Cooperation in the Heat of the Moment: The Effect of Leadership Behavior on SwiftTrust

Abstract

Development of trust demands personal knowledge and is time consuming; at least so scholars have argued for several decades. Very little work has been done to investigate why in some cases people act as if there are high levels of trust with strangers. While there has been some studies related to the rapid formation of trust, the time perspective differs widely between studies. This is the first study to approach this paradox with an experimental research design; Looking at leadership behavior as a predictor of trust. We were able to identify a trusting intention within the initial sixty seconds of the first meeting between strangers. We propose this form of trust is based of schematic evaluations, and can be operationalized as Immediate Trust.

Tillit krever personlig kjennskap, og tar tid å bygge; dette har i hvert fall vært den ledende antakelsen i tillitslitteraturen. Veldig lite forskning har undersøkt hvorfor mennesker som er ukjente for hverandre allikevel kan samarbeide som om de skulle hatt høyt tillitsnivå mellom hverandre. Selv om noen studier har sett på tillit kan vokse frem hurtig, har tidsperspektivet i disse studiene vært svært varierende. Dette er det første studiet som har sett på tillit med en eksperimentell tilnærming. Ved å se på ledelsesatferd og emosjonell stabilitet som prediktorer for tillit kunne vi identifisere en tillitsintensjon innen de første sekst sekundene av det første møtet mellom to ukjente. Vi mener en slik form for tillit er basert på kognitive skjemaevalueringer og kan operasjonaliseres som umiddelbar tillit.

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The effect of employee trust of the supervisor on enterprising behavior: A cross-cultural comparison. Journal of Business and Psychology, 21(2), 273–291. doi: 10.1007/s10869-006-9029-2.CrossRefGoogle Scholar. De Cremer, D., van Dijke, M., & Bos, A. R. (2006). Opening the black box: An experimental investigation of the mediating effects of trust and value congruence on transformational and transactional leadership. Journal of Organizational Behavior, 21(8), 949–964. doi: 10.1002/1099-1379(200012)21:8<949::AID-JOB64>3.0.CO;2-F.CrossRefGoogle Scholar. Jung, D., Yammarino, F. J., & Lee, J. K. (2009). Inclusive leaders can affect the perceptions of the team member by showing acceptance and respect. In the context of teamwork, the team member does not only care about the needs of others but also take into serious consideration the advice of the leader from different angles, all of which can substantially improve team performance. Hypothesis 1 proposed the main effect that inclusive leadership exerted a significantly positive effect on employee voice behavior. First, the control variables of the first and second levels, as well as the independent variable of inclusive leadership were entered in separate steps. As shown in Table 5, inclusive leadership was positively associated with employee voice behavior (β = 0.34, p < 0.01, Model 2), supporting Hypothesis 1. WP No 496 February, 2003 TRUST IN MANAGEMENT: THE EFFECT OF MANAGERIAL TRUSTWORTHY BEHAVIOR AND RECIPROCITY Pablo Cardona * Aitziber Elola**. * Professor of Managing People in Organizations, IESE. ** Doctoral Candidate, IESE. Laboratory and field experiments demonstrated a positive effect of some of the categories of managerial trustworthy behavior on trust in the manager (e.g., Korsgaard et al., 2002; Korsgaard, Schweiger, & Sapienza, 1995; Lind, 1997). Korsgaard and colleagues (2002), for example, have recently examined two forms of managerial trustworthy behavior (open communication and demonstrating concern for employees) and related them to trust in the manager. They found a positive relationship between the two constructs. “Swift trust” may enable effective cooperation even among people that are unfamiliar with each other. This is seen as a relevant perspective because such temporal groups often handle unforeseen and critical events. Given the limited amount of research on “swift trust”, the chapter also aims to identify future research questions. The formation and distribution of trust in the group as a whole, possibly, due to an increased optimism related to mastering the situation (Fulmer, & Gelfand, 1994; Meyerson et al., 1992), may explain why the leadership factor, in a study of Scandinavian military officers, emerged as the single most important factor explaining “swift trust”, or the lack of it, in critical situations (Hyllengren et al. The good behaviour of the leader raises the morale, builds up confidence and spirit among the team members and lack of good behaviour will discard him as a leader. The behavioural approach differs from the traits approach in that: ADVERTISEMENTS: (i) The traits approach emphasizes some particular trait to be possessed by leader whereas this theory emphasized on particular behaviour by him. The Bureau of Research at Ohio State University conducted these studies. The main objective of the studies was to identify the major dimensions of leadership and to investigate the effect of leader’s behaviour on employee behaviour and satisfaction. Ultimately, these studies narrowed the description of leader behaviour to two dimensions: (i) Initiating Structure. (ii) Consideration.