

UEF Trust within Organizations Research Group

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List of Publications

Recent Journal Articles & Chapters in Research Books

Shrivastava, P., Ikonen, M., Savolainen, T. & Dorjgotov, E-O. (2019) Developing and sustaining trust within human capital during organizational transformations—Findings from two countries. *Nordic Journal of Business* (forthcoming in January)

Karhapää, S-J. & Savolainen, T. (2018). [Trust development processes in intra-organisational relationships: A multi-level permeation of trust in a merging university](#). *Journal of Trust Research*.

Lopez-Fresno, P., Savolainen, T. & Miranda, S. (2018). [Role of Trust in Integrative Negotiations](#). *Electronic Journal of Knowledge Management* 16(1).

Shrivastava, P., Ikonen, M., & Savolainen, T. (2018) [Trust, Leadership Style and Generational Differences at Work – A Qualitative Study of a Three-Generation Workforce from Two Countries](#). *Nordic Journal of Business*, 66(4).

Malkamäki, K., Ikonen, M. & Savolainen, T. (2016). Process of trust building: A case study in the management system context. In S. Jagd & L. Fuglsang (Eds.) [Trust, organizations and social interaction: Studying trust as process within and between organizations](#) (pp. 146–166). Edward Elgar.

Savolainen, T., & Ikonen, M. (2016). Process dynamics of trust development: Exploring and illustrating emergence in the team context. In S. Jagd & L. Fuglsang (Eds.) [Trust, organizations and social interaction: Studying trust as process within and between organizations](#) (pp. 231–256). Cheltenham: Edward Elgar.

Ikonen, M. (2016). [Esimies-alaisuuden luottamuksen kehittyminen vuorovaikutuksessa rakentuvana prosessina](#). (Trust Development in Leader-Follower Relationship as an Interactional Construction Process) In Finnish. *Puheviestinnän vuosikirja Prologi 2015*. In Finnish.

Savolainen, T., López-Fresno, P. & Ikonen, M. (2014). [Trust-Communication Dyad in Inter-Personal Work Relationships – Dynamics of Trust Deterioration and Breach](#). *Electronic Journal of Knowledge Management*, 12(4), 232–240.

Lopez-Fresno, P. (2014) [Working meetings – a Tool for Building or Destroying Trust in Knowledge Creation and Sharing](#). *Electronic Journal of Knowledge Management*, 12(2), 137-143.

Savolainen, T., & Lopez-Fresno, P. (2013). [Trust as intangible asset – Enabling intellectual capital development by leadership for vitality and innovativeness](#). *Electronic Journal of Knowledge Management*, 11(3), 244–255.

Doctoral dissertations

Häkkinen, Sari (2012)

[Häkkinen, Sari: Towards a Trust-Based Model of Leadership Within the Leader-Member Exchange Theory Framework. A Qualitative Study of Leaders' Trustworthiness in the SME Context.](#)

Ikonen, Mirjami (2013)

[Ikonen, Mirjami: Trust Development and Dynamics at Dyadic Level. A Narrative Approach to Studying Processes of Interpersonal Trust in Leader-Follower Relationships.](#)

Karhapää, Sari-Johanna (2016)

[Karhapää, Sari-Johanna: Management change and trust development process in transformation of university organization: a critical discourse analysis](#)

Malkamäki, Kirsti (2017)

[Malkamäki, Kirsti: Luottamuksen kehittyminen ja johtamisjärjestelmää koskeva uudistus: tapaustutkimus kaupan alan organisaatiosta](#)