

---

**LITERATURE REVIEW ON TRUST, PSYCHOLOGICAL WELL-BEING, AND LEADERSHIP  
APPLIED TO THE WORKPLACE COMMITMENT**

**Patrícia dos Santos Vieira<sup>1</sup>**

**Murillo de Oliveira Dias<sup>2</sup>**

**Raphael de Oliveira Albergarias Lopes<sup>3</sup>**

**Jorge Cardoso<sup>4</sup>**

<sup>1,3,4</sup>Université de Bordeaux

<sup>2</sup>Fundação Getulio Vargas

Corresponding author: agenda.murillo@gmail.com

---

**ABSTRACT:** *An extensive literature review on perceived leadership and organizational commitment process is presented, comprehending trust, psychological well-being, and the quality of exchange between leaders and executive members. Key findings pointed out higher teams` commitment and performance in the workplace. This article addresses servant leadership and provides substantial advice for practitioners to improve organizational functioning. Finally, a discussion on the implications and recommendations for future research compile the present study.*

**KEYWORDS:** Leadership, trust, psychological well-being, LMX, commitment

---

## **INTRODUCTION**

The present work addressed an extensive literature review on Organizational commitment. This psychological construct captures the strength and nature of employees' relationship with the organization (Meyer and Allen, 1991). However, increasing employees' commitment is still a challenge today. Therefore, leadership has a fundamental role in establishing their psychological characteristics, which are the basis of the commitment.

Transformational leadership is the theory that has attracted more research attention over the past two decades (Judge and Bono, 2000; Avolio et al., 2009). There are three significant typologies regarding leadership: (i) transformational Leadership, (ii) transactional leadership, and (iii) non-transactional or laissez-faire leadership (Avolio and Bass, 1991). On the other hand, in recent studies, servant Leadership has achieved prominence, emphasizing the importance of serving rather than leading, focusing more on the needs of the employees. (Liden et al. 2008, 2014; Van Dierendonck 2011). Yozgat, Serim, and Dikmen (2014) stated that leadership and commitment are identified as the main resources of high-performance organizations. The constructs of transformational Leadership, servant Leadership, and commitment have been studied in the literature. However, there are still unanswered questions, such as "How do transformational leaders and servant leadership influence their employees?" "Where is the effect of servant leadership and transformational leadership on trust and psychological well-being?" "The quality of the

relationship between the leader and the follower also has an important role. Its quality is the focus of the leader-member exchange (LMX) theory. According to Dirks and Ferrin (2002), trust and LMX have been strongly correlated, but they do not substitute each other.

In the following sections, we present the research design and methods, the literature review, analysis, and discussion on the findings. Finally, implications and recommendations for future research complete the study.

## **METHODS AND RESEARCH LIMITATIONS**

The present research is a qualitative study on Trust, Psychological Well-Being, and Leadership applied to work commitment through inductive rationale and interpretive approach. We endeavored on up-to-date secondary data through archival research, presenting a current epistemology on the subjects under scrutiny. Therefore, this literature review is limited to the issues described above. For instance, other problems, such as leadership skills and negotiation, should be addressed in separate studies.

## **LITERATURE REVIEW: LEADERSHIP**

### *Perceived Leadership*

Leadership is considered a key element in the process of motivating employees and mobilizing resources to achieve objectives. Leader-Member Exchange Theory (LMX) plays a crucial role on leadership studies. Also, the theories of Charismatic Leadership and Transactional / Transformational Leadership are the theoretical frameworks of the field, referencing a considerable number of works published recently (Turano and Cavazotte, 2016).

Nevertheless, servant Leadership is a field of study to be explored in future research. Only a handful of empirical studies have been conducted to test servant leadership's effects (Turano and Cavazotte, 2016). Moreover, the dominance of transformational leadership doesn't emphasize the individual but the collective interactions. Thus, there is not sufficient basis for concluding that servant Leadership and transformational Leadership can be conceptually distinguished. At this moment, we do not yet know the mechanism and process by which servant Leadership and transformational Leadership impact the motivation and engagement of their followers.

### *Transformational Leadership*

There are three significant typologies of leadership: (i) transformational leadership, (ii) transactional leadership, and (iii) non-transactional or laissez-faire leadership (Avolio and Bass, 1991). First, the transformational Leadership constructs first presented by Burns (1978) is known as a mutual influence relationship between leader and followers, considering the needs of both parties (Bass and Avolio, 1993). Second, according to Masood et al. (2006), transformational leadership engages individuals searching for bonds between leaders and followers. In this way, they go towards the team and the organization's welfare

(Hatter and Bass, 1988). Third, transformational leadership is classified into four dimensions: idealized influence, which represents the emotional component of this approach. Fourth, the leaders are role models for their subordinates, identifying themselves and seeking to replicate their leaders' behaviors. It is further divided into two categories: (i) the attributed idealized influence, which refers to the attribution of certain characteristics to a leader made by his followers; (ii) the idealized behavioral influence, which refers to the observation of certain characteristics in a leader made by his followers. The second dimension, inspirational motivation, inspires followers to share the leader's vision and internalize a sense of mission regarding such purposes. The third dimension, intellectual stimulation, seeks to reflect on one's values and solve everyday challenges. Finally, the fourth dimension, individualized consideration, is the ability to offer personalized attention to your followers by providing support when necessary (Avolio and Bass, 2004).

According to Bass (1990), transactional leadership has three main characteristics: (i) contingent reward, used to recognize the work done; (ii) management by exception, which means that the leader intervenes when standards are improper; and (iii) laissez-faire style, where leaders delegate responsibility to avoid decision making. Finally, transformational leadership styles are more effective in motivating employees and enhancing organizational outcomes than transactional styles (Yammarino et al., 1993; Wang et al., 2011).

#### *Servant Leadership*

Greenleaf (1977) defined Servant Leadership as a way of life that begins with the natural feeling that one wants to serve first. In addition, servant leadership has been associated recently with virtue, morals, and ethics (Lanctot and Irving 2010; Parolini et al. 2009).

Researchers have developed different constructs to define servant Leadership (Barbuto and Wheeler, 2006; Page and Wong, 2000; Liden et al., 2008), but many developed constructs are proof that researchers conceptualize and measure servant leadership differently. Van Dierendonck and Patterson 2011 found three types of research on the topic (1) a conceptual stream (Spears 1998; Laub 1999; Patterson 2003); (2) a measurement stream (Page and Wong 2000; Wong and Page 2003; Ehrhart 2004; Barbuto and Wheeler 2006; Dennis and Bocarnea 2005; Liden et al. 2008; Sendjaya et al. 2008; Van Dierendonck and Nuijte 2011); and (3) model development (Russell and Stone 2002; Van Dierendonck 2011).

Servant leadership is positively related to a range of job-related attitudinal outcomes, as illustrated in the following Table 1:

Table 1 – Servant leadership and follower attitudinal outcomes  
Eva et al (2019)

Level	Mediator	Outcome	Authors
Individual	Organizational identification	Employee engagement	de Sousa and van Dierendonck (2014)
Individual	Psychological empowerment	Employee engagement	de Sousa and van Dierendonck (2014)
Individual	Follower need satisfaction	Employee engagement	van Dierendonck et al. (2014)
Individual	Job resources	Employee engagement	Coetzer, Bussin, and Geldenhuys (2017)
Group	Trust climate	Employee engagement	Ling et al. (2017)
Individual	Employee empowerment	Employee commitment	Schneider and George (2011)
Individual	Organizational justice	Job satisfaction	Mayer et al. (2008)
Individual	Empowerment	Job satisfaction	Schneider and George (2011)
Individual	Trust	Job satisfaction	Chan and Mak (2014)
Individual	LMX	Job satisfaction	Amah (2018)
Group	Collective thriving at work	Thriving at work	Walumbwa et al. (2018)
Group	Organizational commitment	Thriving at work	Walumbwa et al. (2018)
Individual	Supervisor identification	Turnover intention	Zhao et al. (2016)
Individual	Person-organizational fit	Turnover intention	Jaramillo, Grisaffe, Chonko, and Roberts (2009b)
Individual	Person-job fit	Turnover intention	Babakus et al. (2010)
Individual	Organizational commitment	Turnover intention	Jaramillo et al. (2009b); Yavas, Jha, and Babakus (2015)
Individual	Trust in the leader	Turnover intention	Kashyap and Rangnekar (2016)
Group	Service climate	Turnover intention	Hunter et al. (2013)
Individual	Inclusive organizational practices	Psychological well-being	Gotsis and Grimani (2016)
Individual	Org.-based self-esteem	Quality of family life	Yang et al. (2018)
Individual	Leader identification	Work-family balance	Wang, Kwan, and Zhou (2017)
Individual	Work-to-family positive spillover	Work-family balance	Wang et al. (2017)
Individual	Reduced emotional exhaustion	Work-family conflict	Zhang et al. (2012)
Individual	Personal learning	Work-family conflict	Zhang et al. (2012)
Individual	Employee job involvement	Organizational identity	Akbari, Kashani, Nikoogar, and Ghaemi (2014)
Individual	Inclusive organizational practices	Organizational identification	Gotsis and Grimani (2016)
Individual	Supervisor-specific avoidance	Organizational identification	Zhao et al. (2016)
Individual	Follower need satisfaction	Organizational commitment	van Dierendonck et al. (2014)
Individual	Affective and cognitive trust	Organizational commitment	Miao et al. (2014)
Group	Trust	Organizational commitment	Ling et al. (2017)
Individual	Socio-moral climate	Organizational cynicism	Verdorfer et al. (2015)

Observe in Table 1 that Barbuto and Wheeler (2006) synthesized the attributes of servant leadership into five factors; altruistic calling, emotional healing, persuasive mapping, wisdom, and organizational stewardship. After that, Van Dierendonck (2011) identified six key characteristics of servant leadership: empowering and developing people, humility, authenticity, interpersonal acceptance, providing direction, and stewardship. The nomological network of servant leadership research Eva et al. (2019) is depicted in Figure 1, as follows:



Figure1: The nomological network of servant leadership research  
Source: Eva et al (2019)

Both servant and transformational leadership have different focuses and may be suitable for different environments. For example, transformational leadership focuses on organizational effectiveness, whereas servant leadership focuses on follower needs (Bass, 1985; Graham, 1991, 1995; Mayer, Bardes, and Piccolo, 2008; Van Dierendonck, 2011).

In transformational leadership, the emphasis of the process is on the leader, and the leader considers each team member individually. As for servant leadership, the focus is on the needs of those being led.

### **PSYCHOLOGICAL WELL-BEING AND LEADERSHIP**

Psychological well-being has been studied in various organizational contexts, such as employee well-being (Zizek, Treven and Cancer, 2015; Srimathi and Kiran Kumar, 2010); engagement (Kanten and Yesiltas, 2015; Robertson and Cooper, 2010) and is associated with positive outcomes.

The well-being construct has two dominant approaches: the hedonic approach, which focuses on happiness by defining well-being in terms of pleasure, pain prevention, lower levels of stress and satisfaction with life (Wright and Hobfoll, 2004; Kahneman et al., 1999) and the eudaimonic approach, which focuses on the meaning and perception of the individual as a fully functioning person (Ryff, 1989; Ryan and Deci, 2001). In this sense, the construction of psychological well-being goes beyond defining human well-being in terms of the absence of negative emotions or the presence of only happiness (Ryff, 1989).

Ryff (1989) conceptualizes psychological well-being in terms of six core dimensions: (i) autonomy, (ii) environmental mastery, (iii) personal growth, (iv) positive relations with others, (v) purpose in life, and (vi) self-acceptance. In addition, extant research suggests that positive work experiences influence the psychological well-being of an individual (Ryff and Keyes, 1995; Ryff and Singer, 2002).

The influence of the leader's behavior on the employees' well-being has been studied. For example, the positive conduct of the supervisor has made a statistically significant contribution to employee well-being, and a leader's positive mood influences group performance (Gilbreath and Benson, 2004; Sy et al., 2005). The literature on positive psychology and positive organizational behavior points out that an individual's positive psychological state influences attitudes towards the organization favorably (Luthans, 2002). According to Luthans et al. (2007), leadership controls the psychological capital of followers. That psychological capital, in most cases, affects the commitment of followers. Bass and Riggio (2006) state that transformational leaders give individual attention and consideration to the needs of followers, which encourage and motivate them. That is why transformational leadership has been associated with increased affective well-being (Arnold et al., 2007; Nielsen et al., 2009). In addition, according to Lapointe and Vandenberghe (2015), servant leadership likely provides employees with positive and satisfying work experiences, which instill a sense of emotional attachment to the organization.

## TRUST

According to Rousseau et al. (1998), trust is a psychological state that consists of the predisposition to place oneself vulnerable concerning someone else based on positive expectations. Trust has been widely investigated over the past years (Dias and Lopes, 2021; Dias, Duzert and Lopes, 2021; Dias, 2020, 2018, 2016; Rousseau, Sitkin, Burt, & Camerer, 1998; Rotter, 1967, 1980; Lewicki, McAllister & Bies, 1998; Mayer, Davis & Schoorman, 1995; Lewicki & Stevenson, 1998; Lewicki & Bunker, 1995, 1996; Shapiro, Sheppard, & Cheraskin, 1992; Govier, 1994; Lewicki & Hanke, 2012; Balliet & Van Lange, 2013; Todorov, Pakrashi, & Oosterhof, 2009; Lewicki, Tomlinson & Gillespie, 2006; Butler, 1991). Table 2 shows a theoretical approach to trust.

Table 2  
*Theoretical Approaches of Trust*

Key Question	Behavioral	Psychological		
		Unidimensional	Two-dimensional	Transformational
How trust is defined and measured?	Derived from confidence. Measured by observable behavior in experiments	positive expectations; scales from distrust to high trust	trust = positive expectations distrust = negative expectations	expected costs and benefits; qualitative indicators
At what level does trust begin?	From zero or from cooperative behavior	from zero to initial trust	from low levels	begins at calculus-based stage
What causes trust (distrust) over time?	Increase if cooperative behavior (increase if competitive behavior)	greater number of positive (negative) interactions	number of positive (negative) interactions	grows with positive relationship (grows with disconfirmed expectations)

Source: Dias. (2016). Reprinted under permission.

Still focusing on Leadership, Caza (2015) confirms that trust in the leader increases whenever the subordinate perceives the leader's emotional sincerity. Holland, Cooper, and Sheehan (2017) demonstrate that trust in leadership is positively related to direct support from the leader to the subordinate.

Also, according to Kim (2017), organizations may not maintain high performances and benefit from their knowledge when there is a lack of confidence in the leader. Haynie et al. (2016) highlight that trust plays an essential role in predicting employee attitudes and behaviors in the workplace.

In the study conducted by Dirks and Ferrin (2002) focusing on the relationship of trust in the leader and the antecedent variables of trust, the ones that showed the greatest relation were the transformational leadership style (affective elements in the relationship), the perception of organizational support and the perception of justice.

## **LEADER-MEMBER EXCHANGE (LMX)**

The study of the leader-member exchange (LMX) arose from role-playing and social exchanges (Graen and Uhl-Bien, 1995; Liden and Maslyn 1998). Thus the concept of leadership received the insertion of the mutual influence interaction between people. In this sense, LMX focuses mainly on the response to work due to relational variables, the work itself, and its interactions Graen and Uhl-Bien (1995). This interpersonal exchange between leader and team members matures by establishing a dyadic relationship (Graen, 1976; Graen and Scandura, 1987; Liden and Graen, 1980). The members perceive the relationship with their leader beyond a formal contract so that both parties relate themselves based on trust, goodwill, and the perception of mutual obligations (Blau, 1964).

Dienesch and Liden (1986) pointed out that the LMX was composed of affection, contribution, and loyalty. Graen and Uhl-Bien (1995) suggested that LMX was composed of respect, trust, and obligation. Later, Liden and Maslyn (1998) proposed a multidimensional model of LMX, which included confidence and professional care. The final version is composed of four factors: affection, loyalty, contribution, and professional respect.

Graen and Uhl-Bien (1995) recognized that most leaders develop a high-quality relationship with a small number of subordinates, delegating to them more desirable and interesting activities, as well as more responsibility, attention, and opportunities. In return, assistants give back more loyalty and performance and a greater propensity to develop relationships based on trust.

These relationships can be in-group or out-group (Liden and Mayslin, 1998). In-group members tend to develop high LMX quality, characterized by high mutual trust, respect, and reciprocity. In contrast, out-group members' exchange is based strictly on a contractual basis. In addition, high LMX quality has been found to be associated with commitment (Eisenberger et al., 2010; Liden et al., 2000), higher member task performance (Dansereau et al., 1975; Gerstner and Day, 1997; Bauer et al., 2006), job satisfaction (Erdogan and Enders, 2007; Harris et al., 2009) and extra-role behaviors (Uhl-Bien and Maslyn, 2003; Ilies et al., 2007). Furthermore, as people tend to be attracted to people similar to them, variables such as perceptions of similarity or congruence of members (Liden et al., 1993), trust of the leader (Liden and Maslyn, 1998), affection or taste (Wayne and Ferris, 1990) were found positively related to LMX quality. According to leader-member exchange (LMX) theory, members may perceive different benefits depending on the quality of relationships between leaders and members (Dulebohn et al., 2012).

Social exchange theory predicts that the relationship between leadership style and attitudes and behaviors is mediated by the nature of the relationship between leader and members. Loyalty as a dimension of LMX is the expression of public support by the leader to his followers. It is essential to a stable relationship between a leader and an organizational member (Leow and Khong, 2009)

This relationship-based perspective (Dirks and Ferrin, 2002) has been used to study trusting relationships between leaders and members in some research on the functioning of transformational leadership and trust



(Pillai et al., 1999). For example, Xiong et al. (2016) observed that authentic leadership moderated the relationship between employees' trust in supervisors and their levels of affective commitment.

According to Mozumder (2018), there are positive relationships between ethical leadership and employees' trust in leaders at multiple levels. Trust is, in turn, shown to influence employees' attitudes, behaviors, and cognitions.

Trust can be viewed as a critical variable in predicting the quality of social exchange relationships. Based on the social exchange theory, employees who trust their key actors are likely to exhibit positive attitudes and behaviors in return. (Colquitt et al., 2007).

### **Organizational Commitment**

The organizational commitment construct has already been studied in the literature (Becker, 1960; Mowday et al., 1979; Allen and Meyer, 1996), and the definition that has been used the most is that of the psychological state, which binds the employee to the organization, thus implying the employee's decision to remain or not in the organization (Meyer and Allen, 1991). The research on organizational commitment has been strongly linked to theoretical and empirical studies aiming to elaborate and test constitutive and operational definitions for the construct and identify the set of antecedents and consequences that permeate the commitment. It has been theorized that commitment is a multidimensional construct. Finally, the compromise effects vary across dimensions (Meyer and Herscovitch, 2001).

Some researchers operationalized commitment as a unidimensional construct. However, some asserted that it is a multidimensional construct consisting of affective, normative, and continuance (Allen and Meyer, 1990; Meyer et al., 2002; O'Reilly and Chatman, 1986).

In the literature, the three-dimensional model of Meyer and Allen (1991), which defines three dimensions as components of commitment, namely: affective, instrumental, and normative, stands out. Desire underlies the affective dimension of responsibility. That is, there is, in the subject, the will to remain in the organization. The need is the basis of the instrumental dimension, where the cost-benefit of disconnecting from the organization after certain personal and financial investments is evaluated. Finally, moral obligation, which characterizes normative commitment, represents the individual's obligation to remain in the organization.

### **IMPLICATIONS AND DISCUSSION: ORGANIZATIONAL COMMITMENT**

The present work was designed to condense the current epistemology on the subjects under review in a single study. Notwithstanding, the topic has implications on the following fields of research: (i) trust between negotiators (Dias, M., and Lopes, 2021; Dias, M, Duzert, Lopes, 2021; Dias, M., 2018); (ii) trust related to project management scope (Dias, M., Lopes, 2021, 2020, 2019, 2019b); (iii) business negotiations (Dias, 2020, 2019, 2019b, 2016; Dias and Teles, 2018), among others.

According to Saher et al. (2013), to achieve desired results, leaders must build relationships with leaders to foster their commitment. Chen et al. (2019) identified that benevolent Leadership and moral Leadership are positively related to organizational commitment. Furthermore, collective efficacy mediates the ethical leadership–administrative commitment relationship.

Moss et al. (2007) suggested that transformational leadership would positively strengthen the connection between employee openness and organizational commitment. Transformational and transactional leadership effectively motivates followers to commit to the goals of an ideation program (Deichmann and Stam, 2015). A positive and significant relationship between transformational leadership and affective commitment has been found in several studies (Wiza and Hlanganipai, 2014; Clinebell et al., 2013). In the same way, servant Leadership is positively related to a wide range of outcomes, including organizational commitment, commitment to the supervisor, individual self-efficacy, job performance, engagement, organizational citizenship behaviors, community citizenship behaviors, and turnover intentions (Liden et al., 2014; Liden et al., 2008; Neubert et al., 2008; Dierendonck et al., 2014; Walumbwa et al., 2010). According to Lapointe and Vandenberg (2018), servant leadership was positively related to normative commitment.

Whitener et al. (1998) present a theoretical model for the analysis of the background of trust in organizations, based on five dimensions selected from academic papers with a strong relationship with trust, which is: perception of consistency, integrity, sharing, and delegation of authority in decision-making processes, demonstration of concern for subordinates and internal communication. Gilbert et al. (2011) found that trust strongly impacts commitment. Morgan and Hunt (1994) showed a strong level of association between trust and commitment. Ferrer et al. (2004) also corroborated that trust in coworkers is a significant predictor of perceived organizational support, more outstanding affective commitment, and lower turnover intention. Kim (2017) pointed out a positive effect of perceived mutual trust on task performance and interpersonal facilitation after controlling for trust in the leader and felt trust. In addition, employees who have confidence in their abilities and achievements tend to develop more significant affective commitment than those who are less confident (Meyer and Allen, 1997).

Affective commitment is related to positive facets of well-being such as life satisfaction (Zickar et al., 2004), job satisfaction, etc. (Cooper-Hakim and Viswesvaran, 2005; Meyer et al., 2002) and is negatively related to negative facets of well-being such as stress and work-family Conflict (Meyer et al., 2002), emotional exhaustion (Lee and Ashforth, 1996).

Dimensions of LMX mediated the relationships between the sizes of transformational leadership and organizational commitment dimensions. The contribution dimension of LMX acts as a consequence rather than an antecedent of commitment (Kecskes et al., 2018). Lee et al. (2019) found that leader-member exchange social comparison - LMXSC was associated with followers' organizational commitment in Study 1 and organizational commitment and job performance in Study 2 via felt obligation towards the leader. Both studies found this relationship was significant while controlling for LMX quality, showing that individual differences play an important role in determining the outcomes of exchange relationships.

According to Jain et al. (2019), subordinates' level of trust and psychological well-being partially mediates the relationship between transformational leadership and employees' organizational commitment. Still, according to Wombacher and Felfe (2017), organizational commitment is focused on the emotional attachment to the organization's goals and values that drive positive behavior towards the organization.

Previous research shows that followers that assess the exchange with their leaders to be highly professional tend to express more outstanding affective commitment to the organization (Lee, 2005).

## **FUTURE RESEARCH**

We encourage future research on the investigation of the impact of each variable on organizational commitment. Future quantitative inquiries are also recommended on different business segments.

## **REFERENCES**

- Adair, W.L. and Brett, J.M. (2005). The negotiation dance: Time, culture, and behavioral sequences in negotiation. *Organization Science*, 16(1), 33-51.
- Arnold, K. A., Turner, N., Barling, J., Kelloway, E. K., & McKee, M. C. (2007). Transformational leadership and psychological well-being: the mediating role of meaningful work. *Journal of occupational health psychology*, 12(3), 193.
- Avolio, B. J., Walumbwa, F. O., & Weber, T. J. (2009). Leadership: Current theories, research, and future directions. *Annual review of psychology*, 60, 421-449.
- Avolio, B. J., Zhu, W., Koh, W., & Bhatia, P. (2004). Transformational leadership and organizational commitment: Mediating role of psychological empowerment and moderating role of structural distance. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 25(8), 951-968.
- Balliet, D., & Van Lange, P. A. M. (2013). Trust, Conflict, and cooperation: A meta-analysis. *Psychological Bulletin*, 139, 1090–1112.
- Bandura, A., & Walters, R. H. (1977). *Social learning theory* (Vol. 1). Englewood Cliffs, NJ: Prentice-hall.
- Barber, B. (1983). *The Logic and Limits of Trust*. Rutgers University Press.
- Barbuto Jr, J. E., & Wheeler, D. W. (2006). Scale development and construct clarification of servant leadership. *Group & Organization Management*, 31(3), 300-326.
- Bass, B. M., & Avolio, B. J. (1993). *Transformational leadership and organizational culture*. *Public administration quarterly*, 112-121.
- Bass, B. M., & Riggio, R. E. (2006). *Transformational Leadership*. Psychology press.
- Bauer, T. N., Erdogan, B., Liden, R. C., & Wayne, S. J. (2006). A longitudinal study of the moderating role of extraversion: Leader-member exchange, performance, and turnover during new executive development. *Journal of Applied Psychology*, 91(2), 298.

- Bazerman, Max. (2014). *The Power of Noticing*. New York: Simon and Schuster.
- Bazerman, Max; Malhotra, D. (2007). *Negotiation Genius: How To Overcome Obstacles And Achieve Brilliant Results At The Bargaining Table And Beyond*. New York: Bantam Dell.
- Blau, P. (1964). *Exchange and power in social life*. Routledge
- Bock, Peter. (1987). *The Empowered Manager: Positive Political Skills at Work*. San Francisco: Jossey-Bass.
- Butler, J.K. Jr. (1991). Toward understanding and measuring conditions of the trust. In: *Journal of Management*, 17:643-663.
- Cantril, H. (1964). The human design. *Journal of Individual Psychology*, 20, 129–136.
- Carnevale, P.J. and De Dreu, C.K.W. (2006). Motive: The negotiator's raison d'etre. In Leigh Thompson (ed.), *Frontiers of Social Psychology: Negotiation theory and research* (pp. 55-76). New York: Psychology Press.
- Clinebell, S., Skudiene, V., Trijonyte, R., & Reardon, J. (2013). Impact of leadership styles on employee organizational commitment. *Journal of Service Science (JSS)*, 6(1), 139-152.
- Couch, Laurie L., Jeffrey M. Adams, and Warren H. Jones, (1996), "The Assessment of Trust Orientation", *Journal of Personality Assessment*, Vol. 67, No. 2, pp. 305-323.
- Dansereau Jr, F., Graen, G., & Haga, W. J. (1975). A vertical dyad linkage approach to leadership within formal organizations: A longitudinal investigation of the role making process. *Organizational behavior and human performance*, 13(1), 46-78.
- Day, D. V., Fleenor, J. W., Atwater, L. E., Sturm, R. E., & McKee, R. A. (2014). Advances in leader and leadership development: A review of 25 years of research and theory. *The leadership quarterly*, 25(1), 63-82.
- Deutsch, M. (1958). Trust and suspicion. *Journal of Conflict Resolution*, 2, 265–279.
- Dias, M. (2018). Theoretical Approaches on Trust in Business Negotiations. *Saudi Journal of Business and Management Studies*, 3(11), 1228-1234. doi: 10.21276/sjbms.2018.3.11.5
- Dias, M.; Lopes, R. (2021). O dilema da confiança aplicado à negociação de escopo em gerenciamento projetos. *International Journal of Development Research*, 11(8), pp. 49225-30. doi: <https://doi.org/10.37118/ijdr.22676.08.2021>
- Dias, M.; Duzert, Y.; Lopes, R. (2021) Perspectiva Epistêmica do Processo de Negociação. *International Journal of Development Research*, 11(7), 48803-10. doi: 10.37118/ijdr.22463.07.2021
- Dias, M.; Lopes, R. (2021). A Confiança transformativa em negociações. *International Journal of Development Research*, 11(6), pp. 48178-82. doi: 10.37118/ijdr.22261.06.2021
- Dias, M. (2019). Air transportation in Brazil: Guarulhos International Airport. *South Asian Research Journal of Business and Management*, 1(4), 182-187. doi: 10.36346/sarjbm.2019.v01i04.004
- Dias, M. (2019). Teaching Materials on Brazilian Dairy Producer Negotiation. *Global Scientific Journals*, 7(8), 1052-1064. doi: 10.13140/RG.2.2.36690.50881
- Dias, M. (2019b). Teaching Materials: Role-Play Simulation on Individual Business Debt Collection in Brazil. *Global Scientific Journals*, 7(8), 844-859. doi: 10.11216/gsj.2019.08.26134
- Dias, M. (2020) The Four-Type Negotiation Matrix: A Model for Assessing Negotiation Processes. *British Journal of Education*, 8(5), 40-57. doi: 10.6084/m9.figshare.12389627

- Dias, M., (2016). Factors Influencing the Success of Business Negotiations in the Brazilian Culture (Doctoral Thesis). ESC Rennes School of Business, France. doi: 10.13140/RG.2.2.18660.22407
- Dias, M., Lopes, R. (2019). Rail Transportation in Brazil: Challenges and Opportunities. *Arabian Journal of Business and Management Review (Kuwait Chapter)*, 8(4), 40-49. doi:10.13140/RG.2.2.27687.70568
- Dias, M., Lopes, R. (2020). Air Cargo Transportation in Brazil. *Global Scientific Journals*. 8(2), 4180-4190. doi:10.13140/ RG.2.2.30820.32648
- Dias, M.; Lopes, R. (2019). Role Play Simulation on Farm Debt: Brazilian Case. *SSRG International Journal of Humanities and Social Science*, 6(4), 84-93doi:10.112/gsj.2019.08.26384
- Dias, M.; Lopes, R. (2019b). Teaching Materials: Role Play Simulation on Small Business Debt Collection in Brazil. *International Journal of Management, Technology and Engineering*, 9(8), 237-249. doi:16.10089/IJMTE.2019.V9I8.19.29127
- Dias, M.; Navarro, R. (2020). Three-Strategy Level Negotiation Model and Four-Type Negotiation Matrix Applied to Brazilian Government Negotiation Cases. *British Journal of Management and Marketing Studies*, 3(3), 50-66. doi: 10.6084/ m9. figshare.12479861
- Dias, M.; Teles, Andre (2018). From Animal Traction to LRV: Public Rail Transportation in Rio de Janeiro. *International Journal of Science and Research*, 7(11), 765-770. doi: 10.21275/ART20192818
- Dienesch, R. M., & Liden, R. C. (1986). Leader-member exchange model of Leadership: A critique and further development. *Academy of management review*, 11(3), 618-634.
- Dirks, K. T., & Ferrin, D. L. (2002). Trust in Leadership: Meta-analytic findings and implications for research and practice. *Journal of applied psychology*, 87(4), 611.
- Eisenberger, R., Karagonlar, G., Stinglhamber, F., Neves, P., Becker, T. E., Gonzalez-Morales, M. G., & Steiger-Mueller, M. (2010). Leader–member exchange and affective organizational commitment: The contribution of supervisor's organizational embodiment. *Journal of Applied psychology*, 95(6), 1085.
- Erdogan, B., & Enders, J. (2007). Support from the top: Supervisors' perceived organizational support as a moderator of leader-member exchange to satisfaction and performance relationships. *Journal of applied psychology*, 92(2), 321.
- Eva, N., Robin, M., Sendjaya, S., van Dierendonck, D., & Liden, R. C. (2019). Servant Leadership: A systematic review and call for future research. *The Leadership Quarterly*, 30(1), 111-132.
- Evans, A. M., & Krueger, J. I. (2011). Elements of trust: Risk and perspective-taking. *Journal of Experimental Social Psychology*, 47, 171–177.
- Evans, A. M., & Krueger, J. I. (2014). Outcomes and expectations in dilemmas of trust. *Judgment and Decision Making*, 9(2), 90-103.
- Evans, A., & Revelle, W., (2008). Survey and behavioral measurements of interpersonal trust. In: *Journal of Research in Personality*, 42 (2008) 1585–1593.
- Fukuyama, F. (1995) *Trust the Social Virtues and the Creation of Prosperity*, New York, NY: Free Press.
- Gerstner, C. R., & Day, D. V. (1997). Meta-Analytic review of leader–member exchange theory: Correlates and construct issues. *Journal of applied psychology*, 82(6), 827.

- Gilbreath\*, B., & Benson, P. G. (2004). The contribution of supervisor behaviour to employee psychological well-being. *Work & Stress*, 18(3), 255-266.
- Gillespie, N. (2003). Measuring trust in work relationships: The Behavioral Trust Inventory. Paper presented at the annual meeting of the Academy of Management, Seattle, WA.
- Goodwin, V. L., Whittington, J. L., Murray, B., & Nichols, T. (2011). Moderator or mediator? Examining the role of trust in the transformational leadership paradigm. *Journal of Managerial Issues*, 409-425.
- Govier, T. (1994). Is it a jungle out there? Trust, distrust, and the construction of social reality. *Dialogue*, 33: 237-252.
- Graen, G. B., & Scandura, T. A. (1987). Toward a psychology of dyadic organizing. *Research in organizational behavior*.
- Graen, G. B., & Uhl-Bien, M. (1995). Relationship-based approach to Leadership: Development of leader-member exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-domain perspective.
- Graham, J. W. (1991). Servant-leadership in organizations: Inspirational and moral. *The Leadership Quarterly*, 2(2), 105-119
- Gunia, B.C., Brett, J.M., Nandkeolyar, A.K., and Kamdar, D. (2014). Trust me, I'm a negotiator: Diagnosing Trust to negotiate effectively, globally. *Organizational Dynamics*, 43, 27-36.
- Harris, K. J., Wheeler, A. R., & Kacmar, K. M. (2009). Leader-member exchange and empowerment: Direct and interactive effects on job satisfaction, turnover intentions, and performance. *The Leadership Quarterly*, 20(3), 371-382.
- Hater, J. J., & Bass, B. M. (1988). Superiors' evaluations and subordinates' perceptions of transformational and transactional leadership. *Journal of Applied psychology*, 73(4), 695.
- Haynie, J. J., Baur, J., Harris, J. N., Harris, S. G., & Moates, K. N. (2019). When caring leaders are constrained: The impact of LMX differentiation on leader empathic concern in predicting discretionary work behaviors. *Journal of Leadership & Organizational Studies*, 26(1), 5-17.
- Haynie, J. J., Mossholder, K. W., & Harris, S. G. (2016). Justice and job engagement: The role of senior management trust. *Journal of Organizational Behavior*, 37(6), 889-910.
- Heimann, A. L., Ingold, P. V., & Kleinmann, M. (2020). Tell us about your leadership style: A structured interview approach for assessing leadership behavior constructs. *The Leadership Quarterly*, 31(4), 101364.
- Holland, P., Cooper, B., & Sheehan, C. (2017). Employee voice, supervisor support, and engagement: The mediating role of trust. *Human Resource Management*, 56(6), 915-929.
- Jain, P., Duggal, T., & Ansari, A. H. (2019). Examining the mediating effect of trust and psychological well-being on transformational leadership and organizational commitment. *Benchmarking: An International Journal*.
- Judge, T. A., & Bono, J. E. (2000). Five-factor model of personality and transformational leadership. *Journal of applied psychology*, 85(5), 751.
- Kahneman, D., Diener, E., & Schwarz, N. (Eds.). (1999). *Well-being: Foundations of hedonic psychology*. Russell Sage Foundation.
- Kalat, James W. (2011). *Introduction to Psychology*. Belmont, CA: Woodsworth, Cengage Learning.

- Kanten, P., & Yesiltas, M. (2015). The effects of positive and negative perfectionism on work engagement, psychological well-being and emotional exhaustion. *Procedia Economics and Finance*, 23, 1367-1375.
- Khodyakov, D. (2007). Trust as a Process: A Three-Dimensional Approach. BSA Publications Ltd. Volume 41(1): 115–132, DOI: 10.1177/0038038507072285, SAGE Publications, London, Thousand Oaks, New Delhi.
- Labonne, J., & Chase, R. S. (2010). A road to trust. *Journal of Economic Behavior & Organization*, 74, 253–261.
- Lactot, J. D., & Irving, J. A. (2010). Character and Leadership: Situating servant leadership in a proposed virtues framework. *International Journal of Leadership Studies*, 6(1), 28-50.
- Lapointe, É., & Vandenberghe, C. (2018). Examination of the relationships between servant leadership, organizational commitment, and voice and antisocial behaviors. *Journal of Business Ethics*, 148(1), 99-115.
- Lewicki, R.J. & Brinsfield, C. (2012). Trust as a heuristic. In: W.A. Donohue, R.R. Rogan and S.Kaufman (Eds.). *Framing in Negotiation: State of the Art*. New York, Peter Lang.
- Lewicki, R.J. & Hanke, R. (2012). Once fooled, shame on you! Twice fooled, shame on me! What deception does to deceivers and victims: Implications for negotiators in situations where ethicality is unclear. In B. Goldman and D. Shapiro (eds), *The Psychology of Negotiations for the 21st Century* (pp. 211-244). Oxford, UK: Routledge Press.
- Lewicki, R.J., and Bunker, B.B. (1995). Trust in relationships: A model of trust development and decline. In B.B. Bunker and J.Z. Rubin (eds), *Conflict, cooperation, and justice* (pp. 133–174). San Francisco: Jossey- Bass.
- Lewicki, R.J., and Bunker, B.B. (1996). *Developing and maintaining trust in work relationships. Trust in Organizations: Frontiers of Theory and Research* (pp. 114–139). Thousand Oaks, CA: Sage Publications.
- Lewicki, R.J., and Litterer, J.A. (1985). *Negotiation*. Homewood, IL: R.D. Irwin.
- Lewicki, R.J., and Polin, B. (2013). Trust and negotiation. In: Olekalns, M, and Adair, W.L. (eds.) *Handbook of Research in Negotiation*. UK: Edward Elgar Publishing Limited, pp. 161-190.
- Lewicki, R.J., and Stevenson, M. (1998). Trust development in negotiation: Proposed actions and a research agenda. *Journal of Business and Professional Ethics*, 99-132.
- Lewicki, R.J., Barry, B., and Saunders, D. (2010). *Negotiation* (6th edition). Burr Ridge, IL: McGraw-Hill Irwin.
- Lewicki, R.J., McAllister, D.J. & Bies, R.J. (1998). Trust and distrust: New relationships and realities. *Academy of Management Review*, 23(3), 438-458.
- Lewicki, R.J., Tomlinson, E.C., and Gillespie, N. (2006). Models of Interpersonal Trust Development: Theoretical Approaches, Empirical Evidence, and Future Directions. In: *Journal of Management*, 32, 991-1022.
- Liden, R. C., & Graen, G. (1980). Generalizability of the vertical dyad linkage model of leadership. *Academy of Management journal*, 23(3), 451-465.

- Liden, R. C., & Maslyn, J. M. (1998). Multidimensionality of leader-member exchange: An empirical assessment through scale development. *Journal of management*, 24(1), 43-72.
- Liden, R. C., Wayne, S. J., & Sparrowe, R. T. (2000). An examination of the mediating role of psychological empowerment on the relations between the job, interpersonal relationships, and work outcomes. *Journal of applied psychology*, 85(3), 407.
- Liden, R. C., Wayne, S. J., Liao, C., & Meuser, J. D. (2014). Servant leadership and serving culture: Influence on individual and unit performance. *Academy of Management Journal*, 57(5), 1434-1452.
- Liden, R. C., Wayne, S. J., Zhao, H., & Henderson, D. (2008). Servant Leadership: Development of a multidimensional measure and multi-level assessment. *The leadership quarterly*, 19(2), 161-177.
- Lopes, R. D. O. A., El Massiou, F., & Bahli, B. (2021). The compelled circumstantial trust in project management environment: validation of the scale model. *The Journal of Modern Project Management*, 8(3).
- Lopes, R; Massioui, F; Bahli, B; Barros, S; Dias, M. (2021) The Compelled Circumstantial Trust in Project Management Environment: Validation of the Scale Model. *JMPM*, 8(3),136-145. doi: 10.19255/JMPM02512
- Luhmann, N. (1979). Trust and power. Chichester, UK: Wiley.
- Luhmann, N. (1988). Familiarity, confidence, trust: Problems and alternatives. In D. Gambetta (ed) Trust: Making and breaking cooperative relations (pp. 94-107). Oxford, UK: Basil Blackwell.
- Luthans, F. (2002). The need for and meaning of positive organizational behavior. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 23(6), 695-706.
- Luthans, F., Avolio, B. J., Avey, J. B., & Norman, S. M. (2007). Positive psychological capital: Measurement and relationship with performance and satisfaction. *Personnel psychology*, 60(3), 541-572.
- Luthans, F., Youssef, C. M., & Avolio, B. J. (2007). Psychological capital: Investing and developing positive organizational behavior. *Positive organizational behavior*, 1(2), 9-24.
- Masood, S. A., Dani, S. S., Burns, N. D., & Backhouse, C. J. (2006). Transformational leadership and organizational culture: The situational strength perspective. *Proceedings of the Institution of Mechanical Engineers, Part B: Journal of Engineering Manufacture*, 220(6), 941-949.
- Mayer, R.C., Davis, J.H., & Schoorman, F.D. (1995). An integrative model of organizational trust. *Academy of Management Review*, 20, 3 709-734.
- Nielsen, K., Yarker, J., Randall, R., & Munir, F. (2009). The mediating effects of team and self-efficacy on the relationship between transformational leadership, and job satisfaction and psychological well-being in healthcare professionals: A cross-sectional questionnaire survey. *International journal of nursing studies*, 46(9), 1236-1244.
- Page, D., & Wong, T. P. (2000). A conceptual framework for measuring servant leadership. *The human factor in shaping the course of history and development*, 69-110.
- Parolini, J., Patterson, K., & Winston, B. (2009). Distinguishing between transformational and servant leadership. *Leadership & Organization Development Journal*.



- Robertson, I. T., & Cooper, C. L. (2010). Full engagement: the integration of employee engagement and psychological well-being. *Leadership & Organization Development Journal*.
- Rotter, J. B. (1967). A new scale for the measurement of interpersonal trust. *Journal of Personality*, 35 (4), 651–665.
- Rotter, J.B. (1980). Interpersonal trust, trustworthiness, and gullibility. *American Psychologist*, (35) 651-665.
- Rousseau, D. M. (1998). The problem of the psychological contract considered. *Journal of organizational behavior*, 665-671.
- Rousseau, D.M., Sitkin, S.B., Burt, R.S., and Camerer, C. (1998). Not so different after all: A cross-discipline view of trust. *Academy of Management Review*, 23(pp), 393-404.
- Ryan, R. M., & Deci, E. L. (2001). On happiness and human potentials: A review of research on hedonic and eudaimonic well-being. *Annual review of psychology*, 52(1), 141-166.
- Ryff, C. D. (1989). Happiness is everything, or is it? Explorations on the meaning of psychological well-being. *Journal of personality and social psychology*, 57(6), 1069.
- Ryff, C. D., & Keyes, C. L. M. (1995). The structure of psychological well-being revisited. *Journal of personality and social psychology*, 69(4), 719.
- Ryff, C., & Singer, B. (2002). From social structure to biology. *Handbook of positive psychology*, 63-73.
- Schoorman, F.D. Mayer, R.C., and Davis, J.H., (2007). An integrative model of organizational trust: past, present, and future. *Academy of Management Review*, 32, 2 344-354.
- Sendjaya, S., & Pekerti, A. (2010). Servant leadership as antecedent of trust in organizations. *Leadership & Organization Development Journal*.
- Serva, M. A., Fuller, M. A., & Mayer, R. C. (2005). The reciprocal nature of trust: A longitudinal study of interacting teams. *Journal of Organizational Behavior*, 26, 625–648.
- Shapiro, D.L., Sheppard, B.H., and Cheraskin, L. (1992). Business on a handshake. *Negotiation Journal*, 8(4), 365-377.
- Sy, T., Côté, S., & Saavedra, R. (2005). The contagious leader: impact of the leader's mood on the mood of group members, group affective tone, and group processes. *Journal of applied psychology*, 90(2), 295.
- Tajfel, H. E. (1978). *Differentiation between social groups: Studies in the social psychology of intergroup relations*. Academic Press.
- Terpstra-Tong, J., Ralston, D. A., Treviño, L. J., Naoumova, I., de la Garza Carranza, M. T., Furrer, O., ... & Darder, F. L. (2020). The Quality of Leader-Member Exchange (LMX): A Multilevel Analysis of Individual-level, Organizational-level and Societal-level Antecedents. *Journal of International Management*, 26(3), 100760.
- Thompson, L. (1990). Negotiation behavior and outcomes: Empirical evidence and theoretical issues. *Psychological Bulletin*, 108, 515-532.
- Thompson, Leigh (2015); *The Truth about Negotiations*. New Jersey: Pearson, 2nd. Edition.
- Thorndike, E.L. (1970). *Animal Intelligence*. Darien, CT: Hafner (original research published 1911).
- Tinsley, C.H., O'Connnor, K.M., and Sullivan, B.A. (2002). Tough guys finish last: the perils of a distributive reputation. *Organizational Behavior and Human Decision Processes*, 88(2), 621–642.

- Todorov, A., Pakrashi, M., & Oosterhof, N. N. (2009). Evaluating faces on trustworthiness after minimal time exposure. *Social Cognition*, 27(6), 813–833.
- Uhl-Bien, M., & Maslyn, J. M. (2003). Reciprocity in manager-subordinate relationships: Components, configurations, and outcomes. *Journal of Management*, 29(4), 511-532.
- Van Dierendonck, D. (2011). Servant Leadership: A review and synthesis. *Journal of management*, 37(4), 1228-1261.
- Van Dierendonck, D., & Patterson, K. (2015). Compassionate love as a cornerstone of servant Leadership: An integration of previous theorizing and research. *Journal of Business Ethics*, 128(1), 119-131.
- Walton, R. E. & McKersie, R. B. (1965). *A Behavioral Theory of Labor Negotiations: An Analysis of a Social Interaction System*. New York: McGraw-Hill.
- Wang, H., Tsui, A. S., & Xin, K. R. (2011). CEO leadership behaviors, organizational performance, and employees' attitudes. *The Leadership Quarterly*, 22(1), 92-105
- Williamson, O. E. (1981). The economics of organization: The transaction cost approach. *American Journal of Sociology*, 87: 548-577.
- Wiza, M., & Hlanganipai, N. (2014). The impact of leadership styles on employee organisational commitment in higher learning institutions. *Mediterranean Journal of Social Sciences*, 5(4), 135-135.
- Yamagishi, T. (1988). The provision of a sanctioning system in the United States and Japan. *Social Psychology Quarterly*, 51, 3 265–271.
- Yamagishi, T., Kanazawa, S., Mashima, R., & Terai, S. (2005). Separating trust from cooperation in a dynamic relationship. *Rationality and Society*, 17(3), 275-308.
- Yamagishi, Toshio, and Midori Yamagishi. (1994). Trust and Commitment in the United States and Japan. *Motivation and Emotion* 18(2):129-166.
- Yammarino, F. J., Spangler, W. D., & Bass, B. M. (1993). Transformational Leadership and performance: A longitudinal investigation. *The Leadership Quarterly*, 4(1), 81-102.
- Yozgat, U., Serim, R. H., & Cem Dikmen, D. (2014). Out of sight out of mind: Effect of Ostrich leadership on affective commitment and the moderating role of trust in supervisor. *Business Studies Journal*, 6.
- Žižek, S. Š., Treven, S., & Čančer, V. (2015). Employees in Slovenia and their psychological well-being based on Ryff's model of psychological well-being. *Social Indicators Research*, 121(2), 483-502.
- Zou, W. C., Tian, Q., & Liu, J. (2015). Servant leadership, social exchange relationships, and follower's helping behavior: Positive reciprocity belief matters. *International Journal of Hospitality Management*, 51, 147-156.