Policy Research Journal
ISSN (E): 3006-7030 ISSN (P) : 3006-7022 Volume 3, Issue 9, 2025

TRUST DYNAMICS IN ETHICAL LEADERS DURING PANDEMIC CRISIS (COVID-19): APPLIED SCIENCE PERSPECTIVE

Muhammad Hanzla Kamal[1], Ali Raza Akhter[*2], Nagina Gul[3]

[*1]*Department of Applied Psychology, The Islamia University of Bahawalpur, Pakistan*
[*2]*School of Management, Harbin Institute of Technology, Harbin, Heilongjiang, China*
[3]*Assistant Professor, Faculty of Management Sciences, Balochistan University of Information Technology, Engineering, and Management Science, Quetta, Pakistan*

[1]muhammadhanzlakamal@outlook.com, [*2]alirazaakhter@outlook.com, [3]nagina.gul@buitms.edu.pk

DOI:https://doi.org/10.5281/zenodo.17173734

Keywords
Ethical leaders; Trust fluctuations; Pandemic; Crisis; COVID-19

Article History
Received: 30 June 2025
Accepted: 09 September 2025
Published: 22 September 2025

Copyright @Author
Corresponding Author: *
Ali Raza Akhter

Abstract
This study systematically analyzes the fluctuations in trust experienced by ethical leaders during the COVID-19 pandemic. Drawing upon a comprehensive literature review from 2003 to 2023, the research explores trust dynamics, both increases and decreases, within the context of pandemic emergencies and applied sciences perspectives. The study follows a systematic literature review methodology, utilizing data from reputable sources such as SCOPUS, Elsevier Science Direct, Springer, Taylor, and Francis. The research incorporates information spanning the critical period from late 2019 when China received the initial coronavirus report to early 2020 when the WHO made it public. The research examines the relationship between trust fluctuations and ethical leaders, showcasing how leaders' roles in ethical decision-making impact trust levels during a crisis. The study reveals that trust in ethical leaders fluctuated during the pandemic, highlighting that leaders who demonstrate seriousness in addressing ethical concerns experienced increased trust, while a lack of such seriousness eroded trust. The study sheds light on the crucial role played by leaders in maintaining or eroding public trust during emergencies. The theoretical insights offer a framework for comprehending the interplay between ethical leadership, trust, and crisis management. The results section presents a nuanced analysis, encompassing study selection and extraction, publications by year, data source analysis, publication by context, citation analysis, and an exploration of trust fluctuations concerning ethical leaders during the COVID-19 crisis. The findings show that leaders who are serious about resolving ethical problems experience higher trust, providing practical implications for crisis management leaders looking to improve public trust during emergencies. The findings contribute to understanding trust dynamics in the context of ethical leadership during a global health crisis. From a practical perspective, the research provides valuable guidance for leaders seeking to navigate ethical challenges during pandemics, emphasizing the impact on public trust. This study stands out for its original approach in systematically reviewing the literature to understand trust fluctuations in ethical leaders during the COVID-19 pandemic. The relevance of the research lies in its exploration of real-world implications for leaders dealing with ethical issues during crises.

1. INTRODUCTION

The Wuhan Municipal Health Committee announced a concentration of immunocompromised patients in China on December 31, 2019. Eventually, it was discovered that a new virus, SARS-CoV-2, which could produce COVID-19, was to blame for the epidemic the condition. The novel disease's development quickly grew into a worldwide health problem of significance globally. On March 11, 2020 pandemic (COVID-19) was formally titled as an epidemic by the WHO (World Health Organization), when it was announced that the globe was under significant concern. Authorities all across the world then implemented a variety of initiatives to curb and restrict the disease's development. Officials have reacted in various ways, including advising individuals to maintain good personal hygiene and wear face masks to social withdrawal and full community security measures. Despite significant precautions, COVID-19 has killed over 5 million people and infected countless others [1]. Other civil society organizations, such as the media, civil society, and religious organizations, have also played a critical role [2]. An important factor affecting functional institutions is social trust, belief in performance, honesty, or favor of another party [3,4]. According to the evidenced reference, it is reasonably safe to conclude that trust is a beneficial tool for a community during ordinary conditions. But "normal conditions" do not exist in a pandemic. According to recent studies, trust is not a magic solution that ensures effective crisis management, particularly during a pandemic. Therefore, for analysts and leaders, forming and eliminating social trust have been paramount. Many current documents address social trust's trends, causes, and effects and its relationship with institutional functioning [2,5]. Community health interventions' effectiveness depends on community members' behavior at the time of unavailability of proper interventions [6,7].

Moreover, the proliferation of wrong messages and information makes it critical to trust trustworthy sources, e.g., public health messages, which are reliable in the competition against potentially harmful concerns [8,9]. Indeed, When individuals place their trust in governmental institutions and public health authorities, their willingness to take preventative measures is strengthened [10]. Aassve et al. [11] declare that low trust extents sabotage the administration's adherence to redistribution strategies. Marien and Hooghe [12] argue that confidence rises in acquiescence with legislation. About the present situation, some investigators [11,13,14] point to the notion that higher-level administration reliance has led to greater adherence to health strategies, such as segregation measures, tests, and public meeting restrictions. This understanding is indeed steady with the understanding of previous pandemics, for example, the 2014-2016 epidemic of Ebola in Africa West [11], or acute respiratory disease (SARS), bird flu, and H1N1 epidemic [6,15]. For instance, reliance on the healthcare system has been recognized as a forecaster of vaccine behavior and has influenced the perception of preventive measures' effectiveness. Also, government reliance is linked to devotion to suggested protecting conduct and the objective of receiving vaccines irrespective of what authorities do to address infection risk [16].

Thus, public faith is essential in public health efforts to accelerate the development of appropriate preventive measures to reduce the spread of infectious diseases and protect vulnerable people [6,17]. This recognizes that public service is an effective recipient of disaster risk rather than the neutral recipient of public health advice and can create troubles in ways that public health officials may consider absurd or uninformed [11,18,19]. The major impact of public trust in government and public health authorities on community risk and response to infectious illnesses is observed through the promotion of health information adoption [13]. Besides choosing the correct lane to consider, commanders face the daunting task of reassuring the public and encouraging them to adhere to government decisions at enormous personal costs [6]. In addition to the apparent problem of choosing the right path, leaders face the daunting task of reassuring the public and urging them to adhere to government decisions - even measures such as social exclusion and their knocking effect on work [20]. One wrong move could undermine trust and spark unrest that exacerbates existing dangers. The crisis uniquely tests the main hypothesis "trust" literature. Consideration of ethical leadership the likelihood of

discussing increases and decreases in trust has been fundamental [21] . Collectively, the research shows conflicting conclusions regarding how trust fluctuations impact an outbreak's course. It also indicates that various characteristics of trust can affect people's perceptions of risk, their actions, and the course of a disease outbreak.

literature on the trust fluctuation in ethical leaders during pandemic crises.

The remaining part of this study is partitioned into sections. An overview of the literature is included in Section 2. This article's Section 3 explains the steps involved in data analysis as well as the outcomes. The article addresses the future research and limitations of this study in Section 4. Finally, the conclusion is included in section 5 of the paper.

Consequently, it is essential to determine the research trends in trust fluctuations between authorities and individuals (how they perceive risk and respond to it) in a pandemic. As per our knowledge, no study is available on the topic and we are Attempting to address this knowledge deficit. So, the current study aims to thoroughly analyze the

LITERATURE REVIEW

Identification Phase

The present search analysis was limited to databases that exclusively included papers published in conference proceedings. The aforementioned documents hold significant importance within the respective sectors a systematic review of the trust fluctuations (increment and reduction) on ethical leaders during the pandemic (Covid-19) crisis is important research. Moreover, extensive were conducted on the SCOPUS database to incorporate additional endeavors from other sources that were not initially included in the initial list. The databases encompass Scopus, Science Direct, Taylor and Francis, and Emerald Publishers. The scholarly articles published by the five databases in reputable academic journals and international conferences have been considered noteworthy for analysis and are documented in Table 1.

Table 1. Databases Searched

Sources	Website
SCOPUS	http://scopus.com
Taylor and Francis	https://www.tandfonline.com/
Springer	https://link.springer.com/
Elsevier Science Direct	https://www.elsevier.com
Science Direct	https://www.sciencedirect.com

The databases used for conducting systematic reviews, find the impact of trust fluctuations (increment and reduction) on ethical leaders during the pandemic (Covid-19) crisis-related research has been previously disseminated through open-access publishing platforms and online journals that undergo rigorous peer review processes. Excluded from the analysis were written materials, such as summaries (presented during the meeting), compositions, and incomplete articles. The databases containing the lists of research are routinely evaluated to perform this task. The individuals involved in the analysis of the subject matter were categorized as researchers and contributors. The titles and abstracts of all publications have been thoroughly examined for pertinent keywords about the topics of "Ethical leadership and trust." The search encompassed research papers published in the English language between the years 2003 and 2023. We restricted our search to the Science Direct, Taylor and Francis, Springer, and Emerald databases containing the essential journal papers to the research. Also, we conducted a broader exploration of the SCOPUS site to enclose other sources of related work.

Screening Phase

The process of literature scanning involves a thorough assessment, wherein three research assistants independently evaluate the quality of each element and assign it a binary label of either "yes" or "no". To summarize, the retrieval of scholarly papers was conducted utilizing the aforementioned search

techniques. Upon conducting a thorough examination of the titles and abstracts, a minimal amount of research was excluded, resulting in a collection of potentially crucial papers. Reports that had been abandoned were used as guidelines for specific objectives or as instructions for system architecture.

Suitability Phase

During the eligibility stage, a comprehensive evaluation was conducted for each report. The methodology employed in this study involves the extraction of the influence potential and specific experimental details from several journals. These experiments were conducted or validated by the established rules. Several data analysis techniques were utilized to ensure the systematic organization of the count during the classification and sorting stage. Online Google spreadsheets have emerged as a convenient and collaborative communication tool for storing and analyzing data acquired from reviewed papers, as well as making annotations.

Addition Phase

At the moment, the researchers conducted a comprehensive analysis of the retrieved results to systematically classify the development plans and structure the encrypted data, to address the concerns that affected the literature review. Our prior research builds upon the qualitative study conducted by Lau et al. [22-24] in this particular field. The present analysis highlights the impact of trust fluctuations, including increases and decreases, on ethical leaders during the ongoing COVID-19 pandemic issue. This area of research has had a steady growth in scholarly publications since 2003. The utilization of inclusion and exclusion criteria served to delineate pertinent and unrelated studies, hence facilitating the marginalization of the latter. The sample population for this study encompassed all relevant research on the oscillations in confidence, including increases and decreases, towards ethical leaders in the context of the COVID-19 pandemic issue. The inclusion criteria for this study will be determined by a specific research issue, namely the oscillations in trust (both increases and decreases) towards ethical leaders throughout the Covid-19 pandemic crisis, and their subsequent actions and performance during this period of investigation. A publicly accessible publication report spanning the years 2003 to 2023. The information thoroughly examined the criteria for determining qualification.

Assessment Study Quality

In the last phase, the researcher sought information and resolved any differences between the writers. The articles were then summarized, and interpreting and categorizing the papers provided valuable and stunning knowledge. As a result, several potential research projects and several suggestions have been made. It is important to highlight that the research inquiry was undertaken with meticulousness, providing a comprehensive foundation about the oscillations in trust (both increases and decreases) towards ethical leaders during the crisis of the COVID-19 pandemic. It is important to note that a significant obstacle encountered in the implementation of the PRISMA methodology was the need to convey the methodologies indirectly within the abstract and methodological portions of the publications. Consequently, the researchers were compelled to thoroughly examine the whole of the papers' content and consult additional sources to ascertain the strategies employed in altering trust dynamics (both increases and decreases) towards ethical leaders amidst the crises induced by the COVID-19 pandemic. This part presents the findings of the literature review about the initial research questions.

Data Items

This study encompasses various methodological components, including study selection and data extraction, analysis of publications by year, examination of data sources, evaluation of publications by context, citation analysis, and further analysis of publications by context, analysis regarding pandemic crisis and socio-political trust, trust fluctuations (increment and reduction) on ethical leaders during pandemic (Covid-19) crisis variables in the results section been discussed.

Data Analysis

The research involved the link between trust fluctuations (increment and reduction) and ethical leaders during the pandemic crisis. All studies' data

on trust variations (increases and decreases) in ethical leaders during the pandemic crisis were assessed. The findings of prior investigations were utilized to deduce the outcomes of the present study. Word frequency (keywords) was examined to conduct descriptive data analysis. Microsoft Excel was used to evaluate all statistical data.

DISCUSSIONS

This section presents the findings of our literature review according to our initial study questions.

Study Selection and Extraction

Three hundred papers were picked from over 1000 articles for the major examination phase. The database comprises comprehensive listings of all the conducted studies that are rigorously evaluated to accomplish so. During the implementation of the PRISMA technique, difficulties were encountered in the first screening of a large amount of literature and the presence of different reporting formats. In order to tackle these issues, a thorough two-step screening process and a standardized data extraction strategy were utilized, thereby strengthening the study's methodological validity. Experts were divided into two categories: researchers and contributors. To excerpt from correspondence in the Suitability procedure, a full-text evaluation of the 250 articles was conducted. This review eliminated 173 additional papers because the data on trust variations (increase and reduction) in ethical leaders during the pandemic (COVID-19) crisis was too generic or imprecise to recommend genuine study data. This approach yielded 77 papers deemed relevant to the current investigation, finally, during the information withdrawal process ('contained' on the PRISMA chart). The final list of articles was rechecked to eliminate the associated data from the systematic review of the trust fluctuations (increase and reduction) on ethical leaders during the pandemic (Covid-19) crisis. The precise details of the investigations were used to establish and validate the design guidelines.

Abstracts and titles were evaluated, and worldwide research was excluded, the remaining 50 potentially valuable reviews. The approach we used in our research for clarifying PRISMA diagrams shown in Figure 1. Some of our prior work in this area builds on this interdisciplinary literature review. On the other hand, the current study looked into trust variations in ethical leaders through pandemic studies published between 2003 and 2023 to show a picture of existing investigations. The systematic review of trust fluctuations (increment and reduction) in ethical leaders during the pandemic (COVID-19) crises is an evolving research subject, as evidenced by a steady increase in research then the early 1900s. Researchers' statistics were obtained distinctly via the appropriate technique. Consultations with the third expert resolved divergences

and achieved consent after the session. In the last stage of the approach, the relevant data was gathered, and any author disagreements were spoken and fixed. They then accumulated a summary of these 100 articles. We concluded a variety of valuable and impressive hints by summarizing and categorizing publications.

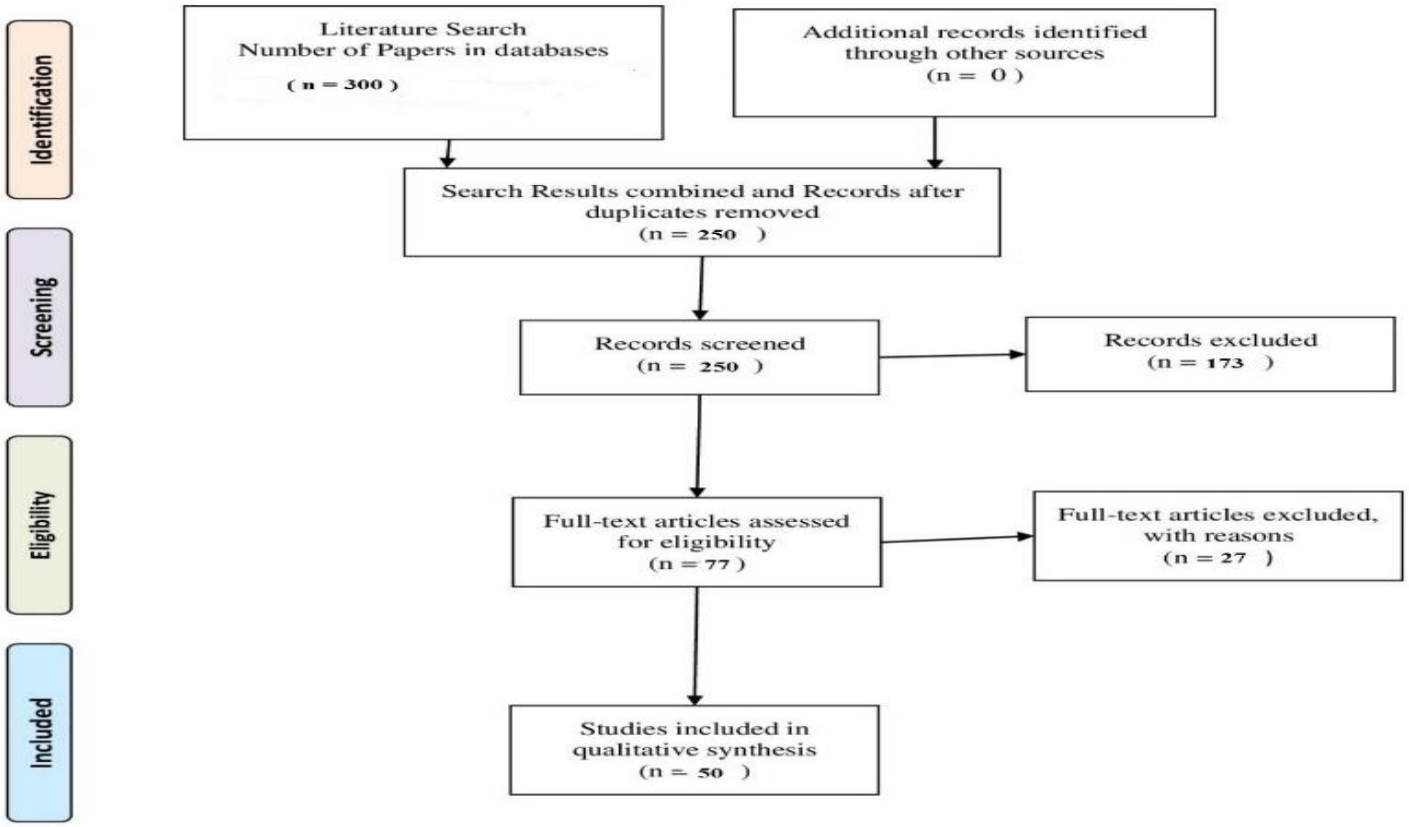


Figure 1. The PRISMA flow diagram visually represents the process of study selection and extraction strategy

As a result, several possible coming projects and suggestions have been offered. It is essential to highlight that the study inquiry was meticulously carried out and provided a solid foundation for a comprehensive analysis of trust fluctuations (increase and decrease) in ethical leaders during the pandemic (COVID-19) problem. It should be noted that the implicit appearance of procedures in the abstract and methodology segments of articles was a significant issue during the adoption of the PRISMA technique. As a result, the authors must review the complete articles and look at more detailed data to identify the careful shape of the change in trust fluctuations (increment and reduction) on ethical leaders during the pandemic (COVID-19) crisis criterion assessment. While the procedure of selection took extensive time, it aided in completing this study by identifying the most relevant papers.

Included Per Year Publication

Figure 2 depicts annual publications from included studies about trust variations (increase and decrease) on ethical leaders during the pandemic (COVID-19) crisis articles. As can be seen, the research spans from 2003 to 2023, and the suggested examination includes 50 studies. By 2020, the most significant number of publications will have risen to 17. Remember that these findings only reflect the number of trust oscillations in ethical leaders through pandemic publications, as in earlier research.

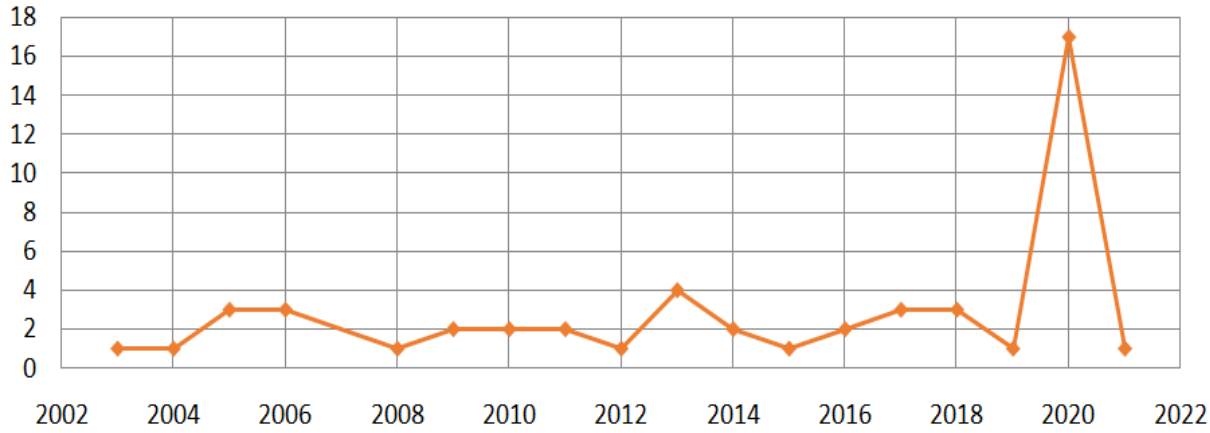


Figure 2. Number of publications per year from included studies

Analysis of Data Sources

The data source is depicted in Figure 3 based on the investigated data sources for the included research.

Most evaluated papers (N= 16/50) appear from Elsevier Science Direct, while the numerous minor studies (N= 6) appear from SCOPUS.

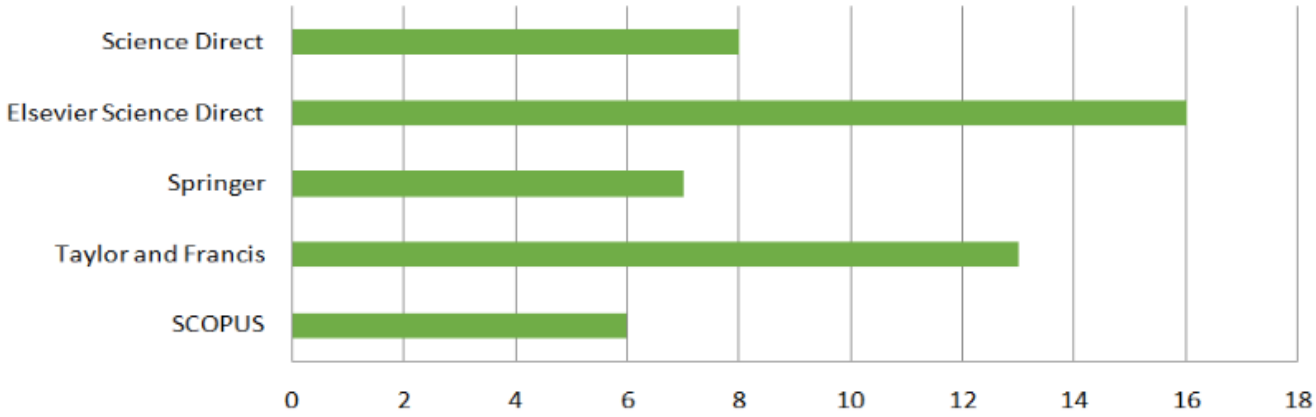


Figure 3. Analysis of Data Sources

Publication by Context

Figure 4 illustrates the distribution of the analyzed articles based on their respective study contexts.

Ethical leadership,Trust, Role of trust in pandemics, Pandemic crises, and COVID-19 were the most considered contexts.

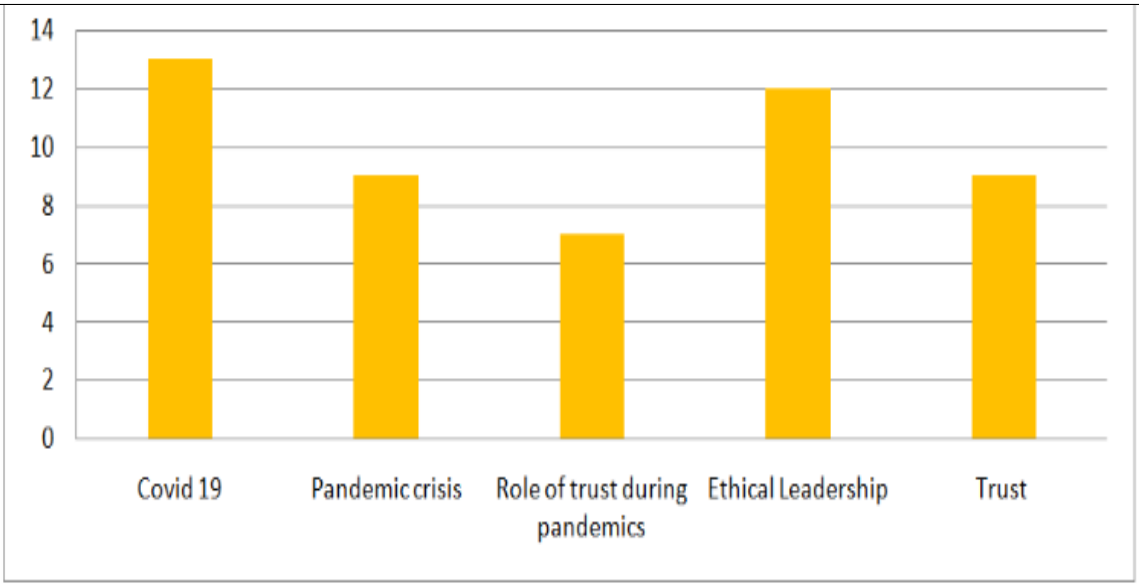


Figure 4. Included studies in the context of Publications

Analysis of Coronavirus Crisis and Socio-political Trust

Table 2 summarizes the study results, which are explained further down. The citation contains complete chronological data on the articles. Six merge investigations (four including central regional provinces and various worldwide), the study comprises six single-country research projects, encompassing two in Denmark, one in Sweden, one in Spain, one in the Netherlands, and one in the United States.

Table 2. Analysis of Coronavirus Crisis and socio-political Trust

Area	Findings of Coronavirus Crisis and Sociopolitical Trust	Countries	Author	Ref.
Implementation	Elevated concentrations of socio-political trust are linked to implementing stringent regulations later in life.	EU Countries	Toshkov, Yesilkagit, and Carroll	[25]
Compliance	Higher levels of trust lead to higher levels of compliance; however, this may depend on trust in the people who deliver the commands instead of in general. In the U. S., according to one research, social trust is adversely connected to compliance.	US, Denmark	Asssve et al; Goldstein and yang;	[26], [27]
Risk Perception	Public trust is adversely correlated with perceived risk. Individuals who have less faith in medical and scientific professions, on the other hand, have a high-risk assessment.	UK, US, Australia, Germany, Spain, Italy, Sweden	Dryhurst et al.	[28]
Mortality	Organizational trust is proven to reduce morbidity and mortality.	EU Countries	Oksanen et al.	[29]

Consequences for trust	Trust and cooperation lead to increased societal trust. Good management in a crisis maintains social trust.	European Union Countries, Spain, Denmark	Blair; Amat et al.; Madsen et al.; Han et al.	[30]

We begin by looking at research that shows how the coronavirus outbreak highlighted the importance of ethical leadership. One possibility is that less stringent or delayed government responses to the epidemic have caused trust to rise and fall. Authorities have tried to contain the disease by emphasizing individual liberty based on trust and understanding between individuals and the institution. In Table 2, longitudinal research [28] indicates that people have lower risk assessments of COVID-19 when they trust ethical leaders more but greater risk assessments when they trust Science and medical experts less, which could underlie the subsequent adoption of financial sanctions [2,25,29]. Simultaneously, the finding demonstrates that trust is linked to higher compliance and reduced death [29]. It is feasible that the first will change into the second. Additionally, according to one analysis from the United States, this is contingent on polarization. More social trust may be connected to minor compliance if that is the overwhelming perspective of the population [25,30]. It is unclear whether this conclusion exists outside the United States' hyper-polarized atmosphere. Nonetheless, data from a prior outbreak, Ebola [30], supports a link between institutional trust and adherence to containment efforts. More research is needed because trust is later linked to adopting restrictive regulations [33], opposite to the published literature.

Analysis of Trust's Fluctuation on Ethical Leaders During Pandemic Crisis

In Table 3, we have analyzed and discussed the trust fluctuations in ethical leadership during a pandemic crisis. Recent studies [11] have demonstrated the reduction of trust in ethical leaders. Many reasons for trust fluctuations in ethical leaders have been discussed during the pandemic [6,7]. Reference [32,33] have shown that trust decreased due to the poor performance of ethical leaders, unethical activities, and deception. Trust can be increased by apologizing for the previous act or carelessness, but trust can never be fully recovered.

Table 3. Analysis of Trust's Fluctuation on Ethical Leaders During Pandemic Crisis

Authors	Trust Fluctuation in Ethical Leadership		Variables that can affect the efficiency of trust (+ positive effects, - negative effects)	Violated Dimensions of Trust Reduction	Reasons for Trust Fluctuation		Ref.
	Trust Increment	Trust Reduction			Increment	Reduction	
Schweitzer et al., 2006			prior deceptions, never trust fully recover (-)	Integrity	Apology for the previous deception	Untrustworthy actions and deception	[36]
De Cremer, 2010			Integrity-based violations or Trust violations (-)	Ability, benevolence, integrity	Improved social relations and financial support	Violations in a Negotiation Context	[37]

Bagdasarov et al., 2019		~~~	Quick actions (+), Improved Ethical Leadership (+)	~~~	Ethical culture, Social Relations, Financial support	~~~	[33]
Sverdrup and Stensaker, 2018		~~~	Positive organizational change (+), Active attempts to protect trust (+)	~~~	Ethical culture, Strong management actions, Financial support	~~~	[38]
Webber et al., 2012	~~~		Perceived repentance (+) or no repentance (-)	Ability	~~~	Lack of support	[39]
Eberl et al., 2015	~~~		Rules were difficult to implement in practice (-)	Integrity	___	Fraud, Corruption scandals, Lack of support	[40]
Gillespie et al., 2014	~~~		The number of trust remedies used is low (-)	Integrity and ability	~~~	Fraud, Corruption scandals, Lack of support	[41]
Dryhurs, 2020			Integrity-based violations or Trust violations (-)	Ability, benevolence, integrity	Improved social relations and financial support	Violations in a negotiation context	[42]

On the other hand, [33] have demonstrated that trust violations destroy the image of the ethical leader. Still, trust can be gained by improving social relations and financial support. Reference [39] have also demonstrated that ethical culture and financial aid can improve the trust level of ethical leaders in crisis. In 2018, [38] showed that positive organizational change, decisive management actions, financial support, and active attempts to protect trust could increase the trust of ethical leaders. All other studies [2,6,37,41] have highlighted that the Lack of support, rules that were difficult to implement in practice, fraud, corruption scandals, integrity-based violations, or Trust violations can only decrease the trust level, as shown in Table 3.

LIMITATIONS AND FUTURE DIRECTIONS

However, there are a few shortcomings in this research. Given that this study was a systematic literature review, it is necessary to confirm the major findings about the proposed factors that influence trust in ethical behavior and their impact on a crisis through following systematic studies that provide additional evidence. Furthermore, to fully understand this issue, it is necessary to conduct thorough study on many aspects or factors of crises (such as COVID-19) that are linked to trust in ethical leaders. This

research should focus on aspects like the trust in their ability to recognize the problem, the scientific approaches they choose, and the use of vaccines as a means of economic support. Investigators and research organizations must conduct cohort studies involving the same participants. Efforts should be made to broaden the range of datasets and research techniques utilized. Furthermore, there are still many trust research theories that need to be examined during the crisis. In addition, we advise allocating resources toward crisis preparedness, which entails promptly identifying problems, employing scientific methodologies, and implementing interventions such as vaccination programs.

CONCLUSION

In conclusion, the current study systematically states the trust fluctuations in ethical leaders during pandemic crises, which proves trust has increased whenever leaders play a good role in a crisis ethically. Still, trust has decreased due to their non-serious behavior, e.g., ignorance and poor management during a problem. The present study additionally illustrates that the actions of ethical leaders in augmenting or diminishing trust throughout the pandemic are linked to a heightened inclination to advocate for the adoption of suggested health and pro-social behaviors within the general population. Furthermore, there exists a positive correlation between the level of trust and the organizational proficiency of ethical leaders in their response to the epidemic, as well as their perceived understanding of COVID-19 and their perceived justice. In getting out of this current dilemma, reliability would be very critical. Economic responses have been developed in complex ways.

Moreover, in the wake of a pandemic crisis, ethical officials would need to restore trust in a new national and foreign policy climate. The surprising diversity raises the inquiry of whether the current studies is adequate or whether the epidemic has developed the connection between citizens and the state and set the relationship among peoples and the government in a significantly different location. This question is based on whether trust will help us understand how people act, such as complying with the rules. This is a complicated question that cannot be resolved quickly, and it means recognizing that trust is still a clear perception of other perceptions and actions.

REFERENCES

[1] K.-U. Irfan, S. Bano, and M. Nawaz, "Ethical Leadership and Work Engagement, Job-related Affective Well-being in the COVID-19: The Role of Organizational Trust," Journal of South Asian Studies, vol. 10, no. 2. pp. 271–282, 2022. doi: 10.33687/jsas.010.02.4246.

[2] A. Aassve, N. Cavalli, L. Mencarini, S. Plach, and M. L. Bacci, "The COVID-19 pandemic and human fertility," Science (80-.)., vol. 369, no. 6502, pp. 370–371, 2020, doi: 10.1126/science.abc9520.

[3] H. Svare, A. H. Gausdal, and G. Möllering, "The function of ability, benevolence, and integrity-based trust in innovation networks," Ind. Innov., vol. 27, no. 6, pp. 585–604, 2020, doi: 10.1080/13662716.2019.1632695.

[4] C. L. Jackson and D. A. Johnson, "Sleep disparities in the era of the COVID-19 pandemic highlight the urgent need to address social determinants of health like the virus of racism," Journal of Clinical Sleep Medicine, vol. 16, no. 8. American Academy of Sleep Medicine, pp. 1401–1402, Aug. 15, 2020. doi: 10.5664/jcsm.8570.

[5] C. S. Fashami and M. Babaei, "A Behavioral Maturity Model to Establish Knowledge Management in an Organization," Eng. Technol. Appl. Sci. Res., vol. 7, no. 3, pp. 1725–1731, 2017, doi: 10.48084/etasr.987.

6] A. Aassve, N. Cavalli, L. Mencarini, S. Plach, and M. L. Bacci, "Physical, social, and psychological characteristics of community-dwelling elderly Japanese dog and cat owners," Science, vol. 369, no. 6502. pp. 370–371, 2020. doi: 10.1371/journal.pone.0206399.

[7] Q. Mohi Ud Din and L. Zhang, "Unveiling the Mechanisms through Which Leader Integrity Shapes Ethical Leadership Behavior: Theory of Planned Behavior Perspective," Behav. Sci. (Basel)., vol. 13, no. 11, p. 928, 2023, doi: 10.3390/bs13110928.

[8] A. Aassve, N. Cavalli, L. Mencarini, S. Plach, and M. L. Bacci, "Why Trust Matters: Declining Political Trust and the Demise of American Liberalism," Science, vol. 369, no. 6502. Princeton University Press, pp. 370–371, 2020. doi: 10.1017/s1537592706490149.

[9] A. U. DIN, Y. Yang, K. Khan, Q. Mohi Ud Din, M. Mansoor Ahmed Golo, and I. U. Khan, "Role of employee commitment and individual value in green HRM practices and sustainable firm performance," in Second International Conference on Sustainable Technology and Management (ICSTM 2023), SPIE, 2023, p. 67. doi: 10.1117/12.3004029.

[10] Rahul. P, "Trust Leadership: A Work-from-Home Scenario in IT Sector During the COVID-19 Pandemic," Jindal Journal of Business Research, vol. 10, no. 2. SAGE PublicationsSage India: New Delhi, India, pp. 251–269, Oct. 26, 2021. doi: 10.1177/22786821211047613.

[11] A. Aassve, N. Cavalli, L. Mencarini, S. Plach, and M. L. Bacci, "Effects of ethical climate and supervisory trust on salesperson's job attitudes and intentions to quit," Science, vol. 369, no. 6502. pp. 370–371, 2020. doi: 10.2753/PSS0885-3134260102.

[12] S. Marien and M. Hooghe, "Does political trust matter? An empirical investigation into the relation between political trust and support for law compliance," Eur. J. Polit. Res., vol. 50, no. 2, pp. 267–291, Mar. 2011, doi: 10.1111/j.1475-6765.2010.01930.x.

[13] A. Aassve, N. Cavalli, L. Mencarini, S. Plach, and M. L. Bacci, "Behavioral ethics in organizations: A review," Science, vol. 369, no. 6502. pp. 370–371, 2020. doi: 10.1177/0149206306294258.

[14] K. Rezaei and M. Babaei, "Designing a Model for Knowledge Socialization Using Sociability Processes of Human Resource Management: A Case Study," Eng. Technol. Appl. Sci. Res., vol. 7, no. 3, pp. 1699–1707, 2017, doi: 10.48084/etasr.951.

[15] Q. Mohi Ud Din, L. Zhang, S. Karim, M. A. Golo, and A. U. Din, "Ethical leadership as a catalyst for sustainable training and green performance," no. October, p. 73, 2023, doi: 10.1117/12.3004393.

[16] A. Aassve, N. Cavalli, L. Mencarini, S. Plach, and M. L. Bacci, "Conspiracy theories, credibility and trust in information," Science, vol. 369, no. 6502. pp. 370–371, 2020. doi: 10.15581/003.32.37823.

[17] W. Khuram, Y. Wang, M. Ali, A. Khalid, and H. Han, "Impact of Supportive Supervisor on Doctoral Students' Research Productivity: The Mediating Roles of Academic Engagement and Academic Psychological Capital," SAGE Open, vol. 13, no. 3, p. 21582440231185550, 2023, doi: 10.1177/21582440231185554.

[18] B. Yeganeh and D. Good, "Mindfulness as a Disruptive Approach to Leader Development," OD Pract., vol. 48, no. 1, pp. 26–32, 2016.

[19] K. Teymournejad and R. Elghaei, "Effect of Transformational Leadership on the Creativity of Employees: An Empirical Investigation," Eng. Technol. Appl. Sci. Res., vol. 7, no. 1, pp. 1413–1419, 2017, doi: 10.48084/etasr.765.

[20] J. Yang and K. W. Mossholder, "Examining the effects of trust in leaders: A bases-and-foci approach," Leadersh. Q., vol. 21, no. 1, pp. 50–63, 2010, doi: 10.1016/j.leaqua.2009.10.004.

[21] D. Schraff, "Political trust during the Covid-19 pandemic: Rally around the flag or lockdown effects?," Eur. J. Polit. Res., vol. 60, no. 4, pp. 1007–1017, Nov. 2021, doi: 10.1111/1475-6765.12425.

[22] L. S. Lau et al., "COVID-19 in humanitarian settings and lessons learned from past epidemics," Nat. Med., vol. 26, no. 5, pp. 647–648, 2020, doi: 10.1038/s41591-020-0851-2.

[23] P. Kumar, S. Chauhan, and L. K. Awasthi, "Artificial Intelligence in Healthcare: Review, Ethics, Trust Challenges & Future Research Directions," Eng. Appl. Artif. Intell., vol. 120, p. 105894, 2023, doi: 10.1016/j.engappai.2023.105894.

[24] S. A. Power, M. Schaeffer, J. P. Heisig, R. Udsen, and T. Morton, "Why trust? A mixed-method investigation of the origins and meaning of trust during the COVID-19 lockdown in Denmark," Br. J. Soc. Psychol., vol. 62, no. 3, pp. 1376–1394, 2023, doi: 10.1111/bjso.12637.

[25] D. Toshkov, B. Carroll, and K. Yesilkagit, "Government capacity, societal trust or party preferences: what accounts for the variety of national policy responses to the COVID-19 pandemic in Europe?," J. Eur. Public Policy, vol. 29, no. 7, pp. 1009–1028, 2022, doi: 10.1080/13501763.2021.1928270.

[26] A. Aassve, N. Cavalli, L. Mencarini, S. Plach, and M. L. Bacci, "Why There is Basically Only One Form of Political Trust," Science, vol. 369, no. 6502. John Wiley & Sons, Ltd, pp. 370–371, May 01, 2020. doi: 10.1111/j.1467-856X.2010.00447.x.

[27] R. S. Goldstein and F. Yang, "Why Don't Banks Short Banks?," SSRN Electron. J., Jul. 2020, doi: 10.2139/ssrn.3656711.

[28] S. Dryhurst et al., "Risk perceptions of COVID-19 around the world," J. Risk Res., vol. 23, no. 7–8, pp. 994–1006, 2020, doi: 10.1080/13669877.2020.1758193.

[29] A. Oksanen, M. Kaakinen, R. Latikka, I. Savolainen, N. Savela, and A. Koivula, "Regulation and trust: 3-month follow-up study on COVID-19 mortality in 25 European countries," JMIR Public Health and Surveillance, vol. 6, no. 2. JMIR Publications Inc., pp. 370–371, Apr. 01, 2020. doi: 10.2196/19218.

[30] R. A. Blair, B. S. Morse, and L. L. Tsai, "Public health and public trust: Survey evidence from the Ebola Virus Disease epidemic in Liberia," Soc. Sci. Med., vol. 172, pp. 89–97, 2017, doi: 10.1016/j.socscimed.2016.11.016.

[31] A. Aassve, N. Cavalli, L. Mencarini, S. Plach, and M. L. Bacci, "The function of ability, benevolence, and integrity-based trust in innovation networks," Science, vol. 369, no. 6502. Routledge, pp. 370–371, Jul. 02, 2020. doi: 10.1080/13662716.2019.1632695.

[32] I. L. Goldstein, "Training in Work Organizations," Annu. Rev. Psychol., vol. 31, no. 1, pp. 229–272, 1980, doi: 10.1146/annurev.ps.31.020180.001305.

[33] Z. Bagdasarov, S. Connelly, and J. F. Johnson, "Denial and empathy: Partners in employee trust repair?," Front. Psychol., vol. 10, no. JAN, 2019, doi: 10.3389/fpsyg.2019.00019.

[34] C. H. Schwepker, "Ethical climate's relationship to job satisfaction, organizational commitment, and turnover intention in the salesforce," J. Bus. Res., vol. 54, no. 1, pp. 39–52, 2001, doi: 10.1016/S0148-2963(00)00125-9.

[35] M. E. Schweitzer, J. C. Hershey, and E. T. Bradlow, "Promises and lies: Restoring violated trust. Organizational behavior and human decision processes," vol. 101, no. 1, pp. 1–19, 2006.

[36] M. E. Schweitzer, J. C. Hershey, and E. T. Bradlow, "Promises and lies: Restoring violated trust," Organ. Behav. Hum. Decis. Process., vol. 101, no. 1, pp. 1–19, 2006, doi: 10.1016/j.obhdp.2006.05.005.

[37] D. De Cremer, "To pay or to apologize? On the psychology of dealing with unfair offers in a dictator game," J. Econ. Psychol., vol. 31, no. 6, pp. 843–848, 2010, doi: 10.1016/j.joep.2010.05.006.

[38] T. E. Sverdrup and I. G. Stensaker, "Restoring trust in the context of strategic change," Strateg. Organ., vol. 16, no. 4, pp. 401–428, 2018, doi: 10.1177/1476127017739843.

[39] S. S. Webber, K. Bishop, and R. O'Neill, "Trust repair: The impact of perceived organisational support and issue-selling," J. Manag. Dev., vol. 31, no. 7, pp. 724–737, 2012, doi: 10.1108/02621711211243917.

[40] J. Eberth and P. Sedlmeier, "The Effects of Mindfulness Meditation: A Meta-Analysis," Mindfulness (N. Y)., vol. 3, no. 3, pp. 174–189, 2012, doi: 10.1007/s12671-012-0101-x.

[41] N. Gillespie, G. Dietz, and S. Lockey, "Organizational Reintegration and Trust Repair after an Integrity Violation: A Case Study," Bus. Ethics Q., vol. 24, no. 3, pp. 371–410, 2014, doi: 10.5840/beq2014437.

[42] S. Dryhurst et al., "Risk perceptions of COVID-19 around the world," Journal of Risk Research, vol. 23, no. 7–8. Routledge, pp. 994–1006, 2020. doi: 10.1080/13669877.2020.1758193.
[43] W. Khuram, Y. Wang, S. Khan, and A. Khalid, "Academic attitude and subjective norms effects on international doctoral students' academic performance self-perceptions: A moderated-mediation analysis of the influences of knowledge- seeking intentions and supervisor support," J. Psychol. Africa, vol. 31, no. 2, pp. 145–152, 2021, doi: 10.1080/14330237.2021.1903188.

•

IEER
Institute for Excellence in Education & Research