Organizational Trust

A Cultural Perspective

Edited by

MARK N.K. SAUNDERS

University of Surrey

DENISE SKINNER

Coventry University

GRAHAM DIETZ

Durham University

NICOLE GILLESPIE

University of Queensland

AND

ROY J. LEWICKI

Ohio State University



Contents

Lis	t of figures	page viii
Lis	t of tables	ix
No	tes on editors	x
No	tes on contributors	xii
For	reword	xix
Edi	itors' acknowledgements	xxi
	Part I The conceptual challenge of researching trust across different 'cultural spheres'	1
1	Unravelling the complexities of trust and culture	
	GRAHAM DIETZ, NICOLE GILLESPIE AND GEORGIA T. CHAO	3
2	Trust differences across national—societal cultures: much to do, or much ado about nothing? DONALD L. FERRIN AND NICOLE GILLESPIE	42
3	Towards a context-sensitive approach to researching trust in inter-organizational relationships	
	REINHARD BACHMANN	87
4	Making sense of trust across cultural contexts ALEX WRIGHT AND INA EHNERT	107
	Part II Trust across different 'cultural spheres': inter-organizational studies	127
5	Examining the relationship between trust and culture in the consultant–client relationship	
	STEPHANOS AVAKIAN, TIMOTHY CLARK AND JOANNE ROBERTS	129

15

6 Checking, not trusting: trust, distrust and cultural experience

7 Trust barriers in cross-cultural negotiations: a social psychological

MARK R. DIBBEN AND JACOB M. ROSE

in the auditing profession

vi

	analysis RODERICK M. KRAMER	18:
8	Trust development in German–Ukrainian business relationships: dealing with cultural differences in an uncertain institutional context GUIDO MÖLLERING AND FLORIAN STACHE	20.
9	Culture and trust in contractual relationships: a French-Lebanese cooperation HÈLA YOUSFI	22'
10	Evolving institutions of trust: personalized and institutional bases of trust in Nigerian and Ghanaian food trading FERGUS LYON AND GINA PORTER	25:
	Part III Trust across different 'cultural spheres': intra-organizational studies	275
11	The role of trust in international cooperation in crisis areas: a comparison of German and US-American NGO partnership strategies L. RIPLEY SMITH AND ULRIKE SCHWEGLER	281
12	Antecedents of supervisor trust in collectivist cultures: evidence from Turkey and China S. ARZU WASTI AND HWEE HOON TAN	31 1
13	Trust in turbulent times: organizational change and the consequences for intra-organizational trust VERONICA HOPE-HAILEY, ELAINE FARNDALE AND CLARE KELLIHER	336
14	The implications of language boundaries on the development of trust in international management teams JANE KASSIS HENDERSON	358
15	The dynamics of trust across cultures in family firms ISABELLE MARI	383

	Part IV Conclusions and ways forward	405
16	Emerging themes, implications for practice, and directions for research	
	MARK N. K. SAUNDERS, DENISE SKINNER	
	AND ROY J. LEWICKI	407
Ind	lex	424

vii

Contents