Review article

Trust in leadership

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INFORMATION	ABSTRACT

Trust is one of the organizational resources. In the contemporary world, due to a variety of challenges related to demographic and globalization problems and the revival of modern areas of the economy, human capital and its application on the market are the fundamental growth factor. Trust generates a willingness to cooperate, and it is imperative to build positive relationships with others, which is necessary to cooperate with the environment. The discussed phenomenon is based on social coexistence, reflected on many levels and in various, often overlapping, interactions, and influences. Trust in any organization is a determinant of undertaking supra-individual activities and a pillar for motivating and mobilizing other people. The need for potent leadership is strong trust, openness in communication, and behavior rooted in conduct ethics. The theoretical aspects of trust and the essence of this phenomenon are presented in the article. There are described ways to build trust. Moreover, the issue of trust in organizations was discussed.

KEYWORDS

Introduction

Many scientists are engaged in trust in various social science programs. Although some framework and measurement scales for the concept have been established, it may seem that it caused more confusion than the information on the subject was systematized. For some, talking about trust may require the implementation of new and redundant terminology, which may lead to difficulties in understanding, replacing a created set of values and theories. On the other hand, confidence creates a willingness to collaborate and is the foundation for creating positive interactions in different configurations, as it is essential to interact with others. Professor at the Baker Foundation, John J. Gabarro, proves that trust is the main element in effective working relationships [1].

Business practitioners recognize the importance of this phenomenon at the same level as theoreticians. While there is increasing consensus on the beneficial effects of trust, there is still little agreement on what trust means. The intent of the trust is the degree to which one individual is prepared to rely on the other under specific circumstances with an awareness

of relative safety when negative consequences can be excluded. To trust, the other person must accept the security level and feel confident that they are ready to lie. A sense of security distinguishes between a trusting intention and a willingness to rely on it, associated with feelings of insecurity or fear. This element of confidence is an emotional module where other elements are cognitive.

1. Trust as the basis of interpersonal relations

Trust is the foundation of social coexistence; it is reflected on many levels and various interactions between individual entities, communities, groups, communities, etc. [2]. Discussions on this phenomenon have been conducted for years. Nonetheless, along with the desire to discover factors that could simplify everyday life in a changing and unstable reality, it gained more interest. With the systemic change in Poland after 1989, the demand for trust grew, and the so-called individualistic culture, which consequently led to changes in the system of values represented by society, and the issue of solidarity [3]. Trust can be defined in many ways; it is an element of social capital, a resource in organizations, and the belief that future actions will turn out to be the same as assumptions and expectations. Trust in business relationships means relying on the other person with the conviction of their cordiality because when one enters the relationship, he/she has trust in the other party that wants to do good and take into consideration his/her needs and ideas. On the other hand, the psycho-sociological trend to trust next to the belief about authenticity is demonstrated by the intention and desire to rely on the other person [4, p. 41-44].

By assumption, trust takes two dimensions, gives motivation, and ensures the ability to meet obligations. A parent will not leave their child under the care of a person they do not trust because they will fear that he/she is the wrong person for this type of role [5, p. 44-45]. Trust is the backbone of proper human relationships, as the way we coexist with others is of paramount importance. Due to the significance of the discussed phenomenon, many scientific disciplines and the business world have studied it [1]. According to Szacki [6], communities and organizations operate in the effect of exchange between entities, which at the same time results in economic and socio-cultural benefits. It appears in the process of interactions that take place between people of a given group. The complementarity and cooperation of the units of these communities direct the creation of long-term business relations.

2. The psychology of trust

Trust is based on combining people's profound hopes and aspirations with their most significant worries and sorrows. It can be the most crucial factor for the growth and maintenance of proper human relationships. Historically, there were two leading concepts of interpersonal trust, the first focused on the person, the other on relationships, and collaboration. Being focused on the subject involves certain beliefs and attitudes about the extent to which others may be authentic. An interpersonal view of trust is a process or condition in relation to an individual with whom the trustee is in some way related. Roderick M. Kramer and Peter J. Carnevale believe that to trust someone, it is necessary to have persuasion and expectation from the other person, and that the other person's actions will be useful and contribute to long-term personal interests. They distinguish two cognitive processes that are activated in moments related to trust. They are:
   – the feeling of sensitivity,
   – expectations about the other person's behavior over time.

When one side tries to show the other's good points as much as possible, both should notice an increase in confidence in each other [7]. Trust can be defined as an emotion having neural patterns, so it is a brain process that combines the perception of oneself, others, and specific events into a unique scheme called the somatic system. He is responsible for sensations received from the outside and carrying out activities that depend on a person's will. The autonomic nervous system provides the body with the appropriate arousal level, reflecting a given situation. When a person is in a threatening situation, his/her behavior is more alert and careful. In contrast, in a situation of a high sense of comfort and security, relaxation occurs. It also refers to the circumstances related to the cognitive challenge, i.e., the one that determines concentration, control of activity, forecasting the effects in a specific situation [8]. Emotions and feelings largely control human life, and the action of certain parts of the brain causes fear, relaxation, or joy. Feelings are linked to the mind and the whole organism, where the somatic system cooperates with the endocrine system. There is a connection between systems responsible for expressing emotions with parts of the brain responsible for delicate and planned behavior patterns in social relations [9].

Currently, trust between the superior and subordinate is a crucial role in any organization, and both parties want to achieve its high level. It will be useful for the superior to manage the organizational unit subordinate to him/her, while for employees – for greater freedom of action. High trust means employees' loyalty and efficiency, and low trust – low efficiency and lack of commitment. Open communication is conducive to building trust. In the business world's realities, there is the so-called open-door policy, where an employee can come to the leader anytime with any matter. In contrast, in the armed forces, there is a command chain that prevents such actions. That may contribute to the fact that a person who wants to talk to his/her commander may encounter a problem at various levels, so it is reasonable for commanders to understand the subordinate's request and quickly meet his/her needs. Trusting others cannot be limitless; caution and vigilance are required, as people can mislead leaders through manipulation. Being a manager or commander, cooperation with others constitutes a large part of daily activity, which requires the possession or development of leadership qualities, included in soft skills [10].

People can talk about themselves, but most of them do not tell the whole truth. A human is afraid of exposing his/her fear, weaknesses, desires, and joy. Pretending and appearances do not lead to success – it can be achieved primarily by being credible. However, since childhood, people are punished for telling the truth and for being too truthful. Admitting among peers to their fears and concerns causes contempt and rejection, now it can be called "hate". People learn to dose the truth, create myths and avoidant stories, so it is no wonder that one needs to re-learn to be truthful in adulthood. Some are so ingrained in avoiding the truth that they find it convenient and only beneficial. However, the reality is different and credible, and the ability to tell the truth in every situation is the foundation for reaching out to other people and leading them [11]. Both empathy and trust are the ability of the other person to share their emotions and understand their perspective. Trust and cooperation should be based on taking into account the goals of other people, and at the same time, one's own, it is manifested by the ability to adopt mutual behavior in order to achieve mutual goals.

When interpersonal relationships develop, each side wishes to make the other side dependent on itself, and in this combination and with frequent contacts, individuals become similar to each other. There is a concern for the other person, imitation of behavior, and copying preferences; such people are called social twins by sociology. A person is never influenced by someone without exerting influence on that person. The main part of these relations is

mutual understanding and trust [12]. There is also situational trust, where a person is sub-consciously influenced by others without even knowing them. In his book "Influencing People. Theory and practice", Robert Cialdini describes some people's reactions also related to trust. A human is more easily influenced by a wealthy, educated person that enjoys the social authority. In the research conducted in the state of Texas in the United States, a situation of breaking the law, namely pedestrians crossing a red light, was arranged. The results showed that three and a half times more pedestrians passed red lights behind some-one wearing a suit, shirt, and tie compared to someone wearing pants and a flannel shirt. It indicates that we yield to authorities considerably and unexpectedly for ourselves because we have a kind of confidence in them.

3. Research on trust

Recent years have shown the vital role of trust in the field of interest of sociology, and an em-pirical and theoretical comparison has been made. Many research perspectives were used, e.g., the theory of culturalism, rational choice, phenomenology, or interactionism. Niklas Luh-mann and Bernard Barber were the leading researchers, and in the following years – Francis Fukuyama, Russell Hardin, and Mattei Dogan. Despite the differences between sociologists on this subject, the common denominator is that trust in interpersonal relationships is necessary to build stable social bonds. It is assumed that human life without a certain amount of trust is impossible [13, p. 11-12]. Leaders can observe certain phenomena based on the confidence level of their group. When there is a low level, they focus their actions on building the team's trust for many reasons, e.g., increasing commitment, supporting cooperation, adapting and stimulating changes, and achieving the intended goals. Besides, they aim to help the orga-nization retain talented employees and, at the same time, create a work environment that will be satisfying not only for the short term but oriented towards the success of tomorrow. Through trust, a person is fully committed and is happier when this state is achieved, per-forming duties will be a pleasure for him/her, and a real success for the leader [14].

There is no specific scale to measure trust in interpersonal relationships. The lack of a uniform scale stems mainly from the fact that trust is an interdisciplinary phenomenon [4, p. 42-44]. The most popular research method of trust are surveys, which indicate a tendency to de-crease trust between people or in relation to public institutions. According to the CBOS [15] report of 2018, based on data collected since 2002, Poles are distrustful in social life. Only 22% of the respondents believe that people can be trusted, and 76% point to the principle of extreme caution. A careful, distrustful approach to people is a tendency that prevails in almost all socio-demographic groups. The highest level of distrust is represented by the least educated people with the lowest salaries. A low range of trust also distinguishes people living in the countryside who do not have clearly defined political preferences, in the age group of 25-34-year-olds. A higher education level and a more convenient material situation of peo-ple trans-late into lower awareness and distrust. In the United States Armed Forces, 81% of the soldiers express a positive opinion on the level of trust in the organization, as many as 97% of the respondents confirm that their service loyalty is based on the Constitution. 90% of the respondents agree that the Armed Forces' values coincide with personal values, and over 70% of the soldiers trust their commander when making decisions. The internal level of confidence is positively assessed by about 60%. These studies were conducted to investi-gate the level of confidence in the Armed Forces on over 20,000 military personnel in 2011, in all components [16].

The Armed Forces as an institution enjoys 79% trust in the public opinion [17]. In state organizations and institutions, trust takes a special place since it concerns the essence of the functioning of this type of structures, i.e., to serve the society. A high level of trust in the Armed Forces proves that this organization is properly fulfilling its mission by creating relationships based on trust. Such trust dimensions as skill, justice, purposefulness, systematicity, and loyalty best reflect the fulfillment of the purpose of the Armed Forces. The research conducted in 2017 on 98 soldiers from the Artillery Regiment and the Anti-Aircraft Regiment, checked the degree of understanding trust as a value, as well as its importance during everyday service and in the event of a crisis. The findings are as follows [18]:

– 97% of the respondents understand trust as a value within which the unification of personal and organizational goals takes place,

– the respondents emphasize that trust is the foundation of interpersonal relations, which is a mediating element between an organization and its members,

– for soldiers, trust in connection with the service performed refers to other people, a co-worker, the commander-subordinate relationship, a sense of confidence and spiritual peace, and approaching others in the way one treats his/her family,

– for the respondents, trust is an irreplaceable element of cooperation,

– soldiers recognize that trust is of greater significance in risky and dangerous situations than in other periods of service.

Most soldiers believe it is essential to take a situational rather than a template and rigid approach to creating trust. It applies, for example, to platoon or company soldiers, as well as to a leader whom subordinates have trusted and have a guarantee that he/she will find a solution in the inconvenient conditions of the battlefield. The Armed Forces are associated primarily with regulations and hierarchy; however, it does not exclude confidence, but, on the contrary, it increases the importance of this phenomenon to build strong ties based on the ethos of the Polish soldier.

4. Trust in practice

The degree of confidence in the team directly contributes to the group's ability to achieve the intended outcomes. Moreover, there is less socially generated uncertainty in highly trusted teams, and problems are solved more efficiently. Being sure that colleagues will not ridicule others, reject or punish them for speaking out, makes them safe in making difficult decisions, and the accompanying openness contributes to this. There are three components needed to build trust [14]:

– basic understanding of the concept of trust with its importance for the team,

– visualizing the behaviors that build trust and the methods that team members train these behaviors,

– forms and tools for measurement and observation to strive to create confidence.

In most professions, there is a need to establish relationships with other people in times of globalization. In the Armed Forces, this phenomenon is fundamental, but contacts between people are limited due to the service dependency and hierarchy prevailing in the organization. A lower-rank soldier cannot take the initiative and try to make contact with a higher-level supervisor. Commanders play an essential role; they should be aware that and equipped with social competences as their lack causes dissatisfaction among subordinates, disciplinary problems, or requests for transfer to another position. Using soft skills and creating a favorable

organizational climate allows for much greater soldiers' efficiency and fewer problems related to functioning in a team [12]. With international credibility and trust, standards can be shaped, and allied networks expanded within the scope of cooperation. Trust in the Armed Forces and between Armed Forces is a fundamental condition for joint action. In the current geopolitical situation and at the current technology level, no country can wage war alone. The solution to this phenomenon is numerous alliances that aim to cooperate in pursuing the goal, i.e., the best possible preparation of troops in peacetime, until a state of war.

Trust manifests itself on all levels of the human sphere, in cooperation, involvement in group initiatives, in creativity, and in deciding on the method of investing savings. Notably, the phenomenon encourages people to establish interpersonal contacts, triggers unconventionality, and opens them to innovation. One may be tempted to say that where a culture of trust is cultivated, people cooperate, improve qualifications, invest and build new enterprises, are ready to accept and take the risk of producing new goods, and are geared towards new technological solutions. Consequently, it allows avoiding expenses that would be needed to implement control measures in the form of extensive systems or own time devoted by the leader, commander, or manager. That allows focusing on implementing the organization's mission and vision, creating new substantive solutions in the changing world, and adapting to the requirements of the battlefield, in the Armed Forces, or of the economy in the business world [19].

There are many ways to gain trust with the consequent positive value for the group and the leader. Trust is gained through empathy, which is defined by the ability to share emotions that other people feel and their point of view is understood. Working with others takes into account their and own goals; it manifests itself in the ability to adapt behavior to achieve a result mutually. Team games require empathy and trust and the participation of many people simultaneously; without the cooperation and mutual understanding, the coach will not

Through activities aimed at creating trust in a team, team members are more:

    – responsible,

    – open to cooperation,

    – effective,

    – happy,

    – innovative,

    – respected,

    – optimistic,

    – adaptable

Team members reduce:

    – conflicts,

    – workarounds,

    – breakdowns,

    – anger,

    – frustration,

    – unpleasant surprises

Fig. 1. Reactions to build trust
Source: Own elaboration based on [14].

build a strong team capable of achieving the highest results. It can be translated into many levels, whether in the business world or the military environment. A platoon or company is one team that needs mutual understanding to carry out tasks. A good trainer or commander should have the ability to exchange views with his/her subordinates and persuade them to his/her views and decisions. The best way is to intrigue others and to enable each side to act to ensure that the fundamental goals of both are included. Dedication to team issues is essential in all relationships and at all levels. A human by nature likes and wants someone to notice his/her needs [12].

Conclusions

Due to the progressing process of globalization, there is a need for even greater integration since barriers would arise in the world without borders and with full access to all information. The mix of cultures that appears daily requires subsequent acts that depend on the human worldview. In the Armed Forces, international exercises are popular, where soldiers cooperate on training grounds, shooting ranges, or garrisons, where they are forced to rely on opinions and suggestions from outside their circle; often, a given solution seems incomprehensible at the beginning but, after a more in-depth analysis and explanation, it appears ingenious. Greater trust and lower barriers contribute to faster integration and more effective work in the international environment.

The factor that complicates the functioning of the organization is the fact that this term is used in relation to various situations and types of phenomena. It is important to be able to distinguish between strategic, personal and organizational trust. The first relates to the faith of employees, which is based on knowledge and experience, the second relates to the relations directly between the commander (leader) and the subordinate, and the last one shows the attitude towards the organization or institution as a whole and not towards specific people. The process of trust begins in the family home and lasts throughout a person's life; it accompanies him/her in conversations, contacts with others, at work, and in every element where interpersonal relationships occur. It is so important that it is the building material for shaping the sustainable development of the entity [19]. Trust is the basis for human functioning in an organization as it enables the efficiency of efforts and cooperation. In the Armed Forces, it can manifest itself in various forms, ranging from trust between subunits or divisions, through the level of trust of a soldier to the Armed Forces, ending with interpersonal trust, on the planes of soldier-soldier or subordinate-superior, and vice versa.

A brief overview of the management researchers' definitions and views shows that trust is people's ability to be open and transparent based on the perception that others are fair and trustworthy and that they are committed to team goals. This concept means trust in the credibility of the organization and other people's potential, as well as current results based on previous activities. Trust is a priority for every company, institution, or organization because it is the foundation of cooperation, thanks to which subordinates can perform tasks effectively. Its lack creates an envious and unhealthy atmosphere and an unfavorable and organizational climate in which productivity is disturbed and employees act against themselves.

Author contributions

The author contributed to the interpretation of results and writing of the paper. The author read and approved the final manuscript.

Ethical statement

The research complies with all national and international ethical requirements.

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Biographical note

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Zaufanie w przywództwie

STRESZCZENIE   Zaufanie jest jednym z zasobów w organizacji. We współczesnym świecie ze względu na szereg wyzwań powiązanych z problemami demograficznymi, globalizacyjnymi i ożywieniem nowoczesnych dziedzin gospodarki, fundamentalnym czynnikiem wzrostu jest kapitał ludzki oraz jego zastosowanie na rynku. Zaufanie generuje chęć nawiązywania współpracy i jest kluczowe, by budować pozytywne relacje z innymi, co jest niezbędne do tego, aby współpracować z otoczeniem. Omawiane zjawisko jest podstawą współżycia społecznego, mające odzwierciedlenie na wielu płaszczyznach i na polach różnych oddziaływań i wpływów, często nakładających się. Zaufanie w każdej organizacji jest determinantem podjęcia ponadjednostkowych czynności, a także jest filarem do motywowania i mobilizowania innych osób. Potrzebą mocnego przywództwa jest silne zaufanie, otwartość w komunikowaniu się, oraz zachowania zakorzenione w etyce działań. W artykule przedstawiono teoretyczne aspekty zaufania oraz istotę tego zjawiska. Opisano sposoby budowania zaufania. Poruszono temat zaufania w organizacjach.

SŁOWA KLUCZOWE   zaufanie, przywództwo, rozwój, wojsko

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