

## THE MEDIATING ROLE OF TRUST IN THE EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT ON JOB PERFORMANCE IN NURSES

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### ABSTRACT

The aim of this study is to investigate the mediating role of trust in the effect of perceived organizational support on the job performance of nurses. The nurses were included in the study because of their need for high level of organizational support and trust perception due to the nature of nursing profession. The sample of the study consisted of 452 nurses working in a university hospital (N = 550) in the city center of Eskisehir. The research data were collected by using the "Personal Information Form", "Perceived Organizational Support Scale", "Job Performance Scale" and "Trust Scale". The relationships between variables were analysed with factor analysis, regression analysis and the sobel test. It was found that perceived organizational support positively and significantly affected job performance and trust; trust had a partial mediating effect in this relationship.

**Keywords:** *Perceived Organizational Support, Job Performance, Trust*


## HEMŞİRELERDE ALGILANAN ÖRGÜTSEL DESTEĞİN İŞ PERFORMANSINA ETKİSİNDE GÜVENİN ARACILIK ROLÜ

### ÖZ


Bu araştırmanın amacı hemşirelerde algılanan örgütsel desteğin iş performansına etkisinde güvenin aracılık rolünün araştırılmasıdır. Söz konusu değişkenler arasındaki ilişki; faktör analizi, regresyon analizi ve sobel testleri gibi istatistiksel yöntemler ile analiz edilmiştir. Çalışmada Eskisehir ilinde faaliyet gösteren bir üniversitenin eğitim ve araştırma hastanesinde çalışan hemşireler örneklem olarak seçilmiştir. Bu konuda hazırlanan anket formu ile 452 çalışandan toplanan veriler kullanılarak çalışmada yer alan değişkenler arasındaki ilişkiler belirlenmeye çalışılmıştır. Çalışma sonucunda, algılanan örgütsel desteğin iş performansı ve güveni pozitif yönde ve anlamlı bir şekilde etkilediği ve güvenin bu ilişkide kısmi aracılık etkisinin olduğu belirlenmiştir.

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### **INTRODUCTION**

In today's societies, working life has become more of an issue. The meaning and function of the job has gone beyond providing for the self and family and has become the main factor that determines the identity of the person and position in society. This leads to the requirement to provide support to the person within the working life. In other words, it has become more important to include the structure and operation of organizations, leadership styles, and types and methods of support to be provided to the employees in the structuring of the works, for the success of both the organization and employees. Nowadays, studies are being conducted on the supports and their methods in various fields that are management, human resources management, and organizational behavior areas. The theoretical and practical substructure of support concepts that have emerged with different titles such as perceived organizational support, leader support, social support, employee empowerment, colleague support, and trust is prepared by academicians and practitioners and these concepts are included in management practices.

The theoretical basis of this study is based on the social change theory, the norm of reciprocity and the organizational support theory. The social change theory is based on the balance between the expectations of the organization and employee. The relationship between the employee and organization is a kind of reciprocal exchange and trading relationship (Blau, 1964). According to the social change theory (Blau, 1964) and the norm of reciprocity (Gouldner, 1960), perceived organizational support is a concept explaining the reason why employees have positive behaviors towards their organizations such as organizational commitment and trust. According to these theories, when the organization provides benefits for employees, employees react in the same direction (Eder and Eisenberger, 2008). Employees are kind of in an exchange relationship with their organizations for the rewards they are considering to win as a result of their efforts (Eisenberger et al., 1986). One of the main components of this reciprocal exchange is the concept of perceived organizational support. Another important theory explaining the concept of perceived organizational support is the organizational support theory. Organizational support theory is based on the social change theory. It is thought that when the desired resources are provided to employees, the efforts made by employees will increase

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(Eisenberger et al., 1986). According to the organizational support theory, the benefit of the policies and activities implemented by the organization can be perceived by the employees. Accordingly, when employees perceive the benefits of organizational activities for themselves, they react to this perception with high commitment and performance (Rhoades and Eisenberger, 2002). Eisenberger et al. (1990) stated that perceived organizational support plays a key role in this exchange. Employees who have a high level of organizational support perception theoretically tend to show behaviors that are beneficial to the organization (Eisenberger et al., 1986). Perceived organizational support is defined as the fact that the values of the organization contribute to the employees and pay attention to their welfare (Eisenberger et al., 1990). The main outcomes of perceived organizational support involve high job performance (Rhoades & Eisenberger, 2002) and trust (Eisenberger et al., 1986). The perception of trust arises and job performance increases when employees in the organization perceive the support of the organization. In a number of studies conducted, it was found that perceived organizational support increases the job performance of employees (Eisenberger et al., 1990; Cropanzano et al., 1997; Randall et al., 1999; Allen et al., 2003; Kraimer and Sandy, 2004; Akkoç et al., 2012; Şentürk and Tekin, 2015; Yılmaz, 2016; Karayelve et al., 2018) and that it positively affects the trust perception of employees (Wayneve et al., 1997; Taşdan and Yalçın, 2010; Akkoç et al., 2012; Celep and Yılmaztürk, 2012; Singh and Srivastava, 2016; Karave et al., 2015; Uzun, 2018).

In the literature, there are studies conducted on perceived organizational support, job performance of employees and trust perception; however, there is a limited number of studies revealing the effect of trust perception on the positive change in job performance provided by perceived organizational support. Due to the fact that nurses require a high level of organizational support and trust perception by the nature of their job, the nursing profession was preferred as the research sample. Nurses are the members of the multidisciplinary health team. Since they are actively involved in patient care and continuously communicate with patients, they have an important role and position in the health care team. Nurses have the necessary knowledge to provide quality health care, the responsibilities requiring professional management and leadership skills, and a coordinating and supporting role in providing the continuity of patient care. For this reason, it is quite important for nurses to be supported by their organizations in order to

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fulfill their professional roles and responsibilities effectively and successfully. In this study, the research model was established as the effect of support and trust provided to nurses by their organizations on their job performance levels. This model makes this study interesting since it fills the gap in the literature and reveals new information about correlations between the variables included in the study model. This study model has not been studied previously in the nursing literature. The aim of the study was to determine the effect of organizational support perceived by nurses while fulfilling their professional role and responsibilities on their job performance and whether the trust has a mediating role in this effect. Various instructive recommendations were made for academicians, directors, and practitioners in line with the research findings.

### **HYPOTHESES AND RESEARCH MODEL**

In this study, which was designed to determine the effect of perceived organizational support on job performance and the role of trust in this effect, first the relationships between organizational support, job performance, and trust were examined in the theoretical framework, subsequently the role of trust in these relationships was examined and hypotheses were formed.

#### **The Relationship between Perceived Organizational Support and Job Performance**

The concept of perceived organizational support (POS) is based on the studies conducted by Eisenberger et al., (1986). Eisenberger et al., (1986) suggested that there are various circumstances affecting the behaviors of employees and that these behaviors are the result of motivators reflected by the employee's organization. In addition, it was stated that employees develop general beliefs for their organization based on the value given to the efforts of employees by the organization and the degree of caring about employees' happiness (Eisenberger et al., 1986; Eisenberger et al., 1990; Rhoades and Eisenberger, 2002). POS is defined as the perceptions that the organization pays attention to the participation of employees and cares about their well being and the emotions about the fact that the activities affecting employees are voluntarily carried out by the organization (Eisenberg et al., 1986).

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When an organization starts to support its employees and invest in them, a social exchange develops between the organization and its employees (Allen et al., 2003). According to this theory, employees plan their job-related efforts and performances based on the material and moral prizes they expect to receive from the organization in the future (Eisenberger et al., 1986). Employees show high performance as long as their expectations are met (Organ, 1977). If the perceived organizational support is not at a high level in employees, they are apt not to do the works that they are required to do by as part of their roles and not to do the works other than their roles as expected. Therefore, the job performances of employees decrease (Michael et al., 2005).

In a meta-analysis study conducted by Rhoades and Eisenberger (2002), there was a positive correlation found between POS and job performance. In the literature, there are a great number of studies showing that POS increases the job performance of employees (Eisenberger et al., 1990; Cropanzanove et al., 1997; Randall et al., 1999; Allen et al., 2003; Kraimer, 2004; Akkoç et al., 2012; Gillet et al., 2013; Yılmaz, 2016; Karayel et al., 2018). Within this scope, hypothesis 1 was developed based on the theory.

**Hypothesis 1:** Perceived organizational support affects the job performance of employees positively and significantly.

### **The Relationship between Perceived Organizational Support and Trust**

The concept of trust is stated as one's belief that the other will exhibit a fair, moral, proper and predictable behavior (Luhmann, 1979). Organizational trust, on the other hand, is defined as the positive expectations of employees about the behaviors and intentions of others in the organization based on their organizational roles, relationships, experiences and interdependency in the organization (Shockley-Zalabak et al., 2000). According to Mayer Davis and Schoorman (1995), organizational trust is that one is prepared to accept other's actions, expecting that the other will complete a specific task that is important to him/her, without having opportunity to control other's works.

Employees put their trust in that their organization will meet their liabilities as they perceive that their behaviors and needs are supported by the organizations (Rhoades et al., 2001). The presence of POS brings trust emotions, corporate identity and long-term liabilities (Rhoades and Eisenberger, 2002). Trust provides the formation of emotional bond among employees (Lewis and Weigert, 1985), is the most effective factor

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in the continuation of relationships between organizations, groups and interpersonal relationships, and is a key concept in understanding the behaviors of employees (Driscoll, 1978). Trust encourages the maintenance of structures and values that ensure cooperation behavior in the foreground (Rousseau et al., 1998). The additional contribution voluntarily made by the employee to his/her job and workplace usually occurs as a result of the trust provided in the organization (Yoon and Suh, 2003). On the other hand, the insufficient perception of organizational support, lack of mutual trust and sharing, and feeling worthless negatively affect the performances of employees in the organization (Suliman, 2001). In a great number of studies conducted, a positive and significant correlation was found between POS and trust (Wayne et al., 1997; Taşdan and Yalçın, 2010; Akkoç et al., 2012; Celep and Yılmaztürk, 2012; Singh and Srivastava, 2016; Kara et al., 2015; Uzun, 2018). Within this scope, hypothesis 1 was developed based on the theory and researches.

**Hypothesis 2:** Perceived organizational support affects the trust perception of employees positively and significantly.

### **The Relationship between Trust and Job Performance**

In the organization, high level of trust and cooperation ensures a high level of organizational performance since the perceived trust in the organization increases the exchange of information among employees and enables employees to focus on organizational goals instead of personal goals (Pfeffer, 1998). Researchers reported that performance is an important outcome of interpersonal trust (Kramer and Tyler, 1996; Dirks and Ferrin, 2001). In an organization, interpersonal trust can be directly or indirectly effective on performance (Huang et al., 2006). In the studies examining the relationships between trust and job performance, a positive and significant relationship was found between these two variables (Friedlander, 1970; Kegan and Rubenstein, 1973; Oldham, 1975; Earley, 1986; Robinson, 1996; Rich, 1997; Dirks, 1999; Büte, 2011; Akkoç et al., 2012; Cankül et al., 2018; Turhan et al., 2018). Hypothesis 3 was developed based on this theory.

**Hypothesis 3:** Trust affects the job performance of employees positively and significantly.

### The Mediating Effect of Trust

In the studies conducted, it was determined that there was a correlation between the job performance (Eisenberg et al., 1990; Cropanzano et al., 1997; Randall et al., 1999; Allen et al., 2003; Kraimer and Sandy, 2004; Akkoç et al., 2012; Yılmaz, 2016; Karayelve et al., 2018) and trust perception of employees working with POS (Wayneve et al., 1997; Taşdan and Yalçın, 2010; Celep and Yılmaztürk, 2012; Singh and Srivastava, 2016; Karavel et al., 2015; Uzun, 2018 ). In addition, the trust was found to be related to the job performance of employees (Friedlander, 1970; Kegan and Rubenstein, 1973; Oldham, 1975; Earley, 1986; Robinson, 1996; Rich, 1997; Dirks, 1999; Büte, 2011; Akkoç et al., 2012; Cankül et al., 2018; Turhan et al., 2018). Significant correlations between these three variables demonstrate that trust can have a mediating role. In a study in the literature, which examined the mediating role of trust in the effect of POS in organizations on the job performance of employees, it was found that trust had a partial mediating role (Akkoç et al., 2012). Within this scope, hypothesis 4 was developed based on the theory.

**Hypothesis 4:** Trust has a mediating role in the effect of perceived organizational support on the job performance of employees.

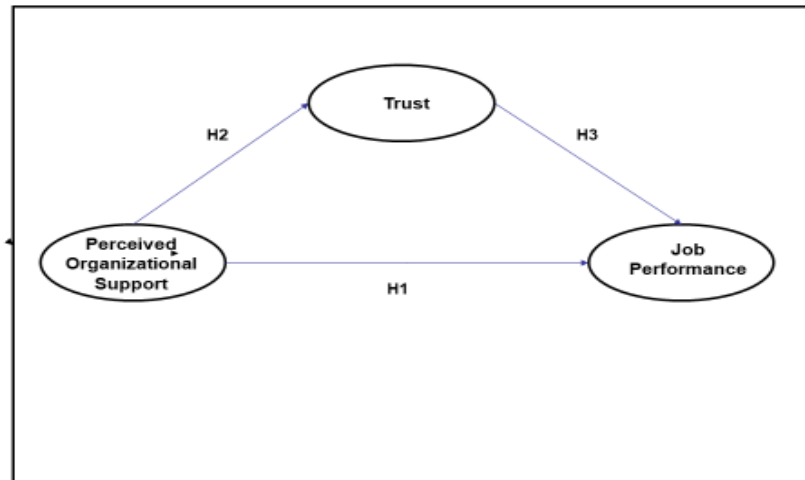


Figure 1. Research Model and Hypotheses

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### **METHOD**

In this research planned to determine the effect of perceived organizational support (POS) on job performance (JP) and the mediating role of trust (T) in this effect, firstly confirmatory factor analysis was performed for each variable and then correlations between variables were determined. The hypotheses and mediating effects were tested with hierarchical regression analysis. Subsequently, Sobel tests were performed to examine mediation tests.

#### **Research Sample**

The universe of the research consisted of nurses (n=550) who worked in a university hospital operating in Eskişehir. The sample size was calculated as 226 people considering an error margin of 5% within the 95% confidence interval (Sekaran, 1992). In this context, it was planned to conduct a questionnaire to 500 people who were randomly selected using the clustered sampling method. 468 of the questionnaires were returned and 460 of them were found suitable for analysis. In the extreme value analysis, 8 data sets that were non-conforming to the normal distribution of variables were excluded and the questionnaire forms filled in by 452 participants were included for the analyses.

Of the nurses who participated in the research, 75.7% (n=342) were female, 61.8% (n=279) were married and 47.8% (n=330) had bachelor's degree. The average age of the sample was 32.2 and the average working year was 10.6 years.

#### **Research Scales**

##### **Perceived Organizational Support Scale**

The scale was developed by Eisenberger et al., (1986) in order to determine the POS in employees. The 10-item form of the scale, which was shortened by Armstrong-Stassen and Ursel (2009), was used. The Turkish validity and reliability of the scale was performed by Akkoç et al., (2012). The total Cronbach's Alpha reliability coefficient of the scale was determined as  $\alpha=0.93$  (Akkoç et al., 2012). The validity and reliability of the scale in the nursing field was conducted by Türe Yılmaz and Yıldırım (2016). As a result of the analyses performed, one item had a low factor load and was excluded from the scale. As a result, it was found that the scale was a valid and reliable scale consisting of 9 items and one



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subscale, with a total Cronbach's alpha coefficient of  $\alpha=0.88$ . The scale items were scored using a 5-point Likert system from 1 point (strongly disagree) to 5 points (strongly agree) (Türe Yılmaz and Yıldırım, 2016). In this study, firstly exploratory factor analysis was performed to examine the construct validity of the POS scale. The data were found to fit the single factorial structure of the scale as a result of the analysis. In one dimensional analysis, 3 items with a factor load below 0.40 were excluded from the scale (5, 6 and 8). As a result of further analysis, the factor loads of the 6-item scale were determined to be between 0.46 and 0.87. The result of KMO analysis was 0.86 and the Barlett test was found to be significant ( $p=0.000$ ). After these analyses, the confirmatory factor analysis (CFA) was conducted using the AMOS package program. As a result of the factor analysis, the data were found to fit the single factorial structure of the scale. The goodness-of-fit values of the scale were at acceptable standards (Table 1). As a result of the reliability analysis performed, Cronbach's alpha reliability coefficient was found as  $\alpha=0.86$ .

### **Job Performance Scale**

The scale was used to evaluate the job performance of employees. It was first used by Kirkman and Rosen (1999), and then by Sigler and Pearson (2000). The Turkish validity reliability of the scale was conducted by Çöl (2008). The reliability coefficient of the scale was determined as  $\alpha=0.82$ . The answers on the scale were scored using the 5-point Likert system. In order to test the construct validity of the job performance scale in this study, firstly, the exploratory factor analysis was performed. As a result of the analysis, the data were found to fit the single factorial structure of the scale. The factor loads of the 4-item scale were determined to be between .73 and .89. The result of KMO analysis was 0.80 and the Barlett test was found to be significant ( $p=0.000$ ). After these analyses, the CFA was conducted using the AMOS package program. As a result of the factor analysis, the data were found to fit the single factorial structure of the scale. The goodness-of-fit values of the scale were at acceptable standards (Table 1). As a result of the reliability analysis performed, Cronbach's alpha reliability coefficient was found as  $\alpha=0.90$ .

### **Trust Scale**

The scale was developed by Jarvenpaa et al., (1998) to determine the level of perceived trust in business enterprises. The later version of the scale which was used by Furumo (2009) was used in the study. The

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Turkish validity and reliability of the scale was performed by Akkoç et al., (2012). The reliability coefficient of the scale was found as  $\alpha=0.92$ . The answers on the scale were scored using the 5-point Likert system. In order to test the construct validity of the scale in this study, firstly, the exploratory factor analysis was performed. As a result of the analysis, the data were found to fit the single factorial structure of the scale; however, 1 item was excluded from the analysis due to its low factor load. As a result of further analysis, the factor loads of the 5-item scale were determined to be between 0.66 and 0.70. The result of KMO analysis was 0.81 and the Barlett test was found to be significant ( $p=0.000$ ). After these analyses, the CFA was conducted using the AMOS package program. As a result of the factor analysis, the data were found to fit the single factorial structure of the scale. The goodness-of-fit values of the scale were at acceptable standards (Table 1). As a result of the reliability analysis performed, Cronbach's alpha reliability coefficient was found as  $\alpha=0.86$ .

### **RESULTS**

The research data obtained were analyzed in SPSS and Amos programs. Within this scope, CFA was performed to the scales used in the research. The results of the CFA are given in Table 1. It was seen that all variables had acceptable goodness-of-fit values.

**Table 1: Goodness-of-Fit Values of Scales as a Result of Confirmatory Factor Analysis**

Variables	$\chi^2$	df	CMIN/ DF $\leq 5$	GFI $\geq .85$	AGFI $\geq .80$	CFI $\geq .90$	NFI $\geq .90$	TLI $\geq .90$	RMSEA $\leq .08$
1. Perceived Organizational Support	7.84	8	.98	.99	.98	1	.99	1	.00
2. Trust	7.28	2	3.6	.99	.96	.99	.99	.92	.07
3. Job Performance	4.59	1	4.59	.99	.95	.99	.99	.91	.08

Note: The range of goodness-of-fit values was adjusted according to the "acceptable" standards.

In the second stage, the averages, standard deviations of the data obtained about the perceived organizational support, trust, and job performance and correlations between them were examined. The

findings are given in Table 2. In the third stage, the mediating effect was examined with a three-stage hierarchical regression analysis that was proposed by Baron and Kenny (1986).

**Table 2: Averages, Standard Deviations and Correlation Values Related to Data**

	Avg.	S.D.	1	2	3
1.Perceived Organizational Support	2.87	.89	(.86)		
2. Trust	3.71	.86	.31**	(.86)	
3.Job Performance	3.97	.82	.32**	.40**	(.90)

Note: Alpha reliability coefficients are indicated in parentheses.

\* p .05, \*\*p≤.01

As seen in Table 2, there were significant correlations between all dependent and independent variables. In order to determine whether there was a multicollinearity problem in the model, the collinearity was also examined in the context of analysis. The tolerance and VIF values obtained confirmed that there was no multicollinearity between the independent variables (Tolerance >.2, VIF<3).

In order to explain the effect of POS on JP and the mediating role of trust (T) in this effect, a three-stage regression analysis proposed by Baron and Kenny (1986) was performed. The independent variable should have an effect on the dependent variable and mediating variable according to this method. When the mediating variable is included in the regression analysis with the independent variable, the regression coefficient of the independent variable on dependent variable should decrease and the significant effect of the mediating variable on the dependent variable (JP) should be maintained. In this context, the correlations between POS, T, and JP were examined using the hierarchical regression analysis in order to determine the mediating role of trust and Sobel tests were performed. The findings related to the mediation test are given in Table 3.

In the context of mediation test, firstly, the correlation between the independent variable, which was perceived organizational support, and job performance was examined in the first stage. The POS was found to significantly affect the JP ( $\beta = .32, p < .001$ ). In the second stage, the effect of POS on T, which was investigated in terms of mediating role, was investigated. As a result of the analysis, the POS was found to affect T significantly ( $\beta = .30, p < .001$ ). T was found to significantly affect

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JP ( $\beta = .41, p < .001$ ). In the last stage, the POS and T were analyzed together and their effects on JP were investigated. As a result of this analysis, the effect on JP was maintained and decreased ( $\beta = .22, p < .001$ ) with the combined analysis of POS and T, and the effect of trust on JP was maintained ( $\beta = .34, p < .001$ ). After maintaining these conditions, the Sobel test was performed to confirm the mediating effect and Sobel ( $z$ ) was found to be significant ( $z = 5.6, p < .001$ ). This finding demonstrates that T has a partial mediating role in the effect of POS on JP. As a result of these analyses, the hypotheses H1, H2, H3, and H4, which was the mediation hypothesis, are supported.

**Table 3: Results of Regression Analyses**

		$\beta$	
		T	JP
POS	Test 1		
	Age		-.027
	WorkingYears		.025
	POS		.32***
	$\Delta R^2$		.104
	Adjusted $R^2$		.098
			( $F = 17.2$ ***)
	Test 2		G → IP
	Age	-.109	-.040
	WorkingYears	.221	.007
	POS	.30***	0.41***
	$\Delta R^2$	.111	.163
	Adjusted $R^2$	.105	.157
		( $F = 18.6$ ***)	( $F = 28.9$ ***)
	Test 3		
	Age		-.010
	WorkingYears		.050
	POS		.22***
T		.34***	
$\Delta R^2$		.206	
Adjusted $R^2$		.199	
		( $F = 29.0$ ***)	
	Sobel Test( $z$ )	5.6***	

\*\*\* $p \leq .001$

According to the results of the hierarchical regression analysis, it was determined that T increased JP as well as the independent variable affected the mediating variable.

**DISCUSSION AND CONCLUSION**

In this study, explanatory findings related to the correlation between perceived organizational support and job performance of nurses were obtained. When the results of the analyses were examined, it was determined that the perceived organizational support was associated with the job performance and that it positively and significantly increased the job performance. This finding is conforming to similar studies (Eisenberger et al., 1990; Cropanzanove et al., 1997; Randall et al., 1999; Allen et al., 2003; Kraimer and Sandy, 2004; Akkoç et al., 2012; Yılmaz, 2016; Karayel et al., 2018).

Perceived organizational support was found to be associated with trust and to increase trust positively and significantly. This finding is conforming to similar studies (Wayne et al., 1997; Taşdan and Yalçın, 2010; Akkoç et al., 2012; Celep and Yılmaztürk, 2012; Singh and Srivastava, 2016; Kara et al., 2015; Uzun, 2018).

Trust was found to be associated with job performance and to increase job performance positively and significantly. This finding is conforming to similar studies (Friedlander, 1970; Kegan and Rubenstein, 1973; Oldham, 1975; Earley, 1986; Robinson, 1996; Rich, 1997; Dirks, 1999; Büte, 2011; Akkoç et al., 2012; Cankül et al., 2018; Turhan et al., 2018).

Many variables are known to have an effect on the development of attitudes and behaviors of employees in organizations. In this context, it is thought that POS affects the resulting variables through some variables. As a result of the research, trust was determined to have a partial mediating role in the effect of perceived organizational support on job performance. Employees should be supported and be ensured to perceive this support in order to increase the job performances of employees in order to meet the requirements of today's competitive conditions. In addition, it is required to focus on events that positively affect the employees, such as trust. Thus, employees can develop positive attitudes and behaviors toward the organization. For this reason, it is thought that trust, which defines the positive expectations from other employees in the organization about their behaviors and intentions (Shockley-Zalabak et al., 2000), has an effect on the increase of the job performance of employees with the organizational support.

The first contribution of this study to the theory can be reported with the finding that perceived organizational support and job performance, which is perceived as an important resulting variable, can

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be increased with the mediating role of trust. Secondly, there is a limited number of studies which have investigated the mediating effect of trust in the relationship between these two variables. This finding related to the positive effect of trust in the increase of job performance of employees by perceived organizational support will contribute to the acceptance of scientific information on the mediating role of trust. The contribution of this study to the practice can be expressed as the fact that organizational support and trust are important in improving job performance in the nursing profession, which has professional roles and responsibilities, and that if these two variables are included in organizational culture, they will make an important contribution to the job performance. Nurses' level of job performance has an important impact on the quality of health service, patient safety, treatment process, and hospital performance indicators. Hereby, it can be recommended that employees can improve their job performances if the organizational support is perceived by them and if an important organizational attitude, such as trust, is developed.

The limitation of the study is based on the cross-sectional design. Therefore, it becomes more difficult to examine the correlations between the variables and determine their causality. Longitudinal studies are required in order to assess causal relationships. For future studies to be conducted on the increase of job performance of employees, it can be recommended to investigate the relationship of job performance to the other types of support and the interaction between social support, leader support, and colleague support and to examine the mediating role of trust in this interaction.

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