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SUMMARY

Key words: trust, mistrust, cooperation, relationships, teamwork, personality aspects, managerial practices, dimensions or facilitators of trustworthiness.

The general objective of this research was to do a comparative study of the Trust Audit results - obtained during 2000 - of three Business Units of a South African Company in order to determine whether there are any significant differences between them regarding the “Big Five” personality dimensions and the “Managerial Practices” dimensions.

Trust has been found to be an essential ingredient in all organisations, providing the impetus for employers to gain a better understanding of the building blocks of organisational trust and to restore eroded trust. The intensity of any trust relationship will depend on certain facilitators of trustworthiness which may facilitate or impede the flow of trust.

Research studies indicate that organisations with high levels of trust will be more successful, adaptive, and innovative than organisations with low levels of trust or pervasive mistrust.

Positive results were indicated for all Business Units regarding the personality aspects. The most positive “Big Five” dimensions were **conscientiousness**, **extraversion** and **agreeableness** while the lowest dimension was **resourcefulness**.

Overall results regarding managerial practices indicated that not enough **information sharing** took place and that this had a negative effect within the work environment. The **credibility dimension**, being lower than the others, indicated that better credibility of persons that are reported to, could improve trust and optimal functioning within the working environment. **Team management**, **work support** and **trust relationship** were viewed positively by all Business Units.

One of the main conclusions of this research was that managers/leaders have a pivotal role to play in creating high-trust organisations and engendering trusting relationships.