TRUST AS A FACTOR OF AN ORGANISATION’S EFFECTIVENESS

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ABSTRACT
The article presents the results of the theoretical and empirical study on the phenomena of trust and corporate culture. Based on the theoretical analysis and the study results, we concluded that trust, psychological atmosphere and organizational culture are not only significant factors in an enterprise’s economic efficiency, but also the main indicators of its psychological effectiveness. An organization’s psychological effectiveness is understood as its staff’s ability and willingness to perform their assigned tasks, including their willingness to make necessary or inevitable changes in the external and internal environment of the organization. Corporate culture and trust are integrative indicators of an organization’s psychological effectiveness, since, in addition to psychological relationships, they also include the regulatory system of decision-making and organizational behaviour.

Keywords: trust, corporate culture, psychological research on trust in organizations, psychological issues, psychological aspects of an organization’s effectiveness, trust as a factor of success, optimization of work, psychological means of work optimization.

Problem statement. Currently, research on trust is one of the most actual areas in the social sciences (Gerbert, 2006; p. 397). The reason for this is a remarkable socio-psychological phenomenon, called the "trust deficit". It was formed until the mid 90's of the twentieth century in post-Soviet society and became one of the negative consequences of the radical economic and political transformations that took place in the CIS countries in the early 1990s. A lack of trust was acutely felt in many walks of life of that historic period and in many areas of people's life, especially in economics, politics, and the social sphere. Thus, the real source of scientific interest in the problems of trust was precisely the practical needs, which gave rise to a public atmosphere of the need for knowledge about trust, which would not only describe, but also explain, predict, and, if possible, influence, manage it (Kupreychenko, 2008; p. 29).

In the recent years, special attention has been given to psychological factors that can help increase an organization’s effectiveness. The studies on trust in organizations are one of the most developed and popular areas of research in foreign psychology, sociology, management. Modern researchers unanimously recognize trust as an important factor of an organization’s climate, a psychological factor that contributes to its development and increases its work efficiency (Zhuravlev, 2004; p. 8).

In order to be successful in business, you need two things first: a winning competitive strategy and high-quality organizational performance. Distrust is the enemy of both. Many failures that we see today in business are the result of suspicion among those who, for the sake of prosperity,
should think and act in a collaborative way. Management consultants conclude that "divergent" strategic goals and unclear organisational objectives are often the result of mistrust. It also leads to poorly thought out and poorly implemented innovations. In other words, distrust is the source of many of the problems facing organizations (Show, 2000; p.12).

The impact of distrust extends far beyond an organization’s senior management. It can permeate the entire organization and nullify its ability to adapt to changes in the competitive environment. Anyone who has worked for a large organization knows the tendency of different groups to distrust one another. Functional, production, and regional groups in many firms work if not overtly antagonistic to one another, but at least without any cooperation (Chayka, 2005; p. 57).

In today's competitive economy, distrust becomes something much more important than just a staff problem. Highly-distrusted organizations are in fact uncompetitive, and vice versa: trust-based organizations have the best chance of achieving predictable business results in rapidly changing and stressful environment. In this respect, trust is one of the most important factors in achieving tangible business success (Skripkina, 2000; p.78).

The direction of research on the impact of trust on organizations’ effectiveness is gradually emerging in the national social psychology. However, there is very little empirical research done on the basis of real modern organizations. Differences in approaches to understanding the essence of trust in an organization determine the specificity of theoretical models and evaluative methods for this phenomenon.

**Analysis of recent research and publications.**

According to one of the most common approaches, trust is defined in terms of cognitive processes. Thus, trust is defined as a person's awareness of his/her own vulnerability or risk arising from the uncertainty of the motives, intentions and expected actions of other people on whom he/she depends. R. Levitsky, D. McAllister, and R. Bies point out that two opposite models of trust can be distinguished within the social choice theory. One, the origins of which are expressed in the sociological (J. Coleman), economic (O. Williamson), and political (R. Hardin) theories, explains trust in relatively rational, intelligible terms. In this regard, H. Schrader notes that the tradition of the “trust” term as a result of rational choice and utility calculation is most common in the decision-making and game theories. Another model is more inclined to the social and psychological bases of choice in difficult situations (M. Doyle) (Deynega, 2013; p. 30).

Many contemporary scholars argue rightly that trust should be understood as a more complex, multidimensional psychological phenomenon that includes emotional and motivational components (P. Bromilei and L. Cumings, R. Kramer, D. Levy and A. Weigert, D. McAllister, T. Tyler, and P. Dego). As noted by G. Fine and L. Holyfield, cognitive models of trust reflect the necessary but insufficient understanding of trust. They believe that trust also includes aspects of cultural values, emotional reactions and social relationships ... It is necessary not only to be aware of trust but also to feel it (Fine & Holyfield, 1996; p. 25). This position, shared by most sociologists (G. Simmel, A. Giddens), is the closest to the socio-psychological understanding of trust as a psychological relationship, including cognitive, emotional and connotative components (Zhuravlev & Sumarokova, 1998; p. 32).

Studying the dynamics of organizational trust, G. Fine and L. Holyfield examined the entry of new members into the culture of trust in an organization (Fine & Holyfield, 1996; p. 27). A special role here is given to experienced employees who teach beginners a sense of responsibility. Another way to build trust is to influence the rules that drive it. J. March and J. Olsen point out that in this case an organization acts, like an “assistant director”, making “clues that cause similarity in certain situations” (March & Olsen, 1994; p. 72). G. Miller exemplifies the positive dynamics of self-created trust in an organization. While discussing the principles of collaboration at Hewlett-Packard, he notes that the company have implemented an open-door policy for employees that not only allows engineers to have all equipment in laboratories, but also approves if they take it home for personal use (Milner, 2002; p. 197).

Many ideas formulated in theoretical works have been validated in the framework of applied research on trust and distrust. In their ranks, there are several well-elaborated areas of research. The first of these is economic and psychological. The empirical research of Zhuravlev A.L. & Sumarokova V.A. analyses trust of modern Russian
entrepreneurs in organizations of different types and in their business partners. The trust in commercial activities and business relations was studied by G.A. Agureeva, I.A. Antonenko, A.Ya. Kibanov, T.A. Nestik, A.V. Filippov and V.A. Denisov, P.N. Shikhirev and others. As the analysis shows, the work of social and economic psychologists is closely intertwined with the problems and research methods of economists and sociologists (Y.V. Veselov, A.K. Lyasko, E.V. Kapustkina, B.Z. Milner, V.V. Radaev, M.V. Sinyutin et al.) (Zhuravlev & Sumarokova, 1998; p. 37).

Modern researchers unanimously recognize trust as an important factor in the life of an organization, which contributes to its development and increases the effectiveness of its work. It should be borne in mind that the study of the phenomena of trust and distrust in the organization has peculiarities in comparison with their study in interpersonal relationships due to the fact that organizational trust and mistrust exist in three main forms and are accordingly understood in different ways by researchers. First, they are manifested in an institutional form - as a system of rules governing the conditions of exchange of information and other resources, as well as rules for the control and supervision of employees. Second, trust and distrust in an organization can be understood as a psychological relationship or as employees’ representations about their organization, their colleagues, leaders, partners, etc. These estimates are highly subjective and determined by personal and group characteristics. In particular, they depend on the satisfaction of employees’ needs and expectations, their values and meanings (relation to the world and other people, the importance of trust, etc.) and some individual-psychological characteristics. Third, organizational trust and mistrust exist in the form of a psychological space of relationships between employees and their organization, as well as its individual groups. R.B. Shaw rightly points out that the concept of trust must be regarded as a structural and cultural characteristic of an organization. This form of trust and distrust cannot be considered as a sum or average of employees’ subjective ratings, so it is the most difficult to study and often "escapes" from researchers. A possible solution to this problem may be to analyze the social behaviour in general and the individual actions of an organization’s members in situations of trust or distrust. It is also necessary to identify in the system of organizational relations specific “zones” of subcultures with a particular type, forms or stages of trust and distrust. Such “zones” as well as individual and group characteristics of trust and distrust in the organization were identified in the course of the empirical research. Its main purpose was to analyze the relationships that exist between trust and distrust in the organization and the phenomena of common life, in particular, the psychological atmosphere, the psychological climate, the organizational culture, etc. The subject of the study is also the influence that some personal determinants have on the assessment of trust in the organization and the psychological atmosphere: general attitude to trust, features of trust / distrust to others, level of subjective control, anxiety, aggressiveness and gender identity. In addition, the influence of the socio-economic and organizational-psychological factors of organizations and individual groups of their employees was analyzed (Zhuravlev & Sumarokova, 1998; p. 258).

The studies of trust in organizations (and, in recent years, distrust) are one of the most developed and popular areas of research in foreign psychology, sociology, management. This is evidenced by a number of recent major collective works and review publications (Show, 2000; Farrell, 2004; Lewicki, 1998). This direction of social psychology in Russia is gradually emerging. The problem of trust in business relations in different years was addressed by I.V. Antonenko, I.V. Balutsky, A.L. Zhuravlev and V.A. Sumarokova, P.N. Shihirev and some other authors. However, there is still very little empirical research done on the basis of real modern organizations. The interdisciplinary nature of the organizational trust studies leads to the fact that the understanding of this phenomenon and the approaches to its analysis brought about by the organizational theory, economics, management, sociology, psychology, cultural studies and other social sciences are highly different and not always comparable. Yes, R.M. Cramer, pointing to the contradictions in existing areas of research, notes the formulations that highlight the social and moral aspects of trust, in which trust is understood as an element of management policy, in no way related to issues of morality (R. Bart, M. Knez). There is also a tradition, which underlies the sociological (J. Coleman), economic (O. Williamson) and political (R. Hardin) theories, to consider trust as the result of rational choice. In particular, R. Hardin notes that
a rational calculation of trust involves two elements: knowledge that enables a person to trust another person, and an evaluation of the desire and willingness of a person who trusts to justify the trust. The situation is further complicated by the fact that trust and mistrust in organizations, as mentioned above, exists in the institutional form, in the form of subjective representations and in the form of objective relationships. Differences in approaches to understanding the essence of trust in an organization determine the specificity of theoretical models and methods of evaluation of this phenomenon.

Despite the variety of models and principles of trust analysis within an organization, the following are the main areas of work in this field. The first area considers trust and distrust as factors of an organization’s economic efficiency. The researchers’ attention in the indicated direction is focused on indicators of effectiveness and mechanisms of influence on them of organizational trust and distrust (directly, indirectly, etc.). According to most researchers, trust reduces internal costs, by increasing employees’ capacity for collaboration and teamwork, reducing costs for controlling their activities and affecting the willingness to obey manager orders. In addition, trust in an organization reduces staff turnover and, therefore, reduces administrative and management costs for staff recruitment, adaptation, and training. Trust ensures the effectiveness of organizational changes and timely responses to changes in its external and internal conditions. It should be noted that until recently, work in this area was mostly theoretical. In recent years, experimental evidences have emerged revealing the impact of a particular level of trust on the behaviour of an organization’s employees. Trust analysis as a basis for an important organizational resource - social capital - is common. R.M. Cramer notes that in the organizational environment, trust as a social capital is generally considered at three levels: cost reduction within organizations (Lewicki, McAllister & Bies, 1998); an increased intensity of informal and casual communication among employees of the organization; formation of certain adaptive relationships (respect and submission) to an organization’s leaders.

In studies that analyze the reduction of an organization’s internal costs, trust is often understood as a socially regulated heuristic, that is, employees’ a priori willingness to have certain decision-making behaviours and to respond constructively to a variety of difficult situations. According to V. Uzzi, organizational trust as a heuristic enables an employee to give the best interpretation of the motives and actions of other employees in difficult situations (Uzzi, 1997; p. 43). Reduction of internal costs of an enterprise is achieved, first, by reduced time to discuss problems and decision-making, second, by the optimal allocation and movement of resources, and third, due to the absence of formal monitoring, control procedures and artificial methods encouraging cooperation and collaboration. V. Uzzi notes that the heuristic nature of trust enables actors to respond promptly and positively to the stimulus (Uzzi, 1997; p. 44). Thus, heuristic trust generates free and voluntary exchange of various resources, saving the resources of an organization, increasing its competitiveness and ability to overcome unexpected problems.

**Highlighting previously unresolved parts of the overall problem the article is devoted to.** Without solution the problem of trust as a factor influencing an organisation’s effectiveness, it is difficult to understand and predict the process forming the organizational culture. Any enterprise carries out its activity in accordance with the values that are of importance to its employees. The degree of acceptance by the organization members of its company’s values and the degree of commitment to these values by the staff are factors that provide the strength of the organizational culture. The difficulty of creating and maintaining a required level and content of organizational culture that is meaningful to each organization is that the individual personal values of both newcomers and seasoned employees can differ significantly from those of the organization.

**The purpose of the article** is to highlight the results of psychological research, which allowed us to establish a relationship between the level of trust in an organization and its effectiveness.

**Outline of the main material and results of the study.** Scientific substantiation of the methodology of the conducted research.

There are four main areas of research on trust and distrust in an organization. The first considers trust and distrust as factors of an organization’s economic efficiency. The second examines the factors behind the formation
of these phenomena. The third one is about the dynamics and mechanisms building trust and confidence in an organization. The fourth area involves the study of the relations between trust in the organization and other phenomena of joint organisational life.

The modern management science is increasingly drawing attention to the “human factor”, talking about its importance and the difficulties of its accounting and use. With the development of a market economy and the transition to the information society, staff’s knowledge, qualifications, motivation become greatly important, without which it is impossible to realize ideas, initiatives of employees. Organizational culture is now considered to be a stronger motivator, regulator, and indicator of staff work in the organization. The relevance of organizational culture studies is related to the fact that knowledge of the organizational culture of an enterprise help assess stability of the organization, its competitiveness, predict possible directions of managerial decisions, and also contribute to the achievement of the planned results.

Our research illustrates the relationship between the level of trust in an organization and its performance. Also, in the context of our study, particular attention is paid to the analysis of the relations between performance and other organizational and psychological phenomena - consistency and concern.

We assumed that there is a relation between the level of trust in a team and its performance. The study subject was the teams of selected organizations. The study object is the impact of trust in organizations on their performance. The following tasks were set:

• To conduct research in 22 teams of the selected organizations;
• To determine whether trust affects the performance of the organizations;
• To determine whether corporate culture influences trust in the teams;
• To determine whether employees’ trust in the outside world influences the confidence building in the team where they work.

Online questionnaires were used as research tools. Interviews with enterprise employees and managers were conducted to identify behavioural indicators of trust and distrust in the organizations. The study used the following techniques:

⇒ R.B.Shaw's trust assessment survey
⇒ The technique of interpersonal relations (T. Leary)
⇒ “Faith in people” scale (M. Rosenberg)
⇒ Methodology for evaluating organizational culture “Competing Values Framework” (K. Cameron and R. Quinn)
⇒ Methods of assessing the strength of organizational culture (R.F. Daft).

The study was conducted during May-June 2019 in twenty-two teams of twenty-one organizations. The enterprises are medium-sized businesses and have different business profiles: seven of them are manufacturing companies, two are agricultural companies, and 13 are financial, design, education and communications companies. Of these, 8 are foreign companies and 13 are Ukrainian. The total sample was 177 people.

Correlation and regression analyzes were used to process and interpret the data.

The performed empirical study found the relations of trust with performance, consistency and concern. The study results confirm the hypothesis that there is a close relation between the level of trust in an organization and its performance (0.479). Consistency and concern also have a significant impact on performance, even greater than trust (0.661 and 0.565, respectively) (see Table 1).

During the interview with the employees of the organizations where the research was conducted, we also found that the peculiarities of collective beliefs (or distrust) in the organization in the most cases are determined by the personal and professional qualities of line managers. In turn, the dominant corporate culture of the enterprise shapes attitudes toward other people, which develops the skills to interact with them in accordance with the organizational rules.

From our study findings, we can conclude that one of the most important sources of competitive advantage of prosperous firms and corporations is the development (strength) and features of organizational culture, the bearers of which are an enterprise’s personnel and directly its head. We see a high correlation between the strength of organizational culture and performance - 0.618 (see Fig. 1).
Organizational culture reflects the system of mutual relations of an enterprise’s employees, relations between some groups, and the rules declared or accepted orally on the basis of the organisational code of ethics. Disadvantages of formation and development of managers’ organisational culture adversely affect their organizational behaviour, staff motivation, efficiency of work, the state of social and labour relations, which, in turn, impede the effective activity of enterprises and the maintenance of their competitive positions in the market.

**Conclusions.** Based on the theoretical analysis and the study results, we can conclude that trust, psychological atmosphere and organizational culture are not only significant factors in an enterprise’s economic efficiency, but also the main indicators of its psychological effectiveness. An organization’s psychological effectiveness is understood as the ability and willingness of its staff to perform their assigned tasks, including their willingness to make necessary or inevitable changes to the external and internal environment of the organization. Corporate culture and trust are integrative indicators of the psychological effectiveness of an organization, since, in addition to psychological relationships, they also include the regulatory system of decision-making and organizational behaviour.

**Prospects for further research.** The question of the relations between organizational culture and em...
employees’ personal values remains quite acute and open now. Without its solution, it is difficult to understand and predict the processes forming an organization’s culture. Any enterprise carries out its activities in accordance with the values important to its employees. The degree of acceptance by an organization’s members of the organizational values and the degree of the staff’s commitment to these values are factors that provide the strength of the organizational culture. A required level and content of organizational culture, meaningful to each organization, is difficult to create and maintain because individual personal values of both newcomers and seasoned employees can differ significantly from those of the organization. Beginners, who came to the organization, in addition to new ideas, ways, approaches to solving problems, bring with them their own views, beliefs, values, attitudes, which can significantly shake the already formed organizational cultural values. Therefore, in order to maintain and strengthen the existing value system, it is necessary to influence employees by forming values that are as close as possible to organizational ones. In this regard, the study of relations between employee values and organizational culture is quite relevant today.

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Uzzi B. (1997). Social structure and competition interfirm networks: the paradox of embeddedness. Admin. Sci. Q. V. 42. P. 35–67.
нійого середовища організації. Корпоративна культура і довіра є інтегративними показниками психологічної ефективності організації, так як, крім психологічних відносин, включають в себе також нормативну систему прийняття рішень і організаційної поведінки. Питання взаємозв’язку типу організаційної культури з особистісними цінностями співробітників залишається досить гострим і відкритим в даний час. Без його вирішення складно зрозуміти і спрогнозувати процес формування культури організації. Будь-яке підприємство здійснює свою діяльність у відповідності до цінностей, що представляють значимість для його співробітників. Ступінь прийняття членами організації цінностей компанії і ступінь відданості цим цінностям з боку персоналу є факторами, що забезпечують силу організаційної культури. Попереднє дослідження виявило, що довіра, психологічна атмосфера і організаційна культура є не тільки значимими факторами економічної ефективності підприємства, а й основними показниками психологічної ефективності організації. Результати дослідження підтверджують гіпотезу про те, що існує тісний взаємозв’язок між рівнями довіри і результативністю організації. Для того, щоб ефективно застосовувати на практиці результати дослідження довіри, необхідно чітко уявити особливості взаємодіючих економічних суб’єктів, характер їх зв’язків, взаємні очікування і особливості соціальних груп, представниками яких вони є. Комплекс заходів по формуванню довіри в організації повинен відповідати організаційній структурі і типу корпоративної культури.

**Ключові слова:** феномен довіри, корпоративна культура, психологічне дослідження довіри в організаціях, психологічна проблематика, психологічні аспекти ефективності організацій, довіра як чинник успішності, оптимізація діяльності, психологічні засоби оптимізації діяльності.

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**ДОВЕРИЕ КАК ФАКТОР ЭФФЕКТИВНОСТИ ОРГАНИЗАЦИИ**

**АННОТАЦИЯ**

В статье представлены результаты теоретического и эмпирического исследования феномена доверия и корпоративной культуры. На основании теоретического анализа и результатов исследования сделан вывод о том, что доверие, психологическая атмосфера и организационная культура является не только значимыми факторами экономической эффективности предприятия, но и основными показателями психологической эффективности организации. Под психологической эффективностью организации понимается разной степени способность и готовность персонала выполнять возложенные на него задачи, в том числе готовность к неожиданным или неизбежным изменениям внешней и внутренней среды организации. Корпоративная культура и доверие является интегративными показателями психологической эффективности организации, так как, кроме психологических отношений, включают в себя также нормативную систему принятия решений и организационного поведения. Вопрос взаимосвязи типа организационной культуры с личностными ценностями сотрудников остается достаточно острым и открытым в настоящее время. Без его решения сложно понять и спрогнозировать процесс формирования культуры организации. Любое предприятие осуществляет свою деятельность в соответствии с ценностями, представляющими значимость для его сотрудников. Степень принятия членами организации ценностей компании и степень преданности этим ценностям со стороны персонала являются факторами, которые обеспечивают силу организационной культуры. Предварительное исследование выявило, что доверие, психологическая атмосфера и организационная культура является не только значимыми факторами экономической эффективности
предприятия, но и основными показателями психологической эффективности организации. Результаты исследования подтверждают гипотезу о том, что существует тесная взаимосвязь между уровнями доверия и результативности организации. Для того, чтобы эффективно применять на практике результаты исследований доверия, необходимо четко представлять особенности взаимодействующих экономических субъектов, характер их связей, взаимные ожидания и особенности социальных групп, представителями которых они являются. Комплекс мероприятий по формированию доверия в организации должен соответствовать организационной структуре и типа корпоративной культуры.

Ключевые слова: феномен доверия, корпоративная культура, психологические исследования доверия в организациях, психологические проблемы, психологические аспекты эффективности организаций, доверие как фактор успеха, оптимизация деятельности, психологические средства оптимизации деятельности.