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HUMAN RESOURCE MANAGEMENT AND ORGANIZATIONAL TRUST IN THE IT INDUSTRY – QUALITATIVE RESEARCH RESULTS

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Purpose: The aim of this article is to propose a model of the relationship between human resource management, trust and employee's lack of intention to leave?
Design/methodology/approach: Nine interviews were conducted with IT employees in various positions at various companies. A conceptual model was developed to illustrate the relationship between human resources management and trust. The standards that should characterize HRM practices necessary for the emergence of trust in the workplace were also identified.
Findings: HRM practices and trust interact. In the IT industry, fairness, transparency, communication, employee development, work-life balance, and employee well-being are particularly important in this process. Organizational trust influences employee intentions to leave, which is particularly important in this industry, where employee turnover is high.
Research limitations/implications: The IT industry is unique due to its deeply ingrained teamwork and the nature of this work. The direct impact of human resources management on organizational trust and, indirectly, on employee turnover may therefore differ across industries.
Originality/value: This article focuses on organizations with a flat project structure in the IT industry. Current research indicates a poor understanding of the shared role of HRM and trust in this industry, and their connection to employee turnover intention. It seems important to deepen our understanding of this topic. The key originality of this work lies in its proposed model.
Keywords: HRM, trust, turnover intentions.
Category of the paper: Research paper.

1. Introduction

Nowadays, companies have a huge demand for the software they need to achieve their goals. This has led to a significant increase in the number of software development companies, which in turn has intensified competition for highly qualified IT specialists (Costa et al., 2024).

One of the most serious challenges facing companies in the IT services industry is employee turnover (Joseph et al., 2007). Due to the high demand for skilled IT workers, they can easily find new jobs. Furthermore, employers are grappling with a dwindling talent pool and growing business needs. To replace an IT employee, an organization must spend one to seven times their annual salary (Kochanski, 2001). Employee turnover has a number of consequences, not only financial, related to recruitment and training. It also includes unsatisfactory work quality among new employees and damage to the company's reputation. Employee attrition can result in the loss of individuals with valuable professional experience and their tacit knowledge of internal systems (McKnight et al., 2008). Key employee departures can also disrupt project execution, leading to delays or even failure to complete the project (Tahir, Ashraf, 2024).

One factor influencing employee intentions to leave is organizational trust (Zhao et al., 2022). Trust is an important element of an organization's social capital (Bugdol, 2010), as it is crucial for the long-term stability of the organization and the well-being of its employees (Pearce, Conger, 2003). Based on previous research, trust influences, among other things, employee attitudes, work engagement, and intention to leave (Donovan et al., 1998). The process of building trust is gradual and can become very dynamic, requiring appropriate skills from those responsible for creating an atmosphere of trust (Mayer et al., 1995).

2. Literature review

2.1. Human resources management

Research demonstrates that human resource management (HRM) contributes to the generation of desired organizational outcomes (Huselid, 1995). Bratton and Gold (2017) argue that HRM involves a strategic approach to employee management. Researchers define it as managing employment, relationships, and HR practices, all with the goal of achieving a competitive advantage for the company. Traditional HRM is the process of managing people in organizations, including various techniques for managing people and ensuring their relevance, qualifications, and alignment with stakeholder expectations. Activities related to professional qualifications, learning, and training are important (Liboni et al., 2019). HRM also encompasses defining the organizational structure, improving communication between employees, and developing ethical and social principles (Silva et al., 2022).

New paradigms in HR have significant implications for training in competencies required by Workforce 4.0 (a concept describing the new role of employees in the era of the Fourth Industrial Revolution) and new job profiles (Ana et al., 2019). The new talents of the future will require the development of more strategic, coordinated, and creative activities (Fareri et al., 2020; Flores et al., 2020). Tasks that would traditionally be performed manually and require

individual analysis can be automated, and large amounts of data can be analyzed quickly, intelligently, and precisely (Silva et al., 2022). The emergence of artificial intelligence has simplified and shortened many processes in organizations, but it has also led to job anxiety among many employees. HR departments must develop strategies to counter job anxiety and offer programs to develop technological competencies (Bonin et al., 2025).

2.2. Trust and human resources management

Trust is crucial in the organization-employee relationship because its presence or absence influences HRM outcomes. According to social exchange theory, HRM practices are perceived by employees as signals of the organization's intentions; when perceived positively, they foster trust (Jaškevičiūtė, 2021).

Building trust leads to many positive behaviors among employees. They are more engaged (Lewicka, Szeliga, 2016), proactive, communicate better, and achieve better results, making the organization more competitive (Krot, Lewicka, 2016). Organizational trust also influences employee intention to leave (Haridas et al., 2021). Human resource management practices can build or undermine employee trust in the organization, their supervisors, and their colleagues. This is achieved through fair compensation and evaluation, including transparent criteria for promotion and compensation, equal treatment of all employees, and the absence of favoritism (Colquitt et al., 2001). Transparent communication is also important (Kocot, Kwasek, 2023). An organization should clearly define and communicate its goals to employees and provide relevant information. Another aspect worth addressing is employee development. The organization should train them, help them plan their career paths, and invest in their competencies (Cascio, 2003). This will not only increase their effectiveness but also ensure that employees feel cared about. HR department practices should not forget the importance of participation in company decisions (Yukl, 2012). Employees want to be consulted about changes and highly value work autonomy (Schwabe, 2023). Researchers also emphasize the importance of work-life balance and employee well-being. Employee well-being should be understood as a positive mental state resulting from professional experiences and functioning in the work environment (Warr, 2007). Practices that support these phenomena are important for employees and strengthen organizational trust (Rousseau et al., 1998).

High levels of trust in the organization, supervisors, and HR systems significantly reduce employee turnover intentions (Dirks et al., 2002), while violations of trust increase turnover intentions (Robinson, 1996).

It is worth noting that the relationship between human resource management and trust is a dynamic process in which both constructs reinforce each other (Rousseau et al., 1998). HRM practices build trust, and trust increases the effectiveness of HRM tasks (Dirks et al., 2002).

3. Research methodology

The IT industry is one of the most dynamically developing industries in Poland and abroad, requiring specific initiatives and relationships within organizations. Demand for qualified IT employees is high, and consequently, they are eager to seek new employment when dissatisfied with their current position.

The purpose of this article is to propose a model for the relationship between human resources management, trust, and employee reluctance to leave. To achieve this goal, qualitative research was used, as it involves interpreting phenomena in their natural context and allows for the analysis of the meanings assigned by the respondents, using methods such as interviews, observations, and text analysis (Denzin et al., 2011).

3.1. Data collection

Items embedded in the document, such as charts, figures and pictures, should be centered. Individual in-depth interviews are a source of empirical data. The research sample was purposive (Michalak, Stanisławski, 2025). Each person invited to participate in the study represents the private sector in the Polish IT industry. Interviews were conducted with nine individuals (four women and five men) in various positions, such as programmers, analysts, team leaders, and software testers, with experience ranging from 3 to 16 years. Each interviewee represented the private sector. The cities where the companies employing the interviewees are located are Białystok, Gdańsk, Katowice, Łódź, and Warsaw. In qualitative research, it is important to select participants in a way that allows for the diversity of the interviewees' experiences. This allows for rich and multidimensional data (Patton, 2015). At the time the study began, the researcher did not know the sample size or composition. Subsequent interviews were conducted until code saturation was reached (Creswell, J.W., Creswell, J.D., 2018).

Because the individuals surveyed work in various cities across Poland, interviews were conducted online using the MS Teams application. The interviews took place in December 2024. Each interview lasted between 50 and 90 minutes. The table below lists all interviews.

Table 1.
List of individual interviews conducted

Lp.	Interview code	Specialization	Years of work experience	City
1	A1	Business analyst	3	Łódź
2	A2	Business analyst	5	Gdańsk
3	P1	Developer	6	Warszawa
4	P2	Developer	8	Białystok
5	P3	Developer	16	Warszawa
6	T1	Software tester	5	Białystok
7	T2	Software tester		Gdańsk
8	TL1	Team leader	9	Katowice
9	TL2	Team leader	12	Warszawa

Source: own study.

During the conversation, various topics were discussed, which were divided into several categories: they concerned the following categories: (1) the specificity of the IT industry, (2) HRM standards applied in the organization, (3) conditions necessary to build trust, (4) benefits of building organizational trust, (5) employee intentions to leave.

3.2. Data analysis and interpretation

Interviews were recorded with the interviewees' consent, and after data collection, they were transcribed. Data analysis involved data reduction, generation, and verification. Data reduction involved transcribing interviews and developing interview documents. Data generation involved creating output codes regarding the specifics of the IT industry, trust, and shared leadership. Data verification is based on their comparison with the literature (Glinka, Czakon, 2021).

A literature review preceded the development of a code list. Five broad groups of deductive codes were created: (1) specifics of the IT industry, (2) HRM standards used in the organization, (3) conditions necessary for building trust, (4) benefits of building organizational trust, and (5) employee intentions to leave (Miles et al., 2014). This was followed by coding.

The next step was abduction, which involved analyzing, interpreting, and comparing the coded data with existing literature. Deductive and inductive analysis were combined, as deductive codes were verified through reading and content analysis of the interviews (Magnani, 2001). The developed codes were then organized into coherent themes (Saldana, 2021).

The identified HR constructs included fairness, transparency, employee development, work-life balance, and employee well-being, as well as elements related to trust (trust in the organization, trust in superiors), and employee intention to leave. Based on the information obtained, a diagram was created showing the "mechanism" of the relationship between HR standards, trust, and employee intention to leave.

4. Study results

4.2. Human resources management

Human resources management is a set of interconnected practices (recruitment, development, motivation, and evaluation) that form a single, coherent system, designed to strengthen employee engagement and lead to greater effectiveness. Certain phenomena derived from HRM build organizational trust. One such aspect is fairness, which can relate to potential opportunities received by employees or financial matters. It applies to the organization as a whole, but also to specific individuals.

There are situations where I feel unfairly treated, like I mentioned about being assigned to Polish projects when I could have been assigned to foreign ones. I'd like to be assigned to foreign projects, but I don't get that chance, so it's quite unfair to me. (T1)

But apart from that, I don't get these raises, I don't get these raises, even though I work on the project that brings in the most money for the company. This makes me feel quite unfairly treated. (T1)

I think fairness is an important element I pay attention to, and it doesn't matter whether we're talking about the entire company or specific individuals. (P3)

Transparency is also crucial for IT workers. Employees expect clear, truthful communication. This includes financial matters, job requirements, and even potential dismissal. Transparency strengthens a sense of fairness and reduces information asymmetry.

I mentioned transparency. For me to trust my superiors, they'd have to play fair with me. I mean, if it's an official email saying my project is earning a lot of money for the company, it's the biggest project in the company, why do I then hear there's no money for a raise? These are contradictory messages. I think the message should be clear, or at least a small amount of the raise, whatever, not a blatant, no-money approach. When the official email went out, and we know from the documentation how much a given project is earning. (T1)

Yes, this kind of transparency [impacts trust] exactly like that. So I don't suddenly wake up and get an email saying I have to change jobs in a month. So I don't know. Some quarterly or annual reports, let's say, on whether the company is actually profitable would definitely be great. (P1)

Well, as I mentioned earlier, communication with my superior is difficult at my current company. I can't say I trust him. Because I never know what to expect from him. Cannot determine requirements. (TL1)

Employees count on honest and prompt **communication**, regardless of whether the content is positive or negative. It can even be a dominant feature in building organizational trust. Employees expect secure communication and want to be able to share their views without fear of unpleasant consequences. This is crucial given work in project teams and high time pressure. Furthermore, it affects the credibility of the other party.

I also trust people who are willing to talk and accept feedback, both positive and negative. (A1)

I think that this communication skill [influences trust the most]. That would be the dominant feature. Without it, it's impossible to work in an industry as specific as IT. (A2)

I trust, if only because of the flexibility of communication. That is, the feeling of not being deceived, the ability to communicate what one thinks without consequences, and then, as it were, accept it. I think that's what trust is for me, that I can say what I think, knowing that it will lead to discussion and not negative consequences. (TL2)

Another important aspect is employee **development**. The pace of technological change in this environment is very rapid, so employees must constantly train. It's important that they have access not only to the necessary training but also to help them define their development path. In addition to hard skills, soft skills are also important.

My supervisor recently set some career goals for me. And the company also offers access to training. These are training courses that develop both soft and more technical skills. I've noticed this, and I also rate them as quite good. (A2)

It's very important, becoming more important every year, because technology is currently developing so rapidly, so employee development, both technological and personal—I would say, when it comes to soft skills—is very, very important. (T1)

Employees increasingly care about whether someone cares about them, so a sense of **well-being** is important to them. They expect attention from their managers and the organization.

They are aware that their well-being also affects their work. Furthermore, they care about **work-life balance**, a phenomenon particularly prominent among Generations Z and Y, who make up a large group of IT employees. They want to maintain a balance between their work and personal lives, which is possible thanks to the specific nature of work in the IT industry, such as flexible hours and remote work.

And the third thing that builds trust is when I see that someone genuinely cares about the team… they ask how we're feeling, what we're doing, and if they can help. Managers/supervisors should provide this service to their subordinates, helping them solve problems in a variety of ways. This is to help us work more effectively and to ensure we enjoy working together. (A1)

When it comes to caring for the employer's image, I definitely rate the organization's practices highly, and when it comes to caring for employees, their well-being, and engagement, I rate them significantly low. Those are two categories. (A1)

I'm at a stage where family and work-life balance are most important to me now. (P3)

Based on the responses, it can be concluded that the constructs mentioned above influence the development of two types of trust: **trust in the organization** and **trust in the manager**. Employees feel secure and don't worry about their financial situation. They know they can count on their manager, who will always be there to help them if needed.

Yes, I trust my company, that's for sure. What does that mean to me? I have a sense of financial stability, or is it just that... I don't feel like I'm working in a sinking ship, let's say; the company is thriving and stable. (P1)

...I can definitely say that I trust my company. It gives me a sense of stability, of employment, and I know that they haven't simply abandoned me in the lurch, that a project is cut short and I'm fired. I don't have to worry about my future right now, or about financial stability. (P2)

I trust [my manager]. For me, that means I can come to him with any problem at work, and if he doesn't know how to help, he'll point me to someone I can talk to to find a solution. (P1)

I trust [my supervisor] because I can go to him with any issue, with any piece of code, if necessary. I work with this person, and this person is also technical, and I think I can just go to him with any issue and find support from him. (P2)

Employees with high levels of trust are less likely to leave their jobs because trust builds employee loyalty. **Turnover intentions** are less likely in those with high levels of trust due to a sense of loyalty.

Trust builds employee loyalty… (A1)

Yes, yes, the greater my trust in the company, the less I would want to leave. (A2)

But I'm someone who couldn't work in such an environment [of lack of trust] long-term. I would simply withdraw from that environment, fire me. And that's exactly what I did. In my previous job. I simply fired me and said I wasn't renewing my contract. (P1)

Unfortunately, that was the reason I left [lack of fairness and communication], because plain words don't solve certain things. Or they don't move us forward with our work. So there, the level of trust ranged from quite high to very low. (P2)

There's a clear interdependence between HRM practices and trust; there's a **feedback loop** between these constructs. What builds trust influences HRM goals, such as employee performance and engagement. Employees are more effective, loyal, and more willing to sacrifice.

...builds its effectiveness... I believe trust is a very important factor, firstly, for work to be performed as efficiently as possible, and secondly, as I mentioned, for employee loyalty. (TL1)

Certainly, greater commitment (leads to trust), a greater willingness to sacrifice, such as, say, needing to get something done on a given day, means I'm also willing to work an extra hour to get something done, because I know that if I need help, someone will surely come to my aid. (P1)

4.3. The importance of organizational trust and intentions to leave

The study confirmed the relationship between HRM, trust, and employee turnover intentions and allowed us to identify constructs of particular importance to IT employees, as well as the types of trust that influence turnover intentions among IT employees. The proposed conceptual model based on the study results is presented in Figure 1.

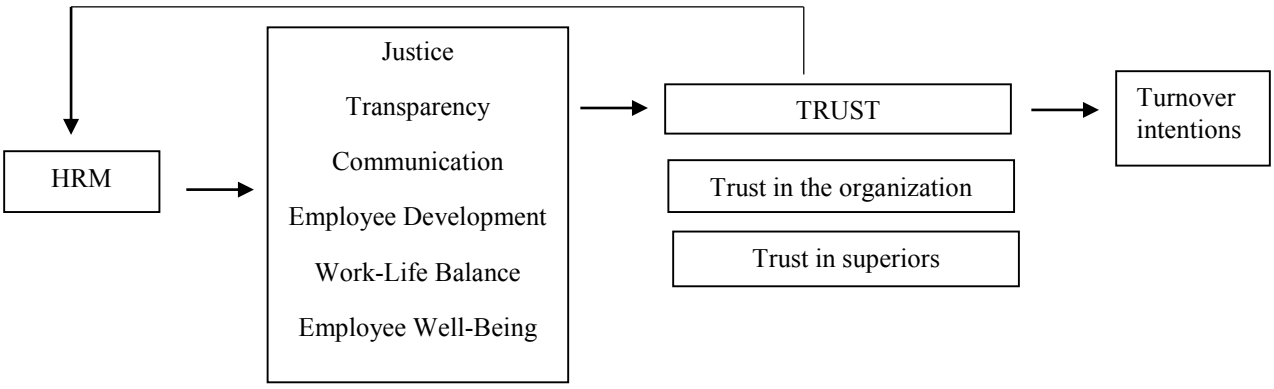


Figure 1. Human Resource Management and Trust - A Proposed Conceptual Model.
Source: own study.

The HR phenomena identified in the study are also factors that build trust. The surveyed professionals identified fairness, transparency, communication, employee development, work-life balance, and employee well-being as key factors. These same factors build trust in the organization and in their managers, which in turn influences their intention to leave the workplace. There's also a noticeable feedback loop between HR practices and trust. Through HR, various types of trust can be built, and the resulting trust, in turn, strengthens HR practices.

5. Summary

Due to intense competition for talent, the IT industry is grappling with employee turnover. Human resources practices play a key role in shaping organizational trust, which influences employee attitudes and behaviors, including their intentions to leave their jobs. HR policy elements such as organizational fairness, transparency of organizational operations, open and reliable communication, professional development opportunities, support for work-life balance, and attention to employee well-being are particularly important. There is a noticeable "mechanism" where HRM practices build trust, and trust reinforces HRM practices. In the work environment typical of the IT industry, where employees are highly qualified and have ample employment opportunities, these practices increase the perceived credibility of the organization, employee loyalty, effectiveness, and engagement. The IT industry is unique due to the deeply rooted nature of teamwork. The direct impact of human resources management on organizational trust and, indirectly, on employee turnover intentions may therefore differ from industry to industry. Further research directions may include examining the relationship between employee intention to leave and other cause-and-effect relationships.

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