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Scientific summary
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Intra- organisational trust

An evidence review

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Contents

1 Introduction	3
2 Methods	4
3 Main findings	6
4 Conclusion	15
5 Limitations	16
References	16
Appendix 1: Search terms and hits	21
Appendix 2: Study selection	23
Appendix 3: Data extraction table	25
Appendix 4: COPSOQ II measure of trust	59

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This report, the accompanying practice summary and a related scientific summary on psychological safety are available on the [CIPD website](#).



1 Introduction

Rationale for this review

In discussions of the need to develop organisations that are effective and healthy, trust between departments, teams and project groups (also referred to as intra-organisational trust) is assumed to be a significant factor of influence. This scientific summary presents the results of a rapid evidence assessment (REA) to understand what is known in the scientific literature about the impact and antecedents of intra-organisational trust. The REA was commissioned by the CIPD and completed by the Center for Evidence-Based Management (CEBMA) in 2023. It is an update of an earlier REA on the same topic commissioned by Sandoz, a division of Novartis, and conducted by CEBMA in November 2021.

What is a rapid evidence assessment?

Evidence reviews come in many forms. One of the best-known types is the conventional literature review, which provides an overview of the relevant scientific literature published on a topic. However, a conventional literature review's trustworthiness is often low: clear criteria for inclusion are often lacking and studies are selected based on the researcher's individual preferences. As a result, conventional literature reviews are prone to severe bias. This is why rapid evidence assessments (REAs) are used. This type of review uses a specific research methodology to identify the most relevant studies on a specific topic as comprehensively as possible, and to select appropriate studies based on explicit criteria. In addition, the methodological quality of the studies included is assessed by two independent reviewers on the basis of explicit criteria. In contrast to a conventional literature review, an REA is transparent, verifiable and reproducible, and, as a result, the likelihood of bias is considerably smaller.

Main question: What does the review answer?

What is known in the scientific literature about the drivers and antecedents of intra-organisational trust?

Other issues raised, which will form the basis of our conclusion regarding the main question above, are:

- What is trust?
- How do the constructs intra-team trust, inter-team trust and intra-organisational trust differ?
- How can trust be measured?
- What is the impact of trust?
- Are there moderating factors that affect the impact of trust?
- What are antecedents of trust?
- What interventions enhance trust?

2 Methods

Search strategy: How was the research evidence sought?

The following three databases were used to identify studies: ABI/INFORM Global, Business Source Premier and PsycINFO. The following generic search filters were applied to all databases during the search:

- 1 scholarly journals, peer-reviewed
- 2 published in the period 2000 to 2023
- 3 articles in English.

A search was conducted using combinations of various search terms, 'inter team', 'cross team', 'inter group', 'organisational', 'intra-organisational', 'inter departmental' and 'trust'. We conducted nine different search queries and identified 939 studies. The 2023 search update yielded 321 studies.

An overview of all search terms and queries is provided in Appendix 1.

Selection process: How were studies selected?

Study selection took place in two phases. First, titles and abstracts of the 1,260 studies identified were screened for relevance. In case of doubt or lack of information, the study was included. Duplicate publications were removed. This first phase yielded 71 studies.

Second, studies were selected based on the full text of the article using these inclusion criteria:

- type of studies: focusing on quantitative, empirical studies
- measurement: only studies in which the effects of drivers, antecedents and interventions on intra-organisational trust are quantitatively measured
- context: only studies related to workplace settings
- level of trustworthiness: only studies that were graded level C or above (see below).

In addition, the following exclusion criteria were applied:

- studies on institutional trust - the collective perceptions of employees, stakeholders, and the society at large whether the organisation as an entity is trustworthy.

This second phase yielded 56 studies. An overview of the selection process is provided in Appendix 2.

Critical appraisal

In almost any situation it is possible to find a scientific study to support or refute a theory or a claim. So, it is important to determine which studies are trustworthy (ie valid and reliable) and which are not. The trustworthiness of a scientific study is first determined by its methodological appropriateness. For cause-and-effect claims (ie if we do A, will it result in B?), a study has a high methodological appropriateness when it fulfils the three conditions required for causal

inference: co-variation, time-order relationship, and elimination of plausible alternative causes (Shaughnessy and Zechmeister, 2012). A study that uses a control group, random assignment and a before-and-after measurement is therefore regarded as the ‘gold standard’. Non-randomised studies and before-after studies come next in terms of appropriateness. Cross-sectional studies (surveys) and case studies are regarded as having the greatest chance of showing bias in the outcome and therefore fall lower in the ranking in terms of appropriateness. Meta-analyses in which statistical analysis techniques are used to pool the results of controlled studies are therefore regarded as the most appropriate design.

To determine the methodological appropriateness of the included studies’ research design, the classification system of Shadish et al (2002) and Petticrew and Roberts (2006) was used. The four levels of appropriateness used for the classification are shown in Table 1.

Table 1: Methodological appropriateness of study research design

<i>Design</i>	<i>Level</i>
Systematic review or meta-analysis of randomised controlled studies	AA
Systematic review or meta-analysis of controlled before-after studies	A
Randomised controlled study	
Systematic review or meta-analysis of non-controlled and/or before-after studies	B
Non-randomised controlled before-after study	
Interrupted time series	
Systematic review or meta-analysis of cross-sectional studies	C
Controlled study without a pretest or uncontrolled study with a pretest	
Cross-sectional study	
	D

It should be noted, however, that the level of methodological appropriateness as explained above is only relevant in assessing the validity of a cause-and-effect relationship that might exist between a predictor/driver (eg trust) and its outcomes (eg performance), which is the purpose of this review.

In addition, a study’s trustworthiness is determined by its methodological quality (its strengths and weaknesses). For instance, was the sample size large enough and were reliable measurement methods used? To determine methodological quality, all the studies included were systematically assessed on explicit quality criteria. Based on a tally of the number of weaknesses, the trustworthiness was downgraded and the final level determined as follows: a

downgrade of one level if two weaknesses were identified, a downgrade of two levels if four weaknesses were identified, and so on.

Finally, the effect sizes were identified. An effect (eg a correlation, Cohen's *d* or ω) can be statistically significant but may not necessarily be of practical relevance: even a trivial effect can be statistically significant if the sample size is big enough. For this reason, the effect size - a standard measure of the magnitude of the effect - of the studies included was assessed. To determine the magnitude of an effect, Cohen's rules of thumb (Cohen, 1988) were applied. According to Cohen a 'small' effect is an effect that is only visible through careful examination. A 'medium' effect, however, is one that is 'visible to the naked eye of the careful observer'. Finally, a 'large' effect is one that anybody can easily see because it is substantial.

Critical appraisal: What is the quality of the studies included?

The overall quality of the studies included was moderate to high. Of the 56 studies included, 12 studies concerned a meta-analysis or systematic review, of which four were graded level B or higher, indicating a moderate to high level of evidence. Of the remaining 44 studies, 38 involved a cross-sectional design and were therefore graded as level D. However, most of these studies build on the foundations of trust research in general, and the observed effects reported were not different from those reported in previous controlled studies. An overview of all the studies included and information regarding year of publication, research design, sample size, population, main findings, effect sizes and limitations is provided in Appendix 3.

3 Main findings

Question 1: What is trust?

Trust is a belief held regarding another party. It results from the expectation that the actions of the other party will not be detrimental to him or her (Gambetta, 1988). This other party can be an individual, a group of persons or an organisation. At its core, the notion of trust implies a "willingness to depend on another party ... with reasonable security ... without control over that party" (McKnight and Chervany, 2001). As such, trust exists without reference to a specific event or situation - rather, it extends across all expected events and situations in relation to that party (Kavanagh et al, 2022). In daily life, trust is essential to initiate, establish and maintain social relationships.

In the scientific literature, the concept of trust is more complex, and disciplines such as psychology, economics, sociology and political science all have their own definitions. In management science, several definitions are available - a recent systematic review identified more than 15 different definitions (Paluri and Mishal, 2020). Some scholars view trust as a behavioural intention (eg Mayer et al, 1995) or a cognitive action (eg Lewis and Weigert, 1985), whereas others view trust as synonymous with 'trustworthiness' (eg Butler, 1984). In addition, some scholars view trust, in particular 'propensity to trust', as a personality trait that develops early in life and remains relatively stable through adulthood (eg Webb, 1986). Finally, some scholars consider trust as a synonym for risk-taking.

Seeking to resolve this confusion, two models emerged in the late 1990s. The model by Mayer et al (1995) defined trust as “the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action”. Similarly, the model by Rousseau et al (1998) defined trust as “a psychological state comprising the intention to accept vulnerability based on positive expectations of the intentions or behaviour of another”. Note that both definitions have the same core components: the trustor’s intention to accept vulnerability and their positive expectations regarding the trustee’s good intentions and benign behaviour.

Question 2: What is intra-organisational trust and how does it differ from individual and intra-team trust?

Trust is both an interpersonal and collective phenomenon, and is often expressed at three levels within organisations: individual, team and organisational.

Trust at the individual level refers to an individual’s degree of trust in another party; trust at the team level refers to the aggregated degree of trust among team members; and trust at the organisational level involves the aggregated degree of trust among members in an organisation (Guinot and Chiva, 2019). Note that the target of trust differs across levels (individual: another party; team: among team members; organisational: among organisation members). The research literature distinguishes between vertical trust and horizontal trust. Leaders’ trust in subordinates and subordinates’ trust in leaders together make up vertical trust. Vertical trust is high when employees expect that leaders will take the interests of subordinates into account when taking actions and, conversely, when leaders expect that employees have the organisation’s interests at heart.

Horizontal trust refers to trust in colleagues (Tao-Scofield et al, 2020). In organisations with a high level of horizontal trust, employees expect their colleagues to take collective interests into account when making decisions rather than act out of self-interest. Finally, some scholars point out that organisational trust should be conceptualised in terms of ‘trust climate’: employees’ perceptions of the trustworthiness of the entire organisation, arising through the implementation of organisational policies, practices and procedures, and the normative behaviour rewarded and encouraged by peers and supervisors.

Table 2: Overview of levels and types of trust

Institutional trust	The aggregated perceptions of employees, stakeholders and the society at large of whether the organisation as an entity is trustworthy.
Inter-organisational trust	Trust between organisations; the aggregated perceptions of members of an organisation of whether the members of another organisation are trustworthy.
Trust climate	Employees’ perceptions of whether the work environment fosters and promotes trust.
Intra-organisational	The level of trust among members and groups in an organisation.

trust	
Inter-departmental trust	Trust between the departments of an organisation; the aggregated perceptions of members of a department of whether the members of another department are trustworthy.
Inter-team trust	Trust between teams and organisation; the aggregated perceptions of members of a team of whether the members of another team are trustworthy.
Intra-team trust	The aggregated level of trust that team members have in their fellow teammates.
Interpersonal trust	An individual's level of trust in other members of the organisation.
Horizontal trust	The level of trust among colleagues, peers.
Vertical trust	The level of trust between leaders and subordinates.
Affect-based trust	Perceptions of a party's trustworthiness based on emotional ties or feelings.
Cognitive-based trust	Perceptions of a party's trustworthiness based on perceptions of reliability, competence and motivation.

Question 3: How can trust be measured?

Trust is one of the most frequently studied constructs in organisational research today. As a result, many measurement scales are available to assess trust at the organisational, team and/or individual level. Most trust scales use similar items, but the wording (eg "People in this organisation" vs "Our team members" trust each other) and level of aggregation (eg team or organisation) determine whether the scale measures trust at the individual, team or organisational level. In addition, scales are available that measure trust propensity and three components of trustworthiness - ability, integrity and benevolence. Widely used measurement scales are the McAllister scale (McAllister, 1995), Mayer's scale (Mayer and Davis, 1999) and the trust scale of the second version of the Copenhagen Psychosocial Questionnaire (COPSOQ-II). The COPSOQ-II has a seven-item scale that can be used to measure horizontal trust and vertical trust (see Appendix 4). Both types of trust should be measured separately as they are different constructs, and not necessarily positively related.

Question 4: What is the impact of trust?

Finding 1: There is a strong, positive relation between individual, team and organisational trust and a wide range of organisational outcomes (Level AA)

A large number of studies have consistently demonstrated that trust has a large positive effect on a wide range of organisational outcomes. For example, several meta-analyses and high-quality studies have demonstrated that a high level of intra-team trust is an important attribute of effective teams (Breuer et al, 2016; De Jong et al, 2016; Morrissette and Kisamore, 2020). In addition, it was found that interpersonal trust is particularly crucial for the performance of knowledge workers, as it influences whether individual group members are willing to share and

exchange information and knowledge with each other (Robertson et al, 2012). As such, the performance of knowledge workers indirectly depends on the level of horizontal trust, whereas vertical trust helps them align their own goals with the goals of the organisation. In addition, it was found that (affect-based and cognition-based) trust of co-workers was positively associated with employees taking initiative, speaking out, perceived mental workload and becoming actively involved, and positively affects their task, contextual and innovative performance (Colquitt et al, 2007; Costigan et al, 2011; De Jong et al, 2016; Tao-Scofield et al, 2020). Furthermore, employees in departments and organisations with a strong trust climate tend to report higher levels of job satisfaction, affective commitment and work engagement, and lower levels of turnover intentions and burnout beyond what would be expected on the basis of their individual trust level (Jiang and Probst, 2015). Finally, strong positive associations are found between trust among team members (horizontal trust), their supervisors (vertical trust) and team learning (Agbejule et al, 2021)

At the macro level, several studies, including a recent meta-analysis, found similar positive relationships between inter-organisational trust - the extent of (integrity and competence-based) trust placed by the members of an organisation in the members of another organisation - and outcomes such as cooperation, partnership, joint responsibility, solidarity, dispute resolution, joint problem-solving, knowledge acquisition, information-sharing and economic outcomes (Bruneel et al, 2010; Connelly et al, 2018; Delbufalo, 2012; Maurer, 2010; Meier et al, 2016; Tao-Scofield et al, 2020).

Finally, there are indications that different levels of trust mutually affect each other. For example, a recent cross-sectional study found that organisational trust is positively related to trust in co-workers (Nienaber et al, 2023). This suggests that trust at higher levels may trickle down to lower levels and vice versa.

Table 3: Overview of trust outcomes reported in meta-analyses and high-quality studies

Organisational level	Outcome	Effect size*	Level	Studies
<i>Interpersonal</i>	mental workload	.62	A	Miller, 2013
	risk-taking behaviour	.42	C	Colquitt, 2007
	task performance	.33		
	counterproductive work behaviour	-.33		
	contextual performance	.27		
<i>Intra-team</i>	team cohesion	.75	AA	Breuer, 2016
	team satisfaction	.69		
	team commitment	.60		
	team learning	.55		
	knowledge-sharing	.53		
	effort intention	.30		
	team performance (overall)	.30, (.48)	A, C	De Jong, 2016; Morrisette, 2020

Intra-organisational trust: Scientific summary

	team task performance	.27	AA	Breuer, 2016
	team contextual performance	.27		
<i>Intra-organisational</i>	individual contextual performance	.43	C	Tao-Scofield, 2020
	individual innovative performance	.30		
	individual task performance	.29		
	resistance to change	-.21/-.36	B	Jager, 2020
<i>Inter-organisational</i>	performance of strategic alliances	.54	C	Meier, 2016
	transaction costs	-.51	C	Connelly, 2018
	solidarity, flexibility, mutuality	.49	B	Delbufalo, 2012
	joint problem-solving	.44		
	expectation of continuity	.41		
	innovativeness	.36		
	joint action	.34		
	efficiency and productivity	.31		
	Information-sharing	.31		
	exchange performance	.29		
	financial performance	.26		
	affective commitment	.24		
	joint responsibility	.20		

*mean corrected correlation coefficient

Finding 2: Individual, team and organisational trust mutually affect each other (Level D)

Several cross-sectional studies found that individual, team and (horizontal and vertical) organisational trust are correlated and thus most likely affect each other. For example, it was found that an increase in supervisory trust was accompanied by an increase in trust between employees ($r=.49$) and vice versa ($r=.56$), and horizontal trust was strongly related to vertical trust ($r=.74$; Bieńkowska et al, 2018; see also Knoll and Gill, 2011). Similar relationships were found between interpersonal trust and inter-organisational trust ($\beta=.50$; Ashnai et al, 2016; see also Olah, 2021). This suggests that promoting and enhancing trust at the individual level may also positively affect intra-team and intra-organisational trust.

Question 5: Are there moderating factors that affect the impact of trust?

Finding 3: The type of trust moderates its impact on organisational outcomes (Level AA)

A meta-analysis that included controlled and longitudinal studies found that cognitive-based trust and affect-based trust each have a unique, positive relationship with organisational outcomes such as team performance (De Jong et al, 2016). Moreover, cognition-based trust (a member's cognitive evaluation of the reliability, integrity and competence of other members) and affect-based trust (a team member's emotional feelings/evaluation of the reliability, integrity and competence of other members) are regarded as functionally distinct in that they affect team performance through different causal mechanisms. It was found that cognitive-based intra-team trust has a somewhat larger impact on team performance than affect-based intra-team trust. A recent meta-analysis, however, found that at the intra-organisational level, the difference between these forms of trust in their impact on individual performance was negligible (Tao-Scofield et al, 2020).

Finding 4: The impact of trust on organisational outcomes is moderated by several contextual factors (Level A)

Recent meta-analyses have demonstrated that the impact of individual, team and organisational trust is contingent on several contextual factors. For example, it was found that intra-team trust is even more important under conditions that create challenges for teamwork (De Jong et al, 2016).

These include:

- a high level of task interdependence (ie the degree to which team members must rely on each other's input and resources to perform their tasks effectively)
- a high level of virtuality (ie the degree to which team members do not work in either the same place and/or at the same time, and therefore cannot collaborate face-to-face all of the time)
- low temporal stability (ie the degree to which team members have a history of working together in the past and an expectation of working together in the future)
- high authority differentiation (decision-making responsibility is distributed across the team)
- a high level of skill differentiation (the degree to which teams consist of members with specialised knowledge or skills that make them uniquely qualified and therefore difficult to substitute).

In addition, it was found that team size moderates the team-trust team-performance relationship such that this relationship is stronger for smaller as compared with larger teams. This relationship was also found to be stronger for decision-making teams compared with production teams (Morrissette and Kisamore, 2020). Finally, it was found that the extent that people condition their behaviour on the trust they have in others varies among countries. The strongest relation between dispositional trust (how trustworthy one expects others to be, similar to trust propensity) and cooperation was represented by the United States, followed by the Netherlands, Japan and Belgium (Balliet and Van Lange, 2013).

Finding 5: The effect of trust is stronger in situations involving larger conflicts of interest

(Level AA)

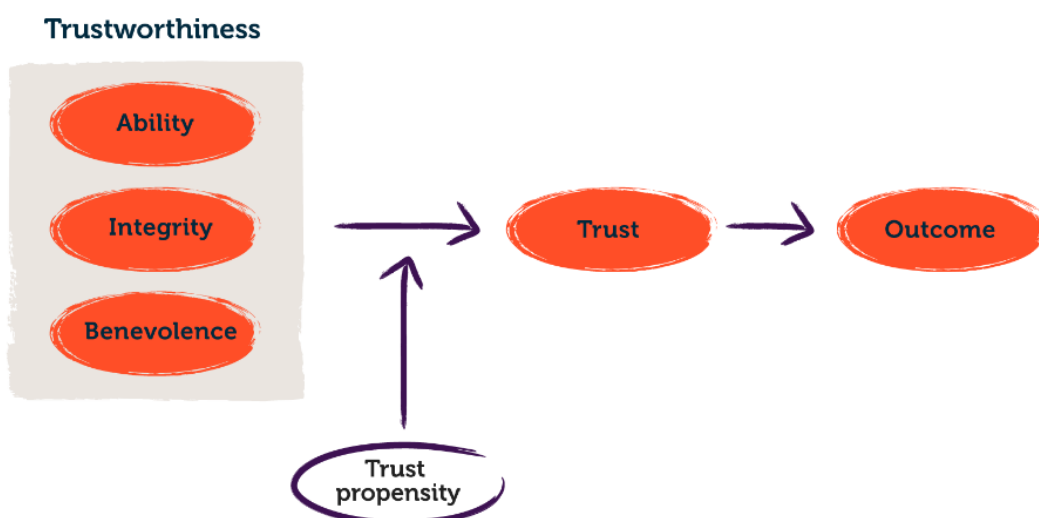
A meta-analysis of randomised controlled studies shows that trust is a stronger predictor of cooperation in situations involving larger, compared with smaller, conflicts of interest (Balliet and Van Lange, 2013). This finding suggests that managers should be especially attentive to trust issues in situations where there is a high level of competition between members, groups or departments, or when performance goals are conflicting or not aligned.

Question 6: What are the antecedents of trust?

Finding 6: The main predictors of whether a party will trust another party is trustworthiness and trust propensity (Level A)

Over the past few decades, a large number of studies have consistently found that there are two main antecedents of trust, ‘trustworthiness’ and ‘trust propensity’. Trust propensity is a characteristic of the ‘trustor’ (the person who trusts). It is a relatively stable personality trait that affects the extent to which a person is inclined to trust another party (Rotter, 1967). Trustworthiness, on the other hand, is a personal characteristic of the trustee as perceived by the trustor. It was found that trustworthiness consists of three components: ability, integrity and benevolence. Only when these three elements are present will a person be inclined to trust others (Mayer et al, 1995). Ability refers to whether a party is perceived as having the necessary skills and expertise to successfully undertake a specific task or action. Integrity refers to whether a party upholds ethical standards, such as keeping promises. Benevolence refers to whether a party is believed to want to do well to others. Ability and integrity are considered to be cognition-based sources of trust, whereas benevolence is considered to be an affect-based source of trust. Several empirical studies have demonstrated that the three components each have unique relationships with trust (controlling for one another) and are highly inter-correlated (Colquitt et al, 2007). This suggests that trust will not be established when a party focuses on only one or two of the components. In addition, it was found that the relationships among ability, benevolence, integrity, trust propensity and trust are partially mediated by affective commitment. This means that when members are strongly affectively committed (ie emotionally attached) to a team, group or organisation, they are inclined to trust other team, group or organisational members (Colquitt et al, 2007).

Figure 1: A simplified version of the model of trust, based on Colquitt et al (2007)



It should be noted that the three components of trustworthiness have been found to predict trust on all organisational levels. For example, when a team, department, organisation or any other entity is perceived as inexperienced, unprofessional, unethical, opportunistic, uncaring or not sharing the same values, they are unlikely to be trusted (see Ascigil, 2012; Ashnai et al, 2016; Nedkovski et al, 2017; Tu et al, 2020)

Finding 7: Beyond trustworthiness and trust propensity, several additional antecedents of trust are identified (Level D/C)

The research literature has identified several additional antecedents of trust. However, the evidence base of these antecedents is considerably smaller. In addition, effect sizes are often not reported. An overview of frequently reported antecedents is provided in Table 4.

Table 4: Overview of antecedents reported in meta-analyses, systematic reviews and primary studies

Antecedent	Effect size	Level	Studies
Challenging goals	[not reported]	D	Guinot, 2019
Corporate social responsibility (as perceived by employees)	large	D	Silva, 2023
Diversity climate	small	D	Ward, 2021
Diversity management	small to moderate [not reported]	D C	Kupczyk, 2015 Jozefowicz, 2017
Ethical work climate	small to moderate moderate to large	D D	Ascigil, 2012 Nedkovski, 2017
Leadership style (ethical, integrity, servant)	small moderate to large large	D D D	Legood, 2016 Tu, 2020 Saleem, 2022
Manager proactivity	[not reported]	D	Guinot, 2019
Ongoing organisational change	[not reported]	D	Fulmer, 2012
Opportunistic behaviour	large (negative)	D	Ashnai, 2016
Organisational	large	D	Simha, 2021

Intra-organisational trust: Scientific summary

climate (benevolent, principled)			
Organisational justice: distributive	small [not reported] large	D D D	Seppala, 2012 Fulmer, 2012 Malla, 2023
Organisational justice: informational	large	D	Malla, 2023
Organisational justice: interpersonal	large	D	Malla, 2023
Organisational justice: procedural	small [not reported] large moderate	D D D D	Seppala, 2012 Fulmer, 2012 Malla, 2023 Top, 2018
Organisational support (perceived)	[not reported]	D	Fulmer, 2012
Relationship quality	moderate	D	Rodwell, 2017
Relationship (LMX) variability	moderate	D	Rodwell, 2017
Shared values	[not reported] [not reported]	D D	Svenson, 2018 Fulmer, 2012
Supervisor participation	[not reported]	D	Guinot, 2019
Supervisor incivility	[not reported]	D	Guinot, 2019
Team/organisation identification	[not reported]	D	Fulmer, 2012
Team stability (membership)	[not reported]	D	Maurer, 2010

Question 7: What interventions enhance trust?

This review did not identify empirical studies in which the effect of interventions aimed at enhancing trust was measured. However, most meta-analyses include a section on ‘implications for practice’ that provide guidance for managers wanting to increase intra-personal, intra-team or intra-organisational trust. Below an overview is provided.

Adapted from Colquitt et al (2007)

The antecedents of trustworthiness - ability, benevolence and integrity - provide three distinct avenues for fostering trust. Ability emphasises the importance of recruitment and selection strategies to ensure that the organisation hires experienced and skilful employees and appoints competent leaders. It stresses the importance of deploying teams with the ‘right’ members, that

is, employees with the task-specific expertise. In addition, this component underlines the relevance of professional development and training strategies. With respect to integrity and benevolence, trust will benefit from addressing these two components in team-building programmes. Leader-based relationships potentially could benefit from incorporating these drivers into leadership training. In fact, it was found that leaders can be trained to act in a more fair and ethical manner (Skarlicki, 1996). Training programmes geared towards improving the facets of integrity could be particularly effective given the importance of integrity in leader-based relationships. In addition, these antecedents also emphasise the importance of effective recruitment and selection strategies.

Adapted from Guinot and Chiva (2019)

By recruiting, selecting, rewarding, developing, promoting and retaining trusted employees, the company's human resources and professional development practices could positively impact levels of trust, thus increasing firm competitiveness. As this is the framework for helping employees develop their professional skills, knowledge and abilities, vertical trust should therefore be an essential component in all such practices.

Adapted from Connelly et al (2018)

For managers seeking to maximise the efficiency of their relationships with other organisations, improving technical reliability is useful, but it is even more important to demonstrate impeccable character. For managers selecting partners for expanding inter-organisational relationships, costs will be minimised to the extent that one focuses on candidates with whom integrity-based trust has been well established.

Adapted from De Jong et al (2016)

Trust-building initiatives should focus on both cognitive and affective bases of trust within the team and enhance team members' trust both in each other and in the team leader. In general, team trust will be most critical for team performance, namely when team members work in a highly interdependent manner, with other members who possess unique skills and have different levels of authority in the team.

A widely used intervention to enhance trust is team-building. Originally designed as a group process intervention for improving interpersonal relations and social interactions, team-building refers to a class of formal and informal team-level interventions that focus on improving social relations and clarifying roles. A meta-analysis of longitudinal studies demonstrates that team-building interventions indeed have a moderate to large positive effect on intra-team trust (Klein et al, 2009).

4 Conclusion

Over recent decades, a large number of high-quality studies have been published on the outcomes and antecedents of trust. Although key insights on trust were developed in various disciplines, most of the research is conducted in the domain of industrial/organisational psychology, organisational sociology and management research. The studies identified in this review consistently demonstrate that trust among co-workers, team members and groups, as well as between leaders and subordinates, is strongly related to a wide range of organisational outcomes

- such as perceived task performance, mental workload, risk-taking behaviour, social cohesion, team learning and knowledge-sharing - and as such is an important condition for the effectiveness of teams, workgroups and the organisation as a whole. In addition, the included studies indicate that trust is not only determined by a person's ability, integrity and benevolence, but also through the organisation's (perceived) diversity climate, organisational justice, shared values and organisational support.

5 Limitations

This REA aims to provide a balanced assessment of what is known in the scientific literature about the antecedents and consequences of organisational trust by using the systematic review method to search and critically appraise empirical studies. However, in order to be 'rapid', concessions were made in relation to the breadth and depth of the search process, such as the exclusion of unpublished studies, the use of a limited number of databases, and a focus on empirical research published in the period 2000 to 2019. As a consequence, some relevant studies may have been missed.

A second limitation concerns the critical appraisal of the studies included, which did not incorporate a comprehensive review of the psychometric properties of their tests, scales and questionnaires.

Given these limitations, care must be taken not to present the findings presented in this REA as conclusive.

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Appendix 1: Search terms and hits

ABI/Inform Global, Business Source Elite, PsycINFO peer-reviewed, scholarly journals, August 2021			
Search terms	ABI	BSE	PSY
S1. ti(trust)	12,379	12,358	6,946
S2. S1 AND filter MAs or SRs, limit: date > 2000	42	53	49
S3. ti("organi?ational trust") OR ab("organi?ational trust")	326	189	96
S4. S1 AND ti("inter team") OR ti(interteam) OR ti("cross team") OR ti("inter group") OR ti(intergroup) OR ti(outgroup) OR ti("out group")	29	35	6
S5. ab("trust between" NEAR group*) OR ab("trust between" NEAR team*)	28	-	-
S6: S1 AND ti(coworker*) OR ti("co worker*") or ti(colleague*)	23	17	24
S7: S1 AND ti(interdepartmental) OR ti(interdivisional)	1	0	0
S8: S1 AND ti(climate)	56	54	52
S9: S3 OR S4 OR S5 OR S6 OR S7 OR S8 AND filter quantitative studies, limit: date > 2010	391	205	199

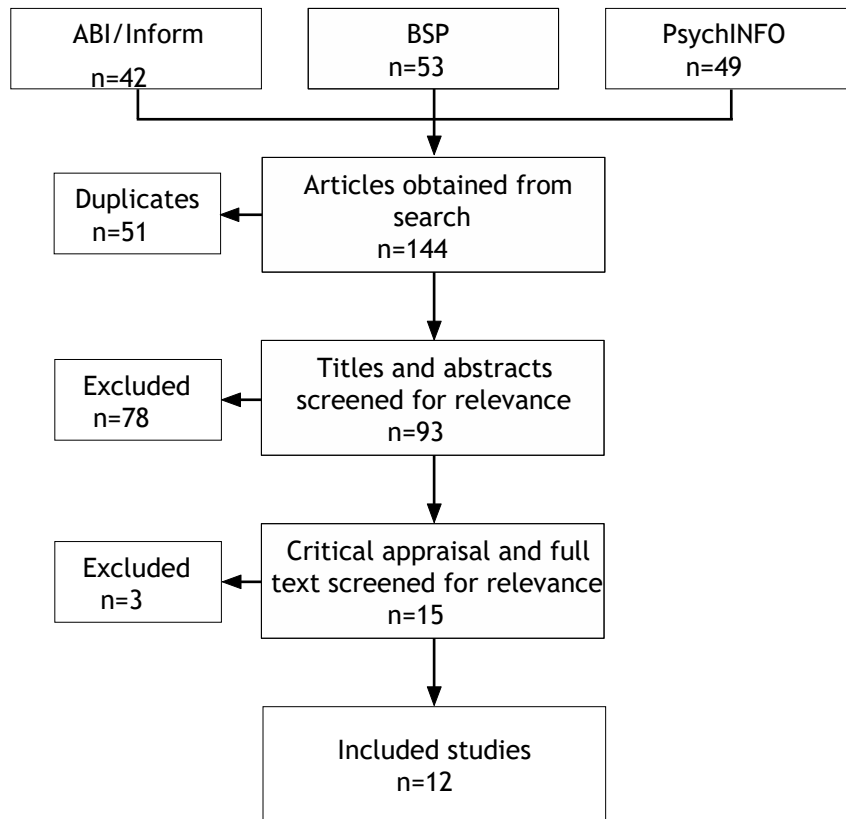
ABI/Inform Global, Business Source Elite, PsycINFO peer-reviewed, scholarly journals, update July 2023				
Search terms	ABI	BSP	PSY	Medline
S1. ti(trust), limit: date > August 2021	1,301	1,924	913	-
S2. S1 AND filter MAs or SRs	11	19	13	-

Intra-organisational trust: Scientific summary

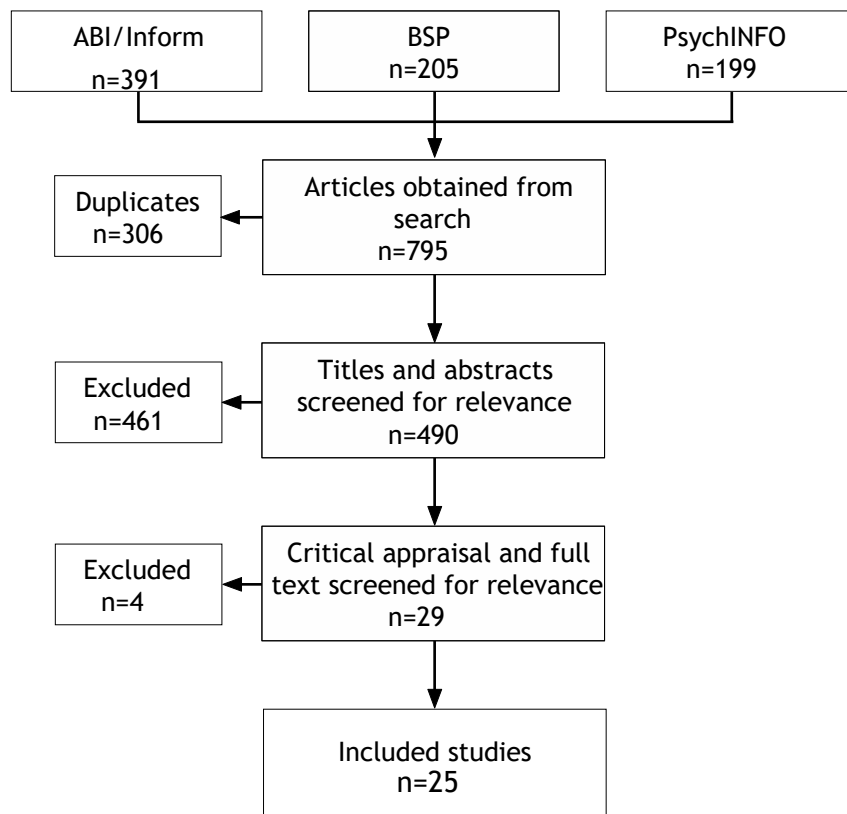
S3. ti(“organizational trust”), limit: date > August 2021	33	36	19	-
S4. S1 AND ti(“inter team”) OR ti(interteam) OR ti(“cross team”) OR ti(“inter group”) OR ti(intergroup) OR ti(outgroup) OR ti(“out group”)	7	11	7	-
S5: S1 AND ti(coworker*) OR ti(“co worker”) OR ti(colleague*)	3	4	1	-
S6: S1 AND ti(interdepartmental) OR ti(interdivisional)	0	0	0	-
S7: S1 AND ti(climate)	11	13	3	-
S8: S3 OR S4 OR S5 OR S6 OR S7 AND filter quantitative studies	43	47	17	-
S9: ti(trust) AND ti(nurs*) OR ti(physician*) OR ti(doctor*) OR ti(clinician*) OR ti(hospital*) OR ti(healthcare) OR ti(“health care”) OR ti(medical) limit > 2013 AND filter quantitative studies	-	-	128	43

Appendix 2: Study selection

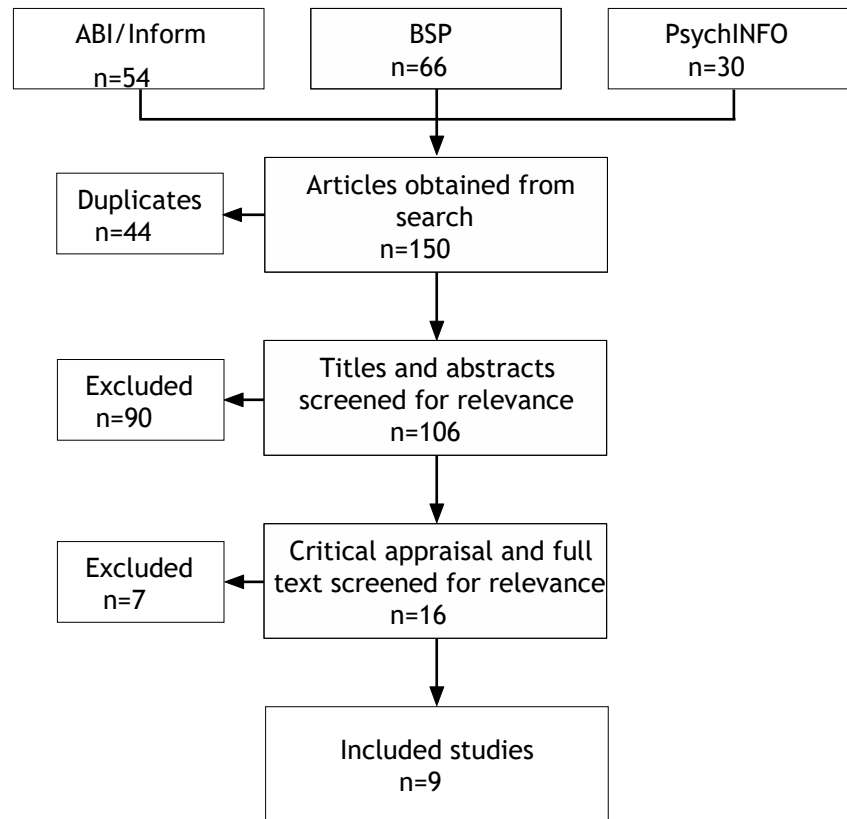
Meta-analyses



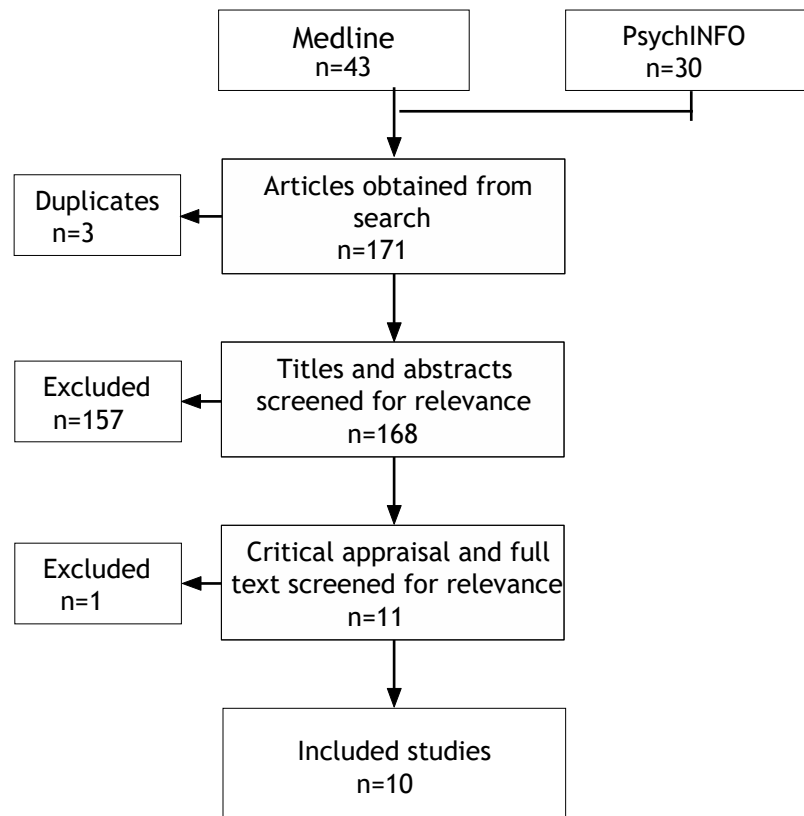
Single studies



Studies update 2023



Studies related to healthcare



Appendix 3: Data extraction table

1st author & year	Design & sample size	Sector/population	Main findings	Effect sizes	Limitations	Level
1. Agbejule, 2021	cross-sectional design n=86	project team members of a Finnish global tech company	<p>1a: There is a positive association between trust among project team members (PTM) and their supervisors (vertical trust) and team learning.</p> <p>1b: There is a positive association between trust among PTMs (horizontal trust) and team learning.</p> <p>2: The higher the (a) vertical trust and (b) horizontal trust, the more favourable the organisation climate.</p> <p>3. Favourable organisational climate is positively related to team learning.</p> <p>Thus, both vertical and horizontal trust influences organisational climate, which, in turn, is a determinant of team learning. In addition, although both types of trust contributed to organisational climate, the results indicate that horizontal trust had a greater influence on organisational climate and team learning.</p>	<p>1a: $r=.44$ 1b: $r=.57$</p> <p>2a: $r=.67$ 2b: $r=.69$</p> <p>3: $r=.70$</p> <p>SEM provides only unstandardised coefficients</p>	Small convenience sample	D

Intra-organisational trust: Scientific summary

<p>2. Ascigil, 2012</p>	<p>cross-sectional design n=92</p>	<p>employees (below top managerial level) of two organisations - one private (IT sector), and one public, cooperating in a joint project in Turkey</p>	<p>1: All ethical work climate dimensions - independence (1a), law and code (1b), rules (1c), and caring (1d) - were related to trust in co-workers. 2: Instrumental ethical work climate had a negative effect on perceptions of trust in co-workers.</p>	<p>1a: $r=.23$; CI [0.03; 0.42]* 1b: $r=.31$; CI [0.11; 0.48]* 1c: $r=.37$; CI [0.18; 0.53]* 1d: $r=.31$; CI [0.11; 0.48]* 2: $B=-.22$ *Calculated by reviewers</p>	<p>Small convenience sample</p>	<p>D</p>
<p>3. Ashnai, 2016</p>	<p>cross-sectional design n=331</p>	<p>middle or senior managers knowledgeable about supplier relationship in the UK</p>	<p>1: Interpersonal trust was positively related to inter-organisational trust. 2: Interpersonal trust was positively related to commitment. 3: Inter-organisational trust was positively related to commitment. 4: Interpersonal trust was positively related to information-sharing. 5: Inter-organisational trust was positively related to information-sharing.</p>	<p>1: $B=.50$ 2: $B=.70$ 3: $B=.14$ 4: $B=.42$ 5: $B=.19$</p>	<p>The way of reporting the results is a bit vague. For example, it could be stated more clearly whether the coefficients are standardised or not.</p>	<p>D</p>

Intra-organisational trust: Scientific summary

<p>4. Bailliet, 2013</p>	<p>meta-analysis, includes RCTs k=212</p>	<p>mixed</p>	<p>1. There is a strong positive relation between expectations of others' behaviour and cooperation. Thus, when people expect that their partner(s) will cooperate and not take advantage of one's own cooperation, then people are more likely to cooperate themselves.</p> <p>2. Dispositional trust had a small to moderate positive relation with cooperation. Thus, people with a high dispositional trust in others are generally more cooperative than low-trust individuals.</p> <p>3. Trust is a stronger predictor of cooperation in situations involving larger, compared with smaller, conflict of interest.</p> <p>4. The type of dilemma (prisoner, public goods, resource) did not moderate the relation between state expectations/dispositional trust and cooperation.</p> <p>5. The relation between state expectations/dispositional trust and cooperation was unaffected by either if the dilemma was a one-shot dilemma or iterated dilemma.</p> <p>6. There is a stronger relation between expectations and cooperation for interactions between individuals, compared with interactions between groups. This finding supports the position that trust matters less for behaviour during interactions between groups compared with interactions between individuals.</p>	<p>1. $\rho=.58$ 95% CI [.54; 0.62]</p> <p>2. $\rho=.26$ 95% CI [.02; .31]</p> <p>3. $B=-.26$</p> <p>6. indiv $\rho=.60$ groups $\rho=.43$</p> <p>8. US $\rho=.34$ Netherlands $\rho=.28$ Japan $\rho=.26$ Belgium $\rho=.12$</p>	<p>No serious limitations</p>	<p>AA</p>
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Intra-organisational trust: Scientific summary

			<p>7. Group size did not have significant relations with the effect size.</p> <p>8. The extent that people condition their behaviour on the trust they have in others varies among countries. The strongest relation between dispositional trust and cooperation was represented by the United States, followed by the Netherlands, Japan and Belgium.</p>			
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Intra-organisational trust: Scientific summary

<p>5. Bieńkowska , 2018</p>	<p>cross-sectional design n=143</p>	<p>employees at organisation different in size, activity profile and affiliation to a branch of the economy in Poland</p>	<p>1: The level of generalised trust exhibited by an organisation's employees was NOT related to the results of its functioning.</p> <p>2: The level of subordinates' trust in superiors was positively related to the performance of the organisation: (a) quality*, (b) clients**, (c) processes***, (d) innovativeness, (e) market share, (f) competitiveness****, (g) economic situation, (h) management efficiency.</p> <p>3: An increase in the employees' belief in the trustworthiness of superiors was accompanied by an increase in employees' trustingness.</p> <p>4: The level of superiors' trust in subordinates was positively related to the results of an organisation: (a) quality, (b) clients, (c) processes, (d) innovativeness, (e) market share, (f) competitiveness, (g) economic situation, (h) management efficiency.</p> <p>5: An increase in the superiors' belief in the trustworthiness of employees was accompanied by an increase in superiors' trustingness.</p> <p>6: The level of trust between co-workers was positively related to the performance of the organisation: (a) quality, (b) clients, (c) processes, (d) innovativeness, (e) market share, (f) competitiveness, (g) economic situation, (h) management efficiency.</p> <p>7: Trust in subordinates was positively related to trust in managers (superiors).</p>	<p>2a: $r=.37$; CI [0.22; 0.50]* 2b: $r=.32$; CI [0.16; 0.46]* 2c: $r=-.41$; CI [-0.54; -0.26]* 2d: $r=.35$; CI [0.20; 0.49]* 2e: $r=.33$; CI [0.18; 0.47]* 2f: $r=.40$; CI [0.25; 0.53]* 2g: $r=.24$; CI [0.08; 0.39]* 2h: $r=.43$; CI [0.29; 0.56]* 3: $r=.49$; CI [0.35; 0.60]* 4a: $r=.48$; CI [0.34; 0.60]* 4b: $r=.42$; CI [0.27; 0.55]* 4c: $r=-.54$; CI [-0.65; -0.41]* 4d: $r=.38$; CI [0.23; 0.51]* 4e: $r=.36$; CI [0.21; 0.49]* 4f: $r=.46$; CI [0.32; 0.58]*</p>	<p>No serious limitation</p>	<p>D</p>
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Intra-organisational trust: Scientific summary

			<p>8: Lateral trust was positively related to vertical trust.</p> <p>*Quality of products or services **Number of permanent and new clients ***Process quality, continuous improvement ****Eg, speed to the market, success compared with the competitors</p>	<p>4g: $r=.32$; CI [0.16; 0.46]* 4h: $r=.43$; CI [0.29; 0.56]* 5: $r=.56$; CI [0.44; 0.66]* 6a: $r=.38$; CI [0.23; 0.51]* 6b: $r=.35$; CI [0.20; 0.49]* 6c: $r=.45$; CI [0.31; 0.57]* 6d: $r=.28$; CI [0.12; 0.42]* 6e: $r=.29$; CI [0.13; 0.43]* 6f: $r=.37$; CI [0.22; 0.50]* 6g: $r=.22$; CI [0.06; 0.37]* 6h: $r=.37$; CI [0.22; 0.50]* 7: $r=.76$; CI [0.68; 0.82]* 8: $r=.74$; CI [0.66; 0.80]* *CI was not reported by the authors (our calculations; 95% CI)</p>		
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Intra-organisational trust: Scientific summary

<p>6. Bowler, 2018</p>	<p>cross-sectional design n=117</p>	<p>employees at the operations centre for a security monitoring company in a medium-sized city in the southwestern US</p>	<p>Study on trust transference between leaders, followers (focal employees) and co-workers.</p> <p>1: The relationship between leader trust in a focal employee and network trust in a focal employee WAS NOT moderated by the network's trust for the leader and the focal employee's trust of the leader. However, the main effect of leader trust of focal employee (follower) on network trust in a focal employee (follower trust centrality) and the main effect of follower trust of leader on follower trust centrality were positive and significant.</p> <p>2: The relationship between leader trust in a focal employee and network trust in a focal employee was moderated by the network's trust for the leader and the leader's communication with the network. Specifically, the positive relationship between leader trust in a focal employee and network trust in a focal employee was stronger when the network trusted the leader and the leader communicates frequently with the network.</p>	<p>Unclear (unstandardised coefficients are reported)</p>	<p>Unclear whether the reported coefficients are standardised or not - some of them are >1</p>	<p>D</p>
<p>7. Breuer, 2016</p>	<p>meta-analysis of cross-sectional, longitudinal and/or controlled studies k=52 n=12,615</p>	<p>mixed</p>	<p>1. Team trust is positively related with (a) satisfaction with the team, (b) commitment to the team, (c) perceived team cohesion, and (d) effort intentions towards the team.</p> <p>2. Team trust is positively related with (a) knowledge-sharing and (b) team learning.</p> <p>3. Team trust is positively related with (a) team task performance and (b) contextual performance in teams.</p>	<p>1a: $\rho=.69$ 1b: $\rho=.60$ 1c: $\rho=.75$ 1d: $\rho=.30$</p> <p>2a: $\rho=.53$ 2b: $\rho=.55$</p> <p>3a: $\rho=.27$ 3b: $\rho=.27$</p>	<p>Effect sizes are moderated by research design (larger in cross-sectional designs)</p> <p>Sample sizes of some effect</p>	<p>AA</p>

Intra-organisational trust: Scientific summary

	(1,850 teams)		4. Team virtuality moderates the relationship between team trust and team task performance.	4: virtual: $\rho=.33$ ftf: $\rho=.22$	size are rather small Virtuality was coded as a dichotomous variable	
8. Bruneel, 2010	cross-sectional design n=503 (organisations)	industrial collaborators from all the private, for-profit organisations with formal involvement in ESPRC (Engineering and Physical Sciences Research Council), UK	The study focused on barriers to university-industry collaboration*, and studies whether inter-organisational trust (trust of industry players - companies, in the universities they partner with) is likely to diminish these barriers. 1: High inter-organisational trust was associated with lower barriers (both, orientation- and transaction-related). * Two types of barriers were studied: orientation-related (differences in incentives and orientations of industry and universities) and transaction-related (conflicts over IP and university administration procedures).	Not reported (unstandardised coefficients are reported)	Low response rate (19%)	D

Intra-organisational trust: Scientific summary

<p>9. Buvik, 2016</p>	<p>cross-sectional design n=179</p>	<p>project team members in 31 Norwegian construction project teams</p>	<p>1: The relationship between team performance and the trust dimensions propensity to trust, trustworthiness and cooperative behaviours was positively mediated by project commitment.</p> <p>2: Trust climate strength DID NOT moderate the relationship between trust climate level and team performance.</p> <p>3: Trust climate strength DID NOT moderate the relationship between trust climate level and project commitment.</p>	<p>Not reported (unstandardised coefficients are reported)</p>	<p>No serious limitation</p>	<p>D</p>
<p>10. Colquitt, 2007</p>	<p>meta-analysis k=132</p>	<p>mixed</p>	<p>1a. The ability, benevolence and integrity components of trustworthiness each have unique relationships with trust (controlling for one another).</p> <p>1b. Trust has a positive relationship with risk-taking behaviour, task performance, citizenship behaviour and counterproductive behaviour.</p> <p>2. Trust propensity is positively related to trust, controlling for ability, benevolence, and integrity.</p> <p>3. The relationships between (a) ability, (b) benevolence, (c) integrity, and risk-taking and job performance are partially mediated by trust.</p> <p>4. The relationships between trust propensity and risk-taking and job performance are partially mediated by trust.</p> <p>5. The relationships between (a) ability, (b) benevolence, (c) integrity, and risk-taking and</p>	<p>1a. ability $\rho=.67$ benevolence $\rho=.63$ integrity $\rho=.62$ for components see table 3</p> <p>1b. risk $\rho=.42$ task perf $\rho=.33$ OCB $\rho=.27$ CPB $\rho=-.33$ for components see table 3</p> <p>2. $\rho=.27$; $\beta=.12$</p>	<p>Only a limited number of databases were searched</p> <p>Design of the included studies not reported</p>	<p>C</p>

Intra-organisational trust: Scientific summary

			<p>job performance are partially mediated by affective commitment.</p> <p>6. The relationships between trust propensity and risk-taking and job performance are partially mediated by affective commitment.</p>			
<p>11. Connelly, 2018</p>	<p>meta- analysis k=150</p>	<p>organisations engaged in inter- organisational relationships</p>	<p>1a. Within inter-organisational relationships (IORs), integrity-based trust is negatively related to <i>ex post</i> transaction costs.</p> <p>1b. Within IORs, competence-based trust is not related* to <i>ex post</i> transaction costs.</p> <p>Thus, integrity matters (10 times) more than competence for reducing <i>ex post</i> transaction costs.</p> <p>2a. Within IORs, integrity-based trust is not related* to <i>ex ante</i> transaction costs.</p> <p>2b. Within IORs, competence-based trust is not related* to <i>ex ante</i> transaction costs.</p> <p>3. The trust-transaction cost relationships described above are stable across sectors (service vs manufacturing) and countries.</p> <p>Transaction costs: costs involved in finding qualified partners, negotiating agreements with them, monitoring those agreements, and dealing with unanticipated changes.</p> <p><i>Ex ante</i>: costs of doing business that are absorbed before an IOR is established, such as the costs arising from negotiating agreements and establishing contractual safeguards. These costs are incurred to protect each side's</p>	<p>1a. $\beta = -.51$ 1b. $\beta = -.05^*$</p> <p>2a. $\beta = -.07^*$ 2b. $\beta = .08^*$</p> <p>*practically irrelevant</p>	<p>Limited information regarding the search and selection of papers is provided</p> <p>Design of the included studies not reported</p>	<p>C</p>

Intra-organisational trust: Scientific summary

			<p>interests, anticipate contingencies, and specify how adaptations to unanticipated changes will occur.</p> <p><i>Ex post:</i> ongoing expenses related to monitoring exchange partners, haggling when unanticipated changes arise, operating dispute resolution mechanisms, bonding to secure ongoing commitments, and “maladjustment” costs that arise when actors are forced to abide by contract terms that are no longer in their best interest.</p> <p><i>Note: the correlation between EA and EP costs were low (.13).</i></p>			
12. Correia Rodrigues, 2013	<p>cross-sectional design</p> <p>n=244</p>	<p>employees of different functional areas and levels of work seniority</p>	<p>1: There were differences in the level of trust in superiors given the functional area - in non-productive areas employees trusted their supervisors more than employees in productive areas.</p> <p>2: There WAS NO relationship between seniority in the company and the perception of trust in superiors.</p>	Not reported	No serious limitation	D
13. Costigan, 2011	<p>cross-sectional design</p> <p>n=1,048 (triads of supervisors, employees, and coworkers)</p>	<p>employees from Russia, Poland, US, and Turkey</p>	<p>1: An employee’s cognition-based trust of co-workers was positively associated with the employee’s enterprising behaviour.</p> <p>2: An employee’s affect-based trust of co-workers was positively associated with the employee’s enterprising behaviour.</p> <p>3a: An employee’s cognition-based trust of co-workers was more strongly associated with that employee’s enterprising behaviour in individualist cultures (the USA) than in</p>	Not reported (unstandardised coefficients are reported)	No serious limitation	D

Intra-organisational trust: Scientific summary

			<p>collectivist cultures (Turkey, Poland, and Russia).</p> <p>3b: An employee's affect-based trust of co-workers WAS NOT more strongly associated with that employee's enterprising behaviour in collectivist cultures (Turkey, Poland, and Russia) than in individualist cultures (the USA).</p> <p>4a: An employee's cognition-based trust of co-workers WAS NOT more strongly associated with the employee's enterprising behaviour in higher power distance cultures (Turkey and Russia) than in lower power distance cultures (the USA and Poland).</p> <p>4b: An employee's affect-based trust of co-workers was more strongly associated with the employee's enterprising behaviour in higher power distance cultures (Turkey and Russia) than in lower power distance cultures (the USA and Poland).</p> <p>Enterprising behaviour = taking initiative, speaking out, independent judgement, and active involvement.</p>			
14. Delbufalo, 2012	meta-analysis, includes longitudinal studies s=56	mixed	<p>1. Results provide a strong support for the link between inter-organisational trust and direct economic outcomes (strongest associations: (a) exchange performance, (b) efficiency & productivity, (c) financial performance, (d) cycle time reduction).</p> <p>2. Results provide a strong support for the link between inter-organisational trust and indirect outcomes (strongest associations: (a)</p>	<p>1a. $\rho=.29$ b. $\rho=.31$ c. $\rho=.26$ d. $\rho=.35$</p> <p>2a. $\rho=.31$ b. $\rho=.36$ c. $\rho=.34$ d. $\rho=.44$</p>	No serious limitations	B

Intra-organisational trust: Scientific summary

			<p>information-sharing, (b) innovativeness, (c) joint action, (d) joint problem-solving).</p> <p>3. Results provide a strong support for the link between inter-organisational trust and relational outcomes (strongest associations: (a) affective commitment, (b) expectation of continuity, (c) joint responsibility, (d) relationism (solidarity, flexibility, mutuality).</p>	<p>3a. $\rho=.24$ b. $\rho=.41$ c. $\rho=.20$ d. $\rho=.49$</p>		
<p>15. De Jong, 2016</p>	<p>meta-analysis of lab, controlled and longitudinal studies</p> <p>k=112 n=7,763</p>	<p>various</p>	<p>Intra-team trust is positively related to team performance. Cognitive-based trust and affect-based trust dimensions have unique, positive relationships with team performance. The authors suggest to maximise team performance, trust-building initiatives should focus on developing both cognitive and affective bases of trust within the team, and enhance team members' trust both in each other and in the team leader. Team trust will be most critical when team members work in a highly interdependent manner, with other members who possess unique skills and have different levels of authority in the team (see moderators).</p> <p><i>Note 1: Whereas cognition-based trust is grounded in individuals' cognitive evaluations of the reliability, integrity and competence of others, affect-based trust is grounded in individuals' feelings of emotional involvement and others' genuine care and concern for their welfare. Besides being conceptually distinct, cognition- and affect-based trust are regarded as functionally distinct, in that they affect outcomes through distinct causal mechanisms</i></p>	<p>Team performance overall $\rho=.30$</p> <p>Cognitive-based trust $\beta=.24$</p> <p>Affect-based trust $\beta=.15$</p> <p>Moderators (low vs high):</p> <p>virtuality $\rho=.26$ vs $.35$</p> <p>task interdependence $\rho=.21$ vs $.33$</p> <p>temporal stability $\rho=.23$ vs $.32$</p> <p>authority differentiation</p>	<p>Search terms not specified</p>	<p>AA</p>

Intra-organisational trust: Scientific summary

			<p><i>and thus uniquely contribute to predicting performance.</i></p> <p><i>Note 2:</i></p> <ul style="list-style-type: none"> - <i>Task interdependence: the degree to which team members must rely on each other's input and resources to perform their tasks effectively.</i> - <i>Team virtuality: the degree to which team members do not work in either the same place and/or at the same time, and therefore cannot collaborate face-to-face all of the time.</i> - <i>Temporal stability: the degree to which team members have a history of working together in the past and an expectation of working together in the future.</i> - <i>Authority differentiation: how decision-making responsibility is distributed across the team.</i> - <i>Skill differentiation: the degree to which teams consist of members with specialised knowledge or skills that make them uniquely qualified and therefore difficult to substitute.</i> 	<p>$\rho=.25$ vs $.41$</p> <p>skill differentiation $\rho=.23$ vs $.36$</p>		
16. Ghosh, 2018	longitudinal design (time lag) n=536	employees of six fully owned subsidiaries of an Indian multinational conglomerate	<p>1: A positive relationship between perceived internal image of corporate social responsibility (CSR) and the organisational identification of individual employees was mediated through affect-based organisational trust.</p> <p>2: The relationship between perceived internal image of CSR and organisational identification through affect-based organisational trust was likely to be stronger when employees experienced a high level of perceived first-party justice and weaker when they</p>	Not reported (unstandardised coefficients are reported)	No serious limitation	D

Intra-organisational trust: Scientific summary

			experienced a low level of perceived first-party justice in their organisation.			
17. Hayfron, 2023	cross-sectional design n=219	employees from a Ghanaian company in the food manufacturing sector	1: There is a positive relationship of HR development practices (eg talent development, career development, training) and HRD climate on organisational trust. 2. Organisational trust mediates the relationship between HRD climate and organisational citizenship behaviour.	1. R ² =.15	limited generalisability	D
18. Heyns, 2017	cross-sectional design n=539	employees at three Johannesburg Stock Exchange (JSE) listed private sector companies in the petrochemical and raw materials industries with an international footprint operating from the same geographical area of South Africa	1: Propensity (to trust others) was positively related to trustworthiness beliefs: ability (a), benevolence (b), and integrity (c). 2: Propensity (to trust others) was positively related to the reliance (a) and disclosure (b) dimensions of trust. 3: Trustworthiness beliefs predicted trusting behaviour. 4: Trustworthiness mediated the relationship between propensity and trust.	1a: r=.29; CI [0.21; 0.37]* 1b: r=.32; CI [0.24; 0.39]* 1c: r=.34; CI [0.26; 0.41]* 2a: r=.18; CI [0.10; 0.26]* 2b: r=.17; CI [0.09; 0.25]* 3: β=.80 4: β=.27 *CI was not reported by the authors (our calculations; 95% CI)	Convenience sample	D

Intra-organisational trust: Scientific summary

<p>19. Jager, 2022</p>	<p>non-randomised controlled study n=90 vs n=98</p>	<p>Org 1: employees and managers from a large Dutch financial organisation Org 2: employees and managers from a large Dutch service organisation</p>	<p>1. Organisational trust is negatively related to resistance to change in (a) an unplanned organisational change context and in (b) a planned organisational change context.</p> <p>2. Organisational trust is NOT related to (a) adaptive agility* or (b) proactive agility** in an unplanned organisational change context, and positively related to (c) adaptive agility and (d) proactive agility in a planned organisational change context.</p> <p>Thus, results imply that trust works in different ways depending on the type of change.</p> <p>* adaptive agility = the change or modification of individuals or their behaviour in order to increase the fit with the new environment (response). ** proactive agility = the anticipation of problems related to change, the initiation of solutions, and the eventual solution of change-related problems (initiation and anticipation).</p>	<p>1a: $\beta = -.21$ 1b: $\beta = -.36$</p> <p>2a and b: ns</p> <p>2c: $r = .29$ 2d: $r = .24, \beta = -.22$</p>	<p>Convenience sample</p>	<p>B</p>
<p>20. Jiang, 2015</p>	<p>cross-sectional design n=468</p>	<p>faculty members of a public university located in the United States</p>	<p>1. Individual-level trust in management was positively related to (a) job satisfaction, (b) job security, (c) affective commitment, (d) motivation to provide service, and (e) work engagement, and negatively related to (f) turnover intention and (g) burnout.</p> <p>2. Trust climate was positively related to (a) job satisfaction, (b) affective commitment,</p>	<p>1a: $r = .36$; CI [0.28; 0.44]* 1b: $r = .31$; CI [0.23; 0.39]* 1c: $r = .51$; CI [0.44; 0.57]* 1d: $r = .42$; CI [0.34; 0.49]*</p>	<p>No serious limitation</p>	<p>D</p>

Intra-organisational trust: Scientific summary

			<p>(c) motivation to provide service, and (d) work engagement, and negatively related to (e) turnover intentions and (f) burnout. Moreover, individuals in a unit with high trust climate were likely to report more job satisfaction, job security, affective commitment, motivation to provide service, and work engagement, and less turnover intentions and burnout than would be expected on the basis of their individual trust level.</p>	<p>1e: $r=.24$; CI [0.15; 0.32]* 1f: $r=-.42$; CI [-0.49; -0.34]* 1g: $r=-.36$; CI [-0.44; -0.28]* 2a: $r=.14$; CI [0.05; 0.23]* 2b: $r=.30$; CI [0.22; 0.38]* 2c: $r=.15$; CI [0.06; 0.24]* 2d: $r=.13$; CI [0.04; 0.22]* 2e: $r=-.20$; CI [-0.29; -0.11]* 2f: $r=-.19$; CI [-0.28; -0.10]*</p> <p>*CI was not reported by the authors (our calculations; 95% CI)</p>		
<p>21. Jozefowicz 2017</p>	<p>systematic review s=18</p>		<p>1. The results show that the study of connections between diversity management and trust is not very popular in scientific research.</p> <p>2. Although some studies included found a positive relationship between diversity management and trust, the empirical evidence is limited.</p>	<p>Not reported</p>	<p>Limited search, design of included studies not reported</p>	<p>C</p>

Intra-organisational trust: Scientific summary

22. Knoll, 2011	cross-sectional design n=187	HR professionals from two sources (an HR professionals organisation and a large Canadian corporation)	<p>1: The greater the trustor's* perception of the trustee's** ability, the greater the trust in the (a) supervisor, (b) subordinate, and (c) peers.</p> <p>2: The greater the trustor's perception of the trustee's benevolence, the greater the trust in the (a) supervisor, (b) subordinate, and (c) peers.</p> <p>3: The greater the trustor's perception of the trustee's integrity, the greater the trust in the (a) supervisor, (b) subordinate, and (c) peers.</p> <p>4: Propensity to trust was positively and significantly related to trust in supervisor (a) and trust in peers (c), but it was NOT significantly related with trust in subordinate.</p> <p>5: Trust in supervisor was positively correlated with both trust in subordinate (a) and trust in peers (b).</p> <p>6: Trust in supervisor (a) and trust in subordinate (b) correlated positively and significantly with job satisfaction, but trust in peers (c) did not correlate significantly with job satisfaction.</p> <p>7: The relative importance of perceived benevolence and perceived integrity to supervisor trust was greater than the relative importance of perceived ability to supervisor trust - benevolence accounted for 43%,</p>	<p>1a: $r=.52$; CI [0.41; 0.62]* 1b: $r=.66$; CI [0.51; 0.77]* 1c: $r=.71$; CI [0.63; 0.78]* 2a: $r=.67$; CI [0.58; 0.74]* 2b: $r=.66$; CI [0.51; 0.77]* 2c: $r=.78$; CI [0.72; 0.83]* 3a: $r=.66$; CI [0.57; 0.73]* 3b: $r=.68$; CI [0.54; 0.78]* 3c: $r=.82$; CI [0.77; 0.86]* 4a: $r=.37$; CI [0.24; 0.49]* 4c: $r=.24$ 5a: $r=.36$ 5b: $r=.29$ 6a: $r=.50$; CI [0.38; 0.60]* 6b: $r=.27$ 7 & 8: Unclear</p>	No serious limitation	D
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Intra-organisational trust: Scientific summary

			<p>integrity accounted for 38%, and ability accounted for 19%.</p> <p>8: The relative importance of perceived ability to subordinate trust was greater than the relative importance of perceived benevolence and perceived integrity to subordinate trust; however, the difference was not statistically significant - ability accounted for 38%, and benevolence and integrity each accounted for 31%.</p> <p>9: Ability, benevolence, and integrity were equally important predictors of trust in peers.</p> <p>* a trustor (the individual trusting) ** a trustee (the individual being trusted)</p>	*CI was not reported by the authors (our calculations; 95% CI)		
23. Kupczyk, 2015	cross-sectional design n=335	corporate workers and managers of companies located in Lower Silesia, Poland	1: Diversity management practices were positively related to trust in organisation (a), trust in management (b), and trust in co-workers (c).	1a: r=.33 1b: r=.33 1c: r=.21	Sample of convenience	D
24. Legood, 2016	cross-sectional design n=201	full-time employees from a UK public sector organisation	1: Leader integrity trustworthy behaviour was likely to have a positive effect on trust in the organisation. 2: Leader ability trustworthy behaviour DID NOT have effect on trust in the organisation.	1: B=.23; 95%CI [.11; .40] 3: B=.19; 95%CI [.10; .33]	No serious limitation	D

Intra-organisational trust: Scientific summary

			<p>3: Leader benevolence trustworthy behaviour was likely to have a positive effect on trust in the organisation.</p> <p>4a: Leader organisational position moderated the integrity trustworthy behaviour-organisational trust link in that the positive relationship was stronger for senior managers than middle managers.</p> <p>4b: Leader organisational position moderated the ability trustworthy behaviour-organisational trust link in that the positive relationship was stronger for senior managers than middle managers.</p> <p>4c: Leader organisational position DID NOT moderate the benevolence trustworthy behaviour-organisational trust link.</p>			
25. Malla, 2023	cross-sectional design n=495	employees from Indian organisations across the industries	<p>1. The perception of distributive justice positively affects trust in organisation.</p> <p>2. The perception of procedural justice positively affects trust in organisation.</p> <p>3. The perception of interpersonal justice positively affects trust in organisation.</p> <p>4. The perception of informational justice positively affects trust in organisation.</p>	<p>1. $r=.58$</p> <p>2. $r=.67$</p> <p>3. $r=.52$</p> <p>4. $r=.69$</p>	No serious limitations	D

Intra-organisational trust: Scientific summary

<p>26. Maurer, 2010</p>	<p>cross-sectional design n=218 (projects/project managers)</p>	<p>project managers in the German engineering industry</p>	<p>1: Trust in inter-organisational projects was positively associated with knowledge acquisition from outside project partners.</p> <p>2: A stable pool of project team members facilitated the formation of trust between collaboration partners. More specifically, a stable pool of outside project team members, a stable pool of focal project team members and full-time team membership positively impacted the formation of trust between multiple project partners, though on a moderate level.</p> <p>3: While objective reward criteria were likely to facilitate the formation of trust in inter-organisational projects, such effect was not found for transparent reward criteria.</p>	<p>1: $r=.14$; CI [0.01; 0.27]* 2 & 3: not reported *CI was not reported by the authors (our calculations; 95% CI)</p>	<p>No serious limitation</p>	<p>D</p>
<p>27. McDowel, 2013</p>	<p>cross-sectional design n=139</p>	<p>vendors for a large university in the southwest United States</p>	<p>1: There was a positive relationship between communication and trust in the small business supply chain relationship.</p> <p>2: There was a positive relationship between information quality and trust in the small business supply chain relationship.</p>	<p>1: $\beta=.50$ 2: $\beta=.39$</p>	<p>No serious limitation</p>	<p>D</p>

Intra-organisational trust: Scientific summary

28. Meier, 2016	meta-analysis s=64	mixed	<p>1. Trust is positively related to the performance of strategic alliances.</p> <p>2. A joint cooperative history between partners is positively related to trust in strategic alliances.</p> <p>3. A partner company's reputation is positively related to trust in strategic alliances.</p> <p>4. Communication between partners is positively related to trust in strategic alliances.</p> <p>5. Expected continuity is positively related to trust in strategic alliances.</p> <p>6. Similarity of alliance partners' societal cultures is positively related to trust in strategic alliances.</p> <p>7. Similarity of alliance partners' corporate cultures is positively related to trust in strategic alliances.</p> <p>8. A partner company's alliance-specific investment is positively related to trust in strategic alliances.</p> <p>9. The use of safeguards/control mechanisms is positively related to trust in strategic alliances.</p>	<p>1. $\rho=.54$ 95% CI [.48; .60]</p> <p>2. $\rho=.25$ 95% CI [.20; .30]</p> <p>3=ns</p> <p>4. $\rho=.63$ 95% CI [.53; .72]</p> <p>5. $\rho=.45$ 95% CI [.37; .53]</p> <p>6.=ns</p> <p>7. $\rho=.60$ 95% CI [.52; .68]</p> <p>8. $\rho=.16$ 95% CI [.09; .24]</p> <p>9=ns</p>	Limited search, design of included studies not reported (experimental designs were excluded)	C
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Intra-organisational trust: Scientific summary

<p>29. Miller, 2013</p>	<p>randomised controlled study n=9</p>	<p>adult students</p>	<p>1. Individuals engaging in adaptive* and neutral team environments allocated their attentional resources much more efficiently and experienced considerably less cognitive workload relative to maladaptive team environments.</p> <p>2. Individuals performing in adaptive team environments exhibited substantially better cognitive-motor task performance relative to neutral and maladaptive team environments.</p> <p>* Adaptive team environment = characterised by high levels of perceived competence of and trust in one's teammates, as well as task cohesiveness with one's teammates.</p>	<p>maladaptive vs neutral d=1.23</p> <p>maladaptive vs adaptive d=1.59</p>	<p>Artificial setting: cognitive-motor tasks and target detection tasks</p>	<p>A</p>
<p>30. Morrisette, 2020</p>	<p>meta-analysis of cross-sectional studies s=55</p>	<p>mixed</p>	<p>Results indicate that different team types, sizes and performance criteria should not be treated as equivalent.</p> <p>1. Team trust is positively associated with team performance in the business context.</p> <p>2. Team size moderates the team trust-team performance relationship such that the relationship is stronger for smaller as compared with larger teams.*</p> <p>3. Team type moderates the team trust-team performance relationship such that the relationship will be strongest for decision-making teams and weakest for production teams.</p>	<p>1. $\rho=.48$</p> <p>2. $\beta=-.03$</p> <p>3. decision-making $\rho=.52$ project $\rho=.51$ production $\rho=.25$</p> <p>4. $\rho=.56$ vs $.27$</p>		<p>C</p>

Intra-organisational trust: Scientific summary

			<p>4. Source of criterion measure moderates the team trust/team performance relationship such that the relationship will be strongest when an internal source (team members themselves) is used and weakest when an objective source (hard outcome measures) is used.</p> <p>*Average team size ranged from 2 to 21 team members.</p> <p>Implications for practice: <i>Managers should be attentive to trust issues in work teams, as they may portend future performance problems or mirror other organisational issues that affect team performance. Team function and size predict how team trust is related to team performance.</i></p>			
31. Mubashar, 2022	cross-sectional design n=251	employees from different organisations (in Pakistan?)	1: The effect of (the three dimensions of) perceived organisational justice on job engagement and organisational engagement is mediated by organisational trust.	Not provided, but the text suggests the effect sizes are very small Positive relationship of all the three dimensions of organisational justice with organisational trust were found (r=.51-.68)	Population somewhat unclear, convenience sample	D-

Intra-organisational trust: Scientific summary

<p>32. Muethel, 2013</p>	<p>cross-sectional design n=25,622</p>	<p>employees from 42 countries</p>	<p>1: Country-level, dispositional trust* was positively related to individual employees' out-group trust.</p> <p>2: Country-level, categorisation-based trust** was negatively related to individual employees' out-group trust.</p> <p>3: Country-level, rule-based trust*** was positively related to individual employees' out-group trust.</p> <p>* Dispositional trust is based on the expectation that others are trustworthy. ** Categorisation-based trust relates to the trust accorded a target because of their membership of a social or organisational category. *** Rule-based trust is related to transaction norms, interactional routines, and exchange practices.</p>	<p>1: $r=.65$; CI [0.64; 0.66]*</p> <p>2: $r=-.75$; CI [-0.76; -0.74]*</p> <p>3: $r=.73$; CI [0.72; 0.74]*</p> <p>*CI was not reported by the authors (our calculations; 95% CI)</p>	<p>No serious limitation</p>	<p>D</p>
<p>33. Nedkovski, 2017</p>	<p>cross-sectional design n=6,000</p>	<p>employees in six EU countries (Italy, Germany, Poland, UK, Spain and France)</p>	<p>1: A benevolent ethical climate was positively associated with trust in colleagues (a), trust in the supervisor (b), and trust in the organisation (c).</p> <p>2: A principled ethical climate was positively associated with trust in colleagues (a), trust in the supervisor (b), and trust in the organisation (c).</p> <p>3: Employees' perceptions of an OEC as egoistic did NOT have significant negative effects of</p>	<p>1a: $\beta=.36$ 1b: $\beta=.43$ 1c: $\beta=.70$</p> <p>2a: $\beta=.38$ 2b: $\beta=.39$ 2c: $\beta=.63$</p>	<p>No serious limitation</p>	<p>D</p>

Intra-organisational trust: Scientific summary

			trust in colleagues, trust in the supervisor and trust in the organisation. * OEC = organisational ethical climate. Three types of OEC: benevolent, principled and egoistic.			
34. Nienaber, 2023	cross-sectional study, two waves (6 months?) relns=317 orgs=441	Turkish employees working in the Istanbul offices of multinational firms with co-workers from Turkey and Germany	1. Trust in the organisation is positively related to trust in co-workers (trickle-down effect). 2. The trickle-down relationship between organisational and co-worker trust is strengthened among employees who are culturally dissimilar to their co-workers and attenuated among employees who are culturally similar to their co-workers.	1: $\beta=.28$ 2: small	No serious limitations	D
35. Olah, 2021	cross-sectional design n=103 (organisations)	ICT companies in Hungary	1: Institutional trust was positively related to empowering interpersonal trust. 2: Institutional trust was positively related to enhancing trust in partner. 3a: Interpersonal trust had a positive effect on inter-organisational trust. 3b: Interpersonal trust fully mediated the influence of institutional trust on inter-organisational trust. 4: Inter-organisational trust had a definite influence on financial performance.	1: $\beta=.17$ 2: $\beta=.30$ 3a: $\beta=.19$ 4: $\beta=.18$	NOTE: Unclear whether the reported regression path coefficients are standardised	D

Intra-organisational trust: Scientific summary

			5: A higher level of trust in a partner (inter-organisational trust) did NOT have a positive influence on innovation.			
36. Pathardikar , 2023	cross-sectional design n=305	executives working in Indian cement production organisations	1. Organisational trust mediates between procedural justice and affective commitment.	procedural justice > organisational trust R ² =.28 organisational trust > affective commitment r=.34	Limited generalisability ?	D
37. Robertson, 2013	cross-sectional study n=383	various	1. Trust in teammates predicted transactive memory. 2. Trust in management did NOT predict transactive memory.	1. trust teammates TMS: β =.46 trust in management TMS: β =.08	No serious limitations	D
38. Seppala, 2012	cross-sectional design n=176	employees from two organisations (restaurant chain and a social service provider)	1: A positive relationship was found between trust in co-workers and distributive (a) and procedural (b) fairness. 2: The leader's group prototypicality* moderated the positive relationship between three forms of fairness (distributive, procedural and interactional) and trust in co-workers, such that perceived fairness was more strongly related to trust in co-workers when the leader was more group prototypical than less group prototypical. * Prototypical leader is the one that represents what is characteristic about the other members of the group.	1a: r=.22; CI [0.07; 0.36]* 1b: r=.20; CI [0.05; 0.34]* *CI was not reported by the authors (our calculations; 95% CI)	No serious limitation	D

Intra-organisational trust: Scientific summary

<p>39. Silva, 2023</p>	<p>cross-sectional design n=171</p>	<p>Portuguese companies operating in the construction industry</p>	<p>1. Employee perception of CSR has a positive impact on organisational trust. 2. Organisational trust has a positive impact on organisational commitment. 3. Organisational trust has a positive impact on employee performance.</p>	<p>1. $r=.69$, $B=.69$ 2. $r=.78$, $B=.34$ 3. $r=.78$, $B=.36$</p>	<p>No serious limitations</p>	<p>D</p>
<p>40. Svenson, 2018</p>	<p>cross-sectional design n=711</p>	<p>external workers and internal employees in a Swedish organisation</p>	<p>1a: Perceptions of shared norms were significantly related to co-worker trust. 1b: External workers were less likely to trust co-workers than internal employees. 1c: The relation between type of employment and co-worker trust was mediated by perceptions of shared norms. 2a: Skills development in work was positively related to co-worker trust. 2b: Skills development in the workplace did NOT mediate the relationship between co-worker trust and employment category.</p>	<p>Unclear</p>	<p>Apply the Baron and Kenny approach to analyse mediation</p>	<p>D</p>
<p>41. Tao-Scofield, 2020</p>	<p>meta-analysis s=238, k=586</p>	<p>mixed</p>	<p>1. Intra-organisational trust promotes subordinates' individual performance, including task, contextual and innovative performance. 2. Intra-organisational trust in leaders (including direct leaders and high-level leaders) and colleagues promote individual performance.</p>	<p>1. task $\rho=.29$ contextual $\rho=.43$ innovative $\rho=.30$ 2. trust in leader $\rho=.27$ direct leader $\rho=.27$ high-level leader $\rho=.22$</p>	<p>Only studies that included in which trust is defined as a positive psychological state or a behavioural intention</p>	<p>C</p>

Intra-organisational trust: Scientific summary

			<p>3a. Intra-organisational cognitive and affective trust promote individual performance. The promotion effect of intra-organisational affective trust on individual performance is stronger than that of individual cognitive trust.</p> <p>3b. Intra-organisational cognitive and affective trust promote individual performance. The promotion effect of intra-organisational affective trust on individual performance is weaker than that of individual cognitive trust.</p> <p>4. Intra-organisational trust is positively related to team performance (including team task, innovative, new product developing and decision-making performance).</p> <p>5. Intra-organisational trust is positively related to organisational performance.</p> <p>6. Inter-organisational trust is positively related to organisational performance (including organisational cooperative, innovative and financial performance).</p> <p>7. Regional culture moderates the trust-performance relationship, such that the relationship is stronger in East Asian culture than that in European-American culture.</p>	<p>colleagues $\rho=.38$</p> <p>3. cognitive $\rho=.32$ affective $\rho=.32$</p> <p>4. team perf $\rho=.37$ team task $\rho=.26$ team context $\rho=.44$ new product $\rho=.33$ decision perf $\rho=.30$</p> <p>5. org performance $\rho=.31$</p> <p>6. org perf $\rho=.38$ coop perf $\rho=.41$ innovative perf $\rho=.39$ financial perf $\rho=.35$</p> <p>7. indiv Ea-As vs Eu-Am .35 vs .25 team Ea-As vs Eu-Am .49 vs .31 intra-org Ea-As vs Eu-Am .31 vs .29 inter-org Ea-As vs Eu-Am .39 vs .36</p>	<p>rather than a rational selection process</p> <p>Design of the included studies not reported</p>	
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Intra-organisational trust: Scientific summary

<p>42. Tu, 2020</p>	<p>longitudinal design (time lag) n=214</p>	<p>participants recruited from various organisations in China</p>	<p>1: Ethical leadership was positively related to cognitive trust in colleagues (a), affective trust in colleagues (b), trust in organisations (c), and trust in leaders (d).</p> <p>2: Cross-team knowledge-sharing was positively related to cognitive trust in colleagues (a), affective trust in colleagues (b), trust in organisations (c), and trust in leaders (d).</p> <p>3: Cognitive trust in colleagues did NOT mediate the relationship between ethical leadership and cross-team knowledge-sharing.</p> <p>4: Affective trust in colleagues mediates the relationship between ethical leadership and cross-team knowledge-sharing.</p> <p>5: The indirect effect of affective trust in colleagues between ethical leadership and cross-team knowledge-sharing was NOT greater than that of cognitive trust in colleagues.</p>	<p>1a: $r=.50$; CI [0.39; 0.59]* 1b: $r=.36$; CI [0.24; 0.47]* 1c: $r=.62$; CI [0.53; 0.70]* 1d: $r=.70$; CI [0.62; 0.76]* 2a: $r=.20$; CI [0.07; 0.33]* 2b: $r=.23$; CI [0.10; 0.35]* 2c: $r=.23$; CI [0.10; 0.35]* 2d: $r=.18$; CI [0.05; 0.31]* 4: $B=.07$; CI [0.01; 0.16] *CI was not reported by the authors (our calculations; 95% CI)</p>	<p>No serious limitation</p>	<p>D</p>
<p>43. Vanhalla, 2021</p>	<p>cross-sectional design n=715</p>	<p>employees from large corporations in the ICT and forest industries in Finland</p>	<p>1. Employees' trust in (a) competence, (b) benevolence and (c) reliability of co-workers is NOT positively associated with organisation-level performance.</p> <p>2. Employees' trust in competence is positively associated with organisation-level performance, but only for blue-collar workers.</p>	<p>1. ns 2. only unstandardised betas are reported 3. ns</p>	<p>No serious limitations</p>	<p>D</p>

Intra-organisational trust: Scientific summary

			3. Employees' trust in (a) benevolence and (b) reliability of the managers is NOT positively associated with organisation-level performance.			
44. Vanneste, 2014	meta- analysis k=47	mixed	1. There is a small positive relation between trust and relationship duration.	$\rho=.12$ 95% CI [.09; .16]	Design of included studies not reported	C
45. Ward, 2021	longitudinal design (time lag) n=3,219	full-time faculty from a large university in the United States	1: Within-department diversity climate perceptions exhibited a positive influence on future within-department perceptions of trust, controlling for stable individual differences, concurrent correlations, and prior levels of trust, diversity climate, and turnover intentions. 2: Within-department trust perceptions exhibited a positive influence on future within-department perceptions of diversity climate, controlling for stable individual differences, concurrent correlations, and prior levels of trust, diversity climate, and turnover intentions. 3: Within-department trust perceptions were likely to reduce future within-department turnover intentions, controlling for stable individual differences, concurrent correlations, and prior levels of trust, diversity climate, and turnover intentions. 4: The results did NOT show a negative indirect effect of within-department diversity climate perceptions (assessed at an initial measurement occasion) on turnover intentions (assessed at a third measurement occasion) through trust	1*: $B1=.18$ $B2=.20$ 2*: $B1=.29$ $B2=.33$ 3*: $B2=.07$ *Note: In the study two models were tested. Model 1 ($B1$) accounted for diversity climate over time at both the within-department and between-department levels of analysis, but allowed both trust and turnover intentions to remain only at the within-person level. Model 2 ($B2$) expands on Model 1 by	No serious limitation	D

Intra-organisational trust: Scientific summary

			<p>perceptions (assessed at a second measurement occasion).</p> <p>5: The results did NOT show a negative indirect effect of within-department trust perceptions (assessed at an initial measurement occasion) on turnover intentions (assessed at a third measurement occasion) through diversity climate perceptions (assessed at a second measurement occasion).</p> <p>6. Between-department diversity climate moderated the positive within-department influence of diversity climate perceptions on trust, such that the relationship was stronger when the between-department diversity climate was unsupportive.</p> <p>7: Between-department diversity climate moderated the positive within-department influence of trust on diversity climate perceptions, such that the relationship was stronger when the between-department diversity climate was unsupportive.</p> <p>8: Between-department diversity climate did NOT moderate the within-department indirect effect of trust on turnover intentions through diversity climate perceptions.</p> <p>9: Between-department diversity climate moderates the within-department indirect effect of diversity climate perceptions on turnover intentions through trust, such that the negative indirect effect is stronger when the between-department diversity climate is</p>	<p>modelling all three variables at both the within-department and between-department levels of analysis.</p>		
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Intra-organisational trust: Scientific summary

			<p>unsupportive (supported partially, only by Model 2).</p> <p>10: The effects mentioned in 1 and 2 weakened, yet remained significant, over the entire six-year period examined.</p>			
46. Zhong, 2014	meta-analysis k=168	various	<p>1. Asset specificity is negatively related to the level of inter-organisational trust (IOT)</p> <p>2. The relationship between relationship duration and IOT is an inverted U shape.</p> <p>3. Dependence is (a) positively related to competence-based IOT but (b) negatively related to goodwill-based IOT.</p> <p>4. As the duration of a relationship becomes longer, the positive relationship between dependence and competence-based IOT becomes stronger.</p> <p>IOT = the extent of trust placed in the partner organisation by the members of a focal organisation.</p> <p>Dependence = the degree to which a target firm relies on the resources and capabilities of the source firm to achieve its desired goals.</p>	<p>1. $\beta = -.12$</p> <p>3a. $\rho = .30$</p> <p>3b. $\rho = 0$</p> <p>4. $\beta = .56$</p>	<p>Design of included studies not reported</p> <p>Methodological quality of included studies not assessed</p>	C

Excluded studies

1st author & year	Reason for exclusion
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Intra-organisational trust: Scientific summary

1. Armijos, 2022	Examines whether ethical perceptions of using AI in the hiring process influence individuals' trust in the organisations that use it.
2. Bao, 2022	Meta-analysis of studies that examine whether individuals' attachment style predict their level of (interpersonal) trust > limited relevance for the workplace.
3. Fulmer, 2012	Descriptive/narrative systematic review, no meta-analysis was conducted and no effect sizes are reported.
4. Fuochi, 2020	Population concerns immigrants.
5. Guinot, 2019	Descriptive/narrative systematic review, no meta-analysis was conducted, effect sizes are reported as +, - or 0.
6. Joshi, 2022	Limited generalisability and relevance: experimental study involving participants recruited from Amazon's Mechanical Turk examining whether female leaders of academic STEM laboratories cue larger levels of trust than male leaders.
7. Lascaux, 2020	Descriptive/narrative systematic review, no meta-analysis was conducted and no effect sizes are reported.
8. Liu, 2022	Limited generalisability due to specific population and sector: teachers in primary schools in southwest China that have implemented distributed leadership.
9. Montoya, 2011	Focuses on in-group out-group liking and trust, not directly relevant to the REA question (and workplace context).
10. LeGood, 2023	Meta-analysis that examines the conceptualisation and operationalisation of cognition-based and affect-based trust.
11. Liang Hong, 2023	Cross-sectional study involving employees from a Malaysian manufacturing company - unclear whether the study was conducted during (or shortly after) the COVID-19 pandemic. Several references to COVID are made, but it is unclear whether this was accounted for as a contextual factor.
12. Paluri, 2020	Descriptive/narrative systematic review, no meta-analysis was conducted and no effect sizes are reported.
13. Seppanen, 2014	Qualitative study.
14. Watanuki, 2022	Systematic review of trust development among members of virtual teams in the IT sector - search was conducted only in Web of Science, and only included articles from eight journals published by the Association for Information Systems (AIS) and Senior Scholars Basket of Journals (Association for Information Systems, 2011). In addition, no data was pooled and no effect sizes were reported.

Appendix 4: COPSQ II measure of trust

Two reliable measures of trust are the scales of the second version of the Copenhagen Psychosocial Questionnaire (COPSQ-II). The questions have five response options:

- to a very large extent
- to a large extent
- somewhat
- to a small extent
- to a very small extent.

The five response options are scored 100, 75, 50, 25, 0. The total score on a scale is a respondent's average scores on individual items.

Horizontal trust:

The next questions are not about your own job but about the workplace as a whole.

- *Do the employees withhold information from each other? (reverse scored)*
- *Do the employees withhold information from the management? (reverse scored)*
- *Do the employees in general trust each other?*

Vertical trust:

The next questions are not about your own job but about the workplace as a whole.

- *Does the management trust the employees to do their work well?*
- *Can you trust the information that comes from the management?*
- *Does the management withhold important information from the employees? (reverse scored)*
- *Are the employees able to express their views and feelings?*

The two scales have a correlation of 0.57, which confirms that they do not measure the same thing.

CIPD

Chartered Institute of Personnel and Development
151 The Broadway London SW19 1JQ United Kingdom
T +44 (0)20 8612 6200 F +44 (0)20 8612 6201
E cipd@cipd.co.uk W cipd.org

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