

ANTECEDENTS OF EMPLOYEES' TRUST IN SUPERVISORS, MANAGEMENT, AND ORGANIZATIONS

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Abstract

The benefits of trust for organizations have been emphasized in the academic literature. In the beginning of the last decade, empirical research revealed that referents of trust are important. Therefore, we investigated the empirical studies published in the same time period regarding the antecedents of the three referents of trust: direct supervisors, management, and organizations. The results indicate that the antecedents can be classified into five distinct groups or factors: socio-psychological, managerial, common, organizational, and encompassing factors. Accordingly, employees' trust in management is affected by socio-psychological, managerial, and common factors, but not by organizational and encompassing factors. Managerial, common, and encompassing factors influence employees' trust in direct supervisors. Employees' trust in organizations is directly affected by common factors, organizational factors, and employees' trust in their direct supervisors and is indirectly influenced by managerial factors, common factors, and encompassing factors through employees' trust in their direct supervisors. Given these findings, we put forth a model of trust referents through mapping the antecedents with each particular trust referent that will guide future research efforts.

Key Words: Trust, Employees' trust in direct supervisors, Employees' trust in management, Employees' trust in organizations.

ÇALIŞANIN BİR ÜST YÖNETİCİSİNE, YÖNETİME VE ORGANİZASYONA DUYDUĞU GÜVENİN BELİRLEYİCİLERİ

Özet

Güvenin organizasyonlar için önemi akademik literatürde vurgulanmaktadır. Geçen on yıllık dönemin başında, ampirik araştırmalar güven imlemlerinin (referents) önemli olduğunu gösterdi. Bundan dolayı, geçen on yıllık süre içerisinde yayınlanmış ampirik araştırmaları üç güven imleminin öncülleri açısından inceledik: bir üst yöneticiler, yönetim ve organizasyonlar. Sonuçlar, güven öncüllerinin beş farklı grupta veya faktörde toplanabileceğini göstermektedir: sosyo-psikolojik, yönetimsel, ortak, örgütsel ve kuşatan faktörler. Buna göre, çalışanların yönetime güveni, sosyo-psikolojik, yönetimsel, ve ortak faktörler tarafından etkilenmekte, fakat örgütsel ve kuşatan faktörler tarafından etkilenmemektedir. Yönetimsel, ortak ve kuşatan faktörler, çalışanların bir üst yöneticilerine güvenini etkilemektedir. Çalışanların organizasyona güvenleri, ortak faktör, örgütsel faktörler ve çalışanların bir üst yöneticilerine güvenleri tarafından direk olarak, ve yönetimsel faktörler, ortak faktörler ve kuşatan faktörler tarafından çalışanların bir üst yöneticisine duyduğu güven aracılığı ile endirek olarak etkilenmektedir. Bu bulgulara dayanarak, gelecekte yapılacak araştırmalara rehberlik edecek bir güven imlemleri modelini, güven öncüllerini her bir belirli güven imlemi ile eşleştirmek suretiyle ortaya koymaktayız.

Anahtar Kelimeler: Güven, Çalışanların bir üst yöneticilerine güveni, Çalışanların yönetime güveni, Çalışanların organizasyonlara güveni.

Introduction

Research has revealed a variety of benefits of trust for business organizations. For example, trust provides performance benefits to individuals and organizations (Child and Möllering, 2003; Davis, Schoorman, Mayer, and Tan, 2000; Dirks and Skarlicki, 2009). Trust enables cooperative behavior, reduces dysfunctional conflict, promotes adaptive organizational forms, and reduces transaction costs (Poon, 2006; Rousseau, Sitkin, Burt, and Camerer, 1998). Trust generates competitive advantages (Barney and Hansen, 1994; Davis et al., 2000), and it is required for effective leadership (Dirks and Ferrin, 2002, 2001; Dirks and Skarlicki, 2004). Trust also enhances spontaneous sociability among organizations' employees (Kramer, 1999), improves information sharing between employees and supervisors (Mishra, 1996; Zand, 1972), and enhances productivity (Blau, 1964). Employees' Organizational Citizenship Behavior (OCB) is created and sustained by employees' trust in direct supervisors and management (Brower, Lester, Korsgaard, and Dineen, 2009; Chiaburu and Byrne, 2009; Dirks and Ferrin, 2002; Mayer and Gavin, 2005; Wat and Shaffer, 2005). Employees' trust in direct supervisors and management is significantly and negatively associated with employees' antisocial work behaviors (Thau, Crossley, Bennett, and Sczesny, 2007) and is related to task performance (Brower et al., 2009), organizational commitment (Tan and Tan, 2000), and employee satisfaction (Shockley-Zalabak, Ellis, and Winograd, 2000). These previous studies have indicated that trust is highly important because it creates positive and desired outcomes for organizations. Therefore, knowledge of the antecedents of trust may help organizations to reap the benefits of trust.

Studying trust in an organizational context requires identification of the referents of trust to effectively leverage the benefits of workplace trust (Dirks and Skarlicki, 2004). Previous research has strongly emphasized the 'power differences' and "asymmetry of information that exists between the two individuals" (Schoorman, Mayer, and Davis, 2007: 351). Accordingly, the trust relationship between two supervisors is different from the trust relationship between an employee and his or her supervisor. The trust relationship between an employee and a supervisor is referred to as a vertical trust relationship. In this relationship, the referent of trust is an employee's direct supervisor. Empirical research indicates that trust in one's supervisor and trust in one's organization are related, but different constructs, each of which has its own unique set of antecedents (Stinglhamber, Cremer, and Mercken, 2006; Tan and Tan, 2000; Whitener, 1997). Similarly, Shamir and Lapidot (2003) and Cohen-Charash and Spector (2001) have distinguished between system-level trust (organizations), group-level trust (management), and individual-level trust (direct supervisors). Dirks and Ferrin (2002) have demonstrated that the antecedents of trust in organizations are much broader than those suggested by Mayer, Davis, and Schoorman (1995). The

association of ability and benevolence with trust is moderate in magnitude, whereas the association of integrity with trust is weaker (Colquitt, Scott, and LePine, 2007). Zaheer, McEvily, and Perrone (1998) have emphasised that trust can exist at both the systemic (organizational) and interpersonal (e.g., an employee-supervisor dyad) levels. Grey and Garsten (2001) have shown that obtaining a clear understanding of trust in organizations often requires combining both the systemic and interpersonal considerations. Shamir and Lapidot (2003) have demonstrated that employees consider the values, norms, and identity embedded in the systems or organizations to form their trust in their supervisors. Recently, Tan and Lim (2009) and Zhang, Tsui, Song, Li, and Jia (2008) have emphasised that research on trust in organizations and trust in management has been limited; thus, trust in organizations and trust in management are two different referents of trust in an organizational setting. Tan and Lim (2009: 61) have further emphasised that "explicitly recognizing referents of trust becomes important when considering outcomes, because the configuration of trust in various referents is likely to be different across different outcomes." Recently, Costigan, Insinga, Berman, Kranas, and Kureshov (2011) have reported that employees' trust in direct supervisors is less highly associated with turnover intentions than employees' trust in organizations' top management and CEOs. Earlier in the last decade, Aryee, Budhwar, and Chen (2002) demonstrated that employees' trust in direct supervisors and employees' (or employees') trust in organizations are interrelated but distinct constructs. This conclusion supports the argument that employees can develop trust in specific individuals (e.g., supervisors) and generalised representatives (e.g., organization) (Whitener, 1997).

These discussions indicate the availability of three referents of trust in vertical relationships in organizations. These referents include direct supervisors, the management of organizations, and the organizations themselves. Empirical research on trust has indicated that the antecedents are different for each referent of trust (e.g., Dirks and Ferrin, 2002). The origin of trust lies in an individual (an employee in an organization), whereas the referent (the trustee or trusted party) can be both individual (a supervisor, leader, or manager) and collective (management as a group or the organization itself) (Zaheer et al., 1998). In a recent study, Kramer (2010) has confirmed the availability and varied nature of collective trust within organizations. Thus, employees can have a collective trust in management (as a group) and organizations, and the judgemental foundations of trust are more complicated in these settings due to the existence of multiple trustors, multiple trustees, multiple domains, power-status differences, and resource dependencies (Kramer, 2010: 85). However, the empirical trust literature of the last decade has not yet conducted reviews or elaboration of the antecedents

of employees' trust in their direct supervisors, management, and organizations. We will explore this subject in this paper.

The present study attempts to qualitatively review the results of the empirical studies conducted during the last decade regarding the primary relationship between employees' trust in their direct supervisors, management, and organizations and their antecedents. As a result, this study provides theoretical parsimony to the literature base beyond the explanations that have already been presented (e.g., Dirks and Ferrin, 2002; Kramer and Lewicki, 2010; Lewicki, Tomlinson, and Gillespie, 2006). These issues are important to address from an academical standpoint because they limit the ability of scientific researchers to draw on and advance existing research on trust in direct supervisors, management, and organizations and their antecedents. This subject is consequential from a future research perspective because a review of the literature clearly identifies inadequately addressed or unaddressed themes in the three referents of trust. These issues are also relevant for practitioners because employees' trust in direct supervisors, management, and organizations is a fundamental foundation of several practices, such as training programmes (e.g., Norman, 2003), and has positive and negative consequences on the three referents of trust.

Therefore, the objective of this paper is to report the differences and similarities, if any, of the antecedents of the three referents of trust revealed over the empirical studies published during the last decade. The following five research questions will be addressed: (1) What are the antecedents of employees' trust in their direct supervisors? (2) What are the antecedents of employees' trust in management? (3) What are the antecedents of employees' trust in organizations? (4) Are the antecedents of employees' trust in their direct supervisors, management, and organizations different from each other? (5) Are there any similarities among the antecedents of the three referents of trust? These research questions will be answered from the findings of 58 empirical studies published over the last decade on the antecedents of the three referents of trust.

Method, Trust Definitions, Measurement

Method

Podsakoff, MacKenzie, Bachrach, and Podsakoff (2005) and Podsakoff, MacKenzie, Podsakoff, and Bachrach (2008) insist that journal articles are accepted as the source of validated knowledge and are likely to influence the field, mainly. Therefore, we limited our review to noninvited peer-reviewed journal articles while omitting books, book chapters, and other nonrefereed journal or non-journal publications. Using *ABI-Inform*, we sought articles that mainly met four criteria: (1) publication in peer-reviewed journal articles in many different fields of

management such as organizational behavior, human resource management, strategic management, and organization theory. This produced a very long list of academic management journals. Among them are European Journal of Work and Organizational Psychology, Human Resource Management, Journal of Applied Psychology, Journal of Business Research, Journal of Management, Journal of Marketing, Journal of Occupational and Organizational Psychology, Journal of Organizational Behavior, Journal of World Business, The Leadership Quarterly, Organizational Behavior and Human Decision Processes, Organization Science, Organizational Studies, and Strategic Management Journal (in alphabetical order).

We as a team of five went over reference lists of recent papers to extract from them citations that did not appear in the computerized literature review. Our review could not identify any articles from such leading journal as Academy of Management Journal, Academy of Management Review, and Administrative Science Quarterly. Therefore, we even went through all articles in each volume of the last three journals to ensure that we did not omit any article related to our context; (2) use of one or more key words related to trust in the article title, abstract, or body, i.e., trust, trust in supervisor, management, and organization. Lateral trust relationships (subordinate-to-subordinate, manager-to-manager, or organization-to-organization) were excluded from our sample. Thus, our sample included articles investigating the trust relationship between a subordinate and a supervisor, between subordinates (meaning employees) and management (management as a group), and between subordinates (again meaning employees) and organization. There are multiple causal roles of trust, such as trust as a cause, outcome, mediator, and moderator, as indicated by Rousseau et al. (1998) and Kramer (2010). As a result, we considered trust as an outcome and included those empirical papers that investigated the antecedents of trust directed to the three referents of trust; (3) publication between 2000 and 2010 inclusive. We chose 2000 as our beginning point because it was in this year when Tan and Tan (2000) revealed that one's trust in supervisor and trust in one's organization are unique constructs. In addition, Dirks and Ferrin's (2002) meta-analytic study provided a summary of empirical work conducted in the previous four decades and demonstrated that different referents of trust moderate the relationship between diverse trust antecedents and outcomes. All book reviews, review articles, editor notes, and replies to published articles were omitted so that only empirical articles in peer-reviewed journals were included; (4) be quantitative. All theoretical papers were excluded from our review because we wanted to evaluate the current situation in empirical research. For inclusion, we did not require studies to be based on real employees. Not only regression studies but also experimental research with student samples was included.

To cope with the arbitrariness issue that usually arises from subjectively generated keywords for search engines, we went through all issues of all journals using various electronic databases. Among these are ProQuest, Business Source Premier, JSTOR, EBSCOhost, Wiley Online Library, Cambridge Journal Online, Directory of Open Access Journals, ISI Web of Science, SciVerse-Sciedirect, and informaworld. In addition, we reviewed all reference lists of the articles found as a result of our investigation in order to reveal other empirical articles related to the context of our investigation and included them in our study.

To determine which articles were relevant to the four criteria listed above, we read each article in order to classify it as within or outside the scope of vertical trust relationships in organizations. A total of 58 articles (a sample size of 23,453 used in the 58 articles considered in this present study) were revealed and included in this present study (Table 1). Then, we classified the articles according to the referents of trust. Differences arisen during the process were resolved (inter-rater reliability was calculated as 92%). We further classified articles in each trust referents according to the significant predictors common in each specific study such as justice, leadership, and communication.

The sample of the studies was collected from a very diverse set of countries: Australia, Canada, China, Germany, Hong Kong, India, Israel, Japan, Korea, New Zealand, Portugal, Singapore, Taiwan, the Netherlands, the U.K., the U.S., and Turkey (in alphabetical order).

Of the studies, only two (Bijlsma-Frankema, Jong, and Van de Bunt, 2008; Shamir and Lapidot, 2003) used longitudinal research design instead of cross-sectional design, which is highly dominant in the empirical studies included in this present study. Four studies used meta-analysis technique (Cohen-Charash and Spector, 2001; Colquitt et al., 2007; Dirks and Ferrin, 2002; Podsakoff, Bommer, Podsakoff, and MacKenzie, 2006). We saw two experimental studies (Jung and Avolio, 2000; Sitkin and George, 2005), one case study (Bijlsma and Van de Bunt, 2003), and finally one scenario study (Chen, Chen, and Xin, 2004).

Questionnaire was the dominant method of data collection in the empirical studies. Only Shamir and Lapidot (2003) used interview method; merely Connell, Ferres, and Travaglione (2003) used a focus group technique; and three studies (Holtz and Harold, 2008; Lapidot, Kark, and Shamir, 2007; Shamir and Lapidot, 2003) used critical incident technique to collect data. Regression and structural equation modeling were the two most commonly used techniques to analyze the data. Some other techniques used in the studies to analyze the data include; Within and between analysis (Den Hartog and De Hoogh, 2009), cluster analysis and MANOVA (Zhang et al., 2008), multivariate analyses of covariance and partial correlations analysis (Macky and Boxall, 2007). In addition, some studies included content analysis and frequency distribution (Lapidot et al., 2007), MANOVA and

ANOVA (Sitkin and George, 2005), ANOVA and pairwise contrast analysis (Chen et al., 2004). We also saw pattern analysis and Boolean algebra (Bijlsma and Van de Bunt, 2003), hierarchical linear modeling (Ambrose and Schminke, 2003), and ANOVA and intra-class correlations (Shamir and Lapidot, 2003).

Table 1: *Empirical Studies Examining Antecedents of Employees' Trust in Their Direct Supervisors, Management, and Organizations*

Themes	supervisors	Employees' trust in management	organizations
Justice	DeConinck, 2010	Connell et al., 2003	DeConinck, 2010
	Yang et al., 2009	Dirks and Ferrin, 2002	Wong et al., 2010
	Ertürk, 2007	Cohen-Charash and Spector, 2001	Wong et al., 2006
	Neves and Caetano, 2006		Ayree et al., 2002
	Stinglhamber et al., 2006		Cohen-Charash and Spector, 2001
	Wong et al., 2006		Tan and Tan, 2000
	Tzafrir et al., 2004		
	Ambrose and Schminke, 2003		
	Ayree et al., 2002		
	Wong et al., 2002		
	Cohen-Charash and Spector, 2001		
	Pillai et al., 2001		
	Flaherty and Pappas, 2000		
	Mengüç, 2000		
Leadership	Huang et al., 2010	Clapp-Smith et al., 2009	
	Liu et al., 2010	Den Hartog and De Hoogh, 2009	
	Chen et al., 2008	Connell et al., 2003	
	Holtz and Harold, 2008	Den Hartog et al., 2002	
	Scandura and Pellegrini, 2008	Dirks and Ferrin, 2002	
	Podsakoff et al., 2006		
	Wat and Shaffer, 2005		
	Gillespie and Mann, 2004		
	Shamir and Lapidot, 2003		
	Den Hartog et al., 2002		
Jung and Avolio, 2000			
Managerial behavior	Bijlsma-Frankema et al., 2008	Colquitt et al., 2007	
	Lapidot et al., 2007	Dirks and Ferrin, 2002	
	Wasti et al., 2007		
	Bijlsma and Van de Bunt, 2003		
	Brashear et al., 2003		
	Duffy and Ferrier, 2003		

	Atuahene-Gima and Li, 2002 Tan and Tan, 2000		
Control	Brashear et al., 2005 Choi et al., 2004 Atuahene-Gima and Li, 2002	Sitkin and George, 2005	
Perceived support	DeConinck, 2010 Chan et al., 2008 Neves and Caetano, 2006	Connell et al., 2003 Dirks and Ferrin, 2002 Whitener, 2001	DeConinck, 2010 Zhang et al., 2008 Stinglhamber et al., 2006
Communication	Ertürk, 2008 Tzafirir et al., 2004		
Culture/climate	Chan et al., 2008 Mulki et al., 2006		
Employee participation	Ertürk, 2008 Choi et al., 2004	Dirks and Ferrin, 2002	
Empowerment	Moye and Henkin, 2006 Tzafirir et al., 2004	Laschinger et al., 2000	
Propensity to trust	Payne and Clark, 2003	Colquitt et al., 2007 Payne and Clark, 2003 Dirks and Ferrin, 2002	
Human resource management	Wong et al., 2010	Chen et al., 2004	Zhang et al., 2008
Past performance	Dirks, 2000		
Commitment to change	Neves and Caetano, 2009		
High-performance work system (HPWS)		Macky and Boxall, 2007 Zacharatos et al., 2005	
Follower positive psychological capital		Clapp-Smith et al., 2009	
Unmet expectations/length of relationship		Dirks and Ferrin, 2002	
Organization's characteristics			Tan and Lim, 2009 Shockley-Zalabak et al., 2000
Trust in supervisor			Wong et al., 2010
Job security			Wong et al., 2010

Trust Definitions

Employees' trust in direct supervisor is defined as "the willingness to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to trustor, irrespective of the ability to monitor or control the other party" (Mayer et al., 1995: 712). It is also defined as "a psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or organizations of another" (Rousseau et al., 1998: 395). Employees' trust in management refers to an employee's trust in

the management of an organization at different levels of its hierarchy. It is defined as "to the extent to which one is willing to ascribe good intentions to and have confidence in the words and actions of other people" (Cook and Wall, 1980: 39). The trustors include all employees working for an organization in managerial or non-managerial positions, including the lower, middle, and upper levels of management in the organization and trustee includes all levels of management.

Employees' trust in organizations is defined as "an employee's willingness to be vulnerable to the actions of the organization, whose behavior and actions he or she cannot control" (Tan and Lim, 2009: 46). Tan and Tan (2000: 241) defined this trust in organization as "the composite trust of the various constituent groups in the organization." Trust in organizations is also defined as the "positive expectations individuals have about the intent and behaviors of multiple organizational members based on organizational roles, relationships, experiences, and interdependencies" (Huff and Kelley, 2003; Shockley-Zalabak et al., 2000: 37). In practice, an organization's trustworthiness as perceived by its employees is assessed as a function of how tasks are accomplished, how policies are enacted and applied, how processes are designed, how processes reflect or provide fair circumstances for related parties, and how decisions are made in the organization (Galford and Drapeau, 2002). This type of trust is a collective or generalised trust conferred to all organizational members rather than a specific group of organizational members, such as management. Employees' trust in organizations is a function of three variables: the embedded predisposition to trust, similarities in characteristics, and experiences of reciprocity that all can be embedded in the culture and structure of organizations to different degrees (Creed and Miles, 1996).

We were also concerned with the frequency of trust definitions used in the empirical studies. Mayer et al.'s (1995) definition was used 13 times; Rousseau et al.'s (1998) definition was used in 12 studies; McAllister's (1995) definition was used in seven studies; the definitions by Cook and Wall (1980) and Creed and Miles (1996) were used four times; and Robinson's (1996) definition was used in three empirical studies. Many other definitions were used in the empirical studies; however, they were used only once or twice. These results indicate the dominance of two-dimensional psychologic approach (Lewicki et al., 2006) undertaken in the empirical trust studies rather than transformational psychological or behavioral approaches.

Measurement Issues

We tabulated the empirical studies with regard to the measurement scale used to assess employees' trust in direct supervisors, management, and organizations. Accordingly, ten empirical studies used the measurement scale developed and validated by Podsakoff, MacKenzie, Moorman, and Fetter (1990), 8 studies used the scale by McAllister (1985), and 3 studies used the scale by Kumar,

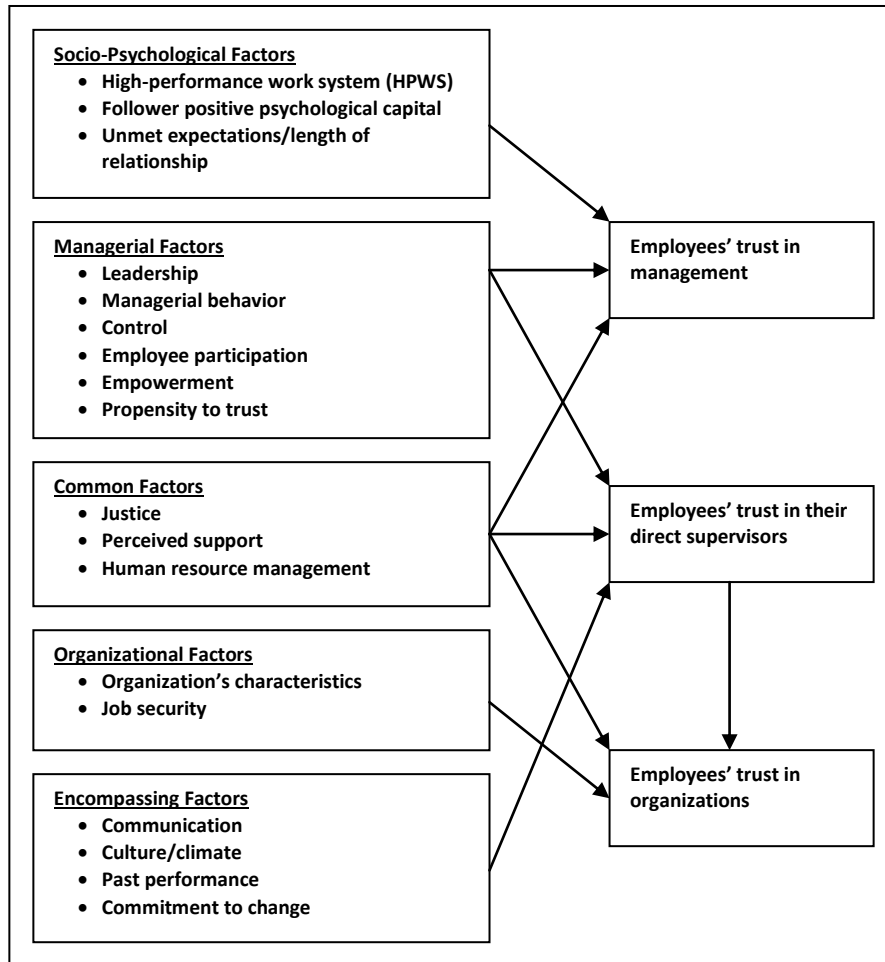
Scheer, Benedict, and Steenkamp (1995) to assess employees' trust in direct supervisors. Cook and Wall's (1980) measurement scale was the most frequently used scale to assess employees' trust in management; it was used 6 times out of the possible 10 studies. Gabarro and Athos's (1978) scale was used the most frequently (three times) to assess employees' trust in organizations.

A total of 16, 4, and 9 different measurement scales were used to assess employees' trust in direct supervisors, management, and organizations, respectively. Only the scale by Mayer and Davis (1999) was used to assess employees' trust in the three referents of trust. Robinson's (1996) measurement scale was the sole scale used to assess employees' trust in both direct supervisors and organizations. Robinson and Rousseau's (1994) measurement scale was the only scale used to assess employees' trust in both direct supervisors and management. No other measurement scale was adopted to assess distinct referents of trust. With these few exceptions, the measurement scales used to assess distinctive referents of trust were different in each empirical study.

Determinants of the Three Referents of Trust

Figure 1 below provides a model of the antecedents of employees' trust in their direct supervisors, management and organizations in five distinguishable taxonomies as socio-psychological, managerial, common, organizational, and encompassing factors. More important is the fact that except common factors, antecedents of employees' trust in management and employees' trust in their organizations are completely unique, supporting our previous discussion that the referents of trust matters in studying trust. Organizational factors of trust do not have an influence on employees' trust in their direct supervisors and management. Neither do encompassing factors influence employees' trust in management and organizations nor managerial factors influence employees' trust in organization. Socio-psychological factor affects only employees' trust in management. We discuss each antecedent factor(s) of the three trust referents in different sections below and subsequently provide testable propositions developed from our model provided in Figure 1. Readers should keep in mind that the model presented in Figure 1 was derived from the classification of empirical studies published over the last decade on the three referents of trust shown in Table 1.

Figure 1: A Model of the Antecedents of the Three Referents of Trust



Common Factors

Our investigation revealed very clearly that there were some factors that contributed to employees' trust in their direct supervisors, management and organizations. These factors named as common factors are justice, perceived support, and human resource management, each of which is elaborated below. By addressing the common factors, this review answers the question 5 of the study, which was about the similarities of the antecedents of the three referents of trust.

Justice

The theme of justice as an umbrella term includes three main components; distributive justice, procedural justice, and interactional justice. Distributive justice refers to the perceived fairness of outcomes that employees receive (Adams, 1963) in such forms as pay or promotion opportunities (Cropanzano and Byrne, 2000). Procedural justice refers to the perceived fairness of the procedures that have produced these outcomes (Lind and Tyler, 1988). Interactional justice refers to the perceived quality of the interpersonal interaction between the source and the recipient of the justice, such as respect, honesty, and politeness (Bies and Moag, 1986).

Justice has arisen as a significant positive predictor of employees' trust in their direct supervisors, management, and organizations (Ayree, Budhwar, and Chen, 2002; Cohen-Charash and Spector, 2001; Connell et al., 2003; Dirks and Ferrin, 2002; Ertürk, 2007; Flaherty and Pappas, 2000; Mengüç, 2000; Stinglhamber et al., 2006; Pillai, Williams, and Tan, 2001; Tan and Tan, 2000; Tzafirir, Harel, Baruch, and Dolan, 2004; Yang, Mossholder, and Peng, 2009). The effect of supervisory procedural justice on employees' affective and cognitive trust in their direct supervisors was discovered to be very strong (Yang et al., 2009). The effect was very pervasive in all four career stages, in the order of exploration, establishment, maintenance, and disengagement (Flaherty and Pappas, 2000). Even in some cases, procedural justice predicts employees' trust in their supervisors more accurately than distributive justice does (Cohen-Charash and Spector, 2001; Ertürk, 2007).

The empirical research of justice on trust revealed explicitly that when employees perceive that the outcomes they receive are fair, their trust in their supervisors increases (Pillai et al., 2001; Cohen-Charash and Spector, 2001; Ertürk, 2007), with only one exception reported in Flaherty and Pappas's (2000) study. Interactional justice has a positive and significant effect on employees' trust in direct managers (Ayree et al., 2002; DeConinck, 2010; Ertürk, 2007; Neves and Caetano, 2006; Stinglhamber et al., 2006; Wong, Ngo, and Wong, 2006; Wong, Wong, and Ngo, 2002). The association is stronger in an organic organizational structure than in a mechanistic structure (Ambrose and Schminke, 2003).

By developing and implementing fair appraisal and reward procedures and human resource policies, organizations may increase justice in the workplace (Mengüç, 2000). Employees base their decision to trust their direct supervisors on the procedures that are under their supervisors' direct control rather than distal distributive justice applications that are primarily controlled by upper management (Flaherty and Pappas, 2000). Contrary to the evidence provided previously, Ambrose and Schminke (2003) demonstrated that interactional and procedural justice have significant and positive main effects on supervisory trust. The

relationship between procedural justice and employees' trust in organizations is partially mediated by perceived organizational support, whereas the relationship between interactional justice and employees' trust in supervisors is partly mediated by perceived supervisory support (Stinglhamber et al., 2006).

It has been reported that distributive and procedural justice are both significant and positive predictors of employees' trust in organizations, whereas interactional justice is a significant and positive predictor of employees' trust in supervisors (Wong et al., 2006). Similarly, Stinglhamber et al. (2006) have demonstrated that procedural justice is a positive and significant predictor of employees' trust in organizations and interactional justice is a positive and significant predictor of employees' trust in supervisors. Recently, Wong, Wong, and Wong (2010) have demonstrated that procedural justice is a significant and positive predictor of employees' trust in organizations. In addition, distributive justice is positively and significantly related to employees' trust in organizations (DeConinck, 2010).

Among the three justice types, procedural justice has the strongest association with employees' trust in organizations (Cohen-Charash and Spector, 2001; Ayree et al., 2002). Cohen-Charash and Spector (2001) have demonstrated that interactional justice is the least strongly associated with employees' trust in organizations, whereas Ayree et al. (2002) have demonstrated that both distributive justice and interactional justice are the least strongly associated with employees' trust in organizations. Wong et al. (2006) have reported that no significant difference pertaining to the effect of interactional justice has been detected between the two types of organizations: State-Owned Enterprises (SOEs) and Joint Ventures (JVs). However, the effect of distributive justice on employees' trust in organizations is stronger in SOEs than in JVs, and the effect of procedural justice on employees' trust in organizations is stronger in JVs than in SOEs. All in all, the empirical research has accumulated evidence of justice effects on the three referents of trust even though in few cases the empirical studies reported no relationship as indicated above. Therefore, considering our previous discussion wholly regarding justice effect and tolerating the strength of association between the main components of justice and the three referents of trust as indicated in our discussion above, we proposed that:

Proposition 1: The three referents of trust will be affected positively and significantly by the distributive, procedural and interactional justice applications in an organization.

Perceived Support

The situation in which "employees develop global beliefs concerning the extent to which the organization values their contributions and cares about their

well-being” refers to Perceived Organizational Support (POS) (Eisenberger, Huntington, Hutchison, and Sowa, 1986). We expand this definition to argue that when the support comes from management, it refers to perceived managerial support. When it comes from the direct supervisor of an employee, it refers to Perceived Supervisory Support (PSS). All forms of the perceived support increase trust in the three referents of trust (Connell et al., 2003; Dirks and Ferrin, 2002; DeConinck, 2010; Neves and Caetano, 2006; Stinglhamber et al., 2006; Whitener, 2001). The effect of the support might be direct or mediating. For example, DeConinck (2010) demonstrated that PSS mediates the relationship between interactional justice and employees’ trust in direct supervisors, whereas Stinglhamber et al. (2006) established earlier that this mediation is only partial. The direct effect of perceived support can be in unique support forms as social-political support, resource support, and information support (Chan, Taylor, and Markham, 2008). In investigating the relative strengths of different antecedents of trust on trust in management, Connell et al. (2003) proved that POS, procedural justice, and transformational leadership were more accurate predictors of employees’ trust in management than such personality/demographic factors as age, gender, tenure, and propensity to trust (Connell et al., 2003). PSS is also required for organizations to gain middle managers’ trust (Zhang et al., 2008). Similarly, DeConinck (2010) showed that POS mediates the relationship between procedural justice and employees’ trust in organizations, whereas Stinglhamber et al. (2006) had substantiated that the mediation was partial rather than full. Therefore, it is proposed that:

Proposition 2: Perceived support will influence the three referents of trust directly or through mediating mechanisms.

Human Resource Management

An organization’s preference for certain human resource practices influences the three referents of trust. Human resource practices may take many different forms from Employee-Organization Relationships (EOR) to Guanxi Human Resource Management (HRM) practices. Zhang et al. (2008) have investigated the relationship between EOR and employees’ trust in organizations. They considered the four distinct EOR approaches proposed by Tsui, Pearce, Porter, and Tripoli (1997): mutual investment, overinvestment, underinvestment, and quasi-spot contract. The EOR approach refers to “the formal and informal, the economic, social, and psychological connection between an employee and his or her employer” (Tsui and Wang, 2002: 78). Zhang et al. (2008) have revealed that organizations that adopt the EOR approach in their human resource practices gain a higher level of trust from middle managers compared with other approaches. The influence of PSS on middle managers’ trust in organizations is higher than the organizations’ mutual investment EOR approach. When the PSS is high, the positive

effect of the mutual investment EOR approach on employees' trust in organizations is strengthened, and the negative effect of the quasi-spot EOR approach on employees' trust in organization is weakened (Zhang et al., 2008).

Guanxi is a Chinese term that means "connections," "relations," or "relationships" (Chen et al., 2004; Bian, 1994). Employee-supervisor *guanxi* refers to the social connections and dyadic relationships between employees and supervisors that have the characteristics of mutual interest and benefit for both parties (Yang, 1994; Wong et al., 2010). This term accurately reflects the beneficial nature of the relationship between the parties. Wong et al. (2010) have demonstrated that the quality of employee-supervisor *guanxi* is a determinant of employees' trust in direct supervisors. A higher level of contact between parties results in each party gaining a deeper understanding of the other, and the better they like each other, the more employees' trust in their supervisor will be. When the form of *guanxi* changes from an employee-supervisor dyadic relationship to *guanxi* human resource management practices, the effect also changes. For example, *guanxi* HRM practices are significant and negative predictors of employees' trust in management (Chen et al., 2004). Procedural justice fully mediates the negative relationship between *guanxi* HRM practices and employees' trust in management. Moreover, *guanxi*-based HRM decisions lead to a lower level of employees' trust in management as a result of management favouring a more familiar tie, such as a nephew or a neighbour, rather than favouring a less familiar tie, such as a schoolmate, a close friend or a neutral party. Thus, the following propositions are presented:

Proposition 3: A trust referent's preference for certain human resource practices will influence trust in the three referents uniquely.

Proposition 4: Common factors as a whole will have equal predicting power for all three referents of trust.

Managerial Factors

Managerial factors are those factors or practices that managers use to direct their subordinates to achieve organizational objectives. Empirical research over the last decade revealed those managerial factors as leadership, managerial behavior, control, employee participation, empowerment, and propensity to trust. We discuss each below.

Leadership

Our in-depth investigation of the empirical studies on the antecedents of employees' trust demonstrates leadership to be a significant and positive antecedent of not only employees' trust in their direct supervisors but also employees' trust in management. However, this is not true for employees' trust in organizations. More specifically, persistent evidence shows a positive, significant

influence of transformational leadership on employees' trust in their leaders (Connell et al., 2003; Den Hartog, Shippers and Kopman, 2002; Dirks and Ferrin, 2002; Gillespie and Mann, 2004; Holtz and Harold, 2008; Jung and Avolio, 2000; Liu, Siu, and Shi, 2010). Employees' trust in their direct leader was also influenced by transactional leaders' contingent reward and punishment behaviors (Podsakoff et al., 2006). Den Hartog et al. (2002) had earlier demonstrated that performance monitoring rather than the contingent reward dimension of transactional leadership was a significant and positive predictor of employees' trust in leaders. Holtz and Harold (2008) were the only exception who reported that transactional leadership did not predict employees' trust in supervisors.

Employees' trust in supervisor is influenced by collective judgements and considerations of the employees about the organizations' values, norms, and identity embodied in leadership practices in the organization (Shamir and Lapidot, 2003). The impact of leadership practices on employees' trust in supervisor is also enhanced with consultative and participative leadership practices (Gillespie and Mann, 2004, Huang, Lun, Liu, and Gong, 2010) whereas the application of laissez-faire and corrective leadership practices deteriorate even available trust in direct supervisor. Active corrective leadership does little to help to gain employees' trust in direct leaders (Gillespie and Mann, 2004).

Concerning the effect of transformational leadership and transactional leadership on employees' trust in management, there are consistent patterns of the empirical findings indicating that both leaderships are positive and significant predictors of employees' trust in management (e.g., Den Hartog et al., 2002; Dirks and Ferrin, 2002; Connell et al., 2003). Perceived fairness, integrity, and empowering behavior of an ethical leader help to build trust in management (Den Hartog and De Hoogh, 2009). Leaders gain their followers' trust through inspiring their followers and demonstrating authentic leadership practices (Den Hartog, 2003; Clapp-Smith, Vogelgesang, and Avey, 2009).

At this point, we note that the trust studies that have examined the relationship between leadership and employees' trust in their direct leaders have often considered and, as a result, revealed positive and linear associations. For example, employees' perceptions of the leader-member exchange (LMX) theory of leadership practices (Chen, Wang, Chang, and Hu, 2008; Gomez and Rosen, 2001) and employees' perceptions of their leaders' fairness are reported to be the two positive, significant, and linear antecedents of employees' trust in their supervisors (Wat and Shaffer, 2005) like transformational and transactional leadership. However, a recent study emphasized that the relationship does not have to be linear one, but can be an S-shaped relationship (Scandura and Pellegrini, 2008), indicating the availability of non-linear relationships in the trust relationships.

Managerial Behavior

The trustworthiness of a direct supervisor contributes to employees' trust in supervisors and management. The factors of trustworthiness – which are ability, benevolence, and integrity (Mayer et al., 1995) – embodied by a supervisor, and as perceived by his or her employees, have a positive effect on employees' trust in supervisors and management (Colquitt et al., 2007; Davis et al., 2000; Dirks and Ferrin, 2002; Tan and Tan, 2000; Wasti, Tan, Brower, and Önder, 2007). Among such supervisory behaviors as integrity, benevolence, ability, personal example, and openness and flexibility, benevolence exhibits the strongest association (Lapidot et al., 2007). Employees' trust in supervisors is significantly and positively affected by their supervisors' supportive behavior, monitoring, help and guidance, and openness to ideas and suggestions of employees (Bijlsma and Van de Bunt, 2003). Supervisory monitoring is a direct determinant of trust in supervisor (Bijlsma-Frankema et al., 2008). Shared values are revealed as the variable related most strongly to employees' trust in supervisors followed by respect, whereas opportunity is found to be unrelated to employees' trust in supervisors (Brashear, Boles, Bellenger, and Brooks, 2003). When supervisors delegate some of their work to their employees, they gain the employees' trust (Duffy and Ferrier, 2003). The supervisory behaviors of supervisor accessibility and achievement orientation increased employees' trust in supervisors in the Chinese and U.S. samples (Atuahene-Gima and Li, 2002). However, role ambiguity is unrelated to employees' trust in supervisors.

Control

Atuahene-Gima and Li (2002) used sales controls that consist of output controls and process controls to investigate whether these controls are significant predictors of employees' trust in supervisors. Output control refers to a supervisor's emphasis on results when monitoring, evaluating, and rewarding direct employees. Process control refers to a supervisor's emphasis on procedures and behavioral activities when monitoring, evaluating, and rewarding direct employees. The authors revealed that process control was a significant positive predictor of employees' trust in direct supervisors in the Chinese sample but not in the U.S. sample. Output control was found to be an insignificant predictor in both samples. In addition, Brashear, Manolis, and Brooks (2005) have demonstrated that when an employee has some control over the information used in decision making (process control) or has some control over final decisions (decision control), his or her trust in his or her supervisor increases. Capability information control involves the control activities of supervisors on employees, such as specifying goals, monitoring employees' goal attainment, and granting guidance for improvement relative to employees' skills and abilities (Challagalla and Shervani, 1996). This control focuses on how well employees accomplish various aspects of their duties

and roles. Employees' trust in supervisors is attained when supervisors provide capability information to their employees (Choi, Dixon, and Jung, 2004).

Institutional theory has long insisted on standardization in many facets of managerial decisions and actions to enhance and sustain control in organizations. Accordingly, structures, procedures, processes, and actions in many organizations have been standardized to attain full control. Sitkin and George (2005: 329) have extended institutional theory on employees' trust in management with the finding that "it is the configuration of formal and informal tools chosen by decision-makers that may convey legitimation and thus engender trust." This contribution emphasises a combination of both formal and informal tools that decision makers can use to engender trust in management. These tools are different from the tools proposed in distinct perspectives of institutional theory. This contribution has extended institutional theory, which has considered only structural isomorphism as a legitimate way to build employees' trust in management and develop legitimate behavior. The contribution of Sitkin and George (2005) has provided empirical support to Mayer et al.'s (1995: 727) theoretical argument that "a strong organizational control system could inhibit the development of trust, because a trustee's actions may be interpreted as responses to that control rather than signs of trustworthiness."

Employee Participation

When decision-making power – generally in the hands of supervisors and management – is delegated to subordinates, the subordinates are thus given the privilege of participating in the common decisions made for the sake of organization and the right to participate in the decision-making processes to make those decisions (Choi et al., 2004; Dirks and Ferrin, 2002; Ertürk, 2008). This participation opportunity given to subordinates by their supervisors and management increases subordinates' trust in their direct supervisors and management (Choi et al., 2004; Dirks and Ferrin, 2002; Ertürk, 2008).

Empowerment

When employees perceive that they are empowered by their supervisors, their trust in their supervisors increases (Tzafrir et al., 2004). A more recent study has provided more enlightening and precise information on the effect of empowerment on subordinates' trust in their direct supervisors. Moye and Henkin (2006) have claimed that when the total empowerment scale is considered, there is no significant association between empowerment and employees' trust in direct supervisors. However, when the subscales of empowerment – meaning, competence, self-determination, and impact – are considered, the self-determination and impact subscales of empowerment are positively and significantly associated with employees' trust in direct supervisors. The effect of

employees' trust in direct supervisors is stronger for those employees who are less educated. In contrast, the meaning and competence subscales have no significant effect on employees' trust in direct supervisors.

Empirical evidence accumulated over the last decade also suggests that overall workplace empowerment is a positive and significant predictor of employees' trust in management (Laschinger, Finegan, Shamian, and Casier, 2000). Among all empowerment subscales (including formal power; informal power; and access to opportunities, information, support, and resources), access to information and support have the strongest association with employees' trust in management (Laschinger et al., 2000). Thus, management can foster employees' trust by providing them more access to information and more support to achieve their duties in their job.

Propensity to Trust

The propensity to trust refers to the general willingness of one party (a subordinate or an employee) to trust other parties (a supervisor or management) (Mayer et al., 1995). When both parties demonstrate a high level of propensity to trust to each other in relationships, employees' levels of perceived social exchange become higher (Bernerth and Walker, 2009). Therefore, the highest quality of social exchanges can be found in organizations in which both employees' and supervisors' levels of propensity to trust are higher. An employee's propensity to trust has a greater impact on the employee's trust in senior managers than the impact on the employee's trust in line managers (Payne and Clark, 2003). Employees' propensity to trust is also positively and significantly associated with employees' trust in management (Dirks and Ferrin, 2002) even when ability, benevolence, and integrity are controlled simultaneously (Colquitt et al., 2007).

Proposition 5: A competent use of managerial factors will enhance employees' trust in supervisors and management.

Socio-Psychological Factors

A context with an organization is created through the application of High Performance Work System (HPWS), the availability of employees who are high in Positive Psychological Capital (PPC), the availability of unmet expectations of employees, and the length of relationships between employees and management. We name the factors that lead to the creation of the context as socio-psychological factors because each creates or arises from social and/or psychological factors and is combined with one another to form a judgement on the employees' side whether to trust in the management of an organization at different levels of its hierarchy. Each of these factors is discussed below.

HPWS

HPWS, such as the human resource practices enacted in organizations, are significant and positive predictors of employees' trust in management (Macky and Boxall, 2007; Zacharatos, Barling, and Iverson, 2005). An HPWS refers to "a group of separate but interconnected human resource practices that together recruit, select, develop, motivate, and retain employees" (Way, 2002; Wood and Wall, 2002; Zacharatos et al., 2005). HPWSs constitute a method of preserving the positive attitudes of employees (Macky and Boxall, 2007) and create a social context in which human resource practices take shape. Chen et al. (2004), Macky and Boxall (2007), and Zacharatos et al. (2005) have extended the antecedents of employees' trust in management to include HRM practices, such as HPWSs and guanxi HRM as practised in China. We note that Dirks and Ferrin's (2002) meta-analysis did not consider these practices as antecedents of employees' trust in management. This extension, which is unique to the studies of trust in the last decade, clearly indicates that the selection of one management practice over another affects employees' trust in management.

Follower PPC

Follower PPC—it is a capital that consists of such positive organizational behaviors as hope, optimism, resilience, and self-efficacy (confidence)—is a strong determinant of employees' trust in management (Clapp-Smith et al., 2009). PPC has recently attracted serious attention among scholars because it became very clear to scholars that it leads to desired employee attitudes and behaviors in a workplace (e.g., Avey, Reichard, Luthans, and Mhatre, 2011; Luthans, 2002; Luthans, Avolio, Avey, and Norman, 2007; Youssef and Luthans, 2007). Therefore, selecting and recruiting those candidates who have strong PPC and then developing their PPC over time through enacting training programs increase employees' trust in management.

Unmet Expectations/Length of Relationship

Unmet expectations of employees and the lengths of relationships between employees and management are significant and negative predictors of employees' trust in management (Dirks and Ferrin, 2002). Employees' expectations from management may vary individually. For example, an employee may expect a promotion long overdue while another may expect a more comfortable and healthy work environment. Therefore, the extent to which management meets its employees' distinct individual expectations will affect the trust of its employees. Similarly, when the length of the relationship between employees and management increases, employees' trust in management declines because there can be many trust-breaking events arising from many different sources. Unmet

expectations and the lengths of relationships, thus, create a socio-psychological context within which employees' trust in management takes shape.

Proposition 6: Socio-psychological factors will influence employees' trust in management.

Encompassing Factors

Encompassing factors are the factors that include communication, culture/climate, past performance, and commitment to change. As it is shown in Figure 1, they affect only employees' trust in direct supervisors. We name these factors as 'encompassing' because they encompass mutuality in employee-supervisor interactions. For example, positive effects that each party (meaning an employee and a supervisor) makes on one another during the communication process create a beneficial atmosphere. Each party contributes to the development of culture/climate in a department or an organization. Each party usually involves achieving a high or low performance in the past or commits together to achieve a mutual objective. Because these factors encompass a variety of the employee-supervisor interactions, we name them as encompassing factors. We discuss each below.

Communication

In general, managers are supposed to communicate effectively with their employees to ensure success in their managerial endeavours. Direct managers' openness in communication with their employees increases employees' trust in them (Tzafrir et al., 2004). Specifically, managerial communication in the forms of task communication, career communication, and communication responsiveness significantly increases employees' trust in direct managers (Ertürk, 2008). In this relationship, communication responsiveness has the strongest influence on employees' trust in supervisors. Managerial communication and organizational communication are positive and significant predictors of employees' trust in supervisors (Tzafrir et al., 2004). Organizational communication is a stronger predictor of employees' trust in their direct supervisors compared with procedural justice and empowerment (Tzafrir et al., 2004).

Culture/Climate

Chan et al. (2008) have demonstrated that a human- and innovation-oriented organizational culture is a positive and significant determinant of employees' trust in supervisor. Management practices that encourage problem solving, participation, teamwork, structural flexibility, and commitment highlight the human- and innovation-oriented organizational culture. Mulki, Jaramillo, and Locander (2006) have demonstrated that the ethical climate – an employee's perception of ethical standards embedded in the functioning of an organization

through values, procedures, norms, policies, and practices – determines employees' trust in their direct supervisors.

Past performance

Dirks (2000) has demonstrated that the past performance of a team increases the team members' trust in their coach (direct supervisor). Although Dirks (2000) revealed this finding in the beginning of the last decade, no study has since replicated the effect of past performance on employees' trust in direct supervisors in an organizational setting.

Commitment to Change

Neves and Caetano (2009) have demonstrated that affective commitment to change is a positive and significant antecedent of employees' trust in supervisors. Affective commitment to change refers to an employee's desire to support a change based on his or her belief in its inherent encompassing benefits (Neves and Caetano, 2009) useful to all members of an organization. Previous studies on trust considered commitment primarily as an outcome of employees' trust in direct supervisors (e.g., Tan and Tan, 2000).

Proposition 7: Encompassing factors will boost employees' trust in supervisors.

Organizational Factors

These factors include an organization's characteristics and job security provided to employees by the organization. Each is discussed below.

Organizations' Characteristics

Employees' trust in organizations is high when employees perceive that their organizations are competent, open and honest, and reliable; display concern for their employees; and identify themselves truthfully (Shockley-Zalabak et al., 2000). Among these predictors, concern for employees has the strongest effect on employees' trust in organizations. The remaining predictors are arranged in the following order of magnitude: openness and honesty, identification, reliability, and competence. This empirical evidence supports Mishra's (1996) model of trust in organizations. Although Mayer et al. (1995) have claimed that their model applies equally well to all trusting relationships between trustees and trustors, no empirical study has yet considered the factors of trustworthiness as antecedents of employees' trust in organizations.

Job Security

Job security is a significant and positive predictor of employees' trust in organizations (Wong et al., 2010). Job security provided to employees within an organization is an indication of trust of an organization in its employees. The trust is about the organization's assurance that the employees will always perform well

in their jobs. Therefore, job security creates trust between the parties involved in the interaction, between employees and organizations.

Employees' Trust in Supervisors

Wong et al. (2010) have demonstrated convincingly that employees' trust in supervisors is a significant and positive predictor of employees' trust in organizations. The relationship is valid for both SOEs and JVs (Wong et al., 2006). A recent study indicated that employees' trust in organizations is also influenced by the same employees' trust in their coworkers (Tan and Lim, 2009). Trusting work environments appear to support employees' trust in organizations. Creating such an environment is each organization's responsibility.

Proposition 8: Employees' trust in organizations will be determined directly by organizational factors, common factors, and employees' trust in direct supervisors.

Proposition 9: Employees' trust in direct supervisors will mediate the relationship between common factors and employees' trust in organizations.

Why is Employees' Trust in Management Different from Employees' Trust in Organizations?

This present study clearly indicates in Figure 1 that except common factors, the antecedents of employees' trust in management and employees' trust in organizations are different, indeed, for some logical and consistent reasons. First, we believe that none of the definitions of employees' trust in organizations provided previously in the earlier part of this present study refers to a specific group of employees, such as management, but that the definitions refer to a collective or generalised trust conferred to all organizational members. Therefore, we argue that interpreting the definitions of employees' trust in organizations (management) as approximations of employees' trust in management (organizations) may be misleading. Second, we argue that employees, for example, may trust in an organization's resilience and ability to handle difficulties when evaluating their trust in the organization. However, they may not trust in the current management of the organization that may have created that stress, catastrophe, and destruction although the same management is still in power.

Third, we know that trust is a result of repeated interactions over time between trustors and trustees (Rousseau et al., 1998). The time frames of repeated interactions for assessing trust in organizations and trust in management are generally different. When employees evaluate their trust in organizations, they often consider a longer time frame compared with their time frame for evaluating their trust in management. The time frame considered in assessing trust in organizations may extend to two or three decades. This time frame may

correspond to an employee's tenure within an organization. However, the time frame considered by employees to assess their trust in management is limited to the tenure of the current management; this time frame may be only a few years, less than the time frame for employees to assess their trust in management. Fourth, employees may trust in the current management of an organization based on their belief in management's good faith, yet they may not trust in an organization due to negative experiences that they had previously experienced in their interactions with the same organization. The negative experiences may eventually convince employees not to trust in their organizations.

Finally, employees' trust in organizations includes trust in a broader entity, the organization, compared with employees' trust in management, a narrower entity. For example, employees' trust in organizations involves the organizations' employees, including those holding managerial or non-managerial positions. This trust in organizations also includes the organizations' policies, procedures, culture, technology, hierarchy of authority, and complexity which, one way or another, affect employee and their daily working lives. Moreover, many major groups or teams that have no managerial power but gain power through information and knowledge that they own are also included in employees' trust in organizations. Finally, employees' trust in organizations involves personal qualities of the individuals in the organizations, not necessarily the individuals in managerial positions.

Conclusions and Future Research Directions

Theoretical and Managerial Implications

The present study reviews 58 empirical studies on the antecedents of employees' trust in supervisors, management, and organizations published during the last decade to reveal possible differences and similarities with regard to the three different antecedents of trust with the hope to develop propositions to be tested in future studies. We seek for answers to our five specific research questions we stated in the beginning of our study to understand the antecedents of employees' trust in their direct supervisors, management, and organizations. The similarities and differences of the antecedents of the three referents of trust were also considered because they have the potential to shape the future theoretical models of trust studies. Our review led to the conclusions that common factors (justice, perceived support, and HRM), organizational factors (organizations's characteristics, job security), and employees' trust in their direct supervisors directly affect employees' trust in organizations. Because employees' trust in their direct supervisors is influenced by managerial, common, and encompassing factors, we further argue that employees' trust in supervisors is also a partial mediator of the relationship between the three factors and employees' trust in organizations. Theoretically, this implies the importance of considering employees' trust in direct

supervisors as a mediator, not necessarily as a direct predictor as all previous studies did. Therefore, with this contribution not only do we provide a more complex theoretical understanding of the relationships between the three referents of trust and their antecedents, but also provide a more taxonomical approach (in terms of classifying the antecedents of the three referents of trust as socio-psychological, managerial, common, organizational, and encompassing factors) to lead to future empirical research studies. Of all factors, only socio-psychological factors and employees' trust in management have not been considered as antecedents of employees' trust in organizations, which is influenced by direct and mediating processes.

Employees' trust in management is influenced mainly with socio-psychologic, managerial, and common factors, but not with organizational factors, encompassing factors, employees' trust in their direct supervisors, and employees' trust in organizations. Theoretically, these results indicate that when employees evaluate their trust in management, they consider the factors that are under the direct power or control of management. Encompassing factors and organizational factors, for example, are considered as factors not under the influence of management, and, as a result, they are not considered important as antecedents of employees' trust in management.

Employees' trust in supervisors has received the most empirical research attention among the three referents of trust. We revealed that managerial, common, and encompassing factors lead to employees' trust in their direct supervisors. No effect of socio-psychologic and organizational factors on employees' trust in their direct supervisors was revealed. Moreover, we revealed that there is not any effect of employees' trust in management and organization on employees' trust in their direct supervisors. Given our discussion about the implications of our present study above, clearly there are similarities and differences in the antecedent factors of employees' trust in their direct supervisors, management and organizations (please see Figure 1). When employees evaluate their trust in one of the three referents of trust, they consider the most proximate factors that they consider important to shape their judgements in shaping their decisions.

Managers who want to gain their employees' trust are encouraged to empower their employees (Laschinger et al., 2000). However, it is highly likely that the effect of empowerment on employees' trust in management is more valid for those employees whose readiness level is follower directed compared with those whose readiness level is leader directed. The readiness of employees is defined as employees' ability and willingness to accomplish specific tasks (Hersey and Blanchard, 1988). A follower-directed readiness level refers to the situation in which employees are able and willing or exhibit the confidence necessary to

achieve particular tasks by themselves without their leaders' direct influence. A leader-directed readiness level refers to the situation in which employees are unable and unwilling or insecure in relation to the achievement of specific tasks without their leaders' direction. Therefore, the relationship between empowerment and the readiness of employees is likely to exhibit a moderating effect on employees' trust in direct supervisors and management.

An interesting revelation of this present study is that encompassing factors affect only employees' trust in their direct supervisors, but not employees' trust in management and organizations. The reason for this might be attributed to the individuality and mutuality of close interactions between employees and their direct supervisors. However, when it comes to employees' trust in management and organizations, the individuality and mutuality perish, and conformity and unilaterality take their place. Therefore, encompassing factors do not have an influence on employees' trust in management and organizations.

Directions for Future Research

Our review reveals that there are many more antecedents of employees' trust in supervisors and management than Dirks and Ferrin (2002) indicated earlier in the last decade. It seems that empirical research will continue to add new antecedents to the list that we have provided in Table 1. Because this present study identified different antecedent factors for each referents of trust, we advocate that future research should immediately begin to evaluate the relative power of all the factors in a single study. By doing so it will help, for example, to understand which antecedent factor (managerial, common, or organizational) is relatively more important in gaining the trust of employees. Identifying more powerful antecedent factors for each referents of trust may help organizations to use their organizational resources more efficiently and effectively in their endeavors to increase trust in the three referents of trust. When such a study is performed using a longitudinal research design, the contribution will be pervasive. We also note that empirical studies during the previous decade have primarily used cross-sectional designs. Scholars are urged to conduct longitudinal research to understand better how the effect of an antecedent factor of employees' trust in supervisors, management, and organizations changes over time.

We have already stated that employees' trust in management and organizations are different constructs. We have also demonstrated that their antecedent factors are unique, except for some common factors. Substituting these constructs as if they are the same may be misleading due to the reasons we advocated earlier in this paper. Therefore, future research should devote some attention to the understanding of interactions between employees' trust in supervisors, management, and organizations. For example, we know that employees' trust in direct supervisors has a positive and significant influence on

employees' trust in organizations, yet we do not know whether employees' trust in direct supervisor has a positive and significant influence on employees' trust in management.

Empirical studies during the last decade considered transformational, transactional, and LMX leadership listed under leadership factor in managerial factors as antecedents of employees' trust in supervisors and management. However, servant leadership, visionary leadership, ethical leadership, authentic leadership, and charismatic leadership have not been considered as possible antecedents of the employees' trust in supervisors and management even though the research in these specific areas of leadership gained momentum. Recent studies have claimed that servant leadership, for example, is different from transformational, LMX, and charismatic leadership (Liden, Wayne, Zhao, and Henderson, 2008; Walumbwa, Hartnell, and Oke, 2010). Therefore, future studies should include servant leadership, visionary leadership, ethical leadership, authentic leadership, and charismatic leadership as antecedents of employees' trust in supervisors and management.

During the last decade, only Sitkin and George (2005) have devoted fruitful empirical research effort to the influence of formal and informal control on employees' trust in management. This research investigated the likely influence of control on trust in different threat conditions. This line of research requires further empirical research effort to address the influence of, for example, direct and indirect controls on employees' trust in supervisors and management. We also argue that levels of control should be considered as possible determinants of employees' trust in management because each level of control – strategic, tactical, and operational – is likely to have a distinctive influence on one's feeling of trust for another. Specifically, a very strict control at the operational level may have a different effect on employees' trust in management than the same strict control at the strategic level.

Positive Organizational Behavior (POB) has recently attracted serious interest among scholars (e.g., Avey et al., 2011; Bakker and Schaufeli, 2008; Luthans, 2002; Wright and Quick, 2009). POB refers to the study and application of positively oriented human resource strengths and psychological capacities that can be measured, developed, and effectively managed for performance improvements in today's workplace (Luthans, 2002: 59). The components of POB are hope, optimism, self-efficacy, and resilience (Luthans et al., 2007; Youssef and Luthans, 2007), which are considered "states" rather than "traits" in POB research. Recent empirical research has associated hope, optimism, and resilience with such work-related outcomes as performance, job satisfaction, work happiness, and organizational commitment (Youssef and Luthans, 2007). The same outcomes are also considered as consequences of the three referents of trust. Therefore, future

empirical studies should investigate the likely effect of POB on the three referents of trust.

This study considered a limited number of empirical research papers published during the last decade. Initially, it seems that a limitation of the paper is the inclusion of a few papers for a review on an important topic such as trust, yet it is the supporting evidence that we as scholars have paid inadequate empirical research attention to such an important topic during the last decade. Given our previous discussion of the distinction between employees' trust in management and organizations, we should particularly focus on the antecedents' side of the two referents of trust to further our understanding on the factors that lead to trust in the two referents. By doing so we are also to address the paucity of research on the antecedents of employees' trust in organizations. The results of future studies are to aid practitioners to design programs that will increase and sustain employees' trust in organizations, as well.

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