



Organizational trust ad its role in activating marketing via social networking sites among a sample of oriflamme annaba sales representatives

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Abstract ;

The Purpose of this study was to measure and analyze the impact of trust as the independent variable and sub-variants emanating from it (Trust in colleagues, confidence in the direct superior, confidence in senior leadership), and the social Media Marketing in the shadow of pandemic of the Delegates as a dependent variable.

The objective of the study demonstrated two-dimensional, the first theoretical, and represent to provide a conceptual framework for the subject of the study, and the second field, or applied represented in the study and determine the effect of trust in the activation of the social Media Marketing of the ORIFLAM Delegates.

The purpose of this study to answer questions, and then develop a theoretical framework in light of this questions, and formulate hypotheses tested correlations closely influential.

the data were collected from (45) workers in ORIFLAM Delegates - Annaba -, depending on the resolution as a tool for measuring and using a number of statistical methods.

Data were processed statically by using the statistical package of social sciences (SPSS V21).

The results of hypothesis testing, analysis and interpretation to the impact of the correlation statistically significant differences between trust and sub-variables ups between him and the social Media Marketing of the ORIFLAM Delegates.

The study suggests that ORIFLAM Delegates should strength the sharing of trust the strengthening of the activities of participation and social interaction between individuals. Also it should encourage the sharing.

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- ✓ the social Media Marketing,
- ✓ Trust in colleagues,
- ✓ confidence in the direct superior,
- ✓ confidence in senior leadership,
- ✓ the ORIFLAM Delegates.

1. Introduction

Human resources are the organizations' most important resource. They depend on them for the efficient and effective achievement of their objectives. This compels the management of organizations to pay attention to them and provide an appropriate environment that enables them to instil trust among individuals, which is one of the pillars, the most effective tools and the focal point in strengthening and pushing organizations to achieve their objectives effectively and achieve their success. When trust prevails among workers, with courage and commitment within the Organization, they can express their thoughts, opinions, feelings, cooperation and learning with each other. Social media marketing is one type of online marketing that targets a large number of customers to increase the number of visits to the organization's websites to attract attention to the brand or product. Social media platforms provide wide spaces for their users to express their views freely, and this contributes greatly to recognizing the customer's reaction to the product.

Trust is undoubtedly a key and essential component of e-marketing, as trust and ability to seamlessly transfer knowledge to the customer, automatic and effective, is available, generates a high-confidence environment that leads the client to embrace collaborative behaviour and open communication. Based on the above, the problem can be formulated as follows:

What is the role of organizational trust in activating social media marketing in the light of the pandemic with Orieclam Annaba salespeople?

Study variables:

Based on the study's problem and treatment, the following variables were identified:

Affiliate Variable: Social media marketing under the pandemic.

Independent Variable: Organizational Trust based on the following levels:

1-Trust in colleagues 2. Trust in the immediate President 3. Trust in the senior leadership.

- Study model:

See Supplement No. 1.

- Sub-questions:

1- Is there a role for trusting colleagues in activating social media marketing at Orieclam Annaba salespeople?

2- Is there a role of trust in the President directly in activating social media marketing at Orieclam Annaba sales representatives?

3- Is there a role of confidence in senior leadership in activating social media marketing at Orieclam Annaba salespeople?

- **Study hypotheses:** The study's hypotheses are as follows:

* Main hypothesis:

There is no statistically significant effect at the indicative level of organizational confidence in activating social media marketing from which * the following sub-hypotheses:

1-There is no statistically significant role at the indicative level $\alpha \leq 0.05$ to trust the immediate president in activating social media marketing.

2-There is no statistically significant role at the indicative level $\alpha \leq 0.05$ to trust colleagues in activating social media marketing.

3-There is no statistically significant role at the indicative level $\alpha \leq 0.05$ to trust senior leadership in activating social media marketing.

- Society and sample study:

a. Study society:

The study focuses on Orieflam Annaba salespeople

B. Sample study:

The study focuses on all Oreflam salespeople who are in turmoil, where a random sample of delegates was targeted. 56 forms were distributed, of which only 45 were retrieved.

-Study subdivisions:

Search section in two parts:

First, organizational confidence is one of its concepts, characteristics and dimensions.

Second: Social media marketing of concepts, characteristics, dimensions, etc.

The field study was then conducted on the Oreflam-Annaba group of salespeople.

-The importance of the study:

The importance of the study comes from:

1-The dynamism and modernity of the subject in Algerian institutions in terms of addressing trust and its impact on social media marketing.

2-Clarify the relationship between organizational trust and marketing through social media sites, in order to raise Algerian institutions' interest in organizational trust and their role in marketing through social media sites.

-Objectives of the study:

1-Determining the level of organizational trust of the staff of the organization in question.

2-Determine the level of marketing across the organization's social media sites under consideration.

3-Recognize the dimensions of organizational trust and its importance and role in activating marketing through social media sites.

4-Achieving the elements of organizational trust among employees that lead to the activation and further localization of marketing through social media sites.

2. Theoretical building of organizational trust and marketing through social media sites Organizational confidence

Organizational trust is an essential and key component of knowledge sharing, as trust and ability to seamlessly and automatically transmit knowledge among workers is available, generating a highly trusted environment that drives individuals that build collaborative behaviour. Al-Tai 2007 says that culture is an individual's belief in the aims, decisions and policies of the organization, the organizational leader and all individuals working with him in the organization, reflecting the individual's satisfaction and commitment to the direction of the organization. (tai & Sabr, 2007)

Chein & Dhillon 2003 defined it as the general belief and confidence in the quality and susceptibility of persons of concern (such as co-workers and the immediate head) or certain groups (such as senior management). (Chein & Dhillon, 2003)

The desire to rely on it on their conduct as expected of them, as well as the lack of interest in monitoring and monitoring their

behaviour in this regard. (Hakim, Kassim, & razak, 2010)

Hashim, Abdi and 2010 defined it as "a mutual understanding between the Organization and individuals consistent with and achieving organizational objectives". (Fukuyama)

Fukuyama 95 defined it as "the expectations that arise within the permanent community, honesty, and cooperative behaviour that is based on the sharing of customary customs as part of the community's beliefs". (Robinson, 2000)

Roberts 2000 confirms and clarifies more in depth that there are three circumstances considered common in the definitions of trust, which are the basis for a comprehensive definition of trust:

- Defines trust as belief in conduct and conduct; refers to beliefs about possible behaviour from the other that occurs in order to make a confident decision;
- Positions fit any knowledge exchange, especially implicit, that is more effective with the consensus of trust between the parties (Andraus & a, 2003)

Trust is therefore the full willingness of each (individual or more) to accept the actions of others (the other) on the basis of expectations.

2.2 Types of organizational trust:

The researchers have developed many types of trust and we will recall a series of them as follows:

* Apparent trust (exposed):

They are highly dangerous, as they are the expectations held by both the individual and the group during the process of demonstrating others' opinions, feelings,

attitudes and values in a manner that does not prejudice the individual or group, On the contrary, they can lead to greater respect and appreciation. This type appears in the form of friendship by sharing personal information, which allows the development of positive personal participation in the group.

or functions (or secretariat) through participation in information and feelings related to the function and its functions, which contribute to the solution of specific problems between or within groups.

* Contractual confidence:

It means the agreement and interaction between the parties that includes the undertaking of one party, and expects the fulfilment of the other party, whether that agreement is real or an implicit development (Ibid)

Pros (Benefits) Trust:

There are many benefits to trust within the organization:

- Increase interaction, genuine engagement and contribute to the free and objective exchange of views and views;
- Lead to clarity of objectives and tasks and active participation in decision-making;
- Accept renewal and development without fear or opposition;
- Increasing and growing personal relationships and becoming the motivation for action and the desire to take responsibility;
- Lead to job satisfaction, excellence, high morale and a distinct and prosperous entrepreneurial environment. (Andrew & amp; Treatment, 2009, p. 91)
- Work to stimulate innovation;
- The conduct of openness, acceptance and freedom of expression;
- Encourages risk.

Downsides of lack of trust in the enterprise:

- disappearance of others' values and motives;
- Communication becomes less accurate, and the reception is poor;
- Reduced ability to recognize and accept new ideas;
- Increasing control mechanisms and replacing restraint with external controls;
- Delayed implementation of procedures and projects (Shaheen, 2010)

3. Organizational trust characteristics:

* **Ability:** Means that the subordinate realizes that his boss possesses a set of skills, competencies and qualifications in a field that allows him to have a formal influence on others. It also means that the President has the ability to help others solve labour problems. (Ibid)

Any set of skills, attributes and capabilities that enable staff to have an impact in a given area, that is the source of this trust.

* **Integrity and integrity (integrity and honesty):** The perception of the subordinate that his superior embraces and adheres to a set of ethical principles, is accepted and positive for the subordinate, and the President acts in a manner consistent with these desired values, i.e. conforms to the President's statements to his actions, credibility and a strong sense of justice. (Ibid)

That is, the trustee will adhere to a set of principles that the trustee accepts.

Charity: The belief and belief of the subordinate that the president wants his good, possesses good intentions towards him, away from selfish or self-centred motivations. (Zarqoun & araba, 2014) that is, the extent to which trustworthiness is

believed to seek to do good for the confidant, far from self-interest and selfishness.

Organizational confidence levels:

Trust in colleagues: mutual cooperative relations and positive attitudes between individuals working in terms of interdependence and participation in ideas, information and open contacts between all parties, thereby contributing to the achievement of common goals and objectives and gaining such trust with a number of characteristics and attributes that make the individual worthy of others' trust and include both commitment to work, values, principles and attention to the interests of colleagues and others.

* **Trust in the immediate Chair:** Trust is a key feature linked to leadership, as honesty and integrity are a fundamental and inevitable feature of leadership.

* **Trust in senior management:** senior management is worthy of the trust of the workers in the organization by satisfying their needs and desires. It provides material and moral support to workers, conforms their statements to their actions, clarity of their expectations, provision of flexible and appropriate organizational structure as well as fair handling of all departments and branches.

(Sididiq, 2005)

1-2 Social Media Marketing:

▪ Social Media Marketing Concept:

More recently, especially with the coronavirus pandemic, Internet uses have expanded and diversified, leading organizations to exploit and invest in them. Social media marketing is "an electronic marketing type, aimed at spreading awareness about a brand and promoting

certain services or products." (Bogra, 2014)

It is also intended to use these networks for marketing purposes, such as studying consumer behaviour, conducting virtual marketing research, studying customers' needs and desires, measuring satisfaction, advertising, trying to influence customer behaviour, establishing good relationships with customers and listening to their concerns, comments, suggestions, etc. It is also a popular use of these modern technologies in business, where business organizations have found that social media sites are available to view and publicize product images, and we can limit this use to the following elements:

- Promotion of a particular product brand;
- Managing customers' impression;
- Search for and recruit competent workers;
- Identification of modern technologies and existing competition;
- Basic mechanism for obtaining information (Centre for Strategic Studies)

It is also defined as "the use of social networks, blogs and any other online sharing tools for the purpose of marketing, selling, PR or customer service and these tools allow customers to interact with commercial companies rather than simply being the target of one-way means from those companies, It also allows organizations to open channels of communication and interactive communication with these clients. (Katib, 2015)

The importance of social media marketing:

Its importance is as follows: (Bogge)

- Provision of information and uninterrupted market space throughout the day's hours;
- Reduce waiting time for individuals, customers and buyers to obtain the required information on products or services to determine product specifications, price, distribution outlets and how to obtain it... etc.
- Improving the quality of purchasing decisions among consumer and customer sectors and segments due to the availability of the majority of economic institutions on a social networking site.
- Improving economic enterprises' competitiveness and supporting their potential to create a competitive advantage that will help them to achieve strategic standing;
- Providing access to new global markets that help the Organization to increase market share and build a distinctive intellectual image globally and locally;
- Increased rates of marketing performance and potential to exploit globally available marketing opportunities;
- Continuous presence with customers, responding to their questions and queries, earning more from them and increasing their emotional attachment to the organization.
- It also plays a key role in actual employment, business success and career performance.

Social Media Marketing Success Pillars:

For social media marketing to succeed, there must be key pillars that create opportunities for its success and can be limited to: (Faraj & Samayeh, 2012)

- Full conviction of senior management;
- Marketing according to strategic plans;

- Qualifying and training the marketing team;
- Diversification of marketing tools through social media sites;
- Diversification and credibility of information available on social media sites;
- Activate the idea of partnership in the responsibility of preparation and implementation.

Pros and cons of social media sites for business organizations:

Social media positives: Among the positive aspects of social media sites we find:

- Build the brand and increase its value;
- Easy access to customers and buyers by offer, survey, etc.;
- Working 24/7, i.e. continuous communication with existing and potential customers;
- Create effective and active reference for customers to access and identify the Organization as well as customers' views on its products;
- Identifying problems from their beginnings and treating them and remedying errors;
- Reduce the difficulty and cost of promotional campaigns

Social Media Downsides

- Growing numbers of sites at a rapid pace generates difficulties in achieving satisfactory rates of spread of modern business organizations' sites.
- Hacks of websites or so-called hacking, which poses a major dilemma affecting the use of social media sites;
- neglect of the site by its managers or errors cause the reflection of the images the organization wants to market;

- Most Algerian organizations are young or modern organizations dealing with modern technologies. This makes the success rate of these organizations through social media sites subject to other elements that reflect the organization's image in the cognitive map of customers. (Ahmed, 2013)

2-Field study and hypothesis testing

In order to complete the study, we supported it with a field study based on the questionnaire tool, which we based on theoretical and previous studies.

2-1Curriculum and study society:

Study curriculum: The analytical descriptive curriculum, which is based on studying the phenomenon as it actually is, has been accurately described and quantified. as well as interpretation and analysis of the results in order to reach the facts, as well as analysis, interpretation and understanding of the relationships between their different dimensions in order to reach more in-depth and comprehensive conclusions.

Society: Society is a group of statistical units that are clearly known and intended for data. The sample is part of the society on which the study is conducted, selected according to special rules to be properly represented.

Here is the current study community of Oreflam-Annaba salespeople, where a random sample has been withdrawn, bringing the number of employees to 56.

The sample of the study consisted of 45 certified working individuals

See Supplement No. 2.

Spatial boundaries: Oreflam salespeople in turmoil;

Time limits: this study was conducted in November 2020;

Human boundaries: Included a sample of Oreklam salespeople in turmoil.

Study tools: To process the data in this part we have relied on a single tool of identification, which is more used in scientific research, and which contains a set of precise questions to infect the target for which it was found.

Form Design: After identifying the dimensions and components of the search, the relevance and relevance of the information required and its relevance. The search form is designed from 20 phrases and two main axes as follows:

First axis: It is centered on information about the personal data of the individuals of the sample. Like sex, age, seniority,..... etc.

The second theme: It includes phrases aimed at gathering the necessary information about study variables, and is divided into:

- First dimension:** special for trust among colleagues, featuring 5 phrases.

- Second dimension:** Special confidence in the direct head, featuring 5 phrases.

- Third dimension:** Special confidence in senior leadership, featuring 5 phrases.

- The fourth dimension:** social media marketing, featuring 5 phrases.

The Licart five-year ladder was used to determine the degree of acceptance and approval of the variables by the sample individuals, which are distributed as in Supplement No. 3.

Statistical tools: The statistical equation was conducted using SPSS V21 based on the following statistical methods:

- Use repetitions and percentages to describe demographic characteristics.

- Alpha Chrombach coefficient to check the stability of the study tool.

- Metrics of descriptive statistics (arithmetic average and standard deviation) to determine the trends and importance of the opinions of sample individuals.

- Pearson's correlation coefficient to see the extent to which there is any moral correlation between the study variables and their dimensions.

Authenticity and consistency of the study tool: The study relied on the measurement tool on the apparent honesty to ensure the authenticity and usefulness of the form, by presenting it to a group of specialized professors for the purpose of refereeing it. In order to demonstrate that the form is valid for measuring the factors to be measured, and to establish its sincerity, the researcher calculated the alpha-chrombach coefficient, which indicates the correlation and coherence of the scale phrases. The table in Supplement No. 4 shows this:

Note: The veracity of the test is calculated by the root of the Alpha Chrombach coefficient to ascertain the stability of the scale. We extracted internal consistency coefficients for each of the key levels measured by the study tool using the Alpha Chrombach coefficient according to the SPSS V21 program. This confirms that the tool is honest, and the general test certification coefficient has a high value of 96%.

2-2 Characteristics of the sample study:

The analysis of the first axis of the form, which is presented as follows:

Sample characteristics by sex variable: In the table (Annex No. 5), we note that the majority of the sample members are

female. This is mainly due to the nature of the organization's products. They market beauty products, mostly for women. The organization hires women to facilitate and expand the sales process and accelerate the deployment process.

Sample characteristics by age variable:

Current study sample personnel are disaggregated according to age according to the table in appendix (6)

Through the table, the majority of the respondents are in the young age group. This is because of the nature of work and marketed products, which are mainly targeted at the youth group.

Sample characteristics by seniority variable: From the table in Supplement No. 7, we note that the Organization relies heavily on experienced persons and this is for the substantial proportion achieved. Nor does this negate the presence of individuals with limited experience, as the Organization attracts young competencies.

Sample characteristics by educational level variable: From the table in Supplement No. 8, we note that the organization employs individuals at different levels of education but focuses on university to benefit from their academic education, especially in the marketing aspect, in addition to giving them opportunities to employ their theoretical acquisitions and benefit all, namely the organization and individuals.

3-2 Statistical analysis of the study's variables:

Statistical analysis of independent variable organizational confidence: To determine the level of organizational trust, we calculate the calculation of the calculation averages and standard

deviations of each dimension of organizational trust (trust in colleagues, trust in the immediate president, trust in senior leadership). The results are as follows:

Analysis of the extent of consent to trust in colleagues: We used both the computational medium, standard deviation and results in the table in Annex 9:

Through the table, which came to measure the dimension of trust in colleagues through five phrases, with an overall average calculation of 3.47 and standard deviation of 0.58, towards "OK" approval, due to the high confidence of the sample personnel among themselves.

Analysis of the extent of approval of trust in the immediate President:

From the table in Supplement No. 10 we find that after confidence in the immediate head, measured by five terms, the average calculation for this dimension is 3.42, a standard deviation of 0.76 and the direction of consent of "OK", due to the fact that the direct chair is a colleague and a member of the task force.

Analysis of approval of confidence in senior leadership:

From the table in Supplement No. 11, the average arithmetic of the confidence dimension in senior leadership is shown to us at 3.90, with a standard deviation of 0.67 and within the direction of "OK" approval, and consequently the Organization's policy and leadership to build a bridge of trust, cooperation and sincerity for the brand and the Organization in general.

The table in Annex No. 12 refers to the responses of sample individuals to expressions of organizational confidence. The total calculation of its dimensions

ranged from 3.42 to 3.9 to the calculation of organizational confidence estimated at 3.6, which means that the sample members agree with the direction of the phrases of organizational confidence dimensions, coming after confidence in senior leadership is ranked first s Republic of Korea ", followed by trust in colleagues and last place came after trust in the immediate President.

The table also indicates that standard deviations ranged from 0.74 to 0.91, and a total standard deviation of 0.57 less than one. This is evidence of the concentration of the sample's answers and the lack of dispersion, i.e. the convergence of the views of the interviewees.

2-4 Statistical analysis of the social media marketing variable:

From the table in Supplement No. 13 we find that the affiliate variable of social media marketing, measured by five phrases, with an average arithmetic 3.43 and standard deviation 0.78 within an agreed area, indicates that there is an actual application for social media marketing. That is, members of the sample appreciate the localization of social media marketing.

2-5 Study hypotheses test:

This is done through research into the correlation between study variables through the Pearson coefficient binding test, where the higher the correlation coefficient the stronger the relationship. (see Supplement No. 14)

Test the first sub-hypothesis: which states that there is no statistically significant correlation between trusting colleagues and marketing via social media sites.

Nihilistic hypothesis H0: There is no statistically significant correlation between

trusting colleagues and marketing via social media sites at a morale level $\alpha \leq 0.05$

Alternative hypothesis H1: There is a statistically significant correlation between trusting colleagues and marketing via social media at a morale level $\alpha \leq 0.05$

From the table (Supplement No. 14) we find that the binding coefficient is 0.528, which is an average ratio, and the indicator level is lower than the approved indicator level of 0.05, so we reject the nihilistic hypothesis H0 and accept the alternative hypothesis H1.

Test the second sub-hypothesis: which states that there is no statistically significant correlation between trust in the head directly and marketing via social media sites.

Nihilistic hypothesis H0: There is no statistically significant correlation between trust in a direct boss and marketing via social media at a morale level $\alpha \leq 0.05$

Alternative hypothesis H1: There is a statistically significant correlation between trust in a direct boss and marketing via social media at a morale level $\alpha \leq 0.05$

From the previous table (Annex No. 14), the correlation coefficient is 0.661, which is an average ratio, and the level of indication is lower than the level of indication adopted 0.05, so we reject the nihilistic hypothesis H0 and accept the alternative hypothesis H1.

Test the third sub-hypothesis: which states that there is no statistically significant correlation between confidence in senior leadership and marketing via social media sites.

Nihilistic hypothesis H0: There is no statistically significant correlation between

confidence in senior leadership and marketing via social media at a morale level $\alpha \leq 0.05$

Alternative hypothesis H1: There is a statistically significant correlation between confidence in senior leadership and social media marketing at a morale level $\alpha \leq 0.05$

From the previous table (Annex No. 14), the correlation coefficient is 0.688, which is an average ratio, and the level of indication is lower than the level of indication adopted 0.05, so we reject the nihilistic hypothesis H0 and accept the alternative hypothesis H1.

Test the main hypothesis: which states that there is no statistically significant correlation between organizational trust and social media marketing.

Nihilistic hypothesis H0: There is no statistically significant correlation between organizational trust and social media marketing at a morale level $\alpha \leq 0.05$

Alternative hypothesis H1: There is a statistically significant correlation between organizational trust and social media marketing at a morale level $\alpha \leq 0.05$

From the previous table (Annex No. 14) we find that the binding coefficient is 0.726, which is a strong ratio, and the level of indication is lower than the level of indication adopted 0.05 so we reject the nihilistic hypothesis H0 and accept the alternative hypothesis H1.

Conclusions of the study hypotheses test:

The results of the hypothesis test showed the following:

An intermediate expulsion relationship between trusting colleagues and marketing through social media sites.

An intermediate firsthand relationship between trust in the President directly and marketing via social media sites.

An intermediate firsthand relationship between confidence in senior leadership and marketing via social media sites.

Among them is a strong expulsion relationship between the independent variable (organizational trust) and social media marketing.

3-Results of the study

- The results of the study indicate that the sample's vocabulary feels a great deal and strong organizational confidence, as this can be explained by good quality and fairness, which creates an atmosphere of outreach among workers and management;
- There is a high level of awareness of the need to activate marketing through social media sites. This is the result of the coronavirus pandemic. It has become the main ventilator for salespeople to dispose of their products without resorting to breaking the stone or moving around. It has created a race to create new and attractive mechanisms for marketing their products;
- A strong correlation between organizational trust and activation of social media marketing;
- This result makes sense and is due to the fact that trust in colleagues, direct president and senior leadership will inevitably promote and activate marketing across social media sites.

4-Summary:

As mentioned about organizational trust and its role in activating marketing through social media sites, the study found that social media sites constitute an essential source of news, information and knowledge of products and services over a very short period of time, i.e. they are a social media that contributes greatly to the purchase decision and are a source of confidence for their subscribers. That is, relying on creating a bridge of trust between the delegate and the client and the parent institution, and working to strengthen the foundations and pillars of this bridge. This is because marketing through social media sites of salespeople relies on the policy of transparency in communication with customers and is quite frankly. Based on the results reached

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through this study, some recommendations have to be made, the most important of which are:

The need to value and localize ethical standards for posting and selling through social media sites in order to upgrade the content of communication via social access websites of international companies in general and Algeria in particular, and to try to create a culture of marketing through social media sites based on credibility and trust and far from deception and marketing. Making social media marketing an essential part of organizations' marketing mix, paying attention to identifying customer preferences for social media types, their selection criteria and developing organizations' information content to target the largest possible segment.

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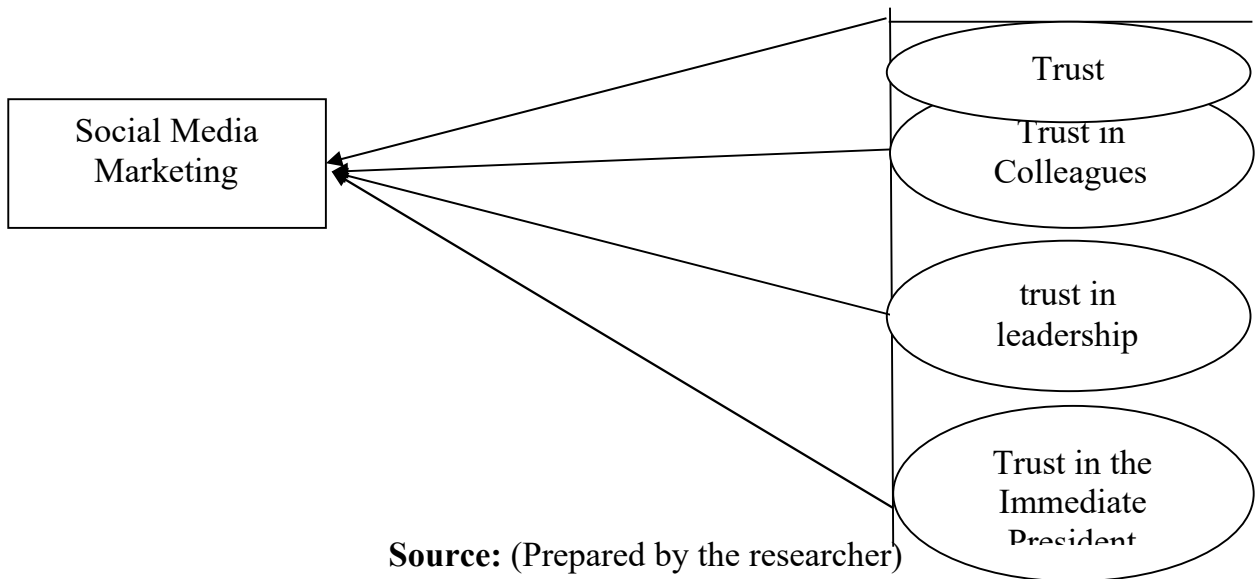
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6.Appendices

Supplement No. (1): Study Form:

Figure No. (01): Study Model



Supplement No. 2

Table 1: Total and Returned Forms

Forms valid for analysis	Forms are not valid for analysis	Total Forms
45	11	56
%80	%20	%100

Source: (Prepared by the researcher)

Supplement No. 3

Table (2): Lycart Quinquennial Scale Scores

Strongly disagreed	disagree	impartial	agree	Strongly agree	answer
1	2	3	4	5	Degree

Source: (Sobhy, Salah, & Awad, 2010)

Supplement No. 4

Table (3): Alpha Chrombach Test Results

The veracity of the test	Cronbach's alpha coefficient	Dimensions	Number of phrases
0.76	0.59	Trust among colleagues	5
0.87	0.76	Trust in direct supervisor	5
0.83	0.85	Trust in senior leadership	5
0.95	0.92	Social media marketing	5
0.96	0.93	General validity and reliability of the questionnaire	20

Source: (Prepared by the researcher based on SPSS V21 outputs)

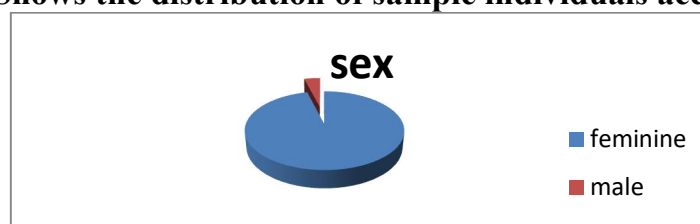
:Supplement No. 5

Table No. 4: Breakdown of sample personnel by sex

percent%	Repetition	Sex
04	02	male
96	43	feminine
100	45	the total

Source: (Prepared by the researcher)

Figure No. (2): Shows the distribution of sample individuals according to gender.



Source: (Prepared by the researcher)

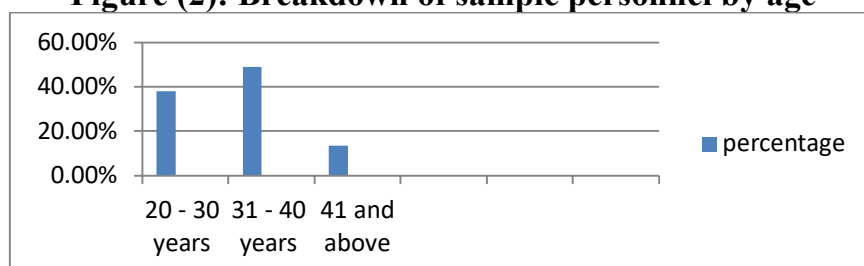
Supplement No. 6:

Table No. 5: Breakdown of sample personnel by age

percent%	Repetition	Age
% 37.8	17	years 30 - 20
%48.9	22	years 40 - 31
% 13.3	6	and above 41
% 100	45	the total

Source: (Prepared by the researcher)

Figure (2): Breakdown of sample personnel by age



Source: (Prepared by the researcher)

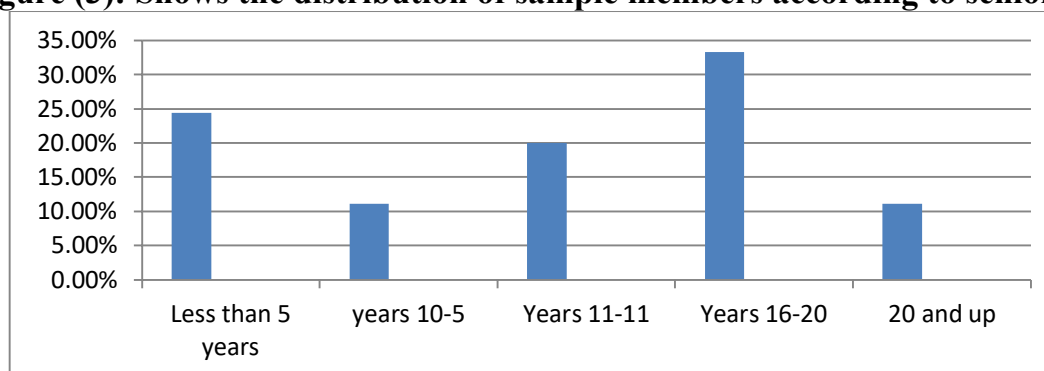
Supplement No. 7

Table No. 6 shows the distribution of sample personnel by seniority

percent%	Repetition	Seniority
% 24.4	11	Less than 5 years
% 11.1	5	years 10-5
% 20	9	years 15-11
% 33.3	15	years 20-16
% 11.1	5	20and up
% 100	45	the total

Source: (Prepared by the researcher based on SPSS V21 outputs)

Figure (3): Shows the distribution of sample members according to seniority.



Source: (Prepared by the researcher based on SPSS V21 outputs)

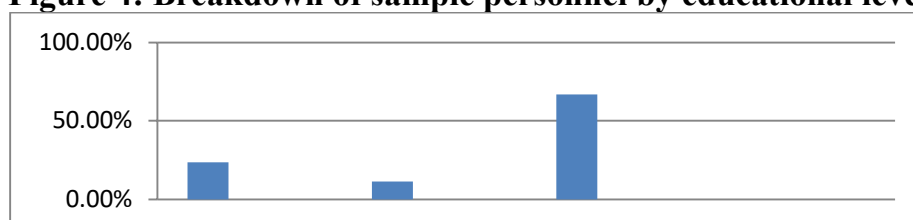
Supplement No. 8

Table No. 7: Breakdown of sample personnel by educational level

percent%	Repetition	Educational level
% 23.2	10	Secondary or less
% 11.1	5	professional
% 66.7	30	University
% 100	45	the total

Source: (Prepared by the researcher based on SPSS V21 outputs)

Figure 4: Breakdown of sample personnel by educational level



Source: (Prepared by the researcher based on SPSS outputs V21)

Supplement No. 9:

Table (8): Indicates the standard arithmetic and deviations of phrases after trust in colleagues

direction	standard deviation	arithmetic mean	Strongly disagreed	disagree	Neutral	agree	Strongly agree	Répétition	Phrase	The number
								%		
Agree	0.80	3.73	0	6	4	31	4	Répétition	I have full confidence in my colleagues' abilities and capabilities	1
			0	13.3	8.9	68.9	8.9	%		
Neutral	0.72	3.2	0	8	20	17	0	Répétition	I have faith in the principles and values of .my co-workers	2
			0	17.8	44.4	37.8	0	%		
Neutral	0.82	3.31	0	9	14	21	1	Répétition	I have confidence that my colleagues are not harming me, but my competition	3
			0	20	31.1	46.7	2.2	%		
Agree	0.86	3.57	0	7	9	25	4	Répétition	There is an exchange of knowledge and experiences with my colleagues to innovate solutions	4
			0	15.6	20	55.6	8.9	%		
agree	0.89	3.53	0	8	9	24	4	Répétition	I'm not embarrassed to ask my colleagues for help.	5
			0	17.80	20	53.3	8.9	%		
Agree	0.58	3.47	Average arithmetic and standard deviation of the dimension of trust in colleagues							

Source: (Prepared by the researcher based on SPSS outputs V21)

Supplement No. 10;

Table (8): Indicates the standard arithmetic and deviations of phrases after trust in colleagues

direction	standard deviation	arithmetic mean	Strongly disagreed	disagree	neutral	agree	Strongly agree	Répétition	Phrase	The number
								%		
Agree	0.80	3.73	0	6	4	31	4	التكرار	I have full confidence in my colleagues' abilities and capabilities.	1
			0	13.3	8.9	68.9	8.9	%		
Neutral	0.72	3.2	0	8	20	17	0	التكرار	I have faith in the principles and values of my co-workers.	2
			0	17.8	44.4	37.8	0	%		
Neutral	0.82	3.31	0	9	14	21	1	التكرار	I have confidence that my colleagues are not harming me, but my competition.	3
			0	20	31.1	46.7	2.2	%		
Agree	0.86	3.57	0	7	9	25	4	التكرار	There is an exchange of knowledge and experiences with my colleagues to innovate solutions	4
			0	15.6	20	55.6	8.9	%		
Agree	0.89	3.53	0	8	9	24	4	التكرار	I'm not embarrassed to ask my colleagues for help.	5
			0	17.80	20	53.3	8.9	%		
Agree	0.58	3.47	Average arithmetic and standard deviation of the dimension of trust in colleagues							

Source: (Prepared by the researcher based on SPSS outputs V21)

Supplement No. 11:

Table (9): Indicates the computational circles and standard deviations of phrases after trust in the immediate President

direction	standard deviation	arithmetic mean	Strongly disagreed	disagree	neutral	agree	Strongly agree	Répétition	Phrase	The number
								%		
Neutral	1.01	3.20	02	11	10	20	2	Répétition	I have every confidence that my boss is not taking advantage of me.	01
			04.4	24.4	22.2	44.4	4.4	%		
Agree	0.85	3.66	01	4	8	28	04	Répétition	I have confidence that my main interest is everyone's.	02
			02.2	8.9	17.8	62.2	8.9	%		
	0.90	3.31	01	8	14	20	2	Répétition		03

Neutra l			02.2	17.8	31.1	44.4	4.4	%	My trust in my President increases through his cooperation and affiliation	
Agree	0.86	3.48	01	6	10	26	2	Répétition	My boss has the abilities and qualifications to work in his position	04
Agree	0.96	3.46	02.2	3.3	22.2	57.8	4.4	%	I have full confidence in my boss's professional ethics.	05
Agree	0.76	3.42	Average arithmetic and standard deviation of the dimension of trust in colleagues							

Source: (Prepared by the researcher based on SPSS outputs V21)

Supplement No. 12:

Table (10): Showing the calculus and standard deviations of phrases after confidence in senior leadership

direction	standard deviation	arithmet ic mean	Stron gly disag reed	disag ree	neutr al	agree	Stron gly agree	Répé tition %	Phrase	The number
Agree	0.78	3.97	0	4	2	30	9	Répé tition	Senior leadership works to connect workers to leadership through a set of values and principles	01
Agree	0.71	3.93	0	3	4	31	07	Répé tition	Senior leadership provides all support to its workers	02
Agree	0.75	3.80	0	4	6	30	5	Répé tition	The actions of the leadership are consistent with her words, which increases my confidence and engagement with her.	03
Agree	0.82	3.84	0	5	4	29	7	Répé tition	Leadership works hard to maintain the moral and material value of its workers	04
Agree	0.65	3.97	0	2	4	32	7	Répé tition	She has the leadership to set an example for every worker she belongs to.	05
Agree	0.67	3.9	Average arithmetic and standard deviation of the dimension of trust in colleagues							

Source: (Prepared by the researcher based on SPSS outputs V21)

Supplement No. 13:

Table 11: Calculation and standard deviations of independent variable dimensions show organizational confidence

order	Trend	Standard deviation	Arithmetic mean	variable
2	Agree	0.58	3.47	Trust in Colleagues
3	Agree	0.76	3.42	Trust in the Immediate President

1	Agree	0.67	.3.9	Confidence in senior leadership
/	Agree	0.57	3.6	Level of organizational confidence

Source: (Prepared by the researcher based on SPSS outputs V21)

Supplement No. 14:

Table 12: Accounts and standard deviations of sample people's opinions on the variable of social media marketing

order	Trend	Standard deviation	Arithmetic mean	phrase	The number
2	Agree	0.97	3.53	The organization encourages communication between different levels and transfer of expertise	1
1	Agree	0.95	3.7	The organization works to create solid ground in social media	2
4	Neutral	0.98	3.3	The organization works to provide	3
3	Neutral	1.06	3.37	We always strive to find the best way to deliver products to the customer	4
5	Neutral	0.98	3.27	The organization grants free use of any modern means that contributes to enhancing its reputation and image	5
/	Agree	0.78	3.43	/	Total Variable

Source: (Prepared by the researcher based on SPSS outputs V21)

Supplement No. 15:

Table No. (13): Correlation Factor Account for Organizational Dimensions of Trust in Social Media Marketing.

Nature of the relationship	Significance coefficient	Correlation coefficient	dimension
Medium	0.000	0.528	Trust in colleagues
Medium	0.0000	0.661	Trust in direct supervisor
Medium	0.00000	0.688	Trust in senior leadership
Strong	0.00000	0.726	Organizational trust

Source: (Prepared by the researcher based on SPSS outputs V21)