétaro. The diagnosis of the type of organizational trust is made through the sociology of organizations, the theory of organizational behavior and the model of Lewicki and Bunker. It is measured using a quantitative, inductive, explanatory, and cross-sectional methodology. The Lewicki and Bunker (1996) model was used. For the level of behavioral or calculative trust, Querétaro 81.72% and Morelos 88.89%, a low level of this type of trust is shown in both states. It means that employees are at a confidence level of 18.28% and 11.11% respectively. In Cognitive or Cognitive confidence, in Querétaro 89.68% and in Morelos 89.91%, so the real level of this confidence is 10.32% and 10.09%, respectively. Finally, affective or identifying trust, a low level of trust was detected, for Querétaro 88.39% and for Morelos 90%, so the percentage of this type of trust is 11.61% and 10%, respectively. What brings consequences: lack of leadership, lack of clear objectives, lack of teamwork, dissatisfied customers. These are traditionalist and bureaucratic organizations, a formal structure, with established norms and policies, far removed from the construction of identifying trust.

Analysis, Confidence type, Automotive sector

Resumen

Se presentan resultados del tipo de confianza organizacional en dos agencias automotrices, en Morelos y Querétaro. El diagnóstico del tipo de confianza organizacional se hace a través de la sociología de las organizaciones, de la teoría del comportamiento organizacional y del modelo particular de Lewicki y Bunker. Se mide utilizando metodología de tipo cuantitativo, inductivo, explicativo y de corte transversal. Se utilizó el Modelo de Lewicki y Bunker (1996). Para el nivel de confianza conductual o calculativa, Querétaro 81.72% y en Morelos 88.89%, se muestra en ambos estados un bajo nivel de este tipo de confianza. Significa que los empleados se encuentran en un nivel de confianza de 18.28% y 11.11% respectivamente. En la confianza Cognitiva o Cognoscitiva, en Querétaro 89.68% y en Morelos 89.91%, por lo que el nivel real de esta confianza es de 10.32% y 10.09%, respectivamente. Por último, la confianza afectiva o identificativa, se detectó un bajo nivel de confianza, para Querétaro 88.39% y para Morelos 90%, por lo que el porcentaje de este tipo de confianza es de 11.61% y 10%, respectivamente. Lo que trae como consecuencias: falta de liderazgo, falta de objetivos claros, falta de trabajo en equipo, clientes insatisfechos. Se trata de organizaciones tradicionalistas y burocráticas, estructura formal, con normas y políticas establecidas alejándose en mucho de la construcción de una confianza identificativa.

Análisis, Tipo de confianza, Sector automotriz

Citation: PÉREZ-MAYO, Augusto Renato, ROQUE-NIETO, Nohemí, GUERRERO-SANCHEZ, Pablo and GUEVARA-AREVALO, Julio Jesús Alberto. Configuration of organizational trust in the automotive sector in Mexico. A Sociological Look at organizations. Journal- General Economics. 2022. 6-10:1-11

* Correspondence to Author (e-mail: renatomayo@hotmail.com)

† Researcher contributing first author.

Introduction

In the social sciences there are three intelligibility cores that have studied the organizational factor called organizational trust: social constructivism, social capital and the practices of being able to know and tell the truth. As a strategic element within organizations, social capital is constituted by reciprocity and trust, and these two articulated elements are what determine the behavior of social relations among the members of a community (Palacio *et al.* 2011). In the social constructivist perspective Giddens (1991) defines trust as the acquisition of trust rights in people or abstract systems, made on the basis of an "act of faith". From the practices of being able to know and tell the truth, Foucault's (1982) contributions are mentioned in which trust is indispensable as a way of explaining truth. It is important to understand that trust in any theoretical perspective evolves and is in constant construction from the family organization itself to the so-called companies. It is precisely the importance of studying this factor and its level of existence or type as a competitive and strategic value.

For any of the three perspectives, models are required that organizations must practice for their construction. In organizations there are organizational factors that must begin to be measured from the moment they are born and this measurement is constant and vital since they can affect the performance and stability of the organization as such. This is the case of organizational trust.

If people like you, they will listen to you, but if they trust you, they will do business with you
(Zig Ziglar)¹

This universally known phrase from motivational speaker Zig Ziglar sums up the importance of companies seeking and gaining the trust of their customers and thus creating brand loyalty. Why do consumers buy a certain brand? Why do consumers not change brands? Why do consumers always buy the same brand? Why do consumers stop buying a brand? These are some of the questions asked by market researchers who apply behavioral sciences, statistics and mathematics to obtain optimal results.

In order to achieve consumer loyalty, there must be a long way to go and a solid backing of organizational values which derive in a good reputation. When the consumer identifies with that good organizational reputation, and being sure that he will not be disappointed, he will give his valuable vote of confidence. When the trust towards the brand is prolonged for a period of time, the consumer will become loyal.

The context

At the end of the last century in Mexico there were no more than ten brands selling automobiles, but today the consumer has approximately 30 different brands. And all of them try daily to gain the customer's trust and achieve loyalty with different strategies that give them their cognitive reason and with the human resources they have to do so. The insistence and application of loyalty strategies of the companies has allowed these sales to evolve over the years. For such sense we can demonstrate it by exemplifying from 2011 to 2017, we will see that in 2011 905,886 units were sold and in 2017 1,530,317. But for 2019 1,317,931 were sold and for 2020, on the other hand, a total of 949,353 new cars were sold. The difference was minus 368,578 units. Sales went down.

This represents an increase of 69%, or an average annual growth of 11.5%. (Ama, 2017) and for 2019 to 2020 the difference translates to -28%. There are many questions that arise from this data: What does an automotive brand need to gain customer trust and loyalty? What are the automotive brands that are gaining market positioning, such as Kia, Hyundai and Mazda, doing? What have automotive brands, such as Ford, GMC and Nissan, stopped doing to lose market positioning?

The Mexican Automotive Industry (IAM) contributed around 3% of Mexico's Gross Domestic Product (GDP), making it the second largest industrial activity in the country, second only to the food manufacturing industry. The IAM, in its different branches, directly employs almost 1.9 million workers, in almost 300,000 companies, according to the 2014 economic census conducted by the National Institute of Statistics and Geography (INEGI). It is an active participant in the Mexican Economy (Eggers, 2016).

¹ Si le gustas a la gente, te escucharán, pero si confían en ti harán negocios contigo.

The IAM is structured as follows (Eggers, 2016):

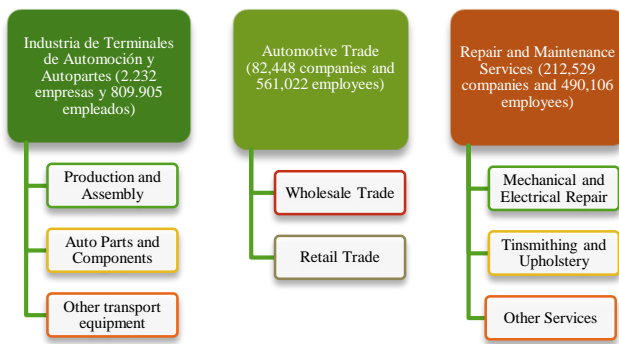
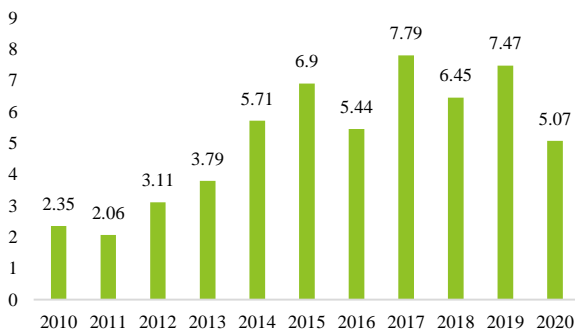


Figure 1 Automotive Industry Structure
Source: Eggers Muñoz, L. (2016)

The development of the IAM has been thanks to both foreign and domestic new investments. Foreign Direct Investment FDI in the automotive sector from 2010 to 2020 brought in US\$5.075 billion during 2020 (Statista, 2020).



Graph 1 Foreign direct investment (FDI) in Mexico's automotive industry from 2010 to 2020 (in billions of U.S. dollars) (Statista, 2020a)

According to data from the Bank of Mexico, the balance of the automotive trade balance, which is the result of exports minus imports, grew 13.3 percent annually between January and May 2019, standing at US\$36.16 billion. (Martinez, 2019)

It also exceeds foreign exchange inflows from tourism and oil exports. The IAM surplus has made it possible to offset trade imbalances, both in the manufacturing sector, as well as in the entire Mexican economy. In fact, the national economy model has prevailed during the last few years thanks to the IAM (Eggers, 2016).

The Mexican Automotive Industry in the eighties began its career in the Top Ten in the World, when General Motors and Ford decided to export automobiles from Mexico to the United States, thus obtaining better profits.

In the nineties, new investments were detonated again thanks to the negotiation processes of the North American Free Trade Agreement (NAFTA). Development was increasing at the beginning of the 21st century, but in the last quarter of 2008 the real estate crisis in the United States caused the depression of the automotive industry that put Chrysler and General Motors on the verge of bankruptcy, and Barack Obama, President of the United States at that time, had to implement an emerging financial rescue.

This triggered new restructuring processes throughout the industry, and put Mexico as the main supplier of automobiles for the U.S. market, seeing the potential it had for raw materials and cheaper labor. The third wave of investments came with new plants such as Ford in Chihuahua, Chrysler in Saltillo, Nissan in Aguascalientes, Honda in Celaya, Volkswagen in Silao, Mazda in Salamanca, Audi in Puebla and Jac in Ciudad Sahagún. In 2018 NAFTA is struggling to survive in the face of a U.S. president who blames its economic problems on China and Mexico, and the IAM is looking for new markets, new opportunities to continue growing (Eggers, 2016).

Timeline of the Mexican Automotive Industry

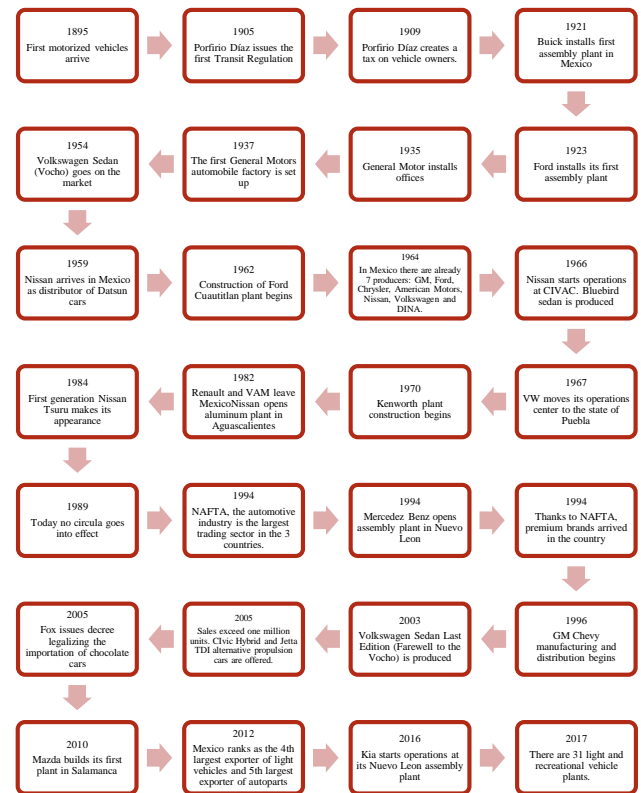


Figure 2 AM timeline
Source: Eggers, 2016

The Problem

Brands face several challenges for the positioning of new light vehicles, one of them is to renew the older and obsolescent vehicle fleet, since the average age of the vehicle fleet is 13 years old.

The second challenge is to reduce the importation of used vehicles (chocolate cars), which have a negative effect on the environment, the economy, and road and highway safety. This has affected the development of the domestic used vehicle market and has damaged the growth potential of the new vehicle market.

In 2020, the number of used vehicles imported into Mexico exceeded 124,000 units, which represented a decrease of about 22.1% compared to the volume of used vehicle imports recorded in 2019. (Statista, 2020b)

Brands are facing other challenges such as seeking the repeal of the New Automobile Tax and the Tenure Tax, as well as increasing the deductible limit in the ISR and VAT on the acquisition of new vehicles, which has not changed since 2008, amount allowed of \$175,000.00, which is only enough for very few vehicles in the market. The IAM brings great benefits to the country's economy, but the economic policies have not paid back to the same extent to increase the development of the industry within the country. All these challenges the brands must face them in unity as an industrial sector, allying themselves to preserve and prosper (Eggers, 2016).

But the great challenge faced by brands is among themselves, looking for a better market share, and although the market in Mexico has increased, the diversity of brands has also had a greater boom since the XXI century.

The number of light vehicles sold in Mexico fell below 35,000 units in April 2020, representing a decrease of more than 64.5% compared to the sales volume reported during the same month of the previous year. The shocking slowdown in auto demand is related to the health emergency situation declared by the Mexican government due to the COVID-19 outbreak at the end of March 2020. (Statista, 2020c)

Coupled with this last challenge is the leadership factor in organizations or companies, to a large extent the results obtained so far in automotive companies are due to this factor. Already Deloitte (2020) raises since 2018, that considering that organizations used to describe agile change as adjustments the plane in full flight, coupled with the pandemic of COVID-19 has rewritten the rules of upheaval in modern times. Those who lead any organization, from corporations to institutions to families, are not fixing the plane in the air, they are building it. Times like these need leaders who are resilient in the face of such dramatic uncertainties.

As we move into the recovery phase of the crisis, resilient leadership recognizes and reinforces the critical shifts from a "today" to a "tomorrow" mindset for their teams. It perceives how major market and societal changes related to COVID-19 have caused substantial uncertainties that must be navigated and seized as an opportunity for growth and change. In the midst of these uncertainties, resilient leadership requires a larger number of followers, who must be fed back and encouraged by building greater trust: Calculative, Cognitive and Identifying.

Resilient leadership starts by anticipating what success looks like at the end of recovery (how the business will thrive in the long run) and then guides their teams to develop a set of rapid, results-based sprints to get there. Building this type of leadership builds confidence.

Literature review

The human being by nature tends to trust, since he is born he trusts his mother first and then his father, because he has been the center of attention of the mother since his womb and trusts her, but as he grows, he begins to trust or distrust other people in his environment, this trust has to be built as it happens with the baby, it depends largely on the stability and relationship with its context. Trust is a social construction where communication is a determining factor to achieve it in the company as a whole. It is understood then that trust is a variable that is apparently hidden, but permeates not only interpersonal relationships, but encompasses organizations at all levels, making visible the alienation of this to the objectives of the organization. Likewise, trust from the behavioral theory "focuses on effectively applying the human aspects of organizations" (Lockward, 2011, p.471).

PÉREZ-MAYO, Augusto Renato, ROQUE-NIETO, Nohemí, GUERRERO-SANCHEZ, Pablo and GUEVARA-AREVALO, Julio Jesús Alberto. Configuration of organizational trust in the automotive sector in Mexico. A Sociological Look at organizations. Journal- General Economics. 2022

Within the management of organizations, trust plays a role and can be viewed from three perspectives according to this author (Lockward, 2011):

1. Economic approach: according to Arrow, trust enables economic exchange activities, as it facilitates efficient transactions, communication and reduces transaction costs (Arrow, 1971).
2. Opportunistic Approach: Williamson: described opportunism as the pursuit of self-interest over that of the other person, decreasing the degree of trust in the affected party (Williamson, 1985).
3. Focus on people's attributes or values: Stephen Robbins mentions that confidence in having hope that the other party will not act opportunistically (Robbins, 2004).

Dimensions for the study of trust in the organization

Models help us to understand. By obtaining results, a specific situation through representation or simulation. There are several models of trust, where each of them exposes the elements that must exist for trust to exist (Rojas, 2015).

- A) **Unidimensional Psychological Model.** Russue suggests that trust is "a psychological state comprising the intention to accept vulnerability based on positive expectations of another's intentions or behavior" (1998). In this Model trust involves an emotional or affective factor. McKnight, Cummings, and Chervany (1998) attempted to account for these findings by arguing that a moderate to high level of initial trust is based on three factors: (a) personality factors that predispose an individual to trust others in general, (b) institution-based structures that ensure protection against distrustful actions on the part of the other, and (c) cognitive processes that allow individuals to quickly process information and make initial judgments or form initial impressions that the other is trustworthy.

- B) **Two-dimensional psychological model.** The two-dimensional approach A more recent approach to the structure of trust views trust and distrust as dimensionally distinct constructs. This approach tends to view trust and distrust as having the same components (cognition, affect, and intentions) as the unidimensional approach, but treats trust and distrust as separate dimensions (Lewicki 1998).

- C) **Transformational Psychological Model.** The third psychological approach suggests that there are different types of trust and that the very nature of trust transforms over time. These models have developed as researchers attempted to achieve two goals: to understand the nature of trust as relationships develop beyond simple transactional exchanges to other forms of relationships (Fiske, 1991) and to understand whether "deep" trust in close relationships is phenomenologically different from trust.

Reliance on traditional or classical theory

This had three stages, Scientific Management, Bureaucratic Management and Managerial Management (Lockward, 2011). Taylor in his work Shop Management 1903, states that employees should be distributed scientifically in opposite work services where materials and working conditions are adequate, so that standards can be properly met and labor laziness is combated. And one of the four principles of scientific management is cooperation between management and workers, and this should be based on trust (Taylor, 1903).

Weber (1967), the most important theorist of Bureaucratic Administration proposes the types of leadership in organizations and depending on which of them is at the head of the organization, will be the type of existing trust.

The bureaucratic model developed and implemented will dictate the relationship and level of trust between managers and employees. The characteristics of this model are:

- Authority and responsibility must be clearly defined.
- Hierarchy of authority.
- Promotions based on technical qualities of personnel.

- Written administrative functions and decisions.
- Separate Property Management.
- Clear rules and procedures uniformly applied to executives and employees.

Fayol (1916), in his work *Management Administration*, established trust as an essential element for the achievement of goals, since the executive had to gain the trust of his subordinates, so that they would obey him using rationality. In addition, he stated that people should be made aware of their work and responsibilities, and thus feel more confident to interact and avoid defensive behaviors or negative environments. Top management must gain the trust of employees in order to lead them to obtain the desired results in the organization.

Barnard (1886), creator of the "Informal Organization" category of analysis, which is found in all formal organizations, believed that it created the bonds of trust necessary for communication to flow in all directions.

Trust models used by automakers with their suppliers

Sako (1992) explained the differences between the arm's length model and the Partner Model. In the former, the manufacturer requires the supplier to reduce costs and extend credit terms, which causes suppliers to go bankrupt. In the Arm's Length Model, the client (car manufacturer) puts different suppliers in competition for a product or service, and the one that offers the lowest cost and best credit conditions will be the one that can work for the car manufacturer (Martín, 2009).

The Partner Model, used by Japanese companies, uses Lean Manufacturing as its main tool, providing the customer with what is needed in the necessary time. And this can only happen when the supplier is involved in the production process of the car manufacturer. Thus, it should not include in the product something that is not required by the manufacturer (Martín, 2009).

The Partner Model also includes tools such as Total Quality, Just in Time, Kaizen, Theory of Constraints and Process Reengineering (Martín, 2009). And precisely the model proposed for this analysis is based on these characteristics Martín and Peligros make a very interesting review of the subject.

Analysis of the trust model according to Lewicki and Bunker

First, from the systemic perspective, citing two of Professor Luhmann's main books called *Social Systems* (1991) and another called *The Society of Society* (2007), four conditions must be met in the operation of trust. First, there must be a mutual commitment that must be tested on both sides, between alter and ego. If the commitment is not tested, then the possibility of accepting or rejecting the bet would not operate. Second, the exact situation in which such a commitment is to be tested must be well known. The situations in which we are involved, both for alter and ego, are familiar to us and therefore become familiar to us.

Third, trust can only be offered and not demanded. There is no order from beyond that imposes on us the offer of trust since that would imply a demand in which one cannot be free to refuse the offer. Therefore, trust is only voluntary since it does not depend on previous prescriptions or on any moral foundation. Fourth, trust is earned with the risk involved, i.e., one of the parties must be expected to accept the offer of trust.

Thus, trust is built as relationships mature with the frequency of interaction, the duration, and the diversity of challenges that the relationship partners encounter and face together. Each of these components is essential.

If the parties interact frequently and over a long period of time, but only superficially, or if they have a frequent and issue-rich exchange, but do so only around a limited and narrow problem, or if they interact on many issues, but do so infrequently, these conditions limit the maturing potential of the relationship (Lewicki, 2006).

Thus, trust and distrust increase in strength (depth) and breadth (high areas of influence) as a function of the frequency, duration, and diversity of experiences that affirm trust in positive expectations (trust) or trust in negative expectations (distrust). First, as a relationship grows, it may increasingly reflect a large number of positive experiences that have reinforced trust and few, if any, negative experiences that have increased distrust.

This creates conditions of high trust and low distrust. Within interpersonal relationships, high trust/low distrust relationships are expected to develop as both parties develop a shared interdependence and actively pursue common goals. Second, relationships may develop to reflect many negative experiences that have increased distrust and few positive experiences that have increased trust.

This creates conditions of low trust and high distrust (Lewicki, 2006).

Lewicki and Búnker mention that trust occurs at three levels:

1. Calculation: when based on the calculation of costs and benefits.
2. Knowledge: develops over time and is based on the predictive behavior of both participants.
3. Identification: with the desires and intentions of others.

Explaining these categories of analysis further, we have that:

Calculative confidence

This occurs when the supplier obtains the predicted results or fears retaliation from the vehicle manufacturer in case of non-compliance. In the automotive sector, reputation is a very valuable intangible asset that generates new customers (Lewicki, 2006). Deterrence-based trust (CBT) is based on whether the other will keep his or her word; it exists "when the potential costs of discontinuing the relationship or the likelihood of retributive action outweigh the short-term advantage of acting in a distrustful manner" (Lewicki, 2006).

CBT can be strengthened in three ways: repeated interactions (enhancing the benefits of the relationship over time by improving each party's ability to know and predict the other's behavior), multifaceted interactions (enhancing the likelihood of trust stability by increasing the number of "interaction points" between the parties), and "reputation as hostage" (threatening the potential offender with reputational damage within his or her professional network if trust does not work). KBT is based on knowing the other, understanding what the other wants and prefers, and understanding how the other thinks and responds.

Cognitive trust

When the automaker and suppliers exchange information in order to predict each other's performance. And thus, together they can improve processes, materials, costs and time (Lewicki, 2006).

Knowledge-based trust (KBT); this type of trust is based on the ability to know and understand the other well enough to predict and control their behavior. Even if the other is predictably unpredictable at times, repeated interactions and multifaceted relationships will enhance understanding of the other. This interaction strengthens the foundation of CBT and builds its own foundation of trust by improving the knowledge and predictive ability of the other (Lewicki, 2006).

KBT is enhanced by regular communication and "courtship": that is, getting to know the other; learning a lot about the other's reputation, trustworthiness, and integrity; and determining the "interpersonal fit" between self and other. They argue that a combination of strong CBT and KBT creates the basis for greater trust building: "The combination of deterrence and knowledge can eliminate the potential harm of allowing your partner to gain knowledge about you when there is no simultaneous deterrence. IBT is based on greater identification with each other. The parties share and appreciate each other's desires, intentions, wishes and values. One party can serve as an agent for the other because they know they have interests in common and their own interests will be protected or defended by the other.

Identifying trust

It is characterized by a mutual understanding between manufacturer and supplier to the extent that each can act on behalf of the other. They can anticipate each other's needs. This occurs when they share values, convictions or beliefs (Lewicki, 2006).

Identification-based trust (IBT) occurs when one party fully internalizes the preferences of the other, so that it identifies with the other (Lewicki 2006).

IBT occurs when the combined processes of deterrence and knowledge seeking lead to a full internalization of the other's preferences. IBT develops as parties create joint products and goals, adopt a common name, locate in proximity, share common values, and can be further strengthened as these activities increase in frequency and intensity.

Rusbult argued that trust moves through three stages: predictability (consistency of the partner's behavior) to dependability (trustworthiness and honesty), and finally to a "leap of faith," based on "the conviction that the partner can be trusted to respond to one's needs in an attentive manner, now and in the future" (Rusbult, 1999).

Moreover, "the three stages of trust are not mutually exclusive; each stage is necessary for strong feelings of trust to develop" (Rusbult, 1999). These researchers presented data asserting that dependence promotes strong commitment, that commitment inspires pro-relationship acts such as accommodation and willingness to sacrifice the other, that the perception of these acts increases partner trust, and that trust increases the partner's willingness to become more dependent on the relationship (Weiselquist, Rusbult, Foster, & Agnew, 1999). Lewicki and Bunker (1995, 1996) describe these transformation points as "frame shifts" (fundamental changes in the dominant interpersonal perceptual paradigm) in the relationship.

The shift from CBT to KBT indicates a shift from an emphasis on differences or contrasts between self and other to an emphasis on commonalities between self and others. The shift from KBT to IBT is one from simply learning about the other to a balance between strengthening common identities and maintaining one's own distinctive identity in the relationship.

Design and Analysis

According to Figure 14, the present research is carried out under the quantitative approach, the sample is made up of 30 people out of a total of 100 employees in the administrative, sales and service areas of the new vehicle agency in Querétaro and 30 people out of a total of 90 employees of the new vehicle agency in Morelos, and the tool used to collect the data is the questionnaire.

Approach	Quantitative
Unit of analysis	New vehicle agency
Technique	Case study
Tool	Lewicki and Bunker Model (1996)
Research design	Transversal
Scope	Exploratory/Descriptive
Population	60 people (30 in Morelos and 30 in Querétaro)

Table 1 Research design

Source: Own elaboration based on Hernández and Christian Paulina Mendoza Torres (2018)

Data collection instrument

For this research, the Lewicki and Bunker confidence model was used, which has been applied mainly in the automotive industry worldwide, but little explored for automotive companies in Mexico. Furthermore, this instrument has a Cronbach scale reliability index of 0.98. The measurement instrument was applied to 60 employees of the agencies that allowed us to conduct the study in Querétaro and Morelos, taking the questionnaire directly to the workplace, in working hours and respecting anonymity. The measurement instrument consisted of 55 measurable items with a Likert scale, where each question was rated from 1 to 5 how much the respondent agreed with each premise, where 1 means totally disagree and 5 means totally agree.

The scale is as follows:

1. Strongly disagree.
2. In Disagreement
3. Neutral.
4. Agreed
5. Totally agree.

These questions were also divided into specific topics to measure the employee's trust in the company, which are as follows:

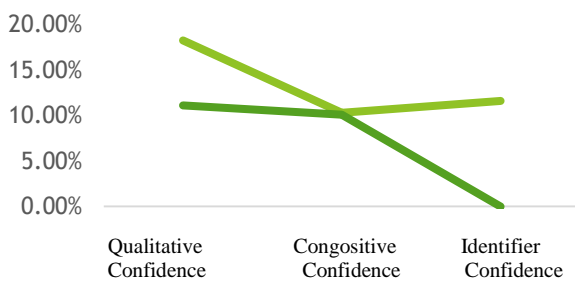
Behavioral / Confidence / Calculative
Cognitive/Cognoscitive Confidence
Affective/Identifying Confidence
Commitment
Trust
Familiarity
Communication
Reputation
Opportunism
Satisfaction

Results

The results obtained from the application of the instrument based on Lewicki and Bunker's trust model are shown below. This indicates the level of trust that exists in these two companies in Morelos and Querétaro.

For the first level of trust, Behavioral or Calculative Trust, Queretaro showed 81.72% and Morelos 88.89%, showing in both states a low level of this type of trust. Therefore, employees have a level of this type of confidence of 18.28% and 11.11%, respectively. In the second level of Cognitive or Cognitive trust, a low level of trust was obtained in Querétaro 89.68% and in Morelos 89.91%, so the actual level of this trust is 10.32% and 10.09%, respectively. Finally, the third level of trust, Affective or Identifying Trust, a low level of trust was detected, for Queretaro 88.39% and for Morelos 90%, so the percentage of this type of trust is 11.61% and 10%, respectively.

According to these results, we can plot in the Lewicki - Bunker model the levels of trust of employees towards the organization.



Graph 2 Comparison of confidence levels between the automotive companies studied in Querétaro and Morelos
 Source: Information obtained from the application of the instrument in 2019

Conclusions

The pandemic year 2020 has been very complicated for the world. This sector has not been indifferent to the health and economic crisis in the world. A total of 949,353 new automobiles were sold during the entire year 2020. The difference with 2019 (1,317,931 sales) is minus 368,578 units, which translates to -28.0%. The slump in sales has been greater than that of the 2009 economic crisis and the largest since 1995, when the market declined 61.8%, according to AMIA figures.

Dealerships closed, factories halted, the time it takes for brands to adapt to digital sales, and the damage to consumers' pockets were the main causes of the slump.

The Mexican Automotive Industry (IAM) has been one of the strongest and one of the largest contributors to the GDP for more than 50 years, and continues to grow. Mexico is among the top 10 producers of automotive vehicles. Mexican states such as Aguascalientes, Nuevo León, Estado de México, Morelos, Guanajuato, Chihuahua, have improved their economic output thanks to the assembly plants that have generated direct and indirect sources of employment. Almost 2 million workers depend on this industry.

Reviewing, studying and analyzing this organizational factor called Organizational Trust is crucial to build a proposal to build the trust of workers and customers.

Trust is operationalized as the level of cooperative behavior, it is presumed that changes in the level of cooperation of individuals - for whatever reason - reflect changes in their trust (Lewicki, 2006). Trust is composed of several elements credibility, honesty, competence and predictability (Galli, 2003). Relationships mature with the frequency of interaction, duration, and diversity of challenges that relationship partners encounter and face together. Thus, trust and distrust increase in strength (depth) and breadth (context width) as a function of the frequency, duration, and diversity of experiences that affirm trust in positive expectations (trust) or trust in negative expectations (distrust).

Consultants and researchers Lewicki and Bunker mention that trust occurs at three levels: 1) Calculation: when it is based on the calculation of costs and benefits. 2) Knowledge: it develops over time and is based on the predictive behavior of both participants. 3) Identification: with the desires and intentions of others.

The use of this model to two car agencies to know the level of trust. With the help of the instrument (questionnaire) we were able to detect their level of trust, and also some other indicators such as Familiarity, Communication, Commitment, Reputation, Opportunism and Satisfaction which are important factors for Trust to exist.

The employees of the organization we studied showed a low level of trust in all three levels, calculative, cognitive and identificatory. This means that they do not feel satisfied with the salary they earn, nor the benefits and rewards package (calculative trust), there is no adequate communication from the leaders since the employees are not clear about the objectives and direction of the organization (cognitive trust), the human factor is not considered in the strategic planning of the organization, and it is noticeable by not aligning the organizational objectives with those of the employees (identificative trust) so they do not share common values (cognitive trust).

Trust is a fundamental part of social capital, which generates commitment (Luhmann, 1996) and teamwork. Without these valuable elements, it is difficult for employees to do their job properly and this lack of trust, most likely, can be transmitted to customers. This can lead to dissatisfied customers, a decrease in service quality, a decrease in sales and a bad reputation.

References

- Barnard, Chester I. (1986). *The Functions of the Executive*, Harvard University Press. Cambridge, Mass.
- Deloitte, (2020). *Recuperación empresarial del COVID-19, La esencia del liderazgo resiliente*. Deloitte Insights
- Eggers Muñoz, L. (2016). *Engranajes y Cadenas de Valor: Industria Automotriz*. México, D.F., Grupo Reforma.
- Fayo, H. (1916) *Principios y elementos de administración*. Tomado de: *Administración industrial y general*, Buenos Aires: El Ateneo, 1972, para la edición español de *Administration industrielle et générale*.
- Foucault, M. (1982). *The subject and power*. *Critical inquiry*, 8(4), 777-795.
- Galli & Nardin. (2003). *Choice under Uncertainty: The Role of Trust*.
- García Gómez, B., & Gutiérrez Arranz, A., (2013), *Marketing de Fidelización*. Edición en formato digital, Pirámide.
- Giddens, A. (1991). *Modernity and self-identity: self and society in the late modern age*. Cambridge, Inglaterra: Polity Press.
- Guevara Arévalo, J.J.A. (2019) *La Confianza Corporativa del empleado hacia la organización en una agencia de vehículos nuevos de Querétaro*. Maestría en Administración de Organizaciones. UAEM
- Hernández, Fernández & Hernández y Christian Paulina Mendoza Torres (2018). *Metodología de la Investigación. Metodología de la investigación. Las rutas cuantitativa, cualitativa y mixta*. Primera Edición, McGraw Hill, México.
- Lewicki R, Bunker B. (1995). *Trust un-Relationships: A model of development and decline*. USA.
- Lewicki, Tomlinson & Gillespie. (2006). *Models of Interpersonal Trust Development: Theoretical Approaches, Empirical Evidence, and Future Directions*. SAGE.
- Lockward Dargam, Ailín María. (2011). *El Rol de la confianza en las organizaciones a través de los distintos enfoques o pensamientos de la administración*. Ciencia y Sociedad República Dominicana.
- Luhmann, N., (1991), *Sistemas sociales*, Ed. Universidad Iberoamericana/Alianza, México
- Luhmann, N., 2007, *La sociedad de la sociedad*, México, Herder/Universidad Iberoamericana
- Luhmann, N., (1996) *Confianza*. México: Universidad Iberoamericana/Anthropos.
- Martín Rubio, I., & Peligros Espada, C. (2009). *ANÁLISIS DE EVOLUCIÓN DE LA CONFIANZA EN LA INDUSTRIA DEL AUTOMÓVIL ¿HEMOS LLEGADO A LA CONFIANZA IDENTIFICATIVA?* *Investigaciones Europeas de Dirección y Economía de la Empresa*, 15(2),143-158.[fecha de Consulta 3 de Septiembre de 2021]. ISSN: 1135-2523. Disponible en:<https://www.redalyc.org/articulo.oa?id=274120373003>

Palacio, J. Sabatier, C. Abello, R. Amar, J. Madariaga, C. & Gutiérrez, K. (2001). El capital social como apoyo a la superación de los problemas en la población desplazada por la violencia. *Investigación y Desarrollo*, 09(02), 514-535.

Porras. (2003) Consideraciones en torno a la confianza y Colaboración en las redes organizacionales. *Gestión y Estrategia*.

Pursals, C., (2014) La Reputación de la marca. Edición en formato digital. Editorial UOC.

Rojas, Londoño & Valencia. (2015) Modelos de Confianza, Análisis desde la Organización. Volumen 12 – Numero 2. *Sistemas, Cibernética e Informática*.

Sako, M. (1992): *Prices, Quality and Trust: Inter-Firm Relations in Britain and Japan*. Cambridge University Press: Cambridge.

Statista. (2020a). IED en la industria automotriz en México 2020. Statista. <https://es.statista.com/estadisticas/1114293/inversion-extranjera-directa-industria-automotriz-mexico/>

Statista. (2020b). Importación de vehículos usados a México 2020. Statista. <https://es.statista.com/estadisticas/643373/importacion-de-vehiculos-usados-a-mexico-desde-el-resto-del-mundo/>

Statista. (2020c). Ventas de vehículos ligeros en México por mes. Statista. <https://es.statista.com/estadisticas/1114729/ventas-mensuales-mexico-automoviles/>

Staton, W., Etzel, M., & Walker, B., (1997), *Fundamentos de Marketing*. México, D.F., McGrawHill.

Scientific Management. Frederick Winslow (s/f), Taylor (documento en línea) http://www.accelteam.com/scientific/scientific_02.html (consultado el 3-09-2021)

Max Weber, (1967) *El político y el científico*, Madrid, Alianza Editorial, 1967 (7.ª ed. 1981), 231 pp., pp. 79-179).