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TRUST AS A FACTOR OF INTERACTION EFFICIENCY IN A BUSINESS ENVIRONMENT

Modern business is a complex phenomenon, the success of which can no longer be guaranteed by the perfect organization of production, technical and technological capabilities or personal qualities of staff. Success in today's business is driven by a large number of diverse factors, most of which are concentrated in the external environment of the organization. This complicates, and often makes it impossible to use traditional management technologies to manage success factors. The paradigm of managing an organization as an object is gradually changing to the paradigm of managing the impacts and mutual impacts of business environment objects.

In view of this, it becomes highly relevant to study the mechanisms of such an important factor in the success of business entities' interaction as trust. Being predominantly socio-psychological in nature, trust greatly influences the dynamics of economic relations, thereby determining the efficiency and effectiveness of economic activity. And if the approaches to assessing macroeconomic indicators of trust in the form of confidence indices to institutions or policies of the state have been used for a long time, then the approaches to managing the confidence to individual business entities have been much worse researched and need further clarification.

The purpose of the work is determination of possibilities to manage trust as a factor that conditions the efficiency of relationships between business entities.

The problem of trust in business is the search for answers to related questions:

Who to trust?

How to inspire confidence?

How to measure confidence?

The situation is complicated by the likelihood of error, the likelihood of fraud and loss, and less control over the situation.

Traditional credential attributes include:

emotional evaluation;

feeling;

expectation;

forecast [1–3].

Trust, being in the beginning only a social and psychological category [1], is of great interest to economists today as it becomes more economically meaningful: in the processes of interaction, the confidence of economic agents is easily converted to their economic results. Having confidence allows economic agents to reduce transaction costs, get the necessary investment faster, shorten their decision-making time, and finally improve their quality of life.

According to F. Fukuyama, trust is one of the most influential factors, the presence of which condition the well-being of society [2]. Trust is also seen as a means of resolving contradictions in the midst of economic systems. Although there is some doubt as to the correctness of the definition of causation, it is undeniable that the level of trust and the level of well-being are interrelated.

In the circles of economists there is no absolute unity in the interpretation of the concept of "trust". While agreeing that this is a truly fundamental economic category, researchers have significantly different opinions in defining the structure and its content. There is a common understanding of trust as a "quantitative dynamic characteristic of the relationships of economic entities that are based on the profitability of economic results of interaction and confidence in the good faith (loyalty, sincerity, etc.) of each other" [3, p. 8].

Attempts to measure trust that is widespread in the global economic environment generally focused on assessing consumer confidence: Consumer Sentiment Index (USA), EMU Industry Confidence (Europe), EMU Consumer Confidence (Europe), Consumer Confidence Index (Japan) [4]. This practice allows to carry out constant monitoring of the dynamics of confidence, but significantly limits the scope for purposeful change in the level of confidence. And, if in this situation the use of trust indices by an economic agent allows to some extent to find the answer to the question "Whom to trust?", then to another question related to the first – "How to inspire confidence?" – the search for an answer is ongoing.

The use of the notion of trust as an integral characteristic of the reactions of economic agents implies the use of a large number of consolidated economic indicators. However, this approach is of little use for predicting the economic decisions and economic behavior of a particular economic agent. The solution to this problem forces to focus attention to determine the structure of trust, the mechanisms and patterns of its functioning.

One of the attempts to structure trust is the concept of S. Covey, who regards this social phenomenon as a set of five personal characteristics: integrity; intentions; ability; results; consistent behavior [5].

This degree of formalization of the notion of trust already allows taking action for purposeful change in the level of confidence, but it does not yet allow to be sure of the efficiency of the implemented actions, since the applied variables are dynamic and variable enough. In addition, these components have a very different nature, origin and manifestation, which greatly complicates the search for their optimal proportions.

In order to get rid of this shortcoming, D. Maister, C. Green, and R. Galford, in their conception, consider trust as subjective assessments by a person of four characteristics of attitude to a situation:

credibility (words);
reliability (actions);
intimacy (emotions);
level of self-interest orientation (motives) [6].

This approach not only allows to identify indicators for evaluating each of the components but also to use that structure to purposely influence the other economic entity, according to proposed five stages of the change model by the authors:

1) involvement;
2) listening;
3) formulation of proposals;
4) forming a vision;
5) acceptance of commitments [6].

A clear idea of the initial and desirable state while working with confidence requires to technologize the subject's actions at each stage. However, these stages make it easy to implement this, as each stage outlines the need for certain managerial skills, the development of which transfers the problem of trust to the level of a trivial task:

1) focusing on the other person;
2) understanding of the interlocutor, confidence;
3) creative understanding of the problems, the power of Ego;
4) curiosity, creative cooperation;
5) inspire and motivate [6].

An undeniable advantage of this approach is the use of both rational and emotional components: their combination provides the opportunity to simultaneously engage both rational and economic expectations and related unconscious emotional processes. However, another group of researchers (K. Blanchard, C. Olmstead, M. Lawrence) share a slightly different view as to which particular skills of an economic agent are considered most effective in the process of confidence building. The ABCD model they proposed contains four personal characteristics, the aggregate manifestation of which leads (in the authors' opinion) to the emergence of trust:

able;
believable;
connected;
dependable [7].

The benefit of this understanding of trust is relative versatility: the model is effective regardless of the content of the particular situation and the previous experience of the participants in the interaction. It also simplifies the process of reaching the target state, as all of these characteristics have a clear structure and procedures of formation and development.

However, a significant disadvantage to the application of the considered models is that they ignore the attitude of the subjects of interaction to risk. In management and business, risk is a very important aspect, and, in fact, it is risk that allows to determine the economic content of trust. Accordingly, trust should be seen as a factor that determines effective joint action in a risk situation.

Given this, trust management should be presented as a process of solving the problem of optimizing the situational characteristics of the cooperating economic agents [8], where the aggregate result of their joint activity is greater than the sum of the economic results of each of them individually. It is under such conditions, trust will be characterized by positive utility. Otherwise, demonstration of trust will harm one or all of the interacting economic agents.

Taking into account the risk, that accompanies a trusting attitude also allows you to evaluate the effectiveness of actions to optimize interaction processes. Therefore, it provides an opportunity to focus on the choice of the means of changing the level of confidence that will be most relevant to the situation.

Thus, trust management is a promising way of increasing the effectiveness of economic agents' interaction. The main tasks of management should be to recognize the exact identification of existing levels of trust and to select measures to optimize confidence in the processes of interaction. The solution to these problems should include improving the quality of management decisions based on enhancing the socio-psychological and communicative competencies of economic entities. Further research should focus on determining the weight of the impact of indicated requirements for the formulation of goals, on the empirical verification of the effectiveness of trust models and determining its optimal components for the interaction of different types of economic entities.

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