

THE ROLE OF INCLUSIVE LEADERSHIP IN DEVELOPING INTERPERSONAL TRUST PROFILES

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Роль инклюзивного лидерства в развитии профилей межличностного доверия

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Abstract

Utilizing the transformational approach of trust development and the social information processing theory, this research aims to shed light on the unique employee groups (profiles) identified through their affect- and cognition-based interpersonal trust and the relationships of these profiles with the sense of the inclusive behavior of leaders by contrasting two different countries (i.e., the USA and Russia). Methods. A cross-sectional online survey was conducted on a sample of 500 employees from IT companies. Opt-in study participant recruitment was utilized through snowball/quota sampling techniques. The study employs latent profile analysis and multinomial logistic regression. Three profiles were obtained based on the cognitive and affective foundations of interpersonal trust, differentiated by employee experience of

Резюме

Исследование ориентировано на определение уникальных групп сотрудников (профилей) на основе уровня их когнитивного и эмоционального межличностного доверия в организационной среде, а также на установление взаимосвязи выявленных профилей со стратегиями поведения в рамках инклюзивного лидерства на примере двух стран (США и Россия). Основой работы стали трансформационный подход к развитию доверия и теория обработки социальной информации. В кросс-секционном онлайн-опросе приняли участие 500 сотрудников ИТ-компаний. Для отбора участников использовались методы «снежного кома» и квотирования. Обработка данных проводилась с использованием анализа скрытых профилей и мультиномиальной логистической регрессии. В зависимости от степени выраженности когнитивной и эмоциональной составляющих были получены три профиля с

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low-medium-high trust relationships. The low-level profile mostly consisted of females, working less than one year remotely and having quite rare face-to-face communication with immediate supervisors. The result showed that the openness and availability of leaders were more powerful behavioral manifestations for subordinates from this interpersonal trust profile, whereas all three inclusive leadership behaviors (openness, accessibility, and availability) influenced employee membership in the high-level profile for those who were in the medium-level sub-group. Depending on the country context, the openness of leaders led to membership in the profile with the highest values of interpersonal trust. Based on these insights, the study makes methodological contributions to the literature of organizational behavior. The findings are useful for understanding the dynamics of social interactions and developing strategies to enhance interpersonal trust between supervisors and subordinates.

Keywords: inclusive leadership, trust, latent profile analysis.

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низким, средним и высоким уровнем межличностного доверия. В профиль с низкими значениями в основном вошли женщины, которые работали удаленно менее одного года и довольно редко общались с непосредственными руководителями. Для этой группы усиление доверия достигается за счет таких поведенческих стратегий непосредственных руководителей, как открытость и доступность. Все три типа поведения в рамках инклюзивного лидерства важны для увеличения уровня доверия у тех, кто вошел в профиль со средними значениями. Открытость лидеров — единственная поведенческая стратегия, которая оказывает влияние на межличностное доверие в зависимости от контекста страны. Исследование вносит методологический вклад в литературу по организационному поведению и психологии. Полученные выводы могут быть полезны для понимания динамики социальных взаимодействий и разработки стратегий для усиления межличностного доверия между руководителями и подчиненными.

Ключевые слова: инклюзивное лидерство, доверие, анализ скрытых профилей.

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In times of fast-paced organizational changes, trust within the workplace is a key driver for initiating, maintaining, repairing, and advancing social interactions at work (Dirks & De Jong, 2022). Given the direct impact of trust on productivity (Kim & Chung, 2024), such attitudinal and behavioral outcomes as job satisfaction (Oh et al., 2023), creativity (Chen et al., 2021), and knowledge sharing (Zhang, 2014), it becomes a paramount factor within organizational and work settings under complex and uncertain reality. Trust relationships are also at the core of effective leadership (Dirks & Ferrin, 2002) and feeling trust affects employee's

proactive behaviors (Chang et al., 2022; Ye et al., 2021). Thus, how to establish and maintain solid trust relationships is critical for leaders and HR professionals in organizations.

Employees lean strongly on interpersonal relationships to share important resources in achieving their work goals (Gupta et al., 2020). Among these relationships, interpersonal trust facilitates individual commitment (Fischer et al., 2020). Further, previous research has explored social relationships through two key dimensions of interpersonal evaluation: warmth and competence (Fiske et al., 2007). Similarly, drawing upon McAllister's (1995) foundations of trust, a number of studies distinguished between cognition-based (or cognitive) trust and affect-based (or emotional/affective) trust to understand the nature of interpersonal trust (InT) relationships through two distinct systems of social psychological processes in various cultural contexts (Qin et al., 2023; Tomlinson et al., 2020). The basic distinction between these two trust processes is that the former arises from the head, based on the individual sense about another's reliability, dependability and competence, whereas the latter is trust from the heart grounded in experienced and expressed emotions (Chua et al., 2008; Lee et al., 2023). To be specific, cognition-based trust (CBT) reflects an individual's assessment of another's ability and integrity, whereas affect-based trust (ABT) reveals perceptions of the other person's feelings and motives.

Research revealed that CBT and ABT influence cooperative behaviors in organizations (Chen et al., 2021; Zhang, 2014). However, cognitive and affective processes are intertwined and mutually impact each other in trust relationships (Legood et al., 2023) because traditional cognitive processes (e.g., decision making) involve affective inputs throughout generating a trust judgment, whereas affect has a cognitive (e.g., knowledge gathering) component (Stoltz & Lizardo, 2018). Accordingly, understanding the compositions of cognitive and affective bases, which both drive and maintain trust in one another, at different levels of trust relationships, will navigate leaders in choosing appropriate communication strategies with subordinates.

Interpersonal trust can co-exist at different levels between two professionals – the subordinate might trust the supervisor to a greater level than the other way round. In this vein, trust can be considered as a signal that investment of resources will help the individuals to achieve their goals (Halbesleben et al., 2014). For example, if the level of trust in a subordinate is sufficiently high, this would facilitate the supervisor to reallocate their resources to a different aspect of their job. On the other hand, this allows the subordinate to focus on doing the job, as opposed to reporting to the supervisor. According to social information processing theory (Salancik & Pfeffer, 1978), cues from social environments influence individual beliefs and behaviors depending on the environmental peculiarities and the consequences of past behavior that take into account the mixed interplay of affective and cognitive factors (Bowen et al., 2014). Drawing on this perspective, we assume that studying the interaction of cognitive and affective foundations of InT may result in shaping groups, which reflect how employees perceive signals sent by supervisors. Each group will show a combination of affective and cognitive bases of

InT or, in other words, social psychological panorama of employee perceiving trust, which is worthy of investigation to move forward the debates about their contribution to trust relationships.

Previous research established that direct leaders (e.g., immediate superiors) are a critical referent of trust for subordinates (Dirks & Ferrin, 2002; Lapointe & Vandenberghe, 2018). They influence directly and indirectly employees' work behaviors through different leadership styles, which result in a broad range of impact on trust within the workplace (Choi et al., 2017). Among leadership styles, inclusive leadership (IL) focuses largely on "words and deeds by leaders that invite and appreciate others' contributions" (Nembhard & Edmondson, 2006, p. 958). More specifically, this form of leadership goes beyond mere representation and aims to create a culture of uniqueness and belongingness (Randel et al., 2018), where all employees feel empowered and included, regardless of their gender, ethnicity, age, or other dimensions of diversity at organizational, team and individual levels (Veli Korkmaz et al., 2022). This relationship-based approach is effective for companies where employees work mostly in a diverse group to fulfil projects differing in their requirements (Booker & Williams, 2022).

Research revealed that IL was positively related to employee trust in leaders (Chang et al., 2022; Oh et al., 2023; Siyal et al., 2023). For example, inclusive leaders foster trust by demonstrating behavioral integrity (Younas et al., 2021), and maintaining consistent openness, availability, and accessibility for team climate (Orekoya, 2024) and task performance (Siyal et al., 2023). Although substantial quantitative evidence links IL to trust in team member-supervisor relationships, most of these studies have used variable-centered approaches that assume group homogeneity. However, given the significant diversity within employee populations, adopting a person-centered analysis, which groups individuals with similarities in their trust manifestation, could provide novel insights into these communications.

Furthermore, while IL consistently enhances trust in leaders, research on how employees perceive and respond to inclusive behaviors in non-Western contexts, as noted by Veli Korkmaz et al. (2022), is quite scarce. To bridge this gap, this study aims to shed light on the unique employee groups (profiles) identified through the combination of ACB and CBT (hereinafter, InT profile), and the relationships of these profiles with the sense of the inclusive behavior of leaders by contrasting IT professionals from two different countries (i.e., the USA and Russia). We expect to answer the following research questions:

RQ1. To what degree do the profiles of affective and cognitive interpersonal trust emerge in team member-supervisor relationships?

RQ2. To what extent does inclusive leadership predict the likelihood of membership in InT profiles in team members from dissimilar countries?

This research contributes to the literature of organizational behavior, psychology, and leadership in at least three ways. First, the study provides a novel methodological view on InT by identifying specific profiles through latent profile analysis. Therefore, the more detailed understanding of trust across groups of workers could bring insights for both practitioners and researchers in building more precise implications and theories. Second, this research adds specificity to the

concept of InT through illuminating the impact of leader inclusiveness. In this vein, this study illustrates the importance of InT profiles when managers adopt IL behavior with their subordinates. Finally, this study addresses the call to direct further understanding of the organizational context within IT companies via evaluating InT profiles.

Conceptual Framework

In an effort to elaborate InT profiles in subordinate-supervisor relationships, we rely on the transformational psychological approach of InT development (Lewicki et al., 2006). At the heart of this approach lies the notion of InT transformation over time, manifesting in the following sequential stages:

The calculus-based (deterrence-based) stage of trust represents an initial phase in the development of interpersonal relationships, characterized by formality and contractual agreements. Trust in this stage is primarily founded on rational calculation, where individuals assess risks and benefits objectively. Interactions at this stage entail a deliberate weighing of costs and benefits, emphasizing analytical reasoning and the reduction of uncertainty as individuals navigate the early stages of relationship formation. These relationships are likely to result in a low level of trust in one another.

The knowledge-based stage of trust is rooted in the ability to understand and predict another behavior, relying on information rather than deterrence. This stage develops through regular interactions with the other, and interpersonal trust stems from knowledge and understanding of how the other approaches the world, leading to increased trust among parties up to a medium level.

The identification-based stage of trust is grounded in deep internationalization of the other's preferences and intentions. As relationships progress, such relationships signify a profound shift in trust dynamics, resulting in the highest InT level.

We assume that in subordinate-supervisor relationships, the three levels of trust (i.e., low, medium and high) will be reflected in InT profiles, obtained through a CBT/ABT composition, and thus our first hypothesis is formed:

H1. Employees will be divided into three profiles based on their levels of cognitive and affective interpersonal trust.

Based on Edmondson's theory (2004) about behavioral manifestations as being accessible, inviting input and modeling openness, Carmeli et al. (2010) specified that IL, as a specific form of relational leadership, attends to three supportive behaviors of leaders – openness (e.g., willingness to be open to new ideas of followers), accessibility (e.g., paying attention to emerging problems of followers), and availability (e.g., ongoing presence in the team), which foster employee creativity and cooperation.

Studies showed that trust in leaders is significantly related to IL behaviors (Chang et al., 2022; Siyal et al., 2023). An inclusive leader may enhance a subordinate's trust in leadership in several ways, especially through such behaviors as openness, accessibility, and availability (Carmeli et al., 2010; Younas et al.,

2021). First, such leaders promote openness with team members (Javed et al., 2021) and encourage subordinates to speak up and discuss their ideas and initiatives for various job-related issues, including green practices (Aboramadan et al., 2022; Bhutto et al., 2021). Second, inclusive leaders are attentive to the needs, feelings, and expectations of their team members by motivating them to share their emerging problems (Carmeli et al., 2010; Orekoya, 2024). Finally, such supervisors are constantly available for their subordinates who face new challenges (Javed et al., 2021). Moreover, according to the transformational approach of trust development (Lewicki et al., 2006), repeated interactions between two parties lead to higher InT levels. Hence, IL will generate higher levels of subordinates' trust in leaders, and we hypothesize that:

H2. Higher levels of perceived IL behaviors (openness, accessibility, and availability) will predict membership in the InT profile with greater CBT/ABT levels of team members.

While the principles of IL are universal, the implementation and effectiveness may vary across different cultural contexts (Veli Korkmaz et al., 2022). The differentiation of IL behaviors can be helpful to get a more nuanced understanding of employee responses in specific socio-cultural contexts. Drawing on Hofstede's framework of dimensions of national cultures, we clarify these issues by exploring two dissimilar contexts of both Russia (an Eastern group) and the USA (a Western group), which differ in their cultural, social, and economic views (Hofstede et al., 2010).

The US context, with its emphasis on human rights based on the individualistic Western values (Ibid.), aligns well with the tenets of inclusive leadership (Joy Thompson, 2017), prioritizing such principles as supporting group members, ensuring justice, equity and empowerment, and nurturing diverse contributions (Nembhard & Edmondson, 2006; Randel et al., 2018; Shore & Chung, 2022). In contrast, hierarchical leadership approaches and allegiance to a leader have long prevailed in Russia (Belokoskova-Mikhaylova et al., 2018; Michailova, 2002), which may impede the development of inclusive methods. Meanwhile, Russian employees need to feel support, consideration and trust from their immediate supervisors to reduce uncertainty within an organization (Koveshnikov & Ehrnrooth, 2018), echoing much of the accessibility in IL behaviors. Availability helps to enhance the management by values, which is linked to such a society-related collectivistic attitude as patriotism that, in turn, influences positively the Russian employee perception of task and relationship orientations of organizational culture (Vadi & Vereshagin, 2006). Further, overcoming unsurmountable hurdles under conditions of Western sanctions requires employee inclusion in decision-making more actively, to utilize their expertise for the development of new economic models. In this reality, openness to new ideas and experience can be effective leadership behaviors.

Given the salient influence of three aggregated IL behaviors on trust relationships with subordinates (Chang et al., 2022; Younas et al., 2021), their distinct effects may reflect how they perceive leadership more precisely (Bhutto et al., 2021) and what levels of interpersonal trust they achieve, depending on the

country context. However, studies demonstrating how these effects vary in dissimilar countries are, to the best of our knowledge, non-existent. Against this backdrop, team members from various InT profiles and diverse cultural backgrounds are likely to perceive the impact of IL behaviors (openness, accessibility, and availability) differently. Accordingly, we hypothesize that:

H3. Country context will moderate the main effect of perceived IL behaviors on the association of team members in InT profiles, such that greater levels of each perceived IL behavior are positively associated with membership in the InT profile with higher values of CBT/ABT composition, particularly among Russian subordinates.

The hypothesized model adopted in this study is shown in Figure 1.

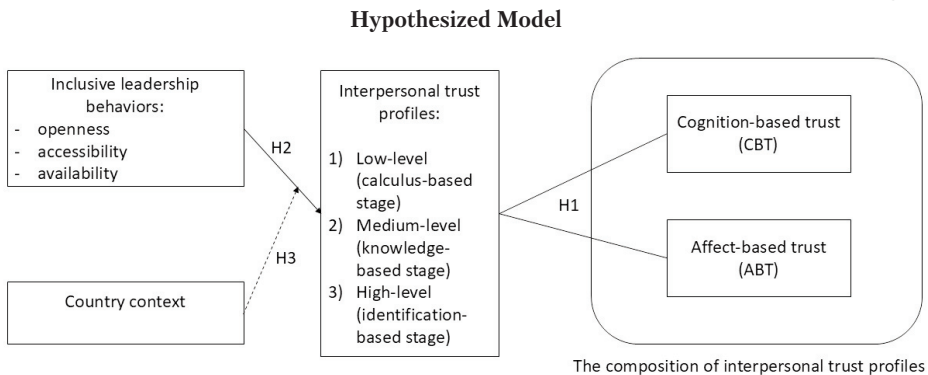
Methods

Sample and Data Collection

Between December 2022 and March 2023, respondents anonymously and voluntarily took part in an online survey, which lasted approximately 7-10 minutes. Opt-in study participant recruitment as a form of non-probability sampling was utilized through snowball/quota sampling techniques (Lamm & Lamm, 2019). 300 invitations for each country were sent through social media platforms (e.g., VKontakte), where the public profile indicated employment with an IT company. Eligible respondents were 18 years old and over, employed, and working in a team. Participants were encouraged to share the link with colleagues. A quota of 250 respondents from each country was set to obtain a proportional representation of both locations and adequate sample size for testing invariance (Chen, 2007). All questions were measured by using five-point Likert scales (1 = strongly disagree and 5 = strongly agree).

Out of the 500 responses collected, 250 were from the USA and 250 from Russia. Among the participants, 125 women represented 50% of the Russian sample, while 160 women accounted for 64% of the US sample. Among men, 119 (47.6%) were from Russia and 77 (30.8%) came from the USA. Among those who preferred not to

Figure 1



disclose their gender, 6 (2.4%) were from Russia and 13 (5.2%) came from the USA. We collected data from both team managers ($n = 240$) and team members ($n = 260$). The age was mainly between 25 and 29 years old. The demographic characteristics per country are presented in supplementary materials (Appendix 1).

Measures

The *IL Scale* developed by Carmeli et al. (2010) was used to measure leader inclusiveness. This 9-item questionnaire assesses the following three types of perceived IL behavior:

- *availability* refers to the extent to which an individual is accessible and approachable. The internal consistency of this dimension (α) was .87.
- *openness* reflects an individual's willingness to be open to new experiences and ideas ($\alpha = .87$).
- *accessibility* measures the ease with which an individual can be reached regarding emerging problems ($\alpha = .71$).

The construct validity of the scale was estimated using confirmatory factor analysis (CFA). The CFA results demonstrated acceptable fit with the data for three perceived IL behaviors ($\chi^2 = 51.2$, $df = 22$, $RMSEA = .071$, $CFI = .981$, $TLI = .969$). Standardized factor loadings by country were robust, ranging from .61 to .89 (Stevens, 2009), as well as the internal reliability of perceived IL behavior types (Cronbach's alpha) (Appendix 2).

An *InT scale* developed by McAllister (1995) was applied to assess employee trust. The scale acknowledges that trust is a multifaceted concept that encompasses affect- and cognition-based trust. Three items were used for measuring affect-based trust, which received the highest scores in capturing affective evaluations in the analysis of Legood and others (2023) ($\alpha = .75$). Responses to five items gauged the cognition-based trust ($\alpha = .88$). The CFA indices showed the acceptable fit for these two foundations of InT ($\chi^2 = 34.69$, $df = 16$, $RMSEA = .048$, $CFI = .991$, $TLI = .984$). Standardized factor loadings by country were appropriate, ranging from .59 to .87 (Stevens, 2009), as well as internal reliability of two InT foundations (see supplementary materials, Appendix 2).

Country context was a dummy variable with the code '1' for participants from the US companies.

The number of years under the immediate manager was correlated with trust level (Perry & Mankin, 2004). As such, tenure under the current supervisor was controlled by using team members' self-reported number of years that they have been working together.

Descriptive statistics and correlation coefficients of continuous variables (InT dimensions and three types of perceived IL behaviors) by country are presented in supplementary materials (Appendix 1).

Prior to analyzing the relationships between constructs, the suitability of the measurement model was assessed by examining the reliability and convergent validity of the scales by countries (Table 1). The values of Cronbach's alpha (α) and composite reliability (CR) were used to check the standard of adequate reliability. To

Table 1

Construct Reliability and Validity by Countries

Variables	Min Loadings (the USA)	Min Loadings (Russia)	Cronbach's alpha	CR	AVE
1. Affect-based InT	.59	.6	.76/.81	.76/.80	.51/.60
2. Cognition-based InT	.73	.69	.87/.89	.87/.87	.57/.63
3. Openness	.78	.75	.86/.87	.86/.8	.67/.66
4. Availability	.71	.75	.84/.88	.82/.83	.55/.66
5. Accessibility	.83	.61	.82/.65	.82/.67	.69/.52

ensure convergent validity, the items must exhibit a statistically significant standardized factor loading of .5 or higher, and the latent construct should account for at least 50% of the variance in its associated indicators, meaning that the average variance extracted (AVE) for each construct needs to be a minimum of .5 (Cheung et al., 2024).

Statistical Analysis

Statistical analysis was performed via R Studio. First, skewness analysis was run to estimate the normality of distribution for the variables. Second, a multigroup CFA was run to evaluate the appropriateness of the InT questionnaire for American and Russian participants (see outcomes in supplementary materials, Appendix 3).

Next, a latent profile analysis (LPA) was performed to define the optimal number of unique profiles that exist in the data for InT. A series of latent profile models with an increasing number of latent profiles was run by applying the tidyLPA package. The final fitting model was selected by comparing the k-profile model with the (k-1)-profile model iteratively via the following indicators: the Bayesian information criterion (BIC), the Akaike Information Criterion (AIC), log-likelihood, and p-values of the bootstrapped likelihood ratio test (BLRT). Lower values of the BIC and AIC, coupled with higher log-likelihood values, determine an adequate solution (Spurk et al., 2020). Additionally, we evaluated the entropy value, theoretical coherence, and profile size to determine the final number of profiles. Higher entropy (up to the perfect value of one) indicates better classification, demonstrating the accuracy of the model to assign individuals to the profiles. Any given profile should include a minimum of 5% of the sample or 25 cases in the profile (Ojo & Volkova, 2023) and all latent profiles must be meaningful and interpretable (Spurk et al., 2020).

Finally, the one-way analysis of variance (ANOVA) and chi-square test were applied to analyze the outcome variables within the obtained profiles. Multinomial logistic regression was employed to define the impact of IL dimensions, country context, and a control variable with various sub-categories on the InT profile membership.

Results

The Description of Interpersonal Trust Profiles

LPA was run to extract unique profiles based on affective and cognitive foundations of InT. Based on fit indices (see a comparison of models and description in Appendix 4 in the on-line supplementary materials https://psy-journal.hse.ru/data/2026/03/15/172940673/Supplementary_materials.pdf), three unique profiles were extracted, supporting Hypothesis 1. We labelled them as low-medium-high trust relationships:

Profile 1, or the sub-group with a low-level InT ($n = 49, 9.8\%$), consisted of respondents who reported relatively low values of affect- ($M = -1.91, SD = 0.49$) and cognition-based ($M = -1.41, SD = 0.91$) trust compared to the other obtained profiles. This sub-group accounted for 83.7% of females and 67.3% of those who worked remotely. Specifically, these employees tended to be team members (93.9%) with an organizational tenure of less than one-year (65.3%) in medium size (100-499 employees) organizations (55.1%). They also rarely communicated face-to-face with their supervisors (1–2 times a month) (63.3%).

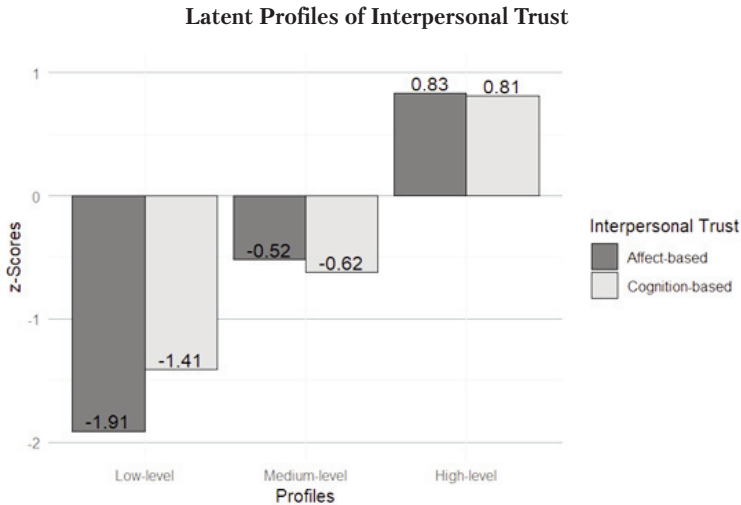
Profile 2, or the sub-group with a high-level InT ($n = 243, 48.6\%$), in contrast, was the most sustainable and allegiant, as these employees achieved excellent scores in affect- ($M = 0.83, SD = 0.46$) and cognition-based ($M = 0.81, SD = 0.5$) trust. They worked for mostly between 1 and 3 years (56.4%) in either hybrid (47.3%) or office (37.9%) format in large (more than 500 employees) organizations (41.2%).

Profile 3 or the sub-group with a medium-level InT ($n = 208, 41.6\%$) was the middle ground of these three sub-groups regarding affect- ($M = -0.52, SD = 0.41$) and cognition-based ($M = -0.62, SD = 0.54$) InT levels. These employees tended to be team leaders (61.5%) who worked in medium size organizations (60.6%) between 1 and 3 years (70.7%).

The application of the two-way ANOVA demonstrated no evidence for an effect of countries on ABT rate ($p = .78$), whereas cognitive foundation had a significant difference ($p = .04$) between countries only for the medium-level profile ($t(206) = -2.24, p = .03$). Substantial differences were present between the obtained profiles for two InT foundations ($p < .001$). Appendix 5 (see the on-line supplementary materials https://psy-journal.hse.ru/data/2026/03/15/172940673/Supplementary_materials.pdf) summarizes the results of ANOVA and chi-square tests for comparison of variables between profiles and countries.

As for the composition of cognitive and affective dimensions across profiles, the low-level profile consists of respondents who demonstrated higher CBT values compared to ABT ($t(48) = 3.13, p = .003$), resonating with the calculus-based stage of trust where formality and contractual agreements are critical. In contrast, the medium-level profile comprises individuals with a prevalence of ABT ($t(207) = -1.99, p = .047$). A balanced combination of these two bases of trust was reached for respondents from the profile with highest InT level in this sample, which is relevant to the identification-based stage from the transformational psychological approach of trust development. Figure 2 visualizes the three-profile solution of this sample.

Figure 1



Effect of Inclusive Leadership and Cultural Context on Membership in Interpersonal Trust Profiles

To determine the effect of perceived IL behaviors on membership in InT profiles, as predicted in Hypothesis 2, a multinomial logistic regression was performed for team members, controlling for tenure under the current supervisor. There was no significant autocorrelation detected in the sample based on the Durbin-Watson test results ($DW = 2.05, p = .68$). The accuracy of this multinomial logistic model was 75.8%. As evident in Table 2, the increase in availability and openness behaviors had significant associations with the memberships in the high-level InT profile (the reference category) for employees who belong to the low-level profile. Specifically, a one-unit change of leaders' availability and openness multiplied the odds of being a member of the high-level versus the low-level profile by 2.1 and 1.51, respectively. When employees are part of the medium-level sub-group, the one-unit increase of all three perceived IL behaviors impacts the likelihood of membership in the high-level profile. Hence, Hypothesis 2 was supported.

Next, we suggested that country context would moderate the main effect of three dimensions of perceived IL behavior on the likelihood of the membership of team members in InT profiles, as predicted in Hypothesis 3. As can be seen in Table 2, a significant interaction was only between the openness dimension and country context on membership in InT profiles but not among the other two IL behaviors, thus, partially supporting Hypothesis 3. The expected risk of being in the low-level InT profile due to the low level of openness behavior is greater for Russian IT employees compared to their American counterparts. Most of the respondents of the low-level InT profile come from the Russian sub-sample (89.8%). This suggests that leaders should choose various behavioral strategies of inclusiveness depending on InT profiles, considering the specific cultural background of subordinates.

Table 2

Predicting Interpersonal Trust Profile Membership

Variable	Low-level profile			Medium-level profile		
	Coefficients	SE	expB	Coefficients	SE	expB
<i>Direct (main) effect</i>						
Openness	-1.51**	0.50	0.22	-1.28***	0.38	0.28
Availability	-2.10***	0.59	0.12	-1.14*	0.46	0.32
Accessibility	-0.58	0.45	0.56	-0.73*	0.36	0.48
Tenure (1–3 years)	-0.77	0.57	0.46	0.43	0.40	1.54
Tenure (4–5 years)	-1.45	1.22	0.23	-0.12	0.89	0.89
Tenure (>5 years)	2.22	1.73	9.24	2.66	1.42	14.28
<i>Interaction effects between IL behaviors and the moderator (cultural context)</i>						
Openness × Russia vs. the USA	-7.00*	3.33	0.001	-3.09**	1.10	0.05
Availability × Russia vs. the USA	-2.27	2.43	0.1	-0.69	1.07	0.5
Accessibility × Russia vs. the USA	0.63	1.74	1.87	0.74	0.71	2.1

* $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$.

Note. High-level profile was the reference profile. SE – standard errors. Tenure less than 1 year was a referent group for tenure under the current supervisor.

Discussion

Interpersonal trust is one of the key determinants of organizational sustainability in a fast-changing business environment. While much research considered the antecedents of employee trust, scant attention has been drawn to the heterogeneity of staff members in terms of InT levels. The current study contributes to the understanding of trust phenomena, offering an additional approach for identifying the InT profiles in employees.

To gain evidence-based information regarding interpersonal trust, an LPA was conducted in a diverse sample of IT employees from the USA and Russia, using the scores of affective and cognitive foundations of interpersonal trust (Legood et al., 2023; McAllister, 1995). Three unique InT profiles were obtained within this employment context, namely: the *low-level profile*, characterized by relatively low CBT/ABT levels and the prevalence of cognitive trust scores in this subgroup; the *high-level profile*, marked by high and almost equal values of both forms of trust; and the *medium-level profile*, which falls in between in terms of trust levels with the dominance of ABT scores. Drawing on a transformational approach, these three profiles can be aligned with the three stages of trust development (Lewicki et al., 2006), indicating that the nature and development of trust within dyad relationships follow established patterns. This finding supports studies that suggest cognitive trust buffers employees from risks and uncertainty associated

with calculative and instrumental interpersonal relationships (Chua et al., 2008; Tomlinson et al., 2020). Furthermore, it appears that affective trust becomes more dominant as interpersonal trust grows during the knowledge-based stage. This trend resonates with the increasing positive influence of ABT on prohibitive voice compared to the effect of CBT over time (Qin et al., 2023). This implies the importance of fostering close relationships between supervisors and team members, particularly through supervisors' attentiveness to employees' interests and emotions (Lee et al., 2023).

More specifically, these three subgroups obtained through LPA were found to have a significant distinction between the values in the variables, revealing more details about the patterns of interpersonal trust experienced by employees. The results showed that the members of the low-level InT profile were mostly female employees who worked for Russian medium-size organizations less than one year remotely. They also experienced quite rare face-to-face communication with immediate supervisors. These findings support the importance of building trust through face-to-face negotiations (Lewicki et al., 2006; Lu et al., 2017), especially for those employees who experience a relatively low InT level. We found evidence that increased perceived IL behavior impacts on the membership of this profile which aligned with a higher InT level. Consistent with the past findings (Dirks & Ferrin, 2002; Roberson & Perry, 2022), this implies that leaders who exhibit inclusive behavior can contribute to the development of interpersonal trust within their teams. Thus, the openness, accessibility, and availability of leaders can both improve employees' proactive and innovative work behaviors (Carmeli et al., 2010; Chang et al., 2022), being positively related to well-being (Choi et al., 2017) and psychological safety (Nembhard & Edmondson, 2006), and the affinity to the profile with higher values of affective and cognitive InT foundations in subordinates.

The study partially confirmed the association with the country contexts while estimating the likelihood of team members belonging to the high-level profile, as opposed to the low-level and medium-level profiles through openness behavior of leaders. Yet, these associations were not significant for such IL behaviors as accessibility and availability. This underscores the point that the country context can impact InT levels through, for instance, personal attitudes, values, behavior, and human resource practices (Choi et al., 2017), whereas the findings of our study highlight that this influence can be strengthened by leaders' openness, especially for low-level InT relationships.

Limitations and Further Research

This study makes several remarkable contributions to the existing literature of leadership, organizational behavior, and psychology, which need to be contextualized by considering the following limitations. First, the study focused on employees from the IT industry in two countries, ignoring other sectors. Thus, future research may expand data collection to verify the findings in different contexts by using larger and wider samples of respondents. Furthermore, cross-country differences should be

interpreted with caution due to the small sample size, which may impact the equivalence between the Russian and English questionnaires and highlight the need for further research. In addition, cross-country differences should be interpreted with caution due to possible non-equivalence between the Russian and English forms of the questionnaire, as well as the limitations of the sample, which may affect the results of comparisons between samples from the two countries. Second, the research design applies cross-sectional data, specifying employee behavioral patterns at a given point in time. This may lead to an inverse relationship between team member trust and the perception of leadership style as inclusive. Future researchers can utilize a longitudinal approach or experiment-based methodology to recognize the changes in employee behavior and establish causality. Finally, the study analyzed only the effect of perceived IL behavior on InT profiles. Other leadership styles may be tested to capture their impact on the subordinates' membership in the InT profiles.

Conclusion

To sum up, the study introduces the following conclusions that contribute to social and organizational psychology:

1. *Introduction of the InT typology.* Drawing upon the transformational approach of InT development and the social information processing theory, this study empirically identified three InT profiles with affective and cognitive dimensions in employees from the IT industry. Unlike prior research using variable-centered methods, the use of LPA revealed a more nuanced, psychologically meaningful typology of InT dynamics. Specifically, cognitive foundation prevails in low-level InT contacts, whereas an affective base of trust predominates in medium-level trust relationships, and a balance between them is reached in completely trustful interpersonal communications.

2. *Alignment with the transformational approach of InT development.* The InT profiles obtained reflect Lewicki et al.'s (2006) stages of InT development, namely, calculus-based, knowledge-based, and identification-based, offering empirical validation and extending the theory's application to IT organizational contexts.

3. *IL differential effects.* We found that perceived IL behaviors, particularly openness and availability, significantly increase the chances of IT employees moving into InT profiles with higher levels of ABT/CBT. This effect is more powerful for those initially categorized into the low-trust subgroup, providing a behavioral roadmap for leaders seeking to strengthen employee trust.

4. *The specifics of cultural context.* Belonging to a particular country plays a notable role for membership in the InT profile when team members experience a relatively low level of openness behavior from supervisors. In this way, Russian employees were more likely to respond positively to leader openness, indicating that trust-building strategies must be culturally adapted.

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Appendix 1

Demographic Characteristics per Country

	Russia (N = 250)	the USA (N = 250)	Overall (N = 500)
Gender			
Men	119 (47.6%)	77 (30.8%)	196 (39.2%)
Women	125 (50.0%)	160 (64.0%)	285 (57.0%)
Prefer not to disclose	6 (2.4%)	13 (5.2%)	19 (3.8%)
Age			
18–24	66 (26.4%)	20 (8.0%)	86 (17.2%)
25–29	144 (57.6%)	154 (61.6%)	298 (59.6%)
30–39	24 (9.6%)	64 (25.6%)	88 (17.6%)
40–49	13 (5.2%)	11 (4.4%)	24 (4.8%)
50–59	0 (0%)	1 (0.4%)	1 (0.2%)
60+	3 (1.2%)	0 (0%)	3 (0.6%)
Education			
High School	34 (13.6%)	11 (4.4%)	45 (9.0%)
Bachelor degree	140 (56.0%)	111 (44.4%)	251 (50.2%)
Master degree	63 (25.2%)	121 (48.4%)	184 (36.8%)

	Russia (N = 250)	the USA (N = 250)	Overall (N = 500)
Pd.D.	7 (2.8%)	5 (2.0%)	12 (2.4%)
Vocational	6 (2.4%)	2 (0.8%)	8 (1.6%)
Work Tenure			
Less than 1 year	83 (33.2%)	24 (9.6%)	107 (21.4%)
1–3 years	129 (51.6%)	168 (67.2%)	297 (59.4%)
4–5 years	15 (6.0%)	43 (17.2%)	58 (11.6%)
More than 5 years	23 (9.2%)	15 (6.0%)	38 (7.6%)
Status			
Team Member	144 (57.6%)	116 (46.4%)	260 (52.0%)
Supervisor	106 (42.4%)	134 (53.6%)	240 (48.0%)

Means, Standard Deviations, and Correlations with Confidence Intervals

Variable	M	SD	1	2	3	4
<i>US sample</i>						
1. Openness	4.17	0.62				
2. Availability	4.13	0.58	.72** [.63, .80]			
3. Accessibility	4.11	0.68	.60** [.47, .71]	.66** [.54, .75]		
4. Affect-based trust	3.90	0.55	.76** [.67, .83]	.70** [.60, .78]	.55** [.41, .66]	
5. Cognition-based trust	3.99	0.60	.72** [.62, .80]	.76** [.67, .83]	.61** [.48, .71]	.71** [.65, .77]
<i>Russian sample</i>						
1. Openness	3.85	0.90				
2. Availability	3.89	0.88	.84** [.78, .88]			
3. Accessibility	4.00	0.80	.66** [.55, .74]	.78** [.71, .84]		
4. Affect-based trust	3.73	0.79	.51** [.38, .62]	.60** [.48, .69]	.52** [.39, .63]	
5. Cognition-based trust	3.81	0.71	.59** [.47, .69]	.68** [.58, .76]	.59** [.47, .69]	.74** [.68, .79]

** $p < 0.01$.

Appendix 2

Standardized Factor Loadings of Confirmatory Factor Analysis for Interpersonal Trust Scale by Country

	Items	The USA	Russia
	<i>Affect-based interpersonal trust</i>		
1	We have a sharing relationship. We can both freely share our ideas, feelings, and hopes.	.59	.75
2	We would both feel a sense of loss if one of us was transferred and we could no longer work together.	.80	.60
3	I would have to say that we have both made considerable emotional investments in our working relationship.	.66	.80
	Internal reliability (Cronbach's alpha)	.76	.81
	<i>Cognition-based interpersonal trust</i>		
4	This person approaches his/her job with professionalism and dedication.	.73	.69
5	Given this person's track record, I see no reason to doubt his/her competence and preparation for the job.	.82	.80
6	I can rely on this person to not make my job more difficult by careless work.	.83	.78
7	Most people, even those who aren't close friends of this individual, trust and respect him/her as a coworker.	.77	.76
8	Other work associates of mine who must interact with this individual consider him/her to be trustworthy.	.78	.87
	Internal reliability (Cronbach's alpha)	.87	.89

Note. 1. Supervisor answering keeping in mind their relationship with their team members or subordinates. 2. Team members answering keeping in mind their relationship with their team lead, supervisor, or manager.

Appendix 2

Standardized Factor Loadings of Confirmatory Factor Analysis for Inclusive Leadership Scale by Country

	Items	The USA	Russia
	<i>Openness</i>		
1	My supervisor is open to hearing new ideas	.80	.82
2	My supervisor is attentive to new opportunities to improve work processes	.86	.75
3	My supervisor is open to discussing the desired goals and new ways to achieve them	.78	.89
	Internal reliability (Cronbach's alpha)	.86	.87
	<i>Availability</i>		
4	My supervisor is available for consultation on problems	.77	.87

	Items	The USA	Russia
5	My supervisor is an ongoing 'presence' in this team-someone who is readily available	.71	.84
6	My supervisor is available for professional questions I would like to consult with him/her	.76	.75
7	My supervisor is ready to listen to my requests regarding work issues	.74	.80
	Internal reliability (Cronbach's alpha)	.84	.88
<i>Accessibility</i>			
8	My supervisor encourages me to access him/her on emerging issues	.83	.61
9	My supervisor is accessible for discussing emerging problems	.84	.81
	Internal reliability (Cronbach's alpha)	.82	.65

Appendix 3

Multigroup Confirmatory Factor Analysis

A multigroup confirmatory factor analysis was performed via the semTools package in R Studio to assess whether the two dimensions of the interpersonal trust were invariant to group membership and could be used with both countries. The following measurement invariance steps were considered: (1) configural, equivalence of model form; (2) metric, equivalence of factor loadings; (3) scalar, equivalence of item intercepts; and (4) the model with equivalence of the factor means across groups. For testing invariance, Chen (2007) suggested that the average values in the deltas of CFI, SRMR, and RMSEA were relatively independent of sample size compared to chi-square difference tests, especially for adequate sample ($N > 300$). As is evident in Table 1, the deltas of CFI values do not exceed $-.01$, extended by RMSEA with changes less than 0.015 and SRMR with deltas not more than $.03$ for metric invariance and $.01$ for scalar invariance, indicating non-invariance when sample sizes are equal across groups.

Model	CFI	RMSEA	SRMR	χ^2	df	Model com	Δ CFI	Δ RMSEA	Δ SRMR	df
M1: Configural invariance	.984	.065	.025	65.29	32	-	-	-	-	-
M2: Metric Invariance	.980	.067	.051	81.05	38	M1	.004	.003	.026	6
M3: Scalar Invariance	.971	.075	.055	105.1	44	M2	.009	.007	.004	6
M4: The equivalence of the factor means	.966	.079	.076	117.8	46	M3	.005	.004	.02	2

Note. $N = 500$; the US: $n = 250$. CFI = Comparative Fit Index; RMSEA – Root Mean Square Error of Approximation; df – degrees of freedom, SRMR – Standardized Root Mean-square Residual, χ^2 – chi-square, Model com – model to which the given model is compared.