

The Importance of Interpersonal Trust: Now More than Ever

Roger C. Mayer, PhD

Professor of Management, Innovation & Entrepreneurship

rcmayer@ncsu.edu

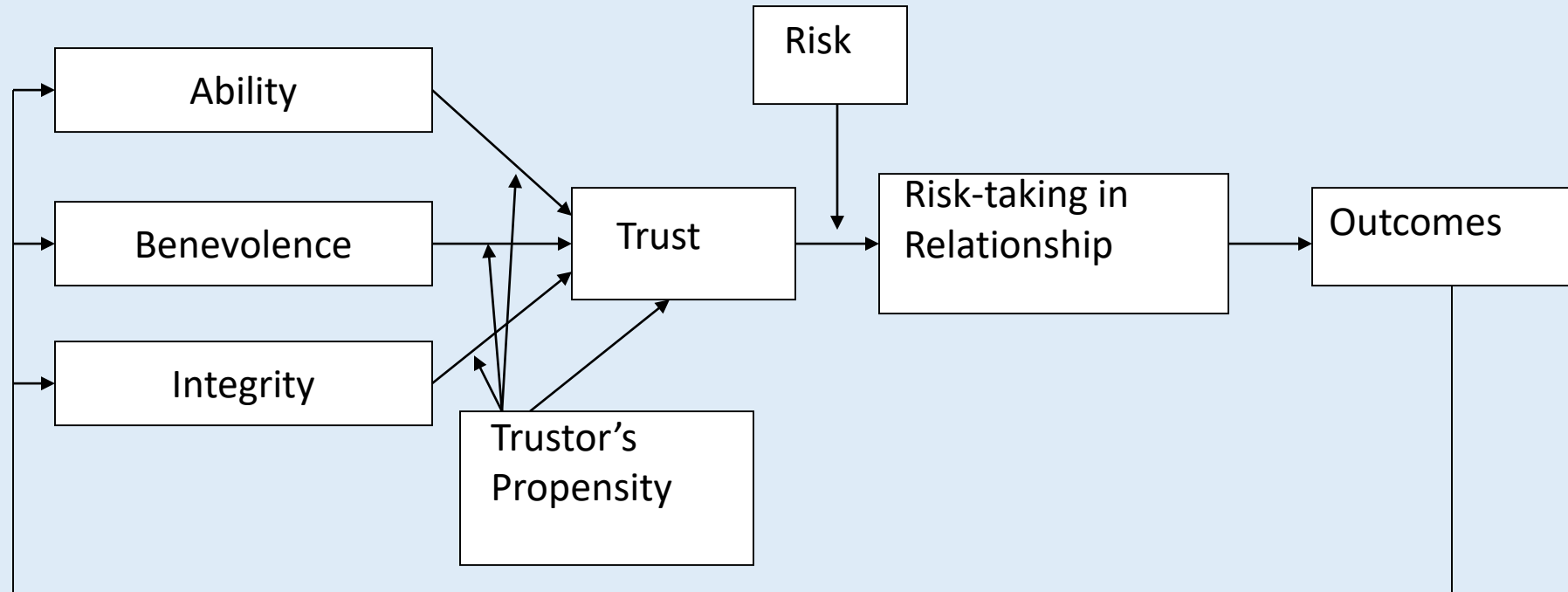


Request: What do we know about trust? Where does future research in this arena need to go?

- **Supported by 3 Grants:**
- Roger C. Mayer, F. David Schoorman, & Hwee Hoon Tan \$1.28M
Cross-cultural Investigation of Organizational Trust (AFOSR: FA9550-13-1-0018)
- Adam Cohen & Gene Brewer: \$1.5M Religion, Culture, & Trust
(AFOSR: FA9550-15-1-0008)
- Alyson Wilson- Laboratory for Analytic Sciences (LAS), NC State University
- **CNN's Today in Politics 24 Jan 18 5:40AM**
 - Onscreen footer: "Little Trust as Immigration Debate Begins Anew"
 - I could demonstrate we are talking past each other regarding trust
 - Our first work in 1990s was to get us on same page
 - Revisit that model first for same reason, then turn to future

- Mayer, Davis, & Schoorman (1995) An Integrative Model of Organizational Trust, Academy of Management Review, 20 (3): 709-734.
- Separates:
 - Propensity to trust others (generalized willingness to trust: how trusting are you?)
 - Trust (willingness to be vulnerable to specific trustee)
 - Risk Taking in Relationship (actual risk taking to trustee's actions)
 - Trustworthiness (characteristics of trustee)
 - **Ability**: trustee is perceived to have skills & abilities to accomplish what is needed
 - **Benevolence**: trustee is perceived to care about welfare of trustor (trusting party)
 - **Integrity**: trustee is perceived to consistently follow values trustor finds acceptable
 - Risk (how much harm or gain might happen- distinct from considerations about trustee)
- Ability, Benevolence, Integrity, Propensity all contribute independently to trust in a specific party (meta-analysis by Colquitt, Scott, & LePine, 2007, JAP)

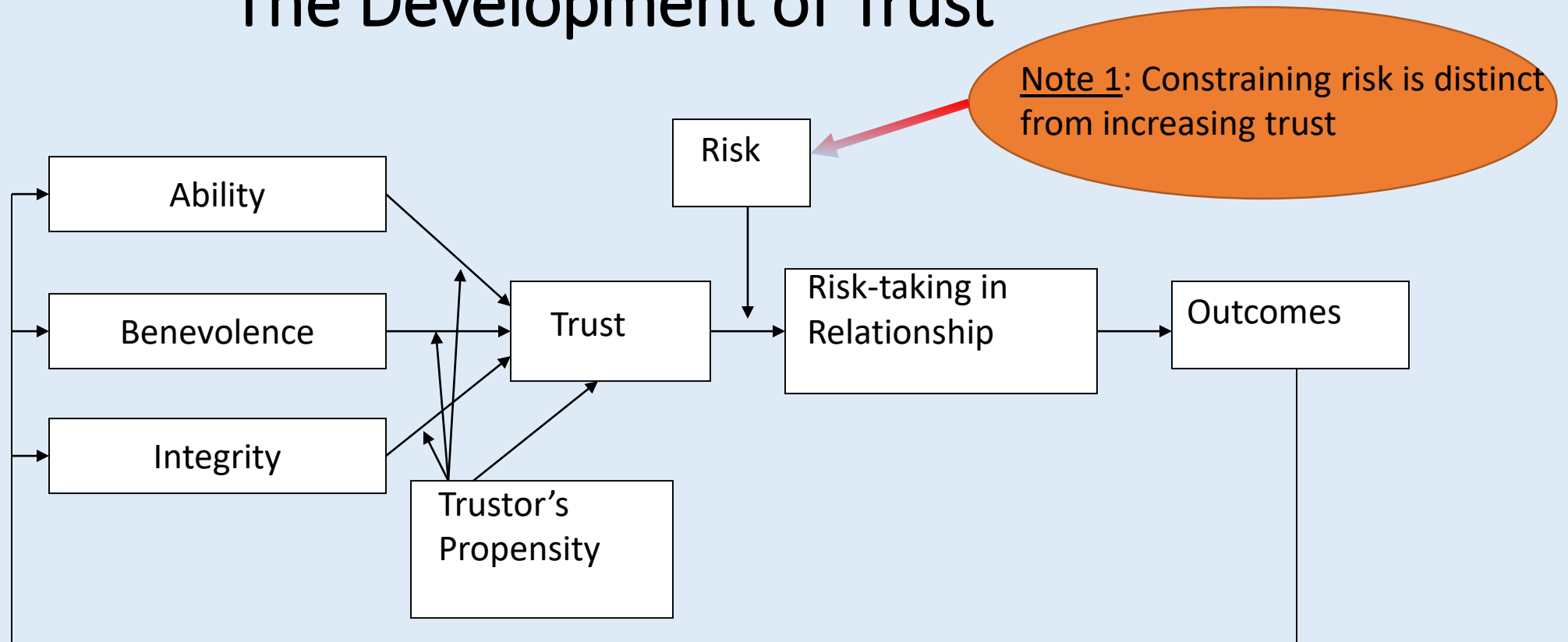
The Development of Trust



Mayer, Davis & Schoorman, 1995, *Academy of Management Review*, 20, 715.

Published with permission from the Academy of Management.

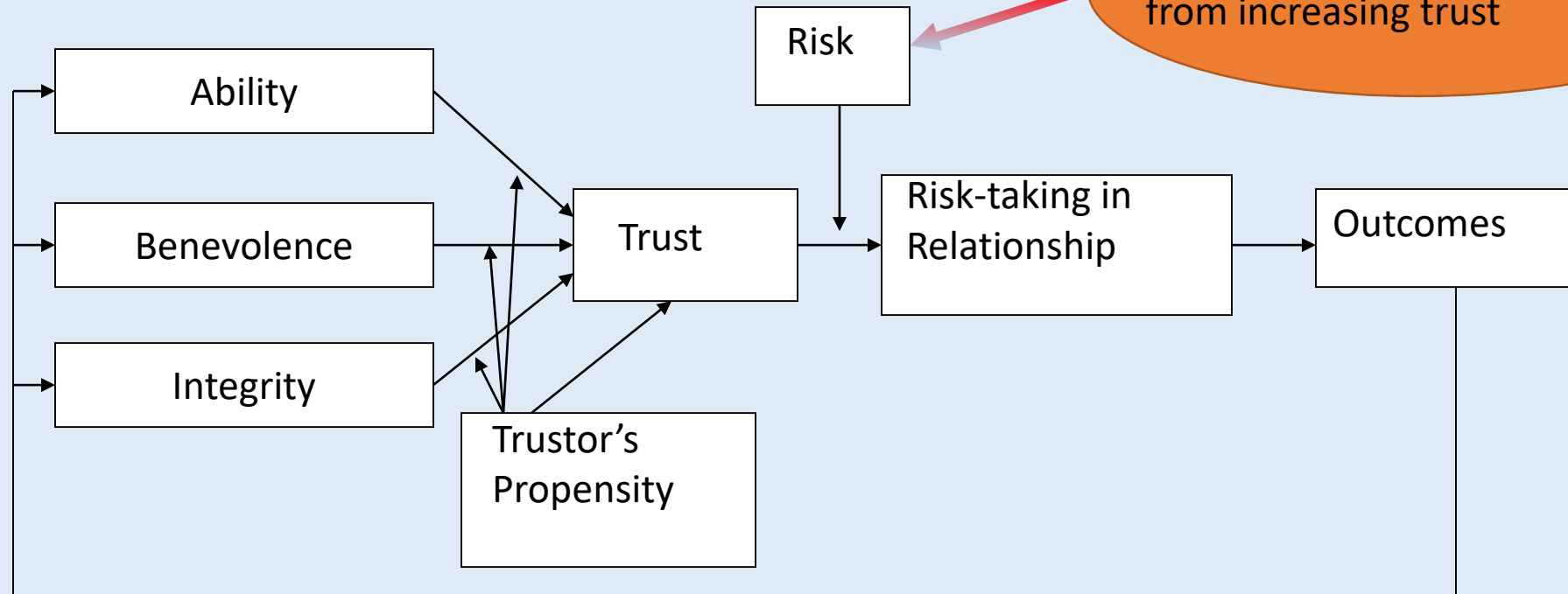
The Development of Trust



Mayer, Davis & Schoorman, 1995, *Academy of Management Review*, 20, 715.

Published with permission from the Academy of Management.

The Development of Trust



Note 2: All of this occurs within a context

Mayer, Davis & Schoorman, 1995, *Academy of Management Review*, 20, 715.

Published with permission from the Academy of Management.

- Some things we know about trust (willingness to be vulnerable to another party one cannot monitor or control: Mayer, Davis, & Schoorman, 1995, AMR)
 - Trust in leaders affects employees' performance, OCBs (helping behaviors), ability to focus attention on what needs to be accomplished
 - Trust between groups evolves as each reacts to the other's moves, then reacts reciprocally with more/less trustworthy behavior
 - Trust in leader affects an organization's performance
 - Model was explicitly designed to apply to various levels of analysis including groups & organizations
 - Evidence that it applies to trusting federal government

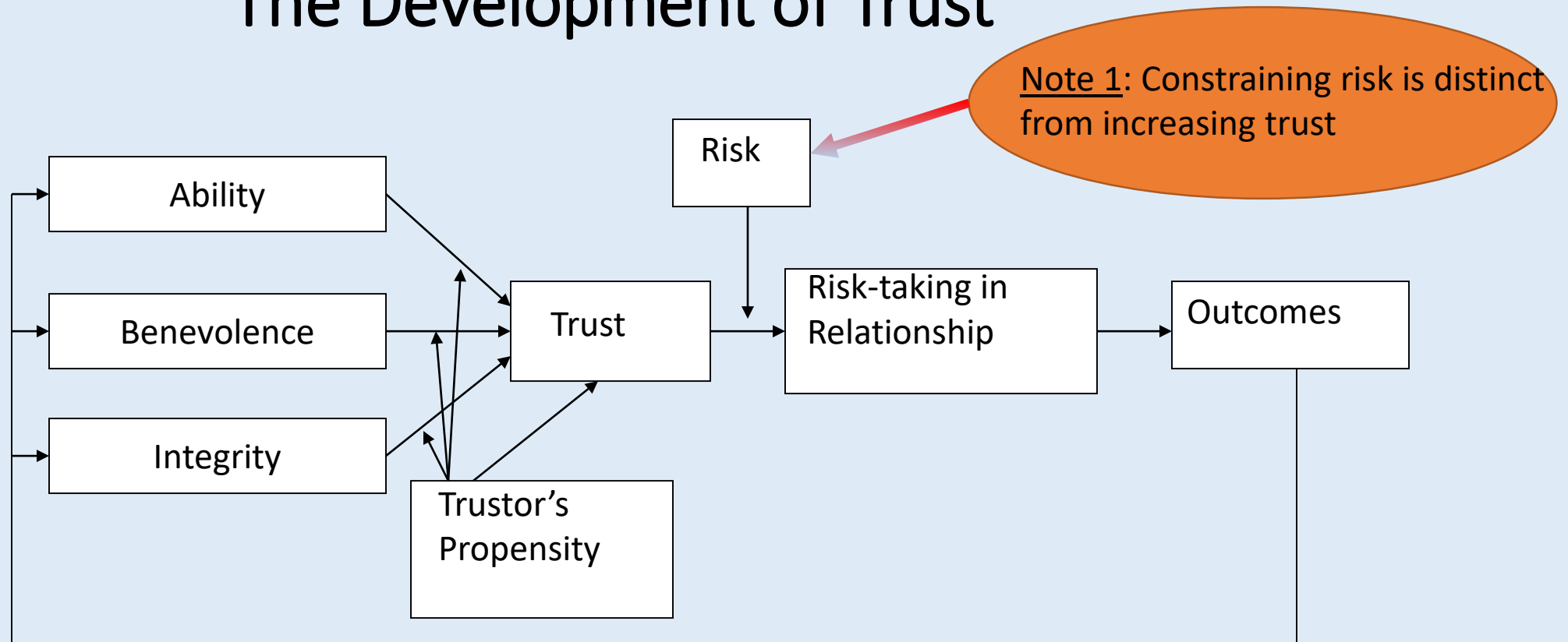
• Where to go with trust research?

- Trust is one *human response to risk*
- Look for areas of high risk to people/decision makers, or where risk is increasing
- Esp. in VUCA situations (volatile, uncertain, complex, & ambiguous)
- Understanding, building, & rebuilding damaged trust
- Trusting human vs computer, cognitive/behavioral reactions to each esp. when info sources conflict
- Trust in government, trust between governments
- Trust in MDs, medical system (Damodaran, Shulruf, & Jones 2017 [Sept], Medical Education)
- Effects of culture on trust
- Police-community trust—looking at trust in both directions
- The interplay of religion, culture, & trust (e.g., Thomas Finger's earlier example of polio vaccination programs being blocked in Muslim cultures)

My challenge to the National Academies of Sciences:

- Solving “Grand Challenges” is largely interdisciplinary
- Help universities to truly appreciate interdisciplinary research, understand the challenges it presents, and what they could/should do to promote & facilitate it

The Development of Trust



Mayer, Davis & Schoorman, 1995, *Academy of Management Review*, 20, 715.

Published with permission from the Academy of Management.