

FINT 2023
12TH Workshop and
Doctoral Colloquium

Trust Within and Between
Organizations
Helsinki, Finland





Stanford | Institute for Research
in the Social Sciences



FINT 2023, 12th Workshop

Trust Within and Between Organizations

Program and Abstract Collection

Helsinki, Finland

ePub ISBN: 978-952-61-4900-4 (PDF)

Published at the University of Eastern Finland

Editors: Kristina Leppälä and Kirsi Snellman

All information in this abstract collection is as provided by the submitter of the abstract as is, FINT or the organizers are not responsible for the contents or omissions.



Table of contents

Welcome 4

Sponsors 6

Conference team 7

Program 8

Abstracts 17

Notes 119

Thanks 120

| Date | Subject |
|-------------|--------------------------------------|
| Wed 14 June | Doctoral and Early Career Colloquium |
| Thu 15 June | Workshops and panels |
| Fri 16 June | Workshops and panels |
| Sat 17 June | Workshop and panel |



Welcome!

It is our great joy to welcome all the delegates to Helsinki for the 12th FINT workshop and doctoral colloquium! *Tervetuloa!*

We are pleased to have so many fine scholars coming to Finland to discuss trust research, something which is increasingly pertinent with each passing day. Our research on trust is highly relevant for individuals, organizations, and societies worldwide.

For FINT2023, the 12th meeting and first in the Nordic countries and Finland, we have over 110 delegates from 19 countries. We are also pleased to have many participants in the Doctoral colloquium and Early career day join our First International Network of Trust Researchers community. Welcome!

We are pleased that delegates from all over the globe are attending and bringing multiple views of trust research, with exciting research and novel findings. As we gather as a community in Finland, a country known for its high level of trust, we hope that you can enjoy meeting colleagues both new and



old, to connect and reconnect during the full days we have planned. We have also paid special attention to the social program to give opportunities for good conversations. In Finnish culture, public saunas are important social places for people to engage in good conversations, and for Finnish people, nature is a place for spending time together and renewing creativity.

You will note that the schedule is also a Finnish one: detailed and to the minute! There are so many participants and wonderful research to discuss that the schedule is a tight one, but with Finnish Sisu (loosely translated as “extraordinary determination”) we will all make it through, and hopefully get reinvigorated! We hope that you get a little taste of Finland during your stay, and we are more than happy to help you get to know this country a little more. Our conference team is here to help you, so do not hesitate to ask any questions.

Welcome, and thank you for contributing to this fine community and being here with us!

Kirsimarja Blomqvist & Mirjami Ikonen

Co-chairs for the 12th FINT workshop



Organizers and Sponsors

The workshop is organized by First International Network on Trust (FINT), LUT University, and University of Eastern Finland (UEF), and co-sponsored by Institute for Research in Social Sciences (IRiSS) Stanford University. We at FINT warmly thank our many sponsors who supported this 12th workshop and doctoral colloquium.

- Federation of Finnish Learned Societies, <https://www.tsv.fi>
- Foundation for Economic Education, <https://www.lsr.fi/en/foundation-for-economic-education/>
- Institute for Research in Social Sciences (IRiSS), Stanford University, <https://iriss.stanford.edu/>
- LUT Business School <https://www.lut.fi/en/studies/business>
- Research Foundation of Lappeenranta University of Technology <https://www.lut-tukisaatio.fi/english/index.php>
- The Finnish Work Environment Fund, <https://www.tsr.fi>



Federation of Finnish
Learned Societies

Stanford | Institute for Research in the Social Sciences
SCHOOL OF HUMANITIES AND SCIENCES



Työsuojelurahasto
Arbetarskyddsfonden
The Finnish Work Environment Fund



UNIVERSITY OF
EASTERN FINLAND



LUT-YLIOPISTON JA
AMMATILLISEN KOULUTUKSEN
TUKISÄÄTIÖ



Conference co-chairs



Kirsimarja Blomqvist

LUT University
+358 40 755 1693
kirsimarja.blomqvist@lut.fi



Mirjami Ikonen

University of Eastern Finland
+358 50 442 2488
mirjami.ikonen@uef.fi

Conference team



Päivi Kosonen

University of Eastern Finland
paivi.kosonen@uef.fi



Kristina Leppälä

University of Eastern Finland
kristina.leppala@uef.fi



Kirsi Snellman

LUT University
kirsi.snellman@lut.fi



Tuuli Toivikko

LUT University
tuuli.toivikko@lut.fi



Mariana Galvão Lyra

LUT University
mariana.lyra@lut.fi



Program



Our meeting center, the Congress Hall at Paasitorni, <https://www.paasitorni.fi/en/>



View of Paasitorni in Helsinki



Trust within and between organizations - FINT workshop and doctoral colloquium 2023 Helsinki, Finland

| Wednesday, 14 June | | Thursday, 15 June | |
|--------------------|--|-------------------|---|
| 8:15am | Registration <i>Entrance hall</i> | 4:30pm | Registration <i>Entrance hall</i> |
| 9am | Doctoral and early career colloquium <i>Halonen</i> | 4:45pm | Opening words <i>Congress Hall</i> |
| | » Senior Lecturer Alison Legood, University of Exeter, and Professor Nicole Gillespie, University of Queensland. | | » FINT chair and Professor Lisa van Der Werff, DCU Business School |
| 12:20pm | Lunch <i>Paasi restaurant</i> | 5pm | Keynote <i>Congress Hall</i> |
| 12:20pm | Registration <i>Entrance hall</i> | | Trust society and democratic vulnerability » Director Mika Aaltola, Finnish Institute of International Affairs (FIIA) |
| 1:15pm | Keynote <i>Halonen</i> | 5:45pm | Welcoming cocktails <i>Congress Hall</i> |
| | On becoming an impactful scholar » Professor Sim Sitkin, Duke University | 5:45pm | Press meeting <i>Paasivuori</i> |
| 2:15pm | Doctoral and early career colloquium <i>Halonen</i> | | |
| | » Senior Lecturer Alison Legood, University of Exeter, and Professor Nicole Gillespie, University of Queensland | 8:30am | Opening words <i>Congress Hall</i> |
| 4:30pm | Coffee break <i>Halonen Lobby</i> | | » Dean and Professor Sami Saarenketo, LUT University, Business School |
| | | 8:45am | Welcome from conference organizing team <i>Congress Hall</i> |

NOTES:



Trust within and between organizations - FINT workshop and doctoral colloquium 2023 Helsinki, Finland

| Continued from Thursday, 15 June | | |
|----------------------------------|---|---|
| | | » Conference co-chair and Professor Kirsimarja Blomqvist, LUT University, Business School |
| 9am | Panel discussion <i>Congress Hall</i> | |
| 9am | Trust and the Tumultuously Evolving Workplace: Past, Present, and Future » Dr. Roger Mayer , Dr. Liuba Belkin, Dr. Michele Williams , Dr. William Becker, Dr. Sarah Tuskey , Mr. Ian Siderits , Dr. Patrick Flynn , Dr. Paul Mulvey, Dr. Pri Shah , Dr. Rachna Shah , Ms. Alison Murphy, Dr. Susan Meyers Goldstein, Dr. Shannon Colville, Dr. Steven Lockey , Prof. Nicole Gillespie, Dr. Sarah Jane Kelly , Dr. Martin Edwards , Dr. M. Audrey Korsgaard , Mr. Sam Strizver , Dr. Robert Ployhart | |
| 10am | Coffee break <i>Congress Hall Lobby</i> | |
| 10:15am | Managerial trust, Parallel first cut paper session <i>Congress Hall</i> Chaired by: Dr. M. Audrey Korsgaard | |
| 10:15am | Trust that binds or trust that blinds: Towards Conceptualization of Optimal Trust in the foreign B-to-B partnerships of family firm managers over time » Prof. Tanja Leppäaho , Prof. Kirsimarja Blomqvist, Prof. Sarah Jack, Mr. Florian Ney | 11:30am Maintaining identity-based trust in a context of a change in superordinate group identification: the case of family firms » Mrs. Isabelle Mari |
| 10:40am | Tenant Firms' Trust Towards the Technology Park Management: The Case of a Turkish Technology Park » Prof. Nazli Wasti | 10:15am Trust, uncertainty and change, Parallel first cut paper session <i>Halonen</i> Chaired by: Ashley Fulmer |
| 11:05am | Historical study of the evolution of trust-building and trusting: duality of family CEOs and institutional actors » Prof. Tanja Leppäaho , Prof. Kirsimarja Blomqvist, Dr. Maria Pecoraro | 10:15am A cross-cultural and trust exploration of expatriates' perceived inequalities while on assignment » Dr. Nadia Kougiannou , Dr. Maranda Ridgway |
| | | 10:40am Measuring Trust in All the Wrong Ways: A Method for Measuring Inter-Organizational Trust in Uncertain Contexts » Dr. Anthony Caito |
| | | 11:05am Managing water in times of changing trust relations The impact of changing public trust on trust within governmental organizations » Dr. Jasper De Vries , Dr. Remko Voogd, Ms. Rolien Willmes |
| | | 11:30am Constructing techno-scientific promises via constructive mistrust: framework for analysis and illustrative examples from the nuclear sector » Dr. Markku Lehtonen |
| | | 10:15am Trust and cognition, Parallel first cut paper session <i>Rissanen</i> Chaired by: Dr. Lisa van der Werff |
| | | 10:15am Comparing General Trust to Organizational Trust: New Insights From a Prototype Analysis » Dr. Sandra Kiffin-Petersen , Prof. Sharon Purchase, Prof. Doina Olaru, Dr. Brett Smith |
| | | 10:40am Network perceptions and trust: How cognitive social structures influence perceived trustworthiness » Dr. Stephen Jones , Dr. Pri Shah , Mr. Dongil (Marco) Jang |

NOTES:



Trust within and between organizations - FINT workshop and doctoral colloquium 2023 Helsinki, Finland

| Continued from Thursday, 15 June | | |
|----------------------------------|---|--|
| 11:05am | How being motivated to be trusted affects cultural metacognition » Mr. Roberto Vale | 1:25pm Trust in coworkers: An asset or a liability? » Dr. Selin Erdil , Prof. S. Arzu Wasti |
| 11:30am | Analysing trust relationships with cognitive-affective maps » Prof. Inka Bormann | 1:50pm Gender differences in Sensitivity to Trustworthiness Cues » Dr. Kinshuk Sharma , Dr. Hwee Hoon Tan, Dr. David Schoorman |
| 12pm | Lunch <i>Paasi restaurant</i> | 1pm Trust and work life, Parallel first cut paper session <i>Rissanen</i> Chaired by: Dr. Pri Shah |
| 1pm | Trust and vulnerability, Parallel first cut paper session <i>Congress Hall</i> Chaired by: Prof. Nicole Gillespie | 1pm From dyads to triads - How online labor platforms detail trust and control dynamics as a salient context for paving the future of work » Dr. Simon Daniel Schafheide, Dr. Jeroen Meijerink |
| 1pm | Vulnerability: A Key Relational Mechanism » Mr. Sam Strizver , Dr. M. Audrey Korsgaard | 1:25pm Trust in hybrid work of knowledge-intensive case organization » Dr. Sari-Johanna Karhapaa , Dr. Kati Kasanen |
| 1:25pm | The Quest for Trust in Technology-Immersed Workplaces - Determinants of Employees' Trustworthiness Expectations and Willingness to be Vulnerable Towards Their Employer » Dr. Simon Daniel Schafheide , Prof. Antoinette Weibel , Dr. Lisa van der Werff | 1:50pm Configurations of Trust: How does Trust in Multiple Trustees Combine to Influence Trust-Relevant Outcomes? » Dr. Lisa PytklikZillig , Dr. Michelle Fleig-Palmer, Dr. Mariska Kappmeier, Dr. Jooho Lee, Dr. Ashley Votruba |
| 1:50pm | Researching the Interrelations Between Relational 'Vulnerabilities' and Trust: A Study with Professional Dancers » Dr. Suvi Satama | 2:15pm Coffee break <i>Congress Hall Lobby</i> |
| 1pm | Employee trust, Parallel first cut paper session <i>Halonen</i> Chaired by: Dr. Mika Vanhala | 2:30pm Conceptualizing trust and distrust, Parallel conference paper session <i>Congress Hall</i> Chaired by: Prof. Antoinette Weibel |
| 1pm | Follower experienced Trust Breach Severity and Willingness to Forgive: The influence of injured party Attachment Style » Prof. Finian Buckley , Ms. Cara Driscoll | 2:30pm Looking at Trust: From the Inside-out or Outside-in? » Prof. Svein Tvedt Johansen , Prof. Taina Savolainen, Prof. Bjarne Espedal |
| | | 2:55pm Antecedents and Consequences of Franchisee (Dis)Trust towards Franchisors: A Dynamic Approach » Dr. Katinka Bijlsma-Frankema , Dr. Evelien Croonen |

NOTES:



Trust within and between organizations - FINT workshop and doctoral colloquium 2023 Helsinki, Finland

| Continued from Thursday, 15 June | |
|----------------------------------|---|
| 3:20pm | Distrust: emerging consensus and outstanding issues » Prof. Dominika Latusek, Prof. Frédérique Six |
| 3:45pm | Conceptualizing Trust and Distrust as Alternative Stable States: Lessons from the Flint Water Crisis » Dr. Joseph Hamm, Dr. Jennifer Carrera, Dr. Kent Key, Mx. Jenna Van Fossen, Mx. Karen Calhoun, Dr. Susan Woolford, Dr. Sarah Bailey, Dr. Luther Evans, Mx. Athena McKay |
| 2:30pm | Trust and leadership, Parallel conference paper session <i>Halonen</i> Chaired by: Prof. Finian Buckley |
| 2:30pm | My follower doesn't trust me! Leader felt trust and abusive supervision » Dr. Ashley Fulmer, Ms. Jeewon Gwak |
| 2:55pm | Leader Conspicuous Luxury Consumption Can Dampen Follower Trust » Dr. Dejun Tony Kong, Dr. Vanessa Patrick, Dr. Jian Peng, Dr. Cecily Cooper |
| 3:20pm | Exploring the linkages between trust, green leadership and emergence of eco-innovation » Prof. Dagmara Lewicka, Ms. Helena Starowicz-Rajca |
| 3:45pm | When the Birds Fly: Trust-based Management and the Vertical Trust Model » Mrs. Hanne Marie Haugen Jansen, Prof. Åge Johnsen |
| 2:30pm | Trust and work life, Parallel Conference paper session <i>Rissanen</i> Chaired by: Dr. Michele Williams |
| 2:30pm | Understanding How Organizational Practices Influence Employee Trust: The Role of Psychological Need Satisfaction » Dr. Bichen Guan, Prof. Nicole Gillespie, Dr. Steven Lockey |
| 2:55pm | Trust and Reciprocity within Workplace Relationships: A Dyadic and Longitudinal Study of Top Management Teams » Ms. Colette Real, Dr. Lisa van der Werff, Prof. Finian Buckley |
| 3:20pm | Cross-Level Paths to Trust: Team Workload-Sharing as an Antidote for Low Conscientiousness » Dr. Pri Shah, Dr. Stephen Jones, Dr. Jin Park |
| 3:45pm | Widening the View: Organizational Trust Violations and Repair Efforts put in Context » Prof. Robert Hurley, Prof. Reinhard Bachmann |
| 4:10pm | Coffee break <i>Congress Hall Lobby</i> |
| 4:30pm | Panel discussion <i>Congress Hall</i> |
| 4:30pm | Ask Me Anything: Publishing in Trust Research » Prof. Reinhard Bachmann, Prof. Nicole Gillespie, Dr. Joseph Hamm, Dr. M. Audrey Korsgaard, Prof. Guido Möllering |
| 5:30pm | Panel discussion <i>Congress Hall</i> |
| 5:30pm | Vulnerability reloaded! Did we take the wrong turn? » Prof. Antoinette Weibel, Dr. Simon Daniel Schafheitle |
| 7pm | Social event: Löyly, sauna and swimming <i>Löyly</i> |

NOTES:



Trust within and between organizations - FINT workshop and doctoral colloquium 2023 Helsinki, Finland

| Friday, 16 June | |
|-----------------|--|
| 8:30am | Opening words <i>Congress Hall</i> » Dean Sari Rissanen, University of Eastern Finland (UEF) |
| 8:45am | Opening words <i>Congress Hall</i> » Conference sponsor and Executive director Chris Thomsen, IRiSS Stanford University |
| 9am | Trust violations and corporate crises, Parallel conference paper session <i>Congress Hall</i> Chaired by: Dr. Katinka Bijlsma-Frankema |
| 9am | Do not trust organizations: on reasons, expectations, and corporate wrong-doings » Dr. Michaël Suurendonk |
| 9:25am | After The Fall: Explaining Differential Trust Trajectories After An Organisational Scandal » Prof. Nicole Gillespie , Dr. Shannon Colville , Mrs. Alexandria Macdade , Ms. Niamh Daly , Dr. Mattia Anesa |
| 9:50am | "You have the logical cap, and then the emotional hat": how and why dependent stakeholders respond to organisational trust violations » Ms. Niamh Daly , Prof. Nicole Gillespie , Prof. Matthew Hornsey , Dr. Lisa van der Werff |
| 10:15am | Bringing novel methodologies into trust research: An ethnographical approach to studying distrust in work relationships » Dr. Kristina Leppälä , Dr. Mirjami Ikonen , Dr. Paivi Kosonen |
| 9am | Trust and uncertainty, Parallel conference paper session <i>Halonen</i> Chaired by: Prof. Svein Tvedt Johansen |
| 9am | Is trust self-reinforcing? Insight into the dynamics of perceived trustworthiness and organizational trust » Mx. Jenna Van Fossen , Dr. Joseph Hamm , Mx. Olatayo Bakare , Dr. Adam Zwickle |
| 9:25am | How Employees Generalize Trust to Other Departments and Transfer Group Trust » Dr. James Coutinho , Prof. Giuseppe Labianca , Mr. Seong Won Yang , Prof. Dean Lusher , Prof. Peng Wang |
| 9:50am | Indirect trust building: How third parties facilitate trust and collaboration in innovation networks despite uncertainties » Dr. Tina Azad-Gehrken , Prof. Guido Möllering |
| 10:15am | Disentangling trust and risk as drivers of compliance with a governance agency » Mx. Jenna Van Fossen , Dr. Joseph Hamm , Mx. Olatayo Bakare , Dr. Adam Zwickle |
| 9am | Trust within the public sector, Parallel conference paper session <i>Rissanen</i> Chaired by: Prof. Frédérique Six |
| 9am | Trust-based management in public sector organizations: The role of information flows for work autonomy and trust » Mrs. Svetlana Norkin , Mrs. Katriina Byström , Mr. Åge Johnsen |
| 9:25am | Time for trust. Critical moments in principals' everyday work. » Dr. Thomas Blom |

NOTES:



Trust within and between organizations - FINT workshop and doctoral colloquium 2023 Helsinki, Finland

| Continued from Friday, 16 June | | |
|--------------------------------|---|---|
| 9:50am | Impact of the antecedent factors - employees' experiences on the effectiveness of trust-repair practices » Mrs. Tiina Kähkönen, Dr. Mika Vanhala | 11am Trust in education, Parallel first cut paper session <i>Rissanen</i> Chaired by: Prof. Shay Tzafrir |
| 10:15am | Trust in mentoring in the pre-career context of the business students » Dr. Sari-lohanna Karhapää , Dr. Mirjami Ikonen | 11am Understanding Vulnerability in the Student-University Trust Relationship. » Ms. Amanda Isabel Osuna |
| 10:45am | Coffee break <i>Congress Hall Lobby</i> | 11:25am The role of damaged trust in responses to multiple organizational changes » Mrs. Maria Skov , Prof. Jesper Rosenberg Hansen |
| 11am | Panel discussion <i>Congress Hall</i> | 11:50am Trust is the key word- Finnish inclusive education and trust » Dr. Teija Koskela |
| 11am | Understanding Trust in the Digital Age » Prof. Nicole Gillespie , Prof. Sirkka Järvenpää, Dr. Arvind Karunakaran, Dr. Simon Daniel Schafheitle, Dr. Christoph Schank, Prof. Antoinette Weibel, Dr. Steven Lockey, Dr. Javad Pool, Dr. Caitlin Curtis, Prof. Kirsimarja Blomqvist, Dr. Katri Laatikainen, Prof. Pia Hurmelinna-Laukkanen | 12:15pm Lunch <i>Paasi restaurant</i> |
| 11am | Trust betrayal and repair, Parallel first cut paper session <i>Halonen</i> Chaired by: Kurt Dirks | 1:15pm Trust and AI, Parallel first cut paper session <i>Congress Hall</i> Chaired by: Dr. Simon Daniel Schafheitle |
| 11am | Disrupted trust » Prof. Frédérique Six | 1:15pm Trust in a smart chatbot assistant - Insights from a practitioner-oriented research project » Prof. Jorn Basel , Dr. Anna Para, Dr. Wolfgang Schäfer |
| 11:25am | Trustworthiness loss A case study of a mid-term external evaluation of a DevAid program » Dr. Palmira López-Fresno , Prof. Taina Savolainen | 1:40pm Trust in Algorithmic Decision-Making: Towards a Comprehensive Framework of Trust-Building Factors » Ms. Tam Nguyen , Prof. Regina Connolly |
| 11:50am | An interpersonal application of fresh starts in the context of trust repair » Dr. Jonathan Lee | 2:05pm Trust of self-directed learners and managers in AI-supported Learning systems in organizations. A mixed method study. » Mrs. Steffi Bärmann |
| | | 1:15pm Trust, ethics and values, Parallel first cut paper session <i>Halonen</i> Chaired by: Dr. Steven Lockey |

NOTES:



Trust within and between organizations - FINT workshop and doctoral colloquium 2023 Helsinki, Finland

| Continued from Friday, 16 June | | | |
|--------------------------------|---|--------|--|
| 1:15pm | Unpacking Shared Values: An Exploration of Value Content as an Antecedent of Trust » Prof. S. Arzu Wasti , Dr. afsar yegin | 2:45pm | Trust in novel contexts, Parallel conference paper session <i>Congress Hall</i> Chaired by: Prof. Gerhard Schewe |
| 1:40pm | Whose voice matters? Trust as a strategic compass in sustainability choices » Dr. Kirsi Snellman | 2:45pm | It's not just about visuals! How multimodal cues shape trust creation in online videos » Dr. Theresa Harrer , Prof. Shahzad Ansari |
| 2:05pm | Risk management and trust - Strategies and mechanisms to increase trust between big and small players as well as in the ecosystem » Dr. Henrik Sievers | 3:10pm | Trust and distrust in secret service organizations » Dr. Branko Bozic , Dr. Sabina Siebert |
| 1:15pm | Trust evaluation, Parallel first cut paper session <i>Rissanen</i> Chaired by: Karen Cook | 3:35pm | Somebody to Trust - The Role of Trust Transfer Effects and Associated Risks in Telemedicine Adoption » Ms. Fiona Schürmann , Ms. Leonie Kuen , Dr. Daniel Westmattelmann, Prof. Shay Tzafrir, Prof. Gerhard Schewe |
| 1:15pm | Can I trust this avatar? How virtual interactions in the Metaverse may be influencing assessment of trustworthiness and consumer trust of companies. » Dr. Polly Black , Prof. Mark N.K. Saunders | 4pm | The role of institutional trust in trust-based leadership: How context matters » Dr. Tina Bentzen , Dr. Marte Winsvold, Prof. Frédérique Six |
| 1:40pm | The Impact of Overall Fairness on Trust in the Employer in Monetary Rewards Systems - A Longitudinal Mixed-Method, Field Quasi-Experiment » Mrs. Daniela Frau | 4:25pm | Looking for Trust in All the Wrong Places: Modeling Determinants of Inter-Organizational Trust in Fragile States » Dr. Anthony Caito |
| 2:05pm | Which trust is stronger in shaping intention to travel during the Covid-19 pandemic? » Prof. Sandro Castaldo , Dr. Andrea Ciacci, Prof. Lara Penco, Prof. Giorgia Profumo | 2:45pm | Trust development, Parallel conference paper session <i>Halonen</i> Chaired by: Prof. Guido Möllering |
| 2:30pm | Coffee break <i>Congress Hall Lobby</i> | 2:45pm | Incomplete Incentive Contracts and Emergence of Mutual Trust: Results of an Agent-based Simulation » Prof. Friederike Wall |
| | | 3:10pm | Measuring Trust in Work Relationships: Validation of the Behavioral Trust Inventory Across Multiple Referents » Prof. Nicole Gillespie , Dr. Bichen Guan |

NOTES:



Trust within and between organizations - FINT workshop and doctoral colloquium 2023 Helsinki, Finland

| Continued from Friday, 16 June | | 5:15pm | |
|--------------------------------|--|---------------------------------|--|
| 3:35pm | Why change a winning formula? The use of active trust strategies across trust development and maintenance processes » Ms. Sian Kelly , Prof. Yseult Freeney, Dr. Lisa van der Werff | Keynote <i>Congress Hall</i> | To trust or distrust digital data » Professor Sirkka Jarvenpaa |
| 4pm | Trust Attractors: A Dynamical Systems Approach to Trust Research » Dr. Chris Long, Prof. Sim Sitkin | 7:30pm | Conference dinner and FINT awards at Restaurant Saaristo, Klippan Island. <i>Restaurant Saaristo</i> |
| 4:25pm | Personal and Situational Cues and Trust » Dr. Xuchang Zheng | Saturday, 17 June | |
| 2:45pm | Trust in cross-border contexts, Parallel conference paper session <i>Rissanen</i> Chaired by: Dr. Joseph Hamm | 10am | Panel and WS on AI <i>Gojore, Kamppi.</i> |
| 2:45pm | Assessing untrustworthiness in cultural contexts: A qualitative analysis of four countries » Dr. Suzanne McMurphy , Dr. Catherine Kwantes | 10am | Workshop: Multi-disciplinary engaged scholarship on how to develop and maintain trustworthy artificial intelligence » Ms. Kaisa Kukkonen |
| 3:10pm | Theorising Distrust-Reduction in Adversarial Diplomatic Relationships: NATO, Russia and the invasion of Ukraine » Prof. Mark N.K. Saunders , Prof. Nicholas Wheeler, Dr. Chiara Cervasio | 1pm | Social event, Guided Tour in Suomenlinna |
| 3:35pm | Integrated Border Management as a Tool of Trust in the Framework of Future Security Issues Facing the Europe » Dr. Sari Lindblom , Mr. Joona Castrén | | |
| 4pm | The Role of Documentation Status and Family Deportations in Latina Immigrants' Trust in Police and Judges » Dr. Caitlin Cavanagh | | |
| 4:30pm | Coffee break <i>Congress Hall Lobby</i> | | |

NOTES:

A close-up photograph of several vibrant green leaves on a dark brown branch, serving as the background for the page. The leaves are in various stages of focus, with some sharp and others blurred, creating a sense of depth. The lighting is soft, highlighting the texture and veins of the leaves.

Abstracts



It's not just about visuals! How multimodal cues shape trust creation in online videos

Authors

Dr. Theresa Harrer - Hanken School of Economics

Prof. Shahzad Ansari - University of Cambridge

Abstract

The extant literature emphasizes that interaction is critical to create trust. It has however not yet explored how trust is created via online videos, where the audience is diverse and the communication primarily one-way. Building on over 1000 observations from eight representative Kickstarter crowdfunding videos, we explore how entrepreneurs combine verbal (i.e., auditory), written, and visual cues to create arguments for trust. The analysis reveals four strategies – stating societal relevance, highlighting impact pathways, anchoring emotions, and indicating togetherness – to establish good reasons to trust and bases for the leap of faith. Each of them builds on distinct combinations of cues, and crucially, instead of relying on any cue in isolation, all four strategies rely on a combination of verbal *and* visual cues. This highlights the importance of cue contextualization in online videos and based on it we contribute to the trust and multimodality literatures and offer practical suggestions.

Topic Areas

Inter-Personal, Inter-Organizational, Trust development, Entrepreneurial / Start-up, Qualitative



The Role of Documentation Status and Family Deportations in Latina Immigrants' Trust in Police and Judges

Authors

Dr. Caitlin Cavanagh - Michigan State University

Abstract

Immigrants who are undocumented or who have an undocumented family member may perceive police and judges as less trustworthy than immigrants who are legal residents, given the toll of deportation risk on immigrants' physical and mental health. The present study investigated whether documentation status and family deportations were associated with specific trust (i.e., stemming from their son's arrest) and general trust in the police and judges, respectively, among mothers whose sons were already justice-involved for non-immigration reasons. 117 Latina immigrant women whose sons were arrested were surveyed about their general and specific trust in police and judges. More than half of the participants were undocumented, and 21.55% had experienced the deportation of a family member. Undocumented women and women with a history of family deportations had less general and specific trust in police. Trust in judges was neither associated with documentation status nor family deportations, suggesting that the association is unique to police. Overall, both one's own documentation status and family deportations are associated with trust in police, which may have public safety repercussions for all community members, since the police are increasingly involved in immigration enforcement.

Topic Areas

Inter-Personal, Distrust, Public Sector Organization/s, Quantitative



Understanding Vulnerability in the Student-University Trust Relationship.

Authors

Ms. Amanda Isabel Osuna - Michigan State University

Abstract

Trust—a willingness to accept vulnerability (Mayer et al., 1995)—is an essential part of education. Considerable work has connected student trust to academic achievement, retention, and loyalty (Tschannen-Moran, 2004; Ghosh et al., 2001). Despite its important contribution, this work is limited, first, in its lack of attention to the higher education context, but more importantly, in its lack of awareness of the specific vulnerabilities that students feel. To address this gap, I initiated Speak Up MSU, a campus-wide initiative sponsored by the Office of the Provost at Michigan State University (MSU). #SpeakUpMSU is comprised of a series of focus groups that probe how students come to understand and are willing or unwilling to accept their vulnerabilities in their relationships with their university. These focus groups will be conducted with undergraduate, graduate, and professional students representing 15 identity groups (total of 180 students). Two focus groups will be conducted per salient identity to accommodate students who report that they do or do not trust their university (total of 30 groups). Thus, the current study provides an important window into how students come to understand their vulnerabilities, how those vulnerabilities intersect with identity, and how they are willing or unwilling to accept them.

Topic Areas

Inter-Personal, Intra-Organizational, Trust development, Public Sector Organization/s, Qualitative



Enhancing the Salesperson's Trustworthiness and Trust Perceptions

Authors

Mrs. Anna Rozumowski - Oxford Brookes University

Prof. Janine Dermody - Oxford Brookes University

Dr. Robert van der Veen - Oxford Brookes University

Abstract

The study aimed to analyse how a salesperson's trustworthiness and trust perceptions can be enhanced in business encounters. Building on the model of trust from Doney and Cannon (1997) and Wood, Boles, and Babin (2008), the study analysed how a salesperson's trustworthiness perceptions can be enhanced in a video consultation through their warmth and competence perceptions.

The findings showed that the salespersons could reveal different trustworthiness and trust perceptions based on the manipulation of the sales speech and body language used in the videos. The results further revealed that warmth and competence were significant predictors of the salesperson's trustworthiness perception. Warmth showed to be a stronger predictor of the salesperson's trustworthiness perceptions. Trustworthiness, in turn, was a strong and significant predictor of the salesperson's trust perceptions.

Topic Areas

Inter-Personal, Trust development, Private Sector Organization/s, Public Sector Organization/s, Non-Profit Organization/s, Entrepreneurial / Start-up, Quantitative



Analysing trust relationships with cognitive-affective maps

Authors

Prof. Inka Bormann - Freie Universität Berlin

Abstract

Based on coherence-theoretic assumptions according to which cognitions and affects are closely related, this methodology-oriented first cut paper argues that cognitions and affects should be included in the analysis of trust relationships in organizations and illustrates how this can be done. Analyzing concepts with their individually specific emotional connotations relevant to the trusting parties can help explore possible causes of problems between trusting partners. While both the trusting parties can consider, for example, benevolence, competence, or integrity being basically significant in trusting interactions, these concepts can have different emotional values for the trusting parties. Thus, it may be that benevolence is associated with positive emotions for the trustor. In contrast, for the trustee, it might be related to negative emotions because he, e.g., considers competence to be more critical in the specific situation. This first cut paper assumes that differences in the emotionally framed cognitions on concepts relevant to trust can make trusting interaction more difficult since trust partners (unknowingly) do not refer to jointly shared ideas of trust and trustworthiness. However, the emotional valence of trust-relevant concepts must first be explored to substantiate this assumption. The methodologically oriented first cut paper comes in here.

Topic Areas

Intra-Personal, Intra-Organizational, Trust development, Public Sector Organization/s, Conceptual / Review, Qualitative



Somebody to Trust – The Role of Trust Transfer Effects and Associated Risks in Telemedicine Adoption

Authors

Ms. Fiona Schürmann - Center for Management, Chair of Business Administration - Organization, Personnel and Innovation, University of Münster

Ms. Leonie Kuen - Center for Management, Chair of Business Administration - Organization, Personnel and Innovation, University of Münster

Dr. Daniel Westmattelmann - Center for Management, Chair of Business Administration - Organization, Personnel and Innovation, University of Münster

Prof. Shay Tzafrir - School of Business Administration, University of Haifa

Prof. Gerhard Schewe - Center for Management, Chair of Business Administration - Organization, Personnel and Innovation, University of Münster

Abstract

To realize the full potential of telemedicine, a high level of patient acceptance must be achieved. Building on trust transfer theory, this study aims to investigate the role of different trust referents and perceived risk for patient acceptance of telemedicine. Representative survey data were gathered (N=236) and analyzed via PLS-structural equation modeling. Findings reveal that trust in physician is less important for trust transfer effects and intention to use than trust in technology and trust in treatment. Trust in treatment was found to have similar effects on all risk dimensions, whereas only performance risk relates to use intention. Overall, our results highlight the importance of incorporating multiple trust references, trust transfer effects, and a multidimensional perspective on perceived risk in further research.

Topic Areas

Inter-Personal, Trust development, Public Sector Organization/s, Quantitative



Can I trust this avatar? How virtual interactions in the Metaverse may be influencing assessment of trustworthiness and consumer trust of companies.

Authors

Dr. Polly Black - Wake Forest University

Prof. Mark N.K. Saunders - University of Birmingham

Abstract

The emergence of the Metaverse is opening up new avenues of opportunity for companies to build trust between themselves and their target consumers (Ball, 2022). With the success of influencer marketing on social media (SM) in building consumer trust, companies are moving to create company-owned virtual influencers (brand avatars) in the Metaverse (Kádeková & Holienčinová, 2018). However, the development of the technology and the experimentation with its use is moving faster than the research is (Ball, 2022; Lee et al., 2021). Systematic reviews that attempt to aggregate the research published to date (e.g. Dwivedi et al., 2022; Ghorbani et al., 2022; Lee et al., 2021) have exposed an opportunity for deeper exploration of the potential impact on consumer trust of interacting through brand avatars. This research aims to understand how virtual interactions with companies through their brand avatars in the Metaverse may be influencing consumer assessments of trustworthiness and thus consumer trust.

Topic Areas

Inter-Personal, Trust development, Public Sector Organization/s, Conceptual / Review



Impact of the antecedent factors – employees' experiences on the effectiveness of trust-repair practices

Authors

Mrs. Tiina Kähkönen - Trust tools consulting

Dr. Mika Vanhala - LUT University

Abstract

In this paper was investigated does the antecedent factors impact on the trust-repair practices. The research data collected from one of the Finnish University with 282 respondents. We carried out the structural equation modelling (SEM) analyses in order to test does the antecedent factors influence how the trust repair practices are perceived among employees. First, we found, transparent information sharing and constructive behavior seem to be affected by the employee resilience. Secondly, regarding the trait resilience transparent information sharing, benevolent personnel policies as well as constructive behavior work as an antecedent factor for that. Thirdly, work engagement seems to affect quite strongly as it has a positive effect on all of the trust repair practices. Finally, this was the case also regarding the job satisfaction as also it has a positive relationship to all of the trust repair practices under scrutiny. This study contributes to the trust repair literature and to the best of our knowledge, it is the among the first ones focusing on the antecedents of the trust repair practices.

Keywords: Antecedent factors, Engagement, Job satisfaction, Resilience, Trust-repair practices

Topic Areas

Intra-Organizational, Trust repair, Public Sector Organization/s, Quantitative



Trust in a smart chatbot assistant – initial empirical results and implications for the trust in

A.I. debate

Authors

Prof. Jorn Basel - Lucerne School of Business

Dr. Anna Para - Lucerne School of Business

Dr. Wolfgang Schäfer - ZHAW Zurich University of Applied Sciences

Abstract

There is currently a lively discourse on the extent to which the emergence of systems that operate by means of artificial intelligence and machine learning necessitates a reconceptualization of trust relationships between humans and machines. We would like to extend conceptual considerations by presenting first empirical data on a study that investigated acceptance and trust in a chatbot application. Our results suggest that it is not so much the technical ability that is crucial, but the individual perception of what kind of entity the exchange takes place with.

Topic Areas

Inter-Personal, Trust development, Entrepreneurial / Start-up, Quantitative



Trust-based management in public sector organizations: The role of information flows for work autonomy and trust

Authors

Mrs. Svetlana Norkin - Oslo Metropolitan University, Department of Archivistis, Library and Information Science

Mrs. Katriina Byström - Oslo Metropolitan University, Department of Archivistis, Library and Information Science

Mr. Åge Johnsen - Oslo Metropolitan University, Oslo Business School

Abstract

This paper investigates to what extent flows of daily work information mediate the development of interpersonal trustful relations and frontline employees' autonomy in trust-based management in public sector organizations. Focusing on the implementation of trust-based management in the City of Oslo, this paper analyses survey data from 810 employees and shows that flows of daily work information may contribute to the development of trust and enable front-line workers to make day-to-day work decisions more autonomously in trust-based management in public sector organizations. Moreover, we argue that visibility of information sources, availability of daily work information and information distribution through information intermediators promote building trustful relations and more work autonomy in practice. We also argue that these mechanisms need to be integrated into management systems that support internal communications. As such, this study represents one of the first attempts to unpack the mechanisms linking flows of daily work information, trustful relations, and day-to-day work decision-making at lower hierarchical levels in trust-based management.

Topic Areas

Inter-Personal, Intra-Organizational, Trust development, Public Sector Organization/s, Quantitative



Conceptualizing Trust and Distrust as Alternative Stable States: Lessons from the Flint Water Crisis

Authors

Dr. Joseph Hamm - Michigan State University
Dr. Jennifer Carrera - Michigan State University
Dr. Kent Key - Michigan State University
Mx. Jenna Van Fossen - Michigan State University
Mx. Karen Calhoun - University of Michigan
Dr. Susan Woolford - University of Michigan
Dr. Sarah Bailey - Bridges into the Future
Dr. Luther Evans - Flint Community Based Organization Partners
Mx. Athena McKay - University of Michigan

Abstract

Building trust and reducing distrust are critical tasks of effective governance. Traditional cognitive approaches to these processes focus on a direct connection between the availability of (dis)trustworthiness information and (dis)trust but are challenged by work which suggests that motivation plays a critical role. Using Resilience Theory, we argue for reconceptualizing trust and distrust as alternative self-reinforcing (i.e. stable) states separated by a threshold. We further theorize as to the primary mechanisms that govern the state space of (dis)trust with increasing certainty as an entrenching pressure and a lateral pressure from whether that certainty increases the belief that salient vulnerabilities are protected or unprotected in the focal relationship. We then turn to qualitative data collected in Flint, Michigan to look for evidence of these processes. Although we confirm the self-reinforcing nature of distrust, we also find evidence of a simultaneous motivation toward trust. Importantly though, this motivation is directed to a new trustee suggesting that the proposed dynamics hold within trustees but also have important impacts across relationships.

Topic Areas

Inter-Organizational, Trust development, Trust repair, Distrust, Public Sector Organization/s, Conceptual / Review, Qualitative



Gender differences in Sensitivity to Trustworthiness Cues

Authors

Dr. Kinshuk Sharma - Western University

Dr. Hwee Hoon Tan - Singapore Management University

Dr. David Schoorman - Purdue University

Abstract

We explore gender differences in the sensitivity to trustworthiness information in the evaluation of trust. We conduct a vignette study with multinational sample, comprising 9 scenarios that include negative information about the 3 trustworthiness factors one at a time for peers, supervisors, and subordinates. We find that women are more sensitive to lack of trustworthiness information than men across cultures and referents. We speculate that this difference may be due to the selectivity hypothesis which posits that women process information differently than men and are sensitive to inconsistencies in the data. We propose to use the FINT conference as a forum to discuss what steps might be taken to mitigate this effect that would be both practical and acceptable from an equity point of view.

Topic Areas

Intra-Personal, Inter-Personal, Trust development, Quantitative



When the Birds Fly: The Interplay between Trust-Based Management, Institutional Trust, Relational Trust, and Job Autonomy in Public Sector Organizations

Authors

Mrs. Hanne Marie Haugen Jansen - The Norwegian Agency for Public and Financial Management (DFØ)

Prof. Åge Johnsen - Oslo Metropolitan University, Oslo Business School

Abstract

The Vertical Trust Model explains how institutional trust and employees' trust in their leader (interactional trust), among other factors, affect employees' acceptance of offers of more autonomy in trust-based management. The Vertical Trust Model was developed in a case study with interviews in the City of Copenhagen. This paper is an empirical test of the Vertical Trust Model using survey data from managers and employees in home care services and schools in the City of Oslo, and the data were analysed by structural equation modelling. The results corroborated the main proposed mechanisms in the Vertical Trust Model where institutional trust and interactional trust, as well as the offer of trust-based management, are positively related to autonomy. There was limited support for horizontal trust, professional confidence, and available resources being related to autonomy.

Topic Areas

Inter-Personal, Inter-Organizational, Trust development, Public Sector Organization/s, Quantitative



Ask Me Anything: Publishing in Trust Research

Authors

Prof. Reinhard Bachmann - SOAS University London

Prof. Nicole Gillespie - University of Queensland

Dr. Joseph Hamm - Michigan State University

Dr. M. Audrey Korsgaard - University of South Carolina

Prof. Guido Möllering - Witten/Herdecke University

Abstract

This AMA panel will explore publishing in trust research as an interdisciplinary activity. Panelists with considerable experience publishing, reviewing, and editing in a variety of outlets will provide their perspectives with a particular focus on editing trust manuscripts for disciplinary and interdisciplinary journals, and trust-specific special issues. Most of the time, however, will be dedicated to a moderated question and answer session.

Topic Areas

Intra-Personal, Inter-Personal, Intra-Organizational, Inter-Organizational, Trust development, Trust repair, Distrust, Private Sector Organization/s, Public Sector Organization/s, Non-Profit Organization/s, Entrepreneurial / Start-up, Conceptual / Review, Meta-Analysis, Qualitative, Quantitative, Mixed Methods



Configurations of Trust: How does Trust in Multiple Trustees Combine to Influence Trust-Relevant Outcomes?

Authors

Dr. Lisa PytlikZillig - University of Nebraska-Lincoln

Dr. Michelle Fleig-Palmer - University of Saint Francis

Dr. Mariska Kappmeier - University of Otago

Dr. Jooho Lee - University of Nebraska Omaha

Dr. Ashley Votruba - University of Nebraska-Lincoln

Abstract

The proposed “first cut” paper will draw attention to and begin filling an important gap in the literature on trust: How do varying levels of trust in *multiple trustees combine* to influence a trust-relevant outcome? Most trust-relevant outcomes motivating the study of trust (e.g., trust-relevant behaviors) are affected by trust in multiple parties. However, to date, little attention has been paid to the variety of ways trust in such multiple parties could combine to influence those outcomes. In the proposed first cut paper, we will first review prior work incorporating consideration of multiple trustees. Next, we will identify some theoretical and empirical gaps in current treatments of trust-in-multiple-trustee effects. Finally, we will advance theory by focusing on and analyzing the varied types of individual or combined influence that multiple trustees may have over a trustor’s salient vulnerabilities, and how different patterns of shared influence may affect the manner in which trust levels of multiple trustees combine. The paper’s contributions will include raising awareness of the gaps in the literature concerning the influence of trust in multiple trustees, providing a summary of the research that does exist, and identifying multiple potential directions for filling the gaps.

Topic Areas

Inter-Personal, Intra-Organizational, Inter-Organizational, Trust development, Distrust, Private Sector Organization/s, Public Sector Organization/s, Non-Profit Organization/s, Entrepreneurial / Start-up, Conceptual / Review



The Quest for Trust in Technology-Immersed Workplaces - Determinants of Employees' Trustworthiness Expectations and Willingness to be Vulnerable Towards Their Employer

Authors

Dr. Simon Daniel Schafheitle - University of Twente

Prof. Antoinette Weibel - University of St. Gallen

Dr. Lisa van der Werff - DCU Business School

Abstract

In this paper, we analyze the determinants of employees' perceptions of employer trustworthiness and of their willingness to be vulnerable in a technology-immersed workplace. By means of a factorial survey experiment, we investigate the causal impact of various active trust strategies based on technology and bureaucracy acceptance, trust and the leadership literature. By active trust strategies, we refer to means of the employer to actively cultivate and intensify the trust relationship in the context of technology-induced trust strain. Our analyses show that a participatory style of technology implementation and a salient experimental and error culture have a direct causal impact on employees willingness to be vulnerable; the impact of human-centered technology design and caring leadership principles, however, are mediated by trustworthiness perceptions.

Topic Areas

Intra-Organizational, Trust development, Private Sector Organization/s, Quantitative



Trust in Algorithmic Decision-Making: Towards a Comprehensive Framework of Trust-Building Factors

Authors

Ms. Tam Nguyen - Dublin City University

Prof. Regina Connolly - Dublin City University

Abstract

Algorithmic decision-making systems (ADS) are increasingly pervasive across industries and sectors, with a growing number of governments, institutions and corporations using this technology for managerial and organisational decisions. Despite the benefits ADS offer, a general distrust of ADS and algorithmic decisions persists in the public and organisations. This lack of trust calls for a need to understand how trust in ADS can be developed to increase the acceptance and adoption of such systems. This conceptual paper aims to provide a systematic review of factors influencing trust in ADS, drawing on an evidence base of 35 peer-reviewed articles across multiple disciplines published in the past 22 years (2000-2022). Our review highlights that trust in ADS can be shaped by four groups of factors: system characteristics, individual characteristics, task characteristics, and environmental factors. Based on our review, we propose a framework for examining factors developing trust in ADS. This study advances the current understanding of trust in ADS by providing a systematic and critical review of literature across different disciplines. It also serves as a groundwork for future empirical studies to investigate the impact of trust-building factors in the context of ADS.

Topic Areas

Trust development, Conceptual / Review



Antecedents and Consequences of Franchisee (Dis)Trust towards Franchisors: A Dynamic Approach

Authors

Dr. Katinka Bijlsma-Frankema - Universty of Groningen

Dr. Evelien Croonen - University of Groningen

Abstract

This multiple case study compares three franchisee subnetworks with different trust slopes: increased trust, decreased trust and development of distrust. Franchisee trust of the franchisor is of vital importance, since trust makes a difference between constructive and destructive franchisee behaviors and between positive and negative performance effects. Studies of franchisee trust antecedents, mainly focusing on static, distinct variables, have not amounted to encompassing insights on how franchisors may act to build franchisee trust. Taking the dynamic and interpretation-based nature of trust into account, and applying an abductive approach, our study aims to build an encompassing theoretical framework on (dynamic) antecedents of franchisee trust (slopes) and franchisee reactions. The emerging theoretical framework reveals the importance of having access to resources needed to attain the valued goal of running a profitable business, which feeds into franchisee interpretations of (changes in) franchisor actions. These interpretations explain the trust slopes and subsequent franchisee reactions.

Topic Areas

Intra-Organizational, Inter-Organizational, Trust development, Distrust, Private Sector Organization/s, Qualitative



An interpersonal application of fresh starts in the context of trust repair

Authors

Dr. Jonathan Lee - University of Minnesota Duluth

Abstract

This paper takes the perspective of the trustors after having their trust violated by trustees, examining how fresh starts motivate the engagement of trustors in the process of trust repair, independent of the actions of the trustees. Fresh starts influence how individuals subjectively perceive themselves and their situations, and these individuals may subsequently engage in behaviors that they would not have otherwise if they did not recognize the fresh start. Across studies where the trustees violated the trust of the trustors, including a Trust Game laboratory study and a scenario study, we show that fresh starts lead trustors to be more willing to risk with respect to trustees. Through their willingness to trust again, the trustors open themselves to the possibility of the trustees rewarding their trust, which can consequently change their beliefs of the trustworthiness of the trustees. These findings suggest that trustors can facilitate the process of trust repair when they can recognize potential fresh starts.

Topic Areas

Inter-Personal, Trust repair, Public Sector Organization/s, Quantitative



Widening the View: Organizational Trust Violations and Repair Efforts put in Context

Authors

Prof. Robert Hurley - Fordham University

Prof. Reinhard Bachmann - SOAS University London

Abstract

This paper outlines an open systems process theory concerning the production of systemic organizational trust violations. We extend variance-oriented research focused on correlates of structural properties associated with trust violations by exploring the antecedent processes leading to the implosion. Our open system perspective also addresses calls to understand the role of exogenous pressures as part of the etiology of organizational trust violations. Specifically we draw on complex adaptive systems theory to how trust violations often originate with exogenous pressures (e.g., markets, powerful stakeholders and lax regulatory regimes) and progress based on an adaptive process which shapes the organization's configuration and its overall capacity for trustworthiness. This capacity for trustworthiness is a holistic organizational system capability that produces signals of trustworthiness and untrustworthiness that inform all stakeholders' decisions to trust. Our framework provides a theoretical basis for understanding how systemic trust violations enter the organization, flourish over time and lead to violations which expose shocking organizational drift. The model also explains why many organizational trust violations cannot be sustainably repaired or prevented by interventions at only the company level.

Topic Areas

Intra-Organizational, Inter-Organizational, Trust repair, Private Sector Organization/s, Qualitative



Leader Conspicuous Luxury Consumption Can Dampen Follower Trust

Authors

Dr. Dejun Tony Kong - University of Colorado Boulder

Dr. Vanessa Patrick - University of Houston

Dr. Jian Peng - Guangzhou University

Dr. Cecily Cooper - University of Miami

Abstract

We present a disadvantage model of leader conspicuous luxury consumption at work by integrating the signaling theory of luxury consumption with a communal theory of disadvantage. Our study supports our model in which leader conspicuous luxury consumption at work shapes followers' perception of SES disadvantage, which in turn disempowers followers, dampens followers' trust, and ultimately reduces followers' helping and voice behaviors. However, leader sharing serves as a communal contingency attenuating this SES disadvantage.

Topic Areas

Inter-Personal, Trust development, Private Sector Organization/s, Quantitative



Trust in hybrid work of knowledge-intensive case organization

Authors

Dr. Sari-Johanna Karhapaa - University of Eastern Finland

Dr. Kati Kasanen - University of Eastern Finland

Abstract

The prompt and unexpected disruption in working routines due to pandemic has brought hybrid work (Desiere & Meyer, 2022) in front when working face-to-face (F2F) as well as virtual work (Raghuram et al., 2019) are applied. Drawing on survey data (N=1357) of knowledge-intensive case organization this study explores applying qualitative methods to how employees perceive organizational support that build trust in hybrid work. The conceptual model in this study is based on organizational support theory (Eisenberger et al., 1986; Kurtessis et al., 2015; Eisenberger et al. 2020) and a model of organizational trust (Mayer et. al., 1995). The static perspective of trust as a “psychological state” is not feasible in this study because the dynamic perspective of trust development requires a process view. Therefore, trust is viewed as trusting (Möllering, 2013). Trusting as a process is linked to the trust definition by Mayer et al., (1995, 712) ‘the willingness of a party to be vulnerable’ and can be interpreted according to Möllering (2013) as how such a willingness is generated, maintained, applied, and maybe lost in an organization. So, the active role of organizational members is emphasized in the constitution of trust (Gustafsson et al., 2021).

Topic Areas

Intra-Organizational, Trust development, Public Sector Organization/s, Qualitative



Developers' and accounting practitioners' perceptions of trust in AI as intelligent automation

Authors

Mrs. Saara Ala-Luopa - Tampere University

Abstract

Novel AI systems and applications are anticipated to cause fundamental changes in work-life, and trust in technology is considered essential in the use and acceptance of new technology. However, novel AI systems differ fundamentally from traditional IT: these systems are autonomous, adaptive, and possibly unpredictable, and when implemented in a work-life, also sociotechnical. Still, previous research on trust in technology mainly focuses on a techno-centric perspective. We believe, that this is a narrow view of trust and should be expanded to cover also contextual and empirical perspectives.

In this qualitative case study, we examine domain expert users' trust in intelligent automation in the professional context of accounting. In addition, we explore the AI developers' aims to increase their clients' trust in AI, and how these perceptions meet during the deployment process. The preliminary results present trust in technology as socially shaped and highly influenced by the specific use context and domain expertise. For instance, AI developers emphasize resistance and social dynamics preventing trust in AI whereas accountant practitioners underline personal experience of the AI system's usefulness in their work. This study concretizes the topic of trust in AI and contributes to human-centered research of AI design and development.

Topic Areas

Inter-Personal, Inter-Organizational, Trust development, Private Sector Organization/s, Qualitative



Trusted voices: The role of trust transfer and workflow dependence risk in employees' trust in other departments

Authors

Dr. James Coutinho - Swinburne Business School

Prof. Giuseppe Labianca - University of Massachusetts Amherst

Mr. Seong Won Yang - University of Kentucky

Prof. Dean Lusher - Swinburne Business School

Prof. Peng Wang - Swinburne Business School

Abstract

In this paper we investigate what determines employee trust in other organizational departments. Trust in other departments, and its halo effect on department members, is important for cross-unit collaboration as it helps employees to quickly form effective working relationships with members of external departments whom they do not know well. We propose that employees use information from their workplace relationships with known members of another department to form expectations about the department, evaluate risk in their working relationship with the department, and so develop generalized trust towards the department as a collective. In a field study of a global firm, we find that trust is transferred from employees' direct and indirect trust relationships with the members of another department to the department as a whole. Trust transfer is moderated by workflow dependence risk in relationships with department members, such that the negative effect of an employee's lack of trust in a member of another department on their trust in the department as a whole is stronger when the employee depends highly on that person for workflow inputs. Our paper advances understanding of trust as an organizing principle, and of the interplay between formal and informal organization in organizational trust.

Topic Areas

Inter-Personal, Intra-Organizational, Trust development, Private Sector Organization/s, Quantitative



A cross-cultural and trust exploration of expatriates' perceived inequalities while on assignment

Authors

Dr. Nadia Kougiannou - Nottingham Business School

Dr. Maranda Ridgway - Nottingham Business School

Abstract

The topic of international migration has gained increasing importance for organisations as they expand internationally. At the organisational level, skilled expatriates are considered an essential part of the global talent pool, contributing to the organisations' competitive advantage. However, despite the importance of international workers, the challenges of inequality that these individuals might face and its effect on their employment remains under-researched. This paper explores how culture and trust influence expatriates' perceptions of inequality. Notions of culture and the nature of exchange relationships are used to explore the potential effects of trust perceptions on expatriates' attitudes and behaviours. For example, what kind of managerial and organisational practices would expatriates identify as trustworthy to address social exclusion, cross-cultural discrimination and other anticipated inequalities in the host country? We posit that the more trustworthy equal opportunities and diversity management policies are in the host country and the more inclusive a culture is, the more inclined expatriates will be to accept an international assignment and carry it out successfully.

Topic Areas

Intra-Personal, Inter-Personal, Intra-Organizational, Trust development, Private Sector Organization/s, Qualitative



The role of damaged trust in responses to multiple organizational changes

Authors

Mrs. Maria Skov - Aarhus University

Prof. Jesper Rosenberg Hansen - Aarhus University

Abstract

This paper draws on findings from a case study of implementing multiple changes to develop a conceptual model of damaged trust as a mechanism underpinning interactions between changes. We investigate how damaged trust plays out in the context of multiple changes, and with what implications for employees' responses to changes. Our study identifies three practices – cumulating changes, prioritizing changes, and emphasizing conflicts between changes – that elicit three interdependent perceptions of damaged trust – organization-, and management-, and change-related damaged trust – and in doing so, shape the unfolding process of implementing the changes. The findings contribute to the literature in two ways. First, the study shows how change damages trust through contextualization of multiple changes. Second, it illustrates the interactions between changes, how employees construct these interactions, and how the interactions shape responses to change.

Topic Areas

Intra-Organizational, Distrust, Public Sector Organization/s, Qualitative



Time for trust. Critical moments in principals' everyday work.

Authors

Dr. Thomas Blom - Karlstad University

Abstract

This study focuses on principals' leadership in the light of trust as a natural phenomenon. Trust has earlier been seen as a factor in management and organizations to create results. However, what leadership actions that principals and teachers perceive contribute to this trust has not been studied in a Swedish school context. The purpose is to contribute to a deepened knowledge of what in everyday situations that are perceived to contribute to trust between principals and teachers. Using critical incident technique, interviews with six principals and fourteen teachers have been conducted. At first, the principals were interviewed about situations they perceived had trust in the relation with teachers. Secondly, teachers were interviewed about the same situation. As a point of departure of a deeper analysis the theoretical framework from Løgstrup was used. The analyses suggest that principals' attitude affect the way they act. This attitude toward the other could be central on how principals create a space in their relations to teachers where trust can exist, use time to the other and interact in the situation. The study contributes to a deeper understanding of leadership that create a space for trust in the relations between principals and teachers.

Topic Areas

Inter-Personal, Trust development, Public Sector Organization/s, Qualitative



Do not trust organizations: on reasons, expectations, and corporate wrong-doings

Authors

Dr. Michaël Suurendonk - Berliner Hochschule für Technik

Abstract

This paper scrutinizes the rationality of trusting organizations. It criticizes the rational choice claim that trust implies the *behavioral expectation* that trustees ought 'to do something'. This conception does not differentiate between the various kinds of objects that 'can do something' and thus treats any moving entity as potentially worthy of our trust; from the weather, to animals, to robots and organizations. This regards a categorical mistake that puts trusting behavior on a par with risk-taking, which leads to grave unforeseen and morally undesirable consequences. It will be shown that trusting behavior rather implies the *attitudinal expectation* that trustees 'are constituted in a particular manner', i.e., in an inherently autonomous and moral way. This paper thus specifies the necessary conditions under which it is rational to trust. It does so by developing a theoretical approach that differentiates between two fundamentally distinct reasons for having positive expectations, a moral/existential and an economic/rational one. It argues that business organizations are those kinds of entities that merely require an economic/rational attitude from its assessors and provides some institutional recommendations for preventing and dealing with corporate wrongdoings.

Topic Areas

Inter-Personal, Inter-Organizational, Distrust, Private Sector Organization/s, Public Sector Organization/s, Non-Profit Organization/s, Conceptual / Review, Meta-Analysis



Cross-Level Paths to Trust: Team Workload-Sharing as an Antidote for Low Conscientiousness

Authors

Dr. Pri Shah - University of Minnesota

Dr. Stephen Jones - University of Washington Bothell

Dr. Jin Park - Zayed University

Abstract

We demonstrate the cross-level effects of trustee conscientiousness and team workload-sharing on interpersonal trustworthiness perceptions. A longitudinal field study reveals that team members perceive conscientious teammates as more trustworthy, and team members have higher perceptions of their teammates' trustworthiness in teams with equitable workload-sharing. Furthermore, team workload-sharing moderates the link between trustee conscientiousness and perceived trustworthiness by attenuating trait-based liabilities of low conscientiousness trustees. In teams with high levels of workload-sharing, less conscientious trustees are judged to be as trustworthy as their more conscientious peers. We predict and show that increased effort by less-conscientious team members is the mechanism underlying these results.

Topic Areas

Inter-Personal, Intra-Organizational, Trust development, Quantitative



Automated Decision-Making in Personnel Selection – An Experimental Study on Fairness and Trust

Authors

Ms. Charlotte Czernietzki - Center for Management, Chair of Business Administration - Organization, Personnel and Innovation, University of Münster, Münster, Germany Universitätsstraße 14-16 48143 Münster Germany

Dr. C. Richard Hossiep - Center for Management, Chair of Business Administration - Organization, Personnel and Innovation, University of Münster, Münster, Germany Universitätsstraße 14-16 48143 Münster Germany

Prof. Gerhard Schewe - Center for Management, Chair of Business Administration - Organization, Personnel and Innovation, University of Münster

Abstract

Automated systems fueled by artificial intelligence are increasingly introduced for supporting organizational decision-making, including personnel selection. Building on the integrative model of trust, this study investigates applicants' reactions to automated decision-making processes. Participants' reactions toward automated and human decision-makers were compared using a scenario-based approach. Results (N = 309) show that the individual factors of perceived trustworthiness are contingent on the type of decision-maker. Human recruiters are perceived as more capable and benevolent, while automated systems are perceived as having higher integrity. Overall, applicants perceive automated systems as less trustworthy, which translates into lower trust. Procedural justice partially mediates the relationship between trustworthiness on trust.

Topic Areas

Inter-Personal, Intra-Organizational, Trust development, Private Sector Organization/s, Public Sector Organization/s, Quantitative



Theorising Distrust-Reduction in Adversarial Diplomatic Relationships: NATO, Russia and the invasion of Ukraine

Authors

Prof. Mark N.K. Saunders - University of Birmingham

Prof. Nicholas Wheeler - University of Birmingham

Dr. Chiara Cervasio - BASIC

Abstract

Despite the need to replace distrust with dialogue, leading trust-building theories in International Relations have focussed on how to build trust between adversaries. Drawing upon conceptualisations of distrust as distinct, but related to trust, we argue that the trust-building assumption fails to recognise the importance of distrust-reduction as a distinct area of academic and policy inquiry. Noting the absence of trust does not equate to distrust, we develop a Distrust-Neutrality model to show actors can transition from relationships of complete distrust to shared appreciation of vulnerability by engaging in an empathic dialogue. We use the model to examine the relationship between Russia and NATO and the Ukraine conflict.

Topic Areas

Inter-Personal, Inter-Organizational, Distrust, Public Sector Organization/s, Conceptual / Review, Qualitative



Why change a winning formula? The use of active trust strategies across trust development and maintenance processes

Authors

Ms. Sian Kelly - Dublin City University

Prof. Yseult Freeney - Dublin City University

Dr. Lisa van der Werff - DCU Business School

Abstract

Current theory portrays trust to afford desirable individual and organizational level outcomes, as well as being an essential component that facilitates the functioning of healthy working relationships. Being trusted is therefore advantageous and anticipated to be something individuals seek to influence via intentional behaviors. The aim of this research is to explore the use of active trust strategies across trust development and maintenance processes within manager-employee relationships. To achieve this, the study employs a qualitative field study design and gathers interview data from manager-employee trust dyads. Dyadic data allows a comprehensive investigation of active trust strategies, considering the use of strategies from the trustee perspective and the corresponding perception of the trustor. Findings reveal the use of active trust strategies across both development and maintenance processes. A conscious shift in behavior during non-routine times when dyads face some form of relational threat is also observed. These insights contribute an invaluable empirical understanding of the intentional role actors play in trust processes, in addition to offering practical guidance to support trusting employee-manager relationships.

Topic Areas

Inter-Personal, Intra-Organizational, Trust development, Private Sector Organization/s, Public Sector Organization/s, Qualitative



Historical study of the evolution of trust-building and trusting: duality of family CEOs and institutional actors

Authors

Prof. Tanja Leppäaho - LUT University/School of Business and Management

Prof. Kirsimarja Blomqvist - LUT University/School of Business and Management

Dr. Maria Pecoraro - University of Jyväskylä

Abstract

We study how actors develop trust with macro-level institutional actors (to get what the firm needs) and what trust could then mean as a firm-institutions co-evolutionary phenomenon. We approach the development of trust through the common context: history and a jointly developed background. Applying Giddens' structuration theory, we study the duality of trust-building in-between four family CEOs within a Finnish long-enduring forest company currently known as *Metsä Group*, originally labeled *Serlachius Sawmill* and the institutional actors of Finland. We use historical data that consists of inter-personal correspondence (including letters from the family CEOs and their partners), diaries, and secondary historical data sources.

Topic Areas

Inter-Organizational, Trust development, Entrepreneurial / Start-up, Qualitative



Vulnerability reloaded! Did we take the wrong turn?

Authors

Prof. Antoinette Weibel - University of St. Gallen

Dr. Simon Daniel Schafheitle - University of Twente

Abstract

In this world café workshop, we invite participants to reflect on the concept of vulnerability, which is central to our theorizing on trust. In doing so, we take Hannah Arendt's (1998) *vita activa* as a baseline to re-open a critical reflection on, for instance, our ability to be willing to be vulnerable given that vulnerability is tied to and deeply rooted in our humanness. In this proposal, we raise questions worthwhile reflecting on to advance our common understanding vulnerability in trust research, which is widely addressed, yet seldomly qualified in greater detail.

Topic Areas

Intra-Personal, Inter-Personal, Trust development, Conceptual / Review



Incomplete Incentive Contracts and Emergence of Mutual Trust: Results of an Agent-based Simulation

Authors

Prof. Friederike Wall - University of Klagenfurt

Abstract

Incentive contracts often do not govern all task elements for which a subordinate is responsible. A major reason is that performance related to goals like creativity, innovativeness, or social responsibility is hard to measure. In these situations, trust among the contracting parties is crucial for the effort the subordinate exerts on not-contracted task elements and, accordingly, the performance obtained for these task elements. This paper studies the emergence of trust, taking the reciprocity of trust among contracting parties and different sources for the emergence of trust into account. The paper builds on the integrated model of Brower, Schoorman, and Tan (2000) as a theoretical basis and employs an agent-based simulation following the framework of NK fitness landscapes. In the simulation experiments, the complexity of the task environment and the mechanisms for trust-building, especially on the superior's side, are varied. The results suggest that intra-organizational interdependencies and the “causes” of trust-building appear to interact and subtly affect the performance levels and trust-building on both superior’s and subordinate’s sides.

Topic Areas

Inter-Personal, Intra-Organizational, Trust development, Private Sector Organization/s, Public Sector Organization/s, Non-Profit Organization/s, Entrepreneurial / Start-up, Quantitative



The Impact of Overall Fairness on Trust in the Employer in Monetary Rewards Systems – A Longitudinal Mixed-Method, Field Quasi-Experiment

Authors

Mrs. Daniela Frau - University of St. Gallen

Abstract

This mixed-method research (of my dissertation) makes a contribution to the development of trust in the employer in collective variable PfP systems from a fairness heuristic perspective. In the field quasi-experiment (QUAN), the mixed vPfP system was implemented in two variants: individual vPfP and team vPfP. The basic hypothesis was that employees in the new vPfP system would activate overall positive fairness heuristics to reduce their uncertainty of being exploited and to judge trust in their employer. The results did not indicate an activation of positive overall fairness heuristics to judge trust in the employer in the new vPfP context compared to the discretionary bonus context. Group members who were rewarded based on mixed individual and team performance perceived significantly lower overall fairness than group members who received a discretionary bonus. The post-study indicated that inaccurate customer satisfaction ratings and the team focus activated mainly negative fairness heuristics to judge trust in the employer.

Topic Areas

Intra-Organizational, Trust development, Private Sector Organization/s, Mixed Methods



Practicing standards in public services delivery: (un)certainty management in trust-based organizations

Authors

Mrs. Svetlana Norkin - Doctoral student

Mrs. Katriina Byström - Oslo Metropolitan University, Department of Archivistcs, Library and Information Science

Abstract

In this article, we aim to elucidate on how front-line workers in public organizations, who directly interact with service recipients, can more autonomously deliver services that comply to policies and standards. To accomplish this, we employ the concept of operational steering information that defines and guides the delivery of public services. The City of Oslo serves as the context for our study on how information flows mediate timely and compliant practice of standards and to what extent the flows of operational steering information are useful. The City of Oslo adopted a trust-based management model based on greater work autonomy at lower hierarchical levels and interpersonal trust between managers and subordinates. The purpose of this paper is to investigate how information practices contribute to work autonomy in public trust-based organizations. The article draws on interviews and observations to identify mechanisms in the flows of operational steering information that can help front-line workers adhere to standards. The qualitative case study on home care and educational services was carried out in the City of Oslo in 2022. Understanding the mechanisms that might support delivery of public services within standards in the resource-constrained industry can help trust reforms succeed.

Topic Areas

Intra-Organizational, Trust development, Public Sector Organization/s, Qualitative



Unpacking Shared Values: An Exploration of Value Content as an Antecedent of Trust

Authors

Prof. S. Arzu Wasti - Sabanci University

Dr. Afsar Yegin - Kadir Has University

Abstract

Several scholars have pointed to the importance of shared characteristics between the leader and the follower in establishing high levels of trust (Fulmer & Gelfand, 2012). However, studies exploring shared values and trust have typically used a general measure of values congruence and are silent as to which specific value(s) respondents had in mind (e.g., Gillespie & Mann, 2004; Tomlinson et al., 2020). This exploratory study aimed to unpack the reference made to shared values by content analyzing open-ended responses from 652 employees. The results revealed that shared values can be manifold, and not clarifying their nature or content is likely to confound our understanding of trust formation.

Topic Areas

Inter-Personal, Trust development, Private Sector Organization/s, Qualitative



Integrated Border Management as a Tool of Trust in the Framework of Future Security Issues Facing the Europe

Authors

Mr. Joonas Castrén - National Defence University

Dr. Sari Lindblom - LUT University/School of Business and Management

Abstract

This manuscript discusses European Union's Integrated Border Management not just as a tool of managing crossing the external border efficiently and enhance border security but as a tool of trust between the Member States. How will the security issues in the coming decades challenge EU's border management and will the Integrated Border Management be a sufficient tool worthy of trust in the future? This script highlights the impacts of climate change to European border security by multiplying the push factors in the countries origin with the potential to create a refugee crisis or increase the hazard for irregular migration to Europe.

Topic Areas

Intra-Organizational, Inter-Organizational, Trust development, Public Sector Organization/s, Qualitative



Comparing General Trust to Organizational Trust: New Insights From a Prototype Analysis

Authors

Dr. Sandra Kiffin-Petersen - University of Western Australia

Prof. Sharon Purchase - University of Western Australia

Prof. Doina Olaru - University of Western Australia

Dr. Brett Smith - University of Western Australia

Abstract

This study uses a qualitative research methodology known as prototype analysis -- a novel ground-up methodology -- to investigate the cognitive structure of the concept of trust. A prototype analysis generally consists of a series of independent studies designed to generate, and then confirm the trust prototype. The most frequently mentioned features of trust are considered central, while those less frequent are peripheral features. The top three central features of trust were honesty, loyalty, and reliability. New insights from the prototype analysis suggest capability/ability and vulnerability/risk are more peripheral feature of general trust, than found in models of organizational trust.

Topic Areas

Intra-Personal, Inter-Personal, Trust development, Private Sector Organization/s, Qualitative



Is trust self-reinforcing? Insight into the dynamics of perceived trustworthiness and organizational trust

Authors

Mx. Jenna Van Fossen - Michigan State University

Dr. Joseph Hamm - Michigan State University

Mx. Olatayo Bakare - Michigan State University

Dr. Adam Zwickle - Michigan State University

Abstract

Although trust is theorized as a dynamic state, there is little empirical insight into the ongoing dynamics of trust and focal trustworthiness dimensions. We assess perceived ability, benevolence, integrity, and trust in a public health agency responsible for managing the risk of hurricanes across 25 weeks of hurricane season using two-level time series analysis. We find positive relationships between trustworthiness perceptions and subsequent trust, and vice versa. Moreover, trust was more closely associated with subsequent ability perceptions compared to benevolence or integrity perceptions. These findings hold theoretical implications for broadening understanding of trust maintenance beyond initial theorized cognitive evaluations.

Topic Areas

Intra-Personal, Intra-Organizational, Trust development, Public Sector Organization/s, Non-Profit Organization/s, Quantitative



Workshop: Multi-disciplinary engaged scholarship on how to develop and maintain trustworthy artificial intelligence

Authors

Ms. Kaisa Kukkonen - Turku School of Economics

Abstract

The aim of the workshop is to bring together trust scholars as well as industry experts on artificial intelligence. The workshop focuses on two main pre-study research questions:

- 1) Multidisciplinary view on how to develop trustworthy AI? And
- 2) Multidisciplinary view on how to maintain AI trustworthy after it has been taken into use?

These pre-study research questions are workshopped in small groups. Each workshop group (5 people per group) consists of at least one trust scholar, company business representative and technical AI expert to enable informed multidisciplinary discussion on future directions and challenges to be overcome in relation to AI and trust.

The participants are asked to think about the potential research questions and practical challenges to be overcome in relation to the two main pre-study research questions on how to develop and maintain AI trustworthy after it has been implemented.

Topic Areas

Intra-Organizational, Inter-Organizational, Trust development, Private Sector Organization/s, Public Sector Organization/s, Non-Profit Organization/s, Entrepreneurial / Start-up, Conceptual / Review



Trust that binds or trust that blinds: Towards Conceptualization of Optimal Trust in the foreign B-to-B partnerships of family firm managers over time

Authors

Prof. Tanja Leppäaho - LUT University/School of Business and Management

Prof. Kirsimarja Blomqvist - LUT University/School of Business and Management

Prof. Sarah Jack - Lancaster University Management School

Mr. Florian Ney - University of Gloucestershire

Abstract

Family firms are described as unique organizations with especially high level of trust. Finland as a country is also known for a high level of trust both in relation to institutions and in-between its people. In this research, we study trust through 15 Finnish FFs from the manufacturing sector in relation to their trust-building in in three most important foreign markets of each firm. Our aim is to understand the microprocesses leading to different outcomes of trust: over-trust or more neutral levels of trust. Our contribution is related to creating a typology based on the microfoundations and -processes leading to different outcomes of trust: over-trust, family-like trust and “neutral trust”. Respectively, we label the firms of the typology as trustaholics, family builders and rational trust optimizers.

Topic Areas

Inter-Organizational, Trust development, Entrepreneurial / Start-up, Qualitative



Looking at Trust: From the Inside-out or Outside-in?

Authors

Prof. Svein Tvedt Johansen - UiT The Arctic University of Norway

Prof. Taina Savolainen - University of Eastern Finland

Prof. Bjarne Espedal - Norwegian School of Economics

Abstract

The call for rigor in trust research assume what can be referred to as a representational ontology in which constructs are assumed to reflect an underlying reality. We refer to this an inside-out position: In order to understand how trust works in any given situation we first have to establish what trust is. We contrast this with a performative ontology in which constructs are constituted by language. Trust here takes on different meanings depending on the goals and concerns that people have in a particular type of situation, or what we refer to as an outside-in position. Drawing on two examples, a female customer contemplating a potentially risky taxi-ride, and a father seeking to convey his trust in his daughter, we show how these constitute differences in kind not degree. 'Rigor' in the form of fixed conceptualizations we argue might render trust-research less, not more, useful, limiting or distorting our understanding of trust, by causing us to disregard aspects of trust that fail to conform to a fixed and limited conceptualization of trust.

Topic Areas

Inter-Personal, Trust development, Private Sector Organization/s, Public Sector Organization/s, Conceptual / Review



Exploring the linkages between trust, green leadership and emergence of eco-innovation

Authors

Prof. Dagmara Lewicka - AGH University of Science and Technology, Faculty of Management

Ms. Helena Starowicz-Rajca - AGH University of Science and Technology, Faculty of Management

Abstract

The purpose of the study was to identify the relationship between trust, green management and eco-innovations. The obtained results will give recommendations for managers in the field of eco-leadership.

Study contributes to the development of knowledge about green leadership, trust and eco-innovations which is an open topic for discussion in the literature. The study identified eco-innovation drivers stemming from eco leadership. Moreover, it made it possible to understand the importance of trust in supervisor relations as a stimulator of eco-innovation. It also made it possible to indicate the actions of superiors aimed at stimulating the innovative behavior of employees. The focus was also on the specifics of the influence of leaders in the process of creating eco-innovations.

Topic Areas

Intra-Organizational, Trust development, Private Sector Organization/s, Qualitative



Examining Trust Dynamics Within Triadic Relationships: The Trickle-Down Effects of Middle Managers' Felt Trust on Subordinates' Job Performance and Well-Being

Authors

Ms. Krisna Bonilla - Toulouse School of Management

Dr. Caroline Manville - Toulouse School of Management

Abstract

This theoretical paper takes stock of the different issues and challenges faced in management science and in trust research. First is the concern in management research where academics have lost touch with managers in their studies. We address this by putting a spotlight on the *middle managers' triadic relationships*. Second, trust studies have significantly focused on examining from the bottom-up perspective of the trustor. We challenge this by investigating the trustee's perspective - the *felt trust*. Concurrently, we also examine felt trust's *trickle-down effects* on the subordinates' *job performance* and *well-being*, while testing potential explanatory mechanisms and boundary conditions. Finally, extant literature has taken a static snapshot of felt trust levels and we challenge this by integrating a dynamic approach. Ultimately, the aim is to build a robust conceptual framework that will prepare us for empirical research that is societally and organizationally relevant.

Keywords:

Felt Trust Dynamics; Middle Managers; Triadic Relationships; Trickle-down Effects

Topic Areas

Intra-Personal, Inter-Personal, Trust development, Private Sector Organization/s, Non-Profit Organization/s, Conceptual / Review



Trust in mentoring in the pre-career context of the business students

Authors

Dr. Sari-Johanna Karhapaa - University of Eastern Finland

Dr. Mirjami Ikonen - University of Eastern Finland

Abstract

This paper examines how trust is perceived from the mentor's perspective in a mentoring relationship. Mentoring is an interactive relationship in which an experienced individual, a mentor, shares one's knowledge and wisdom with a less experienced and usually younger actor is less studied in the phase of the business students for the transition to the labor market. This paper explores trust in mentoring in the pre-career context of business students based on the dimensions of trustworthiness. Qualitative methods and a process view with a narrative approach are applied to analyse textual data gathered from ten mentors' interviews in the business student's mentoring program. Based on the findings, mentors' ability originates from their education and experiences in business and private life. The ability to communicate is essential to build trust and emerge especially related to themes such as the search of job, and characteristics of work life. Themes about with concerning benevolence were emphasized. Benevolence was revealed in themes concerning volunteering as a mentor, relatedness to an actor, as well as support and encouragement of the actor.

Topic Areas

Inter-Personal, Trust development, Public Sector Organization/s, Qualitative



Disentangling trust and risk as drivers of compliance with a governance agency

Authors

Mx. Jenna Van Fossen - Michigan State University

Dr. Joseph Hamm - Michigan State University

Mx. Olatayo Bakare - Michigan State University

Dr. Adam Zwickle - Michigan State University

Abstract

Governance agencies are tasked with managing social risks to protect the public. Yet, public trust, in conjunction with risk perceptions regarding the harm that may occur from not complying, may be a necessary condition for citizens to comply with agency recommendations to ensure safety. However, citizens may be faced with different, and even contrasting, compliance directives. We investigate the moderating relationships between perceived vulnerability and risk severity with trust to predict intentions to comply with a government agency's recommendations to alternately evacuate or not evacuate in the occurrence of a hurricane in a longitudinal dataset. We find cross-level interactions such that vulnerability weakens, or supplants, the relationship between trust and evacuation compliance, whereas risk severity strengthens the relationship between trust and intentions to comply with a non-evacuation order. These results offer increased nuance into the nature of the relationships between trust and separate forms of risk perceptions and agency compliance based on alignment with minimizing harm from an external threat.

Topic Areas

Intra-Personal, Inter-Organizational, Non-Profit Organization/s, Quantitative



“You have the logical cap, and then the emotional hat”: how and why dependent stakeholders respond to organisational trust violations

Authors

Ms. Niamh Daly - The University of Queensland

Prof. Nicole Gillespie - University of Queensland

Prof. Matthew Hornsey - The University of Queensland

Dr. Lisa van der Werff - DCU Business School

Abstract

An organisational trust violation is defined as ‘a single major incident, or cumulative series of incidents, resulting from the action (or inaction) of organisational agents that threaten the legitimacy of the organisation and has the potential to harm the well-being of one or more of the organisation’s stakeholders’ (Gillespie & Dietz, 2009:128). Research demonstrates that trust violations not only diminish trust but also trigger active distrust (Bijlsma-Frankema et al., 2015; Gillespie & Dietz, 2009). As a result, stakeholders typically disengage from and reduce cooperation and knowledge sharing with the organisation if their trust is not restored following a violation (Bachmann et al., 2015; Guo et al., 2017). While empirical research indicates that trust violations cause an avoidance or push orientation away from making oneself vulnerable to the organisation again, the literature does not account for situations where trustors cannot readily disengage. This raises the question: *how does perceived dependency influence stakeholders’ responses to organisational trust violations and their ongoing trust and engagement with the organisation?*

Topic Areas

Intra-Personal, Trust repair, Public Sector Organization/s, Qualitative



Who is trusted, and for what? A stereotype content model of trustworthiness and trust development in organizations

Authors

Mx. Jenna Van Fossen - Michigan State University

Abstract

Within the literature on trust, there is little understanding of aspects other than a trustee's behaviors that influence perceptions of their trustworthiness and trust. Research in the literature on diversity and discrimination routinely indicates that individuals belonging to different social groups than the trustor are trusted less, yet aside from perceived similarity the process through which this occurs is unclear. I present an updated model of stereotype content and trust development that incorporates insight from the Stereotype Content Model (Fiske et al., 2002) with Mayer et al.'s (1995) theory of trust. This updated model provides greater understanding of trust development by proposing that individuals from different social groups will be perceived with differing levels of trustworthiness factors (benevolence and integrity/warmth, in conjunction with ability/competence), resulting in different levels of trust for different domains (social and non-technical versus nonsocial and technical). This perspective can thus help to explain and predict different forms of discrimination that members of different social groups may be subject to within organizations.

Topic Areas

Inter-Personal, Trust development, Private Sector Organization/s, Public Sector Organization/s, Non-Profit Organization/s, Conceptual / Review



How Do Strangers Initiate a Long-term Cooperation? A Grounded Theory of Relational Bands

Authors

Prof. Joella Allott - Beijing Foreign Studies University

Prof. Laura Poppo - University of Nebraska-Lincoln

Prof. Jenny Gibb - University of Waikato

Abstract

How do strangers, who are neither acquaintances nor familiar with one another, decide whether to work together or not? To address this research question, we conducted an inductive study of how artists and art dealers decide whether to initiate a cooperative exchange relationship. Our coding of 47 interviews with 20 art dealers and 27 artists revealed 5 overarching dimensions which assess the quality of the person, the quality of their connection, and the potential to profit as well as share benefits. Based on these findings, we develop a grounded theory of relational bands to explain when and how relational assessments can be used to reduce financial risk when deciding whether to initiate a cooperative exchange. We posit that relational bands can be a protective band, which reduces financial risk and positively influences the initiation of cooperation or an avoidance band, which increases financial risk as well as the likelihood of terminating consideration of the cooperation. Our grounded theory also distinguishes between temporary and self-reinforcing bands as well as relational assessments that are not reliable indicators of financial risk. In this way, our paper extends conceptualizations of trust to that of a set of relational bands.

Topic Areas

Inter-Personal, Inter-Organizational, Trust development, Private Sector Organization/s, Entrepreneurial / Start-up, Qualitative



Personal and Situational Cues and Trust

Authors

Dr. Xuchang Zheng - DCU Business School

Abstract

A primary focus of trust research is the trustee's personal attributes and their additive value in the trustor's decision. In this article, we clarify the boundary condition of this positive link. By integrating the role of situational attributes, we propose a moderation framework of trust development that emphasises the decision mechanism, in addition to the components of the decision. It highlights (1) the interaction between each personal cue of trustee and (2) their interaction with the situational constraints. We explain how positive information about the trustee may jeopardise trust and cooperation.

Topic Areas

Intra-Personal, Inter-Personal, Trust development, Private Sector Organization/s, Public Sector Organization/s, Non-Profit Organization/s, Entrepreneurial / Start-up, Conceptual / Review



Vulnerability: A Key Relational Mechanism

Authors

Mr. Sam Strizver - University of South Carolina

Dr. M. Audrey Korsgaard - University of South Carolina

Abstract

The lack of clarity around the concept of vulnerability poses a substantial conceptual issue for trust research, and other streams of study that deal with relational expectations of harm. More specifically, it is during states of vulnerability that employees decide whether and how to engage in relationships and eventually act on threatening situations. We argue that vulnerability represents a liminal phase between threatening events in which an individual's framing and subsequent decisions play a pivotal role in how they react to the materialization of those threats. Thus, the purpose of this first-cut paper is to explicate the nature and antecedents of vulnerability, and to propose a preliminary framework theorizing the outcomes of vulnerability across contexts.

Topic Areas

Inter-Personal, Intra-Organizational, Trust development, Conceptual / Review



Understanding adoption of wearable technology in the workplace: A systematic review

Authors

Mrs. Alexandria Macdade - University of Queensland

Prof. Nicole Gillespie - University of Queensland

Prof. Tyler Okimoto - University of Queensland

Abstract

Wearable technology is becoming the go-to solution for organisations seeking connectivity, efficiency, health, and safety outcomes. However, device rejection and abandonment remain core challenges. In response, research examining employees' trust and adoption of workplace wearables has grown rapidly. However, multidisciplinary inquiry and a lack of theoretical underpinning has resulted in a fragmented literature. The purpose of this systematic literature review is to synthesise the existing research and interrogate the theoretical mechanisms driving workplace wearable acceptance. This multidisciplinary review was conducted following the PRISMA guidelines. The screening process resulted in a final selection of $n = 40$ papers from an initial sample of $N = 1167$. Full texts were reviewed using thematic analysis.

We identify and present the findings from two research streams (variance and process-based) and categorise antecedents into individual, technological, contextual and implementation factors. Based on findings, we propose trust and motivation as potential mechanisms driving device acceptance. We note several limitations, including a lack of conceptual clarity of trust and adoption and a reliance on short-term, inexperienced samples where trust and acceptance are likely less complex than in longer-term or higher-stakes field environments. We present a promising future research agenda to encourage a more systematic, theoretically driven inquiry.

Topic Areas

Intra-Organizational, Trust development, Private Sector Organization/s, Conceptual / Review



Network perceptions and trust: How cognitive social structures influence perceived trustworthiness

Authors

Dr. Stephen Jones - University of Washington Bothell

Dr. Pri Shah - University of Minnesota

Mr. Dongil (Marco) Jang - University of Minnesota

Abstract

In this paper, we investigate how perceptions of network structure influence trustworthiness judgments. We do so by integrating research on trust and social networks to posit that how a trustor sees the network in which they are embedded influences their perception of others' trustworthiness above and beyond the actual social network that surrounds them.

Topic Areas

Inter-Personal, Intra-Organizational, Trust development, Quantitative



After The Fall: Explaining Differential Trust Trajectories After An Organisational Scandal

Authors

Prof. Nicole Gillespie - University of Queensland

Dr. Shannon Colville - The University of Queensland

Mrs. Alexandria Macdade - The University of Queensland

Ms. Niamh Daly - The University of Queensland

Dr. Mattia Anesa - University of Sydney

Abstract

When an organization becomes embroiled in a scandal, a loss of stakeholder trust typically ensues, triggering the need for trust repair (Lewicki & Brinsfield, 2017). But what happens when the organization is central to one's professional identity and charged with upholding the standards that it has violated? Drawing on a mixed methods case study, we develop a conceptual model identifying how the attribution of responsibility and sensemaking of the organization's responses to a violation interact with members' identification with the organization, to influence members' trust trajectories over time. Our research contributes to the trust literature in two ways. First, it extends understanding of the role of sensemaking in trust repair, identifying the critical and dynamic role played by attribution of responsibility for the violation, with the flow-on effects for trust repair expectations. Second, we advance understanding of the diverse and dynamic nature of trust repair, identifying two types of trust trajectories in response to a violation – regressive and progressive. We find these trajectories explain why and how members diverge in their interpretation of the effectiveness of organisational responses to repair trust post a violation, and how they are associated with member identification with the organization and ongoing membership decisions.

Topic Areas

Intra-Organizational, Trust repair, Non-Profit Organization/s, Qualitative



Understanding Trust in the Digital Age

Authors

Prof. Nicole Gillespie - University of Queensland
Prof. Sirkka Järvenpää - University of Texas
Dr. Arvind Karunakaran - Stanford University
Dr. Simon Daniel Schafheitle - University of Twente
Dr. Christoph Schank - University of Regensburg
Prof. Antoinette Weibel - University of St. Gallen
Dr. Steven Lockey - The University of Queensland
Dr. Javad Pool - The University of Queensland
Dr. Caitlin Curtis - The University of Queensland
Prof. Kirsimarja Blomqvist - LUT University/School of Business and Management
Dr. Katri Laatikainen - The Finnish Defense Research Agency
Prof. Pia Hurmelinna-Laukkanen - University of Oulu

Abstract

Digital and emerging technologies are transforming the way we live and work, and reconfiguring the relationship between humans and technology. Responding to a growing consensus of the need to deepen understanding of trust in digital and emerging technologies (Kaplan, Kessler, Brill & Hancock, 2021), this symposium brings together a diverse set of scholars to offer new empirical insights and conceptual developments on the nature, dynamics, and drivers of trust in the context of smart technology, together with reflections and future research directions from our eminent discussant, Sirkka Järvenpää. Collectively, the papers bring diverse methodologies (ranging from quantitative field surveys, qualitative case studies, and conceptual work) and a global perspective (drawing on samples from across 18 countries) to answer questions such as: How is the adoption of smart and digital technologies shaping the nature and bases of trust between stakeholders? How can trust be preserved and normalized in the face of persistent technology breakdown? How can smart technologies be implemented into the workplace in a human-centric way that enhances employee wellbeing? What role do macro structural assurances, motivational drivers and dispositional characteristics play in predicting trust and acceptance of smart technology?

Topic Areas

Intra-Personal, Inter-Personal, Intra-Organizational, Inter-Organizational, Trust development, Private Sector Organization/s, Public Sector Organization/s, Conceptual / Review, Qualitative, Quantitative, Mixed Methods



Risk management and trust - Strategies and mechanisms to increase trust between big and small players, as well as in the ecosystem and the role of the data economy

Authors

Dr. Henrik Sievers - Freelancer

Abstract

The study "Risk management and trust case study SOTE and child welfare" deals with the mismatch, incomplete information between buyer and seller and more broadly in the ecosystem. When the buyer and seller have asymmetric information about the commodity offered on the market, there is no turnover or the market is ruined by weak players and insufficient control mechanisms. The study combines in a new way the burning social problem - the administration and management of health and social services areas as a case of child protection, combined with the evaluation of the actions of companies/actors in solving the mismatch problem and transparency. Research answers to a question "How can you be sure that there is a harmful choice in the market (asymmetric information) and is the situation changing? In other words, the wrong kind of bad actors with moral hazards enter the ecosystem." We present the research as a contribution to a platform or other type of mediator/moderator solution to outsource risks and manage risk between potential collaborators.

Topic Areas

Inter-Organizational, Trust repair, Distrust, Private Sector Organization/s, Public Sector Organization/s, Non-Profit Organization/s, Entrepreneurial / Start-up, Mixed Methods



Design for Trust: Insight from Human-in-the-Loop systems in healthcare

Authors

Dr. Tiziano Volpentesta - Luiss University

Dr. Domenico Di Prisco - Luiss University

Abstract

The article reports findings from an Action Design Research (ADR) study that developed Human-in-the-Loop (HIL) Artificial Intelligence systems in the healthcare industrial ecosystem. We propose a design process framework which embeds the features that improve trust in the technology for internal and external stakeholders.

Topic Areas

Intra-Organizational, Inter-Organizational, Trust development, Private Sector Organization/s, Public Sector Organization/s, Qualitative



Exploring Distrust Formation in Interorganizational Relationships

Authors

Mrs. Yeshi Deuss-Ngingthatshang - University of St. Gallen

Dr. Meike Wiemann-Hügler - University of St. Gallen

Abstract

Interorganizational distrust has detrimental effects for the concerned organizations themselves but also for third parties. Moreover, once interorganizational distrust has been established, it is only hardly reversed. Yet, we know only very little about the process of distrust formation in interorganizational relationships, which assumedly includes a tipping point that can be prevented. In a nationally funded research project and a corresponding dissertation, we apply an embedded case study design with one main and ten embedded cases to gather qualitative in-depth knowledge on such distrust formation processes and therewith contribute (1) to research by theory building and (2) to practice by recommendations on distrust-preventing actions. Our preliminary findings corroborate the existence of a tipping point that is triggered by severe transgression events that exceed an existing “trust reservoir” in a relationship and indicate a central role of sensebreaking in this process. Further results will be discussed.

Topic Areas

Inter-Organizational, Distrust, Private Sector Organization/s, Non-Profit Organization/s, Qualitative



The paradox of trust: friend or foe? When your colleague is also your biggest competitor

Authors

Dr. Neve Abgeller - University of Birmingham

Abstract

Focusing on management consulting firms, this study scrutinises a core group of knowledge workers revealing the complexity and diversity of meanings attached to their trust-related decisions, emotions and behaviours. Drawing on 50 interviews and utilising critical incident technique (CIT) with management consultants working in leading UK and US consulting firms, the study offers insights into the complex nature of human interactions and their embeddedness in social contexts. Consequently, the study offers contextualised and situated knowledge about a setting, which although claiming to support trust building, is, due to inherent competition, paradoxically perilous for its development. Three main constituents are highlighted within this context: (1) trusting trustors and trustworthy trustees; particularly with regard to benevolence and integrity (2) the cruciality of giving and receiving support; and (3) building relationships and developing networks, particularly outside the workplace. Furthermore, the article discusses the implications of these findings for future theory and practice.

Topic Areas

Intra-Organizational, Trust development, Private Sector Organization/s, Qualitative



Trust is the key word- Finnish inclusive education and trust

Authors

Dr. Teija Koskela - University of Turku

Abstract

Abstract

Finnish legislation gives good possibilities for educational system to develop practices towards inclusion. One of challenges in inclusive education is to maintain trust in relations between home and school. The context is collaboration with school when child has need for support in education. By qualitative interview data and qualitative analysis this research aims to describe prerequisites to creating trust and it is based on experiences of parents. As a preliminary result the model of the three gates of inclusive collaboration is presented.

Topic Areas

Intra-Organizational, Trust development, Public Sector Organization/s, Qualitative



Understanding How Organizational Practices Influence Employee Trust: The Role of Psychological Need Satisfaction

Authors

Dr. Bichen Guan - University of Queensland

Prof. Nicole Gillespie - University of Queensland

Dr. Steven Lockey - The University of Queensland

Abstract

Employees' trust in their employing organization is consequential both for employee well-being and organizational effectiveness. Prior conceptual models have been proposed describing how a holistic set of organizational practices may influence employee trust. Yet, to date there has been limited empirical testing of these models nor examination of *how* these practices influence trust. Integrating prior conceptual models of organizational trust (Gillespie & Dietz, 2009; Hurley et al., 2013) with self-determination theory (Ryan & Deci, 2000), we conducted a two-wave survey with 399 Australian employees to test a conceptual model proposing: 1) five organizational practices – shared purpose, trustworthy leadership, ethical climate, HR and governance practices, and responsible operations – positively influence employees' trust in the organization, and 2) the relationship between organizational practices and trust is mediated by employee need fulfillment (autonomy and relatedness). Path analyses provide support for both propositions. Open-ended responses from a representative sample of 1079 Australian employees provided further qualitative support for our proposed model. The study advances both a theoretical and practical understanding of how organizational practices can facilitate employee trust.

Topic Areas

Intra-Organizational, Trust development, Mixed Methods



What Gets Measured Gets Managed: Developing a Vulnerability Scale, for the benefit of Organisations, Trust and Psychologically Safe Culture.

Authors

Ms. Jen Martin - DCU Business School

Abstract

How is Vulnerability defined? What are its antecedents? What moderates Vulnerability? How can it be measured? Vulnerability is central to definitions of Trust, yet there remains fundamental gaps in our knowledge, understanding, research underpinning and literature. This proposed PhD research seeks to bridge these gaps, and seeks to explore the concept of vulnerability and investigate its role in organisational settings (with particular interest in leadership - followership contexts), establish construct clarity as well as the nomological network for Vulnerability, and develop a comprehensive measure for the construct.

Topic Areas

Inter-Personal, Trust development, Private Sector Organization/s, Public Sector Organization/s, Conceptual / Review, Mixed Methods



How being motivated to be trusted affects cultural metacognition

Authors

Mr. Roberto Vale - PhD student

Abstract

This exploratory mixed-method research study investigates for the first time the relationship between being motivated to be trusted and cultural metacognition. It attempts to better understand how individuals who are deliberately motivated to be trusted navigate cross-cultural interactions, and how that motivation affects their own cultural metacognition. Perspective-taking is conceptualized as the mechanism operationalizing that relationship. Data are collected from a diverse sampling of approximately 150 participants using the critical incident technique during semi-structured interviews and through an online survey. This study brings a novel perspective to the trust-building literature through the lenses of motivational states. It also extends the nomological network of cultural intelligence by looking at trustworthiness in cross-cultural interactions as an antecedent to cultural metacognition. Furthermore, findings will contribute to organizations and practitioners in the design and implementation of cross-cultural leadership interventions.

Topic Areas

Inter-Personal, Trust development, Private Sector Organization/s, Non-Profit Organization/s, Entrepreneurial / Start-up, Mixed Methods



Indirect trust building: How third parties facilitate trust and collaboration in innovation networks despite uncertainties

Authors

Dr. Tina Azad-Gehrken - Witten/Herdecke University

Prof. Guido Möllering - Witten/Herdecke University

Abstract

In our study, we examine the trust transferring practices helping network managers dealing with the challenges brought by the uncertain context of innovation networks. With a qualitative inquiry of 23 network managers and 20 network members, we investigate how network managers deal with three kinds of uncertainty challenges by relying on trust transfer to support knowledge sharing and collaboration. Our findings show that third parties mainly face *contextual*, *expectational*, and *relational uncertainty challenges*. Next to the dyadic ties between the managers and respective members, we identify *referring*, *encountering*, and *mobilizing networking tools* as essential trust transferring practices that network managers use to deal with uncertainty challenges. This study opens new avenues for indirect trust building as part of triad or collective trust, the concept of third-party facilitated trust transfer, and the recursive interplay between trust and perceived uncertainty challenges.

Topic Areas

Inter-Personal, Inter-Organizational, Trust development, Private Sector Organization/s, Public Sector Organization/s, Non-Profit Organization/s, Entrepreneurial / Start-up, Qualitative



Looking for Trust in All the Wrong Places: Modeling Determinants of Inter-Organizational Trust in Fragile States

Authors

Dr. Anthony Caito - Anderson University (SC)

Abstract

The trust literature holds many untested black box assumptions. It is no surprise that its emphasis on trust dynamics in typical cases of wealthy pluralist societies has revealed that social trust comes easier where there is greater economic and political cushion. However, institutions have a limited ability to substitute for social trust (Cook, 2015). Institutional trust does not *directly* produce social trust because trust is credited to the socially constructed institution rather than individuals (Lumineau et al., 2020). Fragile states face the opposite problem of dysfunctional institutions that are unable to provide an adequate foundation for inter-organizational trust. To the degree institutions drive social interaction between organizations, they serve as a necessary, though not sufficient, catalyst of generalized and categorical trust. To the degree institutions limit individuals and organizations from interacting, they inhibit all forms of social trust. To advance the inter-organizational trust literature there needs to be definitional consensus and isolation of forms of trust for analysis. This highlights the need for all types of societies to develop a diversity of trust forms during uncertain times (Schilke, et al., 2021). This research examines the limits of and non-linear relationships between the determinants of inter-organizational trust in contexts of uncertainty.

Topic Areas

Inter-Organizational, Trust development, Private Sector Organization/s, Public Sector Organization/s, Non-Profit Organization/s, Conceptual / Review



Measuring Trust in All the Wrong Ways: A Method for Measuring Inter-Organizational Trust in Uncertain Contexts

Authors

Dr. Anthony Caito - Anderson University (SC)

Abstract

A society's social network structure tells its trust story. That story is often a sad one in contexts of uncertainty. Organizations operating within and between fragile states face great, though not insurmountable, challenges to forming trust. This proposed mixed method research design directly addresses the methodological shortcomings in the literature, functions within the limitations inherent to the examination of trust amongst uncertainty and recommends a process for tracing causal mechanisms of inter-organizational trust through social network structures and comparison between cases.

Topic Areas

Inter-Organizational, Trust development, Private Sector Organization/s, Public Sector Organization/s, Non-Profit Organization/s, Mixed Methods



Trust development in temporary organizations

Authors

Ms. Linda Schmidt - Bundeswehr University Munich

Abstract

Teams increasingly collaborate in temporary organizations, which lack the shared history of interaction being central as a basis for trust. Based on conventional trust literature on the phenomenon of swift trust in temporary organizations, I use data from an ethnographic study of a startup accelerator to investigate existing trust dynamics in temporary organizations. Preliminary findings allow for first conclusions about an interdependent pattern of swift and deep-level trust development in temporary teams.

Topic Areas

Inter-Personal, Intra-Organizational, Trust development, Entrepreneurial / Start-up, Qualitative



Trust in coworkers: An asset or a liability?

Authors

Dr. Selin Erdil - Social Sciences University of Ankara

Prof. S. Arzu Wasti - Sabanci University

Abstract

Treating trust as a multidimensional construct we examined the relative effect of cognition-based trust (CBT) and affect-based trust (ABT) on emotional strain, as mediated by relational outcomes. The model was tested with data collected via online surveys from 149 employees working in various organizations in Turkey. The findings indicated that ABT was positively related to relationship outcomes such as prosocial behaviors, condoning behaviors and complacency, with condoning behaviors positively predicting emotional strain. In contrast, CBT was positively related to satisfaction with the instrumental outcomes, which in turn had an alleviating role on emotional strain. Taken together, our results speak to the differential outcomes of ABT versus CBT, in particular, with respect to the dark side of trust.

Topic Areas

Inter-Personal, Trust development, Private Sector Organization/s, Quantitative



My follower doesn't trust me! Leader felt trust and abusive supervision

Authors

Dr. Ashley Fulmer - Georgia State University

Ms. Jeewon Gwak - Georgia State University

Abstract

Research on felt trust has increased in recent years, focusing on employees' feelings of being trusted by their leaders. The literature, however, has largely overlooked the perspective of the leader. In this study, we focus on leader felt trust-leaders' feelings of being trusted by their employees. Leader felt trust likely has different implications than employee felt trust because leaders' roles and expectations are distinctly different. Integrating theories of role and self-discrepancy, we propose a model in which leaders will experience a sense of discrepancy with their role expectations when they have lower levels of felt trust. This self-discrepancy in turn leads to feelings of shame for the leaders and increases the likelihood that they will engage in abusive supervision. The results of an experiment and a four-wave field study supported our model.

Topic Areas

Inter-Personal, Quantitative



Your friendly neighbor: proximity as a source of trust-recovery in fragile contexts

Authors

Dr. German Cespedes - IPADE Business School

Dr. Ana Dahik - IPADE Business School

Dr. José Díez - IPADE Business School

Abstract

Researchers have thoroughly identified the challenges associated with restoring trust in intergroup contexts. Still, they have not been that successful in identifying practical solutions and the micro-processes involved in this trust repair process. Nezahualcóyotl City is a crowded municipality located in the Metropolitan area of Mexico City. The legitimacy of the local police was damaged due to a cumulative history of corruption and negligence that created a breach in the organization's credibility. In 15 years and through a series of organizational and structural changes, the chief of the police managed to transform it from one of the most corrupt police forces in Mexico (Gurria-Quintana, 2006) into one of the most trusted municipal-level police in the country. We explore the underlying mechanisms and perceptions behind the trust repair process in this fragile context, following an inductive qualitative case-study approach and exploring how and why the trust repair process in the police force of Ciudad Neza took place.

Topic Areas

Intra-Organizational, Trust repair, Public Sector Organization/s, Qualitative



Trust of self-directed learners and managers in AI-supported Learning systems in organizations. A mixed method study.

Authors

Mrs. Steffi Bärmann - FHWien der WKW, University of Applied Sciences for Management and Communication

Abstract

This paper is about the trust of self-directed learners and managers in artificial intelligence (AI) supported learning systems in organizations. It is a mixed methods study. The aim is to achieve both a broad and deep understanding of the trust of self-directed learners and managers in AI-supported learning systems in organizations. Literature on interpersonal trust in organizations, trust in technology, trust in AI, self-directed learning (SDL), and AI in education (AIEd) is used to shed light on the research problem. In a quantitative study data from three companies will be collected and analyzed regarding the impact of trustworthiness of the using stakeholder (using human-trust construct, e.g. ability, benevolence, integrity) and technology (using AI-trust constructs, e.g. fairness, accountability, transparency, safety) on trust in the AI-technology and the usage intention. Qualitative data explores how trust between stakeholders and AI technology in this context works. Finally, meta-inferences are derived and related to practice and theory. The study provides implications for trust-in-AI research.

Topic Areas

Intra-Organizational, Trust development, Private Sector Organization/s, Mixed Methods



Researching the Interrelations Between Relational ‘Vulnerabilities’ and Trust: A Study with Professional Dancers

Authors

Dr. Suvi Satama - Turku School of Economics

Abstract

Building on sensory ontologies and the theoretical literature of embodiment at work, embodied leadership and organisational aesthetics, this study investigates relational vulner-abilities and their relationship with trust in the context of professional dance. The main objective of this study is to theorise vulnerability as an ability—a productive, embodied position to confidentially be in relation with others.

The research questions of the project are as follows: The research questions of this study are as follows: How is relational vulner-ability experienced among professional dancers? How are relational vulner-abilities entwined with the notion of trust? Finally, how can organisational researchers use the concept of relational vulner-ability as a methodological tool for exploring the ‘hidden’ sensibilities of various research phenomena? The research material is comprised of 26 in-depth interviews conducted with Finnish National Ballet dancers, and my autoethnographic, ‘multi-media diary’ notes throughout the research process.

Regarding the scientific contributions, first, the project is conceptually innovative by considering vulnerability a relational ability (vulner-ability) as part of developing a more humane working life. Second, the project makes a methodological contribution by developing practices of ‘vulnerable methodology’. Recognising the vulnerability of the researcher might lead to powerful ways to conduct management research through collaboration and bodily reflection.

Topic Areas

Inter-Personal, Trust development, Public Sector Organization/s, Qualitative



Managing water in times of changing trust relations The impact of changing public trust on trust within governmental organizations

Authors

Dr. Jasper De Vries - Wageningen University

Dr. Remko Voogd - Wageningen University

Ms. Rolien Willmes - Wageningen University

Abstract

Trust decline in government agencies puts pressure on the functioning of water governance agencies. This contribution studies the impact of trust decline on the work of water managers in the Netherlands. Based on 30 interviews with 16 organizations the first results show that trust decline impacts trust within organizations and interactions of water governance agencies with stakeholders

Topic Areas

Intra-Organizational, Inter-Organizational, Trust development, Public Sector Organization/s, Qualitative



Exploring the implementation of trust policies in a Norwegian public service context. The role of social fairness.

Authors

Prof. Mia Vabø - Oslo Metropolitan University, Centre for Welfare and Worklife science/ Department of Vocational teacher education

Abstract

Nordic public service sectors are facing a trend of administrative reforms calling for trust-based management. Although a great deal of faith has been put in employees' potential for driving organizational developments, question may be raised whether managers are successful in balancing trust and control in ways that motivates employees to take on the role as self-governing professionals.

A multi-focused case study was conducted in a Norwegian home care agency reorganizing their services in line with a 'trust model'. This paper explores how efforts made to balance trust and control unfolded over time and how it was perceived by different actors in the system. Particular attention was paid to the way in which actors adapted to fiscal constraints and the setting of priorities between multiple-goals and problem areas.

The study reveals that building trusting relations was largely about promoting fairness regarding (1) resource allocation to meet the needs of different categories of home care clients; (2) balancing between the views of actors from different disciplines (3) sharing the burdens of work between and within work teams. As resources are finite question about distributional consequences constantly raised. Hence, building trust within a public service context will require a whole-of-government approach.

Topic Areas

Inter-Organizational, Trust development, Public Sector Organization/s, Qualitative



Constructing techno-scientific promises via constructive mistrust: framework for analysis and illustrative examples from the nuclear sector

Authors

Dr. Markku Lehtonen - Universitat Pompeu Fabra

Abstract

Drawing on the literatures on trust, sociology of expectations and epistemic communities, as well as on illustrative examples from empirical research on nuclear-sector promises, this paper elaborates a framework for analysing the role of trust, mistrust, and distrust in the construction of techno-scientific promises. In doing so, the paper brings together two hitherto largely separate streams of scholarship: sociology of expectations and Science and Technology Studies on the one hand, and various areas of trust research on the other. The paper stresses virtues of mistrust and distrust. From trust research, it borrows a typology that distinguishes between trust, mistrust, and distrust on the one hand, and the three dimensions of these three concepts on the other: interpersonal, institutional, and ideological trust/mistrust/distrust. In addition to the basic tenets of the literature on promise-construction, the paper elaborates on the roles of the diverse and partly overlapping rival and collaborating promise-constructing and promise-contesting communities. Empirical examples come from ongoing research on the construction of promises in the area of nuclear energy, in particular the Small Modular Reactors as an example of the attempts by the nuclear industry to survive and prosper in the current "presentist" regime of historicity.

Topic Areas

Inter-Personal, Intra-Organizational, Inter-Organizational, Trust development, Distrust, Private Sector Organization/s, Public Sector Organization/s, Non-Profit Organization/s, Entrepreneurial / Start-up, Conceptual / Review, Qualitative



Assessing untrustworthiness in cultural contexts: A qualitative analysis of four countries

Authors

Dr. Suzanne McMurphy - University of Windsor

Dr. Catherine Kwantes - University of Windsor

Abstract

Studies of the characteristics that engender trustworthiness, have long been a topic across a number of disciplines. In contrast, fewer studies have examined the characteristics used to assess another as untrustworthy. This paper explores the characteristics associated with assessments of untrustworthiness across four countries and their differences and similarities.

Topic Areas

Intra-Personal, Distrust, Qualitative



In Pursuit As One: The Impact of Social Identification on Collective Trust and Vision Pursuit

Authors

Mr. Zayd Jawad - Olin Business School, Washington University in Saint Louis

Abstract

Vision communication is a key leadership task of leaders who wish to motivate group members to pursue collective action. Leaders need to build trust that enables individuals to set aside their self-interest and fears of exploitation for the sake of that collective action. Although research has examined the relationship between a leader's vision communication and followers' trust in the leader, the impact of the leader's vision communication on followers' trust in each other is less understood. The purpose of this study is to investigate the precise rhetorical elements leaders should utilize to influence group members' trust perceptions of each other. Integrating theories of social identification and leadership rhetoric, I propose that leaders who activate followers' identity will be more successful in promoting followers' trust in each other—and ultimately, vision pursuit. An online between-subjects experiment using a modified version of the trust game investigates the impact of a novel construct—Identity-Activating Rhetoric—on collective trust and vision pursuit. I envision this study will contribute to the literature on leadership rhetoric, social identification, and collective trust.

Topic Areas

Inter-Personal, Trust development, Quantitative



Trust and the Tumultuously Evolving Workplace: Past, Present, and Future

Authors

Dr. Roger Mayer - NC State University
Dr. Liuba Belkin - Lehigh University
Dr. Michele Williams - University of Iowa
Dr. William Becker - Virginia Tech
Dr. Sarah Tuskey - Miami Dade College
Mr. Ian Siderits - NC State University
Dr. Patrick Flynn - NC State University
Dr. Paul Mulvey - NC State University
Dr. Pri Shah - University of Minnesota
Dr. Rachna Shah - University of Minnesota
Ms. Alison Murphy - University of Minnesota
Dr. Susan Meyers Goldstein - University of Minnesota
Dr. Shannon Colville - The University of Queensland
Dr. Steven Lockey - The University of Queensland
Prof. Nicole Gillespie - University of Queensland
Dr. Sarah Jane Kelly - The University of Queensland
Dr. Martin Edwards - The University of Queensland
Dr. M. Audrey Korsgaard - University of South Carolina
Mr. Sam Strizver - University of South Carolina
Dr. Robert Ployhart - University of South Carolina

Abstract

This symposium brings together preeminent experts within the domain of organizational trust to introduce novel constructs and methods to the trust literature, as well as to further explore trust in the turbulent workplace of the recent-past and potentially ominous future. Each paper in this symposium provides a different perspective on factors affecting trust or factors affected by trust.

Topic Areas

Inter-Personal, Intra-Organizational, Trust development, Conceptual / Review, Quantitative



Measuring Trust in Work Relationships: Validation of the Behavioral Trust Inventory Across Multiple Referents

Authors

Prof. Nicole Gillespie - University of Queensland

Dr. Bichen Guan - University of Queensland

Abstract

This study describes the development and validation of the Behavioral Trust Inventory (BTI) to measure the willingness to be vulnerable in work relationships across a variety of referents, including leader, peer, team member, team, senior management, and professional peer group. The development and validation of the instrument was supported by five samples: an interview sample (N=96) with pilot samples (N=39), a sample of 383 R&D project leaders and members, a sample of 1000 employed Canadians, a multi-wave sample of 550 MBA students, and a multi-wave sample of 353 health care new employees. The validation samples support the proposed two-factor structure of Reliance and Disclosure. The BTI demonstrates high reliability, nomological validity and incremental validity in predicting important outcomes over and above prior trust measures and related but distinct constructs (e.g. identification). The BTI contributes to the literature by offering a valid, reliable and multidimensional measure of trust applicable to leader-member and peer relationships, teams, and professional peer groups.

Topic Areas

Intra-Personal, Inter-Personal, Intra-Organizational, Trust development, Private Sector Organization/s, Public Sector Organization/s, Qualitative, Quantitative, Mixed Methods



Trust and Reciprocity within Workplace Relationships: A Dyadic and Longitudinal Study of Top Management Teams

Authors

Ms. Colette Real - Dublin City University Business School

Dr. Lisa van der Werff - DCU Business School

Prof. Finian Buckley - DCU Business School

Abstract

Trust is generally recognised as a reciprocal process between two parties leading to mutually beneficial outcomes. However, the examination of both parties in a trust relationship is uncommon in empirical studies. Ignoring this relational context can lead to an incomplete understanding of the nature of interpersonal trust and the true impact of trust in practice. Drawing on social exchange theory and interdependence theory, this study considers both parties in a dyadic work relationship and examines how the trustworthiness perceptions and trust intentions of each party influences the other over time. Participants were members of the top management team of small and medium-sized enterprises who attended a 6-month executive development programme. Data collection was carried out over four years (2017-2020) using quantitative survey methods, with the final sample consisting of 90 firms and 230 dyadic relationships. Structural equation modelling analysis provides evidence for reciprocal influences between the two parties by modelling the bidirectional patterns of influence of distinct trustworthiness components (ability, benevolence, integrity) and distinct trust components (reliance, disclosure), and their subsequent impact on person- and task-focused interpersonal citizenship behaviour. The results also provide evidence of the development of trust over time and the impact of trust incongruence within the dyad.

Topic Areas

Inter-Personal, Trust development, Private Sector Organization/s, Entrepreneurial / Start-up, Quantitative



Follower experienced Trust Breach Severity and Willingness to Forgive: The influence of injured party Attachment Style

Authors

Prof. Finian Buckley - DCU Business School

Ms. Cara Driscoll - Dublin City University

Abstract

The impact of leadership trust breaches has enjoyed significant interest and coverage in recent decades. Despite this, the trust breach literature does not offer a cogent classification of trust breach behavior/actions and no clear insight on whether some trust breaches are regarded as more severe than others or why. While trust researchers have recently entered this domain, there is still little understanding of the impact of different categories of leaders trust breaches on follower reactions and why and how these reactions are determined. For instance, why some followers may seek reconciliation or offer forgiveness while others engage in avoidance behavior or plan revenge, is little understood.

This research program aims to deliver a classification of trust breach types based on perceived harm severity. Further, it hypothesizes that trust breach experiences are tempered by victim attachment style with maladaptive styles (dependent and over dependent) more prone to severe breach ascription and less likely to forgive or seek reconciliation with the transgressor. An on-line survey of 425 working respondents give initial support to these contentions.

Topic Areas

Inter-Personal, Trust repair, Private Sector Organization/s, Quantitative



Tenant Firms' Trust Towards the Technology Park Management: The Case of a Turkish Technology Park

Authors

Prof. Nazli Wasti - Middle East Technical University

Abstract

Tenant firms' involvement and participation in technology parks are affected by the trust they feel towards the facilitators of the network. This study presents preliminary findings that emerged from interviews with twelve managers from different technology park companies in a major Turkish technology park. The findings related to trust in the technology park management are investigated through the definitions of *competence trust* and *goodwill trust*. The present study shows that the same practices coming from the technology park management can sometimes generate both goodwill and competence trust, while others can increase one while negatively affecting the other. The findings are contrasted with Mueller's (2022) recent study regarding the antecedents of trust in network facilitators and the network-level performance outcomes of this trust.

Topic Areas

Inter-Organizational, Trust development, Entrepreneurial / Start-up, Qualitative



Distrust: emerging consensus and outstanding issues

Authors

Prof. Dominika Latusek - Kozminsky university

Prof. Frédérique Six - Vrije Universiteit Amsterdam

Abstract

Distrust has been studied less than trust, but recently this is changing. Latest contributions indicate that the distrust process may be quite similar to the universal variform process of trust proposed by Dietz (2011). In such universal trust and distrust sequences an actor forms either trustworthiness or untrustworthiness beliefs based on the same types of inputs. These beliefs influence a decision to trust and, possibly, trust-informed actions, or a distrust decision and distrust-informed actions. Depending on the context within which the trust encounter takes place, different elements within the steps of the sequence have more weight or are relevant, but the sequence itself is universal. In this paper we take stock of where the emerging consensus lies and where remaining diverging perspectives are in distrust research. We identify five interrelated themes : (1) definitions of distrust; (2) the relationship between trust and distrust; (3) from trust to distrust and vice versa; (4) a sequence for the distrust process; and (5) functionality and dysfunctionality of distrust.

Topic Areas

Distrust, Conceptual / Review



The role of institutional trust in trust-based leadership: How context matters

Authors

Dr. Tina Bentzen - Roskilde University

Dr. Marte Winsvold - Institute for Social Research

Prof. Frédérique Six - Vrije Universiteit Amsterdam

Abstract

Trust-based leadership is receiving interest within public organizations as a pathway to lubricate collaboration, innovation and organizational flexibility. While the interactional micro-processes of trust between leaders and followers have received substantial attention, knowledge about the role of institutional trust in trust-based leadership is scarcer. This study seeks to understand how different institutional, regulatory contexts condition and impact ambitions to build vertical trust. Drawing on three qualitative case-studies, this article provides insight into how leaders across areas, distinguished by different levels of institutional regulation, implement ambitions of trust-based leadership. The results suggest that leaders in highly regulated areas are more restrained in terms of actively promoting institutional aspects of trust in their leadership. However, the results also show that less regulated organizations do not necessarily seize opportunities to change structures to support trust institutionally. We find that supporting trust-based leadership institutionally is not only dependent on the regulatory context, but also on courage, willingness and ability to challenge and reform the regulatory framework.

Topic Areas

Inter-Personal, Intra-Organizational, Trust development, Public Sector Organization/s, Qualitative



Disrupted trust

Authors

Prof. Frédérique Six - Vrije Universiteit Amsterdam

Abstract

Research into trust violations and trust repair has grown substantially over the past decades. However, there is an important gap in the trust violation process due to the dominant definition and operationalization of trust violations. Trust is about having confident positive expectations about the actions of another party in situations of vulnerability and uncertainty. It is inevitable that these positive expectations at some point in time are disrupted and that the trustor wonders what this implies for the trust they can have in the relationship. Dominant in the trust violation literature is that the definitions see trustors perceiving trust to have been broken. Trustees have “transgressed” and “violated” the trustors’ trust, even if only in the perception of the trustor. The gap that we identify occurs between the trustor experiencing a disruption of trust and the trustor concluding that trust has been violated. There is a process between these two moments in time that needs unpacking and warrants further study.

In this paper we conceptually unpack this gap of disrupted but not necessarily violated trust; based on a systematic literature review, show that most of this literature ignores this gap, and propose a theoretical framework to fill the gap.

Topic Areas

Inter-Personal, Trust development, Trust repair, Conceptual / Review



From dyads to triads - How online labor platforms detail trust and control dynamics as a salient context for paving the future of work

Authors

Dr. Simon Daniel Schafheitle - University of Twente

Dr. Jeroen Meijerink - University of Twente

Abstract

For decades trust and control dynamics are important concepts to explain the effective functioning of work arrangements, and the faster megatrends, such as digitalization, develop, the more important their embedding context becomes. As such, online labor platforms (OLP) are a salient example of how a changing and technology-permeated context can invite us to reconsider the nature and dynamics of trust and control relationships. Hence, in this paper, we conceptually explore the unique, triad-actor OLP context between buyer, supplier, and AI algorithms for trust and control dynamics to systematize this salient contextual setting and outline inferences to more traditional organizational settings in the light of digitalization. We also do this to inform managerial decision-making willing to shape the ongoing digitalization and sustainably seize business opportunities, such as automation.

Topic Areas

Intra-Organizational, Trust development, Private Sector Organization/s, Public Sector Organization/s, Conceptual / Review



Which trust is stronger in shaping intention to travel during the Covid-19 pandemic?

Authors

Prof. Sandro Castaldo - University Bocconi

Abstract

The aim of the paper is to explore the role of the different levels of trust in determining the intention to travel. In particular, our research question is: *Which trust is stronger in shaping the intention to travel during the Covid-19 pandemic? Is the intention to travel affected more by the trust in the company than the trust in the vaccine/immunization passport?* In order to answer these research questions, we decided to develop an empirical research on the cruise industry, which is an ideal field for investigation.

The results reveal that trust in the company is the most effective antecedent of intention. Instead, trust in the vaccine and trust in the certification do not significantly affect the intention to cruise. In these terms, customers' intention appears more sensitive to positive changes in trust in the company than changes in forms of trust that are not directly under the control of the cruise company.

Topic Areas

Inter-Organizational, Trust development, Private Sector Organization/s, Quantitative



When trust is betrayed: Does betrayal weakens trust in others?

Authors

Dr. Fanny Lalot - University of Basel

Abstract

Most research conceives trust propensity (the interindividual difference reflecting one's generalised belief that others can be trusted) as a stable, trait-like, characteristic, which is shaped by early-life interactions and stabilise during adolescence. Yet, other accounts suggest that life events continue to influence trust propensity in adult life: trust propensity might be much more malleable than the corpus of literature suggests. This talk will present results from two correlational and one experimental study testing the idea that experiences of betrayal might generalise into a loss of trust in others in general. Results show that past experiences of betrayal correlates negatively with trust in different categories of others (family, friends, etc.), and that correlations are stronger within social categories, although 'spillover' effects were also identified. In addition, the experimental study showed that being betrayed by a first opponent in a trust game significantly decreases general trust propensity as well as cooperative behaviour in a second trust game with a different opponent.

Topic Areas

Inter-Personal, Trust development, Distrust, Quantitative



Maintaining identity-based trust in a context of a change in superordinate group identification: the case of family firms

Authors

Mrs. Isabelle Mari - Edhec Business school

Abstract

I build theory on identity-based trust maintenance in a context of a change in superordinate group identification in family firms. Through a qualitative study, I investigate how family leaders can maintain trust —through fairness and self-esteem— within the family ownership as superordinate group identification changes. Findings suggest a model of trust in which fairness and self-esteem maintenance are combined and related to various and potentially conflicting identifications. In this model, depending on the situation that brings together leaders and individuals, fairness will be displayed at the interpersonal or organizational level.

Topic Areas

Inter-Personal, Intra-Organizational, Trust development, Private Sector Organization/s, Qualitative



Symbols, Thresholds and the Complexity Problem: Thinking with trust theory to explore the impact of standards-based reform on the process of being and becoming a VET teacher in the England and Austria

Authors

Dr. Christina Donovan - Edge Hill University

Dr. Hannes Hautz - University of Innsbruck

Abstract

This paper aims to show how trust-building processes are shaped by ongoing interventionist education reforms, affecting teacher professionalism and subjectivity in vocational education and training (VET). In Europe, VET is often positioned as both the *cause of* and *solution to* economic in/stability. The dominance of this discourse has led to a form of 'technical rationalism' in VET policy, influencing the professional self-understanding of teachers whose capacity take pedagogical risks are constrained. This presents issues for the production and maintenance of professional trust, where embracing vulnerability is central to coping with complexity. This comparative analysis of VET teacher narratives in England and Austria, using the foundational work on system trust developed by Niklas Luhmann, illustrates how dis/trust is (re)produced through a 'complex of symbols'; setting conditions for professional recognition within VET systems. We argue that attempts to standardise VET strategy fuels the need to achieve existential security by deriving the simple from the over-complex, creating tensions in the cultivation of trust. We suggest that this constitutes a crisis of trust in VET teacher professionalism, as what it means to be and *become* a professional in VET is called into question by emerging systems of meta-governance which threaten to undermine pedagogical integrity.

Topic Areas

Inter-Personal, Intra-Organizational, Trust development, Distrust, Public Sector Organization/s, Conceptual / Review, Qualitative



Trust and vulnerability tested during crises – unexpected challenges since WWII

Authors

Prof. Taina Savolainen - University of Eastern Finland

Dr. Mirjami Ikonen - University of Eastern Finland

Abstract

The topic of the paper is acute and relevant, aiming at providing insights into trust and vulnerability during a crisis. As the war burst suddenly on the European continent, the situation escalated after the enjoyment of peace for around 80 years since World War II. The situation has naturally brought severe worries to working life, too. We pose a few questions regarding this kind of context: how to cope, sustain trust, and live life in vulnerable crisis circumstances. How and when may it be possible to get to the restoration of trust after sudden loss and deep violation of trust reflecting emerging vulnerability? How vulnerability, depicted as an unfocused and imprecise concept, could be conceptually specified by discussing and studying actual behavior (not beliefs or to be willingness). The theoretical framework relies on prior literature on trust restoration, trust repair, and vulnerability. The purpose is to illuminate the crisis context empirically (in the full paper). As restoration of trust and vulnerability might show long-lasting, we pursue 'digging in deeper' as feasible in real-life's circumstances by applying qualitative analysis based on narrative data. We pursue to provide insights into crisis situations by searching and applying new and richer methodological avenues.

Topic Areas

Inter-Personal, Trust repair, Conceptual / Review



Trust and Technology Adoption in Nursing

Authors

Ms. Josephine Lapointe - University of Birmingham

Abstract

Trust is a foundational component of healthcare, and it has consequently been studied from different angles and through different lenses. However, given the major technological changes taking place in this sector, it is necessary to explore the role played by intra-organisational trust and distrust in technology introduction initiatives, from nurses' point of view, professionals who are at the centre of most healthcare organisations. We argue that the nature of trust and distrust relationships between nurses and their supervision and management teams impact technology adoption and technology resistance. This qualitative study uses semi-structured interviews with nurses exploring their narratives to understand what they perceive the role of intra-organisational trust and distrust to be in the context of technology introduction in their workplace. This research aims to assist healthcare practitioners in fully grasping the importance of intra-organisational trust and distrust in nurses' responses to technology introduction, and also presents cross-national findings derived from Canada-UK comparisons. From an academic perspective, this research aims to contribute to the literature on intra-organisational trust and distrust and build on current theoretical models on technology adoption and technology resistance.

Topic Areas

Intra-Organizational, Distrust, Public Sector Organization/s, Qualitative



Bringing novel methodologies into trust research: An ethnographical approach to studying distrust in work relationships

Authors

Dr. Kristina Leppälä - University of Eastern Finland

Dr. Mirjami Ikonen - University of Eastern Finland

Dr. Paivi Kosonen - University of Eastern Finland

Abstract

Trust in organizational settings is seen as paradoxical, a complex, dynamic, and multifaceted phenomenon characterized by reciprocity and mutuality (e.g., Möllering 2001; Mayer et al., 1995). Vulnerability by a willingness to take risks is at the core of trust (Mayer et al., 1995). Trust itself is fragile, it is easy to breach but usually difficult to regain. Traditionally, trust and distrust are postulated as opposite ends of a single continuum (Bigley & Pearce 1998) but also conceptualized as separate but related constructs (Lewicki et al., 1998) as we consider in the current paper.

Within trust research, the need for new methodologies, particularly qualitative approaches, has been identified in recent years (Lyon et al. 2015) Novel qualitative methods are required to acquire a more holistic and situated understanding of how and why trust fluctuates and unfolds in real-life. The current paper discusses the possibilities of at-home ethnography on trust research. The research question is posed: How is at-home / autoethnography applied in trust research? The paper discusses the advantages and pitfalls of the ethnographic approach to trust and more precisely, at-home ethnography and autoethnography. An autoethnographic case vignette of distrust in work relationships is presented as an example.

Topic Areas

Inter-Personal, Intra-Organizational, Distrust, Private Sector Organization/s, Quantitative



Trust, Vulnerability & Cybersecurity-Related Information Sharing

Authors

Prof. Ros Searle - Adam Smith Business School, University of Glasgow

Dr. Karen Renaud - University of Strathclyde, UK Rhodes University, RSA University of South Africa, RSA

Abstract

Cybersecurity incidents constitute anchoring events that change relationships within organisations affecting individuals, teams and organisational resilience. Cybersecurity attacks can trigger unanticipated, complicated and poorly-explored interactions between organisational trust and cybersecurity-related information sharing. Focusing on trust dynamics we outline four personas that can arise and effect the willingness of individuals to share cybersecurity-related information. We explore the transitions between these that can occur in the wake of adverse cybersecurity incidents and their consequences for organisations. We contend that applying a trust-informed response contains these events and their negative consequences leading to less debilitating outcomes for individuals and organisations.

Topic Areas

Intra-Personal, Inter-Personal, Intra-Organizational, Distrust, Conceptual / Review



Whose voice matters? Trust as a strategic compass in sustainability choices

Authors

Dr. Kirsi Snellman - LUT University/School of Business and Management

Abstract

Sustainability dilemmas are often influenced by multiple stakeholders and colored by different priorities. But how then does the manager know whose voice should they listen to? We portray manager's trust as a strategic compass that helps to take a leap of faith when facing such dilemmas. We extend our understanding of the moral aspect of trust and illustrate how managers' choice is filtered by the intra-organizational and extra-organizational perceptions of trust and rightness. As the manager distinguishes those who share their world views and values from those who don't, their trust towards others' perceptions determines whether they accept their opinions and listen to their voices.

Topic Areas

Intra-Personal, Trust development, Entrepreneurial / Start-up, Conceptual / Review, Qualitative



Trust Attractors: A Dynamical Systems Approach to Trust Research

Authors

Dr. Chris Long - St. John University

Prof. Sim Sitkin - Duke University: The Fuqua School of Business

Abstract

This chapter presents a different way of conceptualizing and visualizing trust dynamics by exploring how trust attractors influence trust relations at multiple analytical levels. Consistent with research on dynamical systems and conflict, we identify trust attractors as change-resistant attitude patterns that are initially developed and reinforced through the interactions of related psycho-social, institutional, contextual, and environmental factors. Because they provide ways to satisfy individuals' attributional processes, we outline how trust attractors can initially draw trustors into particular cognitive, relational, and behavioral repertoires. Over time, the levels of comfort and certainty that trust attractors create produce resilient trust-based attitude patterns that influence trust development processes.

Topic Areas

Intra-Organizational, Inter-Organizational, Trust development, Conceptual / Review



Trustworthiness loss A case study of a mid-term external evaluation of a DevAid program

Authors

Dr. Palmira López-Fresno - QmB

Prof. Taina Savolainen - University of Eastern Finland

Abstract

Trust is a fundamental element in organizing and developing human activity. Trust develops through interactions among people. A wide range of intangible and tangible factors contributes to trust building, including country culture. This research in progress explores the chronology of trustworthiness loss in the process of an external evaluation carried out for a DevAid program aimed at enhancing competitiveness. Research methodology adopted a mixed methods approach. The research draws upon autoethnographic data from the perspective of the first researcher, who is one of the counterparts in the evaluation, adopting a perspective of external evaluator. Autoethnography was complemented with exploratory data analysis of data from the meetings held by the evaluators. The whole evaluation process was examined, from the recruitment of the evaluators to the presentation of results. The research identifies various causes of loss of trustworthiness (i.e. trust destroying leading to distrust), both tangible and intangible. Findings contribute to research and practice. Extant research focused on trust development as a process, but few studies addressed trust development in external evaluations of projects and programs. This research provides insights to the process of building and destroying trust under a chronology view (longitudinal), that addresses a gap in the academic literature.

Topic Areas

Inter-Personal, Trust development, Distrust, Non-Profit Organization/s, Qualitative



Trust and distrust in secret service organizations

Authors

Dr. Branko Bozic - NEOMA Business School

Dr. Sabina Siebert - Glasgow

Abstract

The world of secret agents has inspired many strands of popular culture, but it has often been out of bounds for social science researchers. In this paper we focus specifically on the world of secret agents as an extreme context where the question whether to trust or to distrust is crucial in the preservation of life and achieving success of secret operations. We start this paper with the premise that trust and distrust are conceptually distinct constructs and we ask a question – what are the uses of trust and distrust? Is trust or distrust an organizing principle of spy interactions? If trust is about positive expectations in the face of vulnerability, and distrust is about negative expectations – two entirely contradictory perspectives – how are they used as organizing principles of spy work? Based on our analysis of biographies and autobiographies of secret agents we identify different functions of trust and distrust: trust can be used as an instrument of manipulation and an option of last resort, while distrust is a protective mechanism aimed at shielding from vulnerability.

Keywords: Distrust; secrecy, secret service; trust

Topic Areas

Intra-Organizational, Inter-Organizational, Trust development, Distrust, Conceptual / Review, Qualitative



Trust Interactions: Analysis of Trust in Politics, Media, and Science

Authors

Dr. Alberto Quintavalla - Erasmus School of Law

Prof. Pieter Desmet - Erasmus School of Law

Abstract

This article studies the interactions existing between political trust, media trust, and science trust in the US for the 1994-2018 period. It shows that these trust interactions are bidirectional and change over time. Furthermore, the interactions between political trust and media trust as well as between political trust and science trust are asymmetric, while media trust and science see alternating periods of positive and negative interaction. These results may explain why previous research has yielded mixed findings on the interactions between political trust and media trust and between political trust and science trust.

Topic Areas

Inter-Organizational, Trust development, Public Sector Organization/s, Non-Profit Organization/s, Quantitative



And finally....

THANK YOU!

Kiitos!

Thank you to all the speakers, session chairs, paper presenters, our keynote speakers, sponsors, volunteers, our venue hosts, and all of the participants – you all made this a rich, inspiring, educational, and thought-provoking FINT2023!

We hope these encounters have been rich for you!

We are looking forward to seeing you again!



Program and Abstract Collection

FINT 2023, 12th Workshop

Trust Within and Between Organizations

Helsinki, Finland

Publication of the University of Eastern Finland

ePub ISBN: 978-952-61-4900-4 (PDF)

Editors Kristina Leppälä and Kirsi Snellman