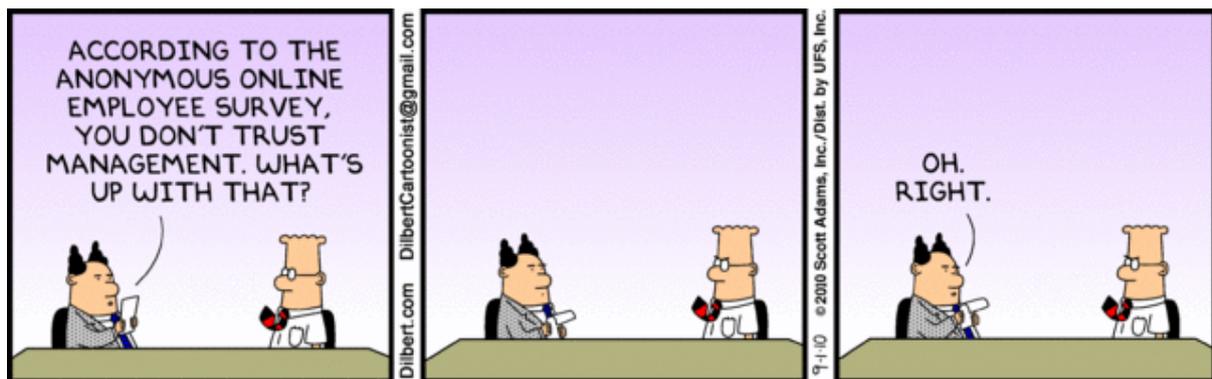


The effect of trustworthiness on the intention to perform OCB's

A study into the effects of the perceived trustworthiness of a direct supervisor on employees' intention to perform Organizational Citizenship Behaviour

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Master thesis for the course 'Corporate Communication' for the study 'Communication Studies', at the 'University of Twente'.

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Abstract

There have been several studies which focused on trust and organizational outcomes. However, there has been no research into the effects trust in a supervisor has on the intention of employees to perform Organizational Citizenship Behaviour (OCB), which is *'behaviour that contributes indirectly to the organization through the maintenance of the organization's social system'* (LePine, Erez, & Johnson, 2002, p. 52). This research used a 2x2x2 factorial design, in which respondents were randomly assigned to one out of eight scenarios. Scenarios were made using high or low variations of the three trustworthiness criteria (ability, benevolence, and integrity). Questionnaires were used to measure the intention of employees to perform forms of OCB (conscientiousness, sportsmanship, civic virtue, altruism, and courtesy). The results show that the distinct trustworthiness criteria do have influence on different dimensions of OCB, of which integrity has the most effect, followed by ability and lastly benevolence. No interaction effects were found. The results indicate that the three trustworthiness criteria should be considered separate in research to the effects on OCB. The results also show a significant difference between men and women concerning the effects trust has on OCB. The majority of the intentions to perform OCB's were directed towards the company, and not towards other employees. This demonstrates that the distinction between OCB-I and OCB-O could be valid. The results validate some previous research in that trust in a supervisor mostly has an effect on OCB's directed towards the company, but also contradict the findings from previous studies, for example the finding that trust has an effect on courtesy, which effect was not found in the present research. Implications of this research are that being perceived as trustworthy as a direct supervisor can increase organizational outcomes in the form of OCB's of employees. Future research could focus on the different effect of trust between male and females, on clarifying the construct of OCB, and on the effect of perceived trustworthiness in the relation between employees and top-management.

Keywords: Organizational Citizenship Behaviour (OCB); trust; trustworthiness; direct supervisor; leadership

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1 INTRODUCTION

'No problem, we're going to get it fixed.' Two weeks later the supervisor said the same thing about the problem: *'Yeah, no problem, tomorrow we will fix it'*. This is an example of a situation encountered in the working place. A clear difference between things said and things done. This mismatch between deeds and words enhances a cynical atmosphere, in which employees do not trust their supervisor to do something that he/she has promised. Trust in supervisors is a recurring topic of research. Most likely because trust and trustworthiness are known to have an effect on performance, and therefore on benefits an organization can make.

Using social exchange theory, it can be argued that leader-member exchange (LMX) has an effect on organizational citizenship behaviour (OCB) (Deluga, 1994), which can be described as *'behaviour that contributes indirectly to the organization through the maintenance of the organization's social system'* (LePine et al., 2002, p. 52), or as behaviour that is not especially part of a formal work description, but however is beneficial for an organization. Central to this is the construct of reciprocity within the LMX-theory, which means that in exchanges over time, the relationship between two parties will reach a balance, so when one party 'gives' little, little will be given back (Brower, Schoorman, & Tan, 2000).

Also, trust building behaviour of the supervisor is associated with OCB (Deluga, 1994). This indicates that trust could have an influence on OCB. Also, distrust in a supervisor can lead to psychological distress, and will, in turn influence job attitudes (Dirks & Ferrin, 2002), which could have an effect on the intention to perform OCB's. This supports the presumption that trust could have an influence on OCB.

OCB is important, because it has a positive effect on performance quantity and quality (Podsakoff, Ahearne, & MeckKenzie, 1997), and it has an effect on organization-level and individual-level outcomes (Podsakoff, Whiting, Podsakoff, & Blume, 2009). Partly because of that, OCB is considered essential for the survival of a company (Robinson & Morrison, 1995). To illustrate the importance of OCB: in evaluation ratings within companies, OCB has as great an effect as in-role performance (Coyle-Shapiro, 2002).

Trust can be examined at a personal, organization, inter-organizational, and international level, and therefore trust is a multilevel construct (Das & Teng, 2001). This research will focus on personal trust within organizations, namely trust from an employee in a supervisor. In the interaction between supervisors and employees, being perceived as trustworthy is known to lead to trust (Mayer, Davis, & Schoorman, 1995). Trustworthiness consists of three criteria: ability benevolence, and integrity (Mayer et al., 1995), but it is not yet known whether the three trustworthiness criteria do affect the intention to perform OCB in the relation between a supervisor and employees. It is however known that trust between co-workers leads to more willingness to share resources, which in turn has a positive effect on the organization (Dirks & Skarlicki, 2008). The purpose of this study is to find out if trust has an effect on OCB.

This topic of the relationship between trust and OCB is important, because it can shed more insight into the relation between the criteria of trustworthiness and the dimensions of OCB. This insight has scientific value, because the results can be used to further research the effects of trust, and it can be used to better understand the relationship between trust and OCB.

The results of this research can also be used for practical purposes. When supervisors know that trust influences OCB, they can work to enhance trust. If they consequently know which criteria of trustworthiness are most important in enhancing OCB, and which dimensions of OCB these criteria affect, supervisors can use that information to target specific goals. In that way, using the insights of research, supervisors can promote the performing of OCB among employees, by enhancing the trust employees have in them.

The purpose of this research is to find out whether trust affects OCB, and if there are criteria of trustworthiness that are more important in affecting OCB. In the next chapter, trust and OCB and their possible interactions will be discussed more extensively. In the light of the findings in this literature section, the research question will be presented. Then the method employed for this research will be described, followed by a chapter that gives an overview of the research results. The last chapter contains a discussion of the results of the research, theoretical and practical implications, future research recommendations, and a short overall conclusion of the research.

2 THEORETICAL FRAMEWORK

In this theoretical framework, the constructs of trust and OCB are first elaborated separately. After that, the effects of trust on OCB are discussed.

2.1 TRUST

In this chapter, a definition of trust is given and a short overview of the history of trust research will be described. After that, trust will be operationalized, and trust in leaders and its effects will be discussed.

2.1.1 What is trust?

Different disciplines of research have a different view on trust (McKnight & Chervany, 1996). For example, economists view trust as calculative or institutional, psychologists look at trust mainly in terms of attributes of trustors and trustees, and sociologists view trust as properties of relationships, which are socially embedded, between people or institutions (Rousseau, Sitkin, Burt, & Camerer, 1998).

Despite these different views on trust, there is some agreement on the different aspects of trust. The first one is a precondition for trust, namely risk, which can be defined as *'the perceived probability of loss, as interpreted by a decision maker'*. The second aspect is interdependence, which can be defined as a situation when *'the interests of one party cannot be achieved without reliance upon another'*, and nearly all researchers agree that trust is psychological (Rousseau et al., 1998, p. 395).

Because of different views on trust, there are several definitions of trust to be found in the literature (Burke, Sims, Lazzara, & Salas, 2007; Dwyer & LaGace, 1986; Mayer et al., 1995; McKnight & Chervany, 1996; McLain & Hackman, 1999; Rousseau et al., 1998; Zand, 1972). Some state that trust is behavioural intention, a way in which people try to behave (Mayer et al., 1995; McKnight, Cummings, & Chervany, 1998; Rousseau et al., 1998), other scholars see trust as an internal action, something people decide to do at a certain time (Lewis & Weigert, 1985), and others describe trust with trustworthiness (McKnight et al., 1998). Trust is also seen as *'a facet of personality that develops early in life and remains relatively stable through adulthood'*, or as a synonym for cooperation or risk taking (Colquitt, Scott, & LePine, 2007, p. 909).

In their article, Mayer et al. (1995) clarified the definition of trust, distinguishing trust from trustworthiness. The review of Rousseau et al. (1998) was consistent with the research of Mayer et al. (1995). The most widely used definition in current trust research is that of Mayer et al. (1995): trust is *'the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party'* (p. 712). This is not the only definition to be found, but in their meta-analysis, McKnight and Chervany (1996) show that ability, benevolence and integrity of the trustee cover most attributes of trust, and therefore can be used to describe and measure trust. Also, Kramer (1999) argues that the relational model of trust could cover the dimensions of trust better, than the view of trust as a psychological state or trust as choice behaviour, which also supports the use of the three trustworthiness criteria as means to measure trust.

2.1.2 How trust is formed

From the definition of trust of Mayer et al. (1995), it becomes clear that both parties, trustees and trustors, are important for the development of trust. Personality traits can make a difference to what extent someone is trusting one another (Mayer et al., 1995). One of these traits is referred to as propensity to trust (McKnight et al., 1998), or disposition to trust (Bachmann & Zaheer, 2006), which varies from one person to another, and can be defined as the 'general willingness to trust others' (Mayer et al., 1995). A high propensity to trust means that someone is more inclined to trust someone, regardless of how trustworthy someone is. Propensity to trust is known to be a predictor of trust (Colquitt et al., 2007), mostly before parties have experience with each other (Bachmann & Zaheer, 2006; Mayer et al., 1995). Since this research is about a supervisor that people already know, propensity to trust is not considered relevant for this study.

Trustworthiness, and the three underlying criteria must be seen as a continuum (Mayer et al., 1995). The difference between these three criteria is supported by the research of Colquitt et al. (2007), and will be discussed below. To explain these criteria, the research of Mayer et al. (1995) is used to describe them.

Mayer et al. (1995) describes ability as '*the group of skills, competencies, and characteristics that enable a party to have influence within some specific domain*' (p. 717). Within organizations, co-workers often relay information to other co-workers, and therefore certain characteristics of an individual, such as competence, knowledge, and skills, affect the work of co-workers. Trust is known to increase when people are perceived as competent (Tan & Lim, 2009). Burke et al. (2007) further argues that a leader is viewed as more able when he '*ensures a compelling direction and an enabling structure*' (p. 614), which are seen as effective and behavioural markers of his ability.

Mayer et al. (1995) define benevolence as '*the extent to which a trustee is believed to want to do good to the trustor, aside from an egocentric profit motive*' (p. 718). Synonyms are loyalty, openness, caring, or supportiveness (Colquitt et al., 2007). Tan and Lim (2009) add to this description that when employees perceive their co-workers as considerate and concerned about their interest, they are more likely to trust their co-workers. Things a leader can do to be perceived more benevolent are '*actions indicative of provision of expert coaching and the establishment of a supportive context*' (Burke et al., 2007, p. 615). The result of being perceived more benevolent as a leader is that employees are more likely to work harder, persist longer, and engage in OCB's (Burke et al., 2007).

Mayer et al. (1995) describe integrity as '*the trustor's perception that the trustee adheres to a set of principles that the trustor finds acceptable*' (p. 719). Synonyms of integrity are fairness, justice, consistency, and promise fulfilment (Colquitt et al., 2007). Tan and Lim (2009) point out that trust in co-workers is higher in co-workers who are perceived as more honourable, because these co-workers are more likely to act with honesty, consistency, and justice. If leaders are perceived honourable, followers will be more inclined to engage in riskier behaviour, such as divulging (personal) information (Burke et al., 2007).

2.1.3 Development of trust

There are several perspectives on how trust can be developed. The relationship-based perspective, the character-based perspective, and the calculus-based perspective will be discussed below.

The *relationship-based* perspective '*focuses on the nature of the leader-follower relationship, or more precisely, how the follower understands the nature of the relationship*' (Dirks & Ferrin, 2002, p. 612). According to this perspective, trust is based on a social exchange relationship, which could encourage people to perform OCB (Konovsky & Pugh, 1994). Dirks and Ferrin (2002) point out that

this perspective can be used to describe the effects of trust on OCB, the relation between transformational leadership and trust, and on aspects of LMX relationship.

The *character-based* perspective focuses more on the perception of the leader's character, and the impact that may have on a follower, or the willingness of this follower to trust the trustee (Mayer et al., 1995). The characteristics of the leader lead to a certain trustworthiness. This perspective also implies that the extent to which a leader is perceived trustworthy affects work behaviour and attitudes.

The *calculus-based* perspective states that trust is based on a rational choice. When the trustor perceives that a trustee intends to perform an action that is beneficial, trust will formed. These perceived positive intentions come partly from credible information the trustor has about the intentions and competence of the trustee. This credible information can be a reputation or a certification (Rousseau et al., 1998).

In these perspectives, trust is a belief or perception of the follower/trustor, about the leader/trustee. Most research done on trust has been covered by one of these perspectives. This research incorporates these three perspectives, and looks at how the character is perceived, to what extend the people trust the competence of a leader, and how these perceptions influence the relationship between leader and follower.

2.1.4 Gender differences in trust

Analysis of the results of previous research raised the suspicion that gender could have an effect on trust. Therefore some literature on gender differences in trust will be presented.

It is known that women are more risk-averse than men, which could increase the effect trust has (Croson & Gneezy, 2009). Also, women are more sensitive to social cues, which could lead to better discernment in determining the trustworthiness of supervisors (Croson & Gneezy, 2009). Using the research of Kidder (2002), it can be expected that men are more likely to show civic virtue behaviour and women are more likely to show altruistic behaviour. These results suggest that the results will show a greater effect of trust within the female population, and that women show more altruism and men more civic virtue.

2.1.5 Trust in leaders

McKnight and Chervany (1996) point out that trust is central in interaction with others. As a result, trust is considered a crucial element of leader behaviour (Fleishman & Harris, 1962) and leader-member exchange (LMX) theory (Schriesheim, Castro, & Cogliser, 1999). Trust is important for a leader, because it has been linked to '*positive job attitudes, organizational justice, psychological contracts, and effectiveness in terms of communication, organizational relationship and conflict management*' (Dirks, 2006, p. 15).

Apparently, trust is important for leaders, but there are two types of leadership distinguishable in organizations. One is the direct supervisor, and the other is the top management (Dirks & Ferrin, 2002; Mayer & Davis, 1999; Thomas, Zolin, & Hartman, 2009). This difference between direct leaders and top management is showed in the research of Thomas et al. (2009), who found that in relationships between co-workers and supervisors, quality of information is important to predict trust, and in relationship with the top management, quantity of information is important. Their explanation of this results was that top-management is expected to set a strategy, and supervisors are expected to provide more specific information that employees need to perform their jobs well (Thomas et al., 2009). This research will focus on trust in direct supervisors, because employees have the most interaction with their direct supervisors, and it is known that outcomes and job attitude

and intentions are higher when the trustee is a direct leader (Dirks & Ferrin, 2002), and therefore, more intention to perform OCB can be expected.

2.1.6 Effects of trust in leaders

In the framework of Dirks and Ferrin (2002), in which they incorporated both the relationship-based perspective and the character-based perspective, it is shown that there are several outcomes of trust in a leader. These outcomes are: behavioural and performance outcomes, such as OCB's and job performance; job attitude and intentions, such as job satisfaction, organizational commitment, intention to quit, goal commitment, and belief in information; and some outcomes correlate with trust, such as satisfaction with the leader, and LMX (Dirks & Ferrin, 2002). Burke et al. (2007) divided possible outcomes of trust in the leader into two: proximal (direct) and distal (indirect) outcomes. Additionally, they subdivided proximal outcomes into behaviour and affect. Distal outcomes of trust are more directed to a larger group, such as cooperation within a team or the organization, and proximal outcomes are more on a personal basis, such as when a supervisor shares information with an employee, he or she is more likely to communicate more and often with the supervisor. Based on the research of Dirks and Ferrin (2001), trust can be expected to not have a direct effect on attitudes and performance, but to have a mediating effect, in creating an environment in which other positive effects are more likely to occur.

2.2 ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (OCB)

In this paragraph the construct of OCB is explained. The five dimensions of OCB will be shortly discussed. After that, the factors influencing OCB and the consequences of OCB will be discussed.

2.2.1 What is OCB

As already previously mentioned, OCB can be described as '*behaviour that contributes indirectly to the organization through the maintenance of the organization's social system*' (LePine et al., 2002, p. 52). OCB is known to have a relationship with job satisfaction, and therefore is an important topic to do research in (Organ & Ryan, 1995). There are several views on OCB, which will be discussed below.

One view of OCB is that it consists of five dimensions, namely altruism, civic virtue, conscientiousness, courtesy and sportsmanship (Organ, 1988; Podsakoff, MacKenzie, Moorman, & Fetter, 1990; Smith, Organ, & Near, 1983). The description of the five dimensions below is developed by Organ (1988), and are derived from the research of Podsakoff et al. (1990).

Conscientiousness can be described as discretionary behaviours on the part of the employee that go well beyond the minimum role requirements of the organization in the areas of attendance, obeying rules and regulations, taking breaks, and so forth. Somewhat related to this dimension is *civic virtue*, which is behaviour on the part of an individual that indicates that he/she responsibly participates in, is involved in, or is concerned about the life of the company. *Sportsmanship* is the willingness of the employee to tolerate less than ideal circumstances without complaining-to "avoid complaining, petty grievances, railing against real or imagined slights, and making federal cases out of small potatoes". These three dimensions are more individually directly focused towards the organization. The following two dimensions are more directed to other individuals, but within an organizational setting. *Altruism* is discretionary behaviour that has the effect of helping a specific other person with an organizationally relevant task or problem, as an act of selflessness, while *courtesy* is discretionary behaviour on the part of an individual aimed at preventing work-related problems with others from occurring.

Podsakoff et al. (1990), Organ (1988), and other researchers viewed OCB as comprised of these five independent variables, whereas LePine et al. (2002) argue that OCB is a latent construct. However, some researchers claim that these dimensions can be used to determine the level of OCB, but should be used together, and cannot be seen apart of each other (Hoffman, Blair, Meriac, & Woehr, 2007; LePine et al., 2002).

Another view on the dimensions of OCB is from Williams and Anderson (1991), who distinguished OCB-I and OCB-O, in which OCB-I is directed to individuals (co-workers) and OCB-O is directed to the organization. Citizenship behaviour directed to the leader as an individual is considered to be OCB-O, because the leader is a representative of the organisation (Williams & Anderson, 1991). Based on the dimension of Organ (1988), Williams and Anderson (1991) stated that altruism and courtesy comprise OCB-I, while conscientiousness, civic virtue, and sportsmanship comprise OCB-O. To support this distinction, Ilies, Fulmer, Spitzmuller, and Johnson (2009) found in their research that agreeableness (or altruism) was more closely related to OCB-I and conscientiousness more closely to OCB-O, which contradicts the presumption made by LePine et al. (2002) that the five dimension of OCB are equivalent indicators of OCB. Also, the research of Deluga (1994), Mayer and Gavin (2005), and Afsar and Saeed (2010) indicate that the five dimensions of OCB are not all the same.

However, the research of Deluga (1994) shows that certain behaviour of a supervisor has an effect on all of the dimensions of OCB, except civic virtue. If the distinction between OCB-I and OCB-O can be made, as Williams and Anderson (1991) propose, only conscientiousness, civic virtue, and sportsmanship should be affected by certain behaviour of a supervisor. This shows that subdividing OCB in only OCB-I and OCB-O, not all variation can be explained. Therefore, this research will consider OCB as a five dimensional construct. Though, if the results show that trustworthiness of a direct supervisor only affect conscientiousness, civic virtue, and sportsmanship, and not altruism and courtesy, it could indicate that there is some indication that OCB could be split into OCB-I and OCB-O.

2.2.2 Effects on OCB and effects of OCB

Much research have been conducted to determine the factors influencing OCB. From this research, it is known that people who perceive their actions within an organization as recognized and legitimate, are more likely to engage in OCB's (Farh, Early, & Lin, 1997). Better quality leader-member exchange relationships and positive affection has an enhancing effect on OCB (Yu & Chu, 2007). When contingent workers have positive attitudes about their relationship with an organization, their OCB is higher (Dyne & Ang, 1998). More cohesiveness in work groups could have an effect on OCB, perhaps because of increased empathic concern among group members, or the increase of quality work relationships (Kidwell, Mossholder, & Bennett, 1997). Besides that, when individuals hold collectivistic values and norms, it is more likely that they perform OCB, because collectivistic people are more likely to seek ways to aid the welfare of the group (Moorman & Blakely, 1995). Procedural justice is known to affect OCB, through the influence it has on perceived organizational support (Moorman, Blakely, & Niehoff, 1998). Psychological contract breach is also known to have an effect on OCB (Restubog, Bordia, & Tang, 2007). Perceived external prestige is known to affect OCB through mediation of affective commitment (Carmeli, 2005). Role ambiguity has a positive effect on OCB, moderated through self-enhancement motives (Yun, Takeuchi, & Liu, 2007).

Deluga (1994) found that trust building behaviour of supervisors is associated with conscientiousness, sportsmanship, courtesy and altruism. Civic virtue is not associated with this trust building behaviour. Also, Deluga (1994) found that higher competence of the supervisor was an inversely related predictor of conscientiousness and altruism, which was stated as a puzzling result.

The quality of communication had an effect on courtesy, conscientiousness, altruism, and sportsmanship. Explanation for the lack of effect on civic virtue are that trust and civic virtue are not significantly related, that other causes trigger civic virtue than those that stimulate the other forms of OCB, or that civic virtue behaviours could be overlapping in-role and extra-role behaviours. Other studies have found that observation as a way of monitoring has a negative influence on OCB, probably because this observation influences their behaviour. However, it has a positive influence because of the positive effect on the perception of fairness (Niehoff & Moorman, 1993).

OCB is known to have a positive effect on performance quantity and quality (Podsakoff et al., 1997), and other organizational-level, individual-level outcomes, and unit-level outcomes (Podsakoff et al., 2009).

2.3 EFFECT OF TRUST IN LEADERS ON OCB

It is known that the working place has an effect on OCB. For example, Turnipseed (1996) found that the work environment is positively related to OCB, and Dineen, Lewicki, and Tomlinson (2006) found an interaction effect between supervisory guidance and behavioural integrity on the intention to perform OCB's or to perform deviant behaviour, which shows that actions of a supervisor influence the intention to perform OCB's. Coyle-Shapiro (2002) found that employees' trust in their employers had an influence on advocacy and functional participation, which are considered dimensions of OCB in this research, respectively civic virtue and conscientiousness. This effects consists mostly because employees perform OCB's as a form of contingent reciprocate. Afsar and Saeed (2010) found something similar, namely that trust in supervisors has an effect on organizational commitment, but not on willingness to help co-workers, which supports the distinction made between OCB-I and OCB-O. Research in China showed that trust in supervisors affects OCB in Joint Venture (JV) organizations, and trust in the organizations influences OCB in JV organizations and state-owned enterprises (Wong, Ngo, & Wong, 2006). Robinson and Morrison (1995) found that when employers fail to fulfil employment obligations, which is covered by the criteria of benevolence, employees are less likely to engage in civic virtue behaviour, which is partially mediated by trust. An explanation for this is expressed by Robinson and Bennett (1995): *'relational obligations, which are focused on maintaining the long-term relationship between employer and employee, entail a variety of socio-emotional concerns such as trust and beliefs in good faith and fair dealings. It has been argued that when such obligations are unmet, these feelings and beliefs are likely to erode'* (p. 296). Pillai, Schriesheim, and Williams (1999) argue that transformational leadership can influence OCB, through the mediation of procedural justice, and trust. Their research points out that trust indeed has an influence on OCB, namely an effect of integrity on sportsmanship. Konovsky and Pugh (1994) argue in their research that distributive and procedural justice lead to OCB, mediated by trust, because *'citizenship behaviours occur in a context in which social exchange characterizes the quality of superior-subordinate relationship'* (p. 666). Mayer and Gavin (2005) relate trust in management to OCB, but they argue that this is mediated through ability to focus. This mediating effect is supported by their research, but they also found direct effects of trust in management on OCB.

Using the previous mentioned social exchange theory, it can be argued that a leader could affect the intention to perform OCB, because when leader does something for an employee, an employee could be inclined to perform OCB's. It is known that trust is related to OCB (Deluga, 1994), and that distrust negatively affects job attitudes, which could include OCB's. This supports the presumption that trust has a direct effect on OCB's.

2.4 RESEARCH QUESTION

The literature seems to be clear about the connection between trust and OCB. However, the way in which they connect is not clear. Some research suggests that trust has a direct effect on OCB (Afsar & Saeed, 2010; Konovsky & Pugh, 1994; Pillai et al., 1999; Wong et al., 2006), other research suggests that this is mediated by other factors, such as ability to focus (Mayer & Gavin, 2005), procedural justice (Pillai et al., 1999), or LMX quality (Deluga, 1994). There is, however, little research to which criteria of trust affect the dimensions of OCB. Therefore, this will be a topic in this research. Also, there could be an interaction effect of the three trustworthiness criteria, and therefore this will be also a topic of research in this research.

With regards to OCB, different views can be distinguished, but the view that OCB has five dimensions is largely supported in the literature (Deluga, 1994; Organ, 1988; Podsakoff et al., 1990; Williams & Anderson, 1991), and will therefore be used in this research.

The above discussion leads to the following research question:

'To what extent are there interaction and main effects of the three perceived trustworthiness criteria, ability, benevolence, and integrity, of a supervisor, on the five dimensions of OCB, conscientiousness, sportsmanship, civic virtue, courtesy, and altruism?'

3 METHOD

3.1 DESIGN

A 2 x 2 x 2 factorial design, as shown in figure 1, was used to test the effects of the trustworthiness criteria on OCB. Eight scenarios were written, where the established procedure of Forrester and

Figure 1 - 2 x 2 x 2 design

High Ability High Benevolence High Integrity	High Ability Low Benevolence High Integrity	Low Ability High Benevolence High Integrity	Low Ability Low Benevolence High Integrity
High Ability High Benevolence Low Integrity	High Ability Low Benevolence Low Integrity	Low Ability High Benevolence Low Integrity	Low Ability Low Benevolence Low Integrity

Maute (2001) was used. They also used a 2 x 2 x 2 factorial design, and presented high and low level manipulations of their three independent variables in short scenarios (Forrester & Maute, 2001). The presented 'supervisor' was undefined and referred to as gender neutral, so everyone could relate better to this supervisor, and to minimize bias of the respondents to a gender or association with a known supervisor.

The scenarios were written using high and low developed components of the trustworthiness criteria. The eight scenarios consisted of a combination of these components. The components can be found in appendix A. A factorial design type of research is known to be effective in studying underlying decisions and behaviour (Greenberg & Eskew, 1993).

3.2 PRE-TEST

The eight designs were tested using a sample of respondents, who read all the scenarios and had to point out whether the three trustworthiness criteria were high or low per scenario. The Dutch terminology used for the trustworthiness criteria were: '*kundigheid*' (ability), '*welwillendheid*' (benevolence), and '*integriteit*' (integrity). These words were not present in the scenarios. If this pre-test showed reliable results, these three terms were also used in the final questionnaire, to test whether the respondents grasped the scenarios. By pretesting the scenarios, the internal validity of the research instrument was tested. When this validity was not high enough, the scenarios had to be adapted and tested again, to ensure a good validity.

For the pretesting of the scenarios, 8 respondents were found to participate. The percentages of the right answers are presented in table 3.1. The results show that two items were notably filled out incorrectly, namely ability in scenario 4 and benevolence in scenario 6. One explanation for this results is that people perceived ability in scenario 4 and benevolence in scenario 6 as low because the other two trustworthiness criteria were also low. Using this reasoning, a similar effect could have been expected with integrity in scenario 7, but this is not to be seen in the results. This could be because respondents found it easier to distinguish integrity than ability and benevolence. It could also be that integrity is more important in being perceived as trustworthy. The pre-test showed however that the respondents were able to point out whether the trustworthiness criteria presented in the scenario were high or low in almost all cases, which confirms that the design were understandable and that they could be used for the questionnaire.

Besides that, the whole questionnaire was pretested, to ensure that the questionnaire worked and respondents were able to fill out the questionnaire. The respondents for this pre-test were asked to

fill out the questionnaire, and to watch for misspellings, crooked sentences, and other ambiguities. Because the items of the OCB-questionnaire were translated, respondents for this pre-test were asked whether the statements in the OCB questionnaire were understandable. For this pre-test, also 8 persons were found, to ensure that the pre-test was thorough enough. This pre-test showed that the respondents were able to fill out the whole questionnaire and understood the scenarios and items of OCB.

Table 3.1. Percentages of right answers of the validation test

Scenario	Trustworthiness criteria	Right answers (%)	High or low criteria
1	Ability	100	High
	Benevolence	88	High
	Integrity	100	High
2	Ability	88	High
	Benevolence	88	High
	Integrity	100	Low
3	Ability	88	High
	Benevolence	100	Low
	Integrity	88	High
4	Ability	50	High
	Benevolence	100	Low
	Integrity	100	Low
5	Ability	100	Low
	Benevolence	88	High
	Integrity	100	High
6	Ability	100	Low
	Benevolence	63	High
	Integrity	100	Low
7	Ability	100	Low
	Benevolence	100	Low
	Integrity	100	High
8	Ability	100	Low
	Benevolence	100	Low
	Integrity	88	Low

3.3 PROCEDURE

To measure OCB, the operationalization of Podsakoff et al. (1990) was used, using a seven point Likert scale. This seven point Likert scale was distributed using the following descriptions from low to high: very unlikely, unlikely, fairly unlikely, not unlikely/not likely, reasonably likely, likely, very likely. The items were translated into Dutch, because the research was conducted in the Netherlands. The complete questionnaire can be found in the Appendix.

For the creation of the different scenarios with different combinations of high and low trustworthiness criteria, the operationalization of the three trustworthiness criteria (ability, benevolence, and integrity) of Mayer and Davis (1999) was used.

The questionnaire was preceded by a short description about the scenario which would be presented and the assurance that the results would be processed anonymously. Also, an indication of the time needed to fill out the questionnaire was given. Respondents were thanked in advance for filling out the questionnaire. They were asked to fill out all the questionnaires, and if they did not know an answer, to fill out what they thought was the most likely, even though they thought they did not have enough information to fill in the questionnaire. They were also asked whether they had experience with a direct supervisor. This was important, because the respondents had to be able to empathize themselves with the scenario, and because this research is about a direct supervisor, it is important that they had experience with someone like that. When they did not have experience with a direct supervisor, they were thanked for their time and the questionnaire would end for them.

After this introduction, the scenario was presented. The respondents were asked to read it carefully. They were also asked to fill out their intention to do or to not do things, imagining the supervisor in the scenario was their supervisor in a working situation. Next was the questionnaire, containing the measurements of the different dimensions of OCB. Also, the respondents were asked to fill out some demographic data, so that this could be used in the analysis of the data. At the end of the questionnaire, respondents were thanked again for their time, and there would be an option to leave an email address to get the results of the research when it is finished.

The questionnaires were distributed using an online form, to enhance the response by providing a low threshold to participate. Also, this helped in assigning the scenarios randomly, to ensure that the results are most generalizable. The order of the questionnaire about OCB was also randomized, to ensure that the order of the items in the questionnaire did not affect the results. Participants were approached through contacts within companies, which were asked to forward the link to the questionnaire to their employees, and using social media and acquaintances of the researcher. Several companies were searched to participate in this study, to gain a most representative response. After 3 weeks, all contact persons were sent a reminder, to enhance the response.

3.4 RESPONDENTS

A total of 561 started the questionnaire, of which 260 people filled out the questionnaire completely, which is 46% of the people who started the questionnaire. The mean age of the respondents is 36 years, with a standard deviation of 14 years. 49% of the respondents is male. Most respondents have a college education, approximately 40% of the total number of respondents. 27% is academically schooled, and 14% received vocational education. 19% went to secondary school at the most. Most respondents work in a service organization, education, or health care, with respectively 23%, 21%, and 17%. In table 3.2, the distribution of respondents among the scenarios is showed. Most respondents live in the province of Gelderland (60%), and Overijssel (14%). A Chi-

square test (sig=0.729) showed that the distribution of respondents among the scenarios is not significantly different.

Table 3.2. Demographics

Scenario	Number of respondents (%)	Mean age (SD)	Male/female ratio (%)	Mean highest education
1	36 (14)	41 (13)	50/50	Secondary vocational education
2	29 (11)	32 (12)	41/59	Higher professional education
3	34 (13)	39 (18)	56/44	Secondary vocational education
4	33 (13)	35 (13)	50/50	Higher professional education
5	27 (10)	36 (13)	62/38	Higher professional education
6	31 (12)	40 (15)	47/53	Higher professional education
7	29 (11)	33 (12)	48/52	Secondary vocational education
8	41 (16)	35 (15)	44/56	Secondary vocational education

3.5 VALIDATION OF THE SCENARIOS

To validate whether respondents understood the scenarios, they were asked to fill out whether the three trustworthiness criteria of the supervisor in the scenario were high or low. Percentages of the

Table 3.3. Percentages of right answers of the validation test

Scenario	Trustworthiness criteria	Right answers (%)	High or low criteria
1	Ability	97,2	High
	Benevolence	91,7	High
	Integrity	94,4	High
2	Ability	89,7	High
	Benevolence	72,4	High
	Integrity	96,6	Low
3	Ability	100	High
	Benevolence	67,6	Low
	Integrity	73,5	High
4	Ability	84,8	High
	Benevolence	84,8	Low
	Integrity	90,9	Low
5	Ability	100	Low
	Benevolence	96,3	High
	Integrity	88,9	High
6	Ability	93,5	Low
	Benevolence	77,4	High
	Integrity	77,4	Low
7	Ability	89,7	Low
	Benevolence	44,8	Low
	Integrity	82,8	High
8	Ability	92,7	Low
	Benevolence	87,8	Low
	Integrity	90,2	Low
Mean total	Ability	93.5%	
	Benevolence	77.9%	
	Integrity	86.8%	

consistent answers are shown in table 3.3. This shows that many respondents filled out the criteria right. There are however a few percentages which are quite low, namely under 75%. Of these four, three are the criteria of benevolence. One reason for this could be that the respondents did not understand the concept benevolence, or the Dutch translation, '*welwillendheid*'. Another reason could be that the respondents mixed up benevolence and integrity a little, because in both three cases, benevolence was the opposite of integrity, so when benevolence was high, integrity was low, and vice versa.

Although some scenarios show some deviation in the validation questions, the percentages of people who filled out the validation right is still reasonably high. Because it is possible that due to translation people did not completely understand the terms used to describe the three trustworthiness criteria, and some variation was expected from the results of the pre-test, the results of the validation are considered reliable enough to use the results.

3.6 MEASUREMENTS

To test whether the used constructs of OCB are reliable, the Cronbach's alpha of these five groups are calculated. These results, and other data, are shown in table 3.4. Generally, an alpha of .70 is considered as being acceptable (Bland & Altman, 1997; Gliem & Gliem, 2003; Santos, 1999; Tavakol & Dennick, 2011).

Table 3.4. Statistical data of the five groups found in the factor analysis

	Cronbach's Alpha	Mean	SD
Conscientiousness	.630	5.017	0.833
Sportsmanship	.726	4.792	0.966
Civic Virtue	.696	4.972	0.974
Courtesy	.702	5.459	0.739
Altruism	.757	5.379	0.777

Conscientiousness and civic virtue both have an alpha below .70. Deletion of items from these two constructs did not contribute to a higher alpha. However, because the research instrument was already developed and tested, the low alpha of conscientiousness and civic virtue will be considered as reliable enough to maintain it in the research. Deletion of items from the other dimensions to increase the alpha proved to be effective in the groups sportsmanship and courtesy, but because these groups already had an alpha from above .70 it was chosen not to delete items to include as much data as possible.

4 RESULTS

In this chapter, the results of the research will be presented. The interpretation of the results will be discussed in chapter seven.

4.1 RESEARCH

A MANOVA test was conducted to see whether there were effects of the three trustworthiness criteria (ability, benevolence, integrity) on OCB. Wilk's Lambda criterion is used to determine whether there are main and interaction effects. The results of the MANOVA are shown in table 4.1. These results show that there are several main and interaction effects. Using the rule of thumbs proposed by Cohen (1988), a η_p^2 lower than .02 is considered low, .13 is a medium sized effect and .26 is a high sized effect (Kotrlík & Williams, 2003). Ability and integrity show significant medium sized effects, respectively $\eta_p^2 = .094$ and $\eta_p^2 = .100$. To further explore these effects, an ANOVA was conducted with the five dimensions of OCB as dependent variables. Below, the results of these ANOVA's will be discussed per dimension.

Table 4.1. Results of the MANOVA, effects on five groups of OCB

Effect	F	P	η_p^2
Ability	F (5,248)= 5.141	p < .001	$\eta_p^2 = .094$
Benevolence	F (5,248)= 2.221	p = .053	$\eta_p^2 = .043$
Integrity	F (5,248)= 5.531	p < .001	$\eta_p^2 = .100$
Ability x Benevolence	F (5,248)= 2.235	p = .051	$\eta_p^2 = .043$
Ability x Integrity	F (5,248)= 1.224	p = .298	$\eta_p^2 = .024$
Benevolence x Integrity	F (5,248)= 1.150	p = .335	$\eta_p^2 = .023$
Ability x Benevolence x Integrity	F (5,248)= .433	p = .826	$\eta_p^2 = .009$

4.1.1 Conscientiousness

The ANOVA on conscientiousness showed two significant effects with small effect sizes, namely the main effect of benevolence (F(1,252)=4.609, p=.033, $\eta_p^2 = .02$) and integrity (F(1,252)=8.228, p=.004, $\eta_p^2 = .03$). Table 4.2 shows no further striking results.

Respondents who read a scenario in which the supervisor was presented as benevolent or has integrity where more inclined to perform conscientiousness behaviour.

Table 4.2. Mean effects on conscientiousness (standard deviation)

		High integrity		Low integrity		Total	
High ability	High benevolence	5,37	(0,70)	5,03	(0,71)	5,22	(0,72)
	Low benevolence	5,05	(0,79)	4,95	(0,98)	5,00	(0,89)
	Total	5,21	(0,76)	4,98	(0,86)	5,10	(0,81)
Low ability	High benevolence	5,21	(0,69)	4,95	(0,99)	5,07	(0,87)
	Low benevolence	5,08	(0,70)	4,61	(0,84)	4,81	(0,81)
	Total	5,14	(0,69)	4,76	(0,92)	4,93	(0,85)
Total		5,18	(0,73)	4,86	(0,90)	5,02	(0,83)

4.1.2 Sportsmanship

Two significant effects are seen concerning the main effects of the trustworthiness criteria on sportsmanship. The ANOVA shows that the main effect of ability ($F(1,252)=20.45$, $p<.005$, $\eta_p^2=.08$) and integrity ($F(1,252)=21.48$, $p<.005$, $\eta_p^2=.08$) on sportsmanship are significant. Benevolence has no significant main effect on sportsmanship. Respondents, who read a scenario in which the supervisor was presented with high ability or high integrity, indicated that they were more willing to tolerate less than ideal circumstances without complaining.

There are no significant interaction effects seen in the ANOVA.

Some low variation mean scores are higher than high variation mean scores, namely in the scenario with high ability and low integrity, where the mean of low benevolence (4.55) is higher than that of high benevolence (4.88), as can be seen in table 4.3.

Table 4.3. Mean effects on sportsmanship (standard deviation)

		High integrity		Low integrity		Total	
High ability	High benevolence	5,44	(0,80)	4,55	(0,79)	5,04	(0,90)
	Low benevolence	5,30	(0,73)	4,88	(0,98)	5,09	(0,88)
	Total	5,37	(0,76)	4,73	(0,90)	5,07	(0,89)
Low ability	High benevolence	4,90	(0,99)	4,43	(1,01)	4,65	(1,02)
	Low benevolence	4,55	(0,92)	4,27	(0,88)	4,39	(0,90)
	Total	4,72	(0,96)	4,34	(0,94)	4,51	(0,96)
Total		5,08	(0,91)	4,52	(0,94)	4,79	(0,97)

4.1.3 Civic Virtue

The ANOVA shows that integrity has a main effect on civic virtue ($F(1,252)=8.50$, $p=.004$), with also a reasonable effect size ($\eta_p^2=.03$). The main effect of benevolence approaches significance ($F(1,252)=3.76$, $p=.05$), but this effect size of this main effect is small ($\eta_p^2=.02$). Respondents who read a scenario with a supervisor high in integrity showed that the effect of such a supervisor is that they were inclined to participate more in the company.

As with the mean scores of sportsmanship, some low variation mean scores are higher than those of the high variation, which can be seen in table 4.4.

Table 4.4. Mean effects on civic virtue (standard deviation)

		High integrity		Low integrity		Total	
High ability	High benevolence	5,47	(0,54)	5,05	(0,85)	5,28	(0,72)
	Low benevolence	5,02	(0,77)	4,73	(1,18)	4,88	(1,00)
	Total	5,25	(0,70)	4,88	(1,04)	5,08	(0,89)
Low ability	High benevolence	5,02	(0,84)	4,85	(1,09)	4,93	(0,98)
	Low benevolence	5,10	(0,95)	4,60	(1,16)	4,81	(1,10)
	Total	5,06	(0,89)	4,70	(1,13)	4,86	(1,04)
Total		5,17	(0,79)	4,79	(1,09)	4,97	(0,97)

4.1.4 Courtesy

The ANOVA on courtesy shows no significant effects.

This ANOVA showed more mean scores which were higher in the low variation than in the high variation of the trustworthiness criteria than the ANOVA's of the other constructs. These scores can be found in table 4.5.

Table 4.5. Mean effects on courtesy (standard deviation)

		High integrity		Low integrity		Total	
High ability	High benevolence	5,59	(0,66)	5,45	(0,83)	5,53	(0,74)
	Low benevolence	5,39	(0,68)	5,54	(0,63)	5,47	(0,65)
	Total	5,49	(0,67)	5,50	(0,72)	5,50	(0,69)
Low ability	High benevolence	5,54	(0,66)	5,12	(0,93)	5,32	(0,84)
	Low benevolence	5,58	(0,73)	5,46	(0,74)	5,51	(0,73)
	Total	5,56	(0,69)	5,31	(0,84)	5,42	(0,78)
Total		5,52	(0,68)	5,40	(0,79)	5,46	(0,74)

4.1.5 Altruism

The ANOVA on altruism shows one significant main effect on ability ($F(1,252)=4.84$, $p=.03$), with a small effect size ($\eta_p^2=.02$). Respondents who had a scenario with an able supervisor pointed out that they were more inclined to show helping behaviour towards other employees. The interaction effect of ability x benevolence approaches significance ($p=.05$), but also has a small effect size ($\eta_p^2=.02$).

Table 4.6 shows an unexpected mean score of benevolence in the low ability variation.

Table 4.6. Mean effects on altruism (standard deviation)

		High integrity		Low integrity		Total	
High ability	High benevolence	5,73	(0,70)	5,53	(0,64)	5,64	(0,67)
	Low benevolence	5,29	(0,60)	5,40	(0,81)	5,34	(0,70)
	Total	5,51	(0,68)	5,46	(0,73)	5,49	(0,70)
Low ability	High benevolence	5,41	(0,78)	5,06	(1,05)	5,22	(0,94)
	Low benevolence	5,45	(0,69)	5,20	(0,76)	5,30	(0,74)
	Total	5,43	(0,73)	5,14	(0,89)	5,26	(0,83)
Total		5,48	(0,70)	5,29	(0,83)	5,38	(0,78)

4.1.6 Gender differences

Comparison of the results of this study with earlier studies elicited the suspicion that there could be a difference in results between male and female employees. Therefore it was decided to conduct two separate MANOVA's of the results, one for women and one for men. The results are displayed in table 4.7. To explore the different effects of the trustworthiness criteria on the different dimensions of OCB, separate ANOVA's were conducted. The significant results are displayed in table 4.8. The results show that with the females, there were significant main effects of ability, benevolence, and integrity on the intention to perform OCB's. With the males, only one significant effect of trust is to be seen, namely the interaction effect of ability x benevolence on OCB. Strikingly, further analysis

Table 4.8. Gender difference in the MANOVA of trust on intention to perform OCB's

Effect	Gender	F	P	η_p^2
Ability	Male	F (5,115)= 2.238	p = .055	$\eta_p^2 = .089$
	Female	F (5,118)= 2.800	p = .020	$\eta_p^2 = .106$
Benevolence	Male	F (5,115)= .718	p = .611	$\eta_p^2 = .030$
	Female	F (5,118)= 2.589	p = .029	$\eta_p^2 = .099$
Integrity	Male	F (5,115)= 1.984	p = .086	$\eta_p^2 = .079$
	Female	F (5,118)= 4.219	p = .001	$\eta_p^2 = .152$
Ability x Benevolence	Male	F (5,115)= 2.946	p = .015	$\eta_p^2 = .114$
	Female	F (5,118)= 1.202	p = .313	$\eta_p^2 = .048$
Ability x Integrity	Male	F (5,115)= .815	p = .541	$\eta_p^2 = .034$
	Female	F (5,118)= .946	p = .454	$\eta_p^2 = .039$
Benevolence x Integrity	Male	F (5,115)= 1.039	p = .043	$\eta_p^2 = .043$
	Female	F (5,118)= .438	p = .821	$\eta_p^2 = .018$
Ability x Benevolence x Integrity	Male	F (5,115)= 1.476	p = .203	$\eta_p^2 = .060$
	Female	F (5,118)= 1.023	p = .407	$\eta_p^2 = .042$

showed that with the males all significant effects of trust resulted in intention to display sportsmanship. Within the female population, conscientiousness, sportsmanship, and civic virtue were all seen two times as an effect of the main effects of the trustworthiness criteria. Notable is that the ANOVA on sportsmanship showed an interaction effect of ability x benevolence x integrity within the male population, and that all significant main and interaction effects only had an effect on dimensions of OCB which can be gathered under OCB-O.

Table 4.7. Significant effects of different genders of trustworthiness criteria on dimensions of OCB

Effects	Gender	OCB dimension	F	P	η_p^2
Ability	Male	Sportsmanship	F (7,119)= 7.274	p = .008	$\eta_p^2 = .058$
	Female	Sportsmanship	F (7,122)= 9.284	p = .001	$\eta_p^2 = .085$
Benevolence	Female	Conscientiousness	F (7,122)= 5.509	p = .021	$\eta_p^2 = .043$
		Civic virtue	F (7,122)= 8.310	p = .005	$\eta_p^2 = .064$
Integrity	Male	Sportsmanship	F (7,119)= 8.012	p = .005	$\eta_p^2 = .063$
	Female	Conscientiousness	F (7,122)= 5.400	p = .022	$\eta_p^2 = .042$
		Sportsmanship	F (7,122)=13.982	p < .005	$\eta_p^2 = .103$
		Civic virtue	F (7,122)= 6.520	p = .012	$\eta_p^2 = .051$
Ability x Benevolence x Integrity	Male	Sportsmanship	F (7,119)= 5.180	p = .025	$\eta_p^2 = .042$

4.2 OVERVIEW

In table 4.9, an overview is given of all the significant effects of the MANOVA and the ANOVA's.

Table 4.9. Summary of significant results of the MANOVA and ANOVA of trustworthiness criteria on OCB dimensions

Effect	Dimensions	F	P	η_p^2
Ability	Sportsmanship	F (7,252)= 16.128	p < .001	$\eta_p^2 = .075$
	Altruism	F (7,252)= 4.841	p = .029	$\eta_p^2 = .019$
	OCB	F (5,248)= 5.141	p < .001	$\eta_p^2 = .094$
Benevolence	Conscientiousness	F (5,248)= 4.609	P = .033	$\eta_p^2 = .018$
Integrity	Conscientiousness	F (5,248)= 8.228	P = .004	$\eta_p^2 = .032$
	Sportsmanship	F (7,252)= 21.475	p < .001	$\eta_p^2 = .079$
	Civic Virtue	F (7,252)= 8.496	p = .004	$\eta_p^2 = .033$
	OCB	F (5,248)= 5.531	p < .001	$\eta_p^2 = .100$

5 DISCUSSION, IMPLICATIONS AND RESEARCH RECOMMENDATIONS

In this chapter, the results will be interpreted, practical and research implications will be given, and limitations and future research suggestions will be presented.

5.1 DISCUSSION

The results, as presented in table 4.9, show that the three trustworthiness criteria have an effect on several dimensions of OCB. In this paragraph the results of the MANOVA and ANOVA's will be interpreted and compared to literature. Following some other notable results will be discussed.

Ability, benevolence, and integrity have an effect on OCB, as can be seen by the main effects on sportsmanship, altruism, conscientiousness, and civic virtue, as shown in table 4.9. This shows that the being seen as trustworthy, using the three trustworthiness criteria, does affect the intention to perform certain OCB's. This outcome indicates that trustworthiness is an important part of leader behaviour, as previous research suggested (Bachmann & Zaheer, 2006; Fleishman & Harris, 1962; Schriesheim et al., 1999). The results also show that integrity and ability have a greater effect than benevolent behaviour. Apparently, being consistent and reliable, and being able to do the job right, are more important for a supervisor than being kind or friendly. The research of Colquitt et al. (2007) indicated that ability is the most important antecedent for trust, followed by benevolence and integrity. However, their study also showed that ability had a significant, unique relationship with OCB. These results support the finding of this study that ability has a greater effect on OCB than benevolence, but they do not support the finding that integrity has more effect than ability, and that benevolence has the least effect. More research into the direct effects of the three trustworthiness criteria on OCB is needed to gain more insight in these differences.

A reason for the results that benevolence and integrity both had an effect on conscientiousness, is that benevolence and integrity are about the perception that a trustee adheres to a set of principles and are believed to do good. When an employee perceives that a supervisor is fair and concerned about them, they could be more likely to go beyond the minimum role requirements, because they believe that a supervisor does this also.

Sportsmanship is about tolerating less than ideal situations. When employees perceive that a supervisor is integer, and just, they could be more inclined to believe that these circumstances are not the fault of the supervisor and therefore they could accept these circumstances better. Also, when they believe that a supervisor is able to do his job right, less than ideal circumstances can be believed to not be the fault of the supervisor, because he is competent enough to do his job right. By acknowledging that a supervisor is not to blame for these circumstances, it could be that they accept the situation better.

When a supervisor is perceived to be just and consistent, this could influence the view of an employee on the company. In that way, integrity of a supervisor could lead to civic virtue behaviour of employees, because this integrity could lead to a better image of the company of the employee. The perceived ability of a supervisor could lead to altruism, because the employee could believe that when he has a problem, his supervisor is competent enough to help him. This could encourage him to help others.

However, these are speculations, and more research to these specific effects of the trustworthiness criteria on the dimensions of OCB is needed to gain more insight.

The research of Coyle-Shapiro (2002) indicates that there should be an effect of trust on conscientiousness, and the current research supports this. The finding of Afsar and Saeed (2010)

that perceived trustworthiness of a supervisor has almost no effect on the intention to help co-workers is supported by this research. However, the effect of trust on civic virtue which Afsar and Saeed (2010) found is only partially supported by this research, because the present study shows that integrity influences the intention to display civic virtue, but Afsar and Saeed (2010) found that all three trustworthiness had an effect on affective organizational commitment. One explanation of the differences between the results of their study and this study could be that their research was conducted in Pakistani context, which could be culturally different than the Netherlands. Using the four Hofstede dimensions (Hofstede, 1983), the Netherlands and Pakistan can be compared. This comparison shows that in Pakistan, individualism is lower, masculinity is higher, and power distance and uncertainty avoidance are just a little higher (The Hofstede Centre, 2014). Pakistani people could be overall more inclined to display civic virtue, because they have a more collectivistic society, compared to an individualistic society in the Netherlands. Another reason could be that ability and integrity could be seen as masculine traits, and they could have more effect because Pakistan has a more masculine culture.

Another difference between the studies is that the research of Afsar and Saeed (2010) consisted of a questionnaire about their current supervisor, whereas this research presented a scenario with a fictional supervisor. A reason for this difference could be that experience of the respondents with a direct supervisor could have influenced how they perceived the fictional supervisor. Also, time is important in trust, so having a real supervisor for some time could have influenced the perception of trustworthiness of this supervisor (Perry, 2004). By doing this research again, using both direct supervisors of people and measure their perceived trustworthiness, and using scenarios with a fictional supervisor, the difference between both studies could be more extensively researched.

The results of this study shed more light on the findings of Robinson and Morrison (1995), who found that possessing integrity has a positive effect on engaging on civic virtue behaviours, through mediation of trust. The present research support this finding that the integrity is the criteria of trustworthiness which influences civic virtue.

The research of Podsakoff et al. (1990) showed that trust had an effect on all dimensions of OCB except civic virtue. The present research found that trustworthiness as a whole affected all dimensions of OCB except courtesy. This difference could have difference reasons. One explanation is that Podsakoff et al. (1990) used another conceptualization to measure trust. The conceptualization they used was that trust is *'faith in and loyalty to the leader'* (Podsakoff et al., 1990, p. 138), where this research used the conceptualization of trustworthiness of Mayer and Davis (1999). Another difference between the studies is that their respondent group consisted mostly of males (90%) from just one company. It could be that civic virtue is less an effect of trust in males than females, which could cause the difference in results. However, the research of Kidder (2002) suggests that men are more likely to show civic virtue behaviour, so this reasoning is not likely. More research into this effect is needed to be able to say something about this difference.

Besides that, acquiring respondents from just one company could have influenced the results, because there could be less variation in types of supervisors. Also, Podsakoff et al. (1990) measured the actual supervisor of the respondents, whereas the present research used fictional supervisors, which could also explain the difference in results.

A reason that trustworthiness did not affect courtesy in this research could be because courtesy is more directed towards individuals, and less towards a company (Williams & Anderson, 1991). Because the trustee was a supervisor, not a co-worker, it is possible that he is seen as a part of the company, which can lead to the intention to perform more OCB's that are directed towards the company and not co-workers. In this reasoning, intention to display altruistic behaviour should also

have not been an effect of trust. However, intention to perform altruistic behaviour was only seen as an effect of ability. Because altruism has some organizational part, that is helping another person *with an organizationally relevant task*, it could be that that part mediated the effect of ability on altruism, because it is directed towards the company.

The difference between male and females in the results was striking. A reason for the fact that all three trustworthiness criteria had an effect on OCB, could be that women are generally more risk-averse than men (Croson & Gneezy, 2009). Because trust involves a certain amount of risk, more perceived trustworthiness leads to less risk, and therefore the effect of trustworthiness could be greater. Another reason could be that women are more sensitive to social cues in determining whether a supervisor is trustworthy (Croson & Gneezy, 2009), but the validation questions in this research showed no significant difference between men and women, hence it could be concluded that the female population in this research were no better than men in determining whether the supervisor was trustworthy. The research of Kidder (2002) implied that men are more likely to perform civic virtue behaviour, and women are more likely to display altruism, and therefore it could be expected to see this in the results. However, there were no significant effects of the trustworthiness criteria on civic virtue in the male population, and there were also no significant effects of the trustworthiness criteria on altruism. An explanation could be that this research focused on the effect of trust, whereas the research of Kidder (2002) focused on the constructs of gender. The effects of the perceived trustworthiness could have influenced the results, and therefore a comparison between the two studies is hard to make.

The results of this study show that trust has more effect on women on the intention to perform OCB than it has on men. However, because the goal and design of this study was not to measure gender differences, no definitive statement about this can be made. More research on gender differences in the effect trust has on OCB is needed to gain a more funded answer to this question.

The results of the present study partially complement the results of the study of Dirks and Skarlicki (2008), who found that co-workers are more inclined to share resources, which can be rallied under civic virtue and altruism, when ability and integrity are perceived higher. Also, they did not find an interaction effect between ability and benevolence, which the results of this study endorse. However, the interaction effect of ability and integrity they saw in the results, was not found in the present study. A reason of this difference could be that the research of Dirks and Skarlicki (2008) was focused on trust between colleagues, whereas this research focused on trust between supervisors and employees. Using social exchange theory, a relationship between co-workers has other characteristics than between an employee and a supervisor, which could explain the difference in results (Dirks & Skarlicki, 2008). Furthermore research could further explore the difference between the effect trust in co-workers has on OCB and the effect trust in a supervisor has on OCB.

Some notable results are to be seen. Concerning the effects of trustworthiness on sportsmanship, in the low integrity and high ability scenario, high benevolence shows a lower intention to perform OCB than low benevolence. A sort of similar effect can be seen with civic virtue, where in the low ability and high integrity scenario, low benevolence shows a higher intention to perform OCB than high benevolence, and this effects is also seen by courtesy and altruism, where low benevolence scores higher in the low ability scenarios. An explanation for these results could be that people had difficulty understanding the concept of benevolence, or the Dutch translation of the word, as is already discussed in the paragraph about the validation of the scenarios. Further research could try to conceptualize benevolence in a way that is more understandable for respondents, so that the results of the research are more reliable.

The results of courtesy show two other notable results, where in the high integrity scenario, low ability scores higher than high ability, and in the high ability scenario, where low integrity scores higher than high integrity. The trustworthiness criteria showed to have no significant effect on courtesy, which could explain these results. Apparently, being perceived as trustworthy as supervisor has no significant effect on the behaviour of employees to prevent problems with other co-workers. A reason for this could be that trustworthiness of a supervisor has more effect on the intention to perform OCB directed to an organization, such as conscientiousness, civic virtue, and sportsmanship. The fact that only one of the six significant effects of the trustworthiness of a supervisor was an OCB directed to other individuals within the organization, does suggest that trustworthiness of a leader more influences OCB's directed to the organization.

5.2 PRACTICAL IMPLICATIONS

This research showed that being perceived as trustworthy has a positive effect on OCB. These effects are different for the different trustworthiness criteria. Integrity shows the most effect on OCB. When a direct supervisor is perceived as possessing integrity, employees are more inclined to perform conscientiousness, sportsmanship, and civic virtue behaviour. Perceived ability leads to sportsmanship and altruism, and perceived benevolence leads to conscientiousness behaviour. So, dependent on which behavioural intention is desired, the supervisor should work on his/her perceived integrity, ability, benevolence, or at his/her trustworthiness as a whole.

Research shows some light on how to improve trust. Perceived ability can be enhanced by ensuring that there is a compelling direction and by providing an enabling structure within the company (Burke et al., 2007). Perceived benevolence can be enhanced by showing employees that there is a possibility of expert coaching and by providing a supportive context among the employees (Burke et al., 2007). Transformational leadership is known to be positively related to perceived integrity, so by using transformation leadership, perceived integrity will be improved (Parry & Proctor-Thomson, 2002). Not only doing ethical things, but also being seen to be doing something positive, active, and proactive, is known to influence perceived integrity (Parry & Proctor-Thomson, 2002).

Other research focus on improvement of trust as a whole. Means to improve trust of employees are employee empowerment, employee participation in decision making, and supervisor feedback towards employees (Perry, 2004; Tzafrir, Harel, Baruch, & Dolan, 2004). Related to this is the research of Whitener, Brodt, Korsgaard, and Jon (1998), who advice to share control and communicate openly to enhance trust, supported by the research of Tzafrir et al. (2004), who found that communication is important in improving trust. Additional to this, Thomas et al. (2009) found that quality of information is important in predicting trust in direct supervisors. The findings of these studies implicate that by communication clear and openly, and giving employees responsibility, supervisors can enhance the trust that employees have in them.

It is also known that tenure under a supervisor is related to trust, so having the same employees under the same supervisor can enhance the trust of employees in the supervisor (Perry, 2004). Also, the perceived credibility of a supervisor is directly related to trust, so by being credible, a supervisor can improve trust (Perry, 2004).

Another factor in improving trust is procedural justice. Tzafrir et al. (2004) found that procedural justice directly leads to improved trust, but it also mediates the impact of employee development on their trust in their managers. So, procedural justice has a double effect in improving trust. Therefore, supervisors should ensure that decisions and procedures will be executed in a righteous way.

Further behaviours that are known to enhance trust are availability, competence, consistency, confidentiality, fairness, loyalty, openness, promise fulfilment, and receptivity (Deluga, 1995). Training programs can focus on these behaviours of supervisors to improve trust.

5.3 FUTURE RESEARCH

Several suggestions for future research are mentioned in the discussion paragraph, but they will be summarized in this paragraph. Also, other future research suggestions are mentioned here.

Future research could redo this study, but randomly assign respondents to a fictional scenario or to questions about their current supervisor. In this way, more clarification could be gained about the different results of this study and the research of Afsar and Saeed (2010).

Another future research recommendation is to look at the difference between males and females, concerning the effect trust has on OCB. The present study presented some indication that trust could be more important in promoting OCB's within the female population, but the results of this study are not definitive. Not much other research has focused on this topic, so further research could try to gain a more in depth review of the difference between men and women concerning the effect trust has on OCB's.

Besides that, the results of this study underlines the suspicion that OCB could be divided in OCB-I and OCB-O, but research to date is very divergent whether OCB consists of five dimensions (Deluga, 1994; Organ, 1988; Podsakoff et al., 1990), whether the five dimensions could not be seen apart from each other (Hoffman et al., 2007; LePine et al., 2002), or whether de five dimensions of OCB should be divided in OCB-I and OCB-O (Ilies et al., 2009; Williams & Anderson, 1991). Future research should focus on clarifying the construct of OCB.

In their meta-analysis, Colquitt et al. (2007) found that ability has a significant effect on OCB, but benevolence and integrity not. This contradicts the findings of this study. Therefore, more research is needed into the direct effects that the three trustworthiness criteria have on OCB, to gain more insight in these differences.

It is known that in predicting trust, quality of information is important in the relationship between employees and supervisors, and quantity of information is important in the relationship between employees and the top-management (Thomas et al., 2009). Because, the present research focused on the effects of trustworthiness on OCB in a supervisor-employee relationship, further research could extend the findings of this study by looking at the effect that trustworthiness has on OCB in the relationship between employees and the top-management.

In this research, the observed alpha of the measurement of the dimensions of OCB are lower than with the research of Podsakoff et al. (1990). This could be due to the translation of the questionnaire. The original questionnaire is developed in English, whereas this questionnaire was translated in Dutch, to ensure that people understood the questions. Also, some validation questions were filled out reasonably incorrect. Also, in some scenarios, 2, 3, 6, and 7, there were validation questions that were filled out different than what was expected from the scenario. This could be due to the interpretation of the respondents of the words that were used to describe the supervisors. It is striking that the mean percentage of benevolence is lower than that of ability and integrity. A reason for this could be that the respondents had more difficulty with understanding the concept of benevolence, or the Dutch translation of the word. Another reason could be that if a supervisor has one or two negative characteristics, the view of the other characteristics are influenced by this. This was also seen in the pre-test, were supervisors with 2 negative

characteristics and 1 positive characteristic were described as also negatively on the positive characteristic. Future research could focus on adjusting and testing the Dutch research instrument to measure the five dimensions of OCB.

Another factor that could have had influence on the results is that the low diversification of the respondents across the Netherlands. Most respondents lived in Gelderland and Overijssel which could have had influence on the results. The reason is that there could be cultural differences across different provinces of the Netherlands, for instance because the percentages of immigrants is higher in the provinces Flevoland, Noord-Holland, and Zuid-Holland, which could have an influence on the local culture (Centraal Bureau voor de Statistiek, 2014). Future research should try to gain a representative sample of every province. To do this study international should be even better, to even more decrease the cultural bias.

Further, most respondents were recruited from the social contacts of the researcher. Further research should try to find more companies to participate, so that the results are less likely to be influenced by knowing the researcher. Besides that, the set of respondents was high enough to gain some results, but in an ideal case the number of respondents should be higher, approaching 50 respondents per scenario. In that way, the results would be even more reliable and generalizable.

5.4 CONCLUSION

The different criteria of trustworthiness show to have an effect on the intention to perform different dimensions of OCB, but these criteria of trustworthiness should be treated as independent and should not be treated as one construct of trustworthiness. Integrity shows to have the greatest effect on dimensions of OCB, followed by ability and as latest benevolence. Most effects of trustworthiness on OCB are behaviours directed toward the company, such as sportsmanship, conscientiousness, and civic virtue.

The practical implications of this research is that direct supervisors can increase the intention to perform positive behaviours of their employees, by being perceived as integer, able, and benevolent. This research adds to the literature by showing that the different trustworthiness criteria have an effect on various dimensions of OCB, by showing that the trustworthiness criteria should be treated separately with research to the effects on dimensions of OCB, and by indicating that the distinction of OCB in OCB-I and OCB-O could be justified.

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APPENDICES

APPENDIX A – COMPONENTS OF THE SCENARIOS

Low Ability

Your manager is not very capable of performing his/her job. He/she hasn't much knowledge about the work that needs to be done. He/she is not very qualified and doesn't have specialized capabilities that can increase the performance of the company.

Je leidinggevende is niet bekwaam in het uitvoeren van zijn/haar werk. Hij/zij heeft niet veel kennis over het werk dat gedaan moet worden, is niet gekwalificeerd, en heeft niet het vermogen om de prestaties van het bedrijf te verhogen.

High Ability

Your manager is very capable of performing his/her job. He/she has much knowledge about the work that needs to be done. He/she is very qualified and has specialized capabilities that can increase the performance of the company.

Je leidinggevende is bekwaam in het uitvoeren van zijn/haar werk. Hij/zij heeft veel kennis over het werk dat gedaan moet worden, is gekwalificeerd, en heeft het vermogen om de prestaties van het bedrijf te verhogen.

Low Benevolence

Your manager is not very concerned about your welfare. He/she wouldn't do anything to keep you from getting hurt, he/she doesn't look out to what's important to you, and will not go out of his way to help you.

Je leidinggevende is niet betrokken op jouw welzijn. Hij/zij zou niets doen om je te beschermen tegen gekwetst te worden. Hij/zij let niet op wat belangrijk is voor jou, en zal niet zijn/haar uiterste best doen om je te helpen.

High Benevolence

Your manager is very concerned about your welfare. He/she wouldn't do anything to hurt you, looks out to what's important to you, and will go out of his way to help you.

Je leidinggevende is erg betrokken op jouw welzijn. Hij/zij zou niets doen om je te kwetsen. Hij/zij let op wat belangrijk is voor jou, en zal zijn/haar uiterste best doen om je te helpen.

Low Integrity

Your manager doesn't have a strong sense of justice. He/she doesn't sticks to his/her words, and doesn't try hard to be fair in dealings with others. His/her actions and behaviours are not very consistent, and his/her behaviour doesn't seem to be guided by sound principles. You don't like his/her values.

Je leidinggevende heeft geen sterk rechtvaardigheidsgevoel. Hij/zij houdt zich niet aan zijn woord, en doet niet zijn/haar best om eerlijk te zijn in omgang met anderen. Zijn/haar acties en gedrag zijn niet consequent, en zijn/haar gedrag lijkt niet geleid te worden door goede principes. Je vindt dat hij/zij geen goede normen en waarden heeft.

High Integrity

Your manager has a strong sense of justice. He/she always sticks to his words, and tries hard to be fair in dealings with others. His/her actions and behaviours are very consistent, and his/her behaviour seems to be guided by sound principles. You like his/her values.

Je leidinggevende heeft een sterk rechtvaardigheidsgevoel. Hij/zij houdt zich aan zijn woord, en doet zijn/haar best om eerlijk te zijn in omgang met anderen. Zijn/haar acties en gedrag zijn consequent, en zijn/haar gedrag lijkt geleid te worden door goede principes. Je vindt dat hij/zij goede normen en waarden heeft.

APPENDIX B – SCENARIOS**Scenario 1***English*

Your manager is very capable of performing his/her job. He/she has much knowledge about the work that needs to be done. He/she is very qualified and has specialized capabilities that can increase the performance of the company.

Besides that, your manager is very concerned about your welfare. He/she wouldn't do anything to hurt you, looks out to what's important to you, and will go out of his way to help you.

Also, your manager has a strong sense of justice. He/she always sticks to his words, and tries hard to be fair in dealings with others. His/her actions and behaviours are very consistent, and his/her behaviour seems to be guided by sound principles. You like his values.

Dutch

Je leidinggevende is bekwaam in het uitvoeren van zijn/haar werk. Hij/zij heeft veel kennis over het werk dat gedaan moet worden, is gekwalificeerd, en heeft het vermogen om de prestaties van het bedrijf te verhogen.

Ook is je leidinggevende erg betrokken op jouw welzijn. Hij/zij zou niets doen om je te kwetsen. Hij/zij let op wat belangrijk is voor jou, en zal zijn/haar uiterste best doen om je te helpen.

Daarnaast heeft je leidinggevende een sterk rechtvaardigheidsgevoel. Hij/zij houdt zich aan zijn woord, en doet zijn/haar best om eerlijk te zijn in omgang met anderen. Zijn/haar acties en gedrag zijn consequent, en zijn/haar gedrag lijkt geleid te worden door goede principes. Je vindt dat hij/zij goede normen en waarden heeft.

Scenario 2*English*

Your manager is very capable of performing his/her job. He/she has much knowledge about the work that needs to be done. He/she is very qualified and has specialized capabilities that can increase the performance of the company.

Besides that, your manager is very concerned about your welfare. He/she wouldn't do anything to hurt you, looks out to what's important to you, and will go out of his way to help you.

However, your manager doesn't have a strong sense of justice. He/she doesn't stick to his/her words, and doesn't try hard to be fair in dealings with others. His/her actions and behaviours are not

very consistent, and his/her behaviour doesn't seem to be guided by sound principles. You don't like his/her values.

Dutch

Je leidinggevende is bekwaam in het uitvoeren van zijn/haar werk. Hij/zij heeft veel kennis over het werk dat gedaan moet worden, is gekwalificeerd, en heeft het vermogen om de prestaties van het bedrijf te verhogen.

Daarnaast is je leidinggevende erg betrokken op jouw welzijn. Hij/zij zou niets doen om je te kwetsen. Hij/zij let op wat belangrijk is voor jou, en zal zijn/haar uiterste best doen om je te helpen.

Echter, je leidinggevende heeft geen sterk rechtvaardigheidsgevoel. Hij/zij houdt zich niet aan zijn woord, en doet niet zijn/haar best om eerlijk te zijn in omgang met anderen. Zijn/haar acties en gedrag zijn niet consequent, en zijn/haar gedrag lijkt niet geleid te worden door goede principes. Je vindt dat hij/zij geen goede normen en waarden heeft.

Scenario 3

English

Your manager is very capable of performing his/her job. He/she has much knowledge about the work that needs to be done. He/she is very qualified and has specialized capabilities that can increase the performance of the company.

However, your manager is not very concerned about your welfare. He/she wouldn't do anything to keep you from getting hurt, he/she doesn't look out to what's important to you, and will not go out of his way to help you.

But, your manager has a strong sense of justice. He/she always sticks to his words, and tries hard to be fair in dealings with others. His/her actions and behaviours are very consistent, and his/her behaviour seems to be guided by sound principles. You like his values.

Dutch

Je leidinggevende is bekwaam in het uitvoeren van zijn/haar werk. Hij/zij heeft veel kennis over het werk dat gedaan moet worden, is gekwalificeerd, en heeft het vermogen om de prestaties van het bedrijf te verhogen.

Echter, je leidinggevende is niet betrokken op jouw welzijn. Hij/zij zou niets doen om je te beschermen tegen gekwetst te worden. Hij/zij let niet op wat belangrijk is voor jou, en zal niet zijn/haar uiterste best doen om je te helpen.

Wel heeft je leidinggevende een sterk rechtvaardigheidsgevoel. Hij/zij houdt zich aan zijn woord, en doet zijn/haar best om eerlijk te zijn in omgang met anderen. Zijn/haar acties en gedrag zijn consequent, en zijn/haar gedrag lijkt geleid te worden door goede principes. Je vindt dat hij/zij goede normen en waarden heeft.

Scenario 4

English

Your manager is very capable of performing his/her job. He/she has much knowledge about the work that needs to be done. He/she is very qualified and has specialized capabilities that can increase the performance of the company.

However, your manager is not very concerned about your welfare. He/she wouldn't do anything to keep you from getting hurt, he/she doesn't look out to what's important to you, and will not go out of his way to help you.

Also, your manager doesn't have a strong sense of justice. He/she doesn't sticks to his/her words, and doesn't try hard to be fair in dealings with others. His/her actions and behaviours are not very consistent, and his/her behaviour doesn't seem to be guided by sound principles. You don't like his/her values.

Dutch

Je leidinggevende is bekwaam in het uitvoeren van zijn/haar werk. Hij/zij heeft veel kennis over het werk dat gedaan moet worden, is gekwalificeerd, en heeft het vermogen om de prestaties van het bedrijf te verhogen.

Echter, je leidinggevende is niet betrokken op jouw welzijn. Hij/zij zou niets doen om je te beschermen tegen gekwetst te worden. Hij/zij let niet op wat belangrijk is voor jou, en zal niet zijn/haar uiterste best doen om je te helpen.

Ook heeft je leidinggevende geen sterk rechtvaardigheidsgevoel. Hij/zij houdt zich niet aan zijn woord, en doet niet zijn/haar best om eerlijk te zijn in omgang met anderen. Zijn/haar acties en gedrag zijn niet consequent, en zijn/haar gedrag lijkt niet geleid te worden door goede principes. Je vindt dat hij/zij geen goede normen en waarden heeft.

Scenario 5

English

Your manager is not very capable of performing his/her job. He/she hasn't much knowledge about the work that needs to be done. He/she is not very qualified and doesn't have specialized capabilities that can increase the performance of the company.

However, your manager is very concerned about your welfare. He/she wouldn't do anything to hurt you, looks out to what's important to you, and will go out of his way to help you.

Also, your manager has a strong sense of justice. He/she always sticks to his words, and tries hard to be fair in dealings with others. His/her actions and behaviours are very consistent, and his/her behaviour seems to be guided by sound principles. You like his values.

Dutch

Je leidinggevende is niet bekwaam in het uitvoeren van zijn/haar werk. Hij/zij heeft niet veel kennis over het werk dat gedaan moet worden, is niet gekwalificeerd, en heeft niet het vermogen om de prestaties van het bedrijf te verhogen.

Wel is je leidinggevende erg betrokken op jouw welzijn. Hij/zij zou niets doen om je te kwetsen. Hij/zij let op wat belangrijk is voor jou, en zal zijn/haar uiterste best doen om je te helpen.

Ook heeft je leidinggevende een sterk rechtvaardigheidsgevoel. Hij/zij houdt zich aan zijn woord, en doet zijn/haar best om eerlijk te zijn in omgang met anderen. Zijn/haar acties en gedrag zijn consequent, en zijn/haar gedrag lijkt geleid te worden door goede principes. Je vindt dat hij/zij goede normen en waarden heeft.

Scenario 6

English

Your manager is not very capable of performing his/her job. He/she hasn't much knowledge about the work that needs to be done. He/she is not very qualified and doesn't have specialized capabilities that can increase the performance of the company.

However, your manager is very concerned about your welfare. He/she wouldn't do anything to hurt you, looks out to what's important to you, and will go out of his way to help you.

But, your manager doesn't have a strong sense of justice. He/she doesn't sticks to his/her words, and doesn't try hard to be fair in dealings with others. His/her actions and behaviours are not very consistent, and his/her behaviour doesn't seem to be guided by sound principles. You don't like his/her values.

Dutch

Je leidinggevende is niet bekwaam in het uitvoeren van zijn/haar werk. Hij/zij heeft niet veel kennis over het werk dat gedaan moet worden, is niet gekwalificeerd, en heeft niet het vermogen om de prestaties van het bedrijf te verhogen.

Wel is je leidinggevende erg betrokken op jouw welzijn. Hij/zij zou niets doen om je te kwetsen. Hij/zij let op wat belangrijk is voor jou, en zal zijn/haar uiterste best doen om je te helpen.

Echter, je leidinggevende heeft geen sterk rechtvaardigheidsgevoel. Hij/zij houdt zich niet aan zijn woord, en doet niet zijn/haar best om eerlijk te zijn in omgang met anderen. Zijn/haar acties en gedrag zijn niet consequent, en zijn/haar gedrag lijkt niet geleid te worden door goede principes. Je vindt dat hij/zij geen goede normen en waarden heeft.

Scenario 7

English

Your manager is not very capable of performing his/her job. He/she hasn't much knowledge about the work that needs to be done. He/she is not very qualified and doesn't have specialized capabilities that can increase the performance of the company.

Besides that, your manager is not very concerned about your welfare. He/she wouldn't do anything to keep you from getting hurt, he/she doesn't look out to what's important to you, and will not go out of his way to help you.

However, your manager has a strong sense of justice. He/she always sticks to his words, and tries hard to be fair in dealings with others. His/her actions and behaviours are very consistent, and his/her behaviour seems to be guided by sound principles. You like his values.

Dutch

Je leidinggevende is niet bekwaam in het uitvoeren van zijn/haar werk. Hij/zij heeft niet veel kennis over het werk dat gedaan moet worden, is niet gekwalificeerd, en heeft niet het vermogen om de prestaties van het bedrijf te verhogen.

Ook is je leidinggevende niet betrokken op jouw welzijn. Hij/zij zou niets doen om je te beschermen tegen gekwetst te worden. Hij/zij let niet op wat belangrijk is voor jou, en zal niet zijn/haar uiterste best doen om je te helpen.

Wel heeft je leidinggevende een sterk rechtvaardigheidsgevoel. Hij/zij houdt zich aan zijn woord, en doet zijn/haar best om eerlijk te zijn in omgang met anderen. Zijn/haar acties en gedrag zijn consequent, en zijn/haar gedrag lijkt geleid te worden door goede principes. Je vindt dat hij/zij goede normen en waarden heeft.

Scenario 8

English

Your manager is not very capable of performing his/her job. He/she hasn't much knowledge about the work that needs to be done. He/she is not very qualified and doesn't have specialized capabilities that can increase the performance of the company.

Besides that, your manager is not very concerned about your welfare. He/she wouldn't do anything to keep you from getting hurt, he/she doesn't look out to what's important to you, and will not go out of his way to help you.

Also, your manager doesn't have a strong sense of justice. He/she doesn't sticks to his/her words, and doesn't try hard to be fair in dealings with others. His/her actions and behaviours are not very consistent, and his/her behaviour doesn't seem to be guided by sound principles. You don't like his/her values.

Dutch

Je leidinggevende is niet bekwaam in het uitvoeren van zijn/haar werk. Hij/zij heeft niet veel kennis over het werk dat gedaan moet worden, is niet gekwalificeerd, en heeft niet het vermogen om de prestaties van het bedrijf te verhogen.

Ook is je leidinggevende niet betrokken op jouw welzijn. Hij/zij zou niets doen om je te beschermen tegen gekwetst te worden. Hij/zij let niet op wat belangrijk is voor jou, en zal niet zijn/haar uiterste best doen om je te helpen.

Daarnaast heeft je leidinggevende geen sterk rechtvaardigheidsgevoel. Hij/zij houdt zich niet aan zijn woord, en doet niet zijn/haar best om eerlijk te zijn in omgang met anderen. Zijn/haar acties en gedrag zijn niet consequent, en zijn/haar gedrag lijkt niet geleid te worden door goede principes. Je vindt dat hij/zij geen goede normen en waarden heeft.

APPENDIX C – QUESTIONNAIRE (ENGLISH)

Questionnaire OCB

		Totally disagree					Totally agree	
	<i>Conscientiousness</i>							
1	My attendance at work will be above the norm.	1	2	3	4	5	6	7
2	I will not take extra breaks.	1	2	3	4	5	6	7
3	I will obey organizational rules and regulations even when no one is watching.	1	2	3	4	5	6	7
4	I will be one of the most conscientious employees.	1	2	3	4	5	6	7
5	I will believe in giving an honest day's work for an honest day's pay.	1	2	3	4	5	6	7
	<i>Sportmanship</i>							
6	I will consume a lot of time complaining about trivial matters. (R)	1	2	3	4	5	6	7

7	I will always focus on what's wrong, rather than the positive side. (R)	1	2	3	4	5	6	7	
8	I will tend to make "mountains out of molehills." (R)	1	2	3	4	5	6	7	
9	I will always find fault with what the organization is doing. (R)	1	2	3	4	5	6	7	
10	I will be the classic "squeaky wheel" that always needs greasing. (R)	1	2	3	4	5	6	7	
	<i>Civic Virtue</i>								
11	I will attend meetings that are not mandatory, but are considered important.	1	2	3	4	5	6	7	
12	I will attend functions that are not required, but help the organizations image.	1	2	3	4	5	6	7	
13	I will keep abreast of changes in the organization.	1	2	3	4	5	6	7	
14	I will read and keeps up with organization announcements, memos, and so on.	1	2	3	4	5	6	7	
	<i>Courtesy</i>								
15	I will take steps to try to prevent problems with other workers.	1	2	3	4	5	6	7	
16	I will be mindful of how my behaviour affects other people's jobs.	1	2	3	4	5	6	7	
17	I will not abuse the rights of others.	1	2	3	4	5	6	7	
18	I will try to avoid creating problems for co-workers.	1	2	3	4	5	6	7	
19	I will consider the impact of my actions on co-workers.	1	2	3	4	5	6	7	
	<i>Altruism</i>								
20	I will help others who have been absent.	1	2	3	4	5	6	7	
21	I will help others who have heavy workloads.	1	2	3	4	5	6	7	
22	I will help orient new people even though it is not required.	1	2	3	4	5	6	7	
23	I will be willingly to help others who have work related problems.	1	2	3	4	5	6	7	
24	I will always be ready to lend a helping hand to those around me.	1	2	3	4	5	6	7	
		Totally disagree					Totally agree		

Demographics

1. Age: ____
2. Gender: Male/Female*
3. Highest completed education: elementary school/lower secondary professional education/lower secondary professional education theoretical track/Junior college/secondary school/secondary vocational education/higher professional education/University education*
4. Type of organization working in: Health Care/Service Provider/Building Company/Non-profit organization/Government agency/Education*
Other, namely: _____
5. Region of work: Friesland/Drenthe
/Overijssel/Flevoland/Gelderland/Utrecht/Noord-Holland/Zuid-Holland/Zeeland/Noord-Brabant/Limburg*
6. Region of living: Friesland/Drenthe
/Overijssel/Flevoland/Gelderland/Utrecht/Noord-Holland/Zuid-Holland/Zeeland/Noord-Brabant/Limburg*

* delete as applicable

APPENDIX D – QUESTIONNAIRE (DUTCH)

Introduction

Bedankt dat u mee wilt werken aan dit onderzoek! De resultaten van dit onderzoek zullen geheel anoniem worden verwerkt. Het invullen van dit onderzoek zal ongeveer 10 minuten duren.

In dit onderzoek krijgt u een scenario te lezen over een fictieve leidinggevende. Het is de bedoeling dat u zich voorstelt een dergelijke leidinggevende te hebben. Vervolgens krijgt u een vragenlijst te zien met verschillende soorten gedrag. Hier kunt u aangeven hoe waarschijnlijk het is dat u bepaald gedrag zou vertonen als u een leidinggevende zou hebben zoals in het scenario omschreven is. Probeer u zich dus zo goed mogelijk in te leven bij het lezen van het scenario.

Vervolgens krijgt u een korte vragenlijst waarin u wordt gevraagd aan te geven in hoeverre de leidinggevende uit het scenario bepaalde eigenschappen bezit.

Aan het eind wordt u gevraagd enige gegevens in te vullen, die worden gebruikt om de resultaten te vergelijken. Deze gegevens zullen verder niet worden gebruikt, en compleet anoniem worden verwerkt in het onderzoek.

Omdat dit onderzoek gaat over een fictieve leidinggevende is het belangrijk dat u ervaring hebt (heeft gehad) met een directe leidinggevende. Als u dit niet heeft (gehad) valt u helaas buiten de doelgroep van het onderzoek. In dat geval is het de bedoeling dat u dit onderzoek niet invult.

- Ik heb de uitleg gelezen en ik heb ervaring (gehad) met een directe leidinggevende

Questionnaire OCB

		Helemaal oneens				Helemaal eens		
	<i>Conscientiousness</i>							
CS1	Mijn aanwezigheid op het werk zou boven de norm zijn.	1	2	3	4	5	6	7
CS2	Ik zou geen extra pauzes nemen.	1	2	3	4	5	6	7
CS3	Ik zou me, ook als niemand het ziet, aan de regels en voorschriften van de organisatie houden.	1	2	3	4	5	6	7
CS4	Ik zou een van de meest gewetensvolle werknemers zijn.	1	2	3	4	5	6	7
CS5	Ik geloof in een goede dag werk voor een eerlijk loon.	1	2	3	4	5	6	7
	<i>Sportmanship</i>							
S1	Ik zou veel tijd kwijt zijn met klagen over onbeduidende zaken. (R)	1	2	3	4	5	6	7
S2	Ik zou altijd focussen op wat er mis is, in plaats van de positieve kanten. (R)	1	2	3	4	5	6	7
S3	Ik zou vaak van een mug een olifant maken. (R)	1	2	3	4	5	6	7
S4	Ik zou altijd iets aan te merken hebben op wat de organisatie doet. (R)	1	2	3	4	5	6	7
S5	Als ik mijn zin niet krijg zou ik gaan zeuren tot ik krijg wat ik wil. (R)	1	2	3	4	5	6	7
	<i>Civic Virtue</i>							
CV1	Ik zou naar vergaderingen gaan die niet verplicht zijn, maar wel als belangrijk gezien worden.	1	2	3	4	5	6	7

CV2	Ik zal functies bekleden die niet verplicht zijn, maar die het imago van de organisatie versterken.	1	2	3	4	5	6	7
CV3	Ik zou op de hoogte blijven van veranderingen in de organisatie.	1	2	3	4	5	6	7
CV4	Ik zou op de hoogte blijven van aankondigingen van de organisatie, memo's lezen, etc.	1	2	3	4	5	6	7
	<i>Courtesy</i>							
CY1	Ik zou proberen te voorkomen dat ik problemen veroorzaak voor mijn collega's.	1	2	3	4	5	6	7
CY2	Ik zou goed nadenken over het effect van mijn acties op het werk van mijn collega's.	1	2	3	4	5	6	7
CY3	Ik zou misbruik maken van de rechten van anderen. (R)	1	2	3	4	5	6	7
CY4	Ik zou voorkomen dat ik problemen zou krijgen met mijn collega's.	1	2	3	4	5	6	7
CY5	Ik zou alert zijn op hoe mijn gedrag het werk van anderen beïnvloedt.	1	2	3	4	5	6	7
	<i>Altruïsm</i>							
A1	Ik zou anderen helpen die afwezig zijn geweest.	1	2	3	4	5	6	7
A2	Ik zou anderen helpen die een hoge werkdruk hebben.	1	2	3	4	5	6	7
A3	Ik zou nieuwe werknemers helpen oriënteren, ook al is dat niet verplicht.	1	2	3	4	5	6	7
A4	Ik zou anderen helpen die werk-gerelateerde problemen hebben.	1	2	3	4	5	6	7
A5	Ik zou altijd bereid zijn om een helpende hand te bieden aan mensen om me heen.	1	2	3	4	5	6	7
		Helemaal oneens			Helemaal eens			

Demografische gegevens

1. Leeftijd: ____
2. Geslacht: Man/Vrouw*
3. Hoogst afgerond opleidingsniveau: Basisonderwijs/VMBO/VMBO tl/HAVO/VWO/MBO/HBO/WO*
4. Type organisatie waar u in werkt: Gezondheidszorg/Dienstverlener/Bouwbedrijf/Non-profit organisatie/Overheidsinstelling/OnderwijsALT_1*
Anders, namelijk: _____
5. Provincie waarin de organisatie zich bevindt waarin u werkt(e): Friesland/Drenthe /Overijssel/Flevoland/Gelderland/Utrecht/Noord-Holland/Zuid-Holland/Zeeland/Noord-Brabant/Limburg*
6. Provincie waarin u woont: Friesland/Drenthe /Overijssel/Flevoland/Gelderland/Utrecht/Noord-Holland/Zuid-Holland/Zeeland/Noord-Brabant/Limburg*

* doorhalen wat niet van toepassing is