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MODIFICATION OF THE CONCEPT OF TRUST
IN THE ORGANIZATION

Abstract

One of the crucial factors determining the state and level of the organization in the market is the trust in the organization. The work aims to modify and improve the concept of trust in the organization by R. Shaw and to develop a methodology for identifying ideas about trust in the organization. Based on R. Shaw's "Methodology for assessing the level of trust in the organization" and the three key imperatives of trust, 20 unfinished sentences were developed, each of which had to be completed with one or more words/phrases, based on the respondents' perceptions and what is characteristic of them. Based on the results obtained at the first stage of the study, statements were developed that were included in the questionnaire. As a result of processing the obtained data through content analysis, the following components were identified in the structure of each imperative of trust: effectiveness, decency, caring for others. A methodology for identifying beliefs was developed and tested for reliability-consistency. In the modified concept of R. Shaw, the selected components can be correlated with three group roles that a successful leader should have: facilitator, mediator and moderator.

Keywords: beliefs about trust in an organization, trust imperatives, efficiency, decency, concern for others, reliability.

Introduction

Over the entire period of the study, many definitions of trust were formulated, specific components, structure, and content of the phenomenon were identified. Many researchers disagreed not only on the content of trust but also on what category of concepts it belongs to. Trust was viewed as an internal state of readiness (Yakhontova, 2004), expectation and anticipation (Fukuyama, 2004; Gambetta, 2000; Nestik., 2005, Gavett, 2014), attitude (Skripkina, 2000; Antonenko, 2014), hope (Shaw, 2000), psychological state and feeling (Zinchenko, 2001), faith (Shaw, 2000, Skripkina, 2000), social capital (Shtomp-ka, 2012; Shikhirev, 2000; Fukuyama, 2004). Also, great attention was paid to the cultural aspect of trust, and it was often understood as the competence of the subject (Kupreychenko, 2008).

A generalized definition of the concept of trust is given by social philosophy, which is interesting in that it considers society not as a cumbersome "pyramid" towering over a person with his needs and hopes, but as a large association of people in which they can jointly realize their needs and goals (Furs, 2006, pp. 6-8) The philosophy of staff management of the organization proceeds from the fact that employees are a crucial resource that "it is better not to manage at all... The task is to direct people" (Drucker, 2004,

p. 13). The philosophy of management considers the attitude to the employee as a valuable asset; therefore, the meaning of the philosophy of staff management is, first of all, to achieve harmonization of relations between the employee and the employer based on mutual loyalty and trust (Diev, 2010).

Trust is the main component of communication, on which the nature of the flow of interpersonal relations and interaction depends, which defines it as the primary mechanism that affects the socio-psychological climate in the team.

By the beginning of the 70s of the XX century, several approaches to studying "trust" had been developed. Trust was seen either as a result of individual experience developing relationships with people around them or as a need for risk to achieve their goals. Nevertheless, in both cases, researchers more often talked about trust, not as a separate concept but as a human resource management category. For example, Belyanin (2010) considers trust as an inner feeling, which is expressed in identifying your interests with the interests of another person. This is the state when you completely rely on others as on yourself. English sociologist E. Giddens (1990) defines trust as confidence in the reliability of a person or a system in a given situation (p. 34). Luhmann (1979) defines two types of trust, interpersonal trust and institutional trust, trust between people is "behaviour-behaviour", and institutional trust is trust in organizations - "attitudes". Interpersonal trust is trust about the person with whom the actor entered or enters into any relationship, i.e. interpersonal trust is the trust that emerges from face-to-face interaction between actors (Giddens, 1990), it is trust when community members are confident that other community members will behave more or less predictably, honestly and with attention to the needs of others in agreement with some common norms.

Many researchers of trust define the main component of social capital. So, for example, F. Fukuyama (2004), within the framework of the concept of the "social capital", explains the

"trust" as "…the arising expectation among community members that the other members of the community will behave more or less predicttably, honestly and with attention to the needs of the rest, corresponding with some general norms", where the concept of the social capital defines as "...a certain potential of society or its part, arising as a result of the presence of trust between its members"- that is the presence of interpersonal trust in society. P. Sztompka understands social capital as "capital of trust" and "capital of reliability". The author analyzes the approaches to understanding social capital of P. Bourdieu, R. Putnam, F. Fukuyama, and N. Lin, and notes that social capital is an essential resource of an individual, which is inextricably linked with trust: "This means that trust must be recognized as the core social capital" (Shtompka, 2012).

Trust is one of the main factors of organizational success, where the degree of teamwork efficiency is determined by the trusting relationship of the organization's members to each other.

Currently, much attention is paid to the efficiency of the functioning and development of various government and commercial organizations. An organization is a team involved in all the processes within the organization and on which the effectiveness of its activities depends. With the increasing efficiency of the activity, the competitiveness of the organization is growing. Positive relationships, including in a team, are formed based on trusting relationships, where trust is one of the important connecting links between employees of the organization and managers with subordinates. From the point of view of R. Shaw (2000), trust is a powerful universal force that affects almost everything that happens within an organization and in relations between organizations.

Trust in an organization can effectively mobilize collective action and produce tangible and intangible benefits. Trust is essential to ensure cooperation and the production of "public goods" (La Porta, & Lopez-de-Silane, Shleifer,

& Vishny, 1996). Trust is a positive resource that can be focused within a given organization and generate trusting reciprocal relationships that allow the organization to grow.

A modern organization, on its goal-achieving mission, carries out its activities under various interactions and interconnections. These interacttions and relationships, both organizational and inter-organizational, should be aimed at achieving mutual trust and harmonizing relations, which will determine the success and effectiveness of the organization's activities (Belyaev, Valiev, & Khalilu, 2011).

Along with the variety of definitions of organizational trust, there are also different approaches and views on the definition of what qualities should possess the employee or the manager whom the others trust. Trust *interpret* as a characteristic of the interaction of two sides – and one who trusts and the one whom the others trust, which arises when they both have such qualities as professional competence, benevolence, and reliability in relationships (Davis, Schoorman, Mayer, & Tan, 2000).

Within the framework of the organizational and psychological level of research, various approaches to understanding the essence of trust in an organization are distinguished, reflecting the specifics of this phenomenon's theoretical models. In connection with this, there are several directions to its study.

The researchers of trust as a factor in the economic efficiency of an organization have studied the indicators of organizational effectiveness and the mechanisms of influence (directly or indirectly). According to most researchers in this area, trust increases the efficiency of the organization, helps to improve the relationship "leader-subordinate", and is a tool for the development of cooperation and the formation of a single cohesive team (Antonenko, 2014).

Within this area, trust is seen as the basis of an important organizational resource - social capital. According to P. Boudier, social capital was defined as "resources based on family relation-

ships and relationships in a membership group" (Nestik, 2005) according to which it is the potential of mutual trust and mutual assistance, purposefully formed in interpersonal relationships: obligations and expectations, information channels, and social norms. Francis Fukuyama, in his book "Trust", defined social capital as "confirmed informal norms that facilitate cooperation between two or more individuals" (Fukuyama, 2004, p. 52). Thus, from the above definitions, it follows that social capital, which is built on trust and cooperation, is the power and the mechanism that leads to the achievement of efficiency in the organisation's activities.

The focus of the second line of research covers the problems of balancing organizational factors that contribute to the existence of a high level of trust; ways to build a high level of trust between employees, executives, and managers; factors causing breaches of trust, as well as ways to increase the level of trust between firms (Antonenko, 2014).

Another actual direction of research of trust in an organization is studying the dynamics and processes of the formation of this phenomenon.

The fourth direction of research on trust in an organization is devoted to studying the relationship of trust and distrust with organizational and psychological phenomena (phenomena of communal life). It should be noted that this direction is the least developed since the results of such studies have no direct practical application. However, these works are necessary for developping and refining the conceptual ideas about the nature of the phenomenon of trust in the organization.

It follows from this that the fundamental component of the success, development and effective work of an organization is trust (Skripkina, 2000; Shaw, 2000).

The high level of trust within the organization increases the probability of success.

According to A. B. Kupreychenko, there are two concepts of "organizational trust" and "trust in the organization." When it comes to trust in

joint activities as a group psychological phenolmenon, these concepts are, in most cases, interchangeable. However, each concept differs in the context in which trust is viewed. Thus, organizational trust is understood as a system of trust between an organization and the external environment. In contrast, trust in an organization is understood as trust between employees (horizontal relationships) and between managers and staff (vertical relationships) (Kupreychenko, 2008).

The study of trust in an organization is not an easy task since the formation of trust between the employees and between the managers and subordinates is influenced by various mechanisms and a large number of internal and external factors. When studying the mechanisms of building trust in an organization, the existing ideas about trust in the organization, both among the leaders and the top managers and among the ordinary employees, play an essential role. It should be

noted that social ideas about the same object can differ significantly among different groups and individuals. R. M. Shamionov (2010) assumes that "the social representation of an individual is largely related to his social experience, and the more diverse is this experience, the more various aspects of the image created are taken into account". In the formation of a relationship of trust to another as the subject of trust, both the experience of interaction with him and the actual needs of the subject of trust play an important role.

To study these ideas about trust and identify the mechanisms of its formation, we set the task of modifying R. Shaw's concept and then creating a methodology based on this concept aimed at identifying ideas about trust in an organization. R. Shaw identifies three key imperatives of trust in trust structure: efficiency, decency, and concern for others.
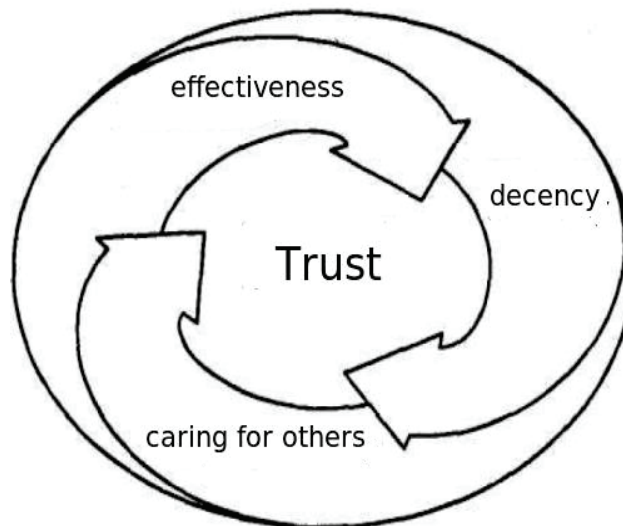

Figure 1. Imperatives of Trust.

Effectiveness – The main component of trust is the result necessary for the growth and prosperity of the organization. For this, it is necessary to work effectively not only with some key employees but with all employees of the organization. The principle of effectiveness, as noted by R. Shaw, applies to individuals, groups, and the organization as a whole. Efficiency at all levels is

an index of average performance (Shaw, 2000).

The socio-psychological specificity of relations existing in result-oriented companies is the establishment of clear and high goals (allowing everyone to understand that overall success depends on their efforts), an expectation of optimal implementation of initiatives (and support for the initiative), dispassionate and consistent assess-

ment of success and failures.

Decency – By decency, Robert Shaw understands a person's sincerity in words and consistency in deeds and actions. As we know, people tend to trust more those whose words are consistent with their deeds, whose behaviour is predicttable and trustworthy.

As for trust in organizations, decency plays two roles:

- First, it requires organizations to develop values and working methods that respect the rights of colleagues, customers, partners, and shareholders. This is the "outer core" of decency.
- Second, decency requires that the organization, its leaders, and employees develop a consistent and coordinated approach to business. This is the "inner core" of decency, the most important factor in creating trust (Shaw, 2000, p. 83).

Thus, decency is a criterion for consistency, organization of activities, and consistency in behaviour. This is the key to building and maintaining trust.

Caring for others – The third imperative of trust is caring for others. By the manifestation of care, R. Shaw understands caring for one person and caring for the groups in which we are members. We are more inclined to trust those people who care for us, understand us, and act according to our needs and interests. The caring factor encourages us to have faith that other people support both our well-being and that of others. In other words, this imperative requires that people whom we trust to be responsive to our needs, even in conflict situations. Understanding the expectations and needs of others is fundamental to caring (Shaw, 2000).

Research Methodology
Second Stage of the Research

Modification of the concept of trust in the organization of R. Shaw.

Methods – Thus, based on the "Methodology for assessing the level of trust in the organization" and the three key imperatives of trust by Robert Shaw, we developed 20 unfinished sentences, each of which had to be completed with one or more words/phrases, based on the respondent's perceptions and what is typical for him. The data obtained were processed using the content analysis method.

The unfinished sentences included five sentences each, aimed at understanding and identifying representations:

- about the effectiveness of the organization's employees, for example, "The performance indicator is...", "The effectiveness of activities in the organization can only be achieved if…" and so on;
- about the decency of the organization's employees, for example, "A decent employee of the organization is the employee who…", "A decent employee of the organization is the employee who…", etc.;
- about the manifestation of care of the management for its subordinates, for example, "A caring leader is such a leader ...", "The manifestation of care in the organization for the employees contributes to...", etc.;
- about trust in the organization, in general, for example, "The trust of employees in the organization is manifested in their...", "A trustworthy employee, this is such an employee…", etc.

Sample - The sample consisted of 150 respondents, 67 of whom are men and 83 are women, aged 20 to 56 years, with work experience in the organization.

Results and discussion – The data array obtained with the help of incomplete sentences were processed by a qualitative method, where the analysis of words or phrases was carried out for each imperative separately. The obtained words or phrases were generalized into more general categories by the method of expert assessments. Thus, the following categories were iden-

tified in the structure of imperatives, which are reflected in *Table 1*.

Key Building Blocks of Trust Imperatives

Effectiveness	*Decency*	*Caring for others*
• Efficiency	• Respect	• Engagement
• Time management	• Obligation	• Stimulates
• Goal setting	• Fairness	• Support
• Teamwork	• Corporate culture	• Understanding
• Expert competence	• Competence in the organization	• Competence in relationships

Based on the selected categories, we can say that performance reflects everything related to the content of activities, decency - the correct organization of activities, care for others - both the content and organizational aspects of rela-tions with people. After analyzing the obtained data and the selected categories, we developed a modified concept of trust in the organization by Robert Shaw, shown in *Table 2*.

Modified Concept of Trust in the Organization R. Shaw

	Effectiveness	*Decency*	*Caring for others*
Content component	Efficiency	Respect	Involvement
Organizational component	Time management Goal setting	Obligation Fairness	Stimulation
Emotional component	Commanding	Corporate culture	Support Understanding
Competence	Expert	Organizational	Emotional (self-regulation)

If we draw a parallel with the three main roles that T. Yu. Bazarov, the author of the program "Master of the organization of group work: faci-litation, mediation, moderation" spoke about, then we can assume that each of the imperatives corresponds to a specific role of the master of group work, namely, the imperative "Effective-ness" corresponds to the content of the role of the moderator. The moderator's activity aims to jointly solve the questions posed by a group, ex-pand the arsenal of ways to solve them, find the most effective solution (Bazarov, 2016, 2013). In order to perform the functions of a moderator, the organizer of the group work must be an ex-pert in the topic of discussion, must have a broad outlook, be aware of modern developments, that is, have expert competence, which will contri-bute to his effective work and achievement of the set goals, which in its turn will be an indicator of performance. We can say that the role of a mode-rator is one of the critical roles in the organiza-tion, and the performance imperative is an integ-ral part of trust in the organization since any complex task requires a meaningful approach to its consideration. Its productive solution streng-thens the participants' confidence in their strengths and in colleagues' ability, which contri-butes to the cohesion and success of the compa-ny in the market as a whole (Bazarov, 2016).

As for the imperative "Integrity", we can say that it corresponds to the content of the facilita-tor's role. The function of the facilitator is to or-ganize group activities, to create conditions that will help each participant to be included in the group solution of the problem, to remove barriers in communication, in the formation and distribu-tion of team roles, regulation of group thought processes, using various ways of organizing joint

activities (Bazarov, 2016; Bazarov, & Ladionenko, 2013). The main goal of the facilitator is to achieve effective teamwork without interfering with the content of the work, being responsible for the organizational part of the activity. The decency of an employee of an organization also characterizes his ability to organize activities, consistency and persistence in behaviour, which is an inherent characteristic of the role of a facilitator.

The "Caring for Others" imperative in the organization manifests itself in the role of a mediator. This is because the interaction of the mediator with the colleagues occurs on an emotional level. For the employees of the organization, he is an emotional leader who can establish trusting relationships with the staff, whose functions include improving the socio-psychological climate, creating an atmosphere necessary for the disclosure and development of personnel. The role of a mediator is manifested to a greater extent in conflict situations, where he acts as a mediator, helping to resolve problems between the participants. This, in its turn, presupposes the diagnosis of relationships in the group and then the development of moral group norms, the levelling of tension between the participants, the removal of emotional conflicts.

In this way, the imperatives of trust are reflected in each role of the group master. For the effective functioning of the organization, a leader is needed who will have the qualities of both a moderator and a facilitator and a mediator. A leader who can be an expert in solving various problems, at the same time, be honest and consistent in his actions, organize the activities of his team, showing concern, empathy towards employees, to form a favourable psychological climate in the company deserves the trust of others which in turn contributes to the formation of trust in the organization as a whole.

Second Stage of the Research

Approbation of the author's methodology to

identify ideas about trust in the organization.

The next stage of the study was the development of the author's questionnaire to identify ideas about trust in the organization based on the modified concept of R. Shaw. The questionnaire's statements were based on words and phrases obtained in the first stage of the study by the method of incomplete sentences. The questionnaire included 72 statements (36 direct and 36 inverse), which made up three scales of Effectiveness, Decency and Caring for others. Each scale includes 24 statements (12 forward and 12 backward). For instance,

- the effectiveness scale includes statements such as: "You can only trust such an employee who has the necessary knowledge base and is a professional in his field", "An employee who performs his tasks on time cannot always deserve the trust of others", "The opportunity for a career growth and contribution to the development of employees increases trust in the organization", "The professionalism of an employee and the ability to organize activities are not the criteria that inspire the confidence of the others in him", etc.;

- the scale of decency includes statements such as: "I can trust a fair and honest employee of the organization", "A credible employee is one who, due to his consistency, contributes to the effective work of others", "Sometimes someone unfair to others, can win the trust of others in himself", "trust is deserved by the employee who responsibly approaches the task, is organized and consistent in his actions", etc.;

- the scale of caring for others includes: "The person who in difficult times will help and support his colleague is credible", "Lack of career growth and contribution to the development of employees does not contribute to a decrease in trust in the organization", "Caring for the well-being of employees helps to increase their trust to the chief", "Timely wages, material incentives and comfortable working conditions contribute to increasing

trust in the organization", etc.

Seventy-two statements were divided into 24 blocks of 3 statements each. Each block contains statements from 3 scales, which were compared within the same block and rated on a 5-point scale, depending on the degree of agreement with each of the statements.

Sample – The sample consisted of 150 respondents, of which 53 are men and 97 women, aged 18 to 40, with experience in an organization.

Results and discussion – The collected data were processed in Microsoft Office Excel 2010, SPSS 15.0 statistical package.

Table 3 summarizes the descriptive statistics indicators for each item of the methodology and the values of reliability-consistency of items with their own scale.

Table 3.

Indicators of Descriptive Statistics and Cronbach's Alpha
Values at the Offset for all Points of the Method

Assertions	The average	Standard deviation	Asymmetry	Excess	Adjusted item correlation with the scale	Cronbach's alpha when deleting an item
Scale "Performance" (α = 0.644)						
1_1 An executive employee who successfully performs his duties and produces a good work result is trustworthy	3,93	1,024	-0,498*	0,792*	0,166	0,638
2_3 I can only trust such an employee who performs his tasks efficiently and of high quality	3,57	1,144	-0,371	-0,655	0,223	0,633
3_2 Such indicators as the relevance and popularity of a company or an organization in the market are the basis for why I trust this particular company / organization	3,35	1,023	-0,244	-0,583	0,071	0,647
4_1 An employee who does his job on time, on time, is trustworthy	3,62	1,145	-0,626*	-0,221	0,315	0,623
5_3 Trust in employees contributes to the cohesion and well-coordinated work of the team	4,09	0,885	-0,832*	0,351	0,062	0,647
6_3 An employee who works on himself and is engaged in self-development is trustworthy	3,56	1,102	-0,246	-0,593	0,214	0,634
7_2 One can only trust such an employee who has the necessary knowledge, extensive work experience and is a professional in his field	3,38	1,151	-0,385	-0,688	0,254	0,629
8_1 I trust those who work hard and hard, take initiative and offer new ideas and solutions	3,56	1,126	-0,494	-0,445	0,332	0,621
9_3 Strategical decision making by an employee of the organization contributes to the formation of trust in him	3,31	1,074	-0,014	-0,632	0,071	0,648
10_2 The planning of their activities and the employee's focus on completing the task inspires the confidence of others in him	3,6	0,948	-0,507*	0,116	0,339	0,623

11_3 Trust in the team creates a favorable psychological climate in it	3,79	0,909	0,111	-1,236*	-0,078	0,658
12_1 Friendly relationships with the employee contributes to building trust in them	3,81	0,967	-0,324	-0,696	0,02	0,651
13_2 Manager's mistrust of employees does not affect the cohesion and coordination of their work	2,49	1,284	0,551*	-0,811*	0,142	0,643
14_1 Self-improvement of an employee and his hard work on himself does not help to increase the trust of others in him	2,74	1,161	0,314	-0,524	0,337	0,62
15_3 A certain amount of knowledge and work experience of the employee are not criteria that cause the confidence of others in him	3,15	1,228	-0,108	-0,998*	0,23	0,632
16_2 It happens that a non-initiative person who does not show much desire to work can inspire the confidence of others	3,03	1,052	0,073	-0,765	0,331	0,622
17_1 An employee who completes his tasks on time may not always earn the trust of others	3,03	1,19	0,056	-0,954*	0,143	0,642
18_2 The Employee's ineffectiveness in making a decision does not contribute to the destruction of trust in him	2,66	1,054	0,057	-0,916*	0,189	0,636
19_1 Mistrust in the team does not affect the psychological climate in it	1,99	1,161	1,003*	0,038	0,242	0,631
20_3 The hostile attitude towards employees does not contribute to the destruction of their trust in management	2,19	1,228	0,738*	-0,382	0,205	0,635
21_1 Not always the executive employee who performs his duties can inspire the confidence of the others	3,28	1,124	-0,083	-0,759	0,191	0,636
22_1 Poor-quality and unproductive performance of an employee's work, does not affect the confidence of others in him	2,34	1,225	0,699*	-0,472	0,364	0,616
23_2 You can trust the organization that is unknown and not particularly in demand in the market	2,95	1,183	-0,106	-0,976*	0,418	0,61
24_3 Solving a problem by an employee without a specific plan of action does not contribute to a decrease in confidence in him	3,29	1,045	-0,098	-0,15	0,218	0,633
Scale "Decency" (α = 0.554)						
1_3 The employee who responsibly approaches the task is organized and consistent in his actions deserves trust.	3,91	0,948	-0,017	-1,536*	-0,061	0,57
2_2 I can trust the fair and honest employee of the organization	3,97	0,948	-0,761*	-0,022	0,242	0,534
3_1 A trustworthy employee is the one who is organized and helps people in solving problems	3,57	1,071	-0,359	-0,526	0,057	0,558
4_3 A responsive person can always win the trust of others	3,54	1,202	-0,366	-0,694	-0,033	0,572
5_2 I trust someone who has a brilliant reputation	2,64	1,107	0,151	-0,692	-0,028	0,569
6_1 I can only trust someone who earns my respect	3,4	1,159	-0,304	-0,752	0,175	0,542
7_3 An employee worth of attention, always inspires trust	2,87	1,2	0,389	-0,614	0,076	0,556

8_2 Anyone who puts the interests of the organization above their own is always trustworthy	3,2	1,043	-0,23	-0,487	0,056	0,557
9_2 A trusted employee is one who, through his consistency, contributes to the effective work of others	3,37	0,938	-0,17	-0,369	0,205	0,539
10_3 The professional whose self-organization is at the highest level deserves trust	3,57	1,234	-0,318	-0,97*	0,196	0,538
11_1 Trust is deserved by the professional who efficiently organizes activities and fulfills his duties	3,73	1,048	-0,387	-0,465	0,26	0,531
12_2 Professionalism in the performed actions and in the organization of the employee's activities, the guarantee of building trust in him	3,63	0,952	-0,228	-0,435	0,186	0,541
13_1 A colleague's bad reputation does not affect my trust in him	3,04	1,067	-0,047	-0,275	*0,035*	*0,56*
14_3 I can trust someone who does not deserve my respect	2,62	1,417	0,355	-1,115*	0,295	0,52
15_2 Not always an employee who is worthy of attention inspires confidence in himself	3,46	1,04	-0,255	-0,347	0,126	0,548
16_1 Sometimes an employee who is inconsistent in his actions and approaches the assigned task irresponsibly can cause self-confidence	2,49	1,246	0,379	-0,78	0,257	0,529
17_3 It happens that an employee who, due to his disorganization, is not able to help others can inspire the trust of others	2,85	1,289	0,004	-0,962*	0,234	0,532
18_3 Not always someone who is self-organized can inspire confidence in himself	3,39	1,17	-0,326	-0,646	0,319	0,52
19_2 The trust of others does not depend on whether the employee knows how to efficiently and effectively organize activities	3,1	1,067	-0,101	-0,534	0,238	0,533
20_1 The professionalism of an employee and the ability to organize activities are not criteria that arouse the confidence of others in him.	2,97	1,155	0,066	-0,677	0,091	0,554
21_3 Injustice and dishonesty of an employee do not always destroy the trust of others in him	2,37	1,277	0,64*	-0,591	0,335	0,515
22_2 Sometimes you can trust a colleague who is able to put his own interests above the interests of the organization	2,99	1,043	-0,081	-0,619	0,16	0,544
23_3 The employee who is indifferent to the problems of others can gain trust as well	2,74	1,298	0,328	-0,892*	0,292	0,522
24_1 An employee who, due to his inconsistency in work, interferes with the effective work of other colleagues, can inspire confidence in himself	2,19	1,114	0,658*	-0,483	0,178	0,541
Scale "Caring for others" (α = 0.749)						
1_2 Getting wages on time, incentives, and a comfortable work environment help build trust in the organization	3,81	0,839	-0,673*	0,787	*0,091*	*0,751*
2_1 A person who understands their goals and motives is more trustworthy	3,03	1,126	0,02	-0,629	*0,091*	*0,753*
3_3 Caring for the well-being of employees increases their trust in the manager	3,03	1,126	0,02	-0,055	0,223	0,744

4_2 A leader who controls his emotions and has self-discipline deserves the trust of others	3,61	0,968	-0,146	-0,741	*0,099*	*0,751*
5_1 An objective attitude towards employees contributes to the formation of trust in the management and in the organization as a whole	3,96	0,94	-0,558*	-0,382	0,316	0,739
6_2 The one who, in achieving his goals, takes into account the interests of others, always wins the trust of others	3,71	1,083	-0,596*	-0,335	0,337	0,737
7_1 Career opportunities and contributions to the development of employees increases the credibility of the organization	3,87	1,057	-0,883*	0,243	0,397	0,733
8_3 The person who in difficult times helps and supports his colleagues inspires confidence	3,91	1,113	-0,582*	-0,714	0,28	0,741
9_1 Taking care for the employees leads to their job satisfaction and affects their trust in management	4,04	1,074	-1,103*	0,716	0,419	0,732
10_1 Increase in labor productivity depends on the care of the manager for employees, which in turn leads to the formation of trust in the organization	3,54	1,179	-0,408*	-0,663	0,356	0,736
11_2 Caring a manager for employees fosters their willingness to work and increases employee confidence in management	3,91	0,912	-0,634*	-0,04	0,189	0,746
12_3 Trust in a person depends on his fair treatment of others	3,75	1,165	-0,626*	-0,388	*0,098*	*0,746*
13_3 Subjective attitude towards employees does not affect their trust in management	3,23	1,318	-0,155	-1,083*	0,268	0,742
14_2 You can trust someone who, while achieving his goals, does not take into account the interests of others	3,6	1,056	-0,389	-0,679	0,462	0,729
15_1 Lack of material incentives and untimely payment of wages, does not contribute to the emergence of mistrust in the organization	3,74	1,338	-0,773*	-0,646	0,286	0,741
16_3 Lack of career growth and contribution to the development of employees does not contribute to a decrease in trust in the organization	3,34	1,258	-0,319	-0,82*	0,363	0,735
17_2 The indifference of the manager to the employees does not affect their trust in the management	3,64	1,137	-0,477*	-0,721	0,433	0,73
18_1 The indifference of a manager to employees does not affect their productivity and, in general, on trust in the organization	3,7	1,174	-0,756*	-0,112	0,352	0,736
19_3 The manager's indifference to employees, which can contribute to the lack of the desire to work, does not affect the employees' confidence in the management	3,22	1,263	-0,363	-0,772	0,39	0,733
20_2 Sometimes someone who is unfair to others can win the trust of others in himself	3,33	1,145	-0,357	-0,748	0,492	0,726
21_2 Trust in an employee does not depend on whether he can help and support his colleague in difficult times.	3,11	1,277	0,04	-1,127*	0,328	0,737
22_3 Indifference to the state of employees does not lead to the decrease in trust in the manager	3,51	1,241	-0,442*	-0,691	0,263	0,742
23_1 It is not always possible to trust someone who clearly understands his goals and motives	2,82	1,259	0,059	-1,015*	*-0,097*	*0,768*

24_2 A leader who is unable to control his emotional state can inspire the confidence of others	3,68	1,089	-0,535*	-0,556	0,373	0,735
Standard error			0,198	0,394		

* the value exceeds two of its standard errors in absolute value.
- items are highlighted in italic, the correlation values of the item with the scale are <0.1

As part of the "Effectiveness" scale, items such as "5_3 Trust in employees contributes to the cohesion and well-coordinated work of the team", "11_3 Trust in the team creates a favourable psychological climate in it", "12_1 A friendly attitude towards employees contributes to the formation of trust in them" have a low correlation with a scale. Most likely, this is due to the fact that friendly relations, due to which cohesion and a favourable climate are formed, have only an indirect connection with the performance of an employee of the organization. We also found low correlations with the scale in the following statements: "3_2 Such indicators as the demand and popularity of a company or organization in the market are the basis for why I trust this particular company/organization", "9_3 Prompt decision making by an employee of an organization contributes to the formation of trust in him".

As part of the "Decency" scale, such items as "3_1 A trustworthy employee is the one who is organized and helps people in solving problems", "4_3 A responsive person can always win the trust of others" have a low correlation with the scale. We assume that the respondents' views have no significant connection between the concepts of mutual assistance, responsiveness and decency of employees of the organization. The statements "5_2 I trust someone with a brilliant reputation", "7_3 A worthy employee always inspires trust", "13_1 A colleague's bad reputation does not affect my trust in him" also have low values of consistency with the scale, which is presumably due to the lack of the respondents' perceptions of the influence of the employee's prestige and popularity on the trust of others in him. It should be noted that the statement "1_3 Trust is deserved by the employee who responsibly approaches the task, is organized and con-

sistent in his actions", in addition to the low correlation of the item with the scale, it also has a significant negative excess, indicating a split in the sample. Perhaps the statement is piled up in meaning, including both the responsibility of the employee and his organization. Most likely, this formulation should be broken down into several short and specific statements. As part of the scale "Caring for others" the statements "2_1 A person who understands his goals and motives is more trustworthy", "4_2 A leader who controls his emotions and has self-discipline deserves the trust of others", "23_1 You cannot always trust someone who clearly understands his goals and motives" "have low correlation scores of the item with the scale, most likely, not reflecting the content of the construct" caring for others. "The statements "Getting wages on time, incentives, and a comfortable work environment help build trust in the organization" and "12_3 Trust in a person depends on his fair attitude towards the others", in addition to the low correlation of the item with the scale, have a significant bias towards higher scores, which may be due to a one-sided understanding of these statements and their ease of consent. It was decided to remove these points from the methodology. After removing items, the correlation of which with the scale was less than +0.1, the reliability indicator of the Performance scale became 0.682, the Decency scale - 0.638, and the Caring for others scale - 0.783, which indicates a sufficient level of reliability-consistency for personal questionnaires (Mitina, 2011).

Then, the integral scores were calculated for all scales of the methodology by averaging the responses of each subject to all points of the corresponding scale, the descriptive statistics of which are reflected in *Table 5*.

Table 5.

Indicators of Descriptive Statistics and Test Results for Normality for Scale Points of the
Modified Version of the Methodology "Representation of Trust in the Organization" (N = 150)

	The average	Standard deviation	Min	Max	Asymmetry	Excess	p-value according to Kolmogorov-Smirnov test
Effectiveness	3,44	0,335	2,5	4,1	- 0,430*	0,150	0,090
Decency	3,30	0,338	2,3	4,0	- 0,049	- 0,303	≥ 0,200
Caring for others	3,59	0,434	2,5	4,4	- 0,322	- 0,947*	0,001
Standard error					0,198	0,394	
* - the value exceeds two of its standard errors in absolute value.							

Descriptive statistics (significant negative excess) and the Kolmogorov-Smirnov criterion reveal a significant abnormality in the distribution on the Caring for Others scale (p = 0.001), indicating a split in the sample. This result indicates insufficient representativeness of the sample for this parameter, which did not include a sufficient number of respondents with an average level of the indicator. The distribution of points on the scale "Effectiveness" (p = 0.09) and "Decency" (p = 0.20) does not differ significantly from the normal, which proves that the sample is sufficiently representative in terms of the importance of Effectiveness and Decency in the perception of trust in the organization.

Since the scales "Effectiveness", "Decency" and "Caring for others" are the components of a single construct of trust, we postulate the existence of a connection between these components. To check the presence of a connection between the scales, we conducted a correlation analysis using Spearman's coefficient since not all the scales demonstrated a normal distribution (*Table 6*).

Table 6.

Coefficients of Correlation Between the Scales of the Methodology for Identifying

Perceptions of Trust in the Organization (N = 150)

		Decency	Caring for Others
Effectiveness	Spearman's correlation coefficient	,226(**)	,275(**)
	p-value	0,005	0,001
Decency	Spearman's correlation coefficient		,506(**)
	p-value		<0,0005

Thus we see from the table that all assumed correlations are of moderate and high significance, which indicates a connection between the imperatives "Effectiveness", "Decency", and "Care for others", which form a single trust construct.

Method Validity

The substantive validity of the questionnaire is achieved by formulating questions in line with the theoretically distinguished characteristics of the three imperatives of trust in the organization,

highlighted in the concept of Robert Shaw.

Gender validity – We put forward a hypothesis that there is a difference between men and women in the perception of one of the components of trust - caring for others, focused on the emotional aspect of interaction. Women are more emotional than men, so we assume that "Caring for others" will be more meaningful for women rather than for men.

Table 7.

Mann-Whitney Test for Checking the Validity of the Method by Gender

		Effectiveness	Decency	Caring for others
U Mann-Whitney		2436,500	2345,000	2019,500
Z-value		-,253	-,618	-1,917
p-value		,800	,536	,055
Middle rank	Wives	76,14	77,05	80,31
	husband	74,23	72,40	65,89

The Mann-Whitney tests show that there are differences (at the level of tendency) in the perception of the imperative "Care for others" between men and women (p = 0.055). For women, this imperative is more significant than for men. Thus, the methodology proves the ability to identify existing gender differences. The rest of the imperatives of trust has no gender specificity.

Conclusion

A concept was modified and developed that formed the basis of a methodology for identifying beliefs about trust in an organization based on Robert Shaw's concept of organizational trust. The methodology scales developed by us have a high level of reliability and consistency; they did not clearly reveal uninformative or inoperable items for the set goal items. At the same time, statistical data indicate the feasibility of reformulating some of the statements for further improvement of the tool, eliminating the side meanings of the point. Also, there was some evidence of the validity of the methodology by gender, indicating the ability of the instrument to differentiate the existing differences objectively. Testing the convergent validity of the methodology to identify beliefs about trust, along with expanding evidence of its reliability and representativeness, is a perspective for future research.

The concept we have developed will help to more deeply identify and explain the existing ideas on such a complex construct as trust among the leaders of organizations and the working personnel of companies. In the course of developing this concept, the content, organizational and emotional components of trust were identified within the structure of organizational trust, and the category "Competence" was identified as a separate construct in this structure. Based on the identified components, our next task is to develop and test a methodology to identify beliefs about trust in the organization.

In the modified concept of R. Shaw, the highlighted components can be correlated with three group roles that a successful leader should have: facilitator, mediator and moderator. A leader with the skills of facilitation, moderation, and mediation can successfully manage his team, find ways to solve the most difficult problems, even if he is not an expert in this area, accumulating together with the knowledge, experience and skills of his team, organizing both vertical and horizontal effective and trusting interactions in the organization by motivating, supporting and encouraging employees to perform high-quality and fruitful work. Just by building this kind of interaction in the organization, it is possible to create trust between the managers and their subordinates and between the working staff in general. Trust, on the one hand, is the result of an interaction. On the other hand, it acts as an invariable factor of

social interaction, in the process of which it receives constant development and affects all other aspects of this interaction.

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