

*Trust and distrust in organizations –
Emerging perspectives, Enduring
questions*

Roderick Kramer

Tillit som ett psykologiskt tillstånd

- “expectations, assumptions, or beliefs about the likelihood that another’s future actions will be beneficial, favorable, or at least not detrimental to one’s interests” (Robinson 1996, p. 576)
- “socially learned and socially confirmed expectations that people have of each other, of the organizations and institutions in which they live, and of the natural and moral social orders that set the fundamental understandings for their lives” (Barber 1983, p. 164–65).

Trust as either

- Instrumental or

Influerad av "rational choice theory". Dvs människor är rationella och beräknande i relation till andra människor (Jmfr spelteori).

Utifrån detta perspektiv blir graden av tillit till den andra parten en del i ett större beslutsunderlag när olika handlingsalternativ övervägs.

- social

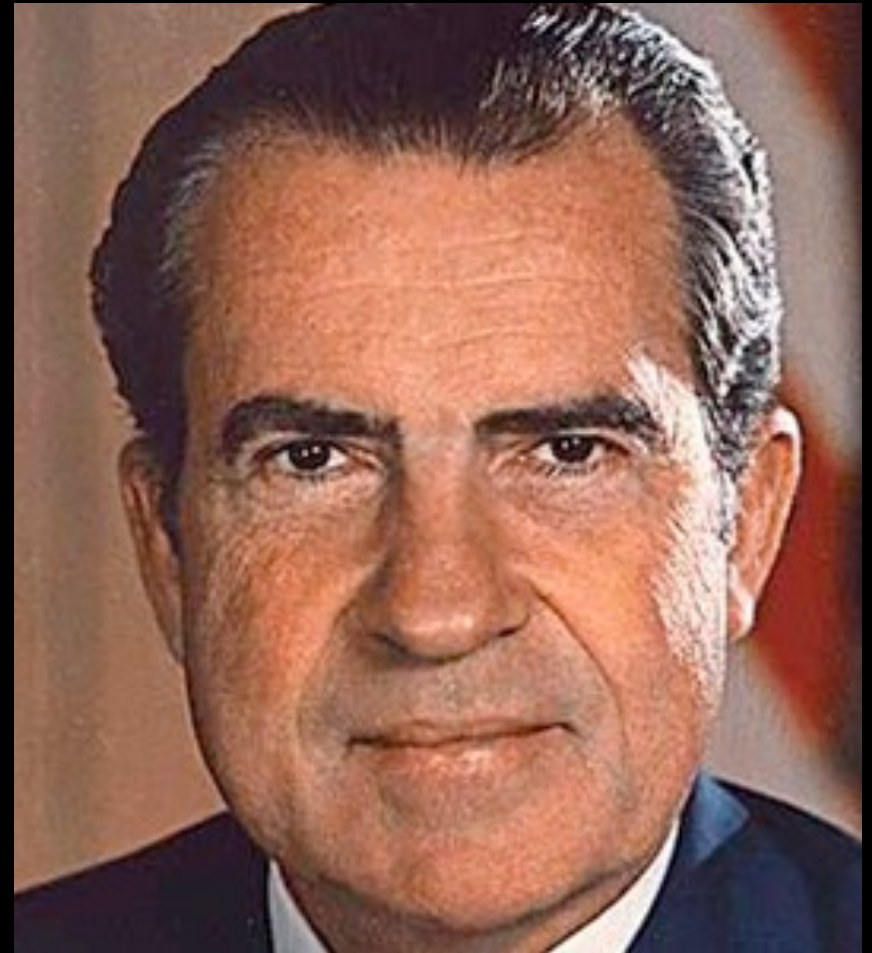
Kritik mot övertro till vår förmåga till rationellt handlande. Föreslår istället en "relational model of trust". Mer fokus på det sociala i relation till det instrumentella. Emotion snarare än kognition.

Bases of trust within organizations

- Dispositional (trait)
- History-based (learned thru interaction)
- Category-based
- Role-based
- Rule-based

Distrust

- “lack of confidence in the other, a concern that the other may act so as to harm one, that he does not care about one’s welfare or intends to act harmfully, or is hostile” (Grovier 1994, p. 240)
- Caused by unmet or violated expectancies



Technologies that undermine trust

- monitoring and surveillance can diminish trust within an organization.
- when people think their behavior is under the control of extrinsic motivators, intrinsic motivation may be reduced
- monitoring and surveillance systems communicate to employees that they are not trusted, potentially breeding mistrust and resentment in return.

*Work-nonwork conflict and job
stress among virtual workers*

Sumita Raghuram and Batia Wisenfeld

Problembakgrund och hypotes

- Virtual work may decrease job stress by increasing flexibility and thus reducing work-nonwork interference and overload. However, virtual work may conversely increase job stress by eliminating the boundaries that separate work and nonwork domains
- Virtual employees' remoteness and isolation, combined with their tendency to rely on lean communication media (such as e-mail), increases the likelihood of misunderstandings and distrust relative to employees who are not remote
- *Hypothesis 2b:* Trust will be negatively related to work-nonwork conflict.

Operationalising

- Four item scale
- overall measure of trust rather than assessing the many specific determinants of trust.
- Two items measured the extent to which the individual trusted his/her supervisor and peers, and two items measured the extent to which virtual workers perceived that their supervisor and peers trusted them (alpha = .86). An example is “I trust my supervisor.”

Resultat

- Contrary to our expectations, individual factors (self-efficacy and structuring behavior) and trust were no less important for those who work virtually less extensively than for more extensive virtual workers. Apparently, these factors are equally relevant to all individuals, regardless of the extent of virtual work, in minimizing their experience of work-nonwork conflict.