

# Trust in the Workplace: A Permanent Challenge for Performance in an Organization

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**Abstract:** This study attempts to describe what the trust could be in the workplace and its importance in labor relationships. Theoretically, the construction, of this concept, establishes six types of trust; they are respectively, “dispositional trust”, “situational decisional trust”, “trusting beliefs” and “system trust” that infer “trusting intention” likely to lead to “trusting behavior”. In the workplace, healthy and rational relationships could help in the building and maintaining the trusting behavior which depends on the character or individual aspirations, ability to communicate openly and competence that could be judged on the basis of technical capacity (know-how), self-awareness, self-management and management of interpersonal relationships. It is worth to note that trust is a permanent challenge for building employees' performance and retention, the team fulfillment and the implementation of organizational strategic direction.

**Keywords:** Trust; Relationships / Behavior; Organization / Workplace; Management system; Communication.

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## I. INTRODUCTION

In a simple way, trust reflects a sense of sincerity, honesty or integrity likely to characterize a relationship between individuals within or out of a group or teamwork. It could also be people's confidence to others due to the fact they do not harm them. Some researchers think that it could contribute to build a solid foundation for performance, employee retention and to consolidating the relationships within a team or a working group.

In the literature, we have several authors who wrote on this theme of “trust in the workplace”. We have no intention here to speak of all these writings. However, it is worth to note that the study of the monograph on trust made by Robert W. Rogers and Sheryl Riddle (2003), respectively President and Vice-President of Development Dimensions International (DDI) which promotes the building of high-involvement in organizations attracted particularly our attention. This study found in general that greed, short-term focus, global competition and the unethical behavior of leaders could decimate the psychological contract of trust that would have existed for years in the relationships within an organization.

Indeed, the purpose of our work is to describe trust as well as its role to team development and organizational change. Moreover, it will be a question of describing the advantages and discussing the specific referents that characterize trust, which type of behaviors could be dangerous, could support or maintain trust in a workplace and how can we rebuild this trust when mistrust or betrayal occurs in our working environment.

## II. DESCRIPTION

In this part, we have an interest to produce a state of the situation of the concept of “trust in the workplace”. So, it is worth to define this concept for its good comprehension by each of us, talk about trust in the workplace and then describe how it could spread among people in their workplace.

Generally, the management of an organization has two constraints that are particularly planning and strategy. The implementation of activities related to each of these two elements is likely to establish concurrent relationships that could be in a vertical manner between employees and managers, and horizontally between colleagues or peers in a given workplace. Indeed, for reinforcing the respect of the culture of an organization, which is a set of values and ideology likely to spread among the employees searching to achieve the goals set, with the interest of maintaining a good level of

an emotional climate that reflects how people might feel or act towards each other and their managers, it is better to develop trusting relationships in a workplace. In fact, what trust is and why is it important in the workplace?

The abundance of literature existing on the concept of trust suggests that it is too difficult to give an exhaustive and explicit definition of this concept. For example, the study by D. Harrison McKnight & Norman L. Chervany (1996), which summarizes the literature research on trust, found that conceptualizations of the term, by many authors, differ from one to the other, not only on the basis of the type of construction, but also on the basis of attributes perceived by the person under trust, including the specific context of the study. After reviewing various studies and guided by their own confidence classification criteria, these aforementioned researchers identified six major types of trust's construct, based respectively on the referents may be impersonal, situational, emotional or cognitive state. These types are as follows:

- 1) *Trusting behavior* is a behavior-based construct which is the willing of a person, by its conduct, to depend on the other with the acceptance of all the risks related.
- 2) *Trusting intention* is a cognitive-based construct that reflects a deliberate intention of dependency with the feeling of security, in a specific relationship without considering the consequences.
- 3) *Dispositional trust* is a situational-based construct that marks a tendency to trust due to a broad spectrum of reassuring situations or management system. It is a belief to people who could create that kind of trust without a situation of dependency.
- 4) *Situational decision to trust* is a cognitive-based construct which is an intention of trust every time a particular situation arises, regardless of his beliefs about the attributes of the other party.
- 5) *Trusting beliefs* is a beliefs-based construct, through beliefs and as well as the confidence that an individual could give to those beliefs. In the workplace, the most trusting beliefs are likely to lay on attributes as competence, predictability, goodness or morality, benevolence, credibility, honesty or integrity of a manager or facilitator.
- 6) *System trust* is an impersonal-based construct where structural assurance and normality are likely to ensure safeguards of all the stakeholders through actions such as regulations, guarantees, equity or contracts; this is a real reason to take risks with others within the work environment.

The definitions above of six coherent and interrelated types of trust constructs, developed by D. Harrison McKnight & Norman L. Chervany (1996), permit to understand the broad range of meaning and categorization of this concept. Below, we give a view's representation of this trust construct.

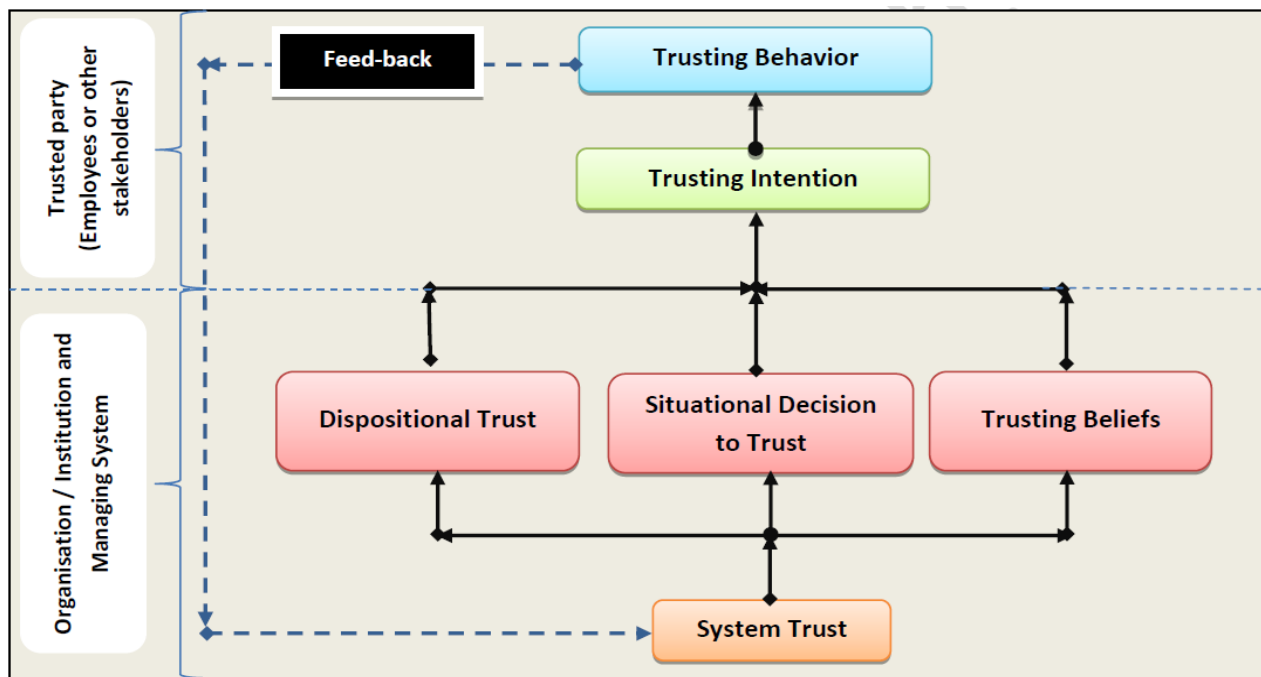


Figure 1: View of trust constructs in a work place – Adapted from the study of D. Harrison McKnight & Norman L. Chervany (1996)

For general description, trust in the workplace is likely to connect two entities composed both of an organization (or institution) with its existing management system and a trusted party consisting of the employees as well as the other stakeholders. A cultural strategy of each organization may or not offer assurance or guarantees to all its stakeholders through its management system. It is worth to note that at the individual level, the effective occurrence of assurance and guarantees in the workplace causes the feeling of security that induces a “trusting intention” likely to infer undoubtedly a “trusting behavior” within a system or organization. The existence of structural policy conditions and normalcy in the workplace creates a feedback response to the system at the individual level (see figure 1, page 5), thus contributing to the creation of “dispositional trust”, “situational decision to trust” and “trusting beliefs” that are all determinants of the trusting intention. In fact, the “dispositional trust” and “situational decision to trust” could take a large majority of employees to trust to a situation that may arise as well as the decision making system or allow them to believe in a given management system especially when the vision is clear, has an achievable goal, and stresses the importance of individual contribution in achieving vision (Rogers, Robert & Riddle, Sheryl, 2003). From our own experience, we let know for trusting belief that if the employees don't accept that the positional power of their manager lays on attributes as competence, integrity and benevolence, it would be difficult for them to be submissive.

If the theoretical construct helps to structure the relationship between entities likely to develop trust in the workplace, it does not state enough the main components of the concept and aspects or factors that can influence on its process. It is the analysis below which will bring a little more clarification on that subject.

### **III. GENERAL ANALYSIS**

Concretely, labor is likely to evolve over time, under the influence of psychological context and some socio-economic conditions. Thus, the management system has to be dynamic in order to respond to this development or to the expansion of the world. According to literature, this evolution went from a management focused on the tasks at a management focused on men. In reality, several principles have governed this cultural revolution as follows.

Particularly, the management focused on the tasks had a pyramidal structure in which the subordinate had to receive orders of a single person or leader, with consequences as centralization of authority, a limited range of subordination and extreme control. Unlike today, it is the time of the division of labor with the specification and specialization of tasks or functions (Henry Fayol). Priority is given to scientific managers for a rational analysis of work and a breakdown of work into elementary tasks (Frederick W. Taylor). Main producer of meaning and coherence in the workplace, the manager has to implement the right method, the best organization, the convenient and appropriate style of leadership after a punctilious analysis of the situation. Each organization has to clearly define its rules, functions and its administrative structure must be independent of people, with both a place for each person and each person in a place responding to its professional profile. Indeed, communication, globalization and evolution of education have changed the administration of work and have consequently contributed to revolutionize the way to lead les human in the workplace.

Thus, man is more and more in the core interest of the evolving management system and the powers and responsibilities are likely to be decentralized. In the same way, the theory Y of management (D. McGregor, 1906-1964) stipulated that the reward system combined with the goal objective permits to attribute responsibility to a person. However, our main question is in what context decentralization could happen in an organization?

In reality, decentralization in an organization could occur under beliefs of a manager to the competence, morality, credibility, honesty or integrity of a subordinate in doing some tasks. In this way we say that the manager trust to its subordinate, have confidence in him and is convinced that its actions are consistent with its words, he fully disclose important information and is open about its objectives and motives (Rogers, Robert & Riddle, Sheryl, 2003). Afterwards, decentralization and delegation based on trust contribute to release the manager from some superfluous tasks so he can focus only on the essential or devote more time to larger and important tasks, with the positive consequence of a significant gaining in productivity for the superior. The main role of managers in this case is a constant search for the participation of company staff, the promotion of relations based more on trust rather than the authority and the development of self-control at the expense of external management controls. In view of the above, and given the Y management theory which stated that the external control and the threat of sanctions are not always the only ways to get a well-done work and that man can make himself his work when he accepts the objectives assigned to it, it is worth to recognize that it is better to have trust in the workplace than excessive control that creates a sense of mistrust and frustration.

Besides, we note that it is important to foster interpersonal relationships within the workplace and search constant improvement of the working environment in the sense of individual fulfillment of employees. Considering that the relational dimension is a priority in an organization, the "leader" must be primarily a practitioner of psychology, a facilitator and a good communicator likely to spread a positive personal relationship among other people or its subordinates. This style could be an ingredient of the trusting intention that can mutate to the trusting behavior and so lead to more commitment and effective mobilization likely to guarantee the development of creativity in the workplace.

Truly, if the man remains in the center of the management system, then we think that the foundation or the cement of any relational dimension in an organization is trust which, according to Robert W. Rogers and Sheryl Riddle (2003), means:

Confidence – confidence that other actions are consistent with their words, that the people with whom you work are concerned about your welfare and interests apart from what you can do for them, that the skill you have developed are respected and valued by your coworkers and the larger organization, and that who you are and what you believe truly matter in the workplace.

#### **IV. ACTUALIZATION**

We note that trust has cognitive and emotional dimensions, respectively. In particular, hope and beliefs reflect the cognitive dimension whereas emotional dimension contributes to reinforce a feeling of security and confidence. It is then obvious that trust in the workplace improves the inter-relations among members of a group or teamwork. In fact, an emotional dimension of trust could be both a product of (1) individual factors such as well-being and perception of the coworkers' actions and manager's behavior and (2) environmental factors due to the nature or type of work, interpersonal exchanges, the rewarding system, etc.

From the analysis of the foregoing, it is possible to admit that trust within an organization could contribute to meet the needs of stakeholders on the scale of Abraham H. Maslow (1908-1970), through the development of feelings like:

- 1) "*Security or physical protection*" referring to the system trust through the structural assurance and normality based on regulations, guarantees, equity, or contracts;
- 2) "*Belonging and recognition*" which means that I feel entirely member, in successful integration within my team work because I am accepted, understood, and I share the same ideas (a sense of giving and receiving) with my teammates, for achieving common goals. The feeling of "belonging and recognition" is due to reciprocal trust within teammates, and between teammates and manager;
- 3) "*Self-esteem*" means that my knowledge and my professional skill are recognized, respected and valued for their contribution of attaining the cultural objective of the organization;
- 4) "*Self-accomplishment and support*" which are the consequences of the spread of positive personal relationships among employees by a manager which encourages behavior that leads to more creativity in the workplace.

According to Maslow's theory, we admit that a non-satisfied need is a tangible source of motivation and as soon as he is, the higher need becomes the new source of motivation. This suggests that in an environment where there is trust, the feeling of an employee could operate in a continuum from "Security or physical protection" to "Self-accomplishment and support" and vice versa.

Hope, Beliefs, feeling of security and confidence as a cognitive aspect of trust within a team contribute to consolidate good relations among employees and between subordinates and their superior. Each of employees and the superior are convinced that actions and words match up in reality and respond to a common objective. This situation is likely to sow, between people, mutual understanding, cooperation and collaboration which are the determinants of mobilization within a group or team. To illustrate an importance of these determinants, within a group, White Paper edited by Steelcase Workspace Futures (2010) stated that "if you want to go kicky, go alone and if you want to go far, go together". Besides, it is necessary to a manager to develop situations that permit to people to pool their talents and work together.

The best case study of trust within an organization is the schematic illustration of a football team whose structure includes one coach with its technical staff, one captain and the other players who are the main actors in the field. In fact, the role of the coach is to establish the technical and define the strategy of his team to be the best in the game production. To be more successful in its action, he has to communicate more with the players, believe in their abilities and intrinsic skills or the expression of their talent regarding football. For the captain, he has to remind to its teammates, the coach's instructions

and try to maintain among the players the feeling of having the common objective when playing. The players in turn are producers of the game in the field of play. The collective and their game running largely depend on their mood and their technical capacity to implement the instructions of the coach through the captain's voice on the field. The transmission of the ball to the player who holds the best position among the other teammates meet the collective goal of winning, not a personal goal. However, when one teammate is not able to perform its role in the playground, the team should have huge trouble focusing to achieve its collective target. In practice, this example of a football team permits us to understand simply the functioning of an organization; for this example, (1) a manager is like a coach capable of implementing its strategic plan, (2) players that contribute to the production of the game represent producers of goods and services in the corporation and (3) the man to whom power is delegated is as a captain of a football team. It is obvious that if an organization must meet the constraints of its environment, it must operate as a football team as a whole.

## **V. DISCUSSIONS**

The main objective of this part is to explore the importance or contribution of the following areas for entertaining trust in the workplace: (1) the integrity of the organization, (2) strategic direction of organization, (3) compensating employees to develop trust, (4) trust in the work environment, (5) communications between workers and management, (6) leadership that develops trust, (7) rebuilding trust after it has broken.

### **5.1. Integrity of the organization:**

According to the Longman Dictionary of Contemporary English (p. 846), the formal definition states that integrity is the state of being united as a complete entity or things. Thus, the integrity of the organization reflects a situation where all the stakeholders join forces around a common vision to achieve a goal known in advance. However, what might cause people to live and work together in an organization despite their difference in culture and education?

Indeed, we know that the feeling of "belonging and recognition" likely to create mutual trust could be the key to integration in a group of work, because it develops the sense of giving and receiving regarding exchanges between employees. In this case, it is possible that stakeholders of an organization adhere to the same code of ethics or a set of values that could be the cement for the coherence and consistency of thinking and also contribute to building and maintaining trust among people.

### **5.2. Strategic direction of organization:**

In a complex environment, an organization has to identify its orientation through a formalized and strategic plan. In fact, the Work Breakdown Structure (WBS) is a hierarchical structure of tasks that translates the strategic plan or strategic direction, with the obligation to its alignment with the culture or the strategic objective of the organization. Indeed, every organization must disseminate and communicate to all employees or stakeholders its strategic plan or WBS likely to clarify the specific roles for each. Thus, each worker feels as a full member of the organization and thereby shares the same ideas in the sense of giving and receiving each other's among teammates or peers. The sole purpose of sharing ideas in an organization is to achieve common goals, through the mutual recognition of the contribution of each, with the development of rational trusting relationships based on reason rather than emotion.

### **5.3. Compensating employees to develop trust:**

In general, compensation is an alternative action that could turn an undesirable situation to a better one; it could be also a way of repairing an injury, loss or damage to a person. Thus, in the workplace, compensating employees is a means of recognition or rewarding their contribution for the life of their organization. In fact, the rewarding and recognition system are both flanked by a structural assurance and normality that ensure a safeguard for employees and leads to "dispositional trust" and "system trust" likely to be determinants of "trusting intention" at the individual level.

### **5.4. Trust in the work environment:**

Amy Lyman (2003), president of the Great Place to Work Institute found three views of trust in the workplace. They are as follows:

- Trust is a way of perceiving others as credible for their action versus their words and business ethic;
- Trust depends on a recognition system through support for professional growth, inclusion in decision making and social services;
- Trust grows out fairness or equitable treatment among all the stakeholders of an organization.

In view of the above, we would like to know the importance of trust in the workplace and what it means in practice in the workplace.

Trust is an emotional and cognitive fact which is important to the living conditions in a work environment. This role could be through the quality of relationships likely to be a catalyst for regeneration or organizational renewal. If trust develops feelings as "security or physical protection", "belonging and recognition," "self-esteem" and "self-accomplishment and support," then it is worth to admit that when it erodes, relationships are obviously compromised; in addition, commitment and motivation that are factors of the mobilization would decrease accordingly among employees because their needs are not being met (see Maslow's theory). In the same way, Dennis S. Reina and Michelle L. Reina (2007) argued, in their study "Building Sustainable Trust", that without trust, employees have little interest in being creative, taking risks and collaborating with others. In this situation, the generating capacity of any organization could begin to decline and performance would collapse over time.

In conclusion, we can say that trust is a catalyst for mobilizing employees around a goal and crystallizes the vision that employees have on their organization and its management system. It has an important role in activating performance in a given organization and thus constitutes an economic driver that could promote employees' retention and strengthens interpersonal relations among them.

#### ***5.5. Communications between workers and management system:***

The communication between workers and the management system within an organization must meet the needs of employees to know in depth their company. Indeed, they should be well informed about the company's operating rules and understand human resource management policies to ensure the establishment of a system based on trust. Theoretically, it is interesting to note that the information is a powerful motivating factor because when a worker knows the vision and goals of the organization, it feels more concerned than when he is ignorant.

From our general observation, it is often common to find in some organizations that the management system excludes its staff to a particular level of decision-making or information judged more complex for their understanding; it would be, for example, the implementation of the organization's strategy, defining objectives or presenting problems related to the environment, etc. In practice, the retention of information certainly reinforces hierarchical barriers and is therefore a real obstacle to growth, development of the workers and contributes to limiting their willingness and ability to actively participate in the working life of the institution. In this case, the employees' trend is to withhold or distort information they must submit to the management system (D. Harrison McKnight & Norman L. Chervany, 1996), resulting thus at a gradual erosion of the trusting intention or behavior. We conclude that it is necessary to reduce the hierarchical barriers to their simplest expression through simple attitudes such as greetings, free conversations, jokes in order to disseminate a good emotional climate and to ensure a permanent relaxed atmosphere. According to Noreen Kelly (2013), trust and communication are closely intertwined on the purely relational aspects, vital for any organization and are unequivocally the glue that holds us together towards common vision. Indeed, she argued that trust is the basis of all communication, while the latter is obviously the key to establish, maintain and strengthen this trust. Thus, without a commitment to truth and holding a frank and open communication, we can't build any lasting relationship. Trust is a necessary ingredient for the good collaboration and effective communication within an organization.

#### ***5.6. Leadership that develops trust:***

The abundance of literature that exists on the concept of leadership suggests that it is a difficult term to define. However, after the synthesis of the monograph study of Jean-Louis Bergeron (1979, p. 24) on this concept, we learn that leadership means all activities through which a superior influences behavior of his subordinates in the sense of a deliberately more efficient achievement of organizational objectives. Our main question is to know how and which style of leadership could develop more trust in the workplace.

Leadership's competence and the consistent actions are important in building confidence in an organization. Particularly, McGregor has developed two theories of leadership based respectively on both pessimistic and optimistic assumptions regarding "work" for a human being. Indeed, theory X leaders argued that people have an innate characteristic unfavorable to work and are not willing to do their work without control; in addition, they have fewer ambitions and their objective is only to meet their needs. Unlike theory Y leaders stated that people have a pleasure for working as in a part of a game or taking their rest; they could drive alone and deliberately accept their tasks without constraint or control and are ready to assume their responsibilities.

Robert W. Rogers and Sheryl Riddle (2003) utilized these two theories to mention the influence of leadership on trust in an organization or the workplace. According to their research, theory X leaders don't generate trust and drain the organization's vitality, energy and enthusiasm because (1) they use people as lemons that you squeeze the juice and throw away the remains and (2) they don't develop an open communication and they avoid making decisions because of their fear of committing mistakes and having a feeling of weakness in front of subordinates. However, theory Y leaders, based on recognition and self-esteem, provides a baseline level of competence and generate a higher level of trust between employees.

In addition, Deanne N. Den Hartog et al (2002) in their study, based on the Impact of Leader Behaviour on Trust in Management and Co-workers, tested the relationship between transformational and transactional leadership and the trust that employees could have toward their leader. They found that, trust on the leader and management was highly positively related to transformational leadership whereas this relation is weak for transactional leadership. They argued that transformational or charismatic leadership is likely to promote an objective sharing of vision within an organization among stakeholders, stimulate subordinates and pay attention to the difference among them, concerning particularly their emotion, character, aspirations and feeling.

### **5.7. *Rebuilding trust after it has broken:***

Trust is related to our individual character, intrinsic competence and ability of communicating openly. As activator of collaboration, cooperation and mutual understanding, it is important to note that trust takes time to develop because of the fact that the strengthening of relations between stakeholders seeking to discover one another takes time. Indeed, the "Reina Trust and Betrayal" model (2009) revealed that there exists "transactional trust" in the workplace that reflects constantly a reciprocal and mutual exchange among stakeholders. It is composed of a cyclic chain of three components around the core center which is the capacity for trust; it is respectively (1) contractual trust, or "the trust of character", (2) communication trust, or "the trust of disclosure" and (3) competence trust, or "trusted the capability". Then, in the cyclic operating system of trust described above we observe that trust is very easy to disrupt if only one of the links (character, disclosure or capability) of the chain is weak. Unlike it would be difficult to find or reconstruct the good quality of an emotional climate beyond the disruption of confidence and especially in an atmosphere where relationships are deleterious. However, our question is to know which reasons could break trust and how it can be rebuilt in the workplace.

When interpersonal relationships are not smooth and the work environment doesn't offer assurance, guarantee or safeguard for employees, the situation deteriorates and trust break in the workplace. In the same way, describing situations that could lead to disruption of trust, Dennis S. Reina and Michelle L. Reina (2009) argued that:

When we don't do what we say we will do, when we gossip about others behind their backs, when we renege on decisions we agreed to, when we hide our agenda and work it behind the scenes, and when we spin the truth rather than tell it, we break trust and damage our relationships.

Consequently mistrust and fear could haunt the minds of employees. Thus, initiative and sharing ideas get bogged down with negative consequences in terms of creativity and productivity. It is obvious that people working together in perfect harmony based on trust, would have a positive impact on the productivity of an organization; for this reason it becomes imperative to restore this trust after it has broken in order to stay permanently focused on the goal.

Indeed, when trust is broken, it is useful to foster interpersonal relationships through open communication in order to ensure and improve the nature and quality of the interactions between stakeholders. This fact would contribute to enhance the state of working environment by promoting individual fulfillment. In addition, the manager has the duty to maintain the good feelings of employees regarding their relationship with the managing system in general or the leader himself, by maintaining self-esteem, self-fulfillment and support. In conclusion, we admit with Robert W. Rogers and Sheryl Riddle (2003) that there exist as follows six essential steps likely to foster a high level of trust in the workplace: (1) maintain mutual self-esteem, (2) support and praise one another, (3) keep sensitive information confidential, (4) stand up for one another, (5) avoid gossip or unfair criticism of others and (6) appreciate one another's skills and differences.

## **VI. GENERAL RECOMMENDATIONS**

The fundamental task of any manager or team's leader in general is to generate and maintain a positive emotional climate among its subordinates. Given this statement, our main recommendation to any manager is to look for the resonance that is the key that allows leader to be able to awaken its employees so that they can release the best of themselves, under the

good emotional climate. Indeed, the emotional dimension of leadership, as invisible, neglected or ignored is often critical for effective actions of leaders. For instance, emotional intelligence (understanding our emotions and that of others and recognizing their importance and their role in relationships) is the key resource of the new model of managing which is the resonant leadership based on leading and motivating people. This new knowledge of management inspires, arouses passion and enthusiasm, and continuously feeds the motivation and the commitment of individuals. The fundamental task of a leader in this case is to generate enthusiasm, optimism and passion for work and cultivate a favorable climate for collaboration, inter-understanding and cooperation based on trust. However, how an emotional intelligence can enable leaders to accomplish these basic tasks?

Each of the four spheres of emotional intelligence bellows provides a key set of skills for resonant leadership:

- 1) *Self-awareness* promotes both empathy (a perception of how someone else feels a situation - listening and integrating the perspective of the other), and self-management that allow a management of effective relationships. Managers with this self-awareness are attuned to their inner signals. They recognize their own emotions and know how to manage them better. They are listening to their feelings and those of others, and thus know how to say and do what is appropriate at a given time.
- 2) *Self-management* includes self-control or the ability to manage its emotions, transparency, adaptability and optimism being the sense of initiative and willingness to realization;
- 3) *Interpersonal intelligence* means that, beyond empathy, the manager must understand the political forces at work in an organization, as well as the rules and unspoken values that prevail among its members;
- 4) *Relationship management or social intelligence* based on:
  - Inspiration of a manager likely to motivate others, through an exciting vision or a unifying mission. The manager embodies what he asks for others and is able to express a shared vision with the communicator charisma;
  - Influence of a manager by persuasion or motivation actions;
  - Enrichment of others is the way of promoting the development of the capacities of others, conveying constructive feedback at the right time;
  - Catalysts for change: changes when they emerge in an organization and acknowledgement are compelling and motivating arguments;
  - Ability to conflict management: update conflict, acknowledge the feelings and views of all parties to redirect all energies towards a common ideal;
  - Working as a team and collaborative sense.

Finally, the manager must train other people in the team active participation or effective mobilization likely to support the production of a collective effort that promotes a strong team spirit based on a common vision. Indeed, the mobilization of a team is a management philosophy which, through small everyday gestures, effectively uses know-how, ambitions and motivation of the people of the company in order to produce on them an intellectual energy likely to offer a product or service quality. In fact, the manager has firstly to clarify and update the objective of the mission and the project's organization as well as its team, secondly design, implement and assess effective participation structures and thirdly display a facilitative leadership by focusing on the development of individuals and teams and recognition of skills. To get great performance and high's staff satisfaction, the leaders' behavior could lean towards tasks' structuring the organization through work breakdown structure and people compensating employees through recognition and rewarding.

## VII. CONCLUSION

We learned from the abundance of literature that the notion of trust is based on the aspects that can be impersonal, situational, emotional or cognitive. Thus, to promote trust in the workplace, it is imperative to clearly define rules and functions through a hierarchical structure of tasks, improve the conditions of working environment and foster interpersonal relationships. It is established that the sense of belonging and recognition could create mutual trust between employees and leads to a real integration of each member in its working group.



Trust allows employees and the manager to adhere to the same code of ethics or values (beliefs or convictions that guide behavior) and leads to consistent actions and thinking through the development of a sense of giving and receiving. It is the cement of cooperation, collaboration and mutual understanding that are the mobilizing referents; thus, we conclude that trust is likely to channel individual efforts and to integrate them into a global dynamic that meets the objectives set out in an organization.

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