

**ÎNCREDEREA  
ORGANIZAȚIONALĂ**

**TRUST:  
THE BEDROCK OF  
INDIVIDUAL AND  
ORGANIZATIONAL  
EXCELLENCE**

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Eugen Avram

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# **ÎNCREDEREA ORGANIZAȚIONALĂ**

## **TRUST: THE BEDROCK OF INDIVIDUAL AND ORGANIZATIONAL EXCELLENCE**



**Editura Universitară  
București**

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Editura Universitară  
B-dul. N. Bălcescu nr.27-33,  
Sector 1 , București  
Tel./Fax: 021 – 315.32.47 / 319.67.27  
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EDITURĂ RECUNOSCUTĂ DE CONSILIUL NAȚIONAL AL CERCETĂRII  
ȘTIINȚIFICE DIN ÎNVĂȚĂMÂNTUL SUPERIOR (C.N.C.S.I.S.)

**Descrierea CIP a Bibliotecii Naționale a României**

**Încrederea organizațională Trust = The debrock of  
individual and organizational excellence** / Eugen Avram, Pamela Shockley-Zalabak,  
Kathleen Ellis, ... - București : Editura Universitară, 2008

Bibliogr.

ISBN 978-973-749-402-3

I. Avram, Eugen  
II. Shockley-Zalabak, Pamela  
III. Ellis, Kathleen

65.012.4

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Distribuție: tel./fax: 021-315.32.47  
021-319.67.27  
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ISBN 978-973-749-402-3

## **FORWARD**

**Pamela Shockley-Zalabak  
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Globalization, workplace diversity, increased needs for cooperation, collaboration, and competition, increased awareness of cultural differences, advanced communications technologies, complex alliances, and a host of other factors focus us increasingly on the significance of organizational trust. Trust within and across organizations is conceived by many to be directly related to the ability to form new associations and networks of trusting relationships to accomplish business transactions. Many contend trust is the somewhat ambiguous yet critical process necessary for organizational survival and the bedrock of organizational excellence. In times of increased imperatives for change and less certainty about how change can and should occur, it is not surprising that a renewed interest in trust surfaces as scholars and practitioners alike seek to understand relationships among trust, individual behaviors, markets, organizational strategy, leadership, resistance to change, perceptions of organizational justice, and organizational abilities to change and adapt. The studies in this work support our understanding.

The chapters in part one describe a variety of theoretical and methodological approaches to the understanding of trust. A new measurement instrument is included along with descriptions of the evolution of trust in the social sciences, sociology, and psychology. The structure and functionality of organizational trust is discussed as are the relationships between organizational trust and other constructs such as motivation, performances, organizational justice, commitment, organizational citizenship, work satisfaction, stress, and attitudes. The chapters in part two focus on trust at the individual and team level. The psychological mechanisms of trust are examined as well as the concept of organizational trust in psychological contracts. The relationships between trust and leadership behaviors are discussed as well as the role of trust in team dynamics. The chapters in part three describe applications of trust at the organizational level. Building trust in organizations is described as well as differences and similarities in trust across management cultures in Japan, America, Europe, and Romania. Additionally, the role of trust in strategic

alliances and organizational change is explored. Part three concludes with a discussion of the challenges of organizational trust.

Taken as a whole these papers underscore the complexity and importance of organizational trust for organizational viability. The articles also have significance for individuals in terms of both leadership strategies and a variety of outcomes individuals experience in their organizational lives. We commend the editors for their thoughtfulness in assembling these contributions to the critically importance processes of organizational trust.

## CUVÂNT INTRODUCATIV

Astăzi discursul a nenumărați specialiști în management aduc în atenția responsabililor sociali, publicului o serie de aspecte ale vieții sociale și organizaționale precum: instabilitatea socială, economică, organizațională, riscul permanent al prăbușirilor sau falimentelor, fuziunile fără precedent, tranzițiile interminabile, alianțele din umbră, ș.a.m.d. În fața unor asemenea realități “dure”, cititorul rămâne într-o primă fază cu un gol în suflet, existând impresia unei “catastrofe iminente”. Pe de altă parte există o vastă literatură a dezvoltării organizaționale, ce oferă o viziune mai constructivă și optimistă. În ambele cazuri se întrevede importanța unei gestiuni atente a psihologiei și comportamentului uman în organizație.

În anii '50-'60 se descoperă semnificația încrederii în relațiile interpersonale din cadrul societății. Pe aceeași linie s-a continuat în anii '70. Ulterior fenomenul a suscitât interesul cercetătorilor din diverse domenii, anii '80, începutul anilor '90 reprezentând etapa în care apar numeroase studii pe această temă. În anii 2000 problematica dobândește un statut de preocupare generală, universală.

Deși a existat un consens puternic asupra importanței încrederii, mulți autori au tratat probleme particulare, însă prea puțini au încercat a realiza un demers integrativ. Totuși, infomațiile acumulate au permis un salt semnificativ în înțelegerea fenomenului.

Încrederea a fost abordată ca aspect al relațiilor în și între organizații. Cercetările și aplicațiile s-au decantat la mai multe niveluri: nivelul intra-organizațional - încrederea în organizații și nivelul inter-organizațional - încrederea între organizații. *Încrederea în interiorul organizației* se referă la relațiile ierarhice dintre conducere și subordonați, relațiile de egalitate, din interiorul grupului de muncă și dintre diferitele departamente. Dintre cele mai relevante aspecte ale studiului încrederii se numără: impactul politicilor de personal asupra încrederii salariaților, rolul relațiilor ierarhice (șefi-subordonați și subordonați-șefi) în dinamica încrederii, încrederea în relațiile funcționale de egalitate (încrederea între colegi, încrederea în echipă). *Încrederea externă* se referă la relațiile de parteneriat cu alte organizații, relațiile cu agenți de schimbare/ consultanți, relațiile cu diversele agenții reglatoare de stat. S-a recurs la cercetarea și găsirea unor mijloace prin care tranzacțiile, contractele dintre firme să capete stabilitate, devenind de încredere și înlăturând suspiciozitatea și riscul în afaceri.

Încrederea organizațională a fost pusă în relație cu mai toate fenomenele psihoorganizaționale, i s-au stabilit o serie de dimensiuni, s-a încercat elucidarea mecanismelor psihice interne ale acestui fenomen, s-au elaborat nenumărate modele explicativ-interpretative. În plan aplicativ,

interesul major s-a manifestat în legătură cu ideea promovării, construirii încrederii.

Încrederea este un fenomen universal, social, organizațional, grupal, individual, prezent în toate ariile vieții umane.

Încrederea devine o forță propulsivă nu numai în organizații, ci și în societate. De exemplu în România, constatăm extensia publică a conceptului de încredere. Poliția are inscripționat pe mașini următorul mesaj: “Siguranță și încredere”, o firmă a sprijinit o fundație în lupta împotriva cancerului sub deviza “împreună construim relații de încredere”, multe ale firme utilizează termenul de încredere în mesajele adresate clienților, etc. În România, încrederea este o variabilă prezentă din 1996 în barometrele de opinie publică anuale. Se măsoară încrederea în diverse instituții (Președenție, Parlament, Guvern, Armată, Poliție, Biserică), în personalități publice, în partide politice, în sindicate, etc.

Fără a mai insista, constatăm că încrederea devine un capital organizațional și social din ce în ce mai mult valorizat.

Lucrarea de față propune o perspectivă pozitivă asupra organizațiilor, societății și vieții în general. Primii pași pe drumul încrederii organizaționale ne-au fost îndreptați în urmă cu câțiva ani de către maestrul nostru, Prof. Univ. Dr. Mielu Zlate. Într-o după-amiază a toamnei anului 2003 mi-a propus să începem lucrul la un studiu despre o “tematică foarte recentă în literatura organizațional-managerială” pentru publicația pe care o lansase în 2001, *Revista de psihologie organizațională*. În anul 2005, apărea în România primul studiu introductiv despre încrederea organizațională (Zlate, M., Avram, E. (2005), “Încrederea organizațională – câteva probleme teoretice”, *Revista de psihologie organizațională*, V, nr. 2-3, pp.11-30). Lucrarea a fost urmată de prima prezentare a problematicii și aplicațiilor sale în cadrul unui eveniment științific din țară (*Simpozionul Internațional: „Exigențe și standarde ale psihologiei aplicate”*, 2005, 7-9 octombrie, Câmpulung Moldovenesc: Mielu Zlate, Eugen Avram). Ulterior alte evenimente științifice au cuprins în program diverse expuneri ale noastre pe această temă.

Din vara anului 2006 am început aprofundarea și organizarea informațiilor într-o manieră sistematică. Sperăm că am reușit să creăm mai multă coerență în abordarea acestei tematici moderne, asupra căreia încă persistă în literatura de specialitate o serie de ambiguități. Am putea spune și faptul că am îndeplinit una din intuițiile profetice ale Creatorului Școlii de psihologie organizațional-managerială în România, Mielu Zlate, pentru că am continuat proiectul, iar viziunii noastre s-au alăturat și ne-au onorat autori internaționali consacrați în domeniu: Doamna Cancelar Profesor Dr. Pamela Shockley-Zalabak și Doamna Conferențiar Dr. Kathleen Ellis (University of Colorado at Colorado Springs), cărora le mulțumim pe această cale.

Lucrarea îmbină, într-o manieră „interactivă”, discursul teoretic, academic, pe alocuri greu accesibil nespecialiștilor cu discursul explicativ și aplicativ, susținut de exemple practice, studii de caz și exerciții, ușor de parcurs de către cititori. Ea poate servi dezvoltării profesionale nu numai a masteranzilor sau doctoranzilor în psihologie, management sau în alte științe socio-umane, ci și a managerilor și salariaților din orice organizație.

Invităm cititorul să parcurgă cartea și la fiecare capitol să reflecteze cum ar putea aplica teoria în practica organizațională și în relațiile sale. Nu este exclus ca o doua ediție revăzută și adăugită să fie lansată peste o vreme. Până atunci cititorul poate comunica impresiile și sugestiile sale la adresa: [eugenavram@yahoo.com](mailto:eugenavram@yahoo.com).

*Eugen Avram*



## INTRODUCTORY WORDS

The theoreticians and practical specialists of organizational and managerial psychology have paid special attention to the phenomenon of organizational trust (OT). It has been argued that this concept is able to generate new approaches towards the issue of organizational behavior and even organizational effectiveness.

Although there is a general agreement concerning the importance of the role that trust plays in the organizations' life, many authors have analyzed specific aspects and too few were those who tried to focus on providing an overall perspective. Nevertheless, the collected information allowed for a significant leap forward towards understanding this elusive phenomenon.

Trust has been conceived as characteristic of the relations inside and between organizations, it was related to almost all organizational phenomena, it was also divided into several dimensions, there were attempts made at unraveling its inner mechanisms, and countless explanatory models were designed for this purpose. From the applicative point of view, the major interested was in promoting and building trust.

The present volume is honored by the valuable input of international authors who are renowned for their contributions in this field of study. We take this opportunity to express our gratitude for their participation and support: Chancellor, Professor PhD. Pamela Shockley-Zalabak and Associate Professor PhD. Kathleen Ellis (University of Colorado at Colorado Springs).

This book is structured in three main parts, each one comprised of four chapters: Part I – 'Theoretical and Methodological Basis'; Part II – 'Applications at Individual and Team Level'; and Part III – 'Applications at Organizational Level'.

Chapter 1 (Kathleen Ellis, Pamela Shockley-Zalabak: *The Organizational Trust Profile: A Comprehensive Instrument to Measure Organizational Trust*) focuses on the complex project of designing and validating of the most important measurement instrument for organizational trust.

The second chapter (Eugen Avram: *The evolution of the concept of organizational trust*) introduces the evolution of the concept in social sciences, as well as its definitions and classification. There are detailed accounts of various types and levels of trust: personal/ individual, interpersonal, department/ division, organizational (internal trust), inter-organizational, social, international (external trust). Using the content and the degree of generality criteria, we classify OT theories: *theories of economic interactions* (the theory of organizational economy; the theory of organizational domination; the agency theory; the theory of control); *the*

*theories of social interactions* (social exchange theory, theories of trust inside dyads, the theory of roles); *personality theories* (the dispositional theory; the positive theory of trust); *situational theories* (*process theories, contingency theories, risk theory*); *behavioral theories* (*based on principles of organizational behavior, and theories based on lists of behaviors*); *cognitive theories* (the attribution, expectancies, anticipation, game theories, heuristic theory of trust, other cognitive theories of OT).

Chapter 3 (Eugen Avram, Silviu Matu: *The structure and the functionality of Organizational Trust*) comprises analysis about the psychological nature of trust (regarding the cognitive, emotional, motivational, attitudinal, dispositional components of OT); dimensions of OT, explanatory models of OT functionality.

Chapter 4 (Eugen Avram, Andra Moisa, Mara Șerban: *The relationships between OT and other organizational variables*) describes three perspectives: 1. trust as preceding factor for other phenomena (the direct effect model, the moderating and mediating effect model), 2. trust as result of the other phenomena 3. the co-determination and simultaneous evolution of trust and other forces. We explain the connection between trust and other variables (motivation, performance, organizational justice, commitment, organizational citizenship, work satisfaction, stress, attitudes; effects of organizational trust).

Chapter 5 (Eugen Avram: *The Investment in Trust*) focuses on the OT dilemmas, the psychological mechanisms involved in assuming and maintaining trust, the positive consequences of investing in trustful relationships.

Chapter 6 (Eugen Avram: *Trust in Psychological Contracts*) explains the importance of trust in psychological contracts established between employees and employer, by reviewing the variety of theories of the relationship between individual and the organization.

Chapter 7 (Eugen Avram: *The Trusted Leadership*) proposes an innovative vision by means of restructuring the classical and modern theories on leadership through the lens of the five core dimensions of organizational trust, which are attributed to trusted/ excellence leaders: Competence, Openness, Concern, Reliability, Identification.

Chapter 8 (Eugen Avram: *Trust within the Teams*) focuses on the role that trust and confidence play inside teams dynamics: factors, principles, techniques for developing trust inside teams. We note that trust is an emergent variable in the group dynamics.

Chapter 9 (Pamela Shockley-Zalabak, Eugen Avram: *Building Trust in Organization*) sheds light on the necessity for organizational policies and strategies to voluntarily self-direct towards the essential objective of developing employees' trust as partners.

Chapter 10 (Eugen Avram, Simona M. Glăveanu, Anca G. Bucur: *Trust within Inter-Organizational Alliances*) provides a detailed account of the inter-organizational transactions, thus emphasizing the impact of trust between partners

Chapter 11 (Eugen Avram, Raluca Smarandache, Mihaela Joița: *Organizational Trust in Different Management Systems*) underlines the position of trust in the structure of social capital, as well as characteristics of various trusted management systems: in the US, in Japan, in Europe, in Romania.

Chapter 12 (Eugen Avram, *The challenges of organizational trust*) proves what are the limits of the initiatives aiming at building trust, namely: the vulnerability of psychological trust, disinterest, lack of preparation, the disturbance of leaders' personality, the limits of the techniques of building team trust. The issue of organizational cynicism and intra- and inter-organizational mistrust is raised, with particular emphasis on the reparatory techniques.

Finally, we explain the importance of trust in the new context of globalization.

Trust is a universal phenomenon, present worldwide and in all fields of human life, it represents an active social and organizational capital that becomes more and more valued.

This volume combines interactively the theoretical discourse with the explanatory argumentation and with concrete applications sustained by practical examples, case studies and exercises, providing new perspectives on organizational development.

*Eugen Avram*

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## ATENȚIE!!!

Începeți să citiți cartea numai după ce ați dat răspunsurile la enunțurile de mai jos!

Dați exemplu de o situație în care *un coleg* v-a inspirat sentimentul de încredere prin acțiunile sau conduitele/atitudinile sale! Explicați ce ați gândit și ce efecte a avut situația respectivă asupra stării subiective și randamentului dvs.!

Dați exemplu de o situație în care *echipa* dumneavoastră v-a făcut să aveți mai multă încredere în ea! Explicați ce ați gândit și ce efecte a avut situația respectivă asupra stării subiective și randamentului dvs.!

Dați exemplu de o situație în care *conduita* sau *măsurile* pe care le-a luat *șeful* dvs. v-a determinat să aveți mai multă încredere în el! Explicați ce ați gândit și ce efecte a avut situația respectivă asupra stării subiective și randamentului dvs.!

Dați exemplu de o situație în care *un subordonat*, prin conduita sa, v-a determinat să aveți mai multă încredere în el (întrebarea se aplică dacă dețineți o funcție de conducere sau dacă ați observat acest aspect în relația dintre altă persoană și șeful său). Explicați ce ați gândit și ce efecte a avut situația respectivă asupra stării subiective și randamentului dvs.!

Explicați în ce mod *instituția* în care lucrați v-a sporit încrederea la un moment dat sau în general, prin procesele, regulile, deciziile care funcționează în interior!

În calitate de întreprinzător sau de client, considerați există organizații/ firme în care puteți avea încredere și firme/ instituții în care nu puteți avea încredere! Dați câte un exemplu! Ce anume vă determină să aveți aceste sentimente? Ce efecte au acestea asupra modului dvs. de a gândi și acționa în afaceri sau în comportamentul de consum.

*Citiți pe verso!*

*În cazul în care ați trecut rapid peste enunțurile de pe pagina precedentă, fără a răspunde, vă rugăm reveniți și dați în gând, verbal sau în scris răspunsurile!!!... așa veți înțelege mult mai bine aspectele practice ale lucrării de față!!!*

# CAPITOLUL 1

## THE ORGANIZATIONAL TRUST PROFILE: A COMPREHENSIVE INSTRUMENT TO MEASURE ORGANIZATIONAL TRUST

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### Abstract

The purpose of this research was to develop and test a comprehensive measure of organizational trust and to relate that measurement of trust to perceptions of organizational satisfaction and perceived effectiveness. The Organizational Trust Profile (OTP) measures each of the five dimensions of a strong theoretical trust model (competency, openness/honesty, concern for employees, reliability, and identification) in four contexts: (a) the organization, (b) top management, (c) immediate supervisor, and (d) work group. The OTP was tested on a random sample of 349 public service employees. Results indicated that the instrument is valid and reliable. Four separate canonical correlation analyses indicated that the linear combination of the five dimensions of trust in each of the four contexts is highly predictive of the linear combination of satisfaction and perceived effectiveness. An additional canonical correlation analysis indicated that of the four contexts measured, trust in the organization is most important, accounting for 64% of the variance in satisfaction and perceived effectiveness, followed by trust in top management, which accounted for 52% of the variance.

Keywords: effectiveness, organizations, supervisor, top management, trust, satisfaction

---

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## **1. Introduction**

The turbulence of today's organizational life, with calls for increased innovation coupled with continuous changes in processes, forms, and organizational relationships, places increasing importance on the somewhat elusive construct of organizational trust. Trust is described as pivotal for workplace democracy, networks, alliances, uses of information technologies, globalization, workplace diversity, and decentralized decision making. However, few empirical attempts have been made to develop instruments to measure this complex construct. The purpose of this research, therefore, was to develop and test a comprehensive instrument to measure organizational trust and, in turn, to relate that measurement of trust to perceptions of organizational satisfaction and effectiveness.

## **2. Review of Literature**

The following review of literature examines (a) the definitional and theoretical complexity of the construct of organizational trust, (b) the significance of organizational trust in a variety of processes including organizational satisfaction and effectiveness, (c) trust in the organization, (d) trust and organizational roles, and (e) the basis for the current research.

### **2.1. Definitional and Theoretical Complexity of Organizational Trust**

Although wide agreement exists about the importance of organizational trust, definitional and theoretical complexity and ambiguity pervade both research and applied literatures. Overall, scholars and practitioners generally agree that organizational trust is communication-based, dynamic, multi-faceted, and not adequately understood. A review of diverse literatures evidences a movement from an emphasis on trust intentions and motivations to behavioral orientations. For example, Hosmer (1995) describes trust as one party's optimistic expectations of the behavior of another when the party must make a decision about how to act under conditions of vulnerability and dependence. Mayer, Davis, and Schoorman (1995: 712) describe trust as, "the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other party will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party." Numerous researchers have defined trust as generally positive expectations about another's conduct with distrust reflecting negative expectations of another's behavior (Bhattacharya, Devinney, & Pillutla, 1998; Cummings and Bromiley, 1996; Lewicki, McAllister, & Bies, 1998; Mishra, 1996). Ellis and Shockley-Zalabak (2001: 383) conclude, "Taken as a whole, these definitions

suggest that behavioral expectations, uncertainty, and dependency undergird perceptions of trust.”

Trust is conceptualized as having both cognitive and affective elements (Kanawattanachai & Yoo, 2002). Cognitive elements refer to trust based on perceptions of competence, reliability, and professionalism. Affective elements are linked to perceptions of caring and emotional connection to each other in all types of working relationships. Mishra (1996) identifies the four dimensions of trust most broadly supported in various literatures: (a) competence in organizational leadership and the organization as a whole (Barnes, 1983; Dwivedi, 1983; Gabarro, 1987; Neff & Citrin, 1999); (b) openness and honesty, including sincerity of communication, (Atwater, 1988; Butler, 1991; Gabarro, 1987; Kirkpatrick & Locke, 1991; Nanus, 1989; Ouchi, 1981; Schutz, 1994); (c) concern for organizational members from their leaders (Cummings & Bromiley, 1996); and (d) reliability, defined as the expectation for consistent, dependable behavior, including congruency between words and actions (McGregor, 1967). A fifth dimension, identification, was added by Shockley-Zalabak, Ellis, and Cesaria (2000a). This dimension describes how individuals manage the paradox of separation (or individuation) and association (affiliation) as an organizational member (Burke, 1954; Cheney 1983a, 1983b; Tompkins & Cheney, 1983). If members identify with an organization, they will be more likely to report higher levels of organizational trust and effectiveness. In contrast, if members feel more alienated from the organization, they are more apt to describe lower levels of organizational trust and effectiveness (Dwivedi, 1983; Leana & Van Buren, 1999; Schall, 1983). The identification dimension highlights that trust is inherently the result of communication behaviors and interpretative processes (Shockley-Zalabak et al., 2000a).

For the purposes of this study, we defined trust in the organization as the employees’ willingness, based on the organization’s behaviors in relationships and transactions, to be appropriately vulnerable based on the belief that the organization is competent, open and honest, concerned, reliable, and identified with common goals, norms, and values. Similarly, we defined trust in individuals (top management, immediate supervisor, and work group) as employees’ willingness, based on individuals’ behaviors in relationships and transactions, to be appropriately vulnerable based on the belief that individuals are competent, open and honest, concerned, reliable, and identified with common goals, norms, and values.

## **2.2. Significance of Organizational Trust**

Fukuyama (1995) contends that high trust is necessary for all institutions in a society to function at high performance levels. Lewicki, McAllister and Bies (1998: 438) explain, “The view of trust as a foundation

for social order spans many intellectual disciplines and levels of analysis. Understanding why people trust, as well as how that trust shapes social relations, has been a central focus for psychologists . . . sociologists . . . political scientists . . . economists . . . anthropologists . . . and students of organizational behavior . . . . Scholars have seen trust as an essential ingredient in the healthy personality . . . as a foundation for interpersonal relationships . . . as a foundation for cooperation . . . and as the basis for stability in social institutions and markets.”

A plethora of research relates trust to various aspects of employee perceptions and behaviors. Trust has been consistently linked to employee perceptions of overall job satisfaction (Barnard, 1938; Clampitt & Downs, 1983; Ellis & Shockley-Zalabak, 2001; Goldhaber, Yates, Porter & Lesniak, 1978; Lewis, Cummings & Long, 1981; Pincus, 1986; Shockley-Zalabak, Ellis, & Winograd, 2000b). Trust has been identified as important for the performance of both face-to-face and virtual teams (Bhattacharya, Devinney, & Pillutla, 1998; Golembiewski & McConkie, 1975; Kanawattanachai & Yoo, 2002; Mayer, Davis, & Schoorman, 1995). Additionally, Kanawattanachai and Yoo (2002) link trust to more open communication, cooperation, higher quality for decision making, risk taking, and satisfaction with decision-making processes. Connell and Ferres (2003) relate trust to employee turnover intent and overall organizational commitment.

Trust also has been significantly related to multiple aspects of organization-wide performance. Ellis and Shockley-Zalabak (2001:384), in synthesizing diverse literatures, conclude, “...high levels of organizational trust have been associated with (a) more adaptive organizational forms and structures (Barnes, 1983; Bennis & Bierderman, 1997; Crawford, 1998; Dwivedi, 1983; Miles & Snow, 1995; Rousseau et al., 1998); (b) strategic alliances (Das & Teng, 1998; Fukuyama, 1995; Ingham & Mothe, 1998; Meyerson, Weick, & Kramer, 1996; Tsai & Ghoshal, 1998); (d) effective crisis management (Misha, 1996; Webb, 1996); (e) reduced litigation charges (Brockner & Siegel, 1996), reduced transaction costs (Gibbs & Gibson, 1998; Maccoby, 1998; Rousseau et al., 1998); (f) product innovation (Tsai & Ghoshal, 1998): and (g) economic performance (Knack & Keefer, 1997).”

### **2.3. Trust in the Organization**

The importance of organizational trust has broad consensus as evidenced in the research reviewed in the previous section and other literatures spanning the past 50 years. However, few studies have attempted to directly examine trust in the organization. In an attempt to address this issue, Caldwell and Clapham (2003) propose trustworthiness as a

subjectively perceived aspect of organizational effectiveness. Caldwell and Clapham contend that behaviors in seven critical areas (competence, legal compliance, responsibility to inform, quality assurance, procedural fairness, interactional courtesy, and financial balance) form a lens which results in perceived organizational trustworthiness and, therefore, trust attitudes. In an empirical attempt to measure trust in the organization, Shockley-Zalabak et al. (2000a) utilized a five-dimensional model of organizational trust (competence, openness and honesty, concern for employees, reliability, and identification) to predict organizational trust levels and, in turn, relate trust levels to perceived organizational effectiveness and job satisfaction. However, neither the Caldwell and Clapham study nor the Shockley et al. study attempted to relate organizational trust to trust in organizational roles.

#### **2.4. Trust and Organizational Roles**

Numerous studies have distinguished among top management, supervisors, and individual contributors in their access to information, perceptions of organizational uncertainty, perceived control, and support for change (Costigan, Lliter, & Berman 1998; Tourish, Paulsen, Hobman, & Bordia, 2004). These studies mostly support the view that role differences in the organization are predictive of differing communication experiences and perceptions of a variety of organizational outcomes. For example, several studies have supported the relationship between information flow and trust in the supervisor (Muchinsky, 1977; O'Reilly, 1977; O'Reilly & Roberts, 1974, 1977). Whitener et al. (1998) identified five categories of behavior that influence employees' perceptions of supervisory trustworthiness: behavioral consistency, behavioral integrity, sharing and delegation of control, communication, and demonstration of concern. Simons (2002) described behavioral integrity (employee perceptions of manager's pattern of word-deed alignment) as a critical antecedent to trust. Trust in top management has been related to organizational policies, processes, and programs (Carnevale, 1998; McCauley & Kuhnert, 1992). Trust in managers also has been related to perceived organizational support, procedural justice, and transformational leadership (Connell & Ferres, 2003). Ellis and Shockley-Zalabak (2001) reported that trust in top management was more strongly associated with satisfaction and effectiveness than was trust in immediate supervisor.

Trust in top management, supervisors, and peers has been directly related to perceptions of competence (Barnes, 1983; Dwivedi, 1983). Tourish et al. (2004) found that trust levels varied by organizational roles during organizational downsizing. Brown, Poole, and Rodgers (2004) argued that virtual collaboration among peers is affected by interpersonal traits, specifically personality type, which in turn affects the individual's disposition to trust, perceived trustworthiness, communication, and

willingness and ability to collaborate. Kanawattanachai and Yoo (2002) found that high-performing teams, as compared to their low-performing counterparts, were better at developing and maintaining trust levels throughout project work. Taken as a whole, these diverse studies establish the importance of trust for a variety of organizational relationships.

### **3. The Research Problem**

The foregoing literature substantiates the critical significance of organizational trust both at the organization-wide level and in a variety of organizational roles. The literature also underscores the complexity of inquiry into trust and its relationship to a myriad of organizational processes and outcomes. With this in mind, the current research was conducted in two phases. Phase 1 was designed to expand our abilities within a given inquiry to simultaneously assess trust in the organization, trust in leadership at the top management and immediate supervisor levels, and trust in peers. Phase 2 was designed to begin to relate levels and types of trust to satisfaction and perceived organizational effectiveness.

#### **3.1. Phase 1: Development and Validation of the Organizational Trust Profile (OTP)**

Development and validation of the Organizational Trust Profile (OTP) consisted of two steps: (a) item development followed by pilot testing and refinement of item wording; and (b) instrument testing on a large sample of employees of a large public service organization, including factor analysis, instrument refinement, and assessment of reliability and validity of the final scales.

##### *3.1.1. Item Development*

The Organizational Trust Profile (OTP) is a comprehensive survey instrument based on the theoretical organizational trust model originally proposed by Mishra (1996), but later expanded by Shockley-Zalabak et al. (2000a). The Shockley-Zalabak et al. model (2000a, 2000b) postulates that organizational trust includes five dimensions: (a) competence, (b) openness and honesty, (c) concern for employees, (d) reliability, and (e) identification. The goal of the current study was to develop a comprehensive instrument that measures each of the five dimensions in four important contexts: the organization, top management, immediate supervisor, and work group. Such an instrument will be extremely useful to organizations seeking to assess their strengths and weaknesses regarding trust.

Information used to generate the items for the OTP was obtained directly from the theoretical literature on trust, previous qualitative and quantitative work in this topic area (e.g., Ellis & Shockley-Zalabak, 2001; Shockley-Zalabak et al., 2000a; Shockley-Zalabak et al., 2000b), and from many years of quantitative examination of the relationships among communication, culture, satisfaction, and perceived organizational effectiveness.

The initial number of items in the Trust in the Organization Scale was 32; the initial number of items in the Trust in Individuals Scale was 42. Our goal was to include a large number of items in the first large data collection from which we could select the best items for inclusion in the final scale. The initial 74-item, Likert-type scale was pilot tested on a small number of employees, after which the wording of several items was refined to more accurately reflect the intended meaning.

### *3.1.2. Instrument Testing*

#### *• Sample and Data Collection Procedures*

Using a computerized process, prospective respondents were randomly selected from a database containing the names and email addresses of all employees of a large public service organization. An email invitation to participate in the study was sent to 725 employees. Three hundred forty-nine employees responded, representing a response rate of 48%. The instrument was administered via the internet and responses were sent directly to the researchers. At no point did anyone in the organization have access to individual scores. This procedure maintained both confidentiality and anonymity.

Of the 349 respondents, 193 (55%) were male, 139 (40%) were female, and 17 (5%) did not report their gender. Sixty percent of the respondents had been employed by the organization for 6 or more years, with 20% of the respondents reporting more than 20 years of employment with the organization. The age group with the largest number of employees was 45-54 years (40%), followed by those 35-44 years (32%).

#### *• Factor Analysis and Instrument Refinement*

Confirmatory factor analysis (CFA) was selected as the most appropriate procedure to examine the factor structure of the new instrument and to provide information from which decisions about item retention and elimination could be made. The advantages of CFA over exploratory factor analysis have been well documented (Bollen, 1989; Byrne, 1989; Coover, Penner & MacCallum, 1990; Hoyle, 1995; Marsh, 1987; Rindskopf, 1984).

Perhaps the most compelling advantage is that CFA is driven by theory rather than by data. As such, CFA allows the researcher to formulate, define specifically, and test one or more *a priori* models of the construct that have been suggested by the theoretical underpinnings of the construct. Data are then analyzed to determine the extent to which each hypothesized model fits the data. A good model fit provides support for the theory and evidence of validity of the instrument.

Prior to analysis, data were examined to assess the tenability of the statistical assumptions for CFA. Examination of descriptive statistics, histograms, and scatterplots indicated that all assumptions had been met.

For each of the four scales included in the OTP, the five-factor theoretical model of organizational trust from which the items were developed (Shockley-Zalabak et al., 2000a) was tested using maximum likelihood CFA methods within LISREL 8.5 (Jöreskog & Sörbom, 1996). A covariance matrix was used as input for each analysis. Latent variables were allowed to correlate freely, but error variances of individual items were not allowed to correlate.

LISREL provides a large number of indices of overall model fit from which the researcher can choose. These goodness of fit indices measure the difference between the covariance matrix predicted by the model and the one resulting from the sample data. Specifically, the ratio of chi-square to degrees of freedom is an important consideration. In general, the smaller the ratio, the better the fit. A ratio of 2-3 chi-square to 1 degree of freedom is considered a very good fit (Carmines & McIver, 1981), with ratios up to 5 chi-square to 1 degree of freedom considered an acceptable fit (Wheaton, Muthén, Alwin, & Summers, 1977). Additionally, the Non-Normed Fit Index (NNFI), also known as the Tucker-Lewis Index, and the Comparative Fit Index (CFI) were selected as appropriate indices because neither index is sensitive to sample size (Bollen, 1989). Further, the Goodness of Fit Index (GFI) proposed by Jöreskog and Sörbom (1989) was also selected because it provides an estimate of the amount of variance and covariance accounted for by the model. NNFI, CFI, and GFI levels beyond .90 signal good model fit.

The first scale to be tested was the 5-factor, 32-item Trust in the Organization scale, with all individual items included in the analysis. Initial results indicated that the Shockley-Zalabak et al. model (2000a) did not fit the data adequately. All indices were well below the recommended levels. Following Bollen (1989) and Steiger (1990), we attempted to refine the model by (a) deleting items one by one based on redundancy, low factor loadings, changes in model fit, and low squared multiple correlations (a measure of item reliability) and (b) freeing error variances of conceptually similar items one by one as suggested by the modification indices provided by LISREL. Each time a change was made, the model was retested and fit indices assessed. Although several items were eliminated and several error

variances freed, adequate fit simply could not be achieved when the organizational trust was modeled as a 5-factor solution. Final fit statistics for the best refined model were below recommended levels,  $\chi^2(261, N = 239) = 955.68, p < .01$ ; NNFI = .81; CFI = .83; GFI = .77. The above process was repeated for each of the three Trust in Individuals scales (i.e., Trust Top Management, Trust in Immediate Supervisor, and Trust in Work Group). Although model fit for each of the three Trust in Individuals scales was better than that for the Trust in the Organization scale, with goodness of fit statistics ranging from .86 to .89, fully adequate fit could not be achieved. Therefore, the all inclusive, five-factor conceptualization was abandoned.

Next, an alternate conceptualization was tested. Competence, Openness and Honesty, Concern for Employees, Reliability, and Identification were posited and tested as five distinct predictors of organizational trust, each conceptualized as a one-factor solution. This was accomplished in two steps. First, confirmatory factor analysis was conducted for each of the five subscales (Competence, Openness/Honesty, etc.) included in the four trust scales (20 subscales in all). Because it was the intent of the researcher to reduce the number of items in the scale, retaining only the five best items per subscale, results of each CFA analysis were scrutinized and items eliminated on the basis of conceptual and statistical reasons. Seven items were deleted from the original 32-item Trust in Organization scale; 17 items were deleted from the original 42-item Trust in Individuals scales. The final Trust in the Organization scale consists of 25 items (5 items per subscale) that ask respondents to indicate the extent to which each statement describes the current reality of their organization. Similarly, the final Trust in Individuals scale consists of 25 items (5 items per subscale) to which respondents provide three ratings: one for top management, one for their immediate supervisor, and one for their work group. Goodness of fit statistics were excellent for each of the 5-item subscales, with all fit indices far exceeding the recommended level of .90.

Tables I and II report the final items included in the OTP as well as the within-scale factor loadings and item-total correlations.

Table I.

*Within-scale CFA Factor Loadings and Item-total Correlations for the Trust in the Organization Scale*

Survey Item	Factor Loading	Item-Total Correlation
<i>Competence</i>		
My organization pursues excellence.	.88	.70
My organization is better than most other organizations.	.81	.67
My organization has high standards.	.91	.75
My organization is not forward thinking.*	.61	.57
I am confident my organization can change to continue to meet demands.	.74	.65
<i>Openness and Honesty</i>		
I am told when things are going wrong.	.49	.42
My organization exhibits ethical behaviors.	.88	.57
My organization explains decisions to our various publics (stockholders, taxpayers, government regulators, customers, clients, partners, etc).	.58	.55
I provide information to appropriate others when things are going wrong.	.47	.31
My organization listens to our various publics (stockholders, taxpayers, government regulators, customers, clients, partners, etc.).	.62	.56
<i>Concern for Employees</i>		
Organizational policies and procedures communicate caring for employees.	.78	.65
My organization treats employees as valuable members of the organization.	.91	.74

My organization responds appropriately when I report a concern or problem.	.71	.64
My organization does not include employees in important decisions which affect their jobs.*	.70	.59
My organization does its best to make sure I have the technology/equipment and other tools I need to do my job well.	.48	.42
<i>Reliability</i>		
My organization is consistent in its quality of products/services.	.52	.27
My organization is inconsistent in its application of policies to all employees.*	.73	.62
My organization is inconsistent in its treatment of employees.*	.30	.26
My organization is consistent in its application of policies and procedures to its external publics (stockholders, taxpayers, government regulators, customers, clients, partners, etc.).	.79	.55
My organization does not communicate regularly about important issues.*	.60	.43
<i>Identification</i>		
My personal values and the values of my organization are similar.	.78	.54
I recommend my organization to others.	.91	.71
I do not feel that I am a valued member of my organization.*	.71	.60
My goals are similar to the goals of my organization.	.70	.63
I feel connected to my organization.	.48	.67

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\*Indicates reverse-scored item.

Table II

*Within-scale CFA Factor Loadings and Item-to-total Correlations for Trust in Individuals Scales*

Survey Items	Top Management			Supervisor			Work Group		
	Factor Loading	Item-total Correlation							
<i>Competence</i>									
Top management . . . (My supervisor . . . My work group . . .)									
Fails to communicate vision.*	.59	.52	.57	.52	.56	.56	.45		
Exhibits excellence in decision making.	.93	.78	.91	.79	.85	.85	.70		
Exhibits innovation and future thinking.	.90	.76	.90	.79	.92	.92	.73		
Deals effectively with conflict.	.70	.60	.83	.73	.87	.87	.70		
Can adjust to organizational changes.	.69	.60	.77	.67	.76	.76	.65		
<i>Openness/Honesty</i>									
Communicates long-term strategies.	.71	.64	.75	.69	.69	.69	.57		
Explains organizational decisions.	.86	.79	.89	.80	.80	.80	.63		

Tells the truth.	.84	.72	.84	.72	.87	.70
Makes him/herself available to me.	.75	.63	.84	.69	.79	.61
Does not ask for my input on decisions that affect me.*	.72	.60	.60	.52	.52	.40
<i>Concern for Employees</i>						
Listens to employees' concerns.	.86	.72	.87	.75	.88	.70
Shows genuine concern for employees' well-being.	.56	.50	.55	.43	.40	.26
Recognizes employee contributions.	.83	.71	.86	.71	.82	.59
Treats employees with respect.	.92	.80	.89	.80	.90	.72
Treats employees with fairness.	.94	.79	.98	.78	.89	.70
<i>Reliability</i>						
Is consistent from day to day.	.45	.45	.45	.46	.30	.30
Keeps commitments to employees.	.84	.63	.88	.69	.83	.84
Follows through.	.84	.67	.88	.72	.87	.60

Evaluates all employees by the same standards.	.85	.64	.88	.70	.87	.58
Is inconsistent in efforts to communicate.*	.46	.46	.57	.58	.46	.45
<i>Identification</i>						
Creates a feeling of connectedness.	.85	.70	.81	.71	.69	.53
Presents values that I can support.	.78	.67	.92	.73	.84	.69
Communicates that I am a valuable member of the organization.	.81	.66	.88	.69	.76	.58
Communicates values that are dissimilar to mine.*	.59	.49	.55	.45	.51	.38
Supports the policies and procedures of the organization.	.59	.44	.69	.58	.78	.61

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\*Indicates reverse-scored item.

The second phase of analysis was to test full structural path models which posited that the five single-factor predictors lead directly to organizational trust (Figure I). This conceptualization resulted in an excellent model fit for each of the four trust scales included in the OTP, providing evidence that the trust construct had been operationalized in a way that is consistent with the theoretical model discussed above.

Figure I Caption

Figure I. Proposed path model for organizational trust.

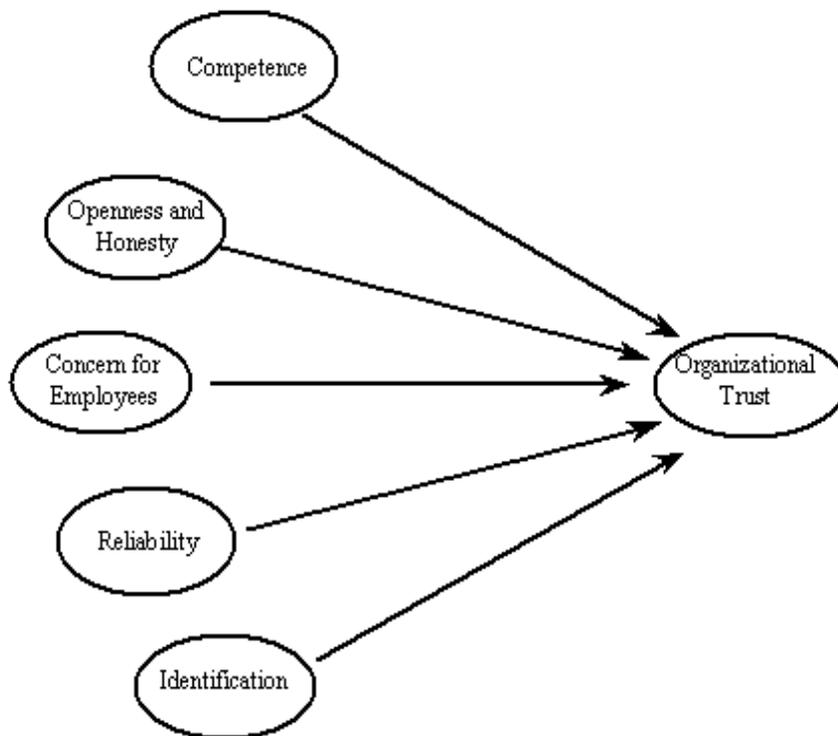


Table III reports the goodness of fit statistics for each scale. Of particular interest are the Adjusted Goodness of Fit indices which range from .91 to .96, suggesting that 91% to 96% of the sample covariance in the covariance matrix can be explained by the model. Paths from each of the five predictors of trust to the latent variable of trust were very strong and significant in each of the trust scales, ranging from .78 to .94.

Table III  
*Goodness of Fit Statistics for Path Models of Scales Included in the Organizational Trust Profile*

Scale	$\chi^2$	df	NNFI	CFI	Adjusted GFI	Range of Path Parameters
Trust in the Organization	27.17	5	.97	.98	.91	.78 - .91
Trust in Top Management	13.75	5	.99	.99	.95	.86 - .91
Trust in Immediate Supervisor	26.45	5	.98	.99	.91	.89 - .94
Trust in Work Group	9.46	5	.99	.99	.96	.81 - .85

Note: NNFI = Non-Normed Fit Index; CFI = Comparative Fit Index; Adjusted GFI = Goodness of Fit Index Adjusted for Sample Size

• *Descriptive Statistics, Reliability, and Validity of the Final OTP Scales*

Table IV reports the descriptive statistics for the final OTP scales. As can be noted by the similarity between the theoretical range and the obtained range, a large amount of variance was present. Also of interest, though not unexpected, is the finding that respondents reported higher trust for their work group than for any other context and lower trust for top management than for any other context.

Table IV

*Descriptive Statistics for the Scales Included in the Organizational Trust Profile*

Scale	Theoretical Range	Obtained Range	<i>M</i>	<i>SD</i>
Trust in . . . Organization	25 – 125	37 – 125	90.87	16.04
Top Management	25 – 125	33 – 125	84.49	19.99
Immediate Supervisor	25 – 125	26 – 125	91.97	20.86
Work Group	25 – 125	42 – 125	97.34	14.79

Reliability, as indicated by Cronbach’s alpha, was excellent for each 25-item scale, ranging from .94 to .96. Reliability for each 5-item subscale was also very good, ranging from .67 to .88 (Table V).

Table V

*Cronbach's Alpha for Scales and Subscales of the Organizational Trust Profile*

Scale/Subscale	Trust in . . . Organization	Top Management	Immediate Supervisor	Work Group
<i>(N = 349)</i>				
Total Scale (25 items)	.94	.96	.96	.95
Competency (5 items)	.86	.84	.87	.84
Openness/Honesty (5 items)	.72	.86	.87	.80
Concern for Employees (5 items)	.81	.88	.87	.82
Reliability (5 items)	.67	.79	.83	.74
Identification (5 items)	.83	.80	.83	.79

Several checks for construct validity of the OTP were conducted. First, the 15-item Individualized Trust Scale (Wheless & Grotz, 1977) was administered concurrently with the OTP so that scores on the two instruments could be correlated. A Pearson correlation of  $r(343) = .81, p < .01$ , was found between scores on the 25-item Trust in Organization Scale and scores on the Wheless and Grotz scale (evaluated in reference to the organization). Additionally, four one-item measures of trust (one for each context included in the OTP) were administered concurrently with the new instrument. The items read, "On a scale of 0 – 8, how much trust do you have in . . . (your organization, top management, your immediate supervisor, your work group), with 0 meaning that you have no trust at all and 8 meaning that you have complete trust?" Scores on each 25-item trust scale in the OTP were correlated with the corresponding one-item measure. The following correlations were obtained between the one-item measure and (a) Trust in the Organization,  $r(320) = .74, p < .01$ ; (b) Trust in Top Management,  $r(317) = .84, p < .01$ ; (c) Trust in Immediate Supervisor,  $r(320) = .85, p < .01$ ; and (d) Trust in Work Group,  $r(316) = .68, p < .01$ . Taken together, these correlations provide strong evidence of validity for the OTP.

- *Summary*

In brief, the Organizational Trust Profile appears to be a comprehensive, conceptually and psychometrically sound measure of organizational trust, with each subscale demonstrating excellent reliability, excellent fit with the theoretical model on which the OTP is based, and evidence of validity. Thus, the OTP is ready and suitable for use.

### **3.2. Phase 2: The Relationship Between (a) Trust and (b) Perceived Organizational Effectiveness and Satisfaction with Organizational Outcomes**

A primary purpose for the development of the Organizational Trust Profile was to facilitate the investigation of the relationship between organizational trust and other important organizational variables such as satisfaction and perceived organizational effectiveness. Accordingly, appropriate data regarding satisfaction and perceived effectiveness were collected with the intent to conduct further analysis if the OTP demonstrated adequate psychometric properties. Because such was the case, we proceeded with the testing of the relationship between organizational trust in each of its contexts (i.e., trust in the organization, trust in top management, trust in supervisor, and trust in work group—individually and collectively) and the linear combination of satisfaction and perceived organizational effectiveness.

#### *3.2.1. Method*

- *Measurement*

*Satisfaction with organizational outcomes.* Using a 1-5 Likert-type scale (1 = Very Little; 5 = Very Great), respondents reported their satisfaction regarding 13 organizational outcomes (e.g., my opportunity to make a difference, the organization's concern for members' welfare, my future in the organization). Confirmatory factor analysis indicated a one-factor solution with a very good fit,  $\chi^2(53, N = 257) = 187.77, p < .01$ ; NNFI = .93; CFI = .95; GFI = .89. Loadings ranged from .54 to .81. Reliability was excellent with Cronbach's alpha = .93.

*Perceived organizational effectiveness.* Using a 1-5 Likert-type scale (1 = Completely Unachieved; 5 = Almost Completely Achieved), respondents described the extent to which they thought their organization was effective in 13 areas commonly found in the literature on organizational effectiveness (e.g., productivity, adaptation, profit, customer/client satisfaction). Confirmatory factor analysis indicated a very good fit for a one-factor solution,  $\chi^2(58, N = 202) = 178.24, p < .01$ ; NNFI = .92; CFI =

.94; GFI = .89. Loadings ranged from .61 to .89. Alpha reliability was .94 in the current study.

### 3.2.2. Data Analysis and Results

#### • Preliminary Procedures

A potential limitation to the study stemmed from the fact that all of the measures used in the current study were self-report measures. Although inspection of published research in organizational behavior and managements has indicated that the use of self-report is ubiquitous as a form of data collection (e.g., Dipboye & Flanagan, 1979; Gupta & Beehr, 1982; Mitchell, 1985), some (e.g., Podsakoff & Organ, 1986) believe that common method variance may inflate estimates of the relationships found. However, a literature review by Fried and Ferris (1987) concludes that the evidence for serious problems due to common method variance is negligible. Although common method variance may inflate the relationships between same-source self-report variables, many now believe that this possibility has been exaggerated (Fried & Ferris, 1987; Wagner & Crampton, 1990).

Nonetheless, Harmon's one-factor test (Podsakoff & Organ, 1986) was conducted to rule out the possibility that a substantial amount of common method variance was present. Following Podsakoff and Organ (1986), all items in all scales were included in one principal components factor analysis to see if all items loaded onto the first unrotated factor or if the first factor accounted for a majority of the covariance in the independent and dependent variables. If so, this would indicate that common method variance was a serious problem. If not, this would indicate that the effect of common variance was minimal. Results of the factor analysis not only revealed that all of the items did *not* load onto the first unrotated factor, but the analysis also indicated the presence of 27 factors, the first of which accounted for 39% of the variance (eigenvalue = 56.52). This indicates that common variance was not a serious problem in the current study.

#### • Main Analysis

Canonical correlation analysis, a parsimonious method of describing the association between two sets of variables through the use of linear combinations, was conducted to explore the relationships between trust and the outcome variables, satisfaction and perceived effectiveness. Five separate canonical correlation analyses were conducted. For each of the first four analyses, the independent variable set consisted of the five dimensions (i.e., competence, concern, openness/honesty, reliability, and identification) of the specific type of trust under study (trust in the organization, trust in top

management, etc.). The dependent variable set consisted of satisfaction with outcomes and perceived organizational effectiveness. The independent variable set in the fifth canonical correlation analysis consisted of the four types of trust measured by the OTP (i.e., overall trust in the organization, trust in top management, trust in immediate supervisor, and trust in work group), while the dependent variable set, as in the previous analyses, consisted of satisfaction and perceived organizational effectiveness.

Table VI reports the results for each of the five analyses. The overall amount of variance explained by each canonical equation was significant, with Wilk's lambda ranging from .35 to .78,  $p < .001$ . In each analysis, the canonical correlation for the first pair of canonical variates was high, ranging from .47,  $p < .001$ , to .80,  $p < .001$ , while the correlation for the second pair of variates was not significant. Hence, only the first solution was interpreted in each analysis.

Table VI

*Results for Five Canonical Correlation Analyses Involving Trust, Perceived Effectiveness, and Satisfaction*

Independent Variables	Dependent Variables	Wilk's Lambda*	Canonical Correlation	% Variance Explained	Function Coefficients for Predictors of Satisfaction and Perceived Effectiveness
<i>Analysis 1: Trust in the Organization (N = 302)</i>					
Competence	Satisfaction	.35**	.80**	64%	Identification .93
Openness/Honesty	Perceived Effectiveness				Competence .92
Concern					Concern .89
Reliability					Openness/Honesty .78
Identification					Reliability .74
<i>Analysis 2: Trust in Top Management (N = 297)</i>					
Competence	Satisfaction	.47**	.72**	52%	Competence .93
Openness/Honesty	Perceived Effectiveness				Identification .93
Concern					Concern .93
Reliability					Openness/Honesty .90
Identification					Reliability .87

*Analysis 3: Trust in Immediate Supervisor (N = 300)*

Competence	Satisfaction	.75**	.49**	24%	Competence	.96
Openness/Honesty	Perceived Effectiveness				Identification	.95
Concern					Openness/Honesty	.92
Reliability					Concern	.90
Identification					Reliability	.86

*Analysis 4: Trust in Work Group (N = 284)*

Competence	Satisfaction	.78**	.47**	22%	Identification	.91
Openness/Honesty	Perceived Effectiveness				Openness/Honesty	.89
Concern					Competence	.84
Reliability					Concern	.71
Identification					Reliability	.63

*Analysis 5: Comparison of Trust Across Contexts (N = 294)*

Trust in . . .					Trust in . . .	
Organization	Satisfaction	.36**	.80**	64%	Organization	.97
Top Management	Perceived Effectiveness				Top Management	.88
Supervisor					Supervisor	.58
Work Group					Work Group	.50

\*Note: The smaller Wilk's Lambda, the stronger the relationship.

\*\* $p < .001$

Overall, the results of the five analyses underscore the importance of trust as a predictor of satisfaction and perceived organizational effectiveness. Results indicated that in the contexts of the organization, top management, and immediate supervisor, the most important predictors of satisfaction and perceived effectiveness were the trust dimensions of competence and identification, with function coefficients above .90. In the context of the work group, an additional dimension, openness/honesty, was also very important. It should be noted, however, that in all of the analyses, the function coefficients for *all* of the trust dimensions were very high, ranging from .63 to .96,  $p < .001$ . Thus, all five dimensions appear to be strongly associated with satisfaction and perceived effectiveness.

Results for the fifth canonical correlation analysis indicated that the most important type of trust as a predictor of satisfaction and perceived effectiveness is trust in the organization (function coefficient = .97,  $p < .001$ ), followed closely by trust in top management, (function coefficient = .88,  $p < .001$ ). Trust in immediate supervisor and trust in work group appear to be somewhat less important, with function coefficients of .58 and .50, respectively.

#### **4. Discussion**

The most important contribution of this research is the development of the Organizational Trust Profile (OTP) as a comprehensive, conceptually and psychometrically sound measure of trust in the organization, top management, supervisor, and work group. This new profile provides the opportunity within a single research project to expand our abilities to understand the complex and multi-dimensional nature of trust as well as trust relationships within organizations.

As expected, results from the Organizational Trust Profile were strongly predictive of perceived organizational effectiveness and satisfaction with organizational outcomes. Results from the subscale analyses permitted an expansion of our understanding of these complex relationships. For example, results indicated that for organization-wide trust, top management trust, and supervisor trust, the most important predictors of satisfaction and perceived effectiveness were the trust dimensions of competence and identification. However, within work groups, competence, identification and openness/honesty formed a powerful combination.

Comparing the four contexts of trust, trust of the organization was the most important predictor of satisfaction and perceived effectiveness followed by trust in top management. Trust in the immediate supervisor and trust in the peer group, while important, were less predictive of satisfaction and perceived effectiveness. Taken as a whole these results suggest that organization-wide trust is a construct which is overarching and significantly

related to the variety of role relationships existing within an organization. Additionally the results support the findings of disparate studies identifying the differential and complex nature of role relationships as they impact perceptions of trust. The findings that different dimensions of trust are more important for satisfaction and effectiveness depending on context (organization-wide, top management, supervision, and peers) expands our understanding of the dynamic nature of trust perceptions and potentially provides guidance to better examine the changing nature of trust within a variety of organizational circumstances.

Obviously, no one instrument fully captures all of the potential subtleties of this important construct. Additionally, more research that utilizes the OTP is needed to further review its psychometric properties. Nonetheless, the contribution of this work rests with the ability to use the OTP to provide a more refined and complex view of trust processes within a given organizational setting.

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