Systematic Review of Organizational Trust Models

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Objective: Organizational trust is a multi-level concept and represents organizational members' assessment of organized or predictable systems regarding their competency in fulfilling their objectives and responsibilities and adhering to accepted ethical principles in dealings with stakeholders. Researchers believe that contemporary organizations are largely unable to sustain themselves without organizational trust. Consequently, the existence of a comprehensive organizational trust model that examines most components related to organizational trust is essential for organizations; through which they can increase their productivity and effectiveness by creating and developing organizational trust.

Method: In addressing this gap, this study, employing a systematic approach and the seven-stage framework of Petticrew and Roberts, and referring to scientific texts on organizational trust in the period of 1995-2022, attempts to clarify the conceptual understanding of the organizational trust construct, to review and summarize the conceptual models of organizational trust and their limitations, and to determine whether there is a gap in the organizational trust model or not. In examining 13,423 studies, only 63 focused on the construct of organizational trust. Furthermore, of these 63 relevant articles, only 6 presented a model of organizational trust, each with its strengths and limitations.

Results: Despite the increase in studies related to this construct, research has been scattered and lacks necessary integration. The limitations of the identified models briefly include presenting a model for trust in the organization or interpersonal trust instead of organizational trust, considering organizational trust as a one-way phenomenon or merely as a psychological category, most models being derived from literature reviews, models being limited to the relationship between a specific trustor and trustee, examining limited components in the model, and the impact of contextual factors on the model.

Conclusion: Therefore, it seems that despite several models of organizational trust, a comprehensive and complete model for this vital organizational construct has not been presented yet, and in the field of organizational trust studies, there is a lack of a model that comprehensively encompasses the components affecting organizational trust.

Keywords: Organizational Trust, Model, Systematic Review
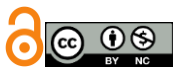
1   Introduction

The emergence of the Neoclassical school marked the beginning of recognizing the importance of human resources in organizations; and now, at the onset of the third millennium, human resources are seen as the beating heart of the organization, with their trust in the organization likened to blood flowing through its veins, essential for the organization's vitality and absence leading to its gradual decline and demise. Trust is a complex concept influenced by various measurable and immeasurable characteristics. (Fortino et al., 2020; Hasche et al., 2021). Numerous definitions of trust have been proposed; according to Gambetta (1988), trust is a mental and probabilistic concept based on an individual's expectations of another and the other's actions in response to these expectations (Gambetta, 1988). According to the classification of Alvani and Hosseini (2013), trust in an organization is divided into three categories: individual trust created by an individual who formally identifies themselves as a stakeholder; interpersonal trust based on experiences individuals gain in their interactions over a long period; and organizational trust, which is the focus of this research (Alvani & Hosseini, 2013).

Organizational trust refers to employees' trust in the actions of the organization, which can include trust in managers, colleagues, subordinates, or team members; and is among the elements that shape the organization's mission, senior leadership's vision, culture, and organizational values (Gajda, 2020; Islam et al., 2021). Organizational trust is a multi-level phenomenon, originating from the individual but manifesting at the group, organizational, and inter-organizational levels (Sharieff, 2021). Researchers and experts believe that strengthening organizational trust is one of the most important factors in creating unity, group dynamics, and mobility in the workplace; improving subordinates' trust in supervisors and the organization leads to the formation of cohesive relationships within the organization in line with fostering organizational citizenship behavior, enhancing job performance, loyalty, willingness to comply with supervisors' decisions and organizational regulations, and ultimately improving organizational effectiveness (Hakimi, 2020; Tepper, 2007). Additionally, trust in an organization creates conditions for more positive attitudes, better performance, and increased collaboration (Ozyilmaz et al., 2018). On the other hand, research findings indicate that the lack of sufficient trust in organizations leads to reduced organizational commitment (Dahmardeh & Nastiezaie, 2019), decreased innovation (Yu et al., 2018), regression in job engagement and performance (Bulińska-Stangrecka & Iddagoda, 2020), increased sabotage and bullying (Elewa & El Banan, 2019).

In a 2017 study, employees in companies with less organizational trust were compared with those in companies with more organizational trust, revealing that employees in high-trust environments experienced 74% less stress, had 106% more energy at work, 50% higher productivity, 13% fewer sick days, 76% more engagement, 29% more satisfaction with life, and 40% less burnout (Zak, 2017). A Harvard report in 2017 showed that 55% of CEOs believe that lack of organizational trust is a barrier to their organization's growth, yet most of these CEOs have done little to increase trust within their organization. They admitted that the absence of a framework or model to guide their development of trust in the organization has led them not to take action to develop trust (Zak, 2017).

The lack of an organizational trust model has not only created problems in private organizations but also in government organizations. Government organizations, which play a significant role in a country, influence societal progress and people's welfare through key decision-making, policymaking, planning, providing essential services, etc. (Danaee Fard et al., 2009). According to Danaee Fard et al. (2009), the absence of a native model of organizational trust has led to poor work performance and commitment in Iranian government organizations (Danaee Fard et al., 2009). Additionally, the lack of organizational trust has caused employees to not perform their tasks well, have low motivation and workplace relationships, little job satisfaction, and constantly think about leaving the organization and changing jobs. Conversely, based on the analysis of research results (Bondar, 2022; Eluwole et al., 2022; Ha & Lee, 2022; Haji Anzehaei et al., 2022; Mohamadi et al., 2022; Paşamehmetoğlu et al., 2022), presenting an organizational trust model can lead to reduced conflict, increased organizational stability, increased job motivation, increased internal participation, creation of a better work environment, ease in presenting viewpoints and ideas to management, staying ahead of competitors, and increased employee morale in organizations.

Based on what has been stated, we realize that trust is an essential element for employee collaboration with the organization, success, and long-term sustainability of both government and private organizations; thus, nowadays, organization managers often seek an organizational trust model that can help create organizational trust within their

organization (Nasiri & Khodayari, 2016; Parker & Kohlmeyer, 2005; Patterson et al., 2004). Accordingly, this research aims to provide a comprehensive summary of studies conducted in the field of organizational trust, not only offering a better understanding of this vital element to organizations but also answering these questions: What are the models presented for creating and measuring this vital element in the organization, organizational trust? From what perspectives have these models examined organizational trust, and what limitations do they have? Can the developed models be a guiding light for creating organizational trust in organizations, or do we face a theoretical void in the field of organizational trust models?

2   Methods and Materials

The current research methodology is applied in aim and interpretive in its research philosophy. According to this philosophy, human behavior or action is a consequence of meanings, interpretations, and understandings of the surrounding world (ontological stance). Therefore, the source of knowledge of reality lies in the human mind, and accessing this realm to objectively describe and explain organizational behavior is possible (epistemological stance) (Gaeeni & Hosseinzadeh, 2012). To conduct a systematic review, this study utilizes the seven-stage review framework of Petticrew and Roberts (2006). The systematic review's seven-stage approach encompasses the following stages:

Stage One: Formulating the Research Question

The first step in conducting a systematic review is to formulate the research question. Research questions encompass the entire process of literature review (Kitchenham & Charters, 2007). This article seeks to answer what are the characteristics and limitations of the conceptual models of organizational trust? And, is there a theoretical gap in the model of organizational trust?

Stage Two: Research Strategy or Protocol

In the research protocol, precise criteria must be defined for the inclusion or exclusion of studies (Henderson et al., 2010). This study utilized the guide framework for defining inclusion and exclusion criteria (CRD, 2009). In designing the research strategy, despite determining inclusion and exclusion criteria, keywords for search are identified as follows.

Search Terms

Before conducting a practical search of articles, the researcher first performs preliminary searches in databases like ScienceDirect, Google Scholar, WorldWideScience,

ResearchGate, and the Center for Scientific Information Resources to determine the main keywords. The searches provide a number of articles on the topic to identify suitable keywords and terms for the search. After reviewing initial articles, the following keywords, most frequently used in the articles, were selected for this research: 1. Organizational Trust Model 2. Organizational Trust Pattern 3. Organizational Trust Management 4. Organizational Trust 5. Organizational Trust Process 6. Organizational Trust Outcomes 7. Causes of Organizational Trust 8. Organizational Trust Strategies 9. Antecedents of Organizational Trust

Stage Three: Searching the Literature

To search for articles related to organizational trust models, the database Saimago was initially used. In this database, among 65,654 ranked journals in various fields, 123 journals in Q1, Q2, Q3, Q4 were selected, limiting the search scope to journals in business, management, accounting, organizational behavior, and human resource management. Additionally, databases such as Elsevier, Springer, Sage, Taylor & Francis, Wiley, ProQuest, Emerald, and JSTOR were searched, identifying another 111 scientific journals, totaling 234 selected journals. In total, 13,423 scientific articles related to the topic were obtained. From the total theses available in ProQuest, 229 theses related to the search keywords were identified. After studying the abstract of each thesis, 32 were selected, and ultimately after a complete study, one thesis was chosen, along with three other books to answer the research question.

Stage Four: Screening Identified Studies

Given the very high number of extracted articles and to qualitatively select scientific journals and articles suitable for the research purpose, the criterion of the article title's relation to the topic of organizational trust model was examined by studying each article's abstract. In this stage, the review results showed that only 342 articles from 112 journals had search keywords in their titles that were related to the research topic. The complete source of these articles, including title, author, year of publication, and relevant journal, was collected for further evaluation.

In the next step after selection using title and abstract, articles were screened. Therefore, evaluation based on the qualitative ranking of journals was done using a guide for scientific journal quality, and articles published in journals not on this list were removed. At this stage, based on the abstract of published articles, articles that did not meet the inclusion/exclusion criteria were also eliminated.

In the next step towards obtaining the final articles consistent with the research objective, considering the quality criteria of this stage and extracting organizational trust models, studying only the abstract and conclusion was not sufficient. Thus, the articles were thoroughly and completely studied, leading to the identification of 63 articles that were consistent with the research objective.

Stage Five: Quality Assessment

For assessing correlational studies, a quality evaluation method adapted from studies conducted in systematic reviews was used (Cowden et al., 2011; Cummings & Estabrooks, 2003; Wong & Greta, 2007). For quality assessment, four areas of the study are examined: research design, sampling, measurement, and statistical analysis. Thirteen criteria are reviewed, and a total of fourteen points are allocated. Based on the acquired score, studies are classified as low quality (0-4), medium (5-9), or high (10-14). In qualitative studies, the KASP (2010) evaluation method is used. In the fourth stage, after a complete study of each source, the quality assessment of each article was conducted based on the mentioned method. At the end, the researcher began identifying organizational trust models.

Stage Six: Data Analysis

After the quality assessment of studies, each article is carefully studied and re-read for analyzing the available information, to review how arguments, concepts, and claims are presented and how the researcher will be able to relate the hypotheses to the research questions. Then, creating a relationship between the identified parts in the analysis follows. Subsequently, tables and reports of findings are detailed.

Stage Seven: Reporting Findings

The final stage of the systematic review includes summarizing the results and presenting conclusions that assist researchers in improving decision-making.

3 Findings and Results

3.1 Mayer's Integrated Model of Organizational Trust

Mayer is one of the thinkers who has specialized in the topic of trust for many years, conducting extensive studies and research in this area. In one of his studies with colleagues (1995), Mayer introduced an "Integrated Model for the Development of Organizational Trust." This model, being the first proposed model of organizational trust, garnered considerable attention and was used as a credible source for future research in the phenomenon of organizational trust (Mayer et al., 1995).

This research, using a review study method, deals with the combination of variables that affect trust and subsequently categorizes these variables into three groups: ability, benevolence, and integrity, and assesses their impact on organizational trust and the effect of organizational trust on risk-taking. According to this model, trust is generated from the perceptual interaction that stems from a person's ability, benevolence, and integrity, which is influenced by the intrinsic desire of the trustor to trust others (Mayer et al., 1995; Moeinzadeh Mirhosseini et al., 2013).

Mayer and colleagues (1995) acknowledge several limitations of this research (Mayer et al., 1995). The first limitation of this model is that, since the model is proposed in a review format, it only examines certain hypotheses and factors in organizational trust. Therefore, it cannot be considered a comprehensive model for an organization. Thus, they suggest that the process of developing trust in an organization and more comprehensive models should be studied in future research. Moreover, according to the researchers, the focus of the model is limited to the trust of a specific trustor in a specific trustee. Therefore, its contribution to understanding trust in a broader social system extends beyond the scope of this model. Additionally, trust in this model is considered one-sided, while trust is a two-sided matter. Finally, they state that since the factors considered in this model are highly influenced by contextual factors, it may not be generalizable to other organizations with different contexts (Mayer et al., 1995).

3.2 Jones and George's Model of Trust Evolution

Jones and George conducted a study in 1998 titled "Experience and Evolution of Trust." This research focuses on the development of interpersonal trust among organizational employees and team members and aims to show the impact of trust on improving teamwork and collaboration of human resources in the organization (Jones & George, 1998).

In this model, trust is analyzed within a theoretical framework based on values, attitudes, feelings, and states, which people psychologically - in terms of feelings, beliefs, and underlying concepts - analyze trust and can derive a measure for developing and evolving trust based on this structure. This model, with the premise that trust has a psychological framework that is the product of individuals' experiences in the interactions of their values, attitudes, states, and feelings, elaborates on the role of "values," "attitudes," "states," and "emotions" in relation to trust

(Jones & George, 1998). The model also describes the relationship between attitude and trust in an organizational context, stating that individuals' attitudes towards each other in an organizational domain are probabilistically related to the amount of information they have about the trustworthiness of others.

According to this research, it can be concluded that trust is not only a psychological phenomenon but also multidimensional. According to this study, trust is the result of the interaction of values, attitudes, states, and feelings of individuals, where values are the standards of trust that individuals seek in their relationship with others; attitudes provide knowledge of others' trustworthiness; and current states and emotions are actually indicators or signs of the presence and quality of trust in a relationship (Jones & George, 1998).

One of the main limitations of this model is that it does not examine organizational trust, i.e., employees' trust in the organization, and only addresses interpersonal trust within the organization, aiming to show the impact of team members' trust on improving teamwork. Moreover, the model's focus on interpersonal trust is limited to trust among team members and overlooks interpersonal trust in other relationships. Furthermore, trust in this study is solely examined as a psychological phenomenon, and the researcher overlooks other aspects of trust.

3.3 Martins's Model of Organizational Trust Management

Martins conducted a study in 2002 titled "A Model for Managing Trust." This quantitative model was applied through a questionnaire among 6528 employees in 22 South African companies, ranging from operational staff to executive managers. This research focuses on managing trust in an organizational context, emphasizing the relationship between employees and those to whom they directly report. Martins (2002) explores the relationship of the "Big Five" personality theory dimensions to trust in relationships between managers and employees, as well as the relationship of these dimensions to management styles. He describes the five major aspects of personality as follows: conscientiousness, agreeableness, emotional stability, openness to experience, and extraversion. He also categorizes managerial aspects of trust as team management, information sharing, work support, and reliability (Martins, 2002). Martins's research findings indicate that there is a relationship between trust in an organization and the management style of the relationship. These results support

the research of Tyler (2003), who believed that employees' decision-making and autonomy in the organization affect trust. This model has shown that managers' personalities might indirectly influence subordinates (Tyler, 2003).

Martins (2002) considers the limitation of his model to be its confinement to the relationship between a specific trustor and trustee, asserting that the model is not applicable to every type of relationship. Additionally, he emphasizes that since contextual factors such as culture, values, beliefs, management styles, etc., influence various dimensions of this model, it is not generalizable to other contexts. Another limitation of this model is that it examines employees' trust in their supervisors and managers, not their trust in the organization. Moreover, this research only examines the impact of the "Big Five" personality theory dimensions on trust between managers and employees, overlooking other aspects that influence interpersonal trust between them (Martins, 2002).

3.4 Dietz & Den Hartog's Model for Measuring Trust in Organizations

Dietz and Den Hartog (2006) identified the most crucial elements forming organizational trust as four dimensions: benevolence, competence, honesty, and predictability (Dietz & Den Hartog, 2006). Based on this, organizational trust is a multidimensional concept that emerges when the contents of its components appear as separate sub-domains of trust.

Dietz and Den Hartog (2006) described the process of building trust in three parts. The first step is trust as a belief. Essentially, the first step in trust is a series of coherent and reliable mental beliefs about another party. The second step is trust as a decision. Deciding to trust others is a concrete form. This stage is where belief in the trustworthiness of others becomes apparent. The third step is trust as an action, meaning the person intends to perform actions based on the established trust. Typically, there are linguistic misunderstandings about the perception and application of the word trust, whereas trust is a systematic blend of belief, decision, and resulting actions (Dietz & Den Hartog, 2006).

Therefore, establishing trust requires the belief that others will consider interests as far as they are capable, and are not seeking to benefit themselves at our expense. Trust also involves a kind of personal vulnerability due to the lack of assurance about others' future behavior; meaning that although there is no certainty in their behavior, there is belief that they will treat us fairly or at least not harm us, but there is a possibility that they might act in a way that exposes us to risks (Dietz & Den Hartog, 2006; Verburg et al., 2018).

IJIMOB
Hashemi Amin et al.
International Journal of Innovation Management and Organizational Behavior 3:4 (2023) 98-108

According to Dietz and Den Hartog, the aforementioned model is derived from 14 studies on organizational trust conducted before their research. In other words, this model is a summary of organizational trust research until 2006 and, accordingly, it can be claimed that this model has not addressed the limitations and gaps of previous models but has presented a summary of them. Moreover, this model only examines the role of 2 components: honesty, benevolence, competence, and predictability, and overlooks the effects of other influential factors. Furthermore, the aim of this research was to examine the limited shaping factors of organizational trust and did not include other related aspects of organizational trust such as outcomes, strategies, etc (Dietz & Den Hartog, 2006; Verburg et al., 2018).

3.5 The Process Model for Developing Organizational Trust from a Contextual Perspective (2006)

Lamsa and Pucetaite (2006), with a process-oriented approach, divided the development of trust in an organization into five stages and provided a strategy for developing trust at each stage. The first stage, which is the weakest form of trust and where the work morale and trust among employees are at their lowest level, is trust based on compulsion. In this stage, trust can be strengthened through fair, stable, and consistent rewards. In the second stage, employees are very calculative because trust among them has so far been based on rewards. Therefore, self-regulation and positive orientation in work are encouraged in this phase. In the next step, knowledge-based trust is created, which depends on the ability to predict the behavior of the opposite group. In this stage, increasing predictability based on open and regular relationships can deepen organizational trust. When the relationship between management and employees goes beyond this, it enters the stage of spiritual acquaintances. When standards for behavior in the organization are well-defined, and employees have recognized and accepted them, self-regulation rather than external control is shown to increase work morale. Spiritual familiarity allows management to build trust through attention to employees' interests. This stage helps management to negotiate with employees for mutual benefit and create environments where trust is not lost. The final stage of the trust expansion process is called loyal companions. At this step, employees do not need to argue or create obstacles to achieve their benefits; instead, they come to an agreement through rational and empathetic dialogue (Lämsä & Pučėtaitė, 2006).

This model describes the stages of trust formation in an organization and the strategies for each stage but does not address the formative factors of trust such as causal conditions, intervening context, or the outcomes of trust. Moreover, like some other models, this model discusses trust among employees, interpersonal trust, and does not pay attention to organizational trust in the sense of employees' trust in the organization. Also, some of the factors mentioned in the model are presented from the perspective of contextual factors, and variables such as affect-based trust, cognition-based trust, spiritual and loyal companions are factors that play a significant role in the formation of national and organizational culture, thus limiting the generalizability of this model to other organizations.

3.6 The Model for Managing Organizational Trust

Haji Anzehaei and colleagues (2022) conducted a study titled "Design and Test of a Model for Managing Organizational Trust" using grounded theory. This research was applied in aim and mixed in terms of data type, and the Foundation for the Underprivileged of the Islamic Revolution was selected as the research community. In this model, the central concept of managing organizational trust has been introduced, which includes vertical, horizontal, and institutional trust management. The causes of forming organizational trust management based on conducted interviews are organizational causes including job design, leadership style, and organizational structural features, and individual causes including personal characteristics and psychological states of employees. Background conditions indirectly affect the central concept, and according to the findings of this research, they include a culture of honesty and transparency, the absence of envy in the workplace, and external factors such as the absence of cumbersome laws and regulations, and the lack of political dependence of the organization and the culture of society. The intervening conditions, which have the most significant impact in the model of managing organizational trust, were introduced in this research as the leadership style of managers, managers' characteristics, and employees' attitudes as a concept of employees' characteristics. Frequent strategies include individual development strategies such as nurturing employees' professional ethics and organizational-level strategies such as managing organizational culture and organizational changes. Also, based on the results of this research, the outcomes were identified in three categories: individual, organizational, and social. These outcomes are

the result of actions and interactions created and influenced by causal conditions, the central concept, and the phenomenon context, referring to behavioral outcomes and social accountability (Haji Anzehaei et al., 2022).

Based on the analysis of the above content, it can be asserted that the model is more comprehensive and complete compared to previous models, as it examines various aspects of organizational trust from different perspectives of causal conditions, context, intervening, outcomes, and strategies. However, this model also faces significant limitations. Firstly, the central concept in this research has been introduced as the management of trust in the organization, which encompasses all aspects of trust in the organization, including horizontal, vertical, and institutional trust, and this research specifically does not address organizational trust. Moreover, the community of this research is introduced as the Foundation for the Underprivileged of the Islamic Revolution, which is a limited and small community, and this issue makes the generalizability of the the model to other organizations problematic, especially since organizational trust is a factor dependent on culture and other contextual conditions.

Table 1

A Summary of Analyzed Models

Model Name	Researcher and Year	Research Method	Model Description	Model Limitations
Integrated Model of Organizational Trust	(Mayer et al., 1995)	Review Study	Measures the impact of three variables: ability, benevolence, and integrity on organizational trust and assesses the effect of organizational trust on risk-taking.	1. As the model is proposed through a review, it only examines specific hypotheses and factors in organizational trust. 2. Limited to the trust of a specific trustor in a specific trustee. 3. Trust in this model is considered one-sided. 4. Influenced by contextual factors, making it potentially non-generalizable to other organizations with different contexts.
Experience and Evolution of Trust Model	(Jones & George, 1998)	Review Study	Trust is purely a psychological phenomenon resulting from the interaction of values, attitudes, states, and emotions of individuals.	1. Does not examine organizational trust, i.e., employees' trust in the organization, only interpersonal trust within the organization. 2. Limited to interpersonal trust among team members, overlooking other relationships. 3. Considered only as a psychological phenomenon.
Organizational Trust Management Model	(Martins, 2002)	Descriptive-Correlation	Analyzes the relationship of the "Big Five" personality theory dimensions on trust between managers and employees and their relationship with management styles.	1. Examines trust between employees and managers, not employees' trust in the organization. 2. Limited to the relationship between a specific trustor and trustee. 3. Limited to the dimensions of the Big Five personality theory. 4. Influenced by contextual factors like culture, values, beliefs, management styles, etc., thus not generalizable to different contexts.
Organizational Trust Measurement Model	(Dietz & Den Hartog, 2006)	Review Study	Identifies benevolence, competence, honesty, and predictability as the most crucial elements forming organizational trust and introduces the process of organizational trust.	1. A summary of organizational trust research until 2006, not addressing previous models' limitations and gaps. 2. Only examines the role of honesty, benevolence, competence, and predictability, overlooking other influential factors.
Process Model for Developing Organizational Trust among Employees	(Lämsä & Pučėtaitė, 2006)	Review Study	Describes the formation of trust among employees in five stages: opposing groups, calculators, acquaintances, spiritual allies, and companions, each with specific strategies.	1. Discusses trust among employees, not organizational trust as employees' trust in the organization. 2. Describes stages of trust formation in an organization and strategies for each stage but does not address trust's

				formative factors like causal conditions, intervening context, or outcomes.
				3. Presented from the perspective of a specific organizational context, influenced by national and organizational culture, limiting its generalizability.
Organizational Trust Management Model	(Haji Anzehaei et al., 2022)	Grounded Theory	Introduces horizontal, vertical, and institutional trust management as the central phenomenon (organizational trust management) and explores its causes, including organizational and individual causes, contextual factors, intervening conditions, strategies, and outcomes.	1. The central concept is trust management in organizations, covering all aspects of trust, including horizontal, vertical, and institutional, not specifically addressing organizational trust.
				2. The community of this research, the Foundation for the Underprivileged of the Islamic Revolution, is limited and small, reducing the generalizability of the model to other organizations.

4   Discussion and Conclusion

The discussions presented indicate that organizational trust is a multi-level construct originating from the individual and manifesting at the organizational level. Summarizing the definitions mentioned, it can be stated that organizational trust represents organizational members' assessment of organized or predictable systems regarding their competence in responding to their goals and responsibilities and adherence to accepted ethical principles in dealings with stakeholders. Since 1995, organizational trust has garnered attention due to the increasing importance of human resources in organizations. Although scholars and researchers in the field of organizational trust studies have offered various definitions of trust and measured the impact of different factors on trust and its influence on various variables, a systematic review of organizational trust studies leads us to conclude that we face a theoretical gap in the phenomenon of organizational trust models; as out of 13,423 researched studies, only 342 articles related to organizational trust were found, of which only 63 specifically focused on the topic of organizational trust. Among these 63 articles, only 6 dealt with designing a model of organizational trust.

In domestic studies, 5271 researches were reviewed, and only 57 cases (1.08%) mentioned organizational trust. Of these, 36 articles focused on the construct of organizational trust, and only one case (1.75%), the study by Haji Anzehaei and colleagues (2022) (Haji Anzehaei et al., 2022), dealt with designing a model of organizational trust in the Foundation for the Underprivileged of the Islamic Revolution. This very low percentage indicates a weakness in the subject literature. One of the positive points of this model is that it is more comprehensive as it examines organizational trust from different perspectives of causal conditions, context, intervening conditions, outcomes, and strategies. However, regarding the main limitation of this model, it should be said that the central concept in this research is "trust management" in the organization, which encompasses all levels of trust in the organization, including horizontal, vertical, and institutional trust, and this research does not specifically address organizational trust. Additionally, the community of this research, the Foundation for the Underprivileged of the Islamic Revolution, is a limited and small one, and this fact makes the generalizability of the model to other organizations problematic. Therefore, it can be said that domestic studies seriously lack a model that specifically addresses organizational trust in Iranian organizations and attempts to improve their performance and fill this literary gap.

In foreign studies, it can also be said that studies that directly and specifically address the topic of organizational trust models are less seen. In other words, only a few foreign researches have addressed models of trust in organizations, each of which is based on the context and setting of the studied organization, and secondly, the researcher has examined trust in the organization from a specific aspect. The model presented by Mayer and colleagues (1995) has strengths such as pioneering the presentation of an organizational trust model. However, as previously mentioned, this model was developed using a review of previous research in the field of organizational trust (Mayer et al., 1995). According to the researchers of this model, due to considering limited factors, it cannot be seen as a comprehensive model and is weak in understanding trust in a social system. Additionally, trust in this model was considered as a one-sided phenomenon. Also, it can be said that Mayer's model was presented based on culture, values, beliefs, and other contextual factors in foreign organizations and is not generalizable to organizations with different

backgrounds. Following that, the model presented by Jones and George (1998) was a model that examined interpersonal trust among employees and team members, and the impact of trust on employee collaboration and teamwork, but did not investigate organizational trust as employees' trust in the organization (Jones & George, 1998). Also, in this model, trust was considered solely a psychological phenomenon analyzed based on values, emotions, attitudes, and states. The trust management model by Martins (2002) was also a quantitative model that addressed trust management between employees and their managers through the dimensions of the Big Five personality theory; then examined its impact on management styles (Martins, 2002). This research, in addition to examining interpersonal trust instead of organizational trust, only investigated the limited factors of the Big Five theory in shaping this type of trust. After that, Dietz and Den Hartog (2006) presented a model for measuring trust in organizations, introducing the four dimensions of benevolence, competence, honesty, and predictability as the most crucial elements forming organizational trust (Dietz & Den Hartog, 2006). According to Dietz and Den Hartog, this model is derived from 14 studies on organizational trust conducted before their research. In other words, this model is essentially a summary of organizational trust research until 2006. Therefore, it can be claimed that this model has not addressed the limitations and gaps of previous models, but rather provided a summary of them. Moreover, this model only examines the role of 2 components, honesty, benevolence, competence, and predictability, and overlooks the effects of other influential factors. Furthermore, the aim of this research was to examine the limited shaping factors of organizational trust, and other related aspects of organizational trust, such as outcomes, strategies, etc., were not the focus of this research. Finally, the trust development model in the organization presented by Lamsa (2006) describes the stages of trust formation in an organization and the strategies related to each stage but does not address the formative factors of trust such as causal conditions, intervening context, or the outcomes of trust. Moreover, like other models, this model discusses trust among employees and does not pay attention to organizational trust in the sense of employees' trust in the organization (Lämsä & Pučėtaitė, 2006). Also, this model was presented from the perspective of a specific organizational context, and the organizational and national culture plays a significant role in shaping it, thus reducing the generalizability of the model to other organizations.

The discussions presented show that each researcher has examined organizational trust from a specific perspective and has modeled organizational trust. However, there is a gap in offering a comprehensive model of organizational trust that specifically addresses organizational trust (not trust in the organization) and explores all its dimensions. Therefore, it is recommended that future research comprehensively examine the phenomenon of organizational trust and offer a comprehensive and complete model to fill this gap; in addition to developing the literature on organizational trust, to be a guiding light for organizations in creating and developing organizational trust.

Ethical Considerations

This systematic review adheres to rigorous ethical standards throughout its entire research process. The selection of studies for inclusion in this review was conducted without bias, with a focus on scientific merit and relevance to the research objectives. Proper citation practices and the acknowledgment of all relevant sources have been ensured to maintain transparency and give credit to original

authors. Conflicts of interest, if any, have been disclosed. Moreover, this review respects intellectual property rights by respecting copyright laws and obtaining proper permissions for any material used beyond fair use. Additionally, ethical guidelines related to data handling, storage, and confidentiality were diligently followed. The ethical principles of research, including objectivity, fairness, and integrity, have guided this systematic review to uphold the highest ethical standards in research and publication.

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Hashemi Amin et al.　　　　International Journal of Innovation Management and Organizational Behavior 3:4 (2023) 98-108

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