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978-0-521-73779-1 - Organizational Trust: A Cultural Perspective

Edited by Mark N. K. Saunders, Denise Skinner, Graham Dietz, Nicole Gillespie and Roy J. Lewicki

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Organizational Trust

The globalized nature of modern organizations presents new and intimidating challenges for effective relationship building. Organizations and their employees are increasingly being asked to manage unfamiliar relationships with unfamiliar parties. These relationships not only involve working across different national cultures, but also dealing with different organizational cultures, different professional cultures and even different internal constituencies. Managing such differences demands trust. This book brings together research findings on organizational trust building across cultures. Established trust scholars from around the world consider the development and maintenance of trust between, for example, management consultants and their clients, senior international managers from different nationalities, different internal organizational groupings during times of change, international joint ventures, and service suppliers and the local communities they serve. These studies, set in a wide variety of national settings, are an important resource for academics, students and practitioners who wish to know more about the nature of cross-cultural trust building in organizations.

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Foreword

Trust is widely studied yet remains elusive. Everyone agrees that it is important, that social life could not exist without it, and that it is valuable, since the cost of building structures and controls that substitute for trust in and between organizations is enormous. More elusive still is how trust is established and sustained across cultures by those doing organizational work. Trust requires sending signals of trustworthiness, and differences in the meaning and interpretation of signals is the very essence of different cultures. As this volume's editors, Mark Saunders, Denise Skinner, Graham Dietz, Nicole Gillespie and Roy Lewicki note, people from different cultures often bring mutually alien values and beliefs, uninterpretable behaviours, and incompatible assumptions to their organizational work, all of which can undermine the trust necessary to successful interactions and fruitful collaboration. These scholars address such fundamental questions as how do people from different cultures understand and develop trust in one another? How do they go about building, maintaining and repairing trust in their own culture, and with those in other cultures? Which practices work best to build and sustain successful cross-cultural trust in particular settings? This book reports the current state of our knowledge about cross-cultural trust building, and helps to further our deeper understanding of cross-cultural trust building in and across organizations.

This book brings together leading-edge conceptual thinking and empirical research on the nature, meaning and development of trust across multiple cultural boundaries. It is genuinely international, pulling together the leading trust scholars from around the world. Here readers will find strong empirical comparisons of how trust is created and maintained in organizations operating in the same industry but in different countries, comprehensive reviews of how trust is created and maintained in various organizational contexts in different national cultures, innovative theoretical lenses for interpreting cross-cultural differences in trust development, and conceptual, risk-taking papers that provoke and challenge our understandings of trust. The volume aims to unify the extant research on trust across different cultures, and to stimulate new research directions.

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978-0-521-73779-1 - Organizational Trust: A Cultural Perspective

Edited by Mark N. K. Saunders, Denise Skinner, Graham Dietz, Nicole Gillespie and Roy J. Lewicki

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Foreword

We feel that this book makes a fundamental contribution to the literature. The editors are to be congratulated for putting together a coherent, innovative and scholarly volume of distinguished international scholars. We hope that this book will stimulate debate on these increasingly critical questions for all of us working in and with organizations over the next decades.

Series Editors

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