# The Impact of Trust in Using Social Media Network in E-leadership: A Case Study in KAR Group in Kurdistan Region-Iraq

Rafi Abdul-Ridha, Ahmed Muyasser A. Jader

# The Impact of Trust in Using Social Media Network in E-leadership:
# A Case Study in KAR Group in Kurdistan Region-Iraq

## Dr. Rafi Abdul-Ridha
Lecturer, Ministry of Higher Education & Scientific Research
Email: Rafi_man77@yahoo.com

## Ahmed Muyasser A. Jader
Asst. Lecturer, University of Mosul, College of Administration & Economic
Email: Ahmed88.jader@gmail.com

**Abstract**

Nowadays, e-leadership is common widely, especially by educated people. Internet is the primary means has been used in this area in general and SMNs in particular. In this study, trust of using SMNs in e-leadership field will be analyzed and evaluated by using "trust dimensions". A suggested framework that combines four of these dimensions. The constructs of the framework are: (*Competence/Ability, Honesty/Integrity, Altruism, and Openness*) as independent variables that influence using SMNs toward e-leadership as dependent variable. This study adopts quantitative approach, questionnaire with five Likert scale is used to collect data from informants. The informants are 30 managers of KAR Group in Kurdistan Region, with different ages, experience, gender, culture and education.

The findings of the study, are: *Altruism* has highly influence, *Openness* has positive influence, *Honesty/Integrity* has weak influence, and finally, *Competence/Ability* has the weakest influence on using SMNs in E-leadership.

**Keywords:** SMNs, Trust, Trust Dimension, Leadership, E-Leadership.

**Introduction**
**E-Leadership**

   Two interrelated forces that organizational leaders today grapple with are: (1) the departments and units, consumers, participants, and providers of the company are the increasingly global dispersion; and (2) In communication technology is used for daily interaction employees, workers, assistants and managers dispersed geographically. Researchers have initiated to write about e-leadership and how affectively having many of the processes within leadership. The researchers assumed that in a point of view of the fast development of

technology in organization and its progressively international spread, e-leadership in the future is going to be routine rather than the exclusion in our thinking about what it is now. E-leadership have been defined as following: *"a social influence process mediated by AIT (advanced information technology) to produce a change in attitudes, feelings, thinking, behavior, and/or performance with individuals, groups, and/or organizations"* (Zaccaro & Bader, 2003).

**Trust and E-leadership**

A new e-leadership has some factors, are: responsiveness, willingness to learn, vigilance, honesty, altruism a, vision, and sense of adventure. In addition to, the inter-generational cooperation with out of the box leadership advice, e.g. asking unsalable queries, speaking foul truths, communicating impertinently (Jones & George 1998).

If trust is found at all levels in an organization from top to first line managers, the trust will be more beneficial. A trust-based organization can be created depending on leadership, and that allows individuals to act and work in a trustworthy way. Leaders have an important responsibility which is facilitating the organizational processes by teams building and demonstrating trust. Team building takes apart in to build the trust because interdependence creates the mutuality. Mutuality is created by the complex job situation and limited skill, time, and control that the people possesses. The organizations have two types of leadership, are direct and indirect. (Smits, 2010).

Dirks and Ferrin (2001) emphasized that the leadership reference issue (first-line VS top leadership) is significant as it can offer direction on whether an organization should localize resources on creating trust in managers or in its senior leaders. Furthermore, McCarthy emphasized that first-line leaders play a significant role in enabling senior leadership: first-line leaders act as a agents between top leaders and front-line workers. Others noted that trust in leadership is related meaningfully to the same environment attitudes and behaviors as trust in the organization. Empirical studies suggested that trust in first-line leadership relates to job-satisfaction, job-performance, altruism, participative decision making, procedural justice, and interactional justice. Finally, trust in leadership relate to organizational commitment directly.

**Research Problem**
The study attempts to answer these questions below:
1. What is the extent which to SMNs is used by the leaders in organizations?
2. Do the managers trust in using SMNs in e-leadership?
3. What do the managers perceive as the benefits and costs of using SMNs in the e-leadership?
4. Do the managers prefer using the traditional or the electronic leadership?

**Research Objectives**
The study aims to:
1. Analyze and evaluate the trust of SMNs in e-leadership.
2. Identify the affective factors of trust in using SMNs in e-leadership in researched organization.

3. Analyze the competition between the traditional tools and IT in general and SMNs in particular in leadership roles.
4. Identify the importance of SMNs in managerial activities.

**Research Hypothesis**
This study has a main hypothesis:
*Trust's dimensions influence using SMNs in e-leadership.* This hypothesis is subdivided into a set of sub-hypotheses, are:
1. *Competence/Ability* influences *using SMNs* in e-leadership.
2. *Honesty/Integrity* influences *using SMNs* in e-leadership.
3. *Altruism* influences *using SMNs* in e-leadership.
4. *Openness* influences *using SMNs* in e-leadership.

**Research Approach**
This study can be considered as a descriptive study, which aims to describe a phenomenon by collect facts and information to be analyzed and explained to extract the reasons behind that in order to generalize it.

**Data Collection**
The data has been collected depending on a couple of methods. Questionnaire is used to collect the primary data. In addition to articles, books, journals, and reports to collect the secondary data which outlines SMNs in e-leadership. The questionnaire with five-point Likert scale is distributed to leaders and managers in KAR group in order to analyze and evaluate their trust in using SMNs in e-leadership.

**Participants**
The participants of this study are 30 managers, leaders and employees of KAR group of oil in Kurdistan Region, with different ages, experience, gender, culture and education.

**Proposed Model**
This research comes to analyze the use of SMNs in E-leadership as a dependent variable by using trust dimensions as independent variables, are: (Competence/Ability, Honesty/Integrity, Goodwill/Altruism, Trust/Openness), where H1 represents sub-hypothesis 1, H2 represents sub-hypothesis 2, H3 represents sub-hypothesis 3, and H4 represents sub-hypothesis 4, as it is shown in the figure (1):
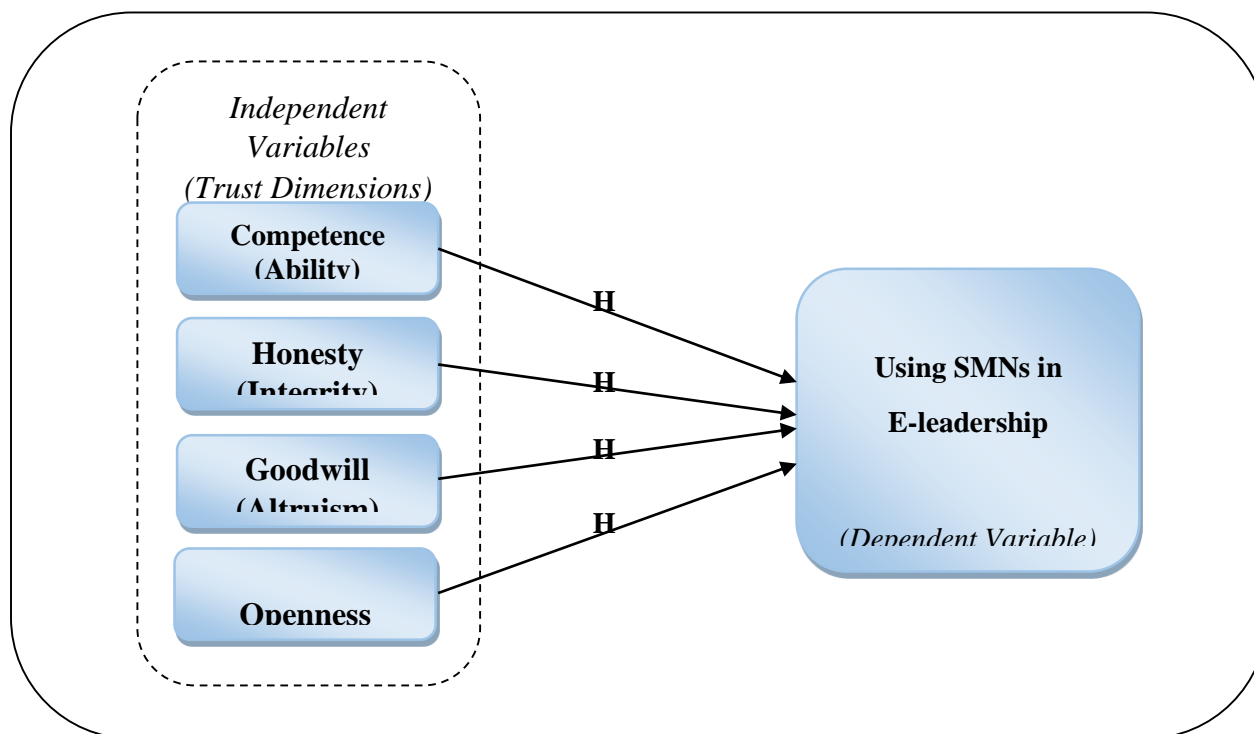
**Figure (1) Hypotheses Framework**
**Source:** Prepared by the Researchers

## Literature Review
## The Concept of Trust

To be able to cooperate you need the necessity to trust, long-term relationship is leading cooperative behavior. Innovative work within the organization build trust over time, for example team works and among companies like strategic alliances and R&D corporations (Dodgson 1993). This study defines trust as "actor's expectation of the other party's competence, goodwill and behavior". For trust to develop you are required to have good competence and goodwill. The competences (technical and knowhow skills) are essential and basic for trust in proficient relations of corporate context. Potential partners particularly in know-how are supposed to have technological knowledge. Ethical obligation and constructive intentions to other also seen as signs of goodwill it is essential for the trustees and thrusters to risk inherent and to be ready to take a susceptible position.

To accomplish personal and organizational goal people must trust they work with, as well as giving other the opportunity to prove their trust to minimize the risk inherent in relationships at work. These philosophies have been intended in order to control, enforce, and/or inspire obedience to evade the consequences of wrecked trust. several companies use controlled mechanisms and contracts to evade self-serving behaviors in addition to potential lawsuit, and they become more flexible with their procedures of decision taking, internal procedures, structures, and rewarding (Sitkin&Bies,1994; Williamson,1975; Meyer,1983; Jensen&Meckling,1976). They see legal treatment as weak, objective alternatives for trust

however many organizational legitimacies have worked so far (Granovetter,1985; Argyris,1994; Sitkin & Roth, 1993; Donaldson & Davis, 1991).

**Trust Dimensions**

There have been many educational studies regards to trust dimensions as (Kazlauskiene, 2013):

1. **Competence/Ability:** this is set of service and characteristics which allow specific areas to become more (Meyer, 1983).
2. **Honesty/Integrity:** thruster finds a suitable vision that the trustee could tracks to a common set of values (Meyer, 1983).
3. **Goodwill/Altruism:** there needs to be lack of selfishness and to have the spirits and behavior that display a wish to aid other (Kazlauskiene, 2013).
4. **Openness:** when a business acts dependably and consistently and meets their promise to their customer .

**Social Media Networks (SMNs)**

Social Media Networks in the recent years have significantly grown in the last years. Networking provides a very appropriate space to rapidly share multimedia data among people each other in the social graph.

Boyd and Ellison (2007) defined SMNs as: web-based services are set in place to that let people to build a restricted system in public or private profile, and to share a connection with a user's list, in addition to display and block their connection lists and those are made by others in the system. Though we use the expression ''social network sites'' to depict this phenomenon. The "networking" term is not regularly used because of the following reasons: ''Networking'' underlines relationship initiation, which are between outsiders. while networking is not the prime practice on numerous of them it is probable on many sites, nor is it what separates them from each other systems of "computer-mediated communication" (Boyd and Ellison, 2007).

The way we communicate with others is changing everyday due to networking, entertain and actually live. Many people have become internet users primarily due to Social Networking; many didn't find the interest of the web before the becoming of social media and tried to avoid using internet all together. However everything is now first happening around us is online and found on social media before everywhere else. Nowadays, users also are known as presumes both provide and use weighty amounts of multimedia content. Also, many find themselves sharing their personal new and multimedia content is also shared through Social Networking Sites this is practiced by all individuals rather than just a small number like before. There are now more than 200 social networking sites worldwide which influence are recognized daily besides this amount is rising fast. The most and top existing web-sites are either sheer social networking sites or one way or another offer some social networking capabilities (Wiil,& Memon, 2010).

**Applications of SMNs**

The social media is growing unstoppably and becoming more popular and the popularity of SMNs has allowed huge numbers of users to connect generate and share content, give and take advice, and it opens new interesting problems. The boundless development of content and users thrusts the Internet technologies to its bounds and stresses for innovative solutions. SMNs

have the spectators to their right place in the right time if they solve the challenges which they face. There are a lot of applications of SMNs, such as: "Facebook" has been ranked as the most visited site in the world, with more than 500,000,000 subscribed users to date. After Facebook, the second highest ranked site is "Twitter" (White, *et al.,* 2010), then "Friendster" is popular in Asia (Rodrigues, *et al.,* 2008), (~17 Mio users) (Walenz, *et al.,* 2010), "Xing" (8 Mio users) (Yu-Ru, *et al.,* 2009), "Badoo"(>70 Mio users) (Trier and Bobrik, 2009), "Netlog" (> 70 Mio users) (Fortino and Nayak, 2010), "Tuenti" (8 Mio users) (Yu, *et al.,* 2010), "Barrabes" (Conti, *et al.,* 2009), "NaszaKlasa" (> 11 Mio users)( Prakash, *et al.,* 2009) "Zoo" (~1 Mio users) (Jin-Tao, *et al.,* 2009), "Sapo" (Apolloni, *et al.,* 2009), "Daily-Motion" (Garcia-Ruiz, *et al.,* 2009) .

## Empirical Framework

This section includes data collection and data analysis from 30 informants in KAR Group in Kurdistan Region.

## Data Collection

This study adopts Survey Method by using "questionnaire" as a tool to collect the required data, which could be considered as one of the best methods to collect facts and information for the descriptive studies, in order to either accept or reject null and alternative hypothesis.

In this study, quantitative method is adopted, so questionnaire with five-point scale (from Strongly Agree to Strongly Disagree) is used. This Questionnaire was distributed to the managers of some of KAR company in Kurdistan Region.

## Data Analysis Techniques and Tools

The collected data through the surveys was analyzed by using SPSS. Furthermore, this study adopted Structural Equation Modeling (SEM) technique to measure the relation between the "trust dimensions" and "e-leadership" in order to test the hypothesis among the variables in the (SEM) in a statistical methodology which takes a confirmatory factor analysis approach to the structural analysis of data standing for a phenomena.

## Descriptive Statistical Perspective

The following Table (2) presents an overview of informants in this study in terms of the demographic information, such as gender, age and educational level.

**Table (1):  Demographic Information of Informants**

|  | Variable | Frequency | Percent % |
|---|---|---|---|
| **Gender** | Male | 26 | 86.66 |
|  | Female | 4 | 13.33 |
| **Age (By years)** | 20 – 25 | 18 | 60 |
|  | 26 – 30 | 8 | 26.66 |
|  | 31 – 35 | 4 | 13.33 |
|  | 36 – 40 | 0 | 0 |
|  | Other | 0 | 0 |
|  |  |  |  |
| **Education** | Matriculation | 1 | 3.33 |
|  | Higher-secondary | 0 | 0 |
|  | Graduation | 27 | 90 |
|  | Post-graduate | 0 | 0 |
|  | Professional | 2 | 6.66 |
|  | Other | 0 | 0 |
| **Occupation** | Employee | 23 | 76.66 |
|  | Manager | 5 | 16.66 |
|  | Consultant | 0 | 0 |
|  | Boss | 2 | 6.66 |
| **Experience** | Less than a year | 2 | 6.66 |
|  | 1 – 5 | 19 | 63.33 |
|  | 6 – 10 | 7 | 23.33 |
|  | 11 – 15 | 0 | 0 |
|  | 16 – 20 | 0 | 0 |
|  | Other | 2 | 6.66 |
| **Internet skills** | Beginner | 1 | 3.33 |
|  | Intermediate | 17 | 56.66 |
|  | Advanced | 12 | 40 |
| **Experience of Internet Using (By years)** | Less than a year | 0 | 0 |
|  | 1 – 5 | 11 | 36.66 |
|  | 6 – 10 | 11 | 36.66 |
|  | 11 – 15 | 8 | 26.66 |
|  | Other | 0 | 0 |

**Source:** Prepared by researchers depending on the collected data.

After using SPSS as a method to analyze the results of the questionnaire's responses, the study discusses below the following statistical methods with the managerial interpretations of those statistical issues shown in the process of computerized analysis of the collected data:

1. **Correlation:** It is one of the most useful statistics. It is that number which shows the degree of relationship between variables.

This study adopts correlation to shed light on the relationship among *Trust* with its dimensions: (Competence/Ability, Honesty/Integrity, Altruism, and Openness) and *E-leadership* by using SMNs.

**Table (2): Correlations**

| | | Competence | Honesty | Altruism | Openness | E-Leadership |
|---|---|---|---|---|---|---|
| Competence | Pearson Correlation | 1 | .074 | .543** | .245 | .226 |
| | Sig. (2-tailed) | | .698 | .002 | .192 | .230 |
| | N | 30 | 30 | 30 | 30 | 30 |
| Honesty | Pearson Correlation | .074 | 1 | .624** | .338 | .248 |
| | Sig. (2-tailed) | .698 | | .000 | .068 | .186 |
| | N | 30 | 30 | 30 | 30 | 30 |
| Altruism | Pearson Correlation | .543** | .624** | 1 | .579** | .636** |
| | Sig. (2-tailed) | .002 | .000 | | .001 | .000 |
| | N | 30 | 30 | 30 | 30 | 30 |
| Openness | Pearson Correlation | .245 | .338 | .579** | 1 | .427* |
| | Sig. (2-tailed) | .192 | .068 | .001 | | .019 |
| | N | 30 | 30 | 30 | 30 | 30 |
| E-Leadership | Pearson Correlation | .226 | .248 | .636** | .427* | 1 |
| | Sig. (2-tailed) | .230 | .186 | .000 | .019 | |
| | N | 30 | 30 | 30 | 30 | 30 |

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).
**Source:** Statistical analysis by SPSS.

As it is shown in the table (2), most of the correlational relationships between the study components are significant, which means that the study could compare and analyze very vital factors which affect positively or negatively on the process of sharing the knowledge by using SMNs.

The significant values of all of the study are at the level of 0.01 which means that the percentage of factors compatibility is around 99% that adds a worth value to the study's validity. Evidently, (Altruism) dimension of the study has the highest degree, (0.636%). Moreover, the relationship between (Altruism) and (E-leadership) is the most powerful relation if it is compared to the other variables. The second highest value seen in this correlation table is the relationship between (Openness) and (E-leadership) which is (0.427%). The third dimension is (Honesty/Integrity) with (0.248%). The forth one is (Competence) with (0.226%) has the weakest correlation (Not significant).

As it is expected, the competence of SMNs is not predictable, for this reason we notice the percentage of the relation between (Reputation) and (E-leadership) is very low amongst the other.

**Regression:** is usually used to find the impact between a dependent and an independent variable. After executing an analysis, the regression statistics could be used to expect the dependent variable when the independent variable is known. Regression goes after correlation by adding prediction capabilities.

**Table (3): Regression**

| R | R Square | Durbin-Watson |
|---|---|---|
| .707[a] | .499 | 2.486 |

**Source:** Prepared by researchers depending on statistical analysis by SPSS.

The purpose of using the regression here is to find the formula that matchs the impact among (Trust with its four dimensions) and (E-leadership). Then a formula is formed to expect values for the dependent variables when the independent variable is known.

The analysis of the study shows that (**R-Square** which is used to measure the validity of data in the regression and to know the percentage of effectiveness among the variables) Where R's degree here is about (0.707%) which is very essential in the phenomenon of "Using SMNs in E-leadership". Therefore, the rest of the percentage is (0.293%) which is ascribed to other variables which are not taken into consideration in this study (i.e. out of study's scope).

In statistics, the **Durbin–Watson** statistic is a statistic test which is used to spot the presence of a relationship between separated variables by a time lag) in the residuals (expectation errors) from a regression test. In this study (DW) is (2.486) which proves that this study is approximately free of autocorrelation, but there is a clear, deliberate and conscious linkage between these study components. However, the presence of (Altruism) and (Openness) and is so effective and happens in a conversely way.

For the purpose of specifying the mathematic values of the regression and the effectiveness among the study variables, the researcher here tries to write down a linear equation depends on the analysis results of "**Coefficient**" which list the values of (t) for each study's variables components and compare (t) resulted values with (t) table values to identify the significant regression in "E-leadership".

**Table (4) Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.826 | .561 | | 3.254 | .003 |
| | Competence | -.208 | .127 | -.306 | -1.646 | .112 |
| | Honesty | -.245 | .130 | -.374 | -1.883 | .071 |
| | Altruism | .899 | .237 | 1.010 | 3.797 | .001 |
| | Openness | .030 | .120 | .044 | .251 | .804 |

a. Dependent Variable: E-Leadership.
**Source:** Statistical analysis by SPSS.

As it shown in the table (4), the study's regression equation includes **(Y)** which is constantly the dependent variable and **(X)** which is constantly the independent variable.

**Table (5): Linear Equation**

$Y_{(E\text{-}leadership)} = X_{(Constant)} + X_{(1)} + X_{(2)} + X_{(3)} + X_{(4)}$

$Y_{(E\text{-}leadership)} = 1.826 + (-0.208) + (-0.245) + 0.899 + 0.300$

$T = 3.254 \quad -1.646 \quad -1.883 \quad +3.797 \quad +0.251$

**Source:** Prepared by researchers.

As has been shown in the table (5) the significance of the regression analysis lies mainly in the "Altruism" which means that the "Altruism" variable is the most predictable component in this study (3.797%), followed by the "Openness" (2.51%). However, these variables are significant. While the other variables in this study is (Competence, and Honesty/Integrity) which seem insignificant as their (t) value shows (-16.46%, -1.883%) respectively.

Experts in the field of the management and psychology consider the unpredictability of these variables a natural result, because the psychological status of human beings is unstable and influenced by a set of unpredicted factors in the everyday life.

Finally, in order to verify the study's hypotheses: Trust dimensions influence using SMNs in E-leadership" we should resort to (ANOVA) in table (6):

**Table (6): ANOVA[b]**

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 2.987 | 4 | .747 | 6.232 | .001[a] |
| | Residual | 2.996 | 25 | .120 | | |
| | Total | 5.982 | 29 | | | |

a. Predictors: (Constant), Openness, Competence, Honesty, Altruism
b. Dependent Variable: E-Leadership
**Source**: Statistical analysis by SPSS.

As it is listed above in table (6), the information of SPSS analysis shows the validity and credibility of the study hypotheses particularly the (F) value which signifies (6.232%) which means: "there is a direct and significant influence between using SMNs in E-leadership as a dependent component and trust **dimensions**".

## Conclusions and Recommendations

This section shows the conclusions of the research by encompassing a summary of the most important results from the whole research. In addition to provide some recommendations as future related studies.

## Conclusion

The conclusions depend on the statistical analysis of thirty informants from (KAR Group), so the research has reached to the following conclusions:

The research findings depending on the results of the study, *"Altruism"* has a strong influence on *"using SMNs in E-leadership"* (Third Sub-Hypothesis) because, most of the informants are educated and experienced, and this has been proved by the study of (Jones & George 1998). However, *"Openness"* has also a positive influence on *"using SMNs in E-leadership"* (Fourth Sub-Hypothesis); because of most of informants have good level skills of using the internet in general and SMNs in particular. Furthermore, *"Honesty/Integrity"* has low influence on *"using SMNs in E-leadership"* (Second Sub-Hypothesis), and that comes from the interaction between the informants and the technological environment is so intensive, in addition to their belief of the internet crimes and deception which happens via SMNs. In addition, the influence of *"Competence/Ability"* on *"using SMNs in E-leadership"* (First Sub-Hypothesis) is very low, where most of informants use the traditional way of leadership; because they are not professionals in the field of technology.

Finally, the research finds out that *"Trust dimensions influence using SMNs in e-leadership. (Ho)"*. So Ho has been accepted.

## Recommendations for the Researched Company

According to the results of this study, the researchers recommend the employees of the company to be enrolled in some of courses, such as: internet skills, internet crimes, safe environment of technology, and so on, in order to be aware of all the issues related to SMNs. In addition to, they should know that SMNs platforms are highly secured, so the exchanging information and data are secured.

## Recommendations for Future Studies

In addition to the recommendations for the researched company, the researchers recommend the following studies for the future studies:
1. Using trust dimensions to analyze and measure the use of SMNs in e-marketing.
2. Using trust dimensions to analyze and measure the use of SMNs in e-health.
3. Using trust dimensions to analyze and measure the use of "youtube.com" in e-learning.
4. Using trust dimensions to analyze and measure the use of SMNs in e-government.
5. Using trust dimensions to analyze and measure the use of SMNs in e-commerce.

**References:**

1. Apolloni, A., Channakeshava, K., Durbeck, L., Khan, M., Kuhlman, C., Lewis, B., & Swarup, S. (2009). A study of information diffusion over a realistic social network model. In *Computational Science and Engineering, 2009. CSE'09. International Conference on* (Vol. 4, pp. 675-682). IEEE.

2. Argyris, C. A. (1994). Litigation mentality and organizational learning. In S. B Sitkin & R. J. Bies (Eds.), The legalistic organization. Thousand Oaks, CA: Sage.

3. Boyd, D., & Ellison, N. (2007). Social network sites: Definition, history, and scholarship. *Journal of computer-mediated Communication*, *13*(1), 210-230.

4. Conti, M., Delmastro, F., & Passarella, A. (2009). Social-aware content sharing in opportunistic networks. In *Sensor, Mesh and Ad Hoc Communications and Networks Workshops, 2009. SECON Workshops' 09. 6th Annual IEEE Communications Society Conference on* (pp. 1-3). IEEE.

5. Dirks, K. T., & Ferrin, D. L. (2001). The role of trust in organizational settings. *Organization science*, *12*(4), 450-467.

6. Dodgson, M. (1993). Leaning, Trust, and Technological Collaboration in Human Relations, 46:1, 77-94.

7. Donaldson, L., & Davis, J. H. (1991). Stewardship theory or agency theory: CEO governance and shareholder returns. *Australian Journal of management*, *16*(1), 49-64.

8. Fortino, A., & Nayak, A. (2010). An architecture for applying social networking to business. In *Applications and Technology Conference (LISAT), 2010 Long Island Systems*(pp. 1-6). IEEE.

9. Garcia-Ruiz, M. A., Martin, M. V., Ibrahim, A., Edwards, A., & Aquino-Santos, R. (2009). Combating child exploitation in Second Life. In *Science and Technology for Humanity (TIC-STH), 2009 IEEE Toronto International Conference* (pp. 761-766). IEEE.

10. Granovetter, M. (1985). Economic action and social structure: The problem of embeddedness. *American journal of sociology*, *91*(3), 481-510.

11. Jensen, M. C., & Meckling, W. H. (1976). Theory of the firm: Managerial behavior, agency costs and ownership structure. *Journal of financial economics*, *3*(4), 305-360.

12. Jin, T. T., Wang, T., & Wang, J. (2009). Measuring the influence of social networks on information diffusion on blogspheres. In *Machine Learning and Cybernetics, 2009 International Conference on* (Vol. 6, pp. 3492-3498). IEEE.

13. Jones, G. R., & George, J. M. (1998). The experience and evolution of trust: Implications for cooperation and teamwork. *Academy of management review*, *23*(3), 531-546.

14. Kazlauskienė, M. (2013). Trauma experience, psychological resilience and dispositional optimism: three adult generations in Lithuania. *Psychology*, *49*(49), 20-33.

15. Meyer, J. W. (1983). Organizational factors affecting legalization in education. In J. W. Meyer & W. R. Scott (Eds.), Organizational environments: Ritual and rationality: 217- 232. San Francisco: Jossey-Bass.

16. Prakash, B. A., Seshadri, M., Sridharan, A., Machiraju, S., & Faloutsos, C. (2009) Eigenspokes: Surprising patterns and scalable community chipping in large graphs. In *Data Mining Workshops, 2009. ICDMW'09. IEEE International Conference on* (pp. 290-295). IEEE.

17. Rodrigues, E. M., Milic-Frayling, N., & Fortuna, B. (2008). Social tagging behavior in community-driven question answering. In *Proceedings of the 2008 IEEE/WIC/ACM International Conference on Web Intelligence and Intelligent Agent Technology-Volume 01* (pp. 112-119). IEEE Computer Society.

18. Sitkin, S. B, & Bies, R. J. (1994). The legalization of organizations: A multi theoretical perspective. In S. B Sitkin & R. J. Bies (Eds.), The legalistic organization: 19-49.Thousand Oaks, CA: Sage.

19. Sitkin, S. B., & Roth, N. L. (1993). Explaining the limited effectiveness of legalistic "remedies" for trust/distrust. *Organization science*, *4*(3), 367-392.

20. Smits, S. T. (2010). Extending the journey: Leadership development beyond the MBA. *The Poznan University of Economics Review*, *10*(1), 62.

21. Trier, M., & Bobrik, A. (2009). Social search: exploring and searching social architectures in digital networks. *IEEE Internet Computing*, *13*(2), 51-59.

22. Walenz, B., Gandhi, R., Mahoney, W., & Zhu, Q. (2010). Exploring Social Contexts along the Time Dimension: Temporal Analysis of Named Entities. In *Social Computing (SocialCom), 2010 IEEE Second International Conference on*(pp.508-512). IEEE.

23. White, T., Chu, W., & Salehi-Abari, A. (2010). Media monitoring using social networks. In *Social Computing (SocialCom), 2010 IEEE Second International Conference on*(pp. 661-668). IEEE.

24. Wiil, U. K., & Memon, N. (2010). Measuring link importance in terrorist networks. In *Advances in Social Networks Analysis and Mining (ASONAM), 2010 Internationa Conference on* (pp. 225-232). IEEE.

25. Williamson, E. (1975). Markets and hierarchies: Analysis and antitrust implications. New York: Free Press.

26. Yu, Z. Y., Wang, Z., & Xia, C. (2010). Identifying key users for targeted marketing by mining online social network. In *Advanced Information Networking and Applications Workshops (WAINA), 2010 IEEE 24th International Conference on* (pp. 644-649). IEEE.

27. Yu-Ru Lin, Y. R., Sundaram, H., De Choudhury, M., & Kelliher, A. (2009). Temporal patterns in social media streams: Theme discovery and evolution using joint analysis of content and context. In *Multimedia and Expo, 2009. ICME 2009. IEEE International Conference on* (pp. 1456-1459). IEEE.

28. Zaccaro, S. J., & Bader, P. (2003). E-leadership and the challenges of leading E-teams: Minimizing the bad and maximizing the good. *Organizational dynamics*, *31*(4), 377-387.