

# **EMPLOYEE'S TRUST RELATIONSHIPS AND COMPETENCY BEHAVIORS FOR AN ORGANIZATION'S CAPACITY FOR CHANGE**

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## **Abstract**

*This study takes an empirical approach exploring trust-building and trust-breaking behaviors that is the essential dimensions of building competence relationships between employees and management, and the capacity for change in an organizational context. Two survey instruments, merged into one, were carried out at banking sector of city Faisalabad, Pakistan to find out if there is a correlation between trust variables and the capacity for change. The survey findings demonstrate there is a definite correlation between these variables. Moreover, regression analyses demonstrate that competence trust behaviors are a strong predictor for an organization's capacity for change. This study based on empirical findings concluded on data*

*collected through using instrumentation. The universe is banking sector in city Faisalabad. This researcher found that there is strong association and positive relationship between trust building behaviors with an organization's capacity for change. Trust has three dimensions that are communication trust, contractual trust, and competence trust. This study only based on one dimension that is competence trust behaviors due to monetary and time constraints. Every organization operating in today's dynamic business environment needs to know how to manage change in order to survive. Management need to react quickly to the global revolution, while at domestic or global level of business operations, keeping up with approaches to enhance competence trust between managers and employees. This viewpoint provides these organizations with a conscious approach to getting ready for change, which is likely to lead to a greater probability of success.*

*Keywords: Trust, Behaviors, Organizational Change, Competency, Human Resource*

## **INTRODUCTION**

The idea and perception about trust is not a common issue and easy to understand but it can be given factual meanings only when the researchers take this concept as urgent need of today's organization operating in a tough business environment and suggest meaningful generalizations to the concept of trust and place meanings in the context of history so that it can explain and suggest the readers how the understanding about trust concept provide logical sense (Kath, Magley, & Marmet, 2010).

The concept of trust can be more clear when the concept of trust is explained with organizational operational structures with viable examples and how it can be practiced and easy to understand. Many authors gave different meanings and interpretations about the concept of trust including from cognitive and rational, to the behavioral and affective.

In, today's, complex global business economy, it is very essential to understand swiftly the importance of team coordination and promoting a culture of harmony within managers and employees and handle the workforce diversity issues and understand the importance of trust building within organizational environment, especially in an environment where the feelings of isolations is growing (Dervitsiotis, 2006; Kark Smollan, 2006; Ring & Van de Ven, 1994; Woodward & Hendry\*, 2004).

## **The Statement of Problem**

Most of the organizations are facing the problem of trust deficit between managers and employee which in turn affect the performance of employees and goals of the organization (Willemys, Gallois, & Callan, 2003). This study would be based on empirical findings and try to find out the practical experiences of different organizations regarding the concept of trust.

This study focused on the different behaviors regarding trust and identifies trust building behaviors and trust breaking behaviors and how these behaviors affect the capacity of an organization for adapting and managing changes.

## **Research Questions**

- Which competence trust behaviors affect an organization's capacity for change, positively?
- Which competence trust behaviors affect an organization's capacity for change, negatively?

## **Hypothesis**

**H0:** There is no significant relationship between competence trust behaviors and an organization's capacity for change.

**H1:** There is strong association between competence trust behaviors and organization's capacity for change.

**H2:** Competence trust building behaviors affect an organization's capacity for change, positively.

**H3:** Competence trust breaking behaviors affect an organization's capacity for change, negatively.

## **Objectives of Study**

The following objectives were established and acknowledge in the light of the study on competence trust behavior and the organizational capacity for change:

1. To identify the factors that contributes to competence trust building and breaking behaviors.
2. To identify the impact of competence trust building and competence trust breaking behaviors on an organization's capacity for change.
3. To suggest the possible and effective solutions and their applications in real world.
4. To suggest the future research for apprehension of the academic and practical knowledge

## **Importance and Benefits of the Study**

This study is helpful for employees, managers, decision makers and organizations in general. The decision makers can get better information about different types of trust behaviors and how

different situations and conditions in an organizational setup can affect to build and break the trust. The employees can get benefit by supporting the change and identify the value of leadership in the change process. On the other hands, organizations can get benefit by getting knowledge about their ability and competitiveness to implement change

## LITERATURE REVIEW

Over the last two decades, much interest has been taken by different academic and management experts in the field of trust management within organizational environment and its impact of managing change and innovation on continuous basis. The scope of trust is very vast in nature and it covers multiple aspects and fields of life. Hundreds of publications have been written on the importance on the concept of change and its urgency for organizations in the current dynamic marketplace environment for their very survival (Rudolf, 2009).

### Trust

The concept of trust varies according to different contexts including individual, organizational and to the socio cultural. Some literatures purpose for keeping clear difference among the boundaries and recent studies suggests that definitions of trust should be treated differently at different levels.

By treating the concept of trust at different levels, it will be easy to understand phenomenon that is constructed on social and cultural elements (Bigley & Pearce, 1998; Currall & Inkpen, 2002; Möllering, Bachmann, & Lee, 2004; Schoorman, Mayer, & Davis, 2007). However, the definition of trust is lacking a clear idea that is generally acceptable by most of the readers, that's why it is becoming a challenge to explore the concept of trust and develop a model which is helpful for the numerical measurement(Bachmann & Zaheer, 2006; Castaldo, Premazzi, & Zerbini, 2010).

Trust worthiness along with confidence and expectations support us to interpret and predict the trustworthiness of other's perceptions for trust(Serva, Fuller, & Mayer, 2005). Social environment has great importance because it has strong impact on developing trust. The relationships of others promote social interactions and networking in organizations has great impact on developing the different models of trust (Ferrin, Dirks, & Shah, 2006).

The trust does not have only the dimension of effectiveness and attachment but also involves that can further build effective behaviors in a particular organization(Armenakis, Bernerth, Pitts, & Walker, 2007).

In the management for business organization, trust has been identified as essential feature and condition for a better organizational environment(Castaldo et al., 2010). In today's

global business environment, trust, cooperation and trustworthiness are considered to be the important elements for competitive advantage of an organization (Maharaj, 2011).

### The concept of Trust and Capacity for Change

A comprehensive study of literature classifies different meanings and concepts about trust at different considerations of interest including interpersonal, group, social and organizational. Trust has been identified as basic element for relationships among people.

In this study transactional trust view has been adopted which consist of relationship process among people including basic characteristics like contractual, communication and competence commitments. There are 16 different behaviors contributing to building and breaking trust (Reina & Reina, 2006b, 2007). Table below indicated these behaviors.

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### Transactional Model of Trust

Table 1. Transactional Model of Trust

| Contractual Trust   | Communication Trust  | Competence Trust  |
|---|--|---|
| <ul style="list-style-type: none"> <li>• Managing expectations</li> <li>• Establishing boundaries</li> <li>• Delegating</li> <li>• Encouraging mutual intentionality</li> <li>• Respecting agreements</li> <li>• Consistency</li> </ul> | <ul style="list-style-type: none"> <li>• Sharing information</li> <li>• Truthfulness</li> <li>• Admitting mistakes</li> <li>• Giving and taking constructive feedback</li> <li>• Confidentiality</li> <li>• Speaking with good purpose ( no gossip)</li> </ul> | <ul style="list-style-type: none"> <li>• Acknowledging skills and abilities</li> <li>• Allow decision making</li> <li>• Seeking inputs</li> <li>• Helping people learn</li> </ul> |

Note. From Trust and Betrayal in the Workplace by D.S. Reina and M.L. Reina, 2006, San Francisco:

Berrett-Koehler. Copyright 2006 by D.S. Reina and M.L. Reina

In this study, only one sub scale (Competence Trust) has been applied and other two sub scales are not added due to certain limitations.

A combination of five sets of different behaviors have been recognized which are considered to be the basic principal for development of an organization(Armenakis & Bedeian, 1999; Armenakis et al., 2007; Armenakis, Harris, & Feild, 2000; Armenakis, Harris, & Mossholder, 1993; Weick & Quinn, 1999). These are:

- *Valence*, the perception of employees that they are motivated because the rewards are sufficient against their inputs to implement the current change.
- *Appropriateness*, suggests that corrective actions have been taken for the current situation which are helpful to remove the discrepancy.
- *Efficacy*, suggests that the management has the capability for the successful implementation of the current change.
- *Principal support*, demonstrates that leaders are fully prepared to support the change to be handled successfully. and
- *Discrepancy*, suggests that a specific organization is in need of a particular change.

### **Trust and Organizational Capacity for Change**

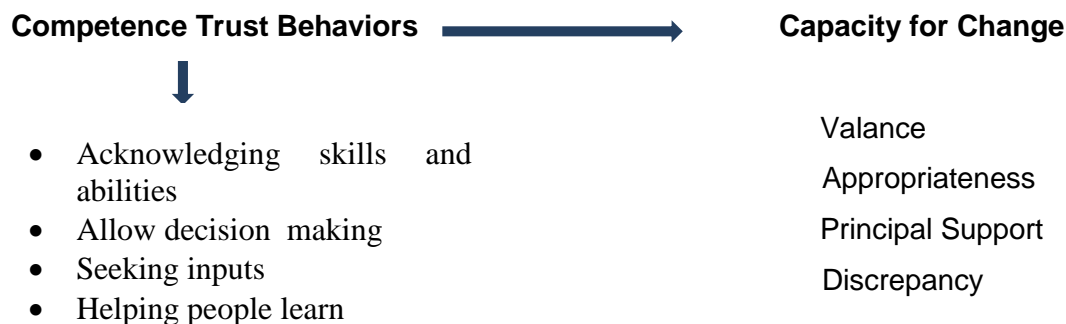
The concept of capacity for change integrates the development and implementation of change and to enhance the operational competencies that can be sustained for a long-standing organizational performance(Goucher, 2007). As change is the constant process in the external environment and every organization has to come up with the dynamic changes taken place in the domestic and global business environment, therefore, almost every business entity is forced to introduced new skills and abilities into their workforce and introducing advanced operational activities, approaches and innovative machines and equipment for the successful implementations of current changes into the organization(Fisher, Staiger, Bynum, & Gottlieb, 2007).

The trust builds on managerial abilities and potential heavily depends on how they manage the change (Hernandez, 2008). The study on making restructuring change efforts in the early stage of this century, succeeding the major Asian financial disaster, the outcomes point out that in the moments of uncertainty within an organization, positive and healthy relationships exists between job satisfaction and implementing change in the structure of an organization. The understanding exhibited by the change agent and leadership helps to develop the trust among them and produce a support for the strategies and actions taken by managers to carry out change (Hubbell & Chory-Assad, 2005).

The efforts required by the change recipients are shaped by the message that is consistently conveyed by the change leaders. The message should be very clear because clarity in the message support the credibility and competency of a change agent and how the change efforts and are perceived(Malopinsky, 2007). Since the change is introduced and carries out individually by all members of an organization but the collective behaviors of all members is the sum of individual activities(Pinheiro et al., 2011).

In today's fast-paced and competitive global business economy, trust has become a reality that is faithfully related with an organization's capacity for adapting the changes that is persistently changing the external environment. For competing in today's stiff and complex business environment, organizations have to establish and sustain with an extra ordinary performance that is essential for the successful implementation of change and for their survival in today's global marketplace (Pinheiro et al., 2011).

Figure 1. Conceptual Framework of the Study



## RESEARCH METHODOLOGY

### Respondents

The employees of grades (OG-I to OG-V) in banks have been investigated in this study through a self-administered questionnaire consisting of 35 questions. Among the set of questions; 18 questions were of competence trust behaviors and 17 questions were of capacity for change. The respondents then have been categorized into two broad groups; Managerial (Grade IV and V) and Non-Managerial/Staff (Grade I to III)

### Universe

According to the report of State Bank of Pakistan [www.sbp.org.pk](http://www.sbp.org.pk) , the number of different banks in 2014 was 279 in city Faisalabad which comprising near 7000 employees. These banks include both public and private sector.

### **Sample Size and Sampling Method**

Confidence Level is 95%, Level of significance is 5 %, and Response rate is 50%. With this data the online sample size calculator identified 365 respondents as sample size with simple random sampling method. Researcher used convenience sampling approach in this study.

### **Data Collection**

The researcher has used Organizational Trust Survey (OTS) developed by Reina and Reina (2006a), because it includes the multiple concepts and definitions of trust and reflects the researcher's research approach. Confirming Mendoza (2001), the OTS measures all elements of trust: affective, cognitive, and behavioral.

The subscales on competence trust behaviors report high internal reliability coefficients. The OTS is a 18-questions self-administered, 5-point Likert scale designed to measure the level of competence trust behaviors within an organization, sector, department, or division, from the perspective of employees as well as their managers.

### **Limitations of Study**

The scales developed by Reina & Reina in 2006 has three main sub-scales including contractual trust behaviors, communication trust behaviors and competence trust behaviors and all sub scales have 18 questions each. But this study addresses only one dimension of trust behavior that is competence trust behaviors due to the time and budget constraints. Secondly, respondents of different banks largely belonged to the city Faisalabad.

## **ANALYSIS AND RESULTS**

### **Descriptive Statistics for Demographic Variables**

“Descriptive statistics is a method for presenting quantitative descriptions in manageable form. Therefore, summary statistics involving computed independent and dependent variables were calculated and presented in Table 2 given below.

Summary statistics represents as obvious with name summaries of observations in simplest possible way. Mostly, statisticians describe the observation in terms of Mean (*measure of central tendency*), Standard Deviation (*statistical dispersion of data*), Skewness (*the shape of distribution*), and Correlations in case of more than one variable (Lauzier, Cook, Griffith, Upton, & Crowther, 2007).



Table 2: Descriptive Statistics

| Variable          | N   | Minimum | Maximum | Mean   | Std. Deviation |
|-------------------|-----|---------|---------|--------|----------------|
| Ctb*              | 365 | 2.85    | 4.92    | 4.0038 | 0.40842        |
| Ctbb**            | 364 | 1       | 4.8     | 2.6769 | 0.82883        |
| Valence           | 365 | 1       | 5       | 3.8228 | 0.6369         |
| Discrepancy       | 365 | 1       | 5       | 3.9361 | 0.60183        |
| Efficacy          | 365 | 1       | 5       | 4.0977 | 0.60261        |
| Principal Support | 365 | 1       | 5       | 3.7863 | 0.6286         |
| Appropriateness   | 365 | 2.25    | 5       | 4.024  | 0.53157        |

The above Table 2 represents data citing sample size as  $N=365$ , whereby, minimum and maximum values for variables are given in Table 2. The mean values for most variables are greater than three, indicating an agreed response for the asked set of questions about competence trust behavior and organizational capacity for change. Whereas, the computed mean value of Ctbb (*Competence Trust Breaking Behavior*) is less than three, it represents an overall disagreement of respondents to the concerned variable. The standard deviation for all variables is less than one, hence predicting the confidence in statistical conclusions driven from the analyzed data. Standard deviation actually describes the extent of spread of data values around the mean for a variable containing quantifiable data (Anderson et al., 2011).

### Inferential Statistics

Some research involves the number of variables and suggests analysis of variable other than descriptive. This involves knowledge of relation among variables, their association, direction, and significance for comprehension on intended area of research ((S. Sekaran, Foster, Lucas, & Hankins, 2003). The purpose is to well serve with the use of Chi-Square Test in the case of two nominal variables and Pearson correlation matrix in case of more than two variables.

### Pearson Correlation Matrix

This study on competence trust behavior and the organization's capacity to change, Pearson correlation matrix was formed on the basis of analysis involving demographic, independent and dependent variables are presented in Table 3. Sekaran (2003) reports existence of perfect correlation theoretically, whereby no such cases exist in reality. The Pearson correlation could have a range between -1.00 and +1.00 indicating positive or negative statistically significant relations.

The calculated correlation from the observed data indicates a significant positive correlation among most of the variables. However, some variables have a significant negative correlation especially competence trust breaking behavior have negative but statistically

significant correlation with all the demographic variables. In terms of Competence Trust Building Behavior (CTB) it has significant positive correlation with gender and age but significant negative correlation with education and experiences. The correlation of CTB with factors fostering dependent variable that is; valence, discrepancy, efficacy, principal support, and appropriateness at 0.01% level of significance was observed 4. Hence approving the hypotheses given in Table 3.

Table 3: Suggesting hypotheses related to correlation of Independent and Dependent Variable

|           | <b>Hypotheses:</b>  | <b>Remarks</b>  |
|-----------|---|-----------------|
| <b>H1</b> | There is strong association between competence trust behaviors and organization's capacity for change                       | <b>Accepted</b> |
| <b>H2</b> | Competence trust building behaviors affect an organization's capacity for change, positively.                               | <b>Accepted</b> |
| <b>H3</b> | Competence trust breaking behaviors affect an organization's capacity for change, negatively.                               | <b>Accepted</b> |
| <b>H4</b> | The demographic variables are significantly related with competence trust behaviors and organizational capacity for change. | <b>Accepted</b> |

The details about these hypotheses are presented in the discussion section of this chapter. Whereas, the test results presented in Table 4 may be consulted for understanding of these hypotheses. There in, significant and insignificant correlation obtained based on test results is presented.

Table 4: Correlation Analysis of Independent, and Dependent Variable

|                          | <b>Ctb</b> | <b>ctbb</b> | <b>Valence</b> | <b>discrepancy</b> | <b>efficacy</b> | <b>Principal support</b> | <b>appropriateness</b> |
|--------------------------|------------|-------------|----------------|--------------------|-----------------|--------------------------|------------------------|
| <b>Ctb</b>               | 1          |             |                |                    |                 |                          |                        |
| <b>Ctbb</b>              | -.175**    | 1           |                |                    |                 |                          |                        |
| <b>Valence</b>           | .291**     | 0.054       | 1              |                    |                 |                          |                        |
| <b>Discrepancy</b>       | .277**     | .108        | .419**         | 1                  |                 |                          |                        |
| <b>Efficacy</b>          | .362**     | -0.043      | .351**         | .441**             | 1               |                          |                        |
| <b>Principal Support</b> | .493**     | -.141**     | .373**         | .228**             | .353**          | 1                        |                        |
| <b>Appropriateness</b>   | .418**     | 0.023       | .462**         | .434**             | .371**          | .386**                   | 1                      |

### Regression Analysis

Based upon the literature and results obtained from correlation analysis a regression analysis was made to check the impact of competence trust behavior on organizational capacity for change and the role of demographic variables as moderator. Thereby, to identify the organizational capacity to embrace change several models based on hypotheses extracted from literature and model were suggested and then tested. These were as following:

**Model 1**

**H2a:** *Competence trust behavior had a significant impact on organizational capacity to change.*

Such that:  $Y = \alpha + \beta_1 X_1 + e$  or  $CTC = \alpha + \beta_1 (ctb) + e$

Where, CFC = Competence for Change is dependent variable

Ctb = Competence Trust Behavior is independent variable

$\alpha$  = Slope intercept for the measured equation

$\beta$  = Regression Coefficient for measured equation

**Results of Model 1**

Model one tested linear regression upon competence trust behavior and organizational capacity to change. The results assumed from statistical processing of data and conclusion is presented here in Table 5. The calculated value of  $R^2 = 0.267$  whereas, the value of adjusted  $R^2 = 0.265$  and S.E of Estimate is 0.3655. The error term is low and the adjusted  $R^2$  suggest that 26.5 percent of change in the dependent variable is caused due to independent variable that is competence trust behavior. Rest of the changes in observed variable is because of other factors not incorporated in this model. A more comprehensive study for identification of such factors may be considered in future.

Table 5: Summary Statistics for Regression Analysis: Model Summary

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | F       | Sig.              |
|-------|-------------------|----------|-------------------|----------------------------|---------|-------------------|
| 1     | .517 <sup>a</sup> | .267     | .265              | .36553                     | 132.333 | .000 <sup>b</sup> |

a. Predictors: (Constant), ctb

The F-statistics presented in Table 5 shows likelihood ratio that  $F = 132.33$  at level of significance 0.01. This mean only one percent chance exists for occurrence of change on it on and 99% chance exist the variation is because of independent variable.

**Regression Coefficients**

Regression coefficient obtained for Model 1 predicts constant for CFC and ctb that is slope coefficient,  $\alpha = 1.773$ , standard error for this constant is 0.189 that is very low and the value of  $t = 9.390$  i.e. greater than the tabulated value. Likewise, the  $\beta$  coefficient for ctb is  $\beta = 11.504$  greater than the tabulated value.

Table 6: Regression Coefficients

| Model |            | Unstandardized Coefficients |            | Standardized Coefficients | T      | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|--------|------|
|       |            | B                           | Std. Error | Beta                      |        |      |
| 1     | (Constant) | 1.773                       | .189       |                           | 9.390  | .000 |
|       | Ctb        | .540                        | .047       | .517                      | 11.504 | .000 |

a. Dependent Variable: CFC

Hence, the statistic greater than the tabulated value. Hence the significant statistics approves the suggested hypothesis **H2a** at a 0.01 level of significance for the projected variables.

### Model 2: Competence Trust Breaking Behavior and Organizational Capacity for Change

**H2a:** *Competence trust breaking behavior has a significant impact on organizational capacity to change.*

Such that:  $Y = \alpha + \beta_1 X_1 + e$  or  $CFC = \alpha + \beta_1 (ctbb) + e$

Where, CFC = Competence for Change is dependent variable

Ctbb = Competence Trust Braking Behavior

$\alpha$  = Slope intercept for the measured equation

$\beta$  = Regression Coefficient for measured equation

Model 2 suggested for this study on the basis of observed literature and relation was the study of competence trust breaking behavior and organizational capacity for change presented altogether a different result then those obtained through Model 1. The regression analysis for suggested Model 2 is represented here for the understanding. The value for adjusted  $R^2$  in this model is 0.003 that reflect a change of 0.3% which is real less or it can be accounted as a minor change in dependent variable that is organizational capacity for change because of competence trust breaking behavior. Hence, the findings disapproves the H2b narrating "*Competence trust breaking behavior has significant impact on organization capacity for change*".

## CONCLUSIONS

As per predictions by the pervasive literature on competence trust, the analysis displayed that there was a strong association among positive competence trust behaviors and an organization's capacity for change. Whereas, the negative competence trust behaviors were negatively and strongly associated with an organization's capacity for change.

The literature review emphasized the complication of the conception of trust, as well as the distrust. This review proposed there was no uniform and agreed definition and

considerations of these concepts. With the purpose to relate the results of this research with the literature review, the researcher restrained the discussion and arguments to the organizational context where the concept of trust is experienced. These discussions also identified those characteristics of behavior that are faithfully reflect the transactional concept and definition of trust that has been adopted through competence trust survey instrument in this study.

The literature suggests that competence trust is the significant and important variable for enabling change within an organization. In today's dynamic environment where many organizations transfers from one state to another, the higher level of competence trust among managers and employees could help to moderate the uncertainty of change being implemented (Rudolf, 2009).

## **RECOMMENDATIONS**

The globalization and economic interdependence of different countries is forcing that the management and employees should be flexible and develop adaptability in them to face the pressure of change so that organization can survive and flourish in dynamic environment.

Furthermore, organizations also need to focus on human side and consider the actions that could help to develop healthy work environment where employee feel better and must have faith in their management.

This study suggests that competence trust behaviors are obviously associated with an origination's capacity for change. The analysis and computation of this study showed that the competence trust building behaviors are strongly associated with an organization's capacity for change. Therefore, an organization must focuses on enhancing competence trust through developing employee skills, seeking their inputs, involving in decision making and helping employees to learn.

## **LIMITATIONS OF THE STUDY**

1. Current study is just based on the one industry which is banking sector and have not covered all the industry participants like other financial and manufacturing sectors
2. Study is based on the sample of 365 respondents which is good for the present analysis, however it is not considered as the best sample for the generalizing the key findings upon all the industry participants
3. Present analysis is done with the consideration of few explanatory factors which are not enough for the best representation of all the observed factors of the study.

## FUTURE RESEARCH

Trust scales developed by Reina & Reina have three major dimensions including contractual trust, communication trust and competence trust. In this study, the researcher focused on only one dimension that is competence trust due to limitation of time and money but the future researcher can conduct the research on other dimension and can check the impact of these trust behaviors on an organizational capacity for change. Secondly the sample was largely based on City Faisalabad; it can be enhanced to further cities for wider scope. Another dimension is the trust scales can be applied to other industries in Pakistan.

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