

# Research on the relationship between organizational development and employee trust in organizational development based on OD theory

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**Abstract:** This paper mainly discusses the OD theory and the relationship between leadership and employee trust. First, the OD theory is analyzed and its application in organizational development is expounded. Secondly, the paper mainly discusses the influence of leadership on employee trust and the influence of employee trust on leadership, and proposes the mechanism of the relationship between leadership and employee trust, including role modeling mechanism, communication mechanism and trust transfer mechanism. Finally, it emphasizes the important role of leadership in OD theory, indicating that leaders need to pay attention to the operation of the mechanism, establish a good leader-employee trust relationship, and promote the coordinated development and achievement of the organization.

**Key words:** OD theory; organizational development

## 1 Foreword

In today's competitive business environment, organizational development and leadership are key factors in corporate success. Organizational development aims to improve the performance and adaptability of an organization, while leadership is an important factor affecting employee behavior and organizational performance. Employee trust is the basis for building good relationships and effective cooperation in an organization, which is crucial to the impact of organizational development and leadership.

The study on the relationship between leadership and employee trust in organizational development based on OD theory can deeply explore the influence mechanism of leadership on employee trust, reveal the association between leadership behavior and employee trust, and provide a new theoretical perspective and explanatory framework for organizational development and leadership research. Studying the relationship between leadership and employee trust can help organizational leaders to better understand and respond to the needs and expectations of employees, and establish a good trust relationship between leaders and employees. This helps to improve employee job satisfaction, job engagement and organizational commitment, and promote the development and innovation ability of the organization. By studying the relationship between leadership and employee trust, the organization can improve the work efficiency and performance of employees, reduce employee turnover and turnover rate, reduce the labor cost and training cost, and thus improve the economic benefits and competitiveness of the organization. Studying the relationship between leadership and employee trust helps to build a harmonious organizational culture and employee relationship, improve employees' happiness and quality of life, and create a positive influence for the society.

In conclusion, the research on the relationship between leadership and employee trust in organizational development based on OD theory has an important background and significance, and has a positive impact on both theoretical research and practical application.

## 2 Application of OD theory in organizational development

### 2.1 OD theory analysis

OD theory is an organizational change theory emerging in the United States in the late 1950s. Its main purpose is to help organizations realize self-development and innovation through systematic and scientific methods. The core of OD theory is people-oriented, focusing on staff engagement and teamwork, emphasizing the shaping of organizational culture and values, aiming to promote the sustainable development and success of the organization.



Figure 1 Organization Development

Through the analysis and evaluation of the organization, the problems and contradictions are found and solutions are proposed. Through effective communication channels and methods, people at all levels of the organization can communicate and cooperate, and build consensus and trust. By changing the organizational structure, culture and management style, the organization can adapt to the changes in the external environment and internal needs. Through the training and education mechanism, the skill level and professional quality of the employees can be improved, and the

competitiveness and innovation ability of the organization will be enhanced. Improve organizational efficiency and responsiveness by redesign organizational structure and responsibility allocation, optimizing resource allocation and coordination mechanisms.

In short, the application of OD theory in organizational development is a people-oriented, systematic and scientific method, aiming to promote the sustainable development and innovation of the organization through various means.

### 2.2 Application of OD theory in organizational development

OD theory emphasizes the comprehensive diagnosis and evaluation of organizations, through the collection and analysis of data, to understand the current status and problems. This helps to identify organizational bottlenecks and barriers, and to provide a basis for subsequent development initiatives. OD theory provides a systematic set of change management methods that help organizations to implement change and address the challenges in the change process. By defining change goals, developing change strategies, building change teams, and monitoring the progress of change. OD theory considers organizational culture as an important factor affecting organizational performance and employee behavior. By identifying and shaping the organization's core values, code of conduct and working climate, a positive organizational culture can be established to promote employee engagement and collaboration, and improve the performance of the organization. The OD theory focuses on team development and collaboration capabilities. Through team-building activities, training and communication, it can improve team cohesion and collaboration efficiency, and promote team innovation and performance improvement. The OD theory holds that leadership is a key element of organizational development. By cultivating and developing the ability and quality of leaders, and improving their influence and decision-making ability, we can promote the development and change of the organization. OD theory has extensive application value in organizational development, which can help organizations diagnose problems, implement change, build culture, develop teams and enhance leadership, and promote sustainable development and innovation.

### 2.3 The role of leadership in the OD theory

Leadership plays an important role in OD theory, which has a profound impact on the process and outcomes of organizational development. Leaders play a role in developing strategies and vision in organizational development. They analyze the external environment and internal resources to determine the direction of the organization and motivate employees to work hard to achieve this vision. Leaders need the ability to change and decision-making power in their organizational development. They are able to identify problems and obstacles within the organization and take action accordingly to drive organizational change. Leadership decisions and actions can help organizations adapt to changes in the external environment and improve their flexibility and competitiveness. Leaders play an important role in shaping organizational culture and values. They deliver the core values of the organization through their own actions and words, and build a culture of teamwork, innovation and learning. The exemplary role of leaders is crucial to the trust and participation of employees. Leaders need to motivate and support employees to grow and grow. They motivate employees to reach their potential and creativity by setting clear goals and providing appropriate resources. At the same time, leaders also need

to provide the necessary support and feedback to help employees overcome difficulties and achieve personal and organizational achievements. Leaders need to build good trust and cooperation in their organizational development. They need to build open, transparent and trusting communication with their employees, listen to their voices and opinions, and respect their diversity and rights. The behaviors and attitudes of leaders have an important impact on employee trust and engagement.

## 3 Study on the relationship between leadership and employee trust

### 3.1 The impact of leadership on employee trust

The impact of leadership on employee trust is a frequently studied topic. Let's explore the impact of leadership on employee trust and related research.

First, we can discuss the impact of leadership on employee trust from the following aspects:

The influence of leaders' behavior and attitudes on employee trust: Leaders' behavior and attitudes have a great impact on employees' trust. One study found that employee trust and job satisfaction increased with the support and encouragement from leaders (as shown in Table 1 below).

**Table 1 Influence of leader behaviors and attitudes on employees**

Leader behavior and attitudes	Employee trust	Job satisfaction
backing	increase	increase
Blame and criticize	reduce	reduce

The impact of a leader's decisions and actions on employee trust: The Leader's decisions and actions can also have an impact on employees' trust. For example, if leaders adopt fair, transparent, and democratic decision-making, if leaders adopt unfair, opaque, and arbitrary decisions, employee trust will be affected.

The influence of leaders' ability and quality on employee trust: The ability and quality of leaders will also have an impact on employees' trust. One study showed that the ability and qualities of leaders were positively correlated with employee trust (as shown in Table 2 below).

**Table 2 Impact of the leader's ability and quality on employee trust**

Leadership ability and quality	Employee trust
high	increase
low	reduce

To sum up, leadership has an important impact on employee trust. Leaders' behaviors and attitudes, decisions and actions, as well as ability and quality, all affect employees' trust. Therefore, in the process of organizational development, leaders need to pay attention to and enhance the trust of employees, establish open, transparent and trusting communication and cooperative relations, and promote the sustainable development and success of the organization.

### 3.2 Influence of employee trust on leadership

The influence of employee trust on leadership is also an important research direction. Let's discuss the impact of employee trust on leadership and related research. First, we can discuss the impact of employee trust on leadership in the following aspects:

The influence of employee trust on leaders: Employees' trust in leaders will directly affect the influence and effect of leaders. One study found that when employees have a high level of trust in their leaders, leaders are more likely to receive their support and collaboration (as shown in Table 3 below).

**Table 3 Impact of employee trust on leaders**

Employee trust level	The influence of the leaders	Staff support and cooperation
high	enhance	increase
low	fade	reduce

The impact of employee trust on the atmosphere of the organization: employee trust in leaders also indirectly affects the atmosphere and culture of the organization. When employees trust their leaders highly, they are more willing to share information, cooperation and innovation with their colleagues, thus promoting the formation of a positive organizational atmosphere.

The impact of employee trust on leaders' decisions: The level of trust in employees also affects their acceptance of their decisions. One study found that employees were more likely to accept and support their leaders' decisions when they had a high level of trust in them (as shown in Table 4 below).

**Table 4 Influence of employee trust on the leader's decision-making**

Employee trust level	Acceptance of leaders' decisions
high	increase
low	reduce

Employee trust has an important impact on leadership. The degree of employees' trust in leaders will directly affect the influence and effect of leaders, as well as the acceptance of employees to leaders' decisions. At the same time, employee trust will also indirectly affect the atmosphere and culture of the organization. Therefore, in the process of organizational development, leaders need to pay attention to establishing a good employee trust relationship, and improve the employees' trust in leaders, so as to promote the common development and success of the organization.

### 3.3 Mechanism of the relationship between leadership and employee trust

The relationship between leadership and employee trust can be explained by multiple mechanisms. Let's discuss the mechanism of the relationship between leadership and employee trust.

Role modeling mechanism: Leaders play the role of role modelers in the organization, demonstrating the values and codes of conduct due to employees through their own behaviors and attitudes. One study found that employees were more likely to trust their leaders when they showed fair, transparent and honest behavior (as shown in Table 5 below).

**Table 5 Mechanisms of the relationship between leadership and employee trust**

Leader behavior	Employee trust
Fair, transparent and honest	increase
Injustice, opacity, and fraud	reduce

Effective communication between leaders and employees is an important way to build trust. By actively listening, providing clear information and feedback, leaders can enhance their trust.

One study found that good communication between leaders and employees significantly increased employee trust. Leaders' trust in their employees will also stimulate employees' trust in their leaders. When leaders show trust and support for their employees, employees are more willing to trust their leaders. One study found that when employees feel their trust, their trust increases.

The relationship between leadership and employee trust can be explained by mechanisms such as role modeling, communication, and trust transfer. Leaders' behavior demonstration, good communication, and trust in employees will all have a positive impact on their trust. Therefore, in an organization, leaders need to focus on the operation of these mechanisms to establish a good leader-employee trust relationship and promote the coordinated development and achievement of the organization.

## 4 Conclusion

Research on the relationship between leadership and employee trust is important for the healthy development of organizations. This paper deeply discusses the influence of leadership on employee trust, the influence of employee trust on leadership, and the mechanism of the relationship between leadership and employee trust. It is found that leaders' behavior and attitude, decision-making and action, as well as ability and quality, all have an impact on the degree of employees' trust will directly affect the influence and effect of leaders, as well as employees' acceptance of leaders' decisions. Meanwhile, the relationship between leadership and employee trust can be explained through mechanisms such as role modeling, communication and trust transfer.

Based on the above studies, the following suggestions are made:

1. Leaders should pay attention to their own behavior and attitude, and show the quality of fairness, transparency and integrity, so as to improve the trust of employees.
2. Leaders need to establish a good communication mechanism with employees, actively listen to their opinions and suggestions, and provide clear information and feedback to enhance their trust.
3. Leaders should pay attention to the trust of employees, and stimulate employees' trust in their leaders through the trust transmission mechanism.
4. Organizations should pay attention to the impact of employee trust on leadership, and strengthen the training and promotion of leaders to improve their leadership level.
5. The organization needs to establish and improve the trust management system, create an open, transparent and trusting organizational atmosphere, and promote the sustainable development and success of the organization.

In short, the relationship between leadership and employee trust is the crucial factor in organizational development. Leaders need to focus on and improve their employee trust, and improve their leadership level by building a good leader-employee trust relationship to promote the coordinated development and achievement of the organization. At the same time, the organization also needs to provide a good environment and institutional guarantee for the trust relationship between leaders and employees, so as to realize a virtuous cycle and sustainable development of the organization. In future studies, we can further explore the differences and characteristics of the relationship between leadership and employee trust in different industries and under

different cultural backgrounds, in order to provide more targeted guidance and suggestions for the practice of organizations.

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