



A 360 degree evaluation of mutual trust on productivity from the perspective of barriers, impact and tactics to build mutual trust among employees: An exploratory study

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Abstract

From the very beginning of this universe nature evolves on the basis of unity and necessity. No living being on earth can survive without facing the competitive nature of the earth. To survive every entity must face the hurdles and challenges. To face these hurdles and challenges we need to be united. It is widely recognized that if we are united on the basis of mutual trust and understanding we find it easier to face those hurdles and challenges. This beautiful Attribute of unity on the basis of mutual trust, understanding and empathy is highly desired in this competitive world of business organization, as it facilitates the process of achieving fruitfulness in teamwork. Mutual trust can be fundamental impetus for creating unwavering, steady, firm and lasting cooperative relationships among employees in the organization. However, there is little research on the impact of mutual conviction between a superintendent and a subordinate on job performance and how good interpersonal relationships among employees increase both job satisfaction and performance. How conflicts emerge as an impediment to developing trust is also an premise for this research. To have a better understanding of the perspective of supervisory trust -We scrutinized how mutual trust works in subordinate relationships and how good interpersonal relationships among employees increase their level of performance.

Key words: Mutual Trust, Productivity, Barriers, Impact, Strategies.

1.1 Introduction: The importance of mutual trust is highly realized in today's organization. (Van Ross, 2022) Mutual trust is a process that takes time to build. It derives from the notion that any two people who interact with one another are trustworthy in each other's eyes. Respecting each other's identity, beliefs, and existence is referred to as mutual regard. Mutual trust is the only universal component that must be fostered to enhance productivity of each and every employee of the organization and productivity and performance of the organizations as a whole. This is completely impossible for an organization to flourish without promoting the essence and beauty of mutual trust in every corner of an organization. According to most of the researchers in today's competitive world of business, mutual trust is one of the most vital components that are unanimously found in almost all leading organizations. So it is imperative for those organizations that are suffering from

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less productivity to judge the level of mutual trust from the perspective of barriers, impact and tactics to build mutual trust among employees.

1.2 Objective of the study: A very few researchers have analyzed the phenomena of mutual trust from 360 degree point of view. Some researchers only focused on importance, some researchers only focused on barriers, some only focused on solutions. That is why the objective of the study is

- To find what are the possible barriers that hinder in the way of establishing mutual trust.
- To realize the impact of lack of mutual trust in various forms that pave the way to less productivity.
- To find out the strategies that can build mutual trust among employees.

1.3 Methodology: This work is based on exploratory research. All the information for this work is collected from secondary sources only. The information has been collected from textbooks, encyclopedias, news articles, review articles, websites and Meta analyses. Harvard referencing style has been pursued for this study.

1.4 Limitations and scope of the study: Because of time limitation no primary research has been conducted. It is based on only secondary information. The next researchers on mutual trust may use the information for further empirical study.

1.5 Definition of mutual trust : (Council, 2022) One of the utmost crucial components of a productive organization is reciprocal faith. Individuals who feel appreciated and respected by their management often feel that they are valued , and they frequently strive the extra mile to promote the objectives of the company. Likewise, if staff members have confidence in their boss, they'll consistently believe that choices are being taken with the group's best interests in mind. Loyalty is obviously not a granted. It has to be consistently managed and improved, which might be simpler said than accomplished.(Rempel, Holmes and Zanna, 1985) During an interpersonal contact, trust is frequently described as a faith or anticipation about the good intentions of others. (Nahapiet and Ghoshal, 1998) Collaboration is facilitated by trust, and collaboration itself fosters credibility.

1.6 The reasons that destroys trust in the workplace: The following are the reasons for lack of mutual trust

Ineffective and inefficient communications: (Galford and Drapeau, 2003) Ineffective and inconsistent communication may work as a strong impediment to developing mutual trust. Just because of your lack of openness people may perceive that you are hiding something important. In this way people's faith in you may jeopardize. So whenever you communicate with your subordinates just try to give details of your decisions explaining the rationale for it.

Leadership discord is one of the reasons that destroys trust and creates silos: (How to break down team silos and improve collaboration, 2022) Organizational silos can occur for a variety of reasons, one of which is a dispute between separate team leaders over a plan or strategy. These power battles frequently result in an entirely new set of barriers to cooperation and communication. The problem swiftly spreads to teams and individuals when it originates at the top of the organizational structure. The most common outcome of this is a major decline in productivity, which is the primary indicator of more serious structural problems.

Less likely to trust leaders when they see unsuitable individuals have been given management responsibility: (Hearn, Hearn and Archive, 2021) very often managers find it complicated to reward their subordinates as fairly as the reward is supposed to be. Rewarding employees with managerial role is not always in the list of easy tasks. It becomes imperative for organizations to consider multiple factors while choosing someone as a leader or manager as employees are constantly observing and deciding whether fair selection is being made. Personnel are likely to begin to distrust their managers' assessment whenever they believe that other coworkers are not worthy of

A 360 degree evaluation of mutual trust on... Saddam Hossain, Sheikh Emran Shiragee, Afruza Akter Sumi, Jahir Rayhan promotions or that the unsuitable individual has indeed been granted a management responsibility for the inappropriate grounds.

Trust is destroyed by inequitable treatment regarding remunerations: (Rescue, 2022) Equitable treatment at work is defined as equity and justice in relation to monetary remuneration, privileges, allowances for disabilities, sabbatical time, and off days. When employees find that they are not being treated fairly, they lose the spirit to work for the organization and respect and trust for the authority. It is to be kept in mind that employees always expect fair treatment not equal treatment.

Patronizing a small of individuals ignoring majority: ("Six Ways You Can Destroy Trust and Credibility", 2022) Endorsing a small group of people, making the majority of your staff feel excluded: When disinterest is a concern, the idea of partiality is the biggest issue we encounter with customers. You might not be conscious of the things you're accomplishing. It's possible that you've just met individuals with whom you enjoy collaborating and who you turn to frequently out of practice. However, this approach is well known among coworkers, and it can breed mistrust.

Unresolved conflicts is a major impediment to form trust: ("Six Ways You Can Destroy Trust and Credibility", 2022) Some bosses believe that the incidents and situations from past that could have made workers feel deceived are best left in the behind and should be disregarded. However, ignoring such unsolved disputes is a risk since they will only stagnate and hinder any attempts to rebuild trust. Such concerns ought to be permitted to speak out and be addressed when managers engage in a conversation with workers. Even though the history cannot be reversed, these emotional issues must be addressed before faith can be fully built.

According to hinduwebsite.com, unresolved conflicts beget mistrust. For a variety of factors, disputes seldom get settled. Any dispute management is challenging due to feelings, personality clashes, dignity and position difficulties, the value we place on competing interests, neglect, misinterpretation, misinformation, outside involvement, and a number of other variables. Because of this, disputes are occasionally purposefully avoided in an effort to weaken the opposition, provoke problems, or obtain additional favors.

The desire to win a dispute is also an impediment; (Communication Mistakes that Destroy Trust", 2022) A person's or a group's capacity to interact is severely hampered by the failure to deal with dispute, which is a typical sore point in corporate world. Compassion, which is essential in settling disputes, is also lacking. The desire to "win" a dispute prevents effective solutions from being reached, giving route to workplace hostility or aversion.

Workplace jealousy can be a negative issue that breeds mistrust: (Tips to Help You Handle Workplace Jealousy, 2021)

Workplace zealosity can be one of the strong negative components that destroys mutual trust and hampers the productivity if it is not dealt with proper actions. When a coworker is concerned or apprehensive about the abilities of another worker, it can lead to envy in the workplace. To avoid and minimize workplace envy between team members, it's critical to have a good, considerate, and professional attitude. You must first comprehend where and what is producing workplace envy in order to deal with it effectively.

Cultural diversity though expected to a level may be reason to create silo and destroy trust if not properly handled: (Examples of Diversity Conflict in the Workplace, 2022) Today the cultural diversity is very common managerial practice that is promoted to be exercised in almost every organization. However organizational managers and management are earnestly embracing the issue of cultural diversity as a practice in their organization. Despite the fact that cultural variety fosters innovation and creativity, it also serves as a powerful catalyst for escalating conflicts. If these issues are not handled using the appropriate procedures, it might have a detrimental effect on interpersonal

A 360 degree evaluation of mutual trust on... Saddam Hossain, Sheikh Emran Shiragee, Afruza Akter Sumi, Jahir Rayhan trust and productivity. Age, sex, and. nationality, race, religion, ethnicity are a few examples of this variety.

Lack of synchronization between task and authority: (Smith, 2022) Uncertainty about work responsibilities can breed distrust. When a team member is assigned a task, they must have the corresponding authority. Those organizations are being proven highly dysfunctional who don't match task, responsibility, accountability and the required authority and command to accomplish the responsibility.

1.7 The impact of the lack of Mutual Trust

The following are the impact of the lack of mutual trust.

Produce a poisonous work environment: (Smith, 2022) The infection that can produce a poisonous work environment is a dearth of faith in the workplace. It frequently starts with the group's leader and spreads, setting off a chain reaction of undesirable reactions that lowers efficiency and engagement.

May not function to full capacity and tend to hide innovative ideas: (Smith, 2022) Members of the team who don't believe in their bosses are probably functioning as little as possible and preparing to leave. They are most likely not inventing since they don't trust you at your words. An intelligent group member will wait until they go. As a leader, you shouldn't do this since it doesn't foster the kind of climate necessary for an organization to succeed.

(Chen et al., 2022) Similar to how collaborative culture or team communication play moderating roles, cognitive trust can boost team creativity. By fusing different viewpoints or divergent ideas created by their partners or team members, creativity enables teams to solve issues and take advantage of possibilities. so when there is no trust among employees it destroys the environment of creativity.

Less likely to collaborate: (Team, 2022) The degree to which individuals cooperate and operate jointly on a common assignment is significantly influenced by faith in the office. When there exists lack of trust, employee will be less likely to collaborate .Nowadays; the majority of individuals do hybrid or remote work. Companies are now beginning to understand how crucial trust-building is.

More anxiety and burnout among employees: (Team, 2022) Individuals who don't trust their managers report having 74 percent more anxiety and 40 percent more burnout. Businesses are attempting to develop remedies to eradicate these newly emerging difficulties in their businesses since anxiety and burnout have several detrimental effects on personnel engagement and performance. They are compelled to establish credibility in the company in order to do this!

Less likely to exchange expertise and dedicate resources to shared objectives: (Chen et al., 2021) Coworkers are less likely to engage, converse, and assist one another when there is a lesser extent of faith among them. Teamwork innovation is also decreased. Participants of the group are less inclined to collaborate intimately, exchange expertise, and dedicate resources to shared objectives when they don't have mutual trust.

Low potentiality to show loyalty to their organization: (Ferrin, Dirks and Shah, 2006) Better work productivity, greater corporate engagement activity, and greater professional devotion are all correlated with confidence in the leader. If they don't have faith in their leader employees will be less likely to show loyalty to their organization.

Teammates that aren't trusted tend to conceal knowledge from one another: (Smith, 2022) If your group members don't believe one another, they can keep important knowledge to themselves, which could obstruct other people's efforts and prevent the business from moving ahead. Individuals may be grumbling to a select group of people they trust about how tough everyone is in a tight or silent environment. This might make it harder for your business to achieve its objectives.

Productivity decreases due to lack of trust: When there is no trust among employees and leaders in organization, it develops a tendency to create a silo mentality in the organization and it highly destroys productivity. (Silos In The Workplace: The Downside of Silos with Examples, 2022) Employees with the silo mentality do not exchange knowledge amongst divisions within the same company. It is a mentality that kills productivity by lowering operational effectiveness overall, trust, and team morale.

Transparency and communication suffers due to lack of trust: (Lack of Trust in Leadership Biggest Issue Impacting Performance - How do you Fix the Problem? Tolero Solutions, 2022) Communication and transparency suffer from a lack of confidence. Low creativity, a lack of agility, and a lack of adaptability to changing situations are all caused by less openness and communication. Employees who don't trust their leaders frequently refrain from talking with them out of fear of reprisal or because they don't believe their leaders will be honest with them in the first place. Employees must express any possible issues or worries to leadership in a timely and open manner if they want to achieve optimal employee performance. This is unlikely if there is no confidence. Unresolved issues may have a negative effect on the bottom line.

1.8 How to promote Mutual Trust in your beloved organization

Same level of trust should be perceived by both leaders and subordinates: (Kim, Wang and Chen, 2016) found that in order to be a successful supervisor, a person must not only be able to trust others but also know how to foster that feeling in others. The relationships between perceived subordinate trust and reported subordinate trust were examined. Indeed, the levels of trust by the supervisors were low ($r = .19$ for cognitive trust and $.16$ for affective trust). That is, the managers had trouble getting their employees to have the same perceptions as them regarding how much confidence they have in their subordinates. Despite the fact that they feel significant amounts of confidence in the capacity of the subordinates, they rarely give their subordinates power or authority should not expect others to have faith in them. The benefits of strong perceived trust among their subordinates may not be realized since their subordinates may not truly believe that their supervisors trust them. Practicing empowerment, such as enabling staff to utilize their own judgment to solve work-related issues, can make subordinates perform better.

Increase the level of interactions among employees: (Taylor and Greve, 2022) Mutual trust can foster collaborative creativity since it determines how creatively partners in collaborative initiatives work together. According to research, a team will produce more inventive work the more experienced they are and the more they interact with one another with an expected level of trust. (Lodisso, 2019) said One of the distinguishing features of human society is the interaction of people where they live together. They build relationships by living as a way to use resources to get help or strength.

Must create an atmosphere that fosters trust among employees: (Barczak, Lask and Mulki, 2022) The basis that enables group participants to freely exchange information, study, and contribute their best contributions to the accomplishment of their responsibilities is thought to be confidence in one another. The atmosphere appears to become more welcoming, encouraging, and accepting as well as less hostile and combative when there is trust. This is especially true when one has to work together or wants to produce innovative results.

Manager must maintain the ethical standard at any cost that will increase the trust among employees; (Gouldner, A. W. (1960) Personnel are more inclined to give back the treatment and recognition shown by their bosses. They often show optimal behavioral patterns relying on the mutual norm if they have faith in their managers' ethical character. In this process they seem to be less probable to be concerned about their insecurity in the master - servant relationship.

HR manager must place the top most priority on building trust among the lists of all HR activities: (Wong, 2020) a modern HR manager may have a long list of tasks to pursue, needing to prioritize his work based on its importance and implications. They need to build and maintain the confidence of the staff. The key to developing trust must be a priority because trust among employees will increase productivity. If the value of trust in employees is denied, it is certain that you will see a significant decrease in their performance and a small amount of involvement from the PART OF employee. Things are changing dramatically. A growing number of businesses are experiencing the importance of professional confidence and trust among employees in the workplace. Developing and maintaining staff confidence should be a major concern. Most of the CEOs of today's organization agree with the point of importance of employees 'trust and a surprising number of them have highlighted the importance they put into improving trust over the past few years.

Employers must set the standard for honesty, mental empowerment, respect and understanding; (Wong, 2020) Reliance will only be present in the workplace when a pleasant environment exists in the workplace. That cozy atmosphere usually sets the standards for honesty, mental empowerment, and respect and understanding. It is a wonderful reason that a satisfied employee may go beyond the assigned role and take on many additional responsibilities simply because they love the organization and think the organization belongs to them and they are proud to be associated with the organization. Turnover, weight loss and absenteeism are commonplace in those organizations where there is a lack of trust and co-operation. In order to reduce these incidents and increase comfort among employees in their positions and roles, responsibilities, culture of trust, trust and understanding and mutual respect must be ensured in the organization

Manager must maintain an environment of clarity and transparency that will pave the way for open and candid discussions and teamwork; (Manning, 2021) Candid discussions, teamwork, and esteem can all flourish in an environment of clarity. It can aid in removing some of the uncertainty and doubt that breed misunderstanding in the office. Trustworthy managers should prioritize straightforward and constant contact, and it functions better when it's opportune, pertinent, and targeted on what people ought to learn and why, so they have perspective and insight. Nevertheless, becoming open and honest does not really necessitate always knowing the solution. Managers that can be trusted the most are not hesitant to admit when they don't know something.

Never establish a single record for dishonesty: (Wooll, 2021) Probably, the quickest approach to lose faith is to establish a record for dishonesty. Never lie; always say the fact, despite if it makes you uncomfortable. Do not even allow someone a chance to discover you in a lie.

Long-term strategic planning is necessary rather than going for immediate actions to build trust: (Wooll, 2021) Trust necessitates strategic planning. Making decisions that will help you in the near run or blaming others may sound practical at that time. It may prove impractical later on. So whenever you do anything, consider what might shape the way people see you in the coming days.

Always provides space to others to speak and actively listen: (Deeb, 2020) Don't just be aware of yourself. We should think of others and abstain from selfish behavior. We may cultivate this by being accessible, friendly and pleasant, offering others due credit before proclaiming your own, acting respectfully and without passing judgment. Providing spaces for others to speak, and—most importantly—listening enthusiastically and actively is the most crucial thing you need to do to build trust. It is preferable to pause and apologize if we are incapable to concentrate in a particular situation rather than appear to be attentive.

Must exercise a zero tolerance regarding backbiting and clans in an organization: (Manning, 2021) Nurturing a culture of unity among team members is a must to boost mutual trust and increase productivity in the organization. The First element in this process is to make it clear to everybody

A 360 degree evaluation of mutual trust on... Saddam Hossain, Sheikh Emran Shiragee, Afruza Akter Sumi, Jahir Rayhan that we must exercise zero tolerance regarding whispers, rumors and gossiping and clans on our organization. Like poison, gossip destroys the spirit of the team. A person becomes highly demotivated and productivity highly suffers from a culture of backbiting and gossiping about personal issues of other colleagues. Absence of morale prevails in those organizations. But the solution is trust. So for developing trust it is necessary to require them cooperate in achieving a single goal. The goal should be such that invites collective efforts to accomplish and makes them realize that collective efforts never go in vain .If they are unsuccessful, everyone will suffer the repercussions; if they are successful, everyone will profit. A team that unifies is a team that overcomes obstacles together and achieves success together.

Unsettled disputes must be settled as soon as possible before they make irreversible damage to the faith among employees: (Mediation and Business Consulting K.T. Beck Enterprises, 2022) A crucial element of dispute mediation is trust. It is a prerequisite for transparent dispute settlement that both parties have faith in one another's motivations. Typically, faith has been significantly damaged by the period a dispute takes to reach a settlement. Moderators are taught to work with each side to identify the behaviors that contributed to mistrust and to find solutions to foster trust between them. Trust is not something that just happens. It serves as the framework for a partnership. Cutting shortcuts during construction will result in a structure that cannot endure time and stress. Maintaining and fostering faith is vastly preferable to attempting to mend that has already been damaged.

Managers must show the empathy towards their subordinates: (Balliet and Van Lange, 2013) When there is a more significant conflict of interest, trustworthiness is most important. Individuals are more susceptible to shape their personal conduct based on views about other's care for their wellbeing. In circumstances where there is a greater conflict of interests, benign intentions play a lot in shaping behavior.

Organizations must exercise the same and standard rules for all the employees in the organization to ensure fairness for all: (14.2 Causes of Conflict in Organizations - Organizational Behavior | OpenStax, 2022) Organizational conflict is more likely when performance standards and rewards are different. This frequently happens when several groups within the same organization lack uniform performance requirements. For instance, production workers frequently receive bonuses for their effectiveness, and this effectiveness is made possible by the long-term manufacture of a select few products. While manufacturing efficiency is frequently sacrificed in favor of short-term sales department responses to market fluctuations, the reverse is also true. Conflict develops in these circumstances as each unit tries to satisfy its own performance standards.

Empowering employees will be a sign that you trust your employee's capacity: (Wong, 2020) Your staff is more likely to reciprocate your trust if you take the initiative and demonstrate it to them. How then can you demonstrate your faith in your employees? Encourage their professional growth and independence to give them more influence. Put more obligations on their plate. Invite them to participate in meetings that they wouldn't otherwise attend. For instance, invite a sales representative to observe a strategy session so they may offer their local knowledge to assist direct your future sales and marketing efforts. They'll keep in mind the faith you placed in them, and you'll gain from their particular viewpoint.

Define your ambitions, rules, and expectations: (Staff, 2022) Bosses should communicate with their staff. They wish to comprehend the rationale behind decisions. They also want to have access to enough data to play their part in making informed judgments. Each of these is important to their level of engagement.

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Employees may lose interest, lose passion, and even become insensitive if important messages and objectives are only communicated at the top of the organization. These behaviors have a detrimental impact on an organization's levels of trust and respect.

1.9 Findings and Recommendations: It is found that there are some notable barriers that may hinder in the way of forming bonding and mutual trust.

- It is found that infrequent and insufficient communication may produce distrust among employees in the organization. That is why management should focus on improving the communication to an efficient and effective level. Any decision that has been taken by top management must be subject to rational explanation.
- Though differences in opinion of top management are common phenomenon in the organization, but it should not be so strong to form leadership discord that paves the way to organizational silos and sub grouping. It is imperative and mandatory for the organization that no matter how strong the rivalry among leaders in top management it should not be communicated and spread to the subordinates.
- Assigning managerial responsibility to individuals is one of the most strategic decisions making processes in the organization. Management must show the tactfulness in this issue .Management should keep in mind that employees in the organization are constantly comparing and evaluating the decisions taken by top management. They are observing that whether the right, suitable, capable and skilled employees are being appointed for appropriate job positions. If they found inappropriate individuals have been appointed, they will surely question the caliber and ethical standard of the leaders in the top management.
- Unequal disbursement of salary and remunerations will surely create distrust among employees in the organization if it is based on criteria other than productivity and performance. That is why it is suggested that management must develop fair remuneration and reward system that justifies the differences in remuneration and salary and other benefits.
- It is not uncommon to find people in the organization who will not hesitate to adopt unethical standard to gain favor from top management. That is why management must be aware of these practices. They should create a platform that never patronizes obsequiousness and flattery in the organization. Rather They should patronize productivity, performance honesty, sincerity, ethics and humanity and sympathy only.
- Conflicts among employees should not remain unresolved. If conflicts remain unresolved it silently will create distrust and erode the productivity in the organization exponentially. That is why it is recommended that organization should resolve the conflicts as soon as possible so that it cannot reach to a point of irrecoverable situation.
- Inter department competition is sometimes necessary to increase productivity but it should not reach to a point that creates a “win at any cost mentality” as it will encourage dishonesty and seek victory even at the cost of defaming other departments and hampering unity, trust and organization’s purpose as a whole.
- In workplace one coworker may feel jealousy when they believe that another coworker may have more capacity and caliber than his or her. That is why it is responsibility of management to train the former and create and nurture a culture of knowledge sharing, understanding, empathy so that they cannot feel inferiority. They should create an atmosphere that promotes the notion that it is quite normal to have differences in skills and knowledge but not trying to improve capacity is the ultimate discredit. So the notion that trying with utmost sincerity is the matter of appreciation and prestige should be promoted.
- Cultural diversity (race, religion, nationality, hometown, background differences) at logical extent is seen as one of the components that promote innovation and creativity. But it is sure to act dysfunctional if it is not properly managed. Management must be careful and vigilant

A 360 degree evaluation of mutual trust on... Saddam Hossain, Sheikh Emran Shiragee, Afruza Akter Sumi, Jahir Rayhan at observing the pattern of cultural diversity in the organization. It should not tolerate any clan within the organization in the name of cultural diversity.

- It is found that employees will believe you if assign the task and also give the required authority and command to execute that task.
- Rules and regulations must maintain uniformity in case of execution and implementation. Same rules and policies and standard should be maintained for all if the organization has the sincere interest to promote mutual trust and increase productivity in the organization.

Conclusion: Mutual trust is one of the vital success factors that work as a catalyst to create a platform that ensures productive, friendly, sympathetic working environment in the organization. It will not be exaggerated to say that mutual trust is the only component in any organization that works as standard criteria to evaluate whether other things are okay in the organization. That means if the level of mutual trust among the employees in the organization are satisfactory all performance criteria within the organization will be okay specially the productivity in team work will highly increase. Organization should not only understand the importance of mutual trust but also it need to identify its barriers and adopt appropriate tactics and strategies to build mutual trust among the employees in the organization. if the barriers are properly identified and managed with appropriate actions , there is no doubt the productivity of that organization will exponentially increase.

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