

THE CONCEPT OF INTEGRATIVE TRUST ON BUSINESS PERFORMANCE

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Abstract

This article sets a goal to propose an integrative model illustrating the implementation of trust on both institutional trust, intra-organizational and inter-organizational levels to enhance business performance. This study starts by reviewing the relationships of inter- and intra-organizational trust, institutional trust, and business performance. This study then discusses the previous empirical research and its theoretical point of view concerning the relationship between three types of trust and business performance. Based on the foundation laid by previous results, this study proposes an integrative conceptual model of trust implementation on business performance. This study proposes that institutional trust will enhance inter-organizational and intra-organizational trust. Subsequently intra-organizational trust will improve business performance.

Keywords

Intra-organizational Trust. Inter-organizational Trust. Institutional Trust. Business Performance.

Introduction

This research reviews previous studies to develop a new direction of trust on business performance. Recent studies have revealed that trust may be a decisive view relating to business performance, but this continues a debatable area of investigation. The majority of investigations suggest that a higher level of intra-organisational trust (Galford & Drapeau, 2003; Vasa et al., 2014) has a definite impact on the direction of business performance (Allen et al., 2018; Davis et al., 2000; Dyer & Chu, 2003; Iancu & Nedelea, 2018). Other studies have examined that trust may also have an inconsistency effect on company performance (Baranyai et al., 2012; Johnston et al., 2004; Palmatier et al., 2006; Zaheer et al., 1998). Regarding the impact of institutional trust and company performance, Goergen et al. (2013), for example, examined that, trust in government and trust in business partners performing together have a positive impact on company performance and are replacements for each other. On the other hand, trust in the public and stakeholders has a negative effect on the company's profitability (Oláh et al., 2019). Therefore, this research proposes a research direction which investigates the effect of integrative trust on company performance with a view to filling the results gap of previous studies. The research proposes questions how the combined effects of inter-organizational trust, intra-organizational trust, and institutional trust on business performance.

This study purposes of constructing a model of the institutional trust influence inter-organizational trust and intra-organisational trust, which influence business performance from previous manuscripts. To support our goal, we start by reviewing the concepts of inter- and intra-organisational trust, institutional trust, and business performance measurement. We then discuss previous empirical research and its theoretical point of view concerning the relationship between inter- and intra-trust and business performance. Based on the foundations laid by this literature review, we propose an integrative conceptual model of the effect of trust implementation on business performance. This study also provides managerial implications for developing integrative trust to improve business performance.

Materials and methods

This study intends to provide an integrative scientific review of Intra-organizational Trust (IA), Inter-organizational Trust (IE), and Institutional Trust (IT) and their relations to business performance. To support the goal, this study has conducted a scientific literature review using Scopus and the Web of Science to find scientific texts published in refereed international journals in the fields of business and management. This study used the specific keywords in the advanced search mode for documents published between 1995 and 2019. The archiving method was adopted to support a reliable knowledge base in terms of the implementation of trust in business performance. In this way this study applied a systematic review based on a thorough literature search of published articles. The method includes categorizing and classifying the existing literature review for a particular academic requirement by using articles published over previous years, by mapping the results of previous manuscripts (Tranfield et al., 2003).

We carried out the literature review in following steps: (1) this study selected a scientific database search service, in this study Scopus and the Web of Science. (2) This study searched by applying keywords, for example, 'trust', 'employee', 'manager', 'inter-organizational trust', 'trust in government' and 'business performance'. (3) This study selected texts in English relating to the research criteria, published in international journals focusing on business and management, and published between 1995 and 2019. This study found 144 scientific articles in Scopus and 64 research manuscripts in the Web of Science (4). This study reviewed and examined the abstracts of the articles displayed. After studying the findings in the abstract of previous articles, this study summarized 29 scientific manuscripts listed in tables 1, 2, and 3, to support this study. (5) This study classified and categorized the papers based on topics, in terms of intra-organizational trust, inter-organizational trust, and institutional trust. (6) This study summarized the findings of previous scientific texts examining the effect of intra-organizational trust, inter-organizational trust, and trust in government on business performance.

Having conducted the systematic review, in this section, we detail the findings of our summary of previous scientific research. First, we scrutinize the experimental results relating to the effect of inter-organizational trust on business performance. We then assess the effect of intra-organizational trust on company performance. Finally, we also summarize the role of trust in government on performance through the direct and the mediating variables.

We summarize the direct effect of intra-organizational trust on performance in Table 1.

1. Table. The relationship between intra-organizational trust and business performance

Author(s)	Samples	Intra-organizational trust implementation	Findings
Robinson (1996)	125 newly hired managers from a variety of industries in the USA	Employee trust in an organization	Trust in the organization mediates the connection between psychological contract damage and work performance.
Rich (1997)	183 salesperson-manager dyads from 10 different U.S. companies	Trust between employees and the manager	Trust in the manager has a positive influence on sales performance and job performance.

Davis et al. (2000)	371 employees of restaurant industries	Trust in the manager and the organization	Trust in the general manager positively affects sales and profit.
Dirks & Skarlicki (2009)	174 financial services staff at the Western Canada bank	Trusted by colleagues	Being trusted by co-workers is related to a higher level of job performance
Brown et al. (2011)	2,680 workplaces in 2011 and 2,295 workplaces in 2004 from the Workplace Employment Relations Survey (WERS)	Trust in workplace organization	There is a definite connection between workplace performance measured by financial performance, labour productivity and product or service quality and average employee trust at both points in time.
Chen et al. (2012)	209 respondents from the National Defence University of Taiwan	Dyadic trust and trust in institutions	Trust has a strong association with voluntary employee performance.
Jing et al. (2014)	580 respondents consisting of 100 managers, 217 staff, and 263 customers in a pharmacy chain	Trust between employees and supervisor (manager)	High levels of trust may correlate with positive business performance consisting of financial performance, customer and staff satisfaction, productivity, and both long-term manager and staff occupation.
Chen et al. (2014)	601 supervisor-subordinate dyads from 27 companies in a Taiwanese company	Trust between employees and supervisor (manager)	Trust operates as a mediating variable to empower the relationships between leader benevolence, morality, and employee in-role performance.
Vanhala & Dietz (2015)	411 samples from a forestry company and 304 respondents of an ICT company in Finland	Employees' trust in the company	Workers' 'trust in an organization' positively mediates the relationship between perceptions of Human Resource Management and a set level of staff performance, unit performance and organization performance.
Audenaert et al. (2016)	568 public service employees from 75 job categories in a large, public sector organization in Belgium	Trust-in-the-organisation	Trust-in-the-organisation mediates the connection between the strength of the expectation climate and work performance.
Oláh et al. (2017)	51 logistics providers in Hungary	Trust	The level of trust in organization among employees and colleagues has a positive direction on earnings before tax

Hughes et al. (2018)	628 respondents in 103 teams for the 1 st survey. 614 respondents in 99 groups for the 2 nd survey in similar employees in a large insurance company in the Netherlands	Trust in a team	Trust in a team moderates the relation between the innovative behaviour of the employee and job performance.
Kloutsiniotis & Mihail (2018)	350 front-line staff in the Greek banking sector	Trust between employees and supervisor (manager)	Trust has a moderating role in empowering the relationship between the high-performance systems and employee outcomes. Employees trusted by their supervisors might be more determined in the workplace.

Source: authors' own compilation, 2020

Based on the scientific results from previous articles, this study summarizes the relationship between intra-organizational trust and business performance to support the proposed model. In this context, this study proposes intra-organizational trust be categorized into three types: trust among colleagues, trust in the supervisor, and trust in the manager. We find that trust in colleagues and the team has a positive effect on work performance (Brown et al., 2011; Chen & Lin, 2015; T.-Y. Chen et al., 2012; Dirks & Skarlicki, 2009; Kornélia Lazányi et al., 2017; K Lazányi & Fülöp, 2017; Rajić & Milošević, 2016; Rich, 1997; Seilerová, 2019). Furthermore, trust in the manager has positive effect on profit (Davis et al., 2000) and business performance in terms of financial performance and productivity (Jing et al., 2014).

Intra-organisational (IA) trust, also known as vertical trust, likewise has a mediating role in empowering an employee's work performance in the company (Mura et al., 2019). IA trust has a moderating role in terms of staff performance in an organizational system (Audenaert et al., 2016), performance assessment (Kloutsiniotis & Mihail, 2018), and perceived human resource management (Vanhala & Dietz, 2015) within a company. Furthermore, IA trust also can moderate the effects of uncompleted contracts on work performance (Robinson, 1996). In the case of leadership and innovative behaviour, IA trust has a mediating role on work performance by empowering leadership benevolence (X.-P. Chen et al., 2014) and innovative methods (Hughes et al., 2018).

In Table 2, this study provides a summary of the effect of IE on corporate performance. This study also obtains the direct influence and the moderating role of IE in business performance

2. Table. The relationship between inter-organizational trust and business performance

Author(s)	Samples	Inter-organizational trust implementation	Findings
Tsai & Ghoshal (1998)	15 unit business in home appliance, industrial	Inter-firm trust	Trust has a positive influence on exchange collaboration related to product innovation.

	equipment and computer communication sectors		
Rampersad et al. (2010)	124 participants from an Australian biotechnology and nanotechnology network	Trust in a network	Trust has a significant influence on both network coordination and harmony.
Gaur et al. (2011)	Data from 565 German SMEs	Inter-organisational Trust	Trust has a positive influence on SME performance which depends on the level of external and internal uncertainty encountered by the leading business.
Laan et al. (2011)	30 key informants involved in a 40 million dollar rail construction project in the Netherlands	The trust relationship between client and contractors.	The initial conditions of an inter-organizational relationship result in the sharing of risks and opportunities. Inter-organizational trust between client and contractor affects project outcomes.
Wei et al. (2012)	154 manufacturing firms in Taiwan	Inter-organisational Trust	Inter-organizational trust has a positive association with partner cooperation, which may affect the increase in performance in the logistics chain.
Cao et al. (2017)	136 supply chain specialist respondent among top management in four different companies in the USA	Inter-organizational trust	Inter-organizational trust moderates the connection between cloud computing and information sharing.
Bien et al. (2014)	104 biotech and pharmaceutical manufacturers in Taiwan	Trust between manufacturers	Trust has a positive direction on cooperative performance.
Lee et al. (2015)	375 samples of Korean SMEs in seven industrial clusters	Inter-organizational trust	Inter-organizational trust has a positive effect on innovation output. Innovation output indicates the number of products developed, process improvements, and patents achieved.
Meng (2015)	101 industrial practitioners such as project managers, procurement managers, contract managers and performance	Trust between project parties.	Trust has a significant role in enhancing collaboration affiliation. Trust has a positive influence on project performance improvement.

	managers in the UK construction industry		
Lu et al. (2017)	243 manufacturing firms in China	Intra-organisational and inter-organizational trust	Precise intra-organisational and inter-organizational control have a positive effect on New Product Development (NPD) performance. The interaction effect between inter-organizational trust and inter-organizational authority has a positive effect on NPD performance.
Balboni et al. (2018)	Sample of 138 global coalitions involving Italian firms and foreign partners	Trust in the international alliance	Trust has a positive influence on alliance success. Indeed, trust moderates the relationship between formal control and alliance performance by reducing the significance of output control and increasing process control.

Source: authors' own compilation, 2020

This study finds the direct effect and the moderating role of IE in business performance. Firstly, IE might improve company performance (Galford & Drapeau, 2003; Hovhannisyanyan & Vasa, 2007; Inkpen & Tsang, 2005; Tsai & Ghoshal, 1998). For instances, Fang et al. (2008); Bien et al. (2014), Gaur et al. (2011); and Wei et al. (2012) have examined the positive relationship between IE and business performance. Besides, Lee et al. (2015) and Lu et al. (2017) have studied the positive effect of IE on productivity in terms of innovative output and new product development.

IE also has a mediating role in empowering business performance. IE trust has a positive relationship with partner collaboration (Rampersad et al., 2010; Tsai & Ghoshal, 1998; Wei et al., 2012) which may lead to better corporate performance (Wei et al., 2012). Also, network collaboration affects product innovation (Tsai & Ghoshal, 1998). IE trust also has a mediating role in the relationship between formal control and network performance (Balboni et al., 2018).

This study also shows the effect of IT on business performance in Table 3.

3. Table. The relationship between institutional trust and business performance

Author(s)	Samples	Institutional trust implementation	Findings
Zak & Knack (2001)	41 countries of the World Values Survey	Institutional trust	Trust has a positive relationship with economic growth. The finding provides a new understanding of the perspective that social and institutional factors impact on financial performance.
Popper (2013)	-	Social trust	Social trust may encourage people to behave in specific ways but also discourage them with punishments for socially deviant behaviour.

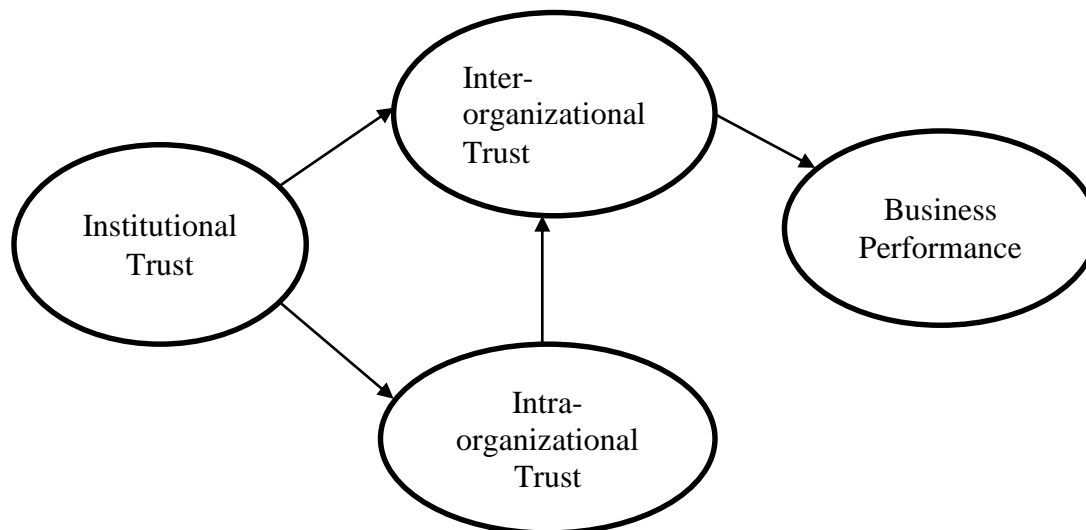
			Political institutions, government and the judiciary may diminish the nurturing of levels of social trust. Social trust is constructed mainly from the bottom up.
Askvik & Jamil (2013)	100 people in Bangladesh	Institutional trust	The extent of trust escalates higher; as a consequence, the control system may not be applied effectively.
Bursian et al. (2015)	EU Countries	Trust in government	Trust and credibility play an important role in monetary and fiscal policy. Trust in the government also determines conditions in countries with a simple business cycle.
Rim & Dong (2018)	1,121 samples consist of 380 in the USA, 355 in the UAE, 386 in Korea	Trust in government	The level of trust in government and business shows significant differences across countries. Trust influences the increasing expectations regarding the economy. Also, trust in government effects the increase in philanthropic responsibilities. Trust in government even moderates high expectations regarding economic and charitable obligations.

Source: authors' own compilation, 2020

In a business network, IT may enhance civic engagement in philanthropic activities, social activities, and business (Goergen et al., 2013). Concerning the business and economy, institutional trust has a positive effect on economic growth (Meyer & Meyer, 2017; Zak & Knack, 2001) and expectations regarding commerce (Bursian et al., 2015). Also, Goergen et al. (2013) argued that trust in a nation has a significantly negative impact on firm performance. However, if IE interacts with national trust, national trust has a definite relationship with company performance. To sum up, institutional trust may help the business environment to provide an effective climate for business.

Developing a new direction of trust

After summarizing the previous manuscripts, we then propose a direction of integrative trust on business performance. In this research, we postulate that institutional trust as a moderating variable mediates the relationship between inter-organizational trust and business performance. Then, we recommend that institutional trust will improve intra-organizational trust and interorganizational trust. Then, intra-organizational trust will enhance inter-organizational trust; as a result, inter-organizational trust will enhance business performance. We depict the effect of integrative trust on business performance in figure 1. We hope this model contributes to resolving the contradictory results of previous studies.



1. Figure. Effect of integrative trust on business performance

Source: Al-Hakim & Lu (2017); Davis et al. (2000); Dirks & Skarlicki (2009); Porta et al. (1996); Reimann et al. (2010); Sako (1992); Vanhala & Dietz (2015); Wei et al. (2012).

We suggest the concept of Institutional trust (IT) refers to the company's trust in the government (Bursian et al., 2015; Rim & Dong, 2018) and various institutions (Askvik & Jamil; 2013). Trust in government is the extent of a company's belief in the quality of a bureaucracy which operates autonomously from political pressure and has the strength and expertise to administer without having to deal with severe changes in policy, and provides services to business (Goergen et al., 2013; Porta et al., 1996; Rim & Dong, 2018).

Intra-organizational trust (IA) refers to an employee's willingness to trust in managers (Dirks & Skarlicki, 2009; Mayer & Davis, 1999) and company's organization (Audenaert et al., 2016; Vanhala & Dietz, 2015) based on the expectation that they take specific decisions that are important to employees, regardless of their ability to monitor or control the workers (Dirks & Skarlicki, 2009; Guinot & Chiva, 2019). Trust in managers indicates that the employee believes that the manager can apply a high level of skill to solve a particular problem and that the manager has a positive influence on the work undertaken (Davis et al., 2000). Finally, trust in an organization defines the employee's belief in the company organization operating competently, being concerned about staff well-being, and treating stakeholders honestly and fairly (Vanhala & Dietz, 2015).

Inter-organizational trust (IE) refers to a declaration of trust to the business partners, clients and contractors, and the network. The company believes that they will comply with the promises (Brower et al., 2009; Sako, 1992; Sako & Helper, 1998), behave or respond in a predictable and mutually acceptable manner (Castaldo et al., 2010; Porta et al., 1996).

Business performance denotes the ability of the company to maximize profit relating to assets, equity, and capital (Al-Hakim & Lu, 2017; Reimann et al., 2010). We suggest profitability consisting of Return on Asset (ROA), Return on Equity (ROE), Return on Capital Employed (ROCE), and Return on Sales (ROS) (Reimann et al., 2010).

Conclusion

A substantial number of studies have revealed a positive effect of IA trust on business performance. Moreover, scholars have examined the positive relation between IE and corporate performance. IT also provides support for a significant business climate. A higher level of trust has a direct influence on business performance (Allen et al., 2018; Davis et al., 2000; Dyer & Chu, 2003; Galford & Drapeau, 2003). However, some scholars have shown that various types of trust can perform as a mediating variable. Trust may not have a direct influence on business performance (Palmatier et al., 2006; Zaheer et al., 1998). This study also reveals that institutional trust (Goergen et al., 2013; Porta et al., 1996; Rim & Dong, 2018) may enhance IA and IE to improve business performance. Besides, previous research has examined IA, IE, and IT in separate studies. We propose a model of integrative trust will improve business performance. Then, we will implement the model to perform future research to obtain empirical findings.

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