A MODEL OF DYADIC TRUST: TURKISH CASE

by

SELİN ERDİL

Submitted to the Institute of Social Sciences
in partial fulfillment of
the requirements for the degree of
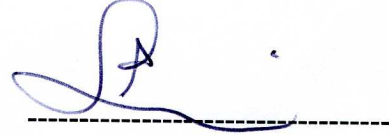Doctor of Philosophy
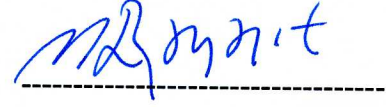
Sabancı University
June 2011

A MODEL OF DYADIC TRUST: TURKISH CASE

APPROVED BY:

Assoc. Prof. Dr. S. Arzu Wasti
(Dissertation Supervisor)

Assist. Prof. Dr. Mahmut Bayazıt

Prof. Dr. Nakiye Boyacıgiller

Prof. Dr. Canan Ergin

Assist. Prof. Dr. Özgecan Koçak

DATE OF APPROVAL: 08. JUNE. 2011

A MODEL OF DYADIC TRUST: TURKISH CASE

Selin Erdil

PhD Dissertation, 2011

Dissertation Supervisor: Assoc. Prof. Dr. S. Arzu Wasti

Keywords: coworker trust, affect-based trust (ABT), cognition-based trust (CBT), Turkey, actor-partner interdependence model (APIM)

In this research, taking into account the multiplex nature of relationships in Turkey (i.e., the overlap of multiple roles in a work relationship), a model of coworker trust incorporating universal as well as culturally salient antecedents, outcomes and moderators (i.e., relational self-construal and familiarity) was tested. Further, the role of reciprocity (i.e., responding to being trusted with trusting) was investigated.

The research consisted of three studies. Initially, the proposed model of trust formation was reviewed with qualitative data from 22 employees working in large corporations in Istanbul. Then, using student samples, scales for trust, its antecedents and outcomes were developed or adapted and validated. Finally, the integrative model was tested with 135 student dyads using the Actor-Partner Interdependence Modeling (APIM; Kenny et al., 2006).

In addition to validating the two-dimensional conceptualization of trust consisting of affect-based trust (ABT) and cognition-based trust (CBT) these studies revealed that personal manifestations of benevolence influenced ABT, which extended to willingness to be vulnerable in the non-work domain. Also, findings demonstrated that ABT results in relational promotion and relational accommodation (i.e., complacency and conflict

avoidance), which may lead to compromising performance norms. ABT was also shown to cause emotional strain whereas CBT alleviated it. Reciprocal effects were found as being perceived benevolent increased ABT and being affectively trusted increased relational promotion behaviors. Finally, the positive relationship between trustor's ABT and conflict avoidance was stronger when trustors had a relational self-construal.

ÇALIŞMA İLİŞKİLERİNDE GÜVEN: TÜRKİYE ÖRNEĞİ

Selin Erdil

Doktora Tezi, 2011

Tez Danışmanı: Doç. Dr. S. Arzu Wasti

Anahtar Kelimeler: çalışma arkadaşlarına güven, duygusal güven, bilişsel güven, Türkiye, Aktör-partner bağımlılık modeli (APIM)

Bu araştırmada, Türk çalışma hayatında yaygın olan çoklu ilişkiler (*multiplexity;* bir ilişkinin içeriğinde birden çok rolün örtüşmesi) göz önünde bulundurularak, çalışma arkadaşlarına duyulan güvenin hem evrensel hem de kültürün ön plana çıkardığı öncüllerini, sonuçlarını ve biçimsel değişkenlerini (ilişkisel benlik kurgusu ve tanışıklık düzeyi) kapsayan bir model test edilmiştir. Ayrıca güvenin karşılıklığı (*reciprocity;* güvenilmeye güvenmekle karşılık vermek) araştırılmıştır.

Araştırma üç çalışmadan oluşmaktadır. Öncelikle, önerilen güven oluşum modeli İstanbul'da büyük firmalarda çalışan 22 kişinin mülakat verileriyle değerlendirilmiştir. Bunu takiben, yazından uyarlanan ve yeni geliştirilen ölçekler (güven, öncülleri ve sonuçları) öğrenci örneklemleriyle geçerlenmiştir. Son olarak, araştırma modeli beraber çalışan 135 öğrenci çiftinden toplanan anket verileriyle Aktör-Partner Bağımlılık Modeli (APIM, Kenny vd., 2006) kullanılarak test edilmiştir.

Bu çalışmalar, güvenin duygusal ve bilişsel güvenden oluşan ikili yapısını geçerlemenin yanı sıra kişisel yardımseverlik davranışlarının bireyin hem profesyonel hem de özel hayatında kendisini "savunmasız kılması" olarak geniş kapsamlı kavramsallaştırılan duygusal güveni belirlediğini göstermektedir. Ayrıca, duygusal

güvenin ilişki hatırına ve ilişkiyi performansın önüne koyan (performansa kayıtsızlık ve çatışmadan kaçınmak gibi) davranışlara yol açtığı görülmüştür. Duygusal güvenin duygusal gerginliğe yol açtığı gözlenirken bilişsel güvenin duygusal gerginliği hafiflettiği bulunmuştur. APIM ile yapılan analizlerde kişisel olarak yardımsever algılanmanın duygusal güveni arttırdığı, duygusal güven beslenmenin de ilişki hatırına yapılan davranışları arttırdığı tespit edilmiştir. Son olarak, ilişkisel benlik kurgusuna sahip bireylerin duygusal güvenlerinin karşılarındaki kişiyle çatışmadan kaçınmalarına daha çok sebep olduğu bulunmuştur.

ACKNOWLEDGEMENTS

A work of this nature is a product of contributions from a variety of people to whom I am sincerely grateful. Specifically, I am indebted to Arzu Wasti, my advisor, for her intellectual guidance and exemplary presence through out my dissertation project. Thank you Arzu Hanım- for your patience and labor – particularly for guiding my development as an informed research writer.

I also wish to acknowledge and thank all of my dissertation committee members for their time and effort. They include, Nakiye Boyacıgiller, Canan Ergin, Özgecan Koçak and Mahmut Bayazıt. I remain grateful to Özgecan Koçak and Mahmut Bayazıt who communicated valuable suggestions, which I have tried to incorporate into this work. I would also like to express my gratitude to David Kenny for his encouragement and for his guidance in dyadic data analysis.

I am thankful to all the professors, fellow students and friends I've met over my years at Sabancı University for making the PhD studies an intellectually satisfying as well as an enjoyable experience. During the course of my PhD studies two friends have provided invaluable help: Özge Can and Okan Pala –Thank you for the intellectual, morale and technological support during the development of this work. I also would like to thank School of Management's administrative personnel whose positive attitude made all the bureaucratic work look so easy.

I owe a special thank you to my friends and family members for their love and support while I decided to be a student for a while again. First and foremost, I thank my husband, Ahmet Erdil -Canım, thank you for your patience and numerous forms of support over the last five years. Now, we can move on. Also, my heartfelt thanks to my parents Benian and Engin Eser -Dad, mom: from a very young age you instilled me the importance of education, and joys of learning. Your unconditional support, encouragement and love were invaluable. Finally, thanks to my friends, for helping keep in everything in a proper perspective. You have been a great company throughout the years, and a source of joy, thank you all for being in my life.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

Page

LIST OF ABBREVIATIONS

ABI   Ability, benevolence and integrity

ABT   Affect-based trust

AC   Affective commitment

AIC   Akaike's (1987) information criterion

APIM   Actor-partner interdependence model

BTI   Behavioral trust inventory

CBT   Cognition-based trust

CFA   Confirmatory factor analysis

CFI   Comparative fit index

EFA   Exploratory factor analyses

I-SAT   Interchangeable saturated model

ICB   Interpersonal citizenship behavior

KMO   Kaiser-Meyer-Olkin

LMX   Leader-member exchange

MLM   Multilevel modeling

MSA   Measures of sampling adequacy

NNFI   Non-normed fit index

OCB   Organizational citizenship behavior

PAF   Principal axis factoring

PCA   Principal components analysis

PRI   Protestant relational ideology

PTT   Propensity to trust

PWE   Protestant work ethic

RISC   Relational-interdependent self-construal

RMSEA   Root mean square error of approximation

RSC   Relational self-construal

S-B   Satorra-Bentler

SEM   Structural equation modeling

TMX   Team-member exchange

1.

INTRODUCTION

Coworkers engage in repeated social interactions, which require cooperation in the absence of hierarchical sanctions. They work together on average eight hours a day five days a week. In most lines of work, they see each other more than they see their family and friends. An intriguing question for both scholarly research and practice is: How do they build and maintain these relationships? This question is timely and crucial as the organizational environment is more volatile and global than ever, a situation to which the organizations respond by adopting flatter and more team-based structures (Chiaburu & Harrisson, 2008; Leonard & Freedman, 2000). To this end, academicians and practitioners have praised the virtue of trust as the "magical solution", the central element in facilitating day-to-day functioning of these individuals. Trust "has been touted as the all powerful lubricant that keeps the economic wheels turning and greases the right connections- all to our collective benefit." (Kramer, 2009, p. 69).

For a long time trust has been the focal interest of many scholars from a variety of disciplines ranging from close relationships literature in social psychology to those from more macro areas such as inter-organizational relationships addressed by sociology and economics. (Lewicki & Bunker, 1996; Mayer, Davis, & Schoorman, 1995; McAllister, 1995; Rotter, 1980; Shapiro, 1987; Sitkin & Roth, 1993; Williamson, 1993). Despite differences across different conceptualizations, and diversity in the level of analyses common elements such as trust involving a belief, expectation, intention and behavior; involving interdependence and risk are employed by most studies (Rousseau, Sitkin, Burt, & Camerer, 1998). Among these key concepts, organizational behavior research has focused on trust as a psychological state that develops over time between two individuals (Dirks & Ferrin, 2002; Mayer et al., 1995; Rousseau et al., 1998).

The accumulating mainstream trust literature has provided a useful understanding of trust and its related constructs in North American contexts, and its importance for the organization and working relationships has also been established in various studies (e.g., Colquitt, Scott, & LePine, 2007; Dirks & Ferrin, 2002). Yet, there are still unanswered questions regarding this highly opaque construct among which this research focused on the following: Do the dyadic trust models developed in North America travel well to other cultural contexts? In order to answer this question, the role of affective elements in trust models for coworkers in Turkey, a collectivist culture will be explored.

The following section will lay out the ideas in the current state of trust research and highlight the role of culture in trust relationships, consequently portraying this question as timely and meaningful.

1.1. Trust and Culture

Particularly in the last two decades organizational literature on interpersonal trust has enjoyed a resurgence of interest. Scholarly work has become extensive including special issues (e.g., Academy of Management Review, Organizational Science, Journal of Managerial Psychology, International Journal of Human Resource Management), several key articles introducing various trust models (e.g., Mayer et al., 1995; McAllister, 1995), edited books (e.g., Kramer & Tyler, 1996; Saunders, Skinner, Dietz, Gillespie, & Lewicki, 2010) devoted to this topic, and several meta-analyses and reviews summarizing the empirical work on interpersonal trust (Colquitt et al., 2007; Dietz & Den Hartog, 2006; Dirks & Ferrin, 2002).

Today, the trust models of Mayer et al. (1995) and McAllister (1995) have become widely accepted in organizational research and Mayer et al.'s (1995) conceptualization of trust has become one of the most commonly cited definitions. According to this definition trust is an intention reflecting the willingness to be vulnerable to the actions of another party under conditions of risk and interdependence. Based on this definition Mayer et al.'s (1995) integrative model separated beliefs, intentions and behavior arguing that a person's beliefs of another's trustworthiness (ability, integrity, benevolence) was a proximal antecedent of trust, which was defined

as a behavioral intention and which in turn was a proximal antecedent to risk taking behavior in the relationship. Hence, their model distinguished trust as a relational state from trust as a stable individual difference, which was the dominant opinion for a long while (Rotter, 1967).

In contrast to this unidimensional view of trust, which is still prevalent (Colquitt et al., 2007), McAllister (1995) developed a multidimensional model, which conceptualized trust as having two bases: (1) cognition-based trust (CBT), reflecting issues such as reliability, integrity, honesty and fairness of a referent (who is labeled as trustee), and (2) affect-based trust (ABT), reflecting a special relationship characterized by the care and concern shown by the trustee towards the trustor (the person who trusts). This distinction of trust's two bases resembles more recent psychological studies of social cognition, which argue that people differentiate each other by liking (i.e., warmth, trustworthiness) and respecting (e.g., competence; Fiske, Cuddy, & Glick, 2006). Based on this framework on social perception Casciaro and Lobo (2008) differentiated between interpersonal affect (i.e., liking) and competence. Although these categories share some similarities with trust bases, they are not necessarily same as trust. Trust, indicates that the trustor is willing to be vulnerable to the trustee. Hence, affect in a relationship which may be characterized broadly as liking does not reflect the extent of risk the trustor is willing to take in the relationship with the trustee nor does it guarantee a special relationship built upon care and concern towards the trustor, like trust based on affective grounds does. However, liking may be considered among the factors that yield ABT.

Although the operational definitions of trust in Mayer et al.'s (1995) and McAllister's (1995) models were different, the former one measuring "willingness to be vulnerable", the second one assessing "positive expectations in the relationship", both models agreed that proximal antecedents of interpersonal trust were based on the trustworthiness of the other party and that trust led to beneficial outcomes.

These two models have been widely applied in organizational trust research, helping to explain the development of trust as well as its beneficiary role in working relationships of various referents (e.g., supervisor, coworker, subordinate, and so forth; Colquitt et al., 2007; Dirks & Ferrin, 2002). Mayer et al.'s (1995) initial model was intended to be general aiming to explain various trust relationships, whereas McAllister's model (1995) particularly examined trust between coworkers. None of them developed specific arguments distinguishing various types of trust relationships

from each other. The distinguishing role of referent in trust relationships became a topic of interest in the two meta-analyses on organizational trust research (Colquitt et al., 2007; Dirks & Ferrin, 2002), however in these reviews the test of this variable as a moderator produced inconclusive results.

On the other hand, Schoorman, Mayer, and Davis (2007) emphasized the relevance of the referent in trust formation and admitted that in their initial model (Mayer et al., 1995) these contextual variables were neglected only for the sake of parsimony. They argued that hierarchical power difference between organizational referents (trust relationships between supervisor and trustee) might have important implications for trust formation and it was likely that in coworker relationships void of power differentials emphasis would be on a different set of predictor variables.

Although for a long time most of the work on interpersonal trust has focused on trust in hierarchical relationships, recently there is a surge of interest in examining trust directed toward lateral relationships involving coworkers (e.g., Chattopadhyay & George, 2001; Dirks & Sckarlicki, 2009; Ferres, Connell, & Traviaglone, 2004; Ferrin, Dirks, & Shah, 2006; Knoll & Gill, in press; Lau & Liden, 2008; Yakovleva, Reilly, & Werko, 2010). Indeed, at a time when the relevance of horizontal relationships is more pronounced than ever – as the new work arrangements requiring more interaction and interdependence between coworkers leave them vulnerable to each other more than before (Chiaburu & Harrison, 2008)- focusing on coworker trust may be a timely endeavor. Moreover, examining particular referent relationships that are understudied might reveal relative importance of the variables that foster our understanding of formation and consequences of trust (Schoorman, 2007). Although a recent meta-analysis by Colquitt et al. (2007) showed that all trust antecedents were equally significant for various referents, cross-cultural evidence indicates benevolence as the most important driver in trusting a coworker (e.g., Tan & Lim, 2009; Wasti, Tan, & Erdil, 2011). This lack of agreement in the literature with respect to trust formation in lateral relationships may be due to the cultural differences between the samples of these studies. Hence, it is worthwhile to ask the question "What are the dynamics of trust relationships towards coworkers in Turkey?" To this end, the primary goal of this study is to develop a model of lateral trust relationships in Turkey.

Increasingly many scholars advocate that indigenous studies can provide novel and rich insight to the accumulating global management knowledge (Tsui, 2004). They argue that these studies would have relevance outside their points of origin by providing

the possibility to unearth recessive characteristics in other (e.g., mainstream) cultures while examining those dominant in the focal culture (Gelfand, Erez, & Aycan, 2007; Shweder, 2000; Tsui, Nifadkar, & Ou, 2007).

Consequently, it appears to be timely and meaningful to develop a model of coworker trust in Turkey, whose culture has been repeatedly clustered among collectivist cultures in the world as opposed to the individualistic culture of North America (Hofstede, 2001; House, Hanges, Javidan, Dorfman, & Gupta, 2004). Although other dimensions of culture such as uncertainty avoidance referring to a preference for structure and power distance indicating the acceptance of power differentials in a society (Hofstede, 2001; House et al., 2004) may also be relevant to understand trust dynamics, they are not addressed within the scope of this study. This decision rests on the expectation that uncertainty avoidance might be particularly relevant to understand the level of generalized trust towards strangers in a society (Schoorman et al., 2007), and power distance might provide a useful lens to understand hierarchical trust relationships (Lee, Pillutla, & Law, 2000). However, by emphasizing that relationships are construed differently in different cultures the dimensions of individualism and collectivism provide a relevant cultural lens to understand coworker trust, which is a relational construct defined by the level of interdependence within the relationships. The distinguishing attributes of collectivist cultures were discussed by Triandis and Gelfand (1998) as (a) interdependent definition of the self rather than an independent definition (Markus & Kitayama, 1991); (b) the close alignment of ingroup and personal goals rather than the priority of personal goals over the collective goals (e.g., Triandis, Bontempo, Villareal, Asai, & Lucca, 1988); (c) an emphasis on communal relationships (Mills & Clark, 1982) that are characterized by deep interdependence and relatedness, rather than an emphasis on exchange relationships that are characterized by rationality and shallow dependence (Fiske, Kitayama, Markus, & Nisbett, 1998); and (d) the importance of norms as determinants of social behavior rather than attitudes (e.g., Kashima, Siegel, Tanaka, & Kashima, 1992). These attributes of collectivist cultures will inform my model, while I employ a cultural lens to expand the mainstream trust models to better capture the realities of a collectivist context.

Indeed, the relatively few studies taking a culturally contextualized approach to trust have shown that different currencies might be operating in trust formation in collectivist cultures. For example, ABT, which reflected a multiplex relationship in which coworkers could relate to each other in multiple ways (e.g., coworker and friend,

Gelfand, Leslie, & Fehr, 2008) was found to dominate in the work context in collectivist cultures (Mizrachi, Drori, & Anspach, 2007; Tan & Chee, 2005). A blurring of the line between professional and personal contexts (Trompenaars & Hampden-Turner, 1998) was observed in these cultures indicating that trustworthiness assessments were not restricted to the work context (Wasti & Tan, 2010; Wasti et al., 2011). In particular, manifestations of benevolence were not only limited to task-related issues, but also expanded to the personal domain (e.g., extending support to personal or family issues).

Based on the above discussions and empirical evidence this study will employ a culturally contextualized approach to trust in an attempt to ask "the right questions" which are of high relevance to collectivist cultures. While the theoretical framework in this research will conceptualize trust as multidimensional with ABT and CBT (McAllister, 1995), I will be particularly focusing on the formation and implications of ABT as it is found to be the more salient trust base in collectivist cultures.

I will adopt culture-specific workways as a framework to understand dyadic trust relationships. Sanchez-Burks and Lee (2007) define workways as workplace beliefs, mental models and practices regarding what are acceptable in the work domain and argue that these may vary from culture to culture. One of the central aspects of variance has been shown in workplace relational styles defined as people's beliefs about the role of relationships in the workplace and relational behaviors at work. For example in the United States workways are defined by Protestant Relational Ideology (PRI), which refers to a "deep seated belief that affective and relational concerns are considered inappropriate in work settings, and, therefore are to be given less attention than in social, nonwork settings" (Sanchez-Burks, 2005, p.265). Gelfand et al. (2008) argue that the assumption of work-nonwork boundaries may have resulted in less attention to the influence of friendships and multiplex ties in organizations, and the integration of organizational life with other domains of life. Wasti and Tan (2010) have also asserted that interpersonal trust models in the mainstream literature largely reflect workplace relational styles shaped by American workways, and therefore, they may be limited in explaining trust relationships in cultures with different workplace relational styles.

I argue that Turkish workways may provide a contrasting example to those of American with respect to the prevalence of multiplex ties that combine friendship, family, and work, highlighting the inclusion of personal domain in work interactions in Turkish culture (Aycan, 2006; Wasti & Tan, 2010). Apart from the work-family conflict

and balance literature, in the mainstream organizational behavior literature there is not much direct assessment of how work and personal domains intersect in persons' everyday lives. To this end, Turkish workways, which emphasize the personal, relational, and affective connotations of interpersonal trust, may shed light to those recessive characteristics in the mainstream literature.

As Grey and Sturdy (2007) noted the relationship between coworkers need not be restricted with the professional roles, but may also entail friendship. Yet, there is a dearth of research on workplace friendships (Grey & Sturdy, 2007). Not surprisingly, trust has been discussed as the primary attribute of friendships in general and business friendships in particular (e.g., Gibbons, 2004, Ingram & Zou, 2008). In this literature, friendship is considered a trust-based exchange relation in which we give ourselves to induce the other person to do the same (Greeley, 1971). Although not stated explicitly, ABT is assumed to be the primary attribute of a friendship relationship, which brings about another question: What are the individual and organizational implications of coworker relationships infused with trust, in particular with ABT? To this date, the positive outcomes of trust regarding cooperative behavior, decreased monitoring and positive job attitudes have been well documented (Colquitt et al., 2007; Dirks & Ferrin, 2002). However, in theoretical discussions it has also been suggested that idealization of ABT relationships may lead to misattributions like developing excuses for trustee's shortcomings (McAllister, 1997). Indeed, an excessive level of trust has been argued to expose trusting individuals to the risk of betrayal, complacency or over-commitment (Gargiulo & Ertuğ, 2006), suggesting that fostering ABT relationships is not an automatic recipe for organizational performance.

In addition, the limited literature on business friendships indicates that such multiplex relationships may be costly to the individual's psychological well-being (Ingram & Zou, 2008). The friendship literature argues that contradicting norms may be operating in multiplex relationships leading to tension (Bridge & Baxter, 1992; Ingram & Zou, 2008). On the one hand the demands of the work role would require a performance exchange where the goal of both parties is instrumental; on the other hand, the demands of a friendship role would require a relational exchange (affective in nature) where the goal involves the development and maintenance of relational capital (i.e., ABT). Ingram and Zou (2008) argue that the coexistence of affect and instrumentality may intensify the relational costs incurred leading to emotional strain or stress. These discussions coupled with the theoretical arguments on the dark side of

trust imply that ABT may have unintended detrimental consequences yet to be tested empirically. Considering that in collectivist cultures social behaviors are determined by norms rather than attitudes (Triandis & Gelfand, 1998) the undesirable consequences of ABT relationships may be more pronounced when studied in a collectivist culture. Hence, my second goal is to pursue the following questions: Is trust always desirable? Does it have a dark side?

Moreover, although trust is a dyadic phenomenon, the relationships among variables in its nomological network have been treated as if it is an individual phenomenon ignoring relational considerations. Most empirical work on trust typically has employed a single party's perceptions (i.e., either the subordinate's or the manager's). However, Ferrin, Bligh, and Kohles (2007) offered to make a more explicit distinction between "one's own" and "the other's" trust rather than analyzing individual level effects when the topic of interest was a relational phenomenon. They suggested that the effects of both a person's and his/her partner's beliefs and behaviors need to be considered on the criterion variable, because a person's response is predicted by some aspect of his/her partner's response as well as his own. Although limited, there are studies heeding this call and investigating multiple perspectives of trust exist, but they are mostly addressing trust between manager-subordinate dyads whose roles are defined by the work context (e.g., Brower, Lester, Korsgaard, & Dineen, 2009; Wells & Kipnis, 2001). Yakovleva et al.'s (2010) study, which distinguished between one's own and his/her partner's trust across lateral relationships is an exception. This study, which tested the mechanisms of reciprocal interdependence in trust relationships, found that there is reciprocity in antecedents of trust such as benevolence and integrity, but not in ability. In other words, they showed that person A (trustor) trusts person B (trustee) not only because A perceives B as benevolent, but also because A is perceived to be benevolent by B. Yakovleva et al.'s (2010) findings implied that reciprocity is critical in trust formation. However, their operationalization of trust was unidimensional and the role of affect-based relationships was not explicitly addressed. By distinguishing between affective and cognitive bases of trust this research aims to further clarify the role of reciprocity in trust relationships. In addition, this dyadic perspective will be extended to the consequences of trust. The emphasis of obligations towards in-group members in collectivist cultures (Triandis, 1989) may yield stronger reciprocal interdependence in ABT relationships at work contexts, suggesting that ABT relationships may be more binding in such cultures. Hence, it will be argued that, in

collectivist cultures the dark side of ABT may be captured in the behaviors of a trustor not only in response to ABT towards a trustee, but also in the acknowledgement of ABT felt towards him/her. To understand these dynamics better this research will employ Actor-Partner Interdependence Model (APIM; Kenny, Kashy, & Cook, 2006) that tests how one person's and his/her partner's score on a predictor will affect the person's outcome. Hence, my third goal is to examine the role of reciprocity on trust formation and on trust's suboptimal consequences in a collectivist culture.

1.2. Outline of the Dissertation

In the next chapter I will first review the mainstream trust literature, which lays the basis for the research model, and then discuss the cross-cultural trust literature in which this research is situated. These discussions will lead to the hypotheses tested; building up the trust model I propose. I will examine the cultural assumptions of my model with a qualitative study reported in the third chapter. In the fourth chapter I will explain the scale validation study and report its findings, which will be followed by the fifth chapter where I will present the methodology and the findings from the dyadic study I conducted to test the trust model. In the final chapter I will conclude this research with a discussion of the meaning of the results particularly for the Turkish work context as well as for the trust literature in general.

2.

THEORETICAL BACKGROUND

2.1. Interpersonal Trust in Work Relationships

In its most comprehensive form, a frequently cited definition of interpersonal trust describes trust as "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" (Mayer et al., p. 712). The two parties involved in the trust relationship are labeled 'trustor' referring to the person who is trusting and 'trustee' representing the "other" whom the trustor trusts. This definition treats trust neither as a behavior (e.g., cooperation) nor a choice (e.g., risk taking), but as an intention that could lead to those actions (Rousseau et al., 1998).

Interdependence and risk inherent in relationships are included in the definitions of trust, and imply the invaluable role of trust in social interactions leading to a "leap of faith". Its definition established; theory on interpersonal trust has been discussed along four fronts, (1) understanding the bases of trust and phases of trust development, (2) explaining differences in an individual's propensity to trust, (3) understanding what constitutes trustworthiness, and (4) exploring the outcomes of trust.

2.1.1. Trust and Its Bases

The multidimensional nature of trust has been discussed extensively by Lewis and Weigert (1985) who have suggested that trust has cognitive, emotional and behavioral elements. The subsequent models of dyadic trust in organizations applied this

conceptualization by separating the elements of trust, which are examined as close but distinct constructs (Mayer et al., 1995). However, in some models of trust this resulted in an overemphasis of cognitive aspects of the trusting relationship at the expense of its emotional elements (Schoorman et al., 2007). For example, the seminal model of Mayer et al. (1995) adopts a largely cognitive approach to trust (Schoorman et al., 2007) in which the factors of trustworthiness (ability, benevolence, integrity) each have the potential to contribute to the state of trust, which is assumed to be unidimensional.

On the other hand, models that treat trust as multidimensional acknowledge the role of emotions to some extent. For example, around the same time as Mayer et al. (1995) McAllister (1995) proposed a multidimensional model of trust built on Lewis and Weigert's (1985) conceptualization. The model consisted of two bases: ABT referring to an emotional bond developed through care and concern displayed by the trustee, and CBT grounded on an evaluation of the evidence regarding trustee's competence and reliability. McAllister (1995) also argued that some level of CBT was a necessary condition for ABT to develop.

Similar to McAllister's multidimensional conceptualization, various other models have described trust development as a discrete process involving different stages and qualitatively distinct types of trust (e.g., Jones & George, 1998; Lewicki & Bunker, 1996; Rousseau et al., 1998). A widely acknowledged model among these is Lewicki and Bunker's (1996), which identified three bases of trust (calculus-based, knowledge-based and identification-based trust) and proposed a sequence for trust development moving from calculus-based towards identification-based trust. Cognitive and emotional bases found their places in knowledge-based trust and identification-based trust respectively, while the dimension identified as calculus-based trust was reconsidered to be a reflection of distrust rather than trust (Lewicki, McAllister, & Bies, 1998; McAllister, Lewicki, & Chaturverdi, 2006). The conceptualization of ABT by McAllister (1995) and identification-based trust by Lewicki and Bunker (1996) are similar in that both have embraced the notion that trust is a product of people's emotions. However, unlike McAllister (1995) Lewicki and Bunker's (1996) model was not frequently adopted in empirical work (see McAllister et al., 2006 for a notable exception). The lack of validated trust measures in Lewicki and Bunker's (1996) model is discussed as a major drawback (McAllister et al., 2006) in this model's application, whereas empirical work validating McAllister's (1995) conceptualization is accumulating in the mainstream as well as the cross-cultural literature.

This overview of the conceptualization of trust indicates that there is variation in the literature as to whether and in what form emotional processes are involved. However, a multidimensional conceptualization of trust incorporating emotions is being adopted by increasingly more studies (Gillespie, 2003; Chua, Ingram, & Morris, 2008; Chua, Morris, & Ingram, 2009). Despite the debate over trust bases, the recent literature addressing interpersonal trust has converged in distinguishing among propensity to trust (individual disposition of the trustor), trustworthiness (attributes of the trustee), and trust behaviors. The following sections will address these distinctions.

2.1.2. Propensity To Trust (PTT)

One of the oldest theoretical perspectives on trust was developed by personality theorists (e.g., Rotter, 1967) who argued that trust was purely a psychological phenomenon, a disposition, in other words a stable individual difference variable. Later some scholars labeled this psychological phenomenon as 'dispositional trust' (Kramer, 1999), some as 'propensity to trust' (PTT; Mayer et al., 1995) and others as 'generalized trust' (Yamagishi & Yamagishi, 1994) each basically referring to an individual's generalized expectancy that other people can be relied upon.

Dispositional theories of trust refer to the factors, which exist within individuals that predispose them to trust or distrust others. These theories are concerned with an individual's inclination to trust unspecific others, believing that others will be prepared to act in trustor's best interest (Kramer, 1999). This general willingness to trust others is discussed to be grounded in an individual's personality, and in the extrapolations from early life experiences when an infant seeks and receives help from significant others like the parents (Erikson, 1977) as well as in the accumulation of many experiences with different others (e.g., peers, teachers, news media, politicians, sales persons or people in general) in varying situations (Rotter, 1967). In this line McKnight, Cummings, and Chervany (1998) posited that a person's PTT would depend on two dimensions: a person's 'faith in humanity' and 'trusting stance'. They described faith in humanity in accordance with the traditional view of personality-based trust, as the extent to which the trustor believes that non-specific others are trustworthy, and explained trusting stance based on calculative grounds as the intentional stand an individual chooses consciously in believing that people are reliable and well-meaning

regardless of evidence. The dimensionality of PTT was also shown by Kiffin-Petersen and Cordery (2003), who argued that generalized trust is composed of two dimensions: namely trust in strangers and generalized trust in institutions.

Overall, the studies that discussed the role of PTT on trust formation generally argued that the PTT and trust relationship was contingent on situational factors such that it would be more pronounced in novel or ambiguous situations (Bigley & Pearce, 1998; Gill, Boies, Finegan, & McNally, 2005; Glaeser, Laibson, Scheinkman, & Soutter, 2000). Likewise, Mayer et al.'s (1995) model has posited PTT as an antecedent of trust, as well as a moderator on the PTT and trustworthiness association, arguing that overall the role of this variable would be more salient in the early stages of the relationship. In their meta-analysis Colquitt et al. (2007) tested PTT's direct influence on trust after controlling for trustworthiness dimensions (i.e., ability, benevolence and integrity). Albeit with a weak magnitude their findings indicated that even when the trustworthiness dimensions are controlled for, PTT (as a stable personality trait) remains a significant predictor of trust. Recently, Yakovleva et al. (2010) demonstrated that across peers PTT have a positive impact on trust, which was stronger in virtual work relationships. Moreover, the PTT and trust relationship was mediated by trustworthiness.

Following the early work on interpersonal trust as a facet of trustor's personality (Rotter, 1967), recent models of dyadic trust like Mayer et al.'s (1995) argued that PTT by itself was insufficient to understand trust formation. According to this view, an individual's trust towards different people varied depending on the situational characteristics such as the perceived characteristics of the trustee and the relationship. (Mayer et al., 1995). In these newer models trust was treated as a social phenomenon, and trustworthiness s of the trustee were identified as more relevant in trust formation. In that regard, the focus of the lens was adjusted to explore the trustee-specific perceptions of the trustor.

2.1.3. Antecedents of Trust in Peers

Many scholars identify trustworthiness, which entails trustor's perceptions about the trustee's attributes and actions as a proximal antecedent of trust (e.g., Butler, 1991; Mayer et al., 1995; Mishra, 1996). However, there has been variation in the compilation

of judgments regarding the characteristics and behaviors of the trustee. For example, Gabarro (1978 as cited in Mayer et al., 1995) identified ability and character as the two pillars of trustworthiness perception. He defined ability as the knowledge and skills necessary to conduct one's job and to succeed in the organization. Character was a multifaceted construct consisting of openness, intentions, fairness and predictability. Likewise, Butler (1991) proposed 11 distinct characteristics of the trustee that the trustor looks for. These were competence, consistency, integrity, discreetness, fairness, promise fulfillment, loyalty, availability, openness, receptivity and overall trustworthiness. To that Mishra (1996) added reliability.

Mayer et al. (1995) simplified these various compilations of characteristics by offering three overarching components: ability, benevolence and integrity (ABI). Ability is defined as the perception of knowledge, skills and competencies trustee has in the work context. This dimension refers to a calculative assessment of the trustee to perform in a manner that would meet the trustor's expectations. Benevolence refers to the goodwill the trustee displays towards the trustor. Here, the perceived motives of the trustee are central. The last dimension, integrity is defined as the congruence of the trustee's principles to those accepted by the trustor. By assessing trustee's consistency of past actions, credibility of communication, commitment to standards of fairness and congruence of words and deeds, the trustor perceives the trustee to have integrity or not.

In their integrative review of the operationalization of the trust and trustworthiness constructs Dietz and Den Hartog (2006) added the *predictability* dimension to the three factors suggested by Mayer et al. (1995). Dietz and Den Hartog (2006) defined predictability as the consistency and regularity of trustee's behaviors. Despite the theoretical disagreement regarding the contribution and distinction of predictability vis-à-vis integrity, the three overarching factors of trustworthiness namely, ability, benevolence and integrity remain to be the mostly employed factors of trustworthiness in empirical work (Colquitt et al., 2007). The ABI framework discussed to be equally relevant across referents (i.e., supervisors, peers, subordinates, organizations) was tested and validated in many studies (see Colquitt et al., 2007; Dietz & Den Hartog, 2006 for reviews) and proved to be useful in understanding trust formation. Even the antecedents in the multidimensional models of trust, like those in McAllister's (1995) can be more or less mapped onto this framework (e.g., citizenship behaviors predicted to lead to ABT are suggestive of benevolence; peer reliable role

performance and professional credentials proposed as antecedents of CBT are indicative of integrity and ability) further confirming the applicability of ABI.

In contrast to the traditional approach addressing factors within the dyad (i.e., ABI framework) recent empirical studies on interpersonal trust towards coworkers have explored the role of the social context surrounding the trust relationship. For example, Ferrin et al. (2006) employed a social network perspective and focused on the role of third-party relationships in trust. They found that the third-party relationships of both dyad members had an impact on trust by conveying trust judgments of the third-party (i.e., another coworker) regarding the trustee to the trustor. Likewise, Lau and Liden (2008) showed that the team leader's trust in a specific coworker constituted another type of third-party effect that led to trust a coworker.

In addition, the reciprocal nature of trust has been investigated in recent empirical work. Although the role of reciprocity in the development and growth of trust has been discussed by the early theorists of trust (Deutsch, 1958; Zand 1972) with the notion of "trust begets more trust", empirical evidence in the organizational trust literature lags behind. In a longitudinal study of teams, on the basis of Mayer et al.'s (1995) model, Serva, Fuller, and Mayer (2005) argued and showed that team A's trusting behaviors (observed in their risk taking behavior towards team B) predicted team B's trustworthiness perceptions of team A in ongoing relationships. To this end, Ferrin et al. (2007) noted that both the trustor's and the trustee's perceptions and behaviors related to trust were influential in a trusting relationship. For example, they argued that person A may cooperate with person B for two reasons: (1) because A has confidence that B is trustworthy and will behave cooperatively, in other words, because A trusts B; (2) because A wishes to honor B's trust by cooperating, in other words because B trusts A. The authors argued that including only a single party's perspective as has been traditionally done might result in omitting plausible alternative predictors (like the trustee's beliefs and behaviors) of the criterion, which would consequently lead to an underspecified model. As an illustration, Yakovleva et al.'s (2010) study with coworkers indicated that person A's trust in person B was a consequence of person A's perceptions of person B's trustworthiness as well as person B's perceptions of person A's trustworthiness. In other words, this study established that besides the trustworthiness perceptions regarding the trustee, being perceived trustworthy by the trustee had an impact in trust formation.

Although Yakovleva et al.'s (2010) approach is novel and contributory to the literature, their definition and operationalization of trust is unidimensional and largely cognitive, ignoring its affective nature. Yet, recent studies are increasingly incorporating a multidimensional conceptualization of trust. A refinement in the conceptualization of trust might also portray differential dynamics in play for CBT and ABT. Reciprocal interdependence (trustee's impact) can be particularly relevant for ABT relationships, which are governed by communal norms in which the expectation of reciprocity is deeply embedded in the obligation to respond to other's needs (Clark & Mills, 1993). Moreover, possibly due to the small sample size (N=66), Yakovleva et al. (2010) could not test the reciprocal interdependence of all trustworthiness dimensions (ability, benevolence and integrity) and trust when the trustworthiness dimensions were simultaneously analyzed. On a last note, their sample characteristics violated the assumptions of the statistical approach (i.e., APIM) they employed, because the sample did not consist of unique dyads, that is the participants were members of more than one dyad included in the sample.

Some theorists have also proposed relationship length as an attribute of the relationship that could lead to trust (Lewicki & Bunker, 1996). In this view, it is suggested that the level of knowledge and familiarity will be higher in a relationship of long duration than in a relationship with shorter duration; and familiarity with the partner will result in trust (Dirks & Ferrin, 2002). Although McAllister (1995) demonstrated that interaction frequency (as an indicator of the level of familiarity in the relationship) allowed for sufficient data about a trusted party leading to trust (Lewis & Weigert, 1985), there is a dearth of research that tests this idea. Levin, Whitener, and Cross (2006) have shown relationship length to impact the factors trust (operationalized as benevolence perceptions) is based on. Demographic similarity was found to predict trust more strongly at new relationships whereas shared perspective was associated more strongly with trust in older relationships. These studies imply that familiarity plays a role in trust formation.

In a nutshell, the factors contributing to trust formation can be summarized as the trustor's perceptions regarding the characteristics and the behaviors of the trustee, the trustee's perceptions regarding the characteristics and the behaviors of the trustor, some aspects of the relationship (e.g., familiarity) and the social context surrounding them. Although there is an abundance of empirical work testing various antecedents of trust from the trustor's perspective, studies distinguishing the trustor's and the trustee's

perceptions are very rare. Moreover, there is a lack of empirical studies inquiring the impact of trustworthiness perceptions of both parties on different trust bases. How the trustee's perceptions relate to trust remain to be tested.

In the above paragraphs the factors that led to the development of interpersonal trust were presented. What follows is a discussion of trust outcomes, which have received comparatively less attention in trust literature.

2.1.4. Outcomes of Dyadic Trust

In Mayer et al.'s (1995) integrative model of organizational trust, intention to trust is proposed as a proximal antecedent to trusting behavior labeled as risk taking in the relationship, which in turn is expected to lead to favorable or unfavorable outcomes. Also in the organizational literature trust has been linked to a variety of positive work attitudes, such as job satisfaction and organizational commitment as well as important work behaviors such as cooperation, job performance and organizational citizenship behavior (e.g., Aryee, Budhwar, & Chen, 2002; Ng & Chua, 2006; Watson & Papamarcos, 2002). Colquitt et al.'s (2007) meta-analysis defining trust as an intention in line with Mayer et al. (1995) has summarized these outcomes under risk taking, in-role performance, organizational citizenship behavior (OCB) and counterproductive behavior.

Risk taking refers to the behavioral manifestation of willingness to be vulnerable (trust) in the form of delegation, information sharing, reduction in monitoring and safeguards, and deference to a trustee. These behaviors have been argued to explain the mechanisms that link trust with favorable or unfavorable performance outcomes (e.g., Mayer et al., 1995; McAllister, 1995). Indeed, Colquitt et al.'s meta-analytical findings (2007) confirmed that risk taking was a significant outcome of trust.

The relationship of trust and task performance is explained by Mayer and Gavin (2005) with insights from Kanfer and Ackerman (1989) who discussed that an individual's bounded cognitive or attentional resources indicate his or her finite processing capacity of information. In that regard, it was argued that nontask-related thoughts might reduce the trustor's performance. Following this notion Mayer and Gavin (2005) suggested that trust by virtue of leading to an *ability to focus attention* allows the trustor to allocate his or her cognitive resources on job tasks. In fact, this

17

expectation represents the essence of dyadic trust models, which imply or argue that trust would lead to a decrease in monitoring (e.g., Mayer et al., 1995; McAllister, 1995), which would in turn would yield higher performance. Colquitt et al.'s (2007) findings lend support to the importance of trust for task performance.

Another outcome of trust examined by many studies is OCB (Smith, Organ, & Near, 1983). In these studies the trust and OCBs relationship has been grounded in the social exchange perspective (Blau, 1964). High trust or ABT relationships have been described as social exchanges in which favor, care, and concern leading to trust in the present, also initiate the exchange of diffuse, future obligations which are vaguely specified and situated in an undefined time-frame (Ingram & Zou, 2008). In this respect, trust inspired by the benevolence of the trustee is treated as an indicator of a social exchange relationship, which creates a sense of indebtedness on the trustor, and in turn engenders a motivation to reciprocate (Colquitt et al., 2007). Similarly, the person being trusted could also experience this sense of indebtedness (Yakovleva et al., 2010). Consequently, the motivated exchange partners choose to act in a cooperative and prosocial manner towards each other. Evidence from the meta-analyses (Colquitt et al., 2007; Dirks & Ferrin, 2002) has confirmed the relationship between a person's trust and his or her OCBs across various referents (such as supervisors, peers: Deluga, 1995; Korsgaard, Brodt, & Whitener, 2002; Mayer & Gavin, 2005; McAllister, 1995; Pearce, 1993). Recently, Yakovleva et al. (2010) have also argued for reciprocal interdependence in this relationship by distinguishing the role of trustor's trust and the trustee's trust in generating OCBs. Indeed, there is evidence that a person's trust predicts his or her exchange partner's OCBs as a response (Brower, et al., 2009). In supervisor and subordinate dyads Brower et al. (2009) found that the trusting behaviors of the manager motivated the subordinates to exert effort beyond their prescribed roles. However, this association was not confirmed for peer relationships when the trustee's trust level was assessed in a study with a dyadic design (Yakovleva et al., 2010).

Compared to the general emphasis of trust research on OCBs as a consequence, there is less discussion on the relationship between trust and counterproductive behaviors. Yet, in the meta-analytical work, a negative relationship of trust with tardiness, absenteeism and general counterproductive behaviors was revealed (Colquitt et al., 2007).

As the selective review above suggests the overall picture of the trust research carries an overemphasis on its positive outcomes. Although very limited, there is a

counterview, which argues that through similar risk taking (i.e., reduced monitoring) and social exchange mechanisms trust may also lead to detrimental consequences (Gargiulo & Ertuğ, 2006; McAllister, 1997). These arguments are made with respect to both unidimensional and multidimensional conceptualizations of trust. In the unidimensional conceptualization it is implied that excessive trust may lead to detrimental consequences whereas in the multidimensional conceptualization high level of ABT is blamed for undesirable outcomes. Yet, in both arguments lies the assumption that exceeding optimal levels of trust might lead to blind faith (Lewis & Weigert, 1985) in the relationship.

McAllister (1997) argued that excessive levels of ABT led to a decoupling of trust relationships from their cognitive and behavioral foundations therefore making trust less prone to its micro management in the ebbs of everyday social interaction. In this conceptual paper McAllister (1997) argued that the dark side of trust was observed in the tendency towards persistence in failing trust relationships through social justification processes such as rejection, reconstrual and refutation. Of these sensemaking approaches rejection refers to the denial of information regarding the negative and unexpected behaviors of the trustee. Reconstrual refers to the interpretation of trustee's unexpected behaviors in a more positive light. The last approach proposed was refutation, which refers to the evaluation of the acknowledgement of the faults of the trustee with insight from his or her other important strengths.

Interestingly, these arguments were not incorporated into the subsequent trust research for a while. Although several researchers have suggested that high trust could have a dark side (Kramer, 1999; McEvily, Perrone, & Zaheer, 2003), the first study to explore the negative effects of high trust on performance was Langfred (2004). Langfred's (2004) findings demonstrated that autonomous teams with high trust among team members reported lower monitoring. Consequently, too much trust in autonomous relationships was found to have negative performance-related effects. Although trust was conceptualized as a unidimensional construct in this study, its association with monitoring was explained with factors that reflected the affective nature of high trust relationships (e.g., concern for the feelings of the other team members). It is seen that the presence of trust with affective connotations may complicate performance exchanges.

The literature on business friendships founded on affective grounds also addresses these complications. This literature argues that the contradiction inherent in blended relationships (referring to the overlap of professional role and the friendship role) may lead to dialectical tensions (Bridge & Baxter, 1992). These relationship tensions emerge because "the expectations of close friendships may contradict the role-based expectations of work associations" (Bridge & Baxter, 1992; p.202) and in turn lead to an "inter-role conflict". Bridge and Baxter (1992) define these tensions as the dualities of instrumentality-affect (referring to the utilitarian aspects of work exchanges vs. the communal person-qua-person affective bonds), impartiality-favoritism (referring to the moral requirement of the work role to be objective vs. the expectation of special treatment in friendships), openness-closedness (organizational role-based expectations to selectively disclose information vs. friendship norms to share all), and judgment-acceptance (referring to the critical evaluation requirement of work role vs. the expectation of unconditional acceptance in friendships). These arguments suggest that blended relationships may be costly (Bridge & Baxter, 1992) for the person and/or the organization. These relationships characterized by trust with affective elements (i.e., ABT) are governed by norms that may contradict the norms of performance exchange; hence, it is argued that they may produce stress and/or yield suboptimal performance exchanges.

A recent handbook chapter (Gargiulo & Ertuğ, 2006) has returned to the dark side of trust and has discussed three distinct behavioral consequences. While doing so the authors treated trust as unidimensional, and argued that excessive levels of trust would lead to negative consequences. Consistent with McAllister (1997), Gargiulo and Ertuğ (2006) argued that first, excessive trust might take the form of blind faith yielding lower levels of monitoring, which in turn reduces the trustor's ability to detect opportunism.

Second, excessive trust suggestive of commitment to the relationship may result in relational inertia. In particular, if the trust relationship develops into an intricate set of mutual obligations, it might take longer to detect or respond to deteriorations in trustee's performance. In another vein, strong bonds of trust might serve as a cognitive filter isolating the parties in the relationship from the outer world (Gargiulo & Ertuğ, 2006). Indeed, these mechanisms largely overlap with the sense-making approaches (i.e., rejection, refutal, reconstrual) discussed by McAllister (1997). Both papers have argued that the trustor might have a tendency towards persistence in these trust relationships, consequently resulting in accommodative behaviors (i.e., refraining from

taking corrective actions) on the trustor's part. This mechanism, herein labeled as relational accommodation, is defined as refraining from taking corrective actions in a performance exchange in deference to pursue relational goals and in adherence with relational norms (Curhan, Neale, Ross & Rosencranz-Engelmann, 2008).

Third, Gargiulo and Ertuğ (2006) have talked about embeddedness, where excessive trust yields extensive relationship obligations. These obligations in turn burden the actors with exchanges that require their extra attention and resources. According to the authors embeddedness, which will be labeled as relational promotion hereafter, reflects an increase in the scale and scope of the relationships suggesting that individuals may engage in behaviors that benefit the relationship in expense of their own time, performance and principles.

Relational promotion behaviors, where social commodities such as help or favors are exchanged, and accommodative behaviors, which reflect loyalty to the relationship, signal interest in and commitment to the relationship (Holmes, 1991). In addition, they are characterized by reciprocal interdependence, that is, the other party's trusting behavior (e.g., an indicator of high quality interaction) is also assessed for evidence of interest and commitment (Brower et al., 2009). For this reason, I will argue that examining the trust of both parties will provide a more complete picture of the relationship between trust and its relational outcomes.

All together the above overview of trust and its outcomes suggests that a realistic conceptualization of dyadic work relationships would require one to consider both its positive and negative consequences. Yet, the dark side of trust has not received much attention in the empirical studies in the mainstream literature. In addition to examining the negative consequences of trust, the literature would benefit from incorporating the role of both parties in dyadic trust models, even if that would mean more complexity. To do so, a research design that would test such propositions without violating the relevant analytical assumptions (i.e., independence of observations) becomes necessary.

Thus far the review presented on trust, its formation and outcomes was based on the mainstream trust literature largely originating from North American cultures; hence the possibility that North American assumptions and values color these models needs to be acknowledged (Gelfand et al., 2008). The following section will review the role of culture in the conceptualization of trust, in its development and consequences, by presenting the state of the art in cross-cultural trust literature.

2.2. Cultural Workways and Trust

Workplace beliefs, mental models, and practices regarding what is acceptable in work domain constitute workways (Sanchez-Burks & Lee, 2007). Recent discussions in cross-cultural organizational psychology underscore the relevance of cultural workways in understanding when and how culture matters in organizational research (Gelfand et al., 2008).

Across the studies constituting the groundwork for cultural workways, research examining relational styles makes up a significant portion. Sanchez-Burks and Lee (2007) argue that culturally-specific workplace relational styles, which refer to the role of relationships at work, may provide critical insights towards understanding how and why cross-cultural differences and similarities emerge. In particular, workplace relational styles referring to people's beliefs regarding the role of relationships at work domain are found to vary between East and West cultures (e.g., Sanchez-Burks, Lee, Choi, Nisbett, Zhao, & Koo, 2003).

In this respect, Sanchez-Burks's (2002; 2005) research demonstrates that in American workways, workplace relationships are generally characterized with an instrumental concern and are limited to the domain of work. Socio-emotional concerns are considered inappropriate in these work settings and are given less attention than in social, nonwork settings. Sanchez-Burks and Lee (2007) argue that this view might be reflecting an American anomaly with its roots traced to the Protestant Work Ethic Ideology. As cited in Sanchez-Burks and Lee (2007) Weber (1904) described Protestant Work Ethic (PWE) as an ideology reflecting the 17th-18th century Calvinist's belief on the value of work and the inappropriateness of idle talk and sociability. This early belief that individuals must maintain unsentimental impersonality at work is argued to have infused into the contemporary work culture of the United States and losing its religious attachments has become descriptive of all Americans (Furnham, 1990 as cited in Sanchez-Burks & Lee, 2007).

Based on this line of thought, Sanchez-Burks (2005) developed the theory of Protestant Relational Ideology (PRI) to explain American workways. Basically the theory is developed on a social-cognitive framework where work and nonwork domains are defined with different mental schemas. This framework underscores the clear-cut line across work and nonwork domains. According to PRI, personal relationships and

emotions at workplace are unacceptable (Sanchez-Burks, 2005). Employees' personal and professional lives are seen as sharply separated; hence, the presence of multiplex ties in the organization where friendships and professional relationships can co-occur is perceived unprofessional or misplaced (Gelfand et al., 2008).

In contrast, in the majority of world countries characterized by collectivism different norms of workplace relational styles are observed. Collectivism, defined briefly as the degree to which societies emphasize *we consciousness*, by far has been the most studied cultural dimension, and much cross-cultural work has used this dimension to account for variation observed in the constructs of interest (see Earley & Gibson, 1998; Kirkman, Lowe, & Gibson, 2006 for reviews). In collectivist cultures the dominant workplace relational styles, identified by research investigating emic constructs such as chaebol, guanxi or simpatia, are characterized by a heightened sensitivity to interpersonal relationships. The Korean chaebol (Kim, 1988 as cited in Sanchez-Burks & Lee, 2007) characterized with family like relationships in the workplace; the Chinese practice of guanxi (Farh, Tsui, Xin, & Cheng, 1998) giving meaning to use of informal relations at work; and Latin cultures' sympatia (Triandis, Marin, Lisansky, & Betancourt, 1984) emphasizing the role of relational and socio-emotional concerns at work are all suggestive of the impossibility of drawing hard lines across work and nonwork domains in cultures not influenced with PRI.

To elaborate, Chen and Peng's (2007) research investigating Chinese guanxi dynamics illustrated that Chinese coworkers mixed instrumental and affective ties in their work relationships. Further, they found that both personal domain and professional domain incidents were important in coworkers' assessments of relationship closeness. Likewise, Aycan's (2001; 2006) work on paternalistic leadership emphasized that in Turkey leaders' involvement with their subordinates might go beyond the boundaries of the workplace. In these cultures leaders develop personal relationships with their employees, helping out in their family affairs and in return employees' obligations are not necessarily restricted to the work context. Chua et al.'s (2009) findings also confirm that domain segregation (work versus personal) is an unrealistic view of organizational life in China. For the Chinese an economic exchange relationship could become personalized through invitations to family events such as dinners and parties. Likewise, a recent supervisor-subordinate guanxi scale developed for Chinese work relationships defined personal-life inclusion as one of the three dimensions describing guanxi (Chen, Friedman, Yu, Fang, & Lu, 2009).

Although the above findings are from research conducted within collectivist cultures, the personal and domain general nature of relationships in these cultures signifies a close, but theoretically distinct construct, diffuseness. Based on the observations of Kurt Lewin (1936 as cited in Trompenaars & Hampden-Turner, 1998) indicating that cultures vary in the extent to which they allow boundary permeability, Trompenaars and Hampden-Turner (1998) defined diffuseness as the degree which people include others in various domains (e.g. work, family, leisure domains) of their lives. The authors labeled a relationship as diffuse when the whole person is involved in a business relationship rather than specific relationships prescribed by the context (e.g., contract). The boundary permeability in diffuse cultures is inferred from the overlap of personal and work spheres where ties that combine friendship, family and work are commonly observed (Shamir & Melnik, 2002). In fact this overlap of different activities and exchanges shared in a relationship is labeled multiplexity (Ibarra, 1995), and discussed as the distinguishing character of diffuse cultures (Gelfand et al., 2008).

In recent organizational research multiplexity is described as the extent to which coworker social interactions prevail in nonwork contexts (Kacperczyk, Sanchez-Burks, & Baker, 2008) or the overlap of coworker role with friendship, which is defined with socializing besides the workplace (Morris, Podolny, & Sullivan, 2008). Although in ethnographic work it is suggested that this sort of multiplexity would be more pervasive in some non-Western workplaces than the American (Dore, 1983) comparative empirical studies, which support the assertion that multiplexity is a variable informed by culture are few in number (Kacperczyk et al., 2008; Morris et al., 2008). Nevertheless, those few cross-cultural comparisons demonstrate that multiplexity levels are lower among coworkers in the USA than those in non-North American cultures revealing the prevalence of PRI in American workways.

Indeed, recent criticisms of mainstream (i.e., North American) organizational literature highlight its arelational focus, arguing that the segregation of personal and work domains provides a limited view of organizational reality, particularly in the non-North American cultures. According to Gelfand et al. (2008) this assumption of boundaries may have colored the questions asked and the models developed by the Western scholars. Indeed, when viewed through the lens of cultural workways the organizational theories generated within the social exchange framework (such as leader-member exchange [LMX], team-member exchange [TMX], interpersonal trust and

commitment) can be criticized for their implicit acceptance of separation between work and nonwork domains in employees' lives.

For example, LMX theory and its derivatives (e.g., TMX) assess the quality of a work relation through workplace interactions regarding task-related issues. In that respect to the extent that their operationalization do not consider people interacting with each other with their full personal baggage, but consider the relationships as limited to task-related organizational interactions, these theories seem to be under the influence of PRI (see Graen & Uhl-Bien, 1995; Seers, 1989 for such scales).

The picture is not so different across dyadic trust models widely employed in the trust literature (Wasti & Tan, 2010). For example, Mayer et al.'s (1995) integrative model of interpersonal trust basically undermines the role of emotions and personalized relationships. Personalized and affective relationships reflect a process where an instrumental work relationship becomes socially embedded, and infused with norms and values transcending the boundaries of work association between the parties. In Mayer et al.'s (1995) model, the affective component of a relationship is represented to a very limited extent through the trustworthiness dimension of benevolence. By conceptualizing trust on only the cognitive dimension, this model cannot capture the willingness to be vulnerable resulting from the emotional bond, which may not be restricted to the work domain (e.g., disclosing personal secrets). Nor does it capture the more intertwined relationships providing trustworthiness assessments across a larger scope involving the personalized benevolence of the trustee (e.g., support for personal problems beyond the work domain) or those consequences of ABT resulting from personalized nature of the relationship (e.g., favoritism).

Conversely, in McAllister's (1995) multidimensional conceptualization the emotional attribute of the relationship is treated more centrally with the two bases: cognitive and affective. This multidimensional conceptualization has been preferred by recent cross-cultural work for being more reflective of the reality of trust relationships in non-Western contexts (Chua et al., 2009). Nevertheless, the operationalization of ABT in this model does not seem to capture the full bandwidth of the construct, particularly with respect to the involvement of trusting parties in each other's personal lives (i.e., in the items assessing ABT little reference is made to the nonwork aspects of such a relationship, Wasti & Tan, 2010). Moreover, the operationalizations of other trust and trustworthiness constructs reported in Dietz and Den Hartog's (2006) review reflect that they are mostly specific to the work domain. In essence, treating ABT

relationships within the confines of the work domain seems restricted to US workways (Sanchez-Burks, 2005). Considering that mainstream trust models appear to be colored with PRI, in the following paragraphs, the cultural approach to dyadic trust will be reviewed to gain insight about cultures with contrasting workways.

Explorations as to the influence of culture with respect to trust have initially employed an etic perspective largely based on Hofstede's cultural taxonomy (1980). This perspective assumes that the meaning of trust, its antecedents and consequences are the same across cultures; hence, argues that specific cultural dimensions may account for the variation in trust building processes. For example, in a conceptual paper, Doney, Cannon and Mullen (1998) argued that different cultural contexts as depicted by Hofstede's taxonomy (1980) would require different trust building processes. They predicted that values reflecting 'collectivism-individualism' (preference for acting in a group or acting as individuals), 'power distance' (acceptance of equality/inequality between individuals in a society), 'uncertainty avoidance' (preference for structure), and 'masculinity-femininity' (endorsement of masculine values such as assertiveness, competition and success versus feminine values such as care, concern and warm relationships) would moderate the influence of the antecedents on trust. In this respect, they argued that in collectivist cultures where interpersonal ties are strong and in-group harmony is valued over individual attainment, intentionality processes driven by benevolence would be more prevalent. By contrast in individualist cultures where individual accomplishments and success are valued, capability processes driven by assessment of stable traits such as competence and skills would be more dominant (Doney et al., 1998).

While providing a framework for following empirical studies (e.g., Branzei, Vertinsky, & Camp, 2007; Schumann et al., 2010) this etic approach to trust was at the same time criticized by scholars who argued against assuming the generalizability of trust building processes originating from North American models without empirical evidence from other cultures (Noorderhaven, 1999). Wasti et al. (2007) failing to establish the full metric equivalence of trust and its antecedents in Mayer et al.'s (1995) model joined Noorderhaven's call suggesting that investigating culture-specific manifestations of trust and its antecedents would largely contribute to a better understanding of its dynamics.

Indeed, increasingly more scholars have been developing indigenous theories of trust, and conducting single-country and comparative studies (e.g., Farh et al., 1998; Li,

2007; Mizrachi et al., 2007; Tan & Chee, 2005). Most of them carried out in Far East cultures, these studies suggest that the role of culture in trust building processes may be more than a moderation effect. These studies reveal that not only trust may have emic antecedents, but also the manifestations of trust constructs may be broader.

For example, Farh et al. (1998) investigated the concept guanxi (defined as the existence of particularistic ties between individuals and others) in the Chinese work context with respect to trust within vertical dyads. They showed that in hierarchical relationships a subordinate's trust in his or her supervisor was not only driven by relational demography (relative age and gender impact), but also by specific types of guanxi such as being a relative or a former neighbor. In an exploratory study conducted in Singapore, which is characterized by Confucian influence, Tan and Chee (2005) reported that interpersonal trust had affective as well as cognitive foundations, and personal relationships were a condition for initial trust. Most importantly their study showed that trust antecedents leading to ABT (e.g., personal relationship, mutual help, frequency of contact and mutual understanding) were more salient than professionalism, competence and reliability, which typically generate CBT. Thus, they concluded that the psychological state of trust might not be universal.

In a similar vein, Li (2007; 2008) theorized that when compared to Western cultures, in Far Eastern cultures trust is built upon more personalized and stronger foundations. Li (2007; 2008) offers relational dimensions complementing the prevailing character-based dimensions of trustworthiness in Western conceptualizations. Specifically, he argues that while the relational base of trust includes personalized trustworthiness dimensions such as shared interest, shared values and shared affect, Western conceptualizations of the construct focus on depersonalized factors of trustworthiness such as ability, benevolence and integrity. On the one hand, this new conceptualization criticizes the domination of the biased Western view that institutional bases of trust substitute relational bases in modern societies, leading to a neglect of affect in trust research (Colquitt et al., 2007; Dirks & Ferrin, 2002; Schoorman et al., 2007). On the other hand, it theorizes that in cultures where relationships are multiplex, personal rapport may become the defining feature of dyadic trust models. Domain transcending personal relationships motivate the parties involved to behave less opportunistically towards each other given their mutual knowledge of (and identification with) each other's interests and problems as well as a reciprocal feeling of responsibility (Cullen, Johnson, & Sakano, 2000).

Also, Mizrachi et al.'s (2007) ethnographic research at an Israeli-Jordanian construction site described Jordanian trust building processes as more personalized where personal information, time and space were shared, reflecting an increase in the bandwidth of trust. Likewise, when Wasti and Tan (2010) investigated trust towards supervisors in a comparative qualitative study they observed that trust building processes varied not only in Far East but generally in high context, diffuse and collectivist cultures (i.e., both in China and Turkey). Although Wasti and Tan's results confirmed the existing North American cognitive view on dyadic trust, more intriguing findings were regarding the affective basis of trust formation. The authors found that ABT in these cultures could be established quickly by sharing of personal and professional information in personal and professional contexts. In line with the above findings, Wasti et al. (2011) have also found that in collectivist cultures benevolence had culture-specific manifestations and played a very important role in trust formation particularly for trust towards coworkers and supervisors. In addition, trust formation was more affective in nature and extended to personal, nonwork issues and concerns beyond the professional, work domain.

A recent review of empirical work assessing the role of national culture on trust concluded that although the general concept of trust was universal across cultures, its manifestations could differ (Ferrin & Gillespie, 2010). Moreover, while ability, benevolence and integrity seemed to hold across cultures as overarching antecedents of trust, some of their manifestations could be culture-specific (e.g., what constitutes perceptions of benevolence could vary across cultures). For this reason, the authors called for a more systematic analysis of interpersonal trust across cultures as well as emic qualitative and/or quantitative studies, which would provide a deeper understanding of trust formation and its manifestations (Ferrin & Gillespie, 2010).

With respect to the consequences of trust Ferrin and Gillespie (2010) observed little research relative to the research examining cultural differences in trust formation. Largely based on comparative studies focusing on PTT, they concluded that trust had both culture-specific and universal consequences. This review confirms that the research gap observed in the mainstream trust literature regarding the lack of a balanced view on consequences of trust prevails in the cross-cultural trust literature as well.

Considering that workways of contrasting cultures may provide different outcome mechanisms for trust, a cultural lens would also be relevant in understanding consequences of trust. The intrinsic value of relationships and reciprocity of such

sentiments underlies the importance of personal and particularistic ties laden with emotional elements in collectivist cultures (e.g., Tan & Chee, 2005). In this vein, one could argue that the norm of reciprocity (Luo, 2005) and the obligations (Sheppard & Sherman, 1998) inherent in multiplex relationships in collectivist cultures could intensify the unintended consequences of ABT. That being said, dark side of ABT might be more strongly observed under certain conditions one of which is the cultural context.

Overall, the above literature review highlights that collectivist and diffuse cultures may provide a distinctive context for research on trust to test the limits of theories emanating from Western societies. These cultures could provide more appropriate settings, particularly for investigating the formation and the implications of trust relationships characterized by a greater investment of emotion, and which can take the form of personal relationships or friendships in the workplace. In line with the above review, a model that incorporates the multiplex nature of relationships in collectivist cultures will be developed and tested in the present study. The next section will describe the model in detail.

2.3. The Present Study

In the present research an extension to the multidimensional trust model developed by McAllister (1995) will be proposed. Individual (i.e., self construal) and relationship-specific (i.e., familiarity) variables will be incorporated into the model as moderating conditions in trust formation and in its outcomes. In order to investigate the interdependencies inherent in dyadic relationships "one's own" (actor's, who is in trust models labeled as the trustor) and the "other's" (partner's, who is in trust models labeled as the trustee) perceptions regarding trust antecedents and trust will be examined. To do so, the Actor-Partner Interdependence Model (APIM; Kenny et al., 2006) will be used. This model treats the dyad as the fundamental unit of interpersonal relation and allows the empirical analysis of actor effects (e.g., the effects of one's own trust on one's own outcomes) and partner effects (e.g., the effects of partner's trust on one's own outcomes).

The dyadic approach brings about complexity to the model and analysis. Particularly, distinguishing the role of 'one's own' (actor's) perceptions and the 'other's' (partner's) perceptions in trust formation and outcomes will mean doubling the number of variables in the model and introducing the correlation between the error terms of the actor and partner effects. Consequently, the researcher needs to deal with statistical nonindependence (violation of independence assumption of ordinary least square methods). Fortunately, methods like APIM allow the researchers to manage that complexity. Distinctions between "own" and "other" are of considerable interest for investigating the interpersonal dynamics of trust. Hence, in my model the reciprocal effects of variables related to trust and its outcomes will be expressed through actor and partner effects. However, in the remaining part of the thesis to simplify the terminology and to be consistent with the trust literature in general, trustor (the person trusting) will be used to represent the actor, and trustee (the person being trusted) will refer to the partner in the relationship.

Building on previous research, which suggests that in the Turkish culture trust building reflects a blurring of the line between personal and professional lives of the coworkers (Wasti, et al., in press), the particular role of ABT will be explored. The baseline model, which incorporates multiplex Turkish workways to investigate the formation and implications of trust towards coworkers, is depicted in Figure 2.1.

Acknowledging the multidimensional nature of trust (McAllister, 1995), this study describes each trust base as "willingness to be vulnerable" in the relationship with a trustee. CBT has been defined as the rational evaluation of trustee's abilities to carry out prescribed role responsibilities (Jeffries & Reed, 2000). According to Chen, Chen, and Meindl (1998) in CBT relationships "the goodwill of fulfilling one's work responsibilities is expected to be out of enlightened self-interest" (p. 294). Drawing on these definitions as well as those of Rousseau et al. (1998) and McAllister (1995) I define CBT as the willingness to be vulnerable based on the positive expectations regarding the trustee's track record (e.g., competence and reliability), and assume that instrumental concerns underlie CBT.

Figure 2.1.
Research model outlining the dynamics of trust in coworker relationships*
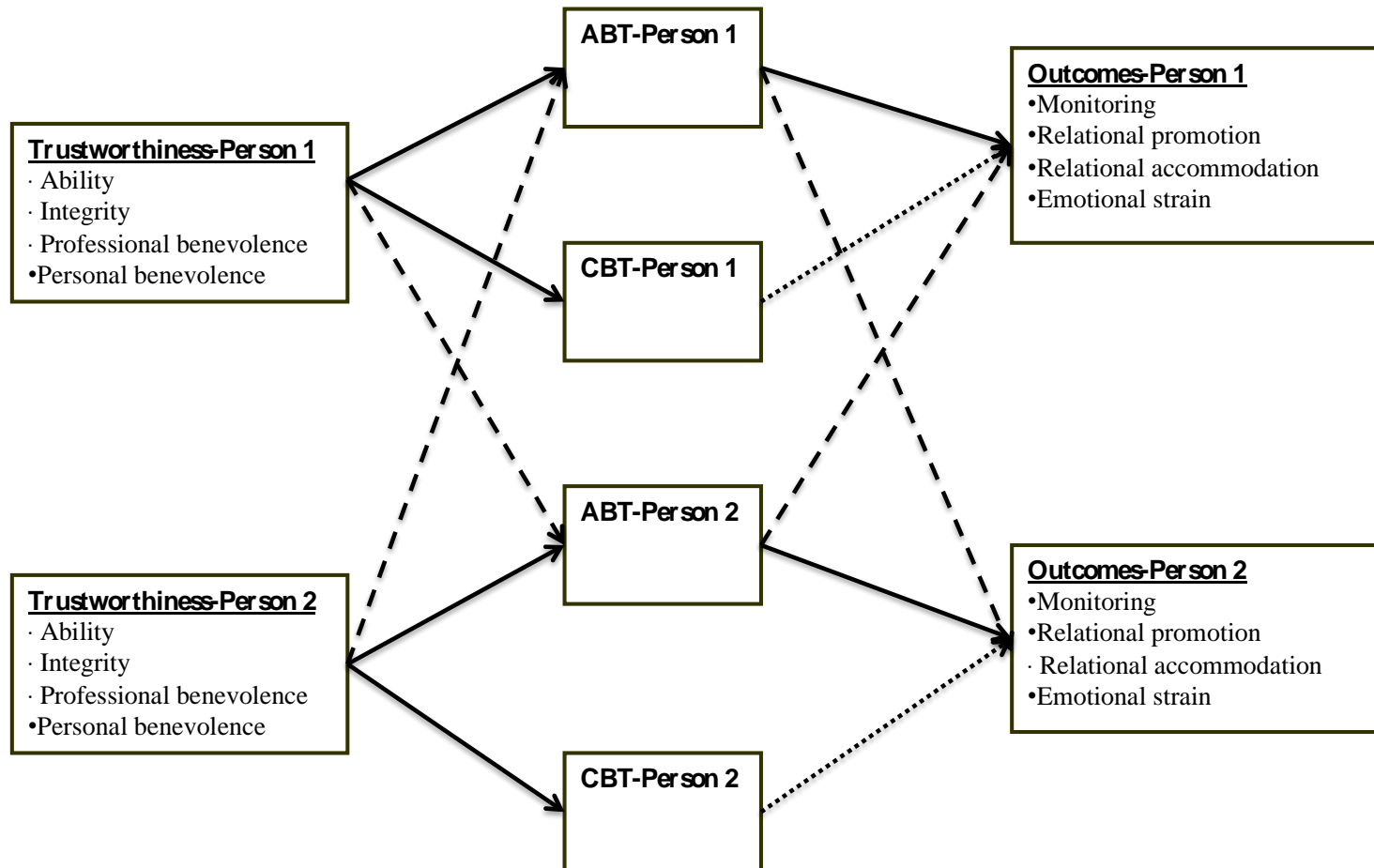
Note. Flat lines (__) refer to trustor (actor) effects; Dashed lines (---) refer to trustee (partner) effects; * Two moderators (i.e., RSC and familiarity) proposed to impact the antecedent and outcome relationships of ABT are omitted from the figure not to complicate the model.

ABT has been defined as an emotional evaluation of trustee's intentions regarding the trustor's welfare (Jeffries & Reed, 2000; McAllister, 1995). Chen et al. (1998) note that ABT indicates a social-emotional relationship where personal care and concern for the others is prioritized over self-interest. Similarly, I define ABT as the willingness to be vulnerable based on the positive expectations regarding the trustee's care and concern towards the trustor in the relationship, where social-emotional concerns underlie this relationship.

In the following sections, I will base my propositions on the argument that different relational norms shape ABT and CBT (McAllister, 1995). These different norms govern communal and exchange relationships in Clark and Mills' (1993) widely accepted relationship typology derived from social exchange theory. This generic relationship typology has been applied to work relationships to understand how different trust bases refer to different relationship types characterized by distinct relational norms. In McAllister's (1995) and Atkinson and Butcher's (2003) arguments communal and exchange norms found their places within ABT and CBT relationships respectively.

The main difference in the relational norms operating under the communal and exchange relationships is the pattern of giving and receiving of benefits. The persons in a communal exchange do not track each other's inputs nor do they wish to appear as doing so (Clark, 1984; Clark, Mills, & Corcoran, 1989), because they would not want to compromise the affective (noninstrumental) nature of the relational norms. According to Chen, Chen, and Portnoy (2009, p. 5) such relational exchanges are characterized by a long-term time perspective, and with an understanding that "people reciprocate for reasons beyond their instrumental concerns for economic outcomes" (e.g., outcomes resulting from performance exchanges). Empirical evidence suggests that communal norms require need based monitoring in which the welfare of the other party is of utmost importance (Clark, Mills, & Powell, 1986). Under communal norms the resources exchanged are highly particularistic (intended for specific persons in the exchange) and abstract (Foa & Foa, 1974, p.81), often involving emotional support and kindred benefits that are hard to quantify.

On the other hand, exchange norms operate in relationships with an instrumental nature (Chen et al., 1998). Benefits are given with the expectation of receiving comparable benefits in return or in payment for benefits previously received (Clark, 1984; Clark & Mills, 1979; Clark & Mills, 1993). The time frame in these exchanges is

short, and the exchange is quid pro quo. Hence, people in such exchange relationships tend to exchange resources, which are more easily quantified than abstract resources exchanged in communal relationships (e.g. love). In these relationships maintaining balance in resource exchanges are important (Ingram & Zou, 2008).

The prevalence of communal versus exchange relationships is argued to vary across cultures. According to Triandis (1989) overall relationships are more communal in collectivist cultures. Indeed, collectivists tend to emphasize harmonious relationships sometimes at the expense of task accomplishment whereas individualists tend to be more oriented towards task achievement at the expense of relationships (Triandis, 1989). Compared with collectivist cultures in the North American context communal norms predominantly define intimate relationships such as marriage and friendships, and they are less common and welcome in work contexts (Ingram & Zou, 2008). However, the relational schemas of collectivists suggest that workplace relationships can frequently assume an intimate (i.e., personal) nature (Mizrachi et al., 2007; Wasti et al., 2011) where a high level of ABT is possible. These relationships, then, define the in-group of the trustors (Chen et al., 1998). Hence, the operation of communal norms in performance exchanges between coworkers (i.e., peers) is not surprising or unwelcome in collectivist cultures.

For this reason, McAllister's (1995) trust model where ABT relationships are also characterized by communal norms seems an adequate fit with my research context despite the shortcomings of the current conceptualization with respect to the breadth of ABT construct. Hence, in my model trust will be treated as a multidimensional construct consisting of CBT and ABT, and ABT will be conceptualized and operationalized to reflect the Turkish cultural workways.

2.3.1. Antecedents of Trust Bases

Starting with McAllister's multidimensional conceptualization, I will integrate the trustworthiness antecedents in ABI framework (Mayer et al., 1995) to different bases of trust in my model. Situating trust in the present cultural context I propose that although the ABT and CBT distinction is useful, there is also a necessity to incorporate the multiplex nature of relationships that mix friendship and work in collectivist cultures

(Gelfand et al., 2008). Multiplexity suggestive of a blurring in work and nonwork domains may necessitate reconsidering the dimensionality of benevolence in particular.

Insights into the motives of the relationship partners that can be inferred from their cooperation, loyalty, and voluntary behaviors, which go beyond the requirements of work role and obligations have been discussed to foster thick trust (Branzei et al., 2007). These particularistic behaviors that communicate interpersonal care and concern towards the trustor mitigate the risk of misattribution of trust by conveying trustee's benevolence to the trustor. Trustee's benevolence in the relationship indicating that s/he is understanding, responsive to trustor's needs and is willing to accommodate them provides the emotional ties that serve as the affective foundations for interpersonal trust (McAllister, 1995). Williams (2007) explains that individuals would experience emotional support and interpersonal understanding as emotional gifts of sympathy, care or liking. Likewise such behavior communicating an understanding of another's fears and concerns can be self-verifying, build relationships and generate positive affect. For this reason the positive feelings associated with being understood is expected to influence trust by creating an emotional bond between the parties and creating a "feeling" that the other is trustworthy. In the mainstream literature these benevolence perceptions pertain largely to the work domain with an assumption that the benevolent acts ultimately serve the trustor's needs within the performance exchange. For example, McAllister (1995) have operationalized benevolence with altruistic and assistance oriented behaviors, which are specific forms of OCBs that are defined to be conducive to effective organizational functioning (Smith et al., 1983). However, in cultures where multiplex ties are common in the workplace, it would be incomplete to assess benevolence in the professional domain alone. Indeed, evidence from such cultures suggests that personal relationships provide the emotional ties that serve as the affective foundations for interpersonal trust (Tan & Chee, 2005). Hence, it is possible to expect that benevolence perceptions can extend to the nonwork domain and involve care and concern with respect to personal and nonwork topics (e.g., family issues) that may have no value in the short-term for the performance exchange or for organizational effectiveness; although the accumulation of such relational capital may yield beneficial consequences in the long run. Likewise, Li (2007) makes a distinction between personalized and depersonalized trust, and argues that, unlike in Western cultures, in East where a strong-informal relationship is preferred more personalized forms of trustworthiness will be assessed. In this respect, Li's (2008) relational model of trust

introduces 'shared affect' as a prominent dimension of trustworthiness in East that is the personalized compliment of benevolence in Western models of trust. Based on the mainstream and cross-cultural literatures I argue that in multiplex relationships benevolence may take two forms: one involving the work domain and conducive to the performance exchanges and the other involving the nonwork domain and conducive to the personal relationship (e.g., friendship). Because both forms of benevolence communicate the trustee's positive orientation towards the trustor they are expected to generate positive affect upon which ABT is formed. In this respect, I propose a distinction between manifestations of benevolence in the personal versus professional domains, and I expect both forms to predict ABT.

Hypothesis 1a: A trustor's perception of a trustee's professional benevolence is positively related to the trustor's ABT towards the trustee.

Hypothesis 1b: A trustor's perception of a trustee's personal benevolence is positively related to the trustor's ABT towards the trustee.

In Mayer et al.'s (1995) model, benevolence, which is conceptualized with its professional manifestations, is proposed to inspire trust based on a cognitive assessment. The assessment of the trustee's motives in the relationship based on the support and help received within the performance exchange would also suggest that the trustor could rely on the trustee (Dietz & Den Hartog, 2006). Hence, I also expect it to be associated with CBT. However, I expect that this association will be weaker than that with ABT.

Hypothesis 1c: A trustor's perception of a trustee's professional benevolence is positively related to the trustor's CBT towards the trustee.

Hypothesis 1d: The relationship between a trustor's perception of a trustee's professional benevolence and his/her CBT towards the trustee will be weaker than the relationship between the trustor's perception of a trustee's professional benevolence and his/her ABT towards the trustee.

Among the dimensions of trustworthiness ability has a distinct feature of being domain-specific (Butler, 1991; Cook & Wall, 1980; Mishra, 1996; Sitkin & Roth, 1993); and it is defined as the group of skills, competencies, and characteristics of the trustee related to the work context (Mayer et al., 1995). In that regard, my model will incorporate ability as an antecedent of CBT like proposed in McAllister's (1995) model.

Hypothesis 2. A trustor's perception of trustee's ability is positively related to the trustor's CBT towards the trustee.

According to Branzei et al. (2007, p.63) "assessments about a trustee's ability to accomplish specific tasks and his or her honest intent to keep promises have been at the core of Western theorizing on trust since Deutsch's work (1960)". Indeed, earlier conceptualizations of trust initially drew a distinction between ability and character (which conveyed information on intentions of being honest and caring towards the partner). Later, Mayer et al.'s (1995) model refined the concept of character by distinguishing between integrity and benevolence. Integrity is defined as the extent to which the trustee is believed to have acceptable principles to those of the trustor, referring to those universal codes such as honesty, fairness, transparency and consistency of behaviors and deeds across situations (Butler, 1991; Dietz & Den Hartog, 2006; Mayer et al., 1995). The role of integrity, which was treated as a central trustworthiness antecedent in Mayer et al.'s (1995) model has been confirmed by a recent meta-analysis demonstrating integrity as distinct antecedent of trust across referents (Colquitt et al., 2007). According to McAllister (1995) evidence that the peer follows through commitments and behaves in accordance with the norms of fairness is essential for a cognitive assessment of the peer's trustworthiness. Because facets of integrity such as reliability and fairness are particularly related to performance exchange, I propose integrity as an antecedent to CBT. In this regard I expect that;

Hypothesis 3a. A trustor's perception of a trustee's integrity is positively related to the trustor's CBT towards the trustee.

McAllister (1995) proposed CBT as a necessary precursor to the development of ABT. He suggested that in working relationships some level of CBT was necessary for ABT develop, and without some information on another's reliability and dependability

(i.e., integrity) people would not make emotional investment in the relationship. However, particularly for lateral work relationships where multiplexity is highly possible, this relationship between ABT and CBT does not necessarily have to be sequential. An emotional bond between the parties (i.e., ABT) may be initiated independent of CBT. In cultures where CBT does not necessarily precede ABT, the affective-cognitive distinction in McAllister's conceptualization (where ABT is predicted by benevolence and CBT is predicted by ability and integrity) may become problematic unless the role of trustee's integrity in inspiring an emotional response in the trustor is considered (Dietz and Den Hartog, 2006). Because ABT is grounded on noninstrumental motives and personal orientation of the trustee towards the trustor, information collected about the sincerity and behavioral reliability of the trustor might be another condition for trust to emerge (Simons, 2002). Indeed, perceptions of some of the facets of integrity such as honesty and reliability are not necessarily restricted to the performance exchange, but can be made with reference to a person's character in general. In this respect, I argue that perceptions of trustee's integrity conveying a general message about a trustee's intentions and character would in turn inspire an emotional response in the trustor. Therefore, it is plausible to accept that the trustee's integrity (e.g., reliability, honesty) will have a positive impact on trustor's ABT.

Hypothesis 3b. A trustor's perception of a trustee's integrity is positively related to the trustor's ABT towards the trustee.

Foa and Foa's (1974) interpersonal resource theory defines six types of resources that are exchanged in any relationship: love, status, information, money, goods and services. These resources are distinguished by their particularism (referring to a specific exchange where the partners have an influence over the resource) and concreteness (referring to the nature of the resource; i.e., concrete or intangible). Cropanzano, Rupp, Mohler, and Schminke (2001) posit that the types of resources exchanged by parties determine the nature and quality of an on-going relationship. The authors differentiate between economic and social exchanges, and note that economic exchanges are short-term, quid-pro-quid exchanges involving socially generic and concrete resources that can easily be converted to money; whereas social exchanges involve intangible and symbolic resources such as recognition, status and trust. It is suggested that more intangible and particularistic resources (e.g., recognition, status, autonomy, discretion)

foster social exchanges, whereas more concrete and socially generic resources (e.g., money, goods and information) foster economic exchanges (Bloom, 2008).

Reciprocity dynamics in trust relationships can be understood within this framework as well. Deutsch (1958) suggested that the trustworthy person aware of being trusted would feel an obligation to reciprocate. Likewise, from the social exchange theory perspective (Blau, 1964) Ferrin et al. (2007) argued that trust is an intrinsic reward that is an intangible and particularistic resource exchanged by individuals and those individuals receiving benefits that speak to the sender's trust would want to return the reward. I argue that the trustor's perceptions about a trustee's trustworthiness (i.e., professional benevolence, personal benevolence, ability and integrity) may convey a message regarding trustee's status in the eyes of the trustor, and this recognition would foster a social exchange relationship that motivates the trustee to reciprocate with a commensurable resource. Because CBT is grounded in capability and reliability perceptions, the trustee's reciprocation will be in the form of ABT, which is based on an emotional bond between the parties and by definition has a broader bandwidth than CBT relationships. Hence, I propose partner effects between the trustor's perceptions of trustee's trustworthiness and the trustee's ABT towards the trustor.

Hypothesis 4a: A trustor's perception of a trustee's professional benevolence is positively related to the trustee's ABT towards the trustor.

Hypothesis 4b: A trustor's perception of a trustee's personal benevolence is positively related to the trustee's ABT towards the trustor.

Hypothesis 4c. A trustor's perception of a trustee's ability is positively related to the trustee's ABT towards the trustor.

Hypothesis 4d. A trustor's perception of a trustee's integrity is positively related to the trustee's ABT towards the trustor.

2.3.2. Outcomes of Trust Bases

While McAllister (1995) examined the consequences of ABT and CBT, the focus was on the positive outcomes of trust with respect to performance. In the present study, I will attempt to formulate the relationships between trust bases and their unintended negative consequences, and test them empirically. In particular, I will propose monitoring, relational promotion, relational accommodation in the form of complacency and conflict avoidance as well as emotional strain among the negative outcomes of trust relationships (Gargiulo & Ertuğ, 2006; Ingram & Zou, 2008).

Of these outcomes, monitoring involves the steps taken to manage a performance exchange if one cannot count on an individual as able and reliable (McAllister, 1995). In other words, monitoring is defined as the trustor's surveillance and awareness of other member's activities (Langfred, 2004). Ideally, the reduction in monitoring is expected to reflect the true level of the trustor's trustworthiness perception of the trustee. However, the "cognitive leap" inherent in a trust relationship implies that decrease in monitoring may go below the true levels required by the relationship. Although it is argued that higher trust levels lead to less monitoring, which impacts performance positively (e.g., Mayer & Gavin, 2005; McAllister, 1995), the negative consequences of lowered monitoring under certain conditions are also reported. For example, Szulanski, Cappetta, and Jensen (2004) found that trust in a party was associated with a reduction in the screening of knowledge received from that party. They showed that this was beneficial for a knowledge transfer in a unit only when there was low uncertainty regarding the routines and procedures used in the production of knowledge (i.e., when there was no causal ambiguity). Similarly, Langfred (2004) argued that higher levels of trust lead to lower levels of monitoring, which in the context of highly autonomous teams yielded poorer performance possibly due to coordination errors and process losses. These results suggest that the reduction in monitoring may impair the trustor's evaluation of the accuracy of information and the quality of exchange and prevent the trustor from getting the most out of the relationship. Thus, the relationship between trust and monitoring may be consequential for the organization. Consistent with McAllister (1995) I argue that monitoring is a verification mechanism driven by one's own CBT in a performance exchange. Hence, lower levels of CBT are expected to lead to higher degrees of monitoring whereas higher levels of CBT are expected relieve the trustor from monitoring.

Hypothesis 5a. A trustor's CBT is negatively related to his/her monitoring towards the trustee.

While the studies relate monitoring with CBT (e.g., McAllister, 1995; Langfred, 2004), its role with ABT is not clear. Ferrin et al. (2007) argue that the relationship of trust and monitoring will depend to a great degree on the norms of the situation. As previously discussed, communal norms defining ABT relationships suggest that in high ABT relationships parties would be responsive to each others needs, and keeping track of inputs is not done or preferred (Clark et al., 1989). In such relationships monitoring a peer might be considered normatively inappropriate (inconsistent with the communal norms; Bridge & Baxter, 1992) since the trustor would have confidence that the trustee will be responsive to his or her needs. Hence, as ABT develops the trustor would choose to stay away from monitoring not only because s/he believes that the trustee would not do anything to harm him or her intentionally, but also because monitoring the performance of a peer would be inappropriate in ABT relationships. Yet the norms of a performance exchange might demand that control mechanisms remain still active in the relationship, because intentions by themselves do not provide any information regarding the ability and reliability of the trustee (Mayer et al., 1995). Indeed, the conflicting norms of the two situations (i.e., communal relationship and performance exchange) can be managed by engaging in monitoring with different styles. Monitoring in a performance exchange can be conducted in a normatively appropriate way with extra care and consideration not to violate the communal relationship (i.e., monitoring overtly or covertly; directly or indirectly; bluntly or with care for the other party's feelings). Based on these dynamics I argue that while monitoring will be negatively associated with ABT, this relationship will be weaker than that with CBT.

Hypothesis 5b. A trustor's ABT is negatively related to his/her monitoring towards the trustee.

Hypothesis 5c. The relationship between a trustor's ABT and his/her monitoring will be weaker than the relationship between a trustor's CBT and his/her monitoring.

The other outcome of trust is relational promotion, which is discussed as the level of embeddedness in the relationship (Gargiulo and Ertuğ, 2006). Relational promotion refers to the extra mile behaviors by the trustor towards a trustee indicating that for the trustor the trustee's needs are important. So far, trust has been considered as a critical component of social exchange and its association with interpersonal citizenship behaviors is well-documented (Colquitt et al., 2007). In particular, ABT has been shown to generate citizenship behaviors defined as personally chosen and voluntary assistance with noninstrumental qualities (McAllister, 1995). These behaviors provide relational benefits (like communal pride), and strengthen the affective nature of the communal relationship. Communal norms suggest that when ABT is high the trustor acts on need-based grounds with a cooperative and prosocial manner towards the trustee without expecting anything particular in return. Indeed, individuals are argued to engage in such relationship promotion activities for the sake of the relationship itself (Clark & Mills, 1993; Curhan, Elfenbein, & Xu, 2006). However, slightly different from citizenship behaviors relational promotion reflects an increase in the scale and scope of the relationships emphasizing that individuals engage in these citizenship behaviors even at the expense of their own time, performance and principles. Consequently, the extent of embeddedness in the relationship might burden the trustor with obligations (Gargiulo & Ertuğ, 2006) contradicting the requirements of a performance exchange. In line with the above discussions I propose that trustor's ABT will predict his or her relational promotion behaviors towards the trustee.

Hypothesis 6a. A trustor's ABT is positively related to his/her relational promotion behaviors towards the trustee.

As previously noted, relationships characterized by CBT resemble exchange relationships (Atkinson & Butcher, 2003). Clark et al.'s (1986) findings demonstrate that persons in exchange relationships are less likely to keep track of each other's needs. By contrast, instrumental motives are activated in a CBT relationship (Chen et al., 1998). The expectation of future benefits from a relied partner might be the underlying reason of relational promotion behaviors. For this reason, I argue that in order to preserve the valuable performance exchange the trustor might engage in relational promotion behaviors towards a trustee. According to exchange norms, these behaviors would be provided as long as the exchange is equitable; that is, as long as the trustee

can be relied on. The trustor would not feel obligated to be selfless and altruistic to engage in costly relational promotion behaviors. Therefore, I expect a weaker relationship between the trustor's CBT and his or her relational promotion behaviors.

Hypothesis 6b. A trustor's CBT is positively related to his/her relational promotion behaviors towards the trustee.

Hypothesis 6c: The relationship between a trustor's CBT and his/her relational promotion behaviors will be weaker than the relationship between a trustor's ABT and his/her relational promotion behaviors.

Another outcome also discussed by Gargiulo and Ertuğ (2006) is relational accommodation, which is related to the potential costs incurred with respect to performance deteriorations with highly trusted persons. The authors propose that excessive trust yields commitment in the form of complacency in a performance exchange. Similar to McAllister (1997) I argue that such relational inertia can occur in contexts defined by communal norms. By requiring different relationship management strategies, like not directly assessing the contribution of a friend (Clark, 1984), high ABT relationships would make it more difficult to address performance problems of the trustee (McAllister, 1997). Similarly, in the negotiation literature Curhan et al. (2008) showed that highly relational contexts lead to relational accommodation whereby the negotiating parties forfeit economic outcomes (i.e., efficiency) in favor of relational outcomes (i.e., relationship satisfaction) in order to adhere to relational norms. Following this line of thought I suggest that the communal norms activated in ABT relationships would indicate a relational context where the economic, i.e., performance outcomes may have less importance. Hence, I treat trustor's complacency as a form of his or her relational accommodation, and expect it to be predicted by his or her ABT towards the trustee.

Hypothesis 7a. A trustor's ABT is positively related to his/her complacency in the relationship with the trustee.

Although I argue that complacency is a consequence of ABT relationships, I acknowledge that CBT could also lead to complacency albeit weaker than ABT. Also, I

expect the underlying mechanism to be different than that in ABT relations. According to Kim, Ferrin, Cooper, and Dirks (2004) people intuitively believe that the performance of those with high competence may vary depending on their motivation level and task demands; however, people with low performance may not perform above their competence levels. Kim et al. (2004) argued that because people weighed positive information about competence more heavily than the negative information about competence, a suboptimal performance exchange speaking to a competence breach would not be considered particularly diagnostic of one's inherent competence. Indeed the incident could be considered an anomaly that would not be necessarily repeated in future exchanges. Therefore, I expect that the trustor may engage in some level of complacency based on his or her expectations of receiving future benefits in the performance exchanges (Atkinson, 2004) within a CBT relationship.

Hypothesis 7b. A trustor's CBT is positively related to his/her complacency in the relationship with the trustee.

Hypothesis 7c. The relationship between a trustor's CBT and his or her complacency will be weaker than the relationship between a trustor's ABT and his or her complacency.

Following on the same discussion, another form of relational accommodation in ABT relationships is proposed as the tendency to avoid conflict in performance exchanges. Conflict is defined as "the perceived incompatibility of values, expectations, processes or outcomes between two or more parties over substantive and/or relational issues" (Ting-Toomey, 1994, p. 360) concerning the performance exchange. People are argued to display different patterned responses to conflict in different situations (Oetzel & Ting-Toomey, 2003). For example, Oetzel and Ting-Toomey (2003) found that concern for another's image is associated positively with conflict avoiding style. Leung (1988) states that with friends and other in-group members tolerating or accommodating a conflict may be perceived as less costly and more beneficial than pursuing a conflict and damaging the relationship. He argues that the long-term loss from confrontation may outweigh the loss arising from an accommodation of the conflict. Likewise, Bridge and Baxter (1992) suggest that in business friendships people may experience judgment-acceptance tensions where the norms of friendship based on mutual affirmation and acceptance, sympathetic understanding and empathy may conflict with

the critical evaluation component of the professional (work) relationship. To this end, Jeffries and Reed (2000) assert that when ABT is present, like in business friendships, relational cohesion will be more important than searching for a sound solution to a problem in a performance exchange. Hence, in ABT relationships, which are predominantly driven by concern for the other, the trusting parties are likely to avoid conflict. I expect that in ABT relationships communal norms and the intrinsic value given to the sentimental relationship would motivate one to maintain relational cohesion in the relationship. Hence, a trustor with ABT would engage in other-centered communicative devices such as avoidance of conflict, criticism and disagreement with the trustee in order to maintain the relationship (Halpern, 1994; Leung, 1988).

Hypothesis 8a. A trustor's ABT is positively related to his/her conflict avoidance behaviors in the relationship with the trustee.

Because in a CBT relationship the trustor may assess the potential of receiving instrumental benefits from future performance exchanges and she or he may avoid confrontation with the trustee that would lead to a conflict (Atkinson, 2004). However, this relationship will not be as strong as accommodating a conflict with an in-group member (Leung, 1988) -herein defined as an ABT relationship.

Hypothesis 8b. A trustor's CBT is positively related to his/her conflict avoidance behaviors in the relationship with the trustee.

Hypothesis 8c. The relationship between a trustor's CBT and his/her conflict avoidance behaviors will be weaker than the relationship between a trustor's ABT and his/her conflict avoidance behaviors.

In addition, the dark side of ABT relationships can be inferred from reciprocal dynamics captured through trustee's ABT generating relationship maintenance behaviors (i.e., relational promotion and relational accommodation). Reciprocity is expected to play a role in these behaviors through the norms of communal relationships. Being trusted with an emotional bond the trustor feels an obligation to reciprocate (Deutsch, 1958), because this trust speaks to the relationship quality and its communal nature. Through norms that emphasize mutual responsiveness trustee's ABT towards the trustor is expected to generate relational promotion behaviors by the trustor towards

the trustee. Through norms that convey the difficulty of evaluating the value of a communal relationship (Clark & Mills, 1993) ABT towards the trustor is expected to lead to accommodating behaviors towards the trustee. It is argued that in communal relationships the trustor would face a dilemma where the maintenance of the relationship would be weighed as more important than the accumulation of economic capital (i.e., performance outcomes; Gelfand, Major, Raver, Nishii, & O'Brien, 2006) in a performance exchange. Hence, the trustor, would engage in relationship maintenance through relational promotion and relational accommodation in the form of complacency and conflict avoidance in the valued communal relationship.

Hypothesis 9a. A trustee's ABT is positively related to the trustor's relational promotion behaviors towards the trustee.

Hypothesis 9b. A trustee's ABT is positively related to the trustor's complacency in the relationship with the trustee.

Hypothesis 9c. A trustee's ABT is positively related to the trustor's conflict avoidance behaviors in the relationship with the trustee.

I do not expect to observe such reciprocal dynamics in CBT relationships, because they are governed by exchange norms, which are not particularly concerned with relationship maintenance. These relationships are based on quid pro quid exchanges, and serve to accomplish performance exchanges. Hence, there is no reason to expect a trustee's CBT to lead to relationship maintenance behaviors from the trustor.

Maintenance of multiplex relationships can be a liability to the individuals as the communal norms inherent in ABT relationships would require the parties to respond to each other's needs even at the expense of their own time, effort and energy (Clark et al., 1986; McAllister, 1995). The friendship literature discusses that the blended roles of business friendships (where affective and instrumental concerns overlap) may cause various dialectical tensions in the relationship (Bridge & Baxter, 1992). Ingram and Zou (2008) indicate that individuals may experience tensions when they mix the professional and personal parts of their lives. They suggest that these tensions may affect the well-being of the parties causing exhaustion within the relationship. Likewise Kacperczyk et al.'s (2008) findings imply that intense forms of work and nonwork overlap (e.g., going on vacation with coworkers) were significantly more demanding of

individual attention and commitment than less intense forms (e.g., going for drinks after work), and could become energy-draining. In order to assess these tensions emotional strain may be a helpful construct. Emotional strain is defined as the level of exhaustion experienced within a relationship and is more restricted in this sense than a more general construct such as subjective well-being. It includes one's evaluative judgments about specific experiences within a relationship as well as the frequency of positive and negative moods and emotions experienced within the same relationship.

I expect that both trustor's and trustee's ABT will predict emotional strain experienced by the trustor. ABT in the relationship will be responsible for the emotional strain experienced by the trustor, because both the trustor's and the trustee's ABT would emphasize the obligations in the relationship, demanding commitment and emotional attachment from the trustor. The trustor might experience a burden of the feelings of responsibility resulting from the demands in multiplex relationships (Gargiulo & Ertuğ, 2006). Moreover, the multiplex and sentimental nature of ABT would require both parties to be responsive to the needs of the other and to maintain the relationship even when its demands conflict with those of the performance exchange. (Ingram & Zou, 2008). This tension of instrumentality and friendship (Bridge & Baxter, 1992), in turn would lead to an increase in emotional strain experienced by the partners.

Hypothesis 10a. A trustor's ABT is positively related to the level of emotional strain s/he experiences in the relationship with the trustee.

Hypothesis 10b. A trustee's ABT is positively related to the level of emotional strain the trustor experiences in the relationship with the trustee.

It is possible to expect lower levels of emotional strain in high CBT relationships, because exhibiting CBT towards a coworker in the performance exchange conveys that the trustor is confident that the trustee adheres to professional norms and fulfills his or her responsibilities (Chen et al., 1998). Hence, unlike demanding ABT relationships with multiplex characteristics, CBT would not deprive the individual of his or her resources (e.g., time, energy and effort) that could be channeled to performance exchanges (Jeffries & Reed, 2000; Ingram & Zou, 2008). Therefore, one could argue that when the trustor has CBT in the relationship his or her performance-related

anxieties and annoyances would be kept at a minimum, leading to lower levels of emotional strain.

Hypothesis 10c. A trustor's CBT is negatively related to the level of emotional strain s/he experiences in the relationship with the trustee.

2.3.3. The Contingent Nature of the Proposed Relationships

Having portrayed a model of peer trust in organizational settings, I will argue that the above-proposed relationships will not operate in a vacuum. A wide range of factors (e.g., individual, organizational, cultural, and institutional) may influence the strength of the relationships among the constructs in the model. In the interest of parsimony, my research will include two of these moderators: Self-construal and familiarity.

In much of cross-cultural work, how individuals define themselves and their relationship with others has been treated within the individualism-collectivism framework. This distinction has been attributed to cultures (e.g., Hofstede, 1980) or approached as a psychological variable, an attribute of individuals (e.g., Markus & Kitayama, 1991). At the individual level it is associated with the self-construal of the individuals. Although various forms of self have been discussed in the literature (e.g., Triandis, 1989) 'independent' and 'interdependent' self-construal as elaborated by Markus and Kitayama (1991) have attracted the attention of many researchers. The last decade has witnessed a refinement in the self-other conceptions and thereon, collectivism is defined as self's relationship with a group or an abstract community and 'relational self' is treated as one's relationship to close others (Brewer & Chen, 2007).

The concept of 'relational self' is frequently used to explain social behavioral patterns in non-Western cultures (e.g., Brewer & Chen, 2007; Gelfand et al., 2006; Sanchez-Burks, 2002). People high in relational self-construal (RSC) see themselves as fundamentally connected to close others and they behave in ways to maintain and strengthen the existing relationships (Cross & Madson, 1997; Cross & Morris, 2003). Unlike for those with independent self-construal, emphasis on individual autonomy and promotion of one's own goals do not figure prominently in the self-representations of individuals with RSCs (Cross, Morris, & Gore, 2002). Gelfand, et al. (2006) indicate that when connections with others underline the representation of the self, "it is

relationships – and not one's personal attributes- that provide a framework through which cognition, emotion and motivation are regulated" (p. 430). They argue that individuals with RSC tend to filter, process and remember information that has implications for cultivating a close relationship with others. Indeed, attentiveness to information about the other's verbal and nonverbal behaviors ensures the maintenance of the close relationships, by enabling the individual to respond to the other's needs with sensitivity (Cross & Madson, 1997). It is also indicated that individuals with RSC would feel anxious and stressed in case of conflict with a friend (Cross & Madson, 1997). Individuals with RSC are said to avoid expressions of emotions that could damage the relationship unless the other party does not respond with similar relational behaviors (Gelfand et al., 2006). Finally, RSC shapes relational monitoring, wherein individuals will monitor their relational accomplishments closely through interactions, and they will consider their actions in order to respond to others' needs and feelings.

RSC representing an aspect of self has been shown to be more predominant in collectivist rather than individualist cultures. For example, cultures with Confucian orientation and Latin cultures are described with a relational orientation and relationship dominance in their societies (Gelfand et al., 2006). Gelfand et al. (2006) note that RSC may be a useful construct in the field of organizational behavior in general. In particular, they argued that RSC expands the focus of negotiation research by weighing economic gains against relational gains.

Based on the above discussion, I will argue that RSC may impact how interpersonal trust operates at the workplace. For example, Branzei et al. (2007) have found that the more relational people were more tuned into reading the contextual trustworthiness signs of their counterparts, which inform the trustor about the nature, scope and depth of the relationship (i.e., benevolence), rather than focusing on more dispositional aspects reflecting the individual attributes of the trustee (i.e., ability, integrity). In this respect, I expect that individuals with RSC would be more responsive to relational exchanges (personalized care and concern) that lead to ABT. In other words, RSC of the trustor will moderate the relationships between his or her benevolence (i.e., professional and personal) perceptions and his or her ABT towards the trustee.

Hypothesis 11a. RSC of the trustor will moderate the proposed relationship between trustor's professional benevolence perceptions and his/her ABT so that it will be stronger when the trustor has a relational self.

Hypothesis 11b. RSC of the trustor will moderate the proposed relationship between trustor's personal benevolence perceptions and his/her ABT so that it will be stronger when the trustor has a relational self.

Cross, Bacon and Morris, (2000) indicate that for individuals with RSC maintaining self-esteem depends on the successful management of close relationships. Therefore, these individuals may develop skills and abilities, which make them more responsive to the behaviors of close others. This emphasis given to relatedness suggests that attitudes and behaviors of people with RSC will be more likely to be influenced by close others' behaviors (Iyengar & Brockner, 2001). For this reason, I expect that RSC of the trustor will moderate the relationships between benevolence (i.e., professional and personal) perceptions of the trustee and the trustor's ABT towards the trustee.

Hypothesis 11c. RSC of the trustor will moderate the proposed relationship between trustee's professional benevolence perceptions and trustor's ABT so that it will be stronger when the trustor has a relational self.

Hypothesis 11d. RSC of the trustor will moderate the proposed relationship between trustee's personal benevolence perceptions and trustor's ABT so that it will be stronger when the trustor has a relational self.

Brockner, Chen, Mannix, Leung, and Skarlicki (2000) found that people in trusting relationships were less affected by the favorability of economic outcomes in their relationships, because the social and psychological rewards in the trusting relationship were more important than the economic aspects of the exchange. This observation was proposed to be more pronounced for individuals with RSC, because RSC was argued to trigger a specific mental schema of relationships operating with communal norms (Fiske, 1992; Mills & Clark, 1994). According to Cross and Madson (1997) the relational self schema provides a different understanding of obligations making the trusting parties sensitive to factors that may prevent or damage the valued

connection. Based on these arguments, I expect that when the trustor has RSC, the trustor's ABT and that of the trustee will have stronger influences on the behavior of the trustor. These ABT relationships moderated by RSC would be binding for the trustor ensuring that s/he loyal to the relationship. Indeed, these loyalty standards could include behaviors conflicting with fairness and justice standards (equity, equality, fair exchange; McAllister, 1997).

Hypothesis 12. RSC of the trustor will moderate the proposed relationships between trustee's and trustor's ABT and their behavioral outcomes (i.e., monitoring, relational promotion and relational accommodation) so that they will be stronger when the trustor has RSC.

Gelfand et al. (2006) note that in jobs with emotional labor (i.e., where there is a constant requirement to meet the needs of and to be responsive to others) people with RSC may experience less strain than those who don't because they are genuinely more interested in developing and promoting relationships. Similarly, I argue that although business friendships may be a source of emotional strain (Bridge & Baxter, 1992; Ingram & Zou, 2008), such multiplexity may cause less strain among individuals with RSC, since these individuals have a natural desire to help others achieve their goals, and in that pursuit they are willing to alter their own actions.

Hypothesis 13. RSC of the trustor will moderate the positive relationships of the trustee's and trustor's ABT with the trustor's emotional strain so that it will be weaker when the trustor has a relational self.

Familiarity with coworkers is argued to have a positive impact on trust formation by providing social data about the relationship partner's motives. For example, Webber (2008) found that in a project team context prior familiarity with the team member positively affects initial trust formation, but does not significantly affect CBT and ABT later in the life of the team. Although this study reveals the main effect of familiarity in trust formation, it did not explore its moderating role. Acknowledging that the direct impact of previous familiarity on trust might disappear in established relationships, I expect familiarity as a moderator influencing the valence of the relationships between trust and its antecedents (Levin et al., 2006). Trustors attend to demographic and

behavioral observations in their assessments of trustworthiness (Levin et al., 2006) and as the familiarity in relationship increases, such information about the individuals in interaction will also be likely to increase. Particularly the information on the benevolence of the trustee would be accumulated with more interaction. Hence, trustors will become more adept to make confident assessments of the intentions of others (Luhmann, 1979). Hence, I argue that familiarity will moderate ABT formation in such a way that in familiar dyads the trustor's perceptions about the trustee's relationship oriented behaviors (i.e., benevolent behaviors) will be incorporated more in his or ABT than in less familiar dyads.

Hypothesis 14a. Familiarity will moderate the relationships between trustor's perceptions of trustee's professional benevolence and personal benevolence and the trustor's ABT so that these effects will be more salient in more established relationships.

In close relationships literature dating partners, friends, and family members have been found to make better judgments for each other than for strangers or the general public (Funder & Colvin, 1988). For this reason, in familiar dyads where the norms of exchange and reciprocity are already established (McAllister 1997) I argue that the trustee's perceptions of the trustor would have more significance. In this respect, I expect to observe that in familiar dyads trustee's perceptions about the trustor's benevolence and integrity will be perceived more accurately as an indicator of ABT than in less familiar dyads and will be incorporated into trustor's trust.

Hypothesis 14b. Familiarity will moderate the relationships between trustee's perceptions of trustworthiness (professional and personal benevolence and integrity) of the trustor and the trustor's ABT so that these effects will be more salient in more established relationships.

Ferrin et al. (2007) have proposed that relationship duration could be more influential in the associations between trustee's trust and trustor's behaviors such as monitoring and cooperation. They argue that compared to new relationships where parties have not yet developed norms, in established relationships (where fairness and reciprocity norms are likely to be more strong) "parties would be aware that a violation

of trust would be very counter-normative and invite a disproportionate sanction" (Ferrin et al., 2007, p.491). Likewise, McAllister (1997) notes that with familiarity (repeated interaction) the intendedly communal nature of ABT relationships would be more visible to both parties, and responsiveness to the partner needs provides the standard of what is appropriate and not appropriate in such relationships. Based on these arguments, I expect to see that the trustor's pro-relationship responses to the trustee's ABT will be stronger in familiar dyads.

Hypothesis 15a. Familiarity will moderate the impact of trustee's ABT on the trustor's relationship maintenance behaviors (i.e. relational promotion, complacency and conflict avoidance) so that they will be stronger in more established relationships.

While in ABT relationships familiarity is expected to magnify trustor's response with relationship maintenance behaviors, it is also possible that in such relationships (ABT coupled with familiarity) engaging in conflicts may not be perceived as a threat. Paradoxically, trust may imply that the trusted parties will accept others' mistakes as learning experiences (Costigan, Ilter, & Berman, 1998), hence, when coupled with familiarity high trust relationships can be conducive to the discussion of conflicts openly (Mishra, 1996). In familiar dyads where norms of exchange are already established the trustor may perceive the trustee's ABT in himself or herself as a safety net and engage in open discussion of disagreements. For this reason, I propose an alternative hypothesis and expect that the association between the trustee's ABT and the trustor's conflict avoidance may be weaker in familiar dyads as opposed to new ones.

Hypothesis 15b. Familiarity will moderate the impact of trustee's ABT on the trustor's conflict avoidance behaviors such that it will be weaker in more established relationships.

3.

STUDY 1: QUALITATIVE DATA ANALYSIS

The review of recent research highlights the limitations of mainstream trust models in contexts with different cultural workways, and indicates why it is essential to begin investigating culture-specific models of trust. While the mainstream trust models seem to reflect a split between work and nonwork domains (Wasti & Tan, 2010), trust development in collectivist cultures (e.g., Turkey) is found to bridge them (Wasti et al., 2011). Hence, the need to incorporate a broader array of antecedents to model interpersonal trust is emphasized. Wasti et al. (2011) note that in cultures where multiplexity is prevalent ABT relationships have strong prominence, and thus deserve further understanding. Capitalizing on prior work examining trust formation in collectivist cultures, a culture-specific trust model was proposed in the previous chapter. The primary purpose of this chapter is to report the findings of a qualitative study, which investigated trust formation towards coworkers; this will serve as an initial validation of the proposed trust model. The data analysis was guided by the following two questions: What are the antecedents of coworker trust and their manifestations in the Turkish context? How is trust conceptualized and is the ABT-CBT distinction relevant in this conceptualization?

3.1. Data Analysis

3.1.1. Data

The qualitative data collected as part of a larger cross-cultural study (reported in Wasti & Tan, 2010; Wasti et al., 2011) were analyzed to uncover the relevance of multiplex relationships among trusting coworkers in the workplace. Data were collected through semi-structured interviews conducted on site by Wasti, principal investigator of the above-cited studies. Thirty Turkish employees working in various large-scale, institutionalized organizations in Istanbul, Turkey participated in the larger study. However, only 22 of them reported a trusted coworker. The respondents were in their mid-thirties (age range of 28 – 41) and highly educated (90% with at least a university degree). The background characteristics of the participants and their companies are presented in Table 3.1. There are more male participants in the sample and the majority of the trust relationships reported (19 out of 22) are composed of same gender persons. The length of the relationships ranged from 8 months to 14 years.

Table 3.1.
Sample characteristics

Number of respondents	22
Number of organizations represented in the study	10 (2 Turkish MNC, 6 joint ventures or wholly owned subsidiaries, 2 companies of family-owned conglomerates
Number of interviewees	30
Number of interviewees who reported trust relationship with various coworkers	22
Gender of respondents	Male – 13
	Female – 9
Gender of coworkers	Male – 12
	Female – 10
Same gender relationship	19
Length of relationship	2/3 – 14 years

3.1.2. Analysis Strategy

The data collection and coding strategy is reported in detail elsewhere (i.e., Wasti & Tan, 2010 and Wasti et al., 2011). Briefly, the interviews inquired the respondent's relationship with a trusted supervisor, coworker, subordinate and organization. I transcribed all interviews verbatim. The data regarding coworker trust relationships were coded in two different ways to answer the questions raised in the study. Initially, the coding manual prepared by Wasti and Tan (2010) was used to summarize the data. Two trained student assistants who were blind to the research questions coded the data in two steps. First, they coded the background information (e.g., gender of the trustor and the coworker, length of their relationship), all the factors the respondent narrated as leading to trust development in the beginning and the later stages of the relationship, and the trustor's behavioral responses to the trusted coworker in the early and the later stages of trust development. The coders prepared a glossary of antecedents they identified, and categorized these antecedents using the ABI framework (Mayer et al., 1995) and then further coded the domains (i.e., work, nonwork, or both) these antecedents belonged. For example, when the good intentions and deeds of the trustee referred to task-related activities they were coded as benevolence-professional representing the work domain, when they referred to the nonwork domain they were coded as benevolence-personal. There were also many situations where the antecedents referred to both domains, which were then coded as mixed.

The students coded the data individually, and then any discrepancies were resolved through extensive discussion facilitated by Wasti (principal investigator of the larger study). Once the coders agreed upon a final glossary of antecedents and coding, as a third coder, I re-coded the interviews independently. Any discrepancies at that stage were resolved through a final discussion between Wasti (principal investigator) and myself.

To answer the second question regarding the conceptualization of trust, additional coding was necessary. For that, Wasti (principal investigator) and I coded the bases of trust independently using the CBT-ABT framework proposed in my model (McAllister, 1995). The trust formation narrations were coded as involving a) a clear distinction between CBT and ABT during trust formation, b) no clear distinction between CBT and ABT, suggesting overlapping patterns of CBT and ABT in trust formation, and c)

predominance of a single trust base (i.e., CBT or ABT) without any reference to the other base. Again any discrepancies were resolved through a discussion between the two coders.

3.2. Results

3.2.1. Antecedents of Coworker Trust

A glossary of the antecedents identified is presented in Table 3.2. Different antecedents were recorded in the second column labeled as 'antecedents' and the umbrella categories of these antecedents were noted in the first column. In the glossary, the frequency counts across each antecedent refer to the frequency of a specific manifestation of an antecedent reported by the respondents. Some respondents gave multiple manifestations of an antecedent for a single person, and in these cases each manifestation was counted separately. The frequencies at the individual level are also reported where the total count under each multifaceted antecedent category represents the number of individuals who mentioned at least one antecedent in that antecedent category. In addition, trust behaviors were categorized as personal referring to the interactions related to nonwork domain, professional representing the interactions belonging to work domain; or as mixed referring to interactions in both domains.

As seen from Table 3.2 a total of five antecedent categories were found: 'Ability', 'Integrity', 'Benevolence', 'Reciprocity' and 'Common Values'. Of these manifestations of Ability and Integrity are largely coherent with the mainstream literature. In contrast, Benevolence observed in the nonwork domain imply a construct broader than what is assumed by mainstream operationalizations.

Table 3.2.
Glossary of antecedents

Antecedent Category	Antecedents	Definition	Frequency (Initial Antecedents) Professional Context	Frequency (Initial Antecedents) Personal Context	Frequency (Initial Antecedents) Mixed Context
Ability	Capacity	Trustee has work-related ability in terms of decision making, execution, vision as well as experience, success, position	11	0	0
Ability	Interpersonal skills	Trustee has valuable interpersonal skills	3	0	0

Number of respondents who mentioned at least one manifestation of Ability   **10**

Antecedent Category	Antecedents	Definition	Frequency (Initial Antecedents) Professional Context	Frequency (Initial Antecedents) Personal Context	Frequency (Initial Antecedents) Mixed Context
Integrity	Reliability	The trustee is consistent in behaviors, words and deeds, is honest	0	0	14
Integrity	Openness	Trustee is open and frank in communication shares expectations, allows free exchange of ideas	0	0	2
Integrity	Responsibility	The trustee can be relied upon for successful completion of assigned tasks and in having high work standards	6	0	0
Integrity	Fairness	Trustee is objective, fair, protective of everybody's rights, and refrains from exploiting others	1	0	0
Integrity	Keeping secrets	The trustee keeps secrets	0	2	0

Number of respondents who mentioned at least one manifestation of Integrity   **16**

Table 3.2. Cont'd.
Glossary of antecedents

Antecedent Category	Antecedents	Definition	Frequency (Initial Antecedents) Professional Context	Frequency (Initial Antecedents) Personal Context	Frequency (Initial Antecedents) Mixed Context
Benevolence	Cooperation	Trustee endorses a win-win approach, to act together willingly	3	0	0
Benevolence	Protection	Trustee protects interests of the trustor without necessarily being objective	1	0	0
Benevolence	Listening	Trustee listens to trustor's concerns and opinions, making the trustor feel cared for	0	1	2
Benevolence	Support	Trustee guides the trustor in solving his/her problems and providing encouragement	5	2	1
Benevolence	Understanding	Trustee is tolerant, non-judgmental, forgiving in general or in a specific situation	1	0	1
Benevolence	Intimacy	Trustee displays affectionate closeness	2	1	0
Benevolence	Affability	Trustee is able to relate well to others and is sincere and kind	0	1	4
Benevolence	Sympathy	Trustee shows compassion to the trustor or a third person	0	1	1
Benevolence	Unselfish behavior	Trustee being considerate of others' needs even if in expense of own needs/desires	0	1	0

Number of respondents who mentioned at least one manifestation of Benevolence   **16**

Table 3.2. Cont'd.
Glossary of antecedents

Antecedent Category	Antecedents	Definition	Frequency (Initial Antecedents) Professional Context	Frequency (Initial Antecedents) Personal Context	Frequency (Initial Antecedents) Mixed Context
Reciprocity	Reciprocity	Trustee shows willingness to be vulnerable (i.e., his or her trust) towards the trustor by engaging in behaviors like delegation, empowerment, and disclosure, and trustor reciprocates by trusting back	1	1	0
Reciprocity	Being appreciated	Trustee shows his/her appreciation towards the trustor and trustor reciprocates by trusting back	2	0	0
Number of respondents who mentioned at least one manifestation of Reciprocity			**4**		
Common values	Similarity	Similarity and approval of trustee's values and lifestyle particularly relating to family, common background, experiences (e.g., colleagues) etc.	0	3	1
Number of respondents who mentioned at least one manifestation of Common values			**4**		

Ability of the trustee, which is consistent with the ABI framework, was manifested with two antecedents. Capacity referring to work-related ability in terms of experience, decision-making, execution, vision and success was a more prevalent characteristic than Interpersonal skills consisting of the communication, and relationship management skills (e.g., success at work politics). The domain specific nature of Ability was also confirmed with the findings, which indicated that ability assessments were made solely within the professional work relationship, as the following quotation exemplifies:

> At this place, experienced employees teach newcomers the job. Although we were peers, our work relationship began with me teaching him the job. During that time he gained my trust with his behaviors...With the questions he raised or with his responses to my questions, in other words with his capacity to learn the work...(Interviewee 26)

Similar to Ability, the conceptualization of Integrity with manifestations such as 'Reliability', 'Openness', 'Responsibility', 'Fairness', and 'Keeping secrets' was also compatible with the mainstream trust frameworks. For example, Reliability, which refers to the behavioral consistency and honesty of the trustee, and Openness referring to the trustee's frankness in sharing his or her expectations, and allowing the free exchange of ideas were examined in the mainstream literature (Whitener, Brodt, Korsgaard, and Werner, 1998) with respect to trusting a supervisor. In this case, they were assessed with respect to a coworker as well. Moreover, these perceptions were not necessarily related with a particular domain. Reliability and Openness assessments were made across domains informing the trustor about the trustee's general character:

> The most important factor in trusting a peer is honesty. I think all other factors are qualities of a person, but honesty is a virtue. Either you have it or you don't. It is the most important indicator of a person's character. Honesty is the keystone of trust…It is important that the peer is open to you, always honest. (Interviewee 8)

> She was honest. You knew what she said was what she thought (Interviewee 4).

> I trusted her within a couple of days. It was her approach, her sincerity, honesty…(Interviewee 13)

In contrast, when Integrity manifested itself as Responsibility including being able to complete work successfully, it was assessed within the professional work relationship only:

> He is hard working. He does not shirk his duties at work. This makes me work hard as well. Maybe if he shirked, I would do the same. But no such thing happened. (Interviewee 5)

> He gained my trust with his attitude towards his job. How does he conduct work? I evaluate a person with that. Does he put his best to the task at hand? Or does he choose the easy way round and shirk? Because that is a very important point...I saw he was putting his best to his work...This led me to trust him...The most important thing was his respect to his work...(Interviewee 29)

Another manifestation of Integrity, which is also covered in the mainstream literature (Colquitt et al., 2007), is Fairness indicating that trustee is objective and protective of everybody's rights. Moreover, the domain specific nature of Fairness agreed with its previous operationalizations within the mainstream literature:

> In teamwork everyone's input is valuable. And everybody receives credit in a team. But when one or two people in the team make others work and take all the attention by acting as the producer, actor and stage director of the film at the same time- then this decreases motivation. Then you do not trust those people, you feel like you are a workhorse, eventually the relationship is damaged. I never felt like this when working with this person. She never took credit for things that were not hers. (Interviewee 11)

The last antecedent identified under Integrity is Keeping secrets indicating that the trustee did not share the trustor's personal disclosures with other people. Not surprisingly, Keeping Secrets was observed largely in nonwork domain, and was neglected in the mainstream trust literature. In a nutshell, these findings about Integrity reveal two points: 1) that it is a multi-faceted construct largely captured in mainstream operationalizations, 2) some of its manifestations are domain general, which speak to the overall character of the trustee (Gabarro, 1978 as cited in Mayer et al., 1995).

Unlike Ability and Integrity, Benevolence is the category with most of the antecedents, and its manifestations permeate the work and nonwork boundaries suggesting that the operationalization of this antecedent may be different than what is proposed in mainstream trust frameworks. The nine antecedents identified under Benevolence are 'Cooperation', 'Protection', 'Listening', 'Support', being

'Understanding', 'Intimacy', 'Affability', 'Sympathy' and 'Unselfish behavior'. Among these, Cooperation referring to the trustee's willingness to act together, embracing a win-win approach, and Protection indicating the trustee's defense of the trustor without being objective were observed only within the context of a professional work relationship in congruence with the mainstream operationalizations of the construct:

> When I had first started working in this company, he was already in his third year. Basically, he saved my back when I ran into difficulties. Like when I had technical problems in the job he saved me. Like, when I was in difficult political situations at work he saved me. (Interviewee 28)

In contrast, Listening referring to the trustee's listening of trustor's concerns and opinions was mentioned with respect to topics personal in nature as well as professional. Similarly, Support referring to the trustee's guidance in solving trustor's problems and providing encouragement, as the most frequently mentioned characteristic of a trustee, was manifested not only in the work domain, but also in the nonwork domain:

> Basically, the trust I had towards her developed in the personal context, later extended to work. I saw that she was a very good listener. She did more than just listening, her comments, her perspective, what she brings to you...After that I trusted... (Interviewee 9)

Within the context of this relationship the trustee's comments on the personal matters shared were perceived as the drivers of trust, which developed in the nonwork domain.

Benevolent behaviors in the form of being Understanding and Intimacy were also observed in both professional and personal contexts. Being Understanding refers to a trustee who is tolerant and non-judgmental. While one respondent mentioned this characteristic solely in the professional relationship, a second respondent assessed it as a general characteristic of the trustee, without limiting it to any domain. Likewise, Intimacy indicating that trustee displays affectionate closeness in the relationship, which is personal by nature, was observed in both work and nonwork domains:

> We do things together: we go to tea break together, we eat together, our breaks are at the same time, we go to the smoking room together...I mean at work we do stuff together which we don't with our family. (Interviewee 5)

We attended a training seminar together...A friendship started there. Later, we started seeing each other on other occasions outside of work; we had fun together, chatting, hanging out. Then we realized we are together most of the time...That's how the trust developed. (Interviewee 3)

Another frequently mentioned manifestation of Benevolence is Affability, which indicates that the trustee is able to relate well to people, is kind and sympathetic. In most narrations categorized under this antecedent the respondents emphasized that the trustee had a positive demeanor and a smiling face. This personality trait, which has a domain general characteristic, reflects the positive orientation of the trustee to people in general, indirectly providing information about the person's orientation towards the trustor, irrespective of their professional work relationship.

Another manifestation of Benevolence is Sympathy reflecting trustee's compassion to the trustor or towards a third person. This assessment was also not restricted to the work domain. Similarly, Unselfish behavior defined as the trustee being considerate of others' needs even if at the expense of his or her needs, was observed in the nonwork domain as exemplified in the following quote:

We went to a ski resort. With two cars… This friend and I were to stay for two nights and the other friends were going to leave after a night. After one night, the others left, but they called us 5 or 10 minutes later saying that they had a car accident. We went to the accident scene etc. This friend and I had other plans; we were going to ski, club at night... We had many plans. We didn't know what to do. Should we send them to Istanbul by themselves on a bus? Or should we leave the hotel and go back to the city with them? Each of us was silently thinking, and he voiced it first: let's check out from the hotel and go back with them, he said. In that instance, I thought if I were in a similar situation, he would have given up his plans and gone back to Istanbul with me... (Interviewee 17)

The last antecedent under Benevolence is Common values, referring to the similarity assessments pertaining to the nonwork domain, which confirm the multiplex nature of trust relationships between coworkers. Common values is defined as the similarity and approval of trustee's values and lifestyle particularly relating to family life, common background and experiences that lead to trust:

We have similar family lives, similar attitudes towards life, and certain standards. Schools etc. are more or less similar, like the same kind of college. Likewise our life styles are similar, so we can share stuff. For example, we go to the same barber on weekends. (Interviewee 18)

Overall, these findings suggest that, although many of the identified antecedents under Benevolence category are largely covered in the trust literature (Dietz & Den Hartog, 2006), their manifestations beyond the work domain can not be captured by the existing operationalizations of the construct.

In addition to the established antecedents under the ABI framework, two more antecedents are identified, namely Reciprocity and Common values. Reciprocity was manifested in two forms. The first one labeled Reciprocation referred to the trusting behaviors of the trustee towards the trustor as the drivers of trustor's trust, and the second one labeled Being appreciated indicated the trustee's appreciation towards the trustor as a factor in the trustor's trust. Although reciprocity was discussed in the mainstream trust literature, its manifestation in nonwork domain was not recognized. These findings demonstrate that trustors reciprocated the trust towards them not only when the trustee showed that s/he believed in their capabilities, but also when the trustee disclosed personal stuff (e.g., personal problems) to them.

3.2.2. Conceptualization of Trust

The categorization of the narrations of trust development is presented in Table 3.3. There are 12 respondents who could clearly distinguish the development of CBT and ABT during the course of their trust relationship with the coworker. Within the context of these relationships different currencies were found to drive CBT and ABT towards a coworker; moreover, the trusting behaviors of the respondents reflected this distinction clearly:

> I cannot trust people whose job performance does not meet my expectations. I mean I cannot trust them about work. She was good; she was experienced. She trained me actually…But more than that when I saw she was really a very sweet person, and well-intentioned our relationship continued…We shared everything…Then for four years we worked at different places and we just saw each other only socially. Recently, we began to work together once again. (Interviewee 15)

> I did not like her initially. In particular I did not like her work ethic. Not taking much responsibility etc… Then as time passed I got to know her personally, and realized that I had judged her only within work context. I felt close to her. We became friends and that reflected at work, too. … Until that time, I had not taken

her work seriously, but then I started to pay attention to what she was doing. She helped me, because I was new in the department. It started with helping out each other, and then we shared ideas about our projects at work. …We spent time for each other's work and we listened. As a result, good things came out and we recognized each other's contribution along the way. (Interviewee 9)

Table 3.3.
Conceptualization of trust

Trust Profile	Remarks	# of Respondents	Dyad Composition	Relationship Length
Clear distinction between trust bases	Most trust profiles in this category were CBT and ABT	12	Male-Male: 6 Female-Female: 5 Mixed gender: 1	2/3 - 10 years
Predominance of a single trust base	All trust profiles were ABT	8	Male-Male: 4 Female-Female: 3 Mixed gender: 1	1 - 14 years
Trust bases not distinguished	Trustors largely drew from cognitive bases; but at the same	2	Male-Male:1 Female-Male: 1	4 - 7 years

On the other hand, in eight of the cases a single trust base is dominant; in all the cases the respondents narrated only an ABT relationship without any reference to CBT. For example, one of the respondents explicitly compared coworker relationships with hierarchical ones concluding that the dynamics of coworker trust were different:

In hierarchical relationships there is always an expectation of an instrumental benefit, but in peer relationships one does not carry such expectations. (Interviewee 8)

It is seen that coworker relationships became multiplex in a short time while trust developed on affective grounds:

Shortly after we spent a few days at work it was her attitude, warmness and sincerity, and I felt trust towards her. In that context we had similar worldviews; when we discussed work our opinions and dreams were similar. Everything was teamwork at first. At work she did not withhold any information; she shared her knowledge with me. In short time we shared everything and started seing each other outside of work. (Interviewee 13)

Only in two cases, the respondents' narrations do not make a clear distinction between CBT and ABT. Within the context of these two relationships, the trustors kept the relationship in the professional domain. In these cases when asked to describe the trust relationship, although the trustors largely drew from cognitive bases, they vaguely mentioned relational aspects as well:

Completely started in the work context, we could complement each other at work…She was loyal, covered me at a project. (Interviewee 11)

The categorization of the trust profiles confirmed that trust towards coworkers can take two forms: CBT and ABT. Moreover, ABT profiles revealed that this relationship extended beyond the work domain.

3.3. Discussion

As a result of this study, the antecedents of coworker trust in Turkish work context are identified. The findings reveal universal and emic manifestations of antecedent categories. For example, Ability and Integrity both of which are proposed as the antecedents of CBT are found largely coherent with the mainstream literature. At the same time, the manifestations of trust antecedents are observed to be more diverse than those covered in the mainstream trust frameworks. For example, the domain general manifestations of Integrity indicate that Integrity perceptions may also lead to an emotional response and inspire ABT. Indeed, the variety of antecedents reported under Integrity and Benevolence suggest that people collect diverse data about the character aspects and the good intentions of their coworkers. Most importantly, emic manifestations of Benevolence are identified, which highlight the role of nonwork domain in trustworthiness perceptions. These findings seem to support the proposed trust formation model where I argued that benevolence should be distinguished into two subdimensions: (1) professional benevolence tapping into the work domain, and (2) personal benevolence covering the nonwork domain.

Findings also suggest that Common values is an important aspect of trusting relationships, however whether similarity is an antecedent of benevolence or ABT is not clear. Theoretically, Mayer et al. (1995) argue that similarity between the parties helps to determine the perceived level of benevolence of a trustee towards the trustor. In line with Mayer et al.'s arguments I will treat similarity as an antecedent of Benevolence, hence, I will not include it in the proposed model.

Moreover, the identification of Reciprocity as an antecedent suggests that trust models need to incorporate the trustee's perceptions about the trustworthiness of the

trustor as well. Although its role was acknowledged in the mainstream trust literature (e.g., Mayer et al., 1995; Zand, 1972), empirical evidence portraying the impact of Reciprocity in trust formation lags behind due to the methodological challenges. The findings with respect to Reciprocity confirm that the dyadic nature of my model provides a more realistic and complete picture of trust formation.

Regarding the bases of trust in coworker relationships of Turkish participants, the findings establish the trust bases as ABT and CBT, which further support the choice of McAllister's (1995) multidimensional trust framework for my proposed trust model. Also, these findings speak to the significance of ABT relationships in coworker trust, and their multiplex nature. Indeed, ABT was largely manifested in disclosures of nonwork and personal matters supporting the assertion that the bandwidth of ABT relationships is much broader than that of CBT (Lewicki, Tomlinson, & Gillespie, 2006).

Overall, the results from the qualitative study not only provide the initial confirmation for the proposed theoretical model, but also indicate how the constructs in the model need to be operationalized. Indeed, the qualitative findings guided the item generation phase of the survey study, which will be reported in the next chapter.

4.

STUDY 2: SCALE DEVELOPMENT

The primary focus of this study is to develop and validate trust measures that capture the multiplex nature of relationships in collectivist cultures like Turkey. To this end, I focused largely on developing measures for ABT, its antecedents and outcomes. In particular, I extended the operationalization of benevolence and ABT by incorporating benevolence perceptions in the nonwork domain (e.g., support to solve trustor's personal problems) as well as work domain (e.g., help in resolving trustor's work-related issues). In line with the qualitative findings, items with an affective nature that reflected willingness to be vulnerable behaviors in personal life and that belong to nonwork domain were generated and tested. While doing so, I conceptualized CBT, its antecedents and outcomes in line with the mainstream literature (e.g., McAllister, 1995). Potential outcome measures adapted from the literature as well as new measures developed to capture the dark side of trust were also evaluated. The scale development study consisting of two stages: the pilot study and scale validation will be reported separately.

4.1. Pilot Study

The primary purpose at this stage was to identify and/or develop and test measures that tapped into the content domain of the constructs under examination, particularly focusing on trust development. The objectives of the pilot study were twofold: (a) develop items measuring benevolence in the two life domains (work and nonwork); (b) test the psychometric properties of the scales measuring trust antecedents and the trust scales adapted from the literature.

While the results from the qualitative study were used to confirm the theoretical domain of the constructs under examination, they were also used to generate potential trust items. Once the measures were finalized, survey methodology was employed to evaluate their psychometric properties.

4.1.1. Participants and Procedure

Questionnaires were administered to 45 management students enrolled in an organizational behavior course at a private university in Istanbul, Turkey during the Fall semester of 2008-2009. As part of the course requirements, the students completed two projects in teams of 4-5 persons. During class time, under my supervision, students individually completed two online surveys for each team member they worked with. The students were informed of confidentiality and they were granted course credit for completing the study. The first survey assessed antecedents of trust regarding each team member at Time 1 after students had worked together for a month and submitted the first course project and received feedback on it, and trust was measured after one more month at Time 2. Of the 45 participants, full data were received from 35. Participants reported on a total of 113 dyadic relationships at Time 1 and 118 dyadic relationships at Time 2. Females comprised 54.3% of the sample. The age of the sample ranged from 19 to 24 years with a mean age of 21.5 years.

4.1.2. Measures

Besides the several emic items, which were incorporated in the measurement of benevolence and ABT, the variables were largely measured through scales developed and tested previously in the literature. I translated the scales adopted from the literature into Turkish, and they were back-translated by a doctoral student proficient in both English and Turkish (Brislin, 1980). In the final step, an academician proficient in both languages reviewed the translation and all items that had discrepancies were rewritten to be clearer. The translated versions of all items were worded to reflect the student project team context. A 5-point Likert-type response scale ranging from 1 *(strongly disagree)*

to 5 *(strongly agree)* was adopted in all the scales except for trust measures, which were rated on a 7-point scale (1= Not at all willing, 7= Completely willing).

Propensity to trust (PTT) was measured with the 6-item Generalized Trust Scale developed by Yamagishi and Yamagishi (1994). To measure ability and integrity Mayer and Davis' (1999) 6-item ability scale and 5-item integrity scale were used. The integrity scale by Mayer and Davis (1999) assessed predictability and fairness to some extent but not honesty, which was indicated as a facet of integrity in Dietz and Den Hartog (2006). Indeed, honesty was identified as a manifestation of reliability in the qualitative study reported. Therefore, the honesty subscale from Butler (1991) was added. The new integrity scale aimed to capture reliability, which was identified as the most salient manifestation of integrity in the qualitative study. In addition to the items assessing reliability of a person based on his or her predictability, honesty and promise keeping, two items measuring fairness were included. Unfortunately, items tapping into responsibility, which was identified as the second most frequent integrity facet in the qualitative study, were overlooked at this stage.

Benevolence was conceptualized as composed of two distinct sub-constructs, namely, benevolence in the professional context versus the personal context. Five items were adapted from existing measures (e.g., Mayer & Davis, 1999) to assess professional benevolence and five items were generated to measure personal benevolence. While doing this, first a conceptual map tapping into the various manifestations of benevolence (e.g., showing care/concern, providing support/help) was prepared based on the existing benevolence measures (see e.g., Dietz & Den Hartog, 2006) and data from the qualitative investigation (Wasti, Erdil, & Tan, 2009). Then, this conceptual map was used to develop items that reflect personal manifestations of benevolence. As a result while items like "s/he goes out of her/his way to help me in my team assignments" tapped into the professional manifestations of benevolence; items worded as "s/he goes out of her/his way to help me in my daily life beyond team assignments" assessed its personal manifestations.

To measure trust bases Gillespie's (2003) Behavioral Trust Inventory (BTI) was used instead of McAllister's (1995) trust scales. This choice was based on the differences between the operational definitions of the two trust scales. While McAllister's (1995) scales operationalized positive expectations, Gillespie's BTI operationalized willingness to be vulnerable (Colquitt et al., 2007). To match the operationalization trust bases with their definitions based on willingness to be

vulnereble, this study employed the two dimensions of BTI namely, reliance and disclosure to operationalize CBT and ABT, respectively. Indeed, Gillespie (2003) indicated that these constructs theoretically overlap with ABT and CBT. Gillespie (2003) further noted that disclosure has an emotional and relational basis when compared to reliance that is anchored more strongly on professional skills and competence. Indeed, Gillespie (2003) indicated that "sharing personal information or making a disclosure that reveals a vulnerability often accompanies the formation of interpersonal attachment and expression of care and concern" (p. 36) which suggests trust based on affective grounds. However, to better capture the breadth of ABT in collectivist cultures three emic items were also included based on the findings from the qualitative study, one of which overlapped with an ABT item by McAllister (1995). These items measured disclosure on a very personal level, such as the disclosure of family problems, the sharing of fears and worries about life in general, and the disclosure of anything that would upset the personal well-being of the trustor.

To test the validity of the trust measures, in addition to the factor analyses conducted, the associations between the two bases of trust and variables with which trust bases could be related to develop a nomological network (Hinkin, 1998) were examined. For this purpose, interpersonal citizenship behavior (ICB), affective commitment (AC) and conflict avoidance were selected based on the theoretical and empirical evidence discussed below. The items of all scales were adapted to fit the project team context.

Previous research has shown that ICB, which is a specific type of organizational citizenship behavior intended to help other individuals (e.g., coworkers) is positively related to trust (e.g., McAllister, 1995; Settoon & Mossholder, 2002). It is proposed that trust makes engaging in helping behavior easier, because it diminishes the perception of risk regarding the reciprocation of help when needed. ICB was measured with two scales developed by Settoon and Mossholder (2002), which distinguish between person-focused ICB (i.e., affiliative behaviors dealing with problems of personal nature) and task-focused ICB (i.e., helping behaviors dealing with work related problems). A sample item from the 8-item person-focused ICB scale is "I take time to listen to her/his problems and worries" and an example item from the 6-item task-focused ICB scale is "I help her/him with work when s/he is absent". These two dimensions were expected to differentially relate to ABT and CBT. ABT, which reflects a long-term view of relationships in which individuals engage in citizenship behaviors with the assurance of

reciprocity some time in the future, was expected to correlate positively with a wider variety of relational promotion behaviors including person-focused and task-focused ICB. Whereas CBT reflecting a view of relationships confined to the professional domain with quid pro quo reciprocity rules was expected to correlate positively only with task-focused ICB, which is confined to the task environment in the organization representing a restricted form of relational promotion behaviors.

AC is defined as a desire to remain in the organization based on an emotional attachment (Allen & Meyer, 1996) and past research has demonstrated a positive relationship between organizational trust and AC towards the organization (Aryee et al., 2002; Tan & Tan, 2000). Similarly, the positive relationship between interpersonal trust and interpersonal commitment is discussed in the trust literature (Moorman, Zaltman, & Deshpande, 1992). Moorman et al. (1992) argued that as trust increases, with it the vulnerability of the person towards the other increases, leading to commitment to the specific relationship. This relationship was expected to hold for ABT in particular, because affect-bound relationships may increase self-verification (i.e., people's desire to be known and understood by others; Swann, 1983) through trustee's benevolent behaviors communicating 'emotional support' and 'being understood' (Williams, 2007). Self-verification in turn has been associated with increased feelings of attachment to group members (Swann, Milton, & Polzer, 2000). Hence while ABT was expected to positively correlate with AC to coworkers, there was no such expectation for CBT. AC was measured with five items by Meyer, Barak, and Vandenberghe (1996) as adapted by Wasti and Can (2008). A sample item is "S/he is like a family member to me".

Discussions in friendship and trust literatures, suggest that relational cohesion developed on communal norms in trust relationships (i.e., ABT) would emphasize the value of the relationship in itself, shadowing the concerns for economic outcomes. It is implied that concerns for economic outcomes (e.g., performance outcomes) may jeopardize the relational outcomes to be gained from ABT relationships. Hence, in ABT relationships people are expected to avoid conflict for the sake of the relationship (Jeffries & Reed, 2000). For this reason, ABT was expected to correlate positively with conflict avoidance. I also expected CBT to correlate positively with conflict avoidance; but, because CBT is based on a more instrumental mechanism, I expected this relationship to be weaker than the association between ABT and conflict avoidance. Conflict avoidance was measured by adapting six items from Rahim's (1983) version of

the Killman-Thomas self report conflict style (Morris et al., 1998). An example item is "I try to stay away from disagreements with her/him".

4.1.3. Data Analysis Strategy

All dyadic data (i.e., interdependent observations) were used for Exploratory Factor Analyses (EFA) of the measures to ensure a sufficiently large sample size. Although the observations from members of the same team were not independent, since our factor analyses were exploratory in nature; and significance testing was not used, this was not a major threat (Floyd & Widaman, 1995). Because there was no previous research on these constructs in Turkey, EFAs were used as an exploratory tool to examine the relations among the adapted scales, which also included new items. In all EFAs both Principal Components Analysis (PCA) and Principal Axis Factoring (PAF) with oblique (Promax) rotation were conducted to check the factor structure's stability (Tabachnik & Fidell, 1996). As there were no notable differences between the two sets of analyses, pattern matrixes from the PAFs are reported in the interest of space. In the correlational analyses conducted for the validation of measures, the statistical independence of observations was maintained by having no respondents provide information on more than one dyad. Following a procedure like McAllister (1995) team members were randomly assigned to roles as respondents (1, 2, 3, or 4). Then dyads were formed where every participant provided information on only one other teammate and similarly this participant received ratings from only one other teammate. Therefore, the independent data set was formed with the information received from 1 about 2, from 2 about 3, from 3 about 4, from 4 about 1. Using this independent set (N = 32) correlations among trust antecedents, trust and trust outcomes were calculated for further validation of the scales.

4.1.4. Results: Exploratory Factor Analyses

When all factors of trustworthiness (all antecedents except PTT) were included in a single EFA six items cross-loaded. The factor structure is reproduced in Table 4.1, where the items in bold are the ones used to compose the final antecedent scales.

As can be followed from Table 4.1, the first factor was largely composed of ability items. The second factor represented personal benevolence and the third factor consisted of all honesty items along with two integrity items. Although two ability items (A1 and A2) double loaded on the ability factor and a fifth factor, they were included in the ability scale. Only two items represented the professional benevolence factor. One professional benevolence item (B2), which loaded with personal benevolence items was in effect found to reflect benevolence at a more personal domain, and was included in the personal benevolence scale. Among the remaining items some loaded on more than one other factor (items PB2, PB1 and B3) and some loaded on an unexpected factor (items I5, B1, I1 and I2). When the content of these items were analyzed, the problem appeared to be poor translation and wordy items. Thus, these items were dropped.

Analysis of Gillespie's (2003) trust scale and the additional ABT items revealed a three-factor structure. The factor loadings are presented in Table 4.2. As can be seen, the first factor reflected disclosure regarding personal issues, which is labeled ABT, and consisted of two personal disclosure items (ABT1 and ABT5) from Gillespie (2003) and three emic items (XABT1, XABT2 and XABT3). The second factor, which is labeled CBT consisted of the four reliance items (CBT1, CBT2, CBT3 and CBT4) from Gillespie (2003). In addition, a third factor consisting of three disclosure items (ABT2, ABT3 and ABT4) from Gillespie (2003) represented disclosure regarding difficulties associated with the task or project, which is called project disclosure. The factor analysis was also repeated for Gillespie's (2003) original items. This analysis produced two factors; the first one consisting of reliance and personal disclosure items and the second factor composed of disclosure items regarding task and project difficulties. The failure to replicate the original two-factor structure of Gillespie (2003) suggested that the inclusion of emic items enabled to capture ABT better.

Table 4.1.
Exploratory factor analyses with antecedents (Pilot)

Item	F1	F2	F3	F4	F5
(A5) My teammate has specialized capabilities that can increase our performance	**.92**				
(A3) My teammate has much knowledge about the work that needs to be done	**.77**				
(A4) I feel very confident about my teammate's skills	**.72**				
(A6) My teammate is well qualified	**.59**				
(A1) My teammate is very capable of performing his/her course responsibilities	**.56**				.52
(B3) My teammate goes out of his/her way to help me with my team assignments/courses	.35		.33		
(PB3) My teammate goes out of his/her way to help me in my daily life beyond teamwork assignments/coursework		**.96**			
(PB5) My teammate is there for me when I have difficulties in my personal life		**.89**			
(PB4) My personal needs and desires are very important to my teammate		**.85**			
(PB2) My teammate makes personal sacrifices for me		.40	.33		
(B2) My teammate really looks out for my interests		**.40**			
(H2) My teammate would not lie to me			**.90**		
(I3) I never have to wonder whether my teammate will stick to his/her word			**.87**		
(H1) My teammate always tells me the truth			**.65**		
(H4) Sometimes my teammate does dishonest things*			**.45**		
(I4) My teammate tries hard to be fair in dealings with others			**.35**		
(B4) My teammate sincerely takes account of my views about our teamwork/coursework				**.81**	
(B5) My teammate is there for me when I have difficulties with my team assignments/courses				**.55**	
(I5) My teammate's actions and behaviors are not very consistent*				.50	
(PB1) My teammate cares about my well-being		.32		.47	
(H3) My teammate deals honestly with me			**.35**	.43	
(I1) Sound principles seem to guide my teammate's behavior					.69
(B1) My teammate cares about my academic success					.64
(A2) My teammate is known to be successful at the things s/he tries to do	**.34**				.58
(I2) My teammate has a strong sense of justice					.42
Variance explained (%)	41.19	8.76	5.90	3.34	2.81
Cumulative variance explained (%)	41.19	49.95	55.85	59.19	61.99

Note. Loadings less than .30 are not shown. A= Ability; B= Professional benevolence; PB= Personal benevolence; H= Honesty; I= Integrity. * Denotes reverse-coded items.

The EFAs with ICB scales resulted in two factors with several problematic items cross loading on both factors. These items were vague with respect to the ICB dimension they tapped in (e.g., Although the item "I make an extra effort to understand the problems s/he faces" was intended to measure person-focused ICB, whether the "problems" referred to work or personal issues was not clear as the item loaded on both factors). Once the unclear items were excluded two factors consisting of four person-focused ICB items and four task-focused ICB items were obtained. EFAs with AC and conflict avoidance scales confirmed their unidimensional structure.

Table 4.2.
Exploratory factor analyses with trust scales (Pilot)

Item	F1	F2	F3
(XABT3) Discuss the fears and worries you have about your life in general	.90		
(ABT5) Share your personal beliefs with him/ her	.84		
(XABT1) Discuss how you honestly feel in your personal or family life, even negative feelings and frustration	.83		
(XABT2) Confide in him/ her personal issues that are affecting your well-being	.73		
(ABT1) Share your personal feelings with him/ her	.71		
(CBT2) Depend on him/ her to back you up in difficult situations		.88	
(CBT4) Depend on him/her to handle an important issue on your behalf		.78	
(CBT3) Rely on his/ her work related judgments		.73	
(CBT1) Rely on him/her to represent your work accurately to others		.40	
(ABT4) Discuss how you honestly feel about your team project, even negative feelings and frustration			.98
(ABT3) Confide in him/ her about personal issues that are affecting your team project			.63
(ABT2) Discuss work-related problems or difficulties with him/ her that could potentially be used to disadvantage you			.60
Variance explained (%)	48.33	8.83	6.61
Cumulative variance explained (%)	48.33	57.15	63.77

Note. Loadings less than .30 are not shown. XABT = Extra ABT items.

4.1.5. Results: Reliability Analysis and Descriptive Statistics

Table 4.3 displays the descriptive statistics for antecedents of trust, trust and its outcomes calculated with the independent sample set (N = 32). The coefficient alpha of each scale is reported in parentheses in the first column. The 2-item professional benevolence scale had low reliability (α = .50). Nevertheless, with due caution, it was retained for further correlation analyses. The reliability of the CBT scale with 4 items was also low (α = .60). Item-scale analyses indicated that the item "Rely on him/her to represent your work accurately to others" lowered the reliability, possibly because it did not quite fit with the requirements of the teamwork assignment in this sample. Once this item was excluded, the reliability of CBT scale reached an acceptable level (α = .81). Therefore, CBT scores were computed with three reliance items.

The item and scale analyses were also conducted for the outcome scales. After problematic items were dropped from the ICB scales, the reliability of all the outcome measures were all above .75. Hence, person-focused ICB and task-focused ICB were computed with four items each, AC variable was composed with five items and conflict avoidance was computed with seven items.

4.1.6. Results: Correlations Between Trust, Trust Antecedents and Trust Outcomes

The correlations between trust antecedents and the three trust factors are presented in Table 4.3. Personal benevolence was significantly related to ABT, but had no significant relationship with project disclosure and only a marginally significant relationship with CBT. While integrity had a significant relationship with all factors of trust, professional benevolence was unrelated to them. Contrary to expectations, ability had significant relationships with all trust factors and PTT revealed no significant relationships with any of the trust factors.

The correlations between trust factors and outcomes can also be seen in Table 4.3. Person-focused ICB had a significant relationship with ABT, but also with CBT and Project disclosure. While task-focused ICB was positively related to CBT, it was not associated with ABT or Project disclosure. Contrary to expectations, AC was significantly correlated with all trust bases and conflict avoidance was not associated with ABT. However, conflict avoidance had a marginally positive relationship with CBT.

4.1.7. Discussion

On the whole, the results imply that personal benevolence is an important predictor of ABT; hence, the personal and professional benevolence distinction is meaningful. However, it should be noted that professional benevolence was not adequately captured with the current items. This finding may be due to suboptimal translations, which need to be considered. Moreover, personal benevolence had a marginally significant relationship with CBT as well. This was unexpected; hence merits attention in the following studies. When the hypothesized relationships within the nomological network of antecedents of trust and its bases were evaluated for criterion validity, PTT did not correlate with any of the trust factors, which may suggest that either it was not captured with the current measurement or it has a negligible role in interpersonal trust relationships towards specific others. Although not reported here PTT was also measured with an alternative scale by Mayer and Davis (1999), which performed similarly. This finding indicates that trustee-specific antecedents of trust

78

could be more defining in interpersonal trust situations. As expected, integrity was related to both CBT and ABT. While ability was associated with CBT as expected, it was also related to ABT, which deserves further examination.

An interesting finding is regarding the EFAs on the trust subscales, which yielded partial support for the dimensionality of original BTI scale by Gillespie (2003). In fact, the addition of emic items revealed a more meaningful factor structure where ABT and CBT emerged as separate factors along with a third factor, which I labeled as project disclosure. The content of the project disclosure items suggested that they were measuring getting task-related problems and difficulties off one's chest. At this stage, whether these items measure trust is not clear. However, as one of the interviewees in the qualitative study indicated disclosing personal stuff about work may be perceived different from a trusting relationship:

Initially, the relationship begins as professionally – naturally, like talking about work, sharing personal stuff about work. In the later stages, as trust develops there is a spillover to the personal life. You start talking about your personal life. Maybe you start seeing each other outside in different contexts. This increases your trust. (Interviewee 29)

These findings imply that ABT may be captured by disclosure at a more intimate level, which is distinct from the sharing of task-related problems. Although the dimensionality of the trust factors was also implied with different associations of trust bases with outcomes, there were some unexpected findings. For example, the associations of trust bases with different ICB forms revealed that CBT relationships were associated with a wider spectrum of ICB than ABT relationships, which were only related with person-focused ICB. In retrospect, I suggest that task-focused ICB may be driven by instrumental norms and provided to persons who have previously helped the trustor in similar situations. On the other hand, ABT is a communal relationship, which is not based on work-related capability and integrity assessments, and within the context of a performance exchange a trustor's decision to allocate his or her task-related resources may be driven by trustee's potential (necessary skills and capabilities) to reciprocate in kind within the performance exchange rather than his or her orientation towards the relationship. On the other hand, nonsignificant relationship between ABT and task-focused ICB was in the expected direction (r = .23), implying that sample-specific concerns (i.e., sample size) may have a role in these findings.

Table 4.3.
Descriptive statistics and correlations

Variables	No of items	M	SD	1	2	3	4	5	6	7	8	9	10	11	12
1. PTT	6	2.80	.65	(.77)											
2. Ability	6	3.27	.54	-.08	(.87)										
3. Integrity	6	3.42	.46	.16	.08	(.82)									
4. Professional benevolence	2	3.54	.49	.11	.09	.48**	(.50)								
5. Personal benevolence	4	2.68	.71	.11	.43*	.21	.11	(.87)							
6. ABT	5	2.78	1.44	.01	.35*	.55**	.23	.50**	(.90)						
7. Project Disclosure	3	4.91	1.14	.00	.35*	.38*	.26	.14	.56**	(.72)					
8. CBT	3	3.29	1.09	-.24	.42*	.29†	.14	.35†	.65**	.36*	(.81)				
9. ICB-Person	4	2.80	.79	.06	.48**	.29	-.05	.64**	.62**	.33†	.43*	(.84)			
10. ICB-Task	4	3.10	.70	-.19	.10	.27	-.19	.19	.23	.10	.42*	.32†	(.78)		
11. AC	5	2.10	.78	-.09	.37*	.42*	.16	.70**	.74**	.51**	.64**	.65**	.38*	(.88)	
12. Conflict Avoidance	7	2.86	.76	.24	.34†	-.13	-.30†	.20	.03	.08	.32†	.28	.32†	.16	(.91)

Note. Reliabilities are reported on the diagonal in parentheses. Highlighted sections display the correlations of trust bases with antecedents and outcomes. **$p < .01$. *$p < .05$. †$p < .10$ (two tailed tests).

Regarding the unexpected findings about person-focused ICB, it's seen that the measure tapped into affiliative behaviors in which there was no significant trade-off between one's own resources in the performance exchange and assisting the other person in personal matters. Indeed, person-focused ICB items assessed passive behaviors such as listening, trying to cheer up and inclusion rather than measuring active assistance reflecting a trade-off on the trustor's side. Hence, person-focused ICB's positive association with both forms of trust suggests that in order to capture the distinction between the trust bases the operationalization of this variable may need to include more active behaviors which reflect the trade-off between the allocation of one's resources to a performance exchange or to relational promotion.

The findings speaking to the associations of trust bases with conflict avoidance revealed a marginally significant positive relationship between CBT and conflict avoidance, whereas ABT was not associated with conflict avoidance. In retrospect, the findings may be due to the Turkish adaptation of the conflict avoidance scale, which seem to reflect submission behaviors within the context of a performance exchange; hence, the adaptation of this measure may need revision.

Despite some unexpected findings, the results from the pilot survey yielded the initial evidence for the discriminant validity of the trust and antecedent measures with the exception of professional benevolence scale, which did not seem to capture the content domain of professional benevolence in student work contexts. The following validation study was conducted with an aim to revise the measure of professional benevolence constructs as well as to replicate the results of the pilot.

4.2. Validation Study

This study was carried in order to validate the scales tested in the pilot. The pilot scales were revised based on the statistical analyses reported previously as well as student input. To evaluate the content validity of the measures and to revise problematic items identified in the pilot two types of qualitative data collected from the students were used. At the final stage, the construct validity of the refined measures was tested in a survey study.

4.2.1. Content Validity

The first type of qualitative input came from the interviews that I conducted with 5 participants of the pilot study once the pilot study was over. These interviews, which lasted approximately 30 minutes inquired how the participants described their trust towards peers, and if they distinguished between CBT and ABT. Then, I asked them to evaluate whether the antecedent items were meaningful in a project team context. Subsequently, interviewees were asked to distinguish (if they could) their behaviors towards teammates to whom they had different types of trust. In particular they were probed for any special behaviors (i.e., tolerance, favoritism and/or citizenship behaviors etc.) towards the trustee as a result of their ABT. They were also asked to describe how they treated peers whom they did not trust. The findings from these interviews confirmed the dimensionality of trust, indicated some professional benevolence items that had to be more contextualized and pointed to suboptimal translations (e.g., "Takım arkadaşım akademik başarımı önemser"; "Takım arkadaşım gerçekten benim çıkarlarımı gözetir"). Additionally, they implied that ABT relationships in a professional context like project work activated a different framework in the trustor's mind where the peer's poor work was tolerated to a large extent. In retrospect, these interviews did not directly raise questions to explore the anomalous findings from the pilot about the role of ability on ABT or the impact of personal benevolence on CBT. Yet the narrations of students distinguished between CBT relationships based on ability and responsibility of the partner and ABT relationships based on the friendship between the parties. It was seen that ABT relationships were based on relationship-specific dynamics whereas CBT relationships were driven by capability and responsibility evaluations of the trustee.

These data were incorporated into scale refinement stage. In particular, based on the input professional benevolence scale was refined. Several items were reworded to improve translation and to contextualize the relationship the project context. In addition, one new item reflecting the trustee being understanding towards the trustor was added both to the professional and personal benevolence measures. After these changes, personal and professional benevolence scales each consisted of six items.

The second type of qualitative input came from the trust definitions collected as part of a critical incident study conducted by Wasti. Trust definitions were obtained from 80 management students enrolled in organizational behavior courses at a private

university in Istanbul, Turkey during the 2006-2007 academic year. The critical incident study conducted with an open-ended survey format asked the students to describe what the word trust means to them and to describe a critical incident, which reflects their trust to the person they identified. Participants were subsequently asked to report the impact of the specific incident on their feelings, thoughts and behaviors. From this data the trust definitions were coded and analyzed- to identify "willingness to be vulnerable" behaviors that were not tapped with the trust items in the pilot study.

To systematically analyze the data a coding manual was prepared. Then, a trained doctoral student and I coded the data independently. First, we coded the behaviors from the trust definitions into "willingness to be vulnerable" and/or "positive expectations" categories. These categories represent two operational definitions of trust, commonly employed in organizational behavior (e.g., Mayer et al., 1995; McAllister, 1995). However, in some cases besides or instead of offering a trust definition the respondent mentioned an antecedent or an outcome of trust; these behaviors were also coded using the following categories: "antecedent", "outcome" or "other". Second, we summarized the behaviors under either of the trust categories into a more general abstract level. For example, 'willingness to be vulnerable' behaviors were summarized as disclosing feelings, disclosing thoughts, disclosing secrets, disclosing problems, sharing personal life, delegating responsibility, taking advice and so forth; on the other hand, various behaviors corresponding to the 'positive expectations' category were summarized under positive expectations regarding work, positive expectations of support, positive expectations of intention and so forth. In order to increase reliability across the coders, initially we coded 10 cases independently and then met to discuss discrepancies. After these discussions, the coding manual was revised, and the remaining cases were coded independently. Discrepancies at this point were resolved through a discussion between the two coders.

As trust is defined to be 'willingness to be vulnerable' in my model, I was interested in behaviors in that particular category. I compared the behaviors generated from the trust definitions with the trust items tested in the pilot to see if the measures fully captured the construct domain of trust bases. This input confirmed that ABT measurement needed to expand to the personal domain; hence, the items measuring disclosure at a personal level were meaningful in the student context. Moreover, the analysis of trust behaviors provided me with the relevant data to revise the wordings of some of the items. In addition to a problematic reliance item, the wording of three emic

ABT items tested in the pilot were revised to capture the content omitted by those items. The wordy item regarding disclosure of family-related problems was shortened, and the other two items that assessed personal disclosure of negative and delicate topics were integrated into a single item ("I would open my heart to this person"), also to correct for using a double-barreled expression. Finally, a third item "I would share my dreams with this person" also tested in McAllister (1995) was included to reflect disclosure of intimate but non-negative topics.

4.2.2. Survey

4.2.2.1. Participants and procedure

This study was carried out during the Spring semester of 2008-2009. Questionnaires were administered to 74 students enrolled in organizational behavior courses in the same private university located in Istanbul, Turkey. As part of the course requirements, the students completed two projects in teams of 3-5 members. Every student individually completed the survey for each team member of his or her project team. Students were granted course credit for completing the study. Following the same procedures in the pilot, trustworthiness perceptions regarding each team member were collected in Time 1 after students worked together for a month, and trust was measured after a month in Time 2. Of the 74 students, 57 provided complete data. Participants reported a total of 197 dyadic relationships with teammates at Time 1 and 186 dyadic relationships with teammates at Time 2. Females comprised 41.3% of the sample. The age of the sample ranged from 20 to 30 years with a mean of 23 years.

4.2.2.2. Measures

After the pilot, the 6-item ability and 5-item integrity scales by Mayer and Davis (1999) were tested again. Based on interviews with the students and the qualitative study with working adults one new item that assessed fulfillment of responsibility was added to the existing measure of integrity. Honesty (Butler, 1991) and PTT (Yamagishi

& Yamagishi, 1994) measures were the same with those tested in the pilot. Professional and personal benevolence were measured with the scales revised based on the qualitative input from the students. The new versions of benevolence scales consisted of six items each.

Gillespie's trust scales were tested again. In addition, the three emic ABT items which were refined in the qualitative studies were included in these scales. In order to tap into the content domain of CBT better, one item from Mayer and Gavin (2005) was included in the item pool assessing CBT. A 5-point Likert-type response scale ranging from 1 *(strongly disagree)* to 5 *(strongly agree)* was adopted in all the antecedent and trust measures.

Measures for the outcome variables proposed to be in the same nomological network with trust and its antecedents were adapted from the literature for validation. Because there is a dearth of literature on the dark side of trust particularly focusing on the consequences of ABT, I focused largely on the outcomes of ABT. Also, in line with previous work (McAllister, 1995; 1997) I included monitoring as an outcome of CBT. At this stage conflict avoidance measure already tested in the pilot was excluded to manage the length of the survey. Beyond the measures employed to capture the dark side of trust, I also used two scales for the purpose of mere validation of the trust measures. These measures and their role in this study will be detailed in the following paragraphs.

Monitoring: Four items developed by McAllister (1995) to assess monitoring and defensive behaviors were used to measure monitoring. CBT and ABT were expected to negatively correlate with monitoring while ABT was expected to account for less variance in predicting this variable. A sample item is "The quality of work I receive from this individual is only maintained by my diligent monitoring".

Relational Promotion: To assess relational promotion, which I have defined as the extra-mile behaviors of the trustor towards the trustee displayed even at the expense of trustor's time, energy and principles, I used an 11-item measure. The measure consisted of seven items of the Person-focused ICB scale (Settoon & Mossholder, 2002) tested in the pilot. However, in this study these items were reworded to make the trustor's trade-off decision between her/his own time, energy or principles more explicit. For example, the item that said "I take a personal interest in her/him" was reworded as "I take a personal interest in her/him no matter how busy I am". Four additional items were generated to capture obligations on a wide level ranging from citizenship behaviors

(i.e., Settoon & Mossholder, 2002) towards the trustee (e.g., sacrificing from one's own time or sharing one's valuable resources) to behaviors that privilege the trustee (e.g., backing the person's decisions in any situation). An example item is "I will use all my resources to resolve his/her personal problems". While both ABT and CBT were predicted to be positively related to relational promotion, ABT was expected to explain greater variance.

Relational Accommodation: Defined as the complacent behaviors of a trustor in performance exchanges with the trustee, relational accommodation was operationalized with a scale assessing the acceptance of suboptimal performance of the trustee in performance exchanges. This 8-item scale consisted of seven items reworded from the loyalty scale, which was developed to assess commitment in close relationships context (Rusbult, Johnson, & Morrow, 1986) and one new item. A sample item is "While working with this person if s/he performs poorly I would not make a big deal". ABT was expected to be positively related to relational accommodation, and so was CBT. However, ABT was expected to account for greater variance in this outcome.

Emotional strain: Thirteen items adapted from the Mental Health Index (Veit & Ware, 1983) were used to assess the feelings experienced by the trustor during his/her relationship with the trustee. A sample item (reverse coded) is "How frequent did you feel peaceful in this relationship?" I expected CBT to have a negative association with emotional strain and ABT to have a positive relationship.

Worthiness for professional contact: Although not included in my dark side propositions, this variable, which represents satisfaction with the professional relationship, was used to validate the trust bases. The 5-item behavioral intention rating developed by Curhan et al. (2006) which measures the respondent's opinion of the team member's worthiness for future professional contact was adopted to assess the trustor's satisfaction with the trustee in their performance exchange. A sample item is "Would you want to have this person as your business partner?" CBT and ABT were expected to positively correlate with worthiness while ABT was expected to account for less variance in predicting this variable.

Instrumental Benefits: Again, although not included in my theoretical model, instrumental benefits, which referred to the benefits received from the trustor with respect to the performance exchange was used to validate the trust bases. This 4-item measure was adapted from the personality enrichment subscale by Kirchmeyer (1992), which was originally designed to measure positive spillover experiences from the

nonwork domain (e.g., being involved in community) to work domain. An example item is "My relationship with this person develops skills in me that are useful at work". CBT was expected to positively correlate with instrumental benefits while ABT was not.

A 5-point Likert-type response scale ranging from 1 *(strongly disagree)* to 5 *(strongly agree)* was adopted for the outcome scales above except for the worthiness for the professional contact measure where responses were made on a scale ranging from 1 to 7 and the strain measure, which was rated on a 6-point scale (1= Never, 6= All the time). In all scales, higher scores indicated higher levels of variable of interest. As in the pilot, the same translation and back translation procedures were undertaken for all the scales adopted from the literature.

4.2.2.3. Data analysis strategy

To evaluate the psychometric properties of the scales, both PCA and PAF were conducted with the interdependent (N=186-197) and independent (N=57-60) sample sets. The factor structure was evaluated with PCA and PAF, for which the violation of statistical independence is not a serious threat because significance testing is not used (Floyd & Widaman, 1995). Factors were retained based on mathematical criteria (i.e., eigenvalue > 1) coupled with the evaluation of scree plots (Floyd & Widaman, 1995). Dyads for the independent sets were formed following the procedure explained in the pilot study. As I did not observe any notable difference across the four sets of analyses, I will report the pattern matrix from the PAF with the interdependent data set in the interest of space. However, to validate the scales correlation patterns were examined and regression analyses were conducted with the independent sample. PTT and trust bases (ABT or CBT) were controlled for in the regression analyses.

4.2.2.4. Results: Exploratory factor analyses

When all antecedents, except for PTT were included in a single EFA some items cross-loaded. In order to finalize the antecedent scales, several iterations were undertaken. The EFAs showed that two professional benevolence items ("My teammate

shows a lot of effort to help me with my team assignments/courses" and "My teammate is understanding towards my shortcomings in our project") cross loaded. Speculating that these two items in effect implied ability differences between the trustor and the trustee, they were removed from further analysis. Also, two integrity items ("Sound principles seem to guide my teammate's behavior" and "S/he fulfills her/his responsibilities"), which loaded on several factors were removed. The first item seemed not to be clearly understood by the student sample, while the second one appeared to reflect the ability to fulfill rather than the integrity of being responsible. After excluding these problematic items the factor analyses were conducted again. In this step, one integrity item, one professional benevolence item and one personal benevolence item, which cross-loaded were also excluded. The factor structure of the remaining set of items is reproduced in Table 4.4, where the items used to compose the antecedent scales are presented in bold.

Table 4.4 shows that the first factor was comprised of all honesty items, three integrity items (I2, I4 and I5), one professional benevolence item (B4), and one personal benevolence item (PB1). The second factor was composed of all ability items. The final factor consisted of four personal benevolence items (PB2, PB3, PB4 and PB5) and two professional benevolence items (B2 and B5).

When the content of the first factor, which was largely represented by integrity items, was examined more closely a need to clarify the integrity construct was identified. A close look at integrity items implies that this construct may manifest in two forms, namely, particularistic and general. While an item like 's/he would not lie to me' is particularistic; an item that reads 'sometimes s/he does dishonest things' is general. Indeed, it is possible that the two benevolence items demonstrating care and concern towards the trustor loaded onto this factor due to the particularistic focus of a subset of the integrity items. Indeed, the discussions in the organizational justice literature, which suggest a blurring of benevolence-integrity constructs (Colquitt et al., 2007), seem to support this finding. The factor consisting of particularistic integrity items coupled with benevolence items resembles a construct equivalent to interactional justice at the coworker level (Lavelle, Rupp, & Brockner, 2007). Because interactional justice concerns the quality of treatment reflecting respect, consideration, honesty and fairness a person receives (Bies & Moag, 1986), this factor is labeled as coworker interactional justice. In order to make a more clear distinction between the two forms of integrity, only the particularistic items were retained in the composition of the coworker

interactional justice variable.

The emergence of such a factor brings to mind Mayer et al.'s (1995) discussions on benevolence which suggest that "trustee's motivation to lie" to the trustor is a characteristic similar to benevolence. This idea coupled with the findings from the EFAs implies that particularistic integrity perceptions may be a form of professional benevolence. For this reason, in order to obtain a neat integrity factor, an alternative model consisting of the subset of general integrity items was evaluated together with ability, and benevolence scales. To this end, in addition to the previously eliminated problematic items, particularistic integrity items and those benevolence items with a particularistic fairness connotation were excluded from the factor analyses. The result of the factor analysis with the alternative structure is reproduced in Table 4.5. As can be seen from Table 4.5 three factors representing ability, benevolence (consisting of personal and professional benevolence items) and integrity were obtained. Based on these findings, subsequent regression analyses on trust bases tested the role of coworker interactional justice variable and integrity variable interchangeably.

Table 4.4.
Exploratory factor analyses with antecedents

Item	F1	F2	F3
(H2) S/he would not lie to me	**.96**		
(H3) S/he deals honestly with me	**.90**		
(H4) Sometimes s/he does dishonest things (*)	.87		
(H1) S/he always tells me the truth	**.82**		
(I5) Her/his actions and behaviors are not very consistent (*)	.73		
(B4) S/he takes account of my views about our teamwork	**.59**		
(I2) S/he has a strong sense of justice	.55		
(I4) S/he tries hard to be fair in dealings with others	.51		
(PB1) S/he cares about my well-being	**.43**		
(A2) S/he is known to be successful at the things s/he tries to do		**.95**	
(A3) S/he has much knowledge about the work that needs to be done		**.91**	
(A6) S/he is a successful student		**.87**	
(A5) S/he has specialized capabilities that can increase our performance		**.85**	
(A1) S/he is very capable of performing her/his course responsibilities		**.84**	
(A4) I feel very confident about her/his skills		**.82**	
(PB3) S/he goes out of his/her way to support me in my daily life beyond teamwork assignments/coursework			**.92**
(PB5) S/he is there for me when I have difficulties in my personal life			**.85**
(PB2) S/he makes personal sacrifices for me			**.63**
(PB4) My personal needs and desires are very important to her/him			**.59**
(B5) S/he is supportive when I have difficulties with my team assignments/courses			**.54**
(B2) S/he works in cooperation with me			**.53**
Variance explained (%)	52.36	6.65	5.12
Cumulative variance explained (%)	52.36	59.01	64.13

Note. Loadings less than .30 are not shown. H= Honesty; I= Integrity; B= Professional benevolence; PB= Personal benevolence; A= Ability. * Denotes reverse-coded items.

Table 4.5.
Exploratory factor analyses with antecedents (Alternative model)

Item	F1	F2	F3
(A2) S/he is known to be successful at the things s/he tries to do	.94		
(A3) S/he has much knowledge about the work that needs to be done	.93		
(A6) S/he is a successful student	.89		
(A5) S/he has specialized capabilities that can increase our performance	.85		
(A4) I feel very confident about her/his skills	.85		
(A1) S/he is very capable of performing her/his course responsibilities	.84		
(PB3) S/he goes out of her/his way to support me in my daily life beyond teamwork assignments		.92	
(PB5) S/he is there for me when I have difficulties in my personal life		.87	
(PB2) S/he makes personal sacrifices for me		.62	
(PB4) My personal needs and desires are very important to my her/him		.61	
(B5) S/he is supportive when I have difficulties with my team assignments/courses		.55	
(B2) S/he works in cooperation with me		.53	
(H4) Sometimes s/he does dishonest things (*)			.97
(I5) Her/his actions and behaviors are not very consistent (*)			.79
(I4) S/he tries hard to be fair in dealings with others			.47
(I2) S/he has a strong sense of justice			.47
Variance explained (%)	52.74	6.77	5.26
Cumulative variance explained (%)	52.74	59.51	64.77

Note. Loadings less than .30 are not shown. A= Ability; PB= Personal benevolence; B= Professional benevolence; H= Honesty; I= Integrity. *Denotes reverse-coded items.

Analyses of Gillespie's (2003) trust scale and new items (XCBT1, XABT1, XABT2 and XABT3) revealed a two-factor structure with one factor consisting of CBT items and project disclosure items, and the second factor comprising personal disclosure items. This factor structure reflected a differentiation defined by work-nonwork than ABT-CBT. Taken together with the pilot results these findings suggest that the three

project disclosure items (ABT2, ABT3 and ABT4) from Gillespie (2003) are problematic and the two-factor structure obtained with the removal of project disclosure items and the addition of emic items yields more meaningful results. The pattern matrix from the final EFAs is displayed in Table 4.6.

Table 4.6.
Exploratory factor analyses with trust scales

Item	F1	F2
(CBT3) I would rely on his/ her work related judgments	**.98**	
(CBT4) I would depend on him/her to handle an important issue on my behalf	**.88**	
(CBT2) I would depend on him/ her to back me up in difficult situations	**.68**	
(CBT1) I would rely on him/her to represent my work accurately to others	**.67**	
(XCBT1) I would be willing to let this person to have complete control over our project work	**.66**	
(XABT2) I would open my heart to this person		**.91**
(ABT1) I would share my personal feelings with him/ her		**.85**
(XABT3) I would share my dreams with him/ her		**.78**
(XABT1) I would discuss the difficulties and problems I have in my personal or family life		**.73**
(ABT5) I would share my personal beliefs with him/ her		**.63**
Variance explained (%)	53.77	11.1
Cumulative variance explained (%)	53.77	64.87

Note. Loadings less than .30 are not shown. XCBT = Extra CBT items; XABT = Extra ABT items.

As can be seen, two clean factors obtained represented CBT and ABT. The CBT factor consisted of the four reliance items (CBT1, CBT2, CBT3 and CBT4) from Gillespie (2003) and the extra CBT item (XCBT1). The ABT factor included two personal disclosure items (ABT1 and ABT5) from Gillespie (2003) and the three extra items (XABT1, XABT2 and XABT3).

When EFAs were conducted separately for each outcome of trust, instrumental benefits, worthiness for professional contact, and monitoring scales produced unidimensional factor structures, whereas emotional strain, relational promotion and relational accommodation scales did not. Separate EFAs on relational promotion and

relational accommodation scales revealed that some of the new items generated for this study had low communalities with the other items. Accordingly, they were eliminated from further analyses and one factor solution was obtained for each scale. Two factors were obtained in the EFA with the emotional strain scale. A close look at the items revealed that the adaptation of one of the items to the student project team context was not realistic (i.e., "Kendinizi ne kadar zaman yalnız hissettiniz"), and the other item was double barreled (i.e., "Ne sıklıkta altüst oldunuz, üzüldünüz ya da telaşlandınız"). When these problematic items from the strain scale were removed, the second factor obtained in the EFAs comprised of only reverse-coded items. Considering this to be an artifactual response factor (Hinkin, 1995), I computed the emotional strain variable with all the strain items.

In the second step the relationship maintenance variables (i.e., relational promotion, relational accommodation) as well as monitoring and instrumental benefits were included in a factor analysis. At this stage, the remaining two items among the new relational promotion items, which were cross loading, were also removed and a four-factor solution was obtained. This factor structure is presented in Table 4.7. As can be seen the items of each scale neatly loaded on its respective factor.

4.2.2.5. Results: Descriptive statistics and correlations

Table 4.8 displays the descriptive statistics for trust, its antecedents and outcomes with the independent sample set. The coefficient alpha reliabilities of each scale are reported in parentheses on the diagonal. Except for PTT ($\alpha = .65$), the reliabilities of the scales were satisfactory ($\alpha > .75$). Indeed, concerns related to low Cronbach's alpha for PTT measures have been raised elsewhere (e.g., Schoorman et al., 2007). Table 4.8 also provides the correlations between the antecedents; outcomes and the two trust factors. All correlations were in the expected direction except for the coefficients between PTT and CBT, and ABT and emotional strain.

Table 4.7.
Exploratory factor analyses with four outcome scales

Item	F1 RP	F2 RA	F3 M	F4 IB
(RP3) I take a personal interest in her/ him no matter how busy I am	.90			
(RP1) I stop my work to listen to her/him when s/he has to get something off her/his chest	.86			
(RP2) I make the time to listen to his/her problems	.81			
(RP8) I would use all my resources to resolve her/his personal problems	.79			
(RP4) I would show concern and courtesy toward her/him, even under the most trying business situations	.67			
(RP5) I would give priority to solve her/ his problems	.66			
(RP6) I try to cheer her/him when s/he is having a bad day	.61			
(RA1) When working together if we have problems in our relationship, I patiently wait for things to improve		.81		
(RA2) When working together if I'm upset about something, I wait awhile before saying anything to see if things will improve on their own		.73		
(RA3) When working together if s/he makes a mistake I say nothing and simply forgive her/him		.61		
(RA4) When working together if s/he is not fair I condone it		.61		
(RA5) When I am frustrated with her/him, I give things some time to cool off on their own rather than take action		.60		
(RA7) When working together if s/he is sloppy I give her/him the benefit of the doubt and forget about it		.49		
(RA6) When working together if there are things about her/him that I don't like, I accept her/his faults and weaknesses and don't try to change her		.45		
(M4) Rather than just depending on her/him to come through with her/his responsibilities I try to have a backup plan ready			.91	
(M3) I find it necessary to lead her/him in order to get things done the way that I would like them to be			.76	
(M1) I find that when working together s/he needs to be monitored closely			.66	
(M2) The quality of work I receive from her/him is only maintained by my diligent monitoring			.59	
(IB3) S/he shows me ways of doing things that are helpful at my coursework and professional life				.91
(IB1) S/he develops skills in me that are useful at my coursework and professional life				.76
(IB4) S/he gives me ideas that can be applied to my coursework and job				.76
(IB2) S/he helps me understand the other people I work with better				.54
Variance explained (%)	32.80	9.90	7.30	4.40
Cumulative variance explained (%)	32.80	42.70	50.00	54.40

Note. Loadings less than .30 are not shown. RP = Relational promotion; RA= Relational accommodation; M= Monitoring; IB= Instrumental Benefits.

Table 4.8.
Descriptive statistics and correlations

Variables	No of items	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13
1. PTT	6	2.74	.56	(.65)												
2. Ability	6	3.43	.92	.07	(.94)											
3. Integrity	4	3.82	.68	.02	.51**	(.88)										
4. CIJ	5	3.77	.60	.19	.54**	.77**	(.89)									
5. Benevolence	6	2.95	.72	.25†	.59**	.56**	.63**	(.78)								
6. ABT	5	2.65	.84	.22†	.49**	.31*	.36**	.59**	(.88)							
7. CBT	5	3.18	1.03	.00	.71**	.56**	.54**	.49**	.60**	(.90)						
8. Worthiness for professional contact	5	4.97	1.35	.02	.51**	.48**	.34**	.45**	.60**	.71**	(.87)					
9. Instrumental benefits	4	5.16	1.43	.11	.44**	.25	.21	.42**	.48**	.62**	.67**	(.88)				
10. Monitoring	4	2.45	.93	.24†	-.60**	-.38*	-.20	-.15	-.31*	-.68**	-.58**	-.37**	(.83)			
11. Relational promotion	7	3.20	.80	.25†	.28*	.22	.26*	.41**	.66**	.51**	.53**	.56	-.15	(.89)		
12. Relational accommodation	7	3.22	.64	.10	.19	-.05	.02	.00	.07	.26†	.06	.14	-.12	.40**	(.75)	
13. Emotional strain	11	2.38	.88	-.04	-.38**	-.33*	-.22†	-.15	-.38**	-.58**	-.50**	-.41**	.40**	-.42**	-.25†	(.94)

Note. Reliabilities are reported in parentheses in the diagonal. Highlighted sections display the correlations of trust bases with antecedents and outcomes. **$p<.01$. *$p<.05$. † $p<.10$ (two tailed tests).

4.2.2.6. Results: Regression analyses

Regression analyses of the trust antecedents on trust factors are presented in Table 4.9. The regressions were conducted using integrity and coworker interactional justice variables interchangeably. As there was no difference between the effects of the two variables, the interpretations will be based on the findings of the regression analyses with the integrity variable. The results indicated that when PTT and CBT were controlled for, benevolence ($ß = .44$, $p < .01$) significantly explained variance in ABT while integrity had an unexpected negative relationship, which was marginally significant ($ß = -.23$, $p < .10$). Finally, after controlling for PTT and ABT, ability and integrity were both found positively associated with CBT ($ß_{ability} = .45$, $p < .01$; ($ß_{integrity} = .28$, $p < .05$).

Table 4.9.
Regression analyses for antecedents of trust

Variable	DV: ABT		DV: CBT	
Step 1 – Control Variables				
PTT	.24†	.15 (.19)	-.14	-.08 (-.13)
CBT/ABT	.61**	.54** (.53**)	.65**	.42** (.42**)
Step2 - Antecedents				
Ability		-.04 (-.04)		.45** (46**)
Integrity (Coworker Interactional Justice)		-.23† (-.23†)		.28** (.27*)
Benevolence		.44** (.45**)		-.16 (-.17)
Adjusted R^2	0.41 (.41)	.50 (.50)	.38 (.38)	.61 (.61)
Change in R^2	.44** (.44**)	.11** (.11**)	.40** (.40**)	.25** (.25**)

Note. Values with coworker interactional justice instead of integrity are reported in parentheses. ** $p < .01$. * $p < .05$. † $p < .10$ (two tailed tests).

To establish the predictive validity of the trust factors, and in particular to examine whether each trust factor contributes to the prediction of outcomes beyond that explained by trust antecedents, a series of hierarchical linear regressions were computed. Although PTT was originally a control variable, because its correlations with the variables did not have any significance, it was not included in further analyses. The antecedents of trust were entered in the first step, and in the second step both trust bases were added to the model. Table 4.10 presents the results for both series of analyses.

Regressions with outcome variables not only provided support for the ABT and CBT distinction, but also revealed that each trust factor contributed to the prediction of outcomes beyond that explained by trust antecedents. First, my expectation regarding the worthiness of the trustee for professional contact was confirmed as CBT ($\beta = .54$, $p < .01$) had a higher role than ABT ($\beta = .28$, $p < .05$) in relation to worthiness for professional contact. Also in line with my expectations instrumental benefits was explained by CBT ($\beta = .67$, $p < .01$) rather than ABT ($\beta = .03$, ns).

Second, the significance of the relationships in the nomological network of trust bases was analyzed. Supporting my predictions ability ($\beta = -.42$, $p < .01$) and CBT ($\beta = -.62$, $p < .01$) added to the model in the last step were significant and negatively associated to monitoring. However, contrary to my expectations ABT was found unrelated ($\beta = -.07$, ns). Surprisingly, benevolence was positively associated with monitoring ($\beta = .32$, $p < .05$). When relational promotion was the dependent variable, like I expected ABT had a positive effect ($\beta = .52$, $p < .01$) as well as CBT ($\beta = .35$, $p < .05$) whereas ability displayed a marginally significant negative relationship ($\beta = -.27$, $p < .10$). Contrary to my expectations, relational accommodation was not related to ABT ($\beta = -.15$, ns). However, it had a marginally significant relationship with CBT ($\beta = .38$, $p < .10$). Partially confirming my expectations, CBT significantly accounted for variance in emotional strain ($\beta = -.53$, $p < .01$), however ABT did not ($\beta = -.20$, ns). Yet benevolence had a positive and significant association with ($\beta = .31$, $p < .10$) emotional strain.

Table 4.10.
Regression analyses for outcomes of trust

Variable	DV: Worthiness for professional contact		DV: Instrumental benefits		DV: Monitoring		DV: Relational promotion		DV: Relational accommodation		DV: Emotional strain	
Step 1 - Antecedents												
Ability	.34*	-.03	.33*	-.05	-.75**	-.42**	.06	-.27†	.34†	.16	-.39*	-.04
Integrity	.13	.02	-.16	-.34*	-.11	-.07	-.04	-.07	-.13	-.25	-.21	-.08
Benevolence	.16	.02	.32†	.31†	.36*	.32*	.40*	.13	-.12	-.03	.21	.31†
Step 3 – Trust bases												
ABT		.28*		.03		.07		.52**		-.15		-.20
CBT		.54**		.67**		-.62**		.35*		.38†		-.53**
Adjusted R^2	.27	.51	.20	.40	.39	.54	.13	.43	.02	.03	.13	.31
Change in R^2	.31**	.25**	.24**	.21**	.42**	.16**	.17*	.31**	.07	.05	.18*	.20**

** $p < .01$. * $p < .05$. † $p < .10$ (two tailed tests).

4.2.2.7. Discussion

The current results substantiate the arguments about the role of relational and affective components in trust formation in collectivist cultures. In particular, the present test reveals that the operationalization of trust and antecedents need to be broad enough to account for the multiplex nature of relationships.

It should be noted that when ABT was operationalized with emic items reflecting disclosure on a personal level a clean ABT-CBT distinction was obtained in the trust scales. Each of these two constructs had strong psychometric properties- strong factor loadings and reliability. However, an evaluation of the psychometric properties of the BTI (Gillespie, 2003) revealed that items reflecting disclosure of project-related difficulties were consistently problematic. Indeed, which trust base they represented or whether they reflected trust at all was not clear. Hence, the role of project disclosure items needs to be clarified in further studies conducted on adult samples.

Moreover, the results suggest that while benevolence needs to be operationalized more broadly by incorporating manifestations in the personal domain, it might not be composed of two distinct factors (i.e., personal benevolence and professional benevolence) as hypothesized. Taken together with the pilot findings, the results imply that professional benevolence items do not have strong psychometric properties. Indeed, the close alignment of particularistic integrity items with some professional benevolence items reveals another interesting finding that speaks to the various manifestations of integrity construct. It is possible that particularistic integrity items (e.g., items measuring trustee's honest and fair behaviors towards the trustor) represent professional benevolence, whereas general integrity items (e.g., items measuring trustee's general fairness and honesty to others) assess integrity. Hence, if integrity is operationalized more broadly by incorporating its various facets (e.g., fairness, predictability, honesty and so forth) with particularistic and general manifestations, its role on trust bases may be observed more realistically.

The results on CBT formation are consistent with the mainstream frameworks, which propose that ability and integrity drive CBT. Also, professional benevolence as represented by the coworker interactional justice variable (largely composed of particularistic integrity items) was influential in CBT formation when it replaced general integrity. Unfortunately, because the items constituting these two variables could not be distinguished in the factor analyses, the simultaneous role of integrity and

coworker interactional justice on trust bases could not be tested. Regarding ABT formation, benevolence constituted largely by the personal benevolence items was found as the main driver. Surprisingly, integrity and its alternative coworker interactional justice had marginally significant negative correlations with ABT. It is possible that in both cases, trustee's honest and open communication with the trustor may be perceived as violating the loyalty norms required in the communal relationship.

There were some unexpected findings with respect to the implications of ABT. First, the expected negative relationship between ABT and monitoring was absent. Moreover, a significant positive impact of benevolence on monitoring was found. This finding is intriguing as it suggests that a trustee's desire to build an emotional bond with the trustor through helpful acts largely in the personal domain may be perceived cautiously in the performance exchange, leading the trustor to closely monitor the trustee's behaviors.

The nonsignificant relationship of relational accommodation and ABT was also not expected, whereas the positive association of CBT with relational accommodation was confirmed. These findings were consistent with the pilot results, which displayed similar patterns between trust bases and conflict avoidance (another aspect of relational accommodation). I speculate that in both cases because the relational context was vague (e.g., the items did not reflect a trade-off between the performance exchange and relational accommodation), the items may have captured submissive behaviors towards a partner who is perceived to be capable in the performance exchange. Hence, these scales may need further revision.

Although the results confirmed my expectation about the negative relationship between CBT and emotional strain, they did not support the positive relationship proposed between ABT and emotional strain. The nonsignificant but negative pattern suggests that the relational benefits incurred from ABT relationships may have a positive impact on an individual's wellbeing within the relationships, which deserves attention in the main study. Alternatively, the nonsignificant pattern may be due to the specific nature of the sample, where dyadic relationships were embedded in teams and performance was evaluated at the team level. Hence, the dyadic tensions might have been alleviated by team-specific characteristics. It is expected that in the main study by assessing trust and its implications within the context of a dyadic work relationship in which the performance outcomes evaluated belong to the dyad rather than the team emotional strain may be captured more realistically.

On the other hand, the positive associations of ABT and CBT on relational promotion were confirmed. However, as the current operationalization of this variable largely consisted of affiliative behaviors, it might have assessed a limited content domain of the construct. Hence, in the subsequent study this measure may be revised to capture relational promotion behaviors in a larger bandwidth.

Overall, the scale development study supports the dimensionality of ABT and CBT not only based on the different patterns of association between trust constructs but also between trust constructs and outcomes. Yet, unexpected patterns observed in the nomological network merit consideration with respect to the measurement issues. To this end, the findings from the pilot and the validation studies were incorporated to the hypothesis testing study described in the next chapter. The measures evaluated in these studies were revised and finalized for the hypothesis testing study.

5.

STUDY 3: HYPOTHESIS TESTING

5.1. Research Strategy and Design

The purpose of this survey study was to test the hypothesized relationships in the trust model on the development and consequences of trust between peers. My concerns about controlling for organizational factors (e.g., performance systems, organizational culture) or task-related factors (e.g., task complexity, task interdependence) across dyads and to randomly assign participants initially suggested the use of an experimental design. However, I also wanted to obtain a controlled variance in trust variables and ensure realism so that the participants engaged in a way that is important and salient to them (e.g., the course grade). For this reason, I chose to conduct a survey study with student participants. Although there is no consensus in the literature regarding the appropriateness of student samples in organizational research, those in favour of the use of student samples argue that control afforded by the their use may balance the problems of limited realism (Zolin, Fruchter, & Levitt, 2003) particularly when internal validity or theory application has priority (Calder, Philips, & Tybout, 1981) and when involvement expected from the participants is high. Low motivation of participants or organizations, organizational changes and workforce turnover are particularly problematic for conducting studies that require the commitment of the participants, where the research requires the survey of the same individuals at more than one point in time. The difficulty of collecting workplace data necessitates finding suitable alternative data sources, particularly for time-consuming research activities such as the development of scales and testing of longitudinal or dyadic models (Zolin et al., 2003). Hence, in these cases student samples might be a cost effective and more practical fit with the research design. Similar to Greenberg (1987), the use of a homogenous sample

like those of students was preferable to diverse participant groups for the purpose of theory building and testing in this study.

The research is designed as a dyadic study where survey data were collected from both members of a dyad. In this design a standard approach was used where each person was linked to just one other person in the study (Kenny et al., 2006). Although trust is inherently a dyadic phenomenon occurring between two parties, empirical work using a dyadic design to examine the interdependence mechanisms that lead to its reciprocity has been rare in organizational trust research (but see Ferrin, Bligh, & Kohles, 2008; Yakovleva, et al., 2010 for notable exceptions). To this end, Ferrin, Bligh, and Kohles (in press) discuss the role of dyadic designs in modelling the interdependence that occur naturally within dyads and underline the relevance of such designs in trust research.

5.2. Participants and Procedure

Questionnaires were administered to 407 students enrolled in various management and organization studies courses at a private university in Istanbul, Turkey. The students were mostly in their second or third year in the university. First, course instructors in the management department were contacted via e-mail to gain permission to collect data in their classes during class time. Next, a uniform course design in terms of course requirements and grading was applied to the courses from which data were to be collected. As course requirements, students completed four assignments in dyads. These assignments comprised of a movie analysis related to the course topic, an essay on ethics, a case study(s) and/or an interview project. The specific content and the schedule of the assignments were designed with the course instructors. Following Serva et al.'s (2005) procedures care was taken to ensure that dyad partners engaged in sufficient interaction over a prolonged period of time (4-6 weeks) to develop a meaningful level of trust. Therefore, assignment deadlines were spread through out the term and in some of the assignments the dyads not only submitted their written work, but they were also expected to present it in class. The dyad assignments constituted 16-20% of the course grade. Dyads had both face-to-face interactions and feedback from the assignments, which could help them form their opinions of each other.

Data were collected four times over 12-week periods in the Fall and Spring

semesters of 2009-2010. During the first week of the semester a short introduction describing the study and data collection schedule was shared with the students. The study was described as a developmental opportunity for the participants. Participants were promised a personalized confidential feedback report describing their personality profile. In addition, each participant was offered bonus points in his or her course grade as an incentive to participate in all waves of the data collection.

The first survey conducted during the first or second week of the course assessed individual difference variables such as personality, PTT and RSC together with a short survey inquiring familiarity levels (1 = not familiar, 2 = somewhat familiar, 3 = very familiar) of all the class members. This question inquired how familiar the respondent was with each of his or her classmates by providing a class roster with photos of all the class members. Based on the class members' familiarity data students were assigned to dyads with a randomization technique that enabled variance in familiarity. Initially, five conditions reflecting various compositions of familiarity between dyad members were created from the data (e.g., both members reporting that they were very familiar with each other, either one of the members saying that they were very familiar with their partner and so forth). Then, class members were matched randomly to satisfy the conditions identified.

The dyads were announced in the third week just before the first in-class survey was conducted. All surveys were computerized. Online questionnaires were completed during class time in my supervision except for the personality test, which was self-administered. The students were informed about confidentiality, also emphasizing that the course instructors did not have access to the data. Their school ID, which each participant was instructed to enter in the web survey was used to link participant's responses across various data collection points.

The first in-class survey re-assessed familiarity with the dyad partner and measured the baseline trust levels. Although initially dyads were identified based on their familiarity levels, this question specifically targeting the relationship with the dyad partner inquired how well the participant knew his or her dyad partner by using a scale with extended response options (1 = not at all, 5 = very well) allowing for more variation in the familiarity level. The first in-class survey also consisted of a section serving for item validation of the trust scales. The subsequent surveys were aligned with assignment deadlines. The second in-class survey was conducted right after the submission of the third assignment and assessed trustworthiness and trust bases. The

last in-class survey measuring trust bases and their outcomes was conducted after the submission of the final assignment. There was at least two weeks between the administration times of the last two surveys. Every student individually completed these surveys thinking about the dyad member he or she worked with. The measures reported in this study as assessed in these surveys can be found in Appendices A-D in the order of their administration.

Data were obtained from 400 students comprising 197 dyads. The online data collection technique forcing for responses on each question yielded a minimal amount of missing data. However, there were 21 students who did not participate at least in one of the surveys. When finalizing the sample for dyadic data analysis missing data were handled by listwise deletion (Campbell & Kashy, 2002); and when one of the members of a dyad had missing data his or her partner's responses were also deleted. If the participants took more than one of the classes where data were collected from, they appeared twice or thrice as members of different dyads. In order to ensure that both members of the dyad were unique in the data set (no person appears in more than one dyad) some dyads whose members appeared in some other dyads were also excluded. The exclusion of dyads was determined randomly. As a result, 135 unique dyads with complete data from both members were obtained for dyadic analysis. Females comprised 45.6% of this sample. The age of the participants ranged from 19 to 26 years with a mean age of 21.9 years. Of the 135 dyads, 35 (26%) of them were composed of both female members, 53 (39%) of them consisted of both males, whereas 47 (35%) dyads had mixed gender composition.

5.3. Measures

The scales used to measure the variables in the model are discussed in this section.

RSC: Cross, et al.'s (2000) 11-item Relational-Interdependent Self-Construal Scale (RISC) translated by Uskul (A. Uskul, personal communication, September 23, 2008) was used to assess RSC. A sample item is "My close relationships are an important reflection of who I am". Participants responded using a 7-point Likert-type scale that ranged from 1 *(strongly disagree)* to 7 *(strongly agree)*.

Familiarity: Familiarity level was measured by one item that asked the students "how well do you know your dyad partner?" In this single item anchor points ranged from 1 *(not at all)* to 5 *(very well).*

PTT: The previously tested 6-item propensity to trust scale (Yamagishi & Yamagishi, 1994) was used.

Ability: To assess ability, the previously tested 6-item ability scale of Mayer and Davis (1999) was used with a slight modification to the wording of one item (A2).

Personal benevolence: The 6-item personal benevolence scale developed in the previous study was used after a revision in one item (PB6).

Professional benevolence: As professional benevolence was one of the most problematic antecedent scales with some items cross loading on the ability factor, extra attention was given to minimize the implication of ability differences between the trustor and trustee. Two new items replaced those that did not work previously. In addition, the wording of a problematic item "My teammate shows a lot of effort to help me with my team assignments/courses" was rephrased as "When we are working together, my dyad partner is helpful without expecting any return". While doing these revisions, care was given to tap into the various manifestations of benevolence. It was assessed with six items.

Integrity: To assess integrity the previously tested integrity scale by Mayer and Davis (1999) was revised and more items were generated. The review of trust measures by Dietz and Den Hartog (2006) as well as the qualitative study reported in the third chapter portrayed various manifestations of integrity, which Mayer and Davis (1999) integrity measure did not cover extensively. In order to extend the operationalization of integrity, first its sub-dimensions (honesty, reliability, predictability and fairness) were identified. Although responsibility was also identified as a sub-dimension of integrity, the results from the scale development study suggested that it was also suggestive of ability; hence, this sub-dimension was not measured in this study. Based on a review of trust and justice measures selected items were adapted to the study's context. As a result in addition to the previously validated integrity measure of Mayer and Davis (1999) one item from Moorman (1991) was included to assess fairness; three items from Lewicki, Stevenson, and Bunker (1997) were compiled to measure reliability, and one item from Robinson (1996) and two items from Lewicki et al. (1997) were added to assess predictability. Honesty was measured with the previously validated four items from Butler (1991).

Trust: In addition to the previously validated trust scales several other items were added to test a larger variety of trust items. To cover the content domain of ABT more broadly four additional items were included. These items were chosen from the ABT item pool generated through the literature review and the qualitative data (e.g., confide in her/him secrets). Also two CBT items were developed and one additional CBT item from Gillespie's (2003) item pool was adapted. The final trust scale consisted of 20 items. The wording of all the items was tailored to the student work context.

A 5-point Likert-type response scale ranging from 1 *(strongly disagree)* to 5 *(strongly agree)* was adopted in all the antecedent scales (PTT, ability, personal and professional benevolence, and integrity) whereas the trust measures, were rated with a 7-point scale (1= Not at all willing, 7= Completely willing) proposed in Gillespie (2003).

The following revisions were made to the measurement of the outcome variables after the initial scale development study.

Monitoring: When the content of the monitoring items by McAllister (1995) was re-evaluated they were found to have strong connotations of distrust. Therefore, eight monitoring items that were more neutral in language and were the manifestation of "keeping track behaviors" were compiled from the literature. Four of these items were adapted from Zolin, Hinds, Fruchter, and Levitt (2004) and the other four items were adapted from Cummings and Bromiley (1996). The items assessed the extent to which participants checked their peers' contribution in their joint work. A sample item is "I check the quality of work that my partner completes".

Relational promotion: The 11-item scale tested in the previous study was revised. First, four of the items that seemed not to fit the dyadic work context of students were removed (e.g., I will use all of my resources to resolve his/her personal problems). Then items assessing trustor' helping and supportive behaviors towards the trustee even at the expense of her/his own time and energy were revised and a new item tapping into the demand of extra effort from the trustor was developed (i.e., "I will bear his/her share of the work if s/he can not finish it timely"). Finally, four additional items that capture the trustor's putting up with or tolerating trustee's unethical behaviors in the work context were included to reflect a trade-off of trustor's principles. A sample item is "I will tolerate her/his dishonest behaviors in our joint work". The final version of the scale consisted of 12 items.

Relational accommodation: In the scale development study, two dimensions of relational accommodation (i.e., conflict avoidance and complacency) were tested alternately. The results revealed unexpected associations of trust bases with both dimensions of the construct. Although CBT was expected to predict relational accommodation, ABT was proposed to be more influential. Yet, the results suggested that only CBT predicted relational accommodation. At this stage the operationalization of the two sub-dimensions of this construct were revised. To this end, relational accommodation was treated as the umbrella label and its first dimension was labelled as "complacency" referring to "the complacent behaviors that a trustor might display regarding the trustee's work performance". To assess complacency regarding performance, that is the uncritical acceptance of the trustee's performance, the wording of previous relational accommodation items adapted from the loyalty scale by Rusbult et al. (1986) were contextualized so that loyal behaviors were a response to the suboptimal performance of a trustee in their shared task. For example, the item "If we get mad at each other, I wait for the tension to go down before taking any action" was rephrased as "If I get mad at this person's incomplete and sloppy work, instead of warning her/him I wait for the tension to go away". This 8-item scale was finalized when a new item (L8; "I do not consider complaining about her/his poor performance to the course instructor or the teaching assistant") more tailored to the student context replaced a poorly worded item.

The second operationalization of relational accommodation that is conflict avoidance tapped into accommodating behaviors of a trustor in response to potential conflict in the relationship. Here the six items from the conflict avoidance scale (Morris et al., 1998), which were tested in the pilot, were reworded to reflect the relationship maintenance concerns regarding the communication within the dyadic work relationship. A sample item is "I try to keep my disagreement with this person to myself in order to avoid hard feelings".

Emotional strain: This measure was revised with the inclusion of two more items from the original Mental Health Index (Veit & Ware, 1983) while dropping a problematic item identified in the previous study. This scale asks respondents how frequently they experienced certain feelings (e.g., upset, anxious, happy etc.) in their relationship with their dyad partner. The final version tested in this study consisted of 14 items.

A 5-point Likert-type response scale ranging from 1 *(strongly disagree)* to 5 *(strongly agree)* was adopted in the outcome scales above except for the strain measure,

which was rated on a 6-point scale (1= Never, 6= All the time). In all scales, higher scores indicated higher levels of the variable of interest. As in the previous survey studies the same translation and back translation procedures were undertaken for all the scales adapted from the literature.

5.4. Data Analysis Strategy

Before hypothesis testing, reliability and validity analyses of the scales were conducted. While reliability was assessed by the Cronbach alpha where a value above .70 has been considered adequate (Cronbach & Shavelson, 2004), construct validities were tested by factor analyses. Given that all the variables of this study were modified slightly or more, and there was limited information regarding the psychometric properties of these scales in Turkish further validation was needed before hypotheses testing; hence, both EFA and confirmatory factor analysis (CFA) were utilized. For this purpose, after all the data were collected two individual data sets were prepared where each dyad member was randomly assigned to one of the sets. Because the initial dyadic data included double occurrence dyad memberships, it was ensured that no person was a member of both sets. Then, EFAs were conducted with the first data set (n =186-196) and the CFAs were conducted with second one (n = 186-192).

EFAs: EFAs were used in the preliminary examination of the scales dimensionality. When conducting EFAs both PCA and PAF with oblique rotation (Promax) were computed. Oblique rotation was preferred to better represent the reality and produce better simple structure, because factors were expected to be correlated (e.g., trustworthiness perceptions or trust bases). In fact, Conway and Huffcut (2003) note that even in cases when factors are really uncorrelated or show a very low correlation, an oblique rotation would produce loadings that are very similar to those from an orthogonal rotation (Floyd & Widaman, 1995) and offer oblique rotation as a high quality rotation decision. Only factor loadings with an absolute value greater than .30 were considered (Field, 2000). As no notable differences across the two sets of analyses were observed pattern matrices from the PAF are reported. In the interpretation of results, the correlation matrix of the items was checked; although items in the same scale were expected to correlate with each other, high correlations *(r > .85)* that could

signal extreme multicollinearity and singularity (Field, 2000) were screened. To ensure sampling adequacy Kaiser-Meyer-Olkin (KMO) test result as well as Measures of Sampling Adequacy (MSA) in the anti-image correlation matrix were checked to see if they were greater than .50 (Field, 2000). No such restrictions were observed.

CFAs: Once the preliminary examination of the measures was completed and the scales were finalized, the factor structures were examined by CFAs. CFAs were conducted with the second data set to test the a priori specified relationships between manifest and latent variables (Kline, 2005). Since the most widely used estimation methods in Structural Equation Modeling (SEM) assume multivariate normality and particularly troublesome in SEM analyses is the presence of excessive kurtosis (see West, Finch, & Curran, 1995), data were screened for multivariate normality. Using AMOS, Mardia's coefficient value of multivariate normality was requested for each model tested (each construct and its indicators) and following the rule of thumb provided in Kline (2005) values above 10 were treated cautiously and values greater than 20 were accepted as problematic.

When high kurtosis values were detected in some of the variables of interest, the remedy options discussed in West et al. (1995) were considered. Rather than the normalization of the variables with transformations, corrected normal theory method was chosen. This means that after analyzing the original data with a normal theory method such as ML, robust standard errors and corrected test statistics (e.g., the Satorra-Bentler *(S-B)* test statistic, Satorra & Bentler, 2001) were calculated. As the *S-B* statistic and robust standard error option were not available in AMOS, EQS was used for the analyses of non-normal data. EQS provided an additional advantage by allowing the test of SEM with categorical data. As all of the variables were categorical in nature, rather than assuming that they were approximations of continuous variables, they were treated in their original nature when testing their unidimensionality. However, as the models tested became more complex (i.e., testing several latent variables with many indicators in a single model) due to the limitations of sample size, EQS could not always provide admissible solutions. For these special cases data were treated as continuous. Whenever the corrected-normal theory method was used, rather than the normal theory (*ML*) values and fit statistics, their corrected and robust versions were evaluated.

To assess the measurement of relationships among observed variables underlying latent variables, initially the unidimensionality of each construct was examined. Chi-square to degrees of freedom ratio ($\chi2/df$) as well as several fit indices that contrast the

fit of the model with the fit of baseline models was used for this purpose. The $\chi 2$ statistic indicates the degree of approximate fit of the model to the data. The probability value associated with $\chi 2$ represents the likelihood of obtaining a $\chi 2$ that exceeds the $\chi 2$ value when null hypothesis is true (Bollen, 1989). The higher the $\chi 2$ value the worse is the model's correspondence to the data (Kline, 2005). The *S-B* statistic adjusts the value of $\chi 2$ from standard *ML* estimation by subtracting an amount that reflects the degree of observed kurtosis.

Besides $\chi 2$, a predictive fit index like Akaike's (1987) Information Criterion (AIC) is evaluated. AIC is used in the comparison of two or more nonhierarchical models with the same data where smaller values represent a better fit of the hypothesized model (Hu & Bentler, 1995). Beyond predictive fit indices like AIC, many fit indices available to the researcher can be categorized into: (1) comparative (incremental) fit indices which measure the proportionate improvement in fit by comparing a hypothesized model with a more restricted, baseline model (e.g., independence model); (2) absolute fit indices, which depend only on how well the hypothesized model fits the sample data rather than relying on a comparison with a reference model; and 3) absolute misfit indices, which also depend on the fit of the hypothesized model. In reporting and evaluating fit values of indices several indices were preferred as "there is no magic index that provides gold standard for all models" (Kline, 2005, p.134).

Among the incremental fit indices Comparative Fit Index (CFI) and Non Normed Fit Index (NNFI) was evaluated. For all, values greater .90 were accepted as a reasonably good fit of the model (Kline, 2005). The misfit index, Root Mean Square Error of Approximation (RMSEA) and its confidence intervals were also examined. The RMSEA takes into account the error of approximation in the population. The following guidelines have been offered for RMSEA values: values lower than .05 indicate close approximate fit, values between .05 and .08 suggest reasonable error of approximation, between 0.08 and 0.10 a mediocre fit and values greater than .10 suggests poor fit (MacCallum, Browne, & Sugawara, 1996).

In the next step the standardized loadings of manifest variables (items) onto their latent variables (constructs) were checked for significance. A cut of point of .40 was used as suggested by Ford, MacCallum, and Tait (1986). Error variances were also checked to ensure there were no negative variances (Hair, Black, Babin, Anderson, & Tatham, 2006) like Heywood cases.

After the unidimensionality and/or the dimensionality of the scales were confirmed, measurement models that include related but conceptually distinct constructs were formed and they were carefully examined for discriminant validity. To this purpose, antecedents of trust (ability, benevolence and integrity) were examined in hierarchical (nested) models. A model that constrained the constructs to be a single construct (one-factor model) was compared to a model with three separate constructs. This procedure was applied to examine the discriminant validity of the following constructs as well: 1) ABT and CBT where a one-factor model was compared to a two-factor model; 2) the outcome variables where a one-factor model was compared to a multi-factor model consisting of relationship maintenance outcomes as separate constructs (i.e., relational promotion, complacency, conflict avoidance). Once the factor structure of the constructs was confirmed, data sets were prepared for dyadic hypothesis testing.

Dyadic data analyses: In the analysis of dyadic relationships, the Actor-Partner Interdependence Model (APIM; Cook & Kenny, 2005; Kenny et al., 2006) was used within a standard design (where each person is a member of only one dyad). In this framework the actor refers to the person who generated the data point and the partner is the other member of the dyad. This model simultaneously estimates actor (intrapartner) and partner (cross-partner) effects on an outcome variable. When responses for the predictor and outcome variables are collected from both members of the dyad it is called a reciprocal standard design. Dyadic processes require attention to two types of influences, intrapartner effects (e.g., the effect of actor's X variable on actor's Y variable) and cross-partner effects (e.g., the effect of partner's X variable on actor's Y variable). If there is a variable that can be used to differentiate between the two persons of the dyad (e.g., husband-wife) then it is said to be a reciprocal standard design with distinguishable members. When there is no variable to differentiate the dyad members then it is called a reciprocal standard design with indistinguishable members (e.g., coworkers). In this study APIM is used within a reciprocal standard design with indistinguishable members (peers) framework (See Figure 5.1).

Figure 5.1.

An illustration of APIM with indistinguishable dyads
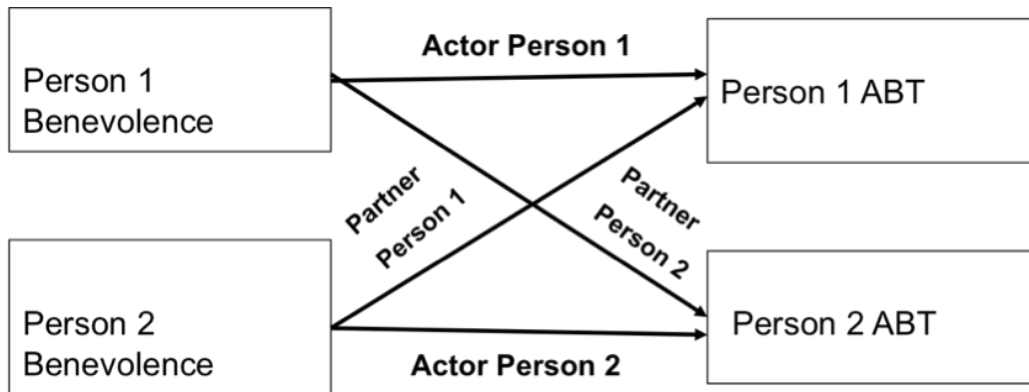
Various statistical methods are available to conduct APIM among which Kenny et al. (2006) discuss the pooled regression method, multilevel modelling (MLM) and structural equation techniques in detail. MLM has been introduced as the most flexible estimation approach for APIM, especially when dyads are indistinguishable. Structural equation techniques such as SEM or path analysis may be useful if the entire model is estimated albeit its implementation difficulties for indistinguishable dyads (Kenny et al., 2006, p.168-169). In this research, path analyses are conducted, except for the test of moderation where MLM was preferred (D. Kenny, personal communication, November 25, 2010). Dyadic analysis with a standard design requires three different organizing of data sets for various statistical techniques (Kenny et al., 2006, p. 16). An illustration of these structures is provided in Table 5.1.

The statistical methods I used for hypothesis testing (path analysis and MLM) required the data to be structured in two different ways. The first one was a "dyad structure" required by any dyadic analysis using structural equation techniques such as path analysis or SEM. In this case, each unit (case) referred to a single dyad. As the data consisted of 270 individuals in 135 dyads, there were 135 records. Each unit had two variables for each individual-level variable. Under the dyad heading in Table 5.1 the variable X1 refers to dyad member 1's score on X (e.g., ABT), and X2 refers to dyad member 2's score on X. For example, in this study, each unit would have two scores on the antecedents of trust, ABT, CBT and outcomes of trust representing intrapartner and cross-partner effects. The original data set in the individual data format was transformed into a dyad set via SPSS syntax provided in Kenny et al. (2006, p.18). Path analyses within SEM framework were conducted with AMOS 7.0.

In order to use MLM I also prepared a pairwise data set. In this structure, there is one record for each individual, but his or her dyad partner's scores occur on the same record as well. This data structure, which is sometimes called double-entry structure, consisted of 270 individual cases, which contained both members' scores on each variable of interest. MLM analyses were conducted with SPSS 15 using the mixed module menu.

For hypotheses testing the proposed model was decomposed into two sub-models. Sub-model 1 (See Figure 5.2) consisted of the antecedents and trust bases assessed at the second in-class survey; and Sub-model 2 (See Figure 5.3) was composed of trust bases and outcomes measured at the third in-class administration. The hypotheses were tested within a cross sectional design framework.

Table 5.1.
Illustration of data structures for a data set with three dyads, six persons and three variables (X, Y, Z)

Individual

Dyad	Person	X	Y	Z
1	1	5	9	3
1	2	2	8	3
2	1	6	3	7
2	2	4	6	7
3	1	3	6	5
3	2	9	7	5

Dyad

Dyad	X1	Y1	Z1	X2	Y2	Z2
1	5	9	3	2	8	3
2	6	3	7	4	6	7
3	3	6	5	9	7	5

Pairwise

Dyad	Person	X1	Y1	Z1	X2	Y2	Z2
1	1	5	9	3	2	8	3
1	2	2	8	3	5	9	3
2	1	6	3	7	4	6	7
2	2	4	6	7	6	3	7
3	1	3	6	5	9	7	5
3	2	9	7	5	3	6	5

Reproduced from Kenny et al. (2006, p. 16)

Initially, descriptive statistics and correlations were calculated for the variables in the models. Descriptive statistics were reported for the individual data set ($2n$=270).

Reliability analyses of the scales were also conducted by using this data set (D. Kenny, personal communication, March 27, 2011). In dyadic analyses with indistinguishable dyads two sets of correlations are calculated. These are called intrapersonal and interpersonal correlations (Kenny et al., 2006). While the intrapersonal correlation is within a single individual, the interpersonal correlation crosses the two dyad members. Within this framework, an example to the intrapersonal correlation would be the correlation between a dyad member's ABT and his or her conflict avoidance score. The interpersonal correlation would be between one member's ABT and the other member's conflict avoidance score. All bivariate correlations were conducted through the pairwise method explained in Kenny et al. (2006, p.137-138) using the pairwise data set (See Table 5.1). Standard Pearson correlations were calculated between the variables of one member, and between the variables of member1 and member2. In order to test the significance of theses correlations $1/\sqrt{n}$ was calculated as the standard error of the correlation coefficients. This new test statistic was treated as a Z statistic. For sample sizes of $n > 50$ it was indicated to provide results with minimal bias (Kenny et al., 2006).

In the correlational analyses the relationship between the dependent variables and potential control variables was examined. PTT, which was assessed as a control variable, was not significantly correlated with any of the trust bases and therefore it was excluded from further analyses.

I conducted a series of path analyses with AMOS to test my primary hypotheses in Sub-model 1 and Sub-model 2. To test Sub-model 2, first I computed separate path analyses for each outcome variable. Then, in the following step, I tested a more complex path model where trust bases predicted the relationship maintenance outcomes (relational promotion, complacency and conflict avoidance) simultaneously. To this end, I adopted the recommendations by Olsen and Kenny (2006) regarding path models involving interchangeable dyads. Specifically, I constrained intercepts, paths, variances, error terms, and any modelled within member and across member covariances to be equal for the two members.

After these analyses, I computed an adjustment described by Olsen and Kenny (2006) that removed the influence of modelling interchange ability from the final estimate of the fit. This adjustment was necessary, because the traditional χ^2 test implicitly compares the fit of a candidate model with that of the saturated model, one in which all variances and covariances are modelled to be independent. In a traditional χ^2

test a no significant χ2 typically indicates that the fit of the specified model does not differ significantly from the observed variance-covariance matrix. For interchangeable dyads, the comparison needs to be changed from the observed sample variance-covariance matrix to a one with equality constraints on all covariances, variances and intercepts across partners, where dyadic interdependence is modelled by including cross-partner covariances. This new model is coined as Interchangeable Saturated Model (I-SAT) by Olsen and Kenny (2006). In order to modify the χ2, the χ2 for the I-SAT model is subtracted from the χ2 of the test model. The degrees of freedom (*df*) is similarly modified by subtracting *df* of the I-SAT model from that of the test model. After this adjustment, a nonsignificant modified χ2 suggests that the estimated model adequately fits the data when the equality constraints are incorporated. Similar to the adjustments made to the χ2 with the modified saturated model (I-SAT), modifications are made to the independence (null) model where the new model is called I-Null. After making these adjustments, new fit statistics are calculated by the substitution of modified values for saturated and null models and adjusted degrees of freedom.

Moderation in dyadic analysis with interchangeable dyads is pretty straightforward using the MLM technique. Therefore, tests of moderation were conducted with MLM rather than SEM (D. Kenny, personal communication, November 25, 2010) using the pairwise data set. To gain unbiased estimates of the hypothesized relationships the predictor and moderator variables were grand mean centered (Kenny et al., 2006). Centered scores were used when variables were functioning as predictors and not as outcomes in the analyses. Then, interactions were entered into the regression equation with their main effects. For example, the syntax below illustrates the test of interaction effect of familiarity on the relationship between the trustor's perceptions of integrity and benevolence of the trustee and the trustor's ABT towards the trustee.

```
MIXED
    T2_ABT10X_A WITH CAb6X_A CPB3X_A CGlInt5X_A CAb6X_P CPB3X_P
    CGlInt5X_P Famil
    /FIXED = CAb6X_A CPB3X_A CGlInt5X_A CAb6X_P CPB3X_P CGlInt5X_P
    Famil CGlInt5X_A*Famil CGlInt5X_P*Famil CPB3X_A*Famil
    CPB3X_P*Famil
    /PRINT = SOLUTION TESTCOV
    /REPEATED = Partnum | SUBJECT(Dyad) COVTYPE(CSR) .
```

When a significant interaction was obtained, it was plotted for interpretation. If the interaction terms were composed of mixed continuous moderators, procedures by

Aiken and West (1991) were followed. Two new regression lines for the predictor and outcome relationship at high (+1 *SD*) and at low (-1 *SD*) levels of the moderator variable were plotted. In addition, simple slope analyses were conducted to see the patterns of the estimates of predictors in the new regression equations.

5.5. Results

5.5.1. Exploratory Factor Analyses

When all factors of trustworthiness (i.e., ability, professional and personal benevolence, and integrity) were included in a single EFA some items cross loaded. In particular, the professional benevolence items were problematic. Although precautions were taken to avoid confounding benevolence with ability differences between the two parties (e.g., in item B3 the helping behavior was emphasized as being unconditional and in item B5 the verb "help" was substituted by the phrase "support"), two benevolence items persisted in loading with ability items. Also item B1's Turkish translation was evaluated to be somewhat vague. In the first stage, these three benevolence items (B1, B3 and B5) as well as an integrity item (I11) with problematic wording were removed from the analyses.

The result of the PAF analysis conducted after these iterations is reported in Table 5.2. Only items that loaded neatly to their own factors and indicated in bold font were included in the variable formation. As can be seen, the first factor representing the variable that was labelled coworker interactional justice in the scale validation study appeared again. This factor comprised of integrity (I2, I5, I6 I8, I9, I10) and all honesty items as well as two professional (B4 and B6) and one personal benevolence (PB6) items. In order to refine the coworker interactional justice variable only particularistic items indicated in bold font were used in the variable formation. The second factor was composed of ability scale (six ability items) in addition to several problematic cross loading items. The final factor representing personal benevolence consisted of three items (PB5, PB3, PB4). These results are consistent with the findings from the scale development study suggesting that professional benevolence may be represented by coworker interactional justice factor.

Similar to the previous study, an alternative model was also tested, where particularistic integrity assessments and professional benevolence items were excluded from the analyses. The results from the PAF analysis are reported in Table 5.3. Three factors representing ability, personal benevolence and integrity were obtained where integrity factor consisting of a general form of integrity replaced the coworker interactional justice factor.

Table 5.2.
Exploratory factor analyses with antecedents

Item	F1	F2	F3
(H2) S/he would not lie to me	**.92**		
(H3) S/he deals honestly with me	**.83**		
(I9) S/he treats me in a consistent and predictable fashion	**.78**		
(H4) Sometimes s/he does dishonest things (*)	.74		
(I5) There are no "surprises" with this person	.74		
(B6) When working together, s/he does nothing to harm me	**.72**		
(H1) S/he always tells me the truth	**.70**		
(PB6) S/he does nothing to hurt me in conscious	**.66**		
(I10) S/he does what s/he says s/he is going to do	.64		
(I8) S/he respects my rights	**.58**		
(I6) Her/his actions and behaviors are not very consistent (*)	.56		-.31
(I2) S/he keeps her/his promises	.54	.47	
(B4) When we work together, s/he takes account of my needs and desires	**.45**		
(A1) S/he is very capable of performing her/his course responsibilities		**.97**	
(A3) S/he has much knowledge about the work that needs to be done		**.94**	
(A6) S/he is a successful student		**.83**	
(A4) I feel very confident about her/his skills		**.80**	
(A2) S/he is successful at the things s/he tries to do		**.79**	
(A5) S/he has specialized capabilities that can increase our performance		**.71**	
(B2) S/he cooperates with me in our joint work	.48	.60	
(I1) S/he has a strong sense of justice	.35	.52	
(I3) I never have to wonder whether s/he will stick to her/his word	.43	.49	
(PB2) S/he makes personal sacrifices for me		.40	.36
(PB1) S/he cares about my well-being in everyway	.35	.38	
(PB5) S/he is there for me when I have difficulties in my personal life			**.94**
(PB3) S/he goes out of his/her way to support me in my daily life beyond our assignments/coursework			**.91**
(PB4) My personal needs and desires are very important to her/him			**.51**
(I4) S/he tries hard to be fair in dealings with others	.35		.36
Variance explained (%)	58.30	4.70	3.80
Cumulative variance explained (%)	58.30	63.00	66.80

Note. Loadings less than .30 are not shown. H= Honesty; I= Integrity; B= Professional benevolence; A= Ability; PB= Personal benevolence. *Denotes reverse-coded items.

Table 5.3.
Exploratory factor analyses with antecedents (Alternative model)

Item	F1	F2	F3
(A6) S/he is a successful student	**.96**		
(A3) S/he has much knowledge about the work that needs to be done	**.90**		
(A4) I feel very confident about her/his skills	**.85**		
(A5) S/he has specialized capabilities that can increase our performance	**.72**		
(A2) S/he is successful at the things s/he tries to do	**.70**		
(A1) S/he is very capable of performing her/his course responsibilities	.66	.32	
(I2) S/he keeps her/his promises		**.87**	
(I10) S/he does what s/he says s/he is going to do.		**.72**	
(I3) I never have to wonder whether s/he will stick to her/his word		**.72**	
(H4) Sometimes s/he does dishonest things (*)		**.65**	
(I1) S/he has a strong sense of justice		**.64**	
(I6) Her/his actions and behaviors are not very consistent (*)		.46	
(I4) S/he tries hard to be fair in dealings with others		.39	.39
(PB5) S/he is there for me when I have difficulties in my personal life			**.98**
(PB3) S/he goes out of his/her way to support me in my daily life beyond our assignments/coursework			**.93**
(PB4) My personal needs and desires are very important to her/him		.30	**.52**
(PB2) S/he makes personal sacrifices for me		.33	.40
Variance explained (%)	56.60	5.70	4.20
Cumulative variance explained (%)	56.60	62.30	66.60

Note. Loadings less than .30 are not shown. A= Ability; I= Integrity; H= Honesty; PB= Personal benevolence. *Denotes reverse-coded items.

Analyses of the trust scales were repeated for the measurements assessed at Time 2 and Time 3. In both analyses similar results were obtained. The extended operationalization of ABT and CBT revealed a two-factor structure with one factor consisting of ABT items and project disclosure items, and the second factor comprising CBT items. Two of the three project disclosure items, which were consistently problematic in the previous studies, had the lowest loadings on their respective factor; in addition one of them double loaded. These results confirmed that these project disclosure items (ABT14 and ABT6) were problematic, and therefore they were not included in variable formation. The pattern matrices from the final EFAs are displayed in Tables 5.4 and 5.5. As can be seen, the CBT factor consisted of the four previously tested reliance items (CBT1, CBT2, CBT4 and CBT6) and a new item (CBT7) from

Gillespie (2003) and three CBT items from the item pool. The ABT factor included two personal disclosure items (ABT3 and ABT13) and one project disclosure item with personal connotations (ABT16) from Gillespie (2003) and three extra items (ABT8, ABT11 and ABT12) previously tested as well as additional five items from the item pool.

Table 5.4.
Exploratory factor analyses with trust bases at time 2

Item	F1	F2
(ABT15) Disclose your personal problems to her/him*	**.96**	
(ABT8) Open your heart to her/him	**.96**	
(ABT7) Discuss the difficulties and problems you have in your personal or family life*	**.94**	
(ABT11) Discuss your fears and worries	**.94**	
(ABT3) Share your personal feelings with her/him	**.92**	
(ABT2) Confide in her/him your secrets*	**.91**	
(ABT12) Share your future plans	**.87**	
(ABT13) Share your personal beliefs (e.g., religious, political) with her/him	**.80**	
(ABT9) Discuss other people's private matters with her/him*	**.79**	
(ABT16) Confide in her/him about personal issues that are affecting your work	**.69**	
(ABT14) Discuss work-related problems or difficulties with her/him that could potentially be used to disadvantage you	.52	.30
(ABT6) Discuss how you honestly feel about your team project, even negative feelings and frustration	.47	
(CBT5) Leave the final decisions about your joint work to her/him*		.93
(CBT3) Entrust her/him with critical issues about your joint work*		**.93**
(CBT1) Ask her/him to make decisions on your joint work in your absence		**.91**
(CBT4) Rely on her/him work related judgments		**.91**
(CBT8) Give her/him important responsibilities in your joint work*		**.87**
(CBT2) Rely on her/him to represent your work accurately to others		**.79**
(CBT7) Follow her/his advice and suggestions when working together*		**.66**
(CBT6) Depend on her/him to back you up in difficult situations	.31	**.63**
Variance explained (%)	58	14
Cumulative variance explained (%)	58	72

Note. Loadings less than .30 are not shown. * New items.

Table 5.5.
Exploratory factor analyses with trust bases at time 3

Item	F1	F2
(ABT15) Disclose your personal problems to him/her*	**.97**	
(ABT2) Confide in him/ her your secrets*	**.95**	
(ABT7) Discuss the difficulties and problems you have in your personal* or family life*	**.95**	
(ABT11) Discuss your fears and worries	**.93**	
(ABT8) Open your heart to him/her	**.93**	
(ABT3) Share your personal feelings with him/her	**.93**	
(ABT13) Share your personal beliefs (e.g., religious, political) with him/her	**.87**	
(ABT12) Share your future plans	**.81**	
(ABT9) Discuss other people's private matters with him/her*	**.81**	
(ABT16) Confide in him/ her about personal issues that are affecting your work	**.72**	
(ABT14) Discuss work-related problems or difficulties with him/her that could potentially be used to disadvantage you	.56	
(ABT6) Discuss how you honestly feel about your team project, even negative feelings and frustration	.46	.33
(CBT1) Ask him/ her to make decisions on your joint work in your absence		.93
(CBT3) Entrust him/ her with critical issues about your joint work*		**.91**
(CBT4) Rely on his/ her work related judgments		**.91**
(CBT5) Leave the final decisions about your joint work to him/her*		**.91**
(CBT8) Give him/ her important responsibilities in your joint work*		**.90**
(CBT2) Rely on him/her to represent your work accurately to others		**.90**
(CBT7) Follow his/ her advice and suggestions when working together*		**.78**
(CBT6) Depend on him/ her to back you up in difficult situations	.34	**.60**
Variance explained (%)	64.00	12.00
Cumulative variance explained (%)	64.00	76.00

Note. Loadings less than .30 are not shown. * New items

Two sets of analyses were conducted with the outcome scales. In the first step when the EFAs were conducted separately for each outcome, monitoring emerged as a single factor. However the 12-item relational promotion scale produced two factors, which was meaningful in the sense that they assessed different types of pro-relationship behaviors. While the first factor comprising of seven items reflected prosocial behaviors

in the relationship with respect to special time, energy and effort provided to the relationship, the second factor consisted of four items that assessed the trustor's tolerance of the unethical behaviors of the trustee, which I labelled as condoning.

In order to assess accommodative behaviors regarding the work relationship two operationalizations had been proposed. The first of these, complacency scale produced two factors. However, a careful investigation of the items suggested that items CO1, CO2 and CO7 were problematic. While item CO2 was too long, items CO1 and CO7 appeared misleading as they were also assessing relationship commitment (e.g., "I would be teammates with this person in the future even if we have experienced problems in our joint work"). When these items were excluded from the analysis a one-factor solution was obtained. The second of these was conflict avoidance scale. In the measurement of conflict avoidance item AV6 had low intercorrelations with other items and loaded on a different factor. Once it was removed from the analyses, a one-factor solution was obtained. Finally, a separate factor analysis with the emotional strain scale produced two factors as in the previous study. One factor consisted of the negatively worded items and the other was composed of the remaining ones. Item S10's Turkish translation seemed to reflect a very intense emotion for this context and was excluded ("How often were you *upset* and sad in this relationship?" translated into Turkish as "Ne sıklıkta altüst oldunuz, üzüldünüz?"). Only when the negatively worded items were not included in the analyses a one-factor solution was obtained. Yet, the final decision regarding this scale was made after CFAs with a nested model analysis where one factor and two factor versions of the scale were compared.

In the second step, the revised measures of behavioral outcome variables, (monitoring, relational promotion, complacency, and conflict avoidance) were included in a single factor analysis. The factor structure is presented in Table 5.6. As can be seen the items of each scale except for relational promotion neatly loaded to its respective factor. Relational promotion scale was split into two factors reflecting the prosocial and condoning behaviors. Also, there were a couple of cross-loading items. The ones loading to more than one factor with equivalent estimates were not included in the finalized scales. The items that comprise the variables are indicated in bold.

Table 5.6.
Exploratory factor analyses with outcomes

Item	F1 M	F2 PS	F3 AV	F4 CB	F5 CO
(M7) I check whether s/he is meeting her/his obligation to our joint assignments	.91				
(M5) I check to make sure that s/he continues to work on our joint assignments	.88				
(M4) I check her/his progress on the deliverables promised	.88				
(M6) I monitor her/his progress on our joint assignments	.84				
(M8) I watch to make sure s/he meets her/his deadlines	.82				
(M3) I check the quality of work s/he completed	.82				
(M1) I ask to see if s/he had completed her/his commitments	.73				
(M2) I count to see if s/he was contributing to our joint assignments	.70				
(RP8) I make the time to listen to her/his problems		.94			
(RP5) I stop my work to listen to her/him when s/he has to get something off her/his chest		.87			
(RP12) I take a personal interest in her/him no matter how busy I am		.85			
(RP1) I make an extra effort to help her/him solve her/his problems		.83			
(RP4) I help her/him, even under the most trying business situations		.80			
(RP2) I spend time with her/ him for his/her sake		.60			
(RP7) I volunteer to take over her/his work when s/has personal business		.56			.36
(RP10) I take on her/his work responsibilities when s/he gets behind schedule		.41			.41

Table 5.6. Cont'd.
Exploratory factor analyses with outcomes

Item	F1 M	F2 PS	F3 AV	F4 CB	F5 CO
(AV4) I avoid an encounter with her/him when working together			**.79**		
(AV2) I would avoid open discussion of my differences with her/him about our joint assignments			**.67**		
(AV5) I try to keep my disagreement with her/him to myself in order to avoid hard feelings			**.66**		
(AV1) In our joint assignments I attempt to avoid being "put on the spot" and try to keep my conflict with her/him to myself			**.66**		
(AV7) I avoid arguments with her/him when working together			**.62**		.33
(AV3) I try to stay away from disagreement when working together			**.50**		
(RP9) I would condone her/his dishonest acts				**.89**	
(RP11) I would overlook if s/he acts in an unprincipled manner				**.61**	
(RP3) I tolerate her/his behaviors that are not much ethical				**.58**	
(RP6) I would not object if s/he behaves unfairly				**.54**	
(CO5) When there are things about her/his performance that I don't like, I accept her/his faults and weaknesses and don't try to change her/him					**.60**
(CO6) When her/his work is incomplete, I give her/him the benefit of the doubt and forget about it					**.56**
(CO4) When I am frustrated with her/his sloppy work, I give things some time to cool off on their own rather than take action			.49		.52
(CO3) When her/his work is poor, I say nothing and simply forgive her/him		.37			.45
(CO8) I would not think about complaining about her/his poor performance to the course instructor or the teaching assistant					**.40**
Variance explained (%)	26.50	16.80	11.80	2.80	2.60
Cumulative variance explained (%)	26.50	43.30	55.10	57.90	60.50

Note. Loadings less than .30 are not shown. M= Monitoring; RP= Relational promotion; PS= Prosocial behaviors; AV= Conflict avoidance; CB= Condoning behaviors; CO= Complacency.

5.5.2. Confirmatory Factor Analyses

After the exploratory analysis was conducted with one of the individual data sets (N= 186-192) the other individual data set (N=186-196) was used for confirmatory analyses. Initially, the unidimensionality of each antecedent factor was evaluated independently and their fit statistics are reported in Table 5.7. These tests were conducted with the EQS program's option for categorical variables providing robust fit statistics.

Table 5.7.
Antecedents CFA: Fit Indices

One-factor Solutions	S-B χ2	df	p	CFI	NNFI	RMSEA	Low CI	Up CI	AIC
Ability	4.78	9	.86	.99	1.00	0	.00	.05	-1.12
Coworker Interactional Justice	43.28	20	.01	.99	.99	.07	.04	.09	13.28
Integrity	3.39	5	.64	1.00	1.00	.00	.00	.07	-6.61

As can be followed from the tables the unidimensionality of the scales were confirmed with separate tests of measurement models. The ability scale produced high values in all fit statistics and the lowest value in the RMSEA misfit statistic. The CFAs were conducted with coworker interactional justice variable and the integrity variable as alternates. Although both of them had acceptable fit values, a comparison between them suggests that the integrity scale performed better. The fit statistics for personal benevolence factor could not be calculated, because a measurement model with three indicators is a just-identified model with zero degrees of freedom (i.e., it has the same number of free parameters as observations) and interpreting its fit is not meaningful. However, the analyses of standardized Beta weights confirmed the significance of each observed variable on their respective latent factor. Moreover, in all the scales the standardized loadings of the items were above .50 with the exception of a reverse-coded honesty item, which had a .40 loading on its respective coworker interactional justice factor.

The unidimensionality of the output measures were also tested separately and the results are presented in the Table 5.8. The nested comparisons made with the strain measure prior to these analyses indicated that including the reverse-coded items together with the other strain items worsened the fit of the model. Coupled with the

findings from the EFAs reverse-coded emotional strain items were excluded. Hence, in Table 5.8 the unidimensionality statistics of 9-item emotional strain measure is reported. As complacency represented a just-identified model (represented with three indicators), its fit statistics could not be calculated. Yet, the analyses of standardized Beta weights confirmed the significance of each observed variable to their respective latent factor. In all the scales the standardized loadings of the items were above .50. Moreover, acceptable levels of model fit were obtained in the one-factor solutions reported.

Table 5.8.
Outcomes CFA: Fit indices

One-factor Solutions	S-B χ2	df	p	CFI	NNFI	RMSEA	Low CI	Up CI	AIC
Monitoring	48.66	20	0	.99	.99	.08	.06	.11	8.65
Prosocial behaviors	19.89	14	.13	.99	.99	.05	0	.09	-8.11
Condoning behaviors	1.28	2	0	.99	.99	0	0	.12	-2.70
Conflict avoidance	12.98	9	.16	.99	.99	.05	0	.10	-5.02
Emotional strain	61.61	27	0	.99	.99	.07	.04	.09	7.61

Nested model comparisons were conducted first for Sub-model 1, which depicts trust formation. Substituting coworker interactional justice by integrity a second version of the model was tested. Because the tests were conducted with robust statistics, an adjustment discussed in Mplus discussion forum (www.statmodel.com) and explained by Satorra and Bentler (2001) was followed. Accordingly first, two scaling correction factors were computed by dividing maximum likelihood chi-square values from the nested and comparison models with their respective *S-B* chi-square values. In the second step, the difference test scaling correction was calculated. To this end, each correction factor was multiplied with their respective model's *df* and then their difference was calculated. The final value was divided by the difference in *df* of the two models. After the difference test scaling correction was computed in the second step, in the third step the difference of maximum likelihood chi-squares of two models was divided by the difference test scaling correction. The obtained value is interpreted as the adjusted chi-square difference and is evaluated by a classical chi-square difference test.

In the CFA with ability, integrity and personal benevolence the results summarized in Table 5.9 suggest that one-factor model was a poor fit, whereas the indices were in favour of the three-factor model. Moreover, when the three-factor model was compared to a one-factor model improvement in the fit statistics of the three-factor

model over the one-factor model was found highly significant ($\Delta\chi^2$ (3, N = 186) = 91.83, $p < 0.001$).

Table 5.9.
CFA: Model comparison with antecedents (ability, integrity, personal benevolence)

Model 1	S-B χ^2	df	p	CFI	NNFI	RMSEA	Low CI	Up CI	AIC
One-factor	318.89	77	0	.98	.97	.13	.12	.15	164.89
Three-factor	148.23	74	0	.99	.99	.07	.06	.09	.23

The results from the CFA of the alternative model with ability, coworker interactional justice and personal benevolence are reported Table 5.10. As can be seen the three-factor model was confirmed by acceptable-level of fit indices. When the three-factor model was compared to a one-factor model an improvement in the fit statistics was observed ($\Delta\chi^2$ (3, N = 186) = 117.93, $p < 0.001$). When two alternative models were compared using their AIC values, the first model including integrity was a more parsimonious model than the alternative one (AIC first model = .23 versus AIC alternative model = 32.24) where coworker interactional justice replaced the integrity factor.

Table 5.10.
CFA: Alternative model comparison with antecedents (ability, coworker interactional justice, personal benevolence)

Model 2	S-B χ^2	df	p	CFI	NNFI	RMSEA	Low CI	Up CI	AIC
One-factor	675.2	170	0	.98	.98	.13	.12	.14	335.20
Three-factor	366.2	167	0	.99	.99	.08	.07	.09	32.24

Next, CFAs were conducted to test the dimensionality of trust bases where a one-factor model consisting of all trust items was compared to a two-factor model distinguishing ABT and CBT. The results from Time 2 are reported in Table 5.11 and Time 3 are presented in Table 5.12. From the fit statistics for both time periods the two-factor models were acceptable. Furthermore, the statistics for the Time 2 trust model $\Delta\chi^2$ (1, N = 186) = 936.08, $p < 0.001$ and for the Time 3 model $\Delta\chi^2$ (1, N = 186) = 1043.7, $p < 0.001$ indicate the better fit of the model with the data when trust was treated as two correlated factors consisting of ABT and CBT.

Table 5.11.
CFA: Model comparison with trust bases (ABT and CBT) at Time 2

Trust Scales	S-B χ2	df	p	CFI	NNFI	RMSEA	Low CI	Up CI	AIC
One-factor	1531.54	135	0	.94	.94	.24	.23	.25	1261.54
Two-factor	233.26	134	0	.99	.99	.06	.05	.08	-34.73

Table 5.12.
CFA: Model comparison with trust bases (ABT and CBT) at Time 3

Trust Scales	S-B χ2	df	p	CFI	NNFI	RMSEA	Low CI	Up CI	AIC
One-factor	1575.1	135	0	.95	.93	.24	.23	.25	1305.00
Two-factor	265.6	134	0	.99	.99	.07	.06	.09	-2.45

The final set of nested model comparisons were conducted for some of the outcome variables in Sub-model 2. Four relationship maintenance variables that were included in the CFA together were prosocial behaviors, condoning, complacency and conflict avoidance whose results are summarized in Table 5.13. They were selected because they satisfied the following two conditions. First, these scales appeared in the same section of the survey, hence they could be correlated due to measurement error. Second, they were proposed to be the behavioral outcomes of the dark side of ABT, and theoretically had a higher probability to be correlated. As can be seen the four-factor model has been confirmed with all above acceptable-level fit indices. When the four-factor model was compared to a one-factor model the improvement in the fit statistics of the four-factor model over the one-factor model was also highly significant ($\Delta\chi^2$ (6, $N = 186$) = 748.05, $p < 0.001$).

Table 5.13.
CFA: Model outcome measures
(Prosocial behaviors, condoning, complacency and conflict avoidance)

Outcomes	S-B χ2	df	p	CFI	NNFI	RMSEA	Low CI	Up CI	AIC
One-factor	1684.6	170	0	.48	.43	.22	.21	.23	1711.20
Four-factor	246.15	164	0	.97	.97	.05	.04	.07	-0.82

5.5.3. Descriptive Statistics and Correlations

Table 5.14 displays the descriptive statistics for trust, its antecedents and outcomes with the pairwise data set. The coefficient alpha reliabilities of each scale are reported in parentheses on the diagonal. Except for the complacency measure ($\alpha = .67$), the reliabilities of the scales were satisfactory ($\alpha > .75$). The correlations below the diagonal in Table 5.14 represent the intrapersonal correlations, in other words, the correlations between the antecedents, outcomes and the two trust bases for the same person. All correlations were in the expected direction. The correlations above the diagonal in Table 5.14 display the interpersonal correlations, which are the correlations between antecedents, outcomes and the two trust bases of person 1 with those of person 2. When the interpersonal correlations of trust antecedents of person 1 with Time 2 trust bases of person 2 were checked, significant reciprocal relationships were obtained for all relationships in expected directions. These results suggest that cross-partner effects have a role in trust formation. The interpersonal correlations of trust bases with trust outcomes showed that cross-partner effects might be essentially relevant for ABT relationships, where monitoring, prosocial behaviors and complacency seemed to be influenced not only by the ABT of the actor but also that of the partner. In addition, similar results were obtained from correlations of the two alternative variables, integrity and coworker interactional justice with trust bases. This finding coupled with the more favourable predictive statistics (AIC) obtained from the integrity scale led to the decision of conducting hypotheses testing in Sub-model 1 with the integrity variable.

Table 5.14.
Descriptive statistics and correlations for the scales

Variables	No of items	M	SD	1	2	3	4	5	6	7	8	9
1. Familiarity[a]	1	2.41	1.35	-	.01	-.03	.16*	.12†	.19*	.30	.37**	.15*
2. PTT	6	2.53	.61	.00	(.72)	-.02	.02	.01	.02	.05	.04	.03
3. RSC	7	4.98	.87	-.03	.06	(.80)	.03	.08	.07	-.03	0	.03
4. Ability	6	3.81	.83	.16*	-.04	.14†	(.94)	.24**	.26**	.30**	.32**	.17*
5. Integrity(Alternative 1)	5	4.09	.72	.12†	-.07	.11	.78**	(.86)	.28**	.32**	.33**	.21**
6. Coworker interactional justice (Alternative 2)	8	4.12	.66	.19*	-.02	.18*	.77**	0.91**	(.95)	.36**	.39**	.27**
7. Personal benevolence	3	3.37	.91	.30**	.02	.18*	.65**	.64**	.74**	(.85)	.56**	.33**
8. ABT Time2	10	3.67	1.78	.37**	.09	.12†	.53**	.51**	.59**	.80**	(.96)	.35**
9. CBT Time2	8	5.00	1.59	.15*	.01	.10	.75**	.65**	.64**	.54**	.56**	(.95)
10. ABT Time3	10	3.65	1.81	.34**	.13†	.09	.52**	.46**	.53**	.75**	.87**	.53**
11. CBT Time3	8	4.87	1.61	.18*	.07	.08	.69**	.56**	.58**	.54**	.55**	.83**
12.Monitoring	8	3.12	1.03	-.05	.07	-.09	-.42**	-.38**	-.35**	-.39**	-.35**	-.42**
13. Prosocial behaviors	7	3.49	.77	.28**	.06	.13†	.50**	.50**	.56**	.61**	.67**	.48**
14. Condoning behaviors	4	2.40	.80	.12†	.02	-.03	.07	0	.05	.11†	.11†	.07
15. Complacency	3	3.12	.81	.18**	.05	.00	.26	.25**	.29**	.33**	.33*	.27**
16. Conflict avoidance	6	2.59	.70	.13*	.15*	.08	.03	-.06	.03	.08	.13†	-.06
17. Emotional strain	9	1.98	.91	.12†	.02	-.09	-.20**	-.18**	-.14*	-.11	-.07	-.22**

Table 5.14. Cont.'d
Descriptive statistics and correlations for the scales

Variables	10	11	12	13	14	15	16	17
1. Familiarity	.34**	.18*	-.05	.28**	.12†	.18**	.13*	.12†
2. PTT	.04	.05	-.02	.07	.01	-.04	-.01	.01
3. RSC	.02	.05	-.02	0	-.13†	.08	-.01	-.04
4. Ability	.28**	.15*	-.07	.21**	-.05	.05	-.08	-.11
5. Integrity(Alternative 1)	.25**	.20**	-.07	.23**	-.05	.02	-.08	-.04
6. Coworker interactional justice (Alternative 2)	.35**	.26**	0	.31**	-.03	.08	-.07	-.06
7. Personal benevolence	.53**	.35**	-.16*	.43**	.02	.22**	.04	-.04
8. ABT Time2	.59**	.38**	-.19*	.47**	.05	.23**	.03	-.06
9. CBT Time2	.31**	.18*	-.03	.22**	-.06	.06	-.09	-.05
10. ABT Time3	**(.96)**	.36**	-.19*	.49**	.09	.25**	.04	.01
11. CBT Time3	.64**	**(.96)**	-.06	.29**	.02	.10	-.06	-.02
12.Monitoring	-.40**	-.50**	**(.96)**	-.13†	-.02	-.17*	.00	.02
13. Prosocial behaviors	.69**	.56**	-.29**	**(.91)**	.05	.19*	-.03	.04
14. Condoning behaviors	.18*	.07	-.09	.11†	**(.84)**	.05	.04	.05
15. Complacency	.39**	.33**	-.31**	.44**	.41**	**(.67)**	.02	.03
16. Conflict avoidance	.15*	.04	.02	.10	.57**	.42**	**(.81)**	.04
17. Emotional strain	-.05	-.24**	.28**	-.05	.18*	-.03	.21**	**(.93)**

Note. Below the diagonal intrapersonal correlations are reported. Reliabilities of the scales are presented on the diagonal.
Above the diagonal interpersonal correlations are reported. ** $p < .01$. * $p < .05$. † $p < .10$. [a] Familiarity is a dyad level variable measured by a single item; hence, reliability is not computed.

5.5.4. Test of Sub-model 1

Sub-model 1 depicted in Figure 5.2 was tested with path analysis using AMOS. In the tested model, intrapartner effects were proposed for each of the antecedents and trust bases except for ability and ABT. In addition, while cross-partner effects were expected for each of the antecedents and ABT, there was no such expectation for trust antecedents and CBT. Table 5.27 summarizes results regarding all the antecedent hypotheses.

Figure 5.2.
Sub-model 1
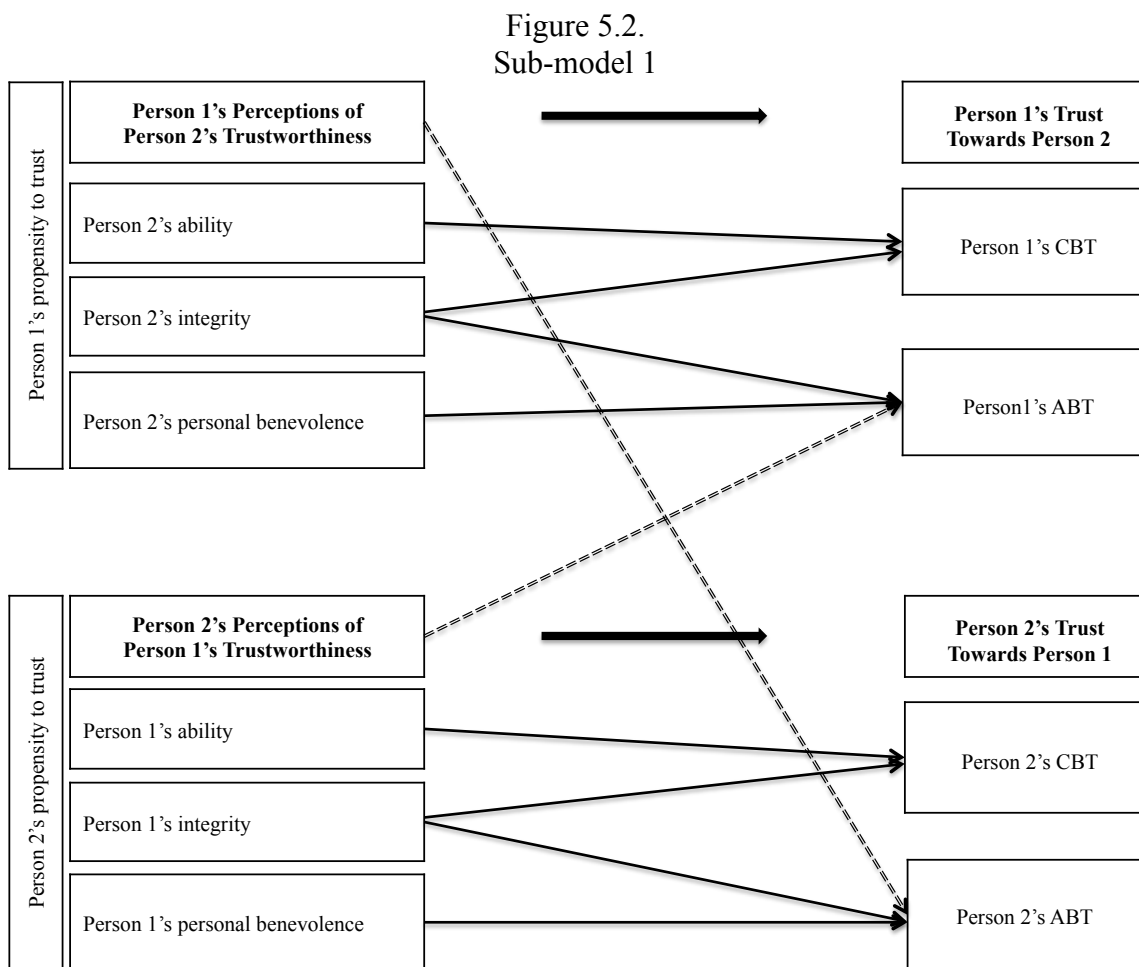
Solid lines (__): Intrapartner Effect; Dashed lines (---): Cross-partner Effect

In order to test this model first, a saturated model where each variable was related to all other variables was created. Second, a null model was formed where no variable in the model was related to any other. Finally, the proposed model was tested and the chi-square results obtained from AMOS were adjusted using the values from I-SAT and I-Null models. The adjustment to the chi-square was done by subtracting the chi-square from that of the I–SAT model. The adjustment to the degrees of freedom was obtained by subtracting the degrees of freedom from that of the I–SAT model. These adjusted values are referred as $\chi^{2'}$ and df'. New fit statistics were calculated by using these adjusted values (Olsen & Kenny, 2006) and are reported in Table 5.15.

Table 5.15.
Fit statistics for sub-model 1

Model	df	χ^2	p	$\chi^{2'}$	df'	p'	RMSEA	CFI
Specified	35	45.33	.11	12.22	5	.03	.11	.99
I-SAT	30	33.11	.32	0	0	0		
I-Null	55	1073	0	1039.89	25	0		

Although a reasonable χ^2/df value of 2.44 was obtained, and the CFI was almost 1, the RMSEA with .11 was above the acceptable levels. Indeed, when the significance of the loadings was evaluated, some nonsignificant paths were observed. The standardized regression weights, unstandardized loadings, and their p-values are presented in Table 5.16. As can be seen from Table 5.16, the expected intrapartner and cross-partner relationships between integrity and ABT were disconfirmed, rejecting Hypotheses 3b and 4d. Integrity was significantly related only to CBT. In addition, Hypothesis 4c proposing a positive cross-partner relationship between ability and ABT was also rejected. The only significant cross-partner effect was between personal benevolence and ABT (Hypothesis 4b). While ABT was predicted by intrapartner ($\beta = .70$, $p < .001$) and cross-partner ($\beta = .19$, $p < .001$) effects of personal benevolence, intrapartner ability ($\beta = .62$, $p < .001$) and intrapartner integrity ($\beta = .17$, $p = .01$) predicted CBT. In other words, both the trustor's personal benevolence perceptions of the trustee and the trustee's personal benevolence perceptions of the trustor were associated with trustor's ABT, underlining the significance of reciprocity in ABT. However, the trustee's perceptions on ability and integrity seemed to play no role in trustor's ABT. On the

other hand, the trustor's ability and integrity perceptions of the trustee were associated with the trustor's CBT.

Based on these findings, *post hoc* analyses were conducted where the test model was respecified by constraining nonsignificant relationships to zero. The adjusted fit statistics for the respecified model are presented in Table 5.17. As can be seen the removal of nonsignificant paths from the model substantially improved the model fit and the misfit values (CFI = .99; RMSEA = .07).

Table 5.16.
Antecedents of trust and trust

Hypothesis	Parameter	Effect type	β	B	p
1b	Personal benevolence-> ABT	Intrapartner	.70	1.34	***
2	Ability--> CBT	Intrapartner	.62	1.17	***
3a	Integrity-> CBT	Intrapartner	.17	.38	.01
3b	Integrity-> ABT	Intrapartner	.02	.04	.69
4b	Personal benevolence-> ABT	Cross-partner	.19	.36	***
4c	Ability--> ABT	Cross-partner	.02	.05	.70
4d	Integrity-> ABT	Cross-partner	-.04	-.09	.49

Note: β = Standardized Estimate; *B* = Unstandardized Estimate.

Table 5.17.
Fit statistics for respecified version of sub-model 1

Model	*df*	χ^2	*p*	$\chi^{2'}$	*df'*	*p'*	RMSEA	CFI
Specified	38	46.00	.18	12.89	8	.12	.07	.99
I-SAT	30	33.11	.32	0	0	0		
I-Null	55	1073.00	0	1039.89	25	0		

5.5.5. Test of Sub-model 2

Sub-model 2 depicted in Figure 5.3 was tested with path analyses using AMOS. In the first step, the relationship of ABT and CBT with each outcome was estimated separately. In each test, I-SAT and I-Null models were also created to calculate the adjusted values of chi-square and related fit statistics. The results for each outcome

variable are presented in Tables 5.18 - 5.24. Table 5.28 summarizes results regarding all the outcome hypotheses.

Figure 5.3.
Sub-model – 2
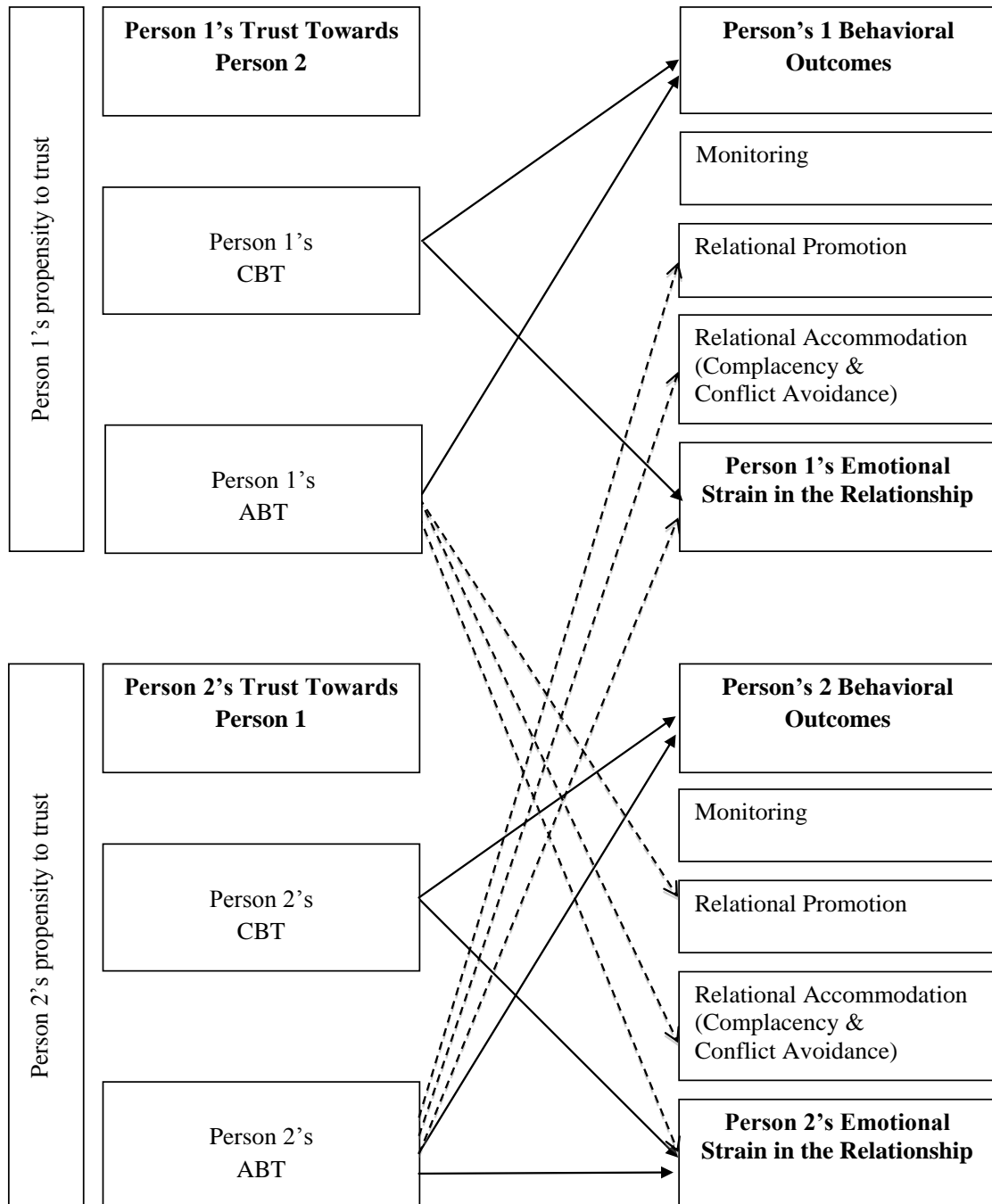
Solid lines (__): Intrapartner Effect; Dashed lines (---): Cross-partner Effect

Table 5.18 presents the adjusted fit statistics for the variable monitoring. As can be seen, the fit of the tested model was within acceptable levels. Intrapartner effect of CBT on monitoring (Hypothesis 5a) was significant in the expected direction ($\beta = -.43$, $p < .001$) as well as the intrapartner effect of ABT on monitoring (Hypothesis 5b)

($\beta = -.13$, *p* < .001). In other words, in line with my expectations both CBT and ABT towards a trustee reduced trustor's monitoring. To test Hypothesis 5c, the model was re-specified by an additional constraint, which treated the effects of ABT and CBT as equal. Then a chi-square difference test was conducted to compare the fit of the new model. As the fit of the re-specified model was significantly worse than the previous ($\Delta\chi^2$ (1, *N* = 135) = 7.64, *p* < .001), the equality of the coefficients was rejected and CBT was concluded to have a greater impact on monitoring than ABT, confirming Hypothesis 5c. In short, trustor's CBT towards the trustee predicted trustor's monitoring more than his or her ABT.

Table 5.18.
Fit statistics for sub-model 2: Monitoring

Model	*df*	χ^2	*p*	$\chi^{2'}$	*df'*	*p'*	RMSEA	CFI
Specified	14	16.04	.31	2.41	2	.30	.04	.99
I-SAT	12	13.63	.32	0	0	0		
I-Null	20	313.9	0	300.27	8	0		

In the analyses with prosocial behaviors, intrapartner effects of ABT and CBT were expected to be positively related to prosocial behaviors (Hypothesis 6a and Hypothesis 6b). In addition, a cross-partner effect was proposed regarding ABT and prosocial behaviors (Hypothesis 9a). The results presented in Table 5.19 indicate that the model fits the data almost perfectly. Both of the intrapartner hypotheses (Hypothesis 6a and Hypothesis 6b) were confirmed where ABT ($\beta = .49$, *p* < .001) had a larger Beta weight than CBT ($\beta = .20$, *p* < .001) in predicting prosocial behaviors. When the intrapartner effects of ABT and CBT were compared with chi-square tests, the fit of the model where ABT and CBT were treated equal significantly worsened ($\Delta\chi^2$ (1, *N*=135) = 5.43, *p* < .001). Hence, Hypothesis 6c which proposed that the relationship between a trustor's CBT and his or her relational promotion behaviors would be weaker than the relationship between a trustor's ABT and his or her relational promotion behaviors was confirmed with respect to prosocial behaviors. In addition, the cross-partner effect of ABT on prosocial behavior was positive and significant ($\beta = .12$, *p* < .001) confirming Hypothesis 9a. In other words, trustee's ABT towards the trustor was found to be influential in the trustor's prosocial behaviors towards the trustee.

Table 5.19.
Fit statistics for sub-model 2: Prosocial behaviors

Model	df	χ^2	p	$\chi^{2'}$	df'	p'	RMSEA	CFI
Specified	13	9.11	.76	.03	1	.87	0	1
I-SAT	12	9.09	.70	0	0	0		
I-Null	20	407.40	0	398.31	8	0		

When the same set of analyses was repeated with condoning as the dependent variable the findings lend partial support to the expectations. While the intrapartner relationship between ABT and condoning was significant (β = .24, p < .001), the cross-partner relationship was rejected (β = -.03, *ns*). Similarly, the intrapartner relationship between CBT and condoning was not confirmed (β = -.07, *ns*). After the nonsignificant effects were removed the results presented in Table 5.20 indicate that the model fits the data almost perfectly. In short, only the trustor's ABT towards the trustee was associated with his or her condoning behaviors towards the trustor.

Table 5.20.
Fit statistics for sub-model 2: Condoning

Model	df	χ^2	p	$\chi^{2'}$	df'	p'	RMSEA	CFI
Specified	15	13.95	.53	1.34	3	.72	0	1
I-SAT	12	12.61	.40	0	0	0		
I-Null	20	228.8	0	216.19	8	0		

For the analyses with complacency as the dependent variable, intrapartner and cross-partner effects of ABT were expected to be positively related to complacency (Hypothesis 7a and Hypothesis 9b). In addition, an intrapartner effect between CBT and complacency was also proposed (Hypothesis 7b). The results presented in Table 5.21 indicate that the model fits the data above accepted fit levels. While the intrapartner relationship between ABT and complacency (Hypothesis 7a) was significant (β = .30, p < .001), the proposed intrapartner relationship between CBT and complacency (Hypothesis 7b) was only marginally significant (β = .13, p = .068). Hence, the findings also lend support to Hypothesis 7c as ABT of the trustor was more meaningful in predicting his complacency than his or her CBT. Finally, Hypothesis 9b depicting the

cross-partner relationship between ABT and complacency was not confirmed ($\beta = .02$, *ns*).

Table 5.21.
Fit statistics for sub-model 2: Complacency

Model	*df*	χ^2	*p*	$\chi^{2'}$	*df'*	*p'*	RMSEA	CFI
Specified	13	9.60	.73	1.30	1	.25	.05	1
I-SAT	12	8.30	.76	0	0	0		
I-Null	20	263.40	0	255.10	8	0		

For the analyses with conflict avoidance as the dependent variable, intrapartner and cross-partner effects of ABT were expected to positively correlate with conflict avoidance (Hypothesis 8a and Hypothesis 9c). In addition, an intrapartner effect between CBT and conflict avoidance was also proposed (Hypothesis 8b). The results presented in Table 5.22 provide conflicting information regarding model's fit. Although χ^2/df value and CFI are acceptable, the misfit statistic, RMSEA is higher than acceptable suggesting a problem. Indeed, only Hypothesis 8a depicting the intrapartner effect of ABT on conflict avoidance was confirmed ($\beta=.26$, $p <.005$), whereas the other proposed relationships (Hypothesis 8b and Hypothesis 9c) were not significant ($\beta=-.09$, *ns*; $\beta=-.09$, *ns*). As such, Hypothesis 8c, which expected a stronger relationship between ABT and conflict avoidance than CBT and conflict avoidance, was also confirmed with the results. In *post hoc* analyses the model was respecified without the nonsignificant relationships and the improved and acceptable model fit statistics from the respecification are presented in Table 5.23.

Table 5.22.
Fit statistics for sub-model 2: Conflict avoidance

Model	*df*	χ^2	*p*	$\chi^{2'}$	*df'*	*p'*	RMSEA	CFI
Specified	13	18.2	.15	2.94	1	.09	.12	.99
I-SAT	12	15.26	.23	0	0	0		
I-Null	20	229.6	0	214.34	8	0		

Table 5.23.
Fit statistics for sub-model 2: Respecified version with conflict avoidance

Model	df	χ^2	p	$\chi^{2'}$	df'	p'	RMSEA	CFI
Specified	15	20.60	.15	5.34	3	.15	.08	.99
I-SAT	12	15.26	.23	0	0	0		
I-Null	20	229.60	.00	214.34	8	0		

In the model with emotional strain, intrapartner and cross-partner effects of ABT were expected to be influential (Hypothesis 10a and Hypothesis 10b) leading to higher levels of emotional strain. In addition, a negative intrapartner effect of CBT on emotional strain was also predicted (Hypothesis 10c). Despite, the nonsignificant cross-partner effect between ABT and emotional strain (β = .05, p = .45) the fit statistics indicated that the tested model fits the data reasonably well. Moreover, the negative intrapartner effect of CBT (Hypothesis 10c) (β = -.35, p = .00) and the positive intrapartner effect of ABT (Hypothesis 10a) (β = .17, p = .03) on emotional strain were confirmed. In other words, the findings revealed that while trustor's ABT might be source of emotional strain, trustor's CBT had the opposite effect. The fit statistics after the respecification are reported in Table 5.24.

Table 5.24.
Fit statistics for sub-model 2: Emotional strain

Model	df	χ^2	p	$\chi^{2'}$	df'	p'	RMSEA	CFI
Specified	14	7.20	.93	.94	2	.63	0	1
I-SAT	12	6.30	.90	0	0	0		
I-Null	20	236.90	0	230.60	8	0		

At the final step of sub-model 2, analyses with four relationship maintenance variables (prosocial behaviors, condoning, complacency and conflict avoidance) were simultaneously tested for their relationships with ABT and CBT. The adjusted fit statistics are displayed in Table 5.25. The model confirms the findings from the separate models. In this model with multiple outcome variables, the only cross-partner effect observed was between ABT and prosocial behaviors (β = .12, p < .05). However, all the intrapartner effects between ABT and the four outcome variables were significant with standardized beta weights ranging from .19 to .53 supporting the arguments regarding dark side of ABT.

Table 5.25.
Fit statistic for sub-model 2: Multiple outcomes
(Prosocial behaviors, condoning, complacency and conflict avoidance)

Model	df	χ^2	p	$\chi^{2'}$	df'	p'	RMSEA	CFI
Specified	50	45.60	.65	11.10	8	.20	.05	.99
I-SAT	42	34.50	.79	0	0	0		
I-Null	78	689.80	0	655.30	36	0		

5.5.6. Results of the Moderation Analysis with RSC

Before testing the moderator role of RSC, I tested its factor structure. In the EFAs reverse-coded items were found problematic (loading on a separate factor). Moreover, the reliability analyses suggested that they were reducing the scale's overall reliability. Also an item with a low loading ($B = .33$) along with another that loaded onto a separate factor seemed problematic. These problems may be due to suboptimal translations resulting in wordy items. Hence, they were excluded along with the reverse coded items. The favourable fit indexes in the confirmatory factor analyses with the remaining items confirmed the unidimensionality of RSC, and the scale was composed of seven items. The higher scores in the RSC measure indicated a relational self-construal.

In the first set of moderation analyses, I explored whether the trustor's RSC moderated the positive relationship between personal benevolence and ABT. First, I entered both the trustor's and the trustee's mean-centered scores of ability, personal benevolence and integrity perceptions of each other as well as the moderator variable, that is the mean-centered score of trustor's RSC; then I entered the hypothesized interaction terms. The moderating role of trustor's RSC was nonsignificant for the intrapartner relationship between personal benevolence and ABT ($B = -.13$, $p = .15$) as well as the cross-partner relationship between personal benevolence and ABT ($B = .14$, $p = .16$). Hence, Hypothesis 11b and 11d predicting that the positive relationships of trustor's and trustee's personal benevolence with trustor's ABT would be stronger for trustors with high RSC were not confirmed.

In the second set of moderation analyses, I explored whether RSC moderated the hypothesized intrapartner and cross-partner relationships between ABT and its behavioral outcomes (monitoring, prosocial behaviors, condoning, complacency and conflict avoidance). In this hypothesis set (Hypothesis 12), I expected greater

manifestation of ABT's dark side for trustors with RSC. As displayed in Table 5.26, only the interactions of RSC with both the trustor's ABT and the trustee's ABT in predicting trustor's conflict avoidance were significant. All the other relationships did not seem to be influenced with the trustor's RSC.

To ease interpretation of significant interaction effects, I plotted the interaction for high (+1 *SD*) and low levels (-1 *SD*) of the moderator variable and conducted post hoc statistical testing (Aiken & West, 1991). As depicted in the dashed line in Figure 5.4, for trustors scoring high in RSC (+1 *SD*), trustor's ABT was related to his or her conflict avoidance behaviors towards the trustee, (B = .17, $t(228)$ = 3.50, p = .01), whereas for trustors scoring low in RSC (-1 *SD*) the relationship depicted with the solid line was essentially flat (B = .04, $t(227)$= .91, p = .36). Results demonstrated that trustors scoring high in RSC tended to avoid conflict when they had ABT towards a trustee.

Table 5.26.
The two-way interactions between ABT (trustor's and trustee's) and the trustor's RSC predicting trustor's behavioral outcomes

Outcome	Effect type	Moderation of RSC Effects on ABT Unstandardized Estimate (B)
Monitoring	Intrapartner	.03
Monitoring	Cross-partner	-.02
Prosocial behaviors	Intrapartner	.03
Prosocial behaviors	Cross-partner	-.02
Condoning	Intrapartner	.01
Condoning	Cross-partner	-.02
Complacency	Intrapartner	.02
Complacency	Cross-partner	-.04
Conflict avoidance	Intrapartner	.08*
Conflict avoidance	Cross-partner	-.09**

** p < .01. * p < .05. † p < .10 (two tailed tests).

Figure 5.4.
The two-way interaction between the trustor's ABT and trustor's RSC in predicting
trustor's conflict avoidance
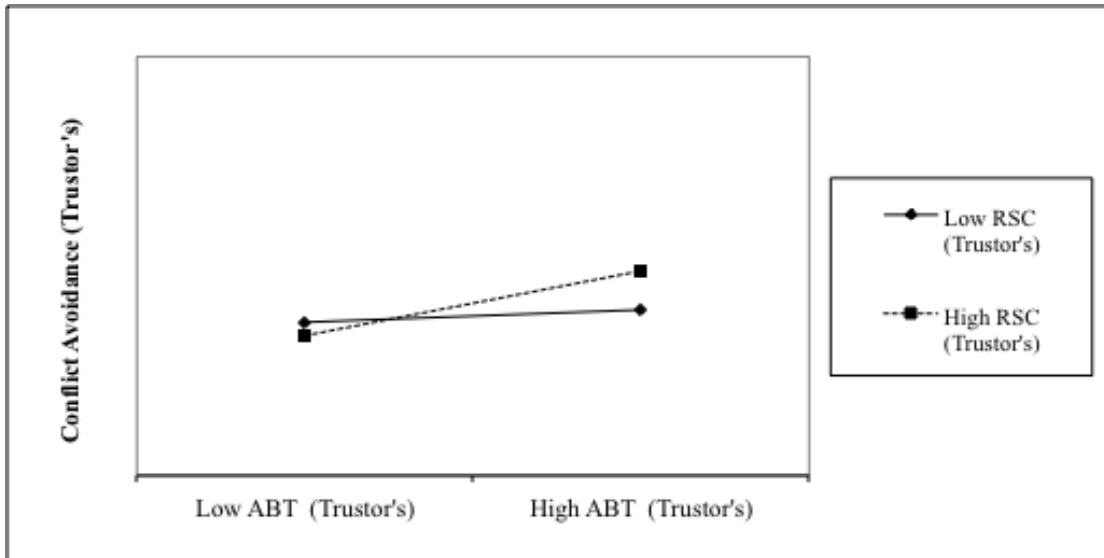
When the significant interaction of the trustee's ABT with the trustor's self-construal in relation to the trustor's conflict avoidance behavior was plotted (Figure 5.5), the pattern observed was contrary to my expectations. As depicted with the dashed line trustors scoring high in RSC (+1 *SD*) displayed less conflict avoidance behaviors if the trustee displayed ABT towards them ($B = -.09$, $t(226) = -1.75$, $p = .08$). On the other hand, a nonsignificant, but positive pattern was observed for those scoring low in RSC (-1 *SD*, as depicted with the solid line), ($B = .07$, $t(228) = 1.62$, $p = .11$). Although the simple slope analyses for high levels of RSC produced only marginally significant results, they seem to indicate that ABT relationships may cause conflict to be perceived as less threatening for the relationship.

Figure 5.5.

The two-way interaction between trustee's ABT and the trustor's RSC predicting trustor's conflict avoidance
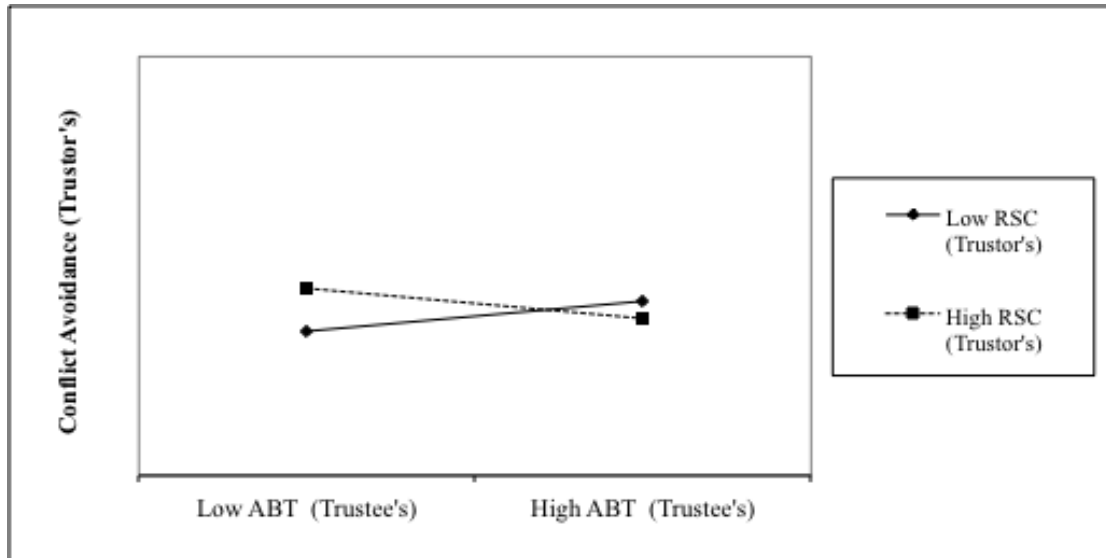
When Hypothesis 13 was tested, the interaction of the trustor's RSC with the trustor's own ABT in predicting emotional strain was not significant ($B = -.04$, $t(234) = 1.00$, $p > .10$); nor was the interaction of trustor's RSC with the trustee's ABT in relation to the trustor's emotional strain ($B = -.03$, $t(230) = .73$, $p > .10$). The results for the moderating role of RSC are summarized in Table 5.29.

5.5.7. Results of the Moderation Analysis with Familiarity

The next set of moderator analyses was conducted to test the moderating role of familiarity in the proposed cross-partner relationships regarding the development of ABT. Familiarity was operationalized as a dyad level variable composed with the data from both parties. In Hypothesis 14a, I expected that in familiar relationships, trustor's perceptions of trustee's personal benevolence would be more salient in predicting his or her ABT than in less familiar dyads. However, the interaction of familiarity with trustor's personal benevolence was not significant in predicting ABT; thus, the hypothesis was not supported ($B = .03$, $t(233) = .45$, $p > .10$).

Hypothesis 14b predicted that trustee's perceptions regarding the trustor's personal benevolence and integrity would have more influence in the trustor's reciprocation with ABT than in relationships where the dyad partners were not familiar

with each other. While familiarity and trustee's personal benevolence perceptions did not have a significant two-way interaction (B = -.09, $t(242)$ = -1.27, p > .10), the interaction of familiarity and trustee's integrity perceptions was significant in predicting trustor's ABT (B = .21, $t(254)$ = 2.18, p < .05). Although the simple slope analyses did not find the integrity perceptions by the trustee significant in relation to trustor's ABT at low and high levels of familiarity, the patterns depicted in Figure 5.6 suggest that when the trustor and the trustee knew each other well, trustee's integrity perceptions of the trustor led to an increase in trustor's ABT, whereas when familiarity was low, then the relationship was reversed.

Findings related to Hypothesis 15a, which predicted significant impact of the interaction between familiarity and trustee's ABT on trustor's relationship maintenance behaviors revealed nonsignificant results (i.e., prosocial behaviors (B = .02, $t(180)$ = .90, p > .10); condoning (B = -.03, $t(182)$ = -1.01, p > .10); complacency (B = .02, $t(183)$ = 1.27, p > .10) and conflict avoidance (B = -.01, $t(183)$ = -.542, p > .10). In short, no difference was observed in the associations of trustee's ABT and his or her relational promotion and accommodation behaviors with respect to familiarity. Hence Hypothesis 15b, which proposed an alternative with respect to conflict avoidance, and predicting that in familiar dyads the impact of the trustee's ABT on the trustor's conflict avoidance would be less than in less familiar dyads with high ABT was also not confirmed. The results for the moderating role of familiarity are summarized in Table 5.30.

Figure 5.6.
The two-way interaction between trustee's integrity perceptions of the trustor and familiarity level predicting trustor's ABT
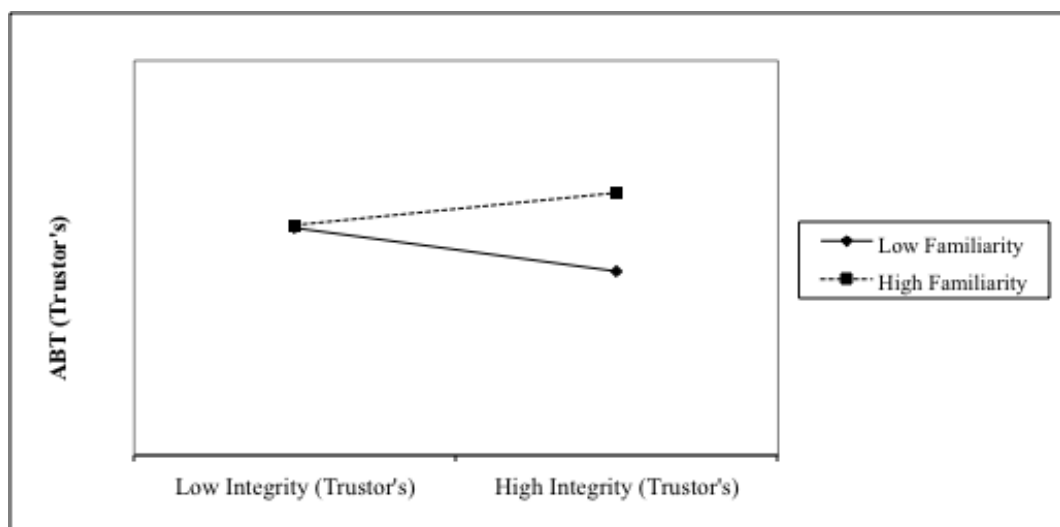
Table 5.27.
Summary of Hypotheses: Sub-model 1

Dependent Variable	Hypothesis			Sign	Result
ABT	Hypothesis 1a	:	Trustor's perception of trustee's professional benevolence ---> Trustor's ABT	+	*N/T*
	Hypothesis 1b	:	Trustor's perception of trustee's personal benevolence ---> Trustor's ABT	+	*S**
	Hypothesis 3b	:	Trustor's perception of trustee's integrity ---> Trustor's ABT	+	*NS*
	Hypothesis 4a	:	Trustor's perception of trustee's professional benevolence ---> Trustee's ABT	+	*N/T*
	Hypothesis 4b	:	Trustor's perception of trustee's personal benevolence ---> Trustee's ABT	+	*S**
	Hypothesis 4c	:	Trustor's perception of trustee's ability ---> Trustee's ABT	+	*NS*
	Hypothesis 4d	:	Trustor's perception of trustee's integrity ---> Trustee's ABT	+	*NS*
CBT	Hypothesis 1c	:	Trustor's perception of trustee's professional benevolence ---> Trustor's CBT	+	*N/T*
	Hypothesis 1d	:	Trustor's perception of trustee's professional benevolence ---> Trustor's CBT will be weaker than Trustor's perception of trustee's professional benevolence ---> Trustor's ABT		*N/T*
	Hypothesis 2	:	Trustor's perception of trustee's ability ---> Trustor's CBT	+	*S**
	Hypothesis 3a	:	Trustor's perception of trustee's integrity ---> Trustor's CBT	+	*S**

N/T: Not tested; *S:* Supported; *NS:* Not supported; ** $p < .01$; * $p < .05$; † $p < .10$.

Table 5.28.
Summary of Hypotheses: Sub-model 2

Dependent Variable		Hypothesis	Sign	Results
Monitoring	Hypothesis 5a :	Trustor's CBT ---> Trustor's monitoring	-	*S***
	Hypothesis 5b :	Trustor's ABT ---> Trustor's monitoring	-	*S***
	Hypothesis 5c :	Trustor's ABT ---> Trustor's monitoring will be weaker than Trustor's CBT ---> Trustor's monitoring		*S***
Relational Promotion (Prosocial behaviors)	Hypothesis 6a :	Trustor's ABT ---> Trustor's relational promotion (prosocial) behaviors	+	*S***
	Hypothesis 6b :	Trustor's CBT ---> Trustor's relational promotion (prosocial) behaviors	+	*S***
	Hypothesis 6c :	Trustor's CBT ---> Trustor's relational promotion (prosocial) behaviors will be weaker than Trustor's ABT ---> trustor's relational promotion (prosocial) behaviors		*S***
	Hypothesis 9a :	Trustee's ABT ---> Trustor's relational promotion (prosocial) behaviors	+	*S***
Relational Promotion (Condoning behaviors)	Hypothesis 6a :	Trustor's ABT ---> Trustor's relational promotion (condoning) behaviors	+	*S***
	Hypothesis 6b :	Trustor's CBT ---> Trustor's relational promotion (condoning) behaviors	+	*NS*
	Hypothesis 6c :	Trustor's CBT ---> Trustor's relational promotion (condoning) behaviors will be weaker than trustor's ABT ---> Trustor's relational promotion (condoning) behaviors		*N/T*
	Hypothesis 9a :	Trustee's ABT ---> Trustor's relational promotion (condoning) behaviors	+	*NS*

Table 5.28. Cont'd.

Summary of Hypotheses: Sub-model 2

Dependent Variable	Hypothesis			Sign	Results
Complacency	Hypothesis 7a	:	Trustor's ABT ---> Trustor's complacency	+	*S***
	Hypothesis 7b	:	Trustor's CBT ---> Trustor's complacency	+	*S†*
	Hypothesis 7c	:	Trustor's CBT ---> Trustor's complacency will be weaker than Trustor's ABT ---> Trustor's complacency		*S***
	Hypothesis 9b	:	Trustee's ABT ---> Trustor's complacency	+	*NS*
Conflict Avoidance	Hypothesis 8a	:	Trustor's ABT ---> Trustor's conflict avoidance behaviors	+	*S***
	Hypothesis 8b	:	Trustor's CBT ---> Trustor's conflict avoidance behaviors	+	*NS*
	Hypothesis 8c	:	Trustor's CBT ---> Trustor's conflict avoidance behaviors will be weaker than Trustor's ABT ---> Trustor's conflict avoidance behaviors		*N/T*
	Hypothesis 9c	:	Trustee's ABT ---> Trustor's conflict avoidance behaviors	+	*NS*
Emotional strain within the relationship	Hypothesis 10a	:	Trustor's ABT ---> Trustor's emotional strain within the relationship	+	*S**
	Hypothesis 10b	:	Trustee's ABT ---> Trustor's emotional strain within the relationship	+	*NS*
	Hypothesis 10c	:	Trustor's CBT ---> Trustor's emotional strain within the relationship	-	*S***

N/T: Not tested; *S:* Supported; *NS:* Not supported; ** *p < .01*; * *p < .05*; † *p < .10*

Table 5.29.
Summary of Hypotheses: RSC as moderator

Dependent Variable			Hypothesis	Results
ABT	Hypothesis 11a	:	RSC of the trustor will moderate the proposed relationship between trustor's professional benevolence perceptions of the trustee and his/her ABT so that it will be stronger when the trustor has a relational self.	*N/T*
	Hypothesis 11b	:	RSC of the trustor will moderate the proposed relationship between trustor's personal benevolence perceptions of the trustee and trustor's ABT so that it will be stronger when the trustor has a relational self.	*NS*
	Hypothesis 11c	:	RSC of the trustor will moderate the proposed relationship between trustor's professional benevolence perceptions of trustee and trustee's ABT so that it will be stronger when the trustor has a relational self.	*N/T*
	Hypothesis 11d	:	RSC of the trustor will moderate the proposed relationship between trustor's personal benevolence perception sof the trustee and trustee's ABT so that it will be stronger when the trustor has a relational self.	*NS*
Behavioral Outcomes (Monitoring, relational promotion, complacency, conflict avoidance)	Hypothesis 12	:	RSC of the trustor will moderate the proposed relationships between trustee's and trustor's ABT and their behavioral outcomes (i.e., monitoring, relational promotion and relational accommodation) so that they will be stronger when the trustor has RSC.	*S* (a)*
Emotional strain within the relationship	Hypothesis 13	:	RSC of the trustor will moderate the positive relationships of the trustee's and trustor's ABT with the trustor's emotional strain so that it will be weaker when the trustor has a relational self.	*NS*

N/T: Not tested; *S:* Supported; *NS:* Not supported; ** $p < .01$; * $p < .05$; † $p < .10$; a: Significant interaction effects were identified only for the relationships between trustor's and trustee's ABT with trustor's conflict avoidance.

Table 5.30.
Summary of Hypotheses: Familiarity as moderator

Dependent Variable			Hypothesis	Results
ABT	Hypothesis 14a	:	Familiarity will moderate the relationships between trustor's perceptions of trustee's professional benevolence and personal benevolence and the trustor's ABT so that these effects will be more salient in more established relationships.	*NS*
	Hypothesis 14b	:	Familiarity will moderate the relationships between trustee's perceptions of trustworthiness (i.e.,professional and personal benevolence and integrity) of the trustor and the trustor's ABT so that these effects will be more salient in more established relationships.	*NS*
Relationship Maintenance Variables (Relational promotion, complacency, conflict avoidance)	Hypothesis 15a	:	Familiarity will moderate the impact of trustee's ABT on the trustor's relationship maintenance behaviors (i.e. relational promotion, complacency and conflict avoidance) so that they will be stronger in more established relationships.	*NS*
	Hypothesis 15b	:	Familiarity will moderate the impact of trustee's ABT on the trustor's conflict avoidance behaviors such that it will be weaker in more established relationships.	*NS*

N/T: Not tested; *S:* Supported; *NS:* Not supported; ** $p < .01$; * $p < .05$; † $p < .10$.

6.

DISCUSSION

In the mainstream management literature, there are comprehensive frameworks and models to explain the dynamics of trust in organizational life. This body of research, however, has primarily concentrated on trust development in hierarchical work relationships and assumes that trust is beneficial in organizational relationships. Though some of the ways in which trust relationships may become a liability have been also acknowledged (McAllister, 1997; Gargiulo & Ertuğ, 2006) these ideas have remained untested. More importantly, the assumptions of the mainstream trust research, which has largely originated from the North American culture have not been explicitly questioned. However, today, more than ever, organizational research recognizes that theories generated in North America may be colored by US workways (Gelfand et al., 2008); hence, their generalizability to other cultures needs to be questioned. Studying trust dynamics in a different culture not only may shed light on the limitations of the mainstream trust frameworks but also can provide a deeper appreciation and consideration of the role of culture. For example, by studying trust in collectivist cultures where the relationships are characterized by deep dependence (Sheppard & Sherman, 1998) the impact of multiplexity, which has been given scant attention in mainstream organizational behavior theories may be understood (Gelfand et al, 2008). To this end, this study constitutes an attempt to identify culturally salient constructs and relationships in order to explore the dynamics of trust by examining horizontal relationships located in a collectivist culture like Turkey.

Based on the previous cross-cultural evidence, this research inquired the dynamics of coworker trust through a cultural lens. The cultural lens was used to identify and address characteristics that may be recessive in Western cultures, and therefore may be omitted in the North American models of trust. This recessiveness manifests in

threefolds. First, the theoretical assumptions of mainstream trust models, which rests on North American cultural assumptions about workplace may lead to the omittance of some constructs that may have relevance in other cultures. Second, some constructs may be more prevalent in some cultures. Finally, relationships between particular constructs may be more prevalent (and stronger) in some cultures than others (Wasti et al., 2011). For example, the dilemmas faced in the business friendships (characterized by ABT) can be experienced in any culture (see Bridge & Baxter, 1992; Ingram & Zou, 2006 for the discussions in the mainstream literature); however, multiplex nature of work relationships some cultures may magnify these dilemmas. For this reason, this study's motivation rested on Gelfand et al.'s (2007) arguments that such an approach with a cultural perspective could help identify culture-specific manifestations of constructs while also demonstrating certain dimensions as more or less relevant than emphasized in the mainstream literature originating from North America. Hence, studies conducted in societies where certain features are dominant could contribute unearth recessive characteristics in other cultures and to build more comphrehensive models and theories (Gelfand et al., 2007).

Based on this argument, culture informs the research model tested in this dissertation in several ways. First, this study suggests that particular type of trust may be more salient in particular contexts. The findings from the qualitative study conducted with employees confirm that ABT is a salient trust base in work relationships among peers in Turkey. In fact, when Turkish employees were asked about trust with coworkers they usually thought of someone who they shared an emotional bond or something more than a work relationship, implying the relevance of ABT. This multidimensional view of trust consisting of ABT and CBT is also validated in the subsequent survey studies. Second, it is shown that the manifestations of ABT and its antecedents may vary in comparision to mainstream trust frameworks. In fact, findings from the qualitative and survey studies reported in this research show that in cultures where multiplexity is prevalent and the overlap of work and nonwork domains is not unusual, ABT relationships take a personal nature and develop by perceptions (e.g., benevolence) also made in nonwork domain. Hence, operationalizations of these constructs need to reflect this cultural reality, which may be more salient in some cultures than others. The development and the validation of new trust scales that capture the breadth of ABT and its antecedents were the initial steps in this direction. Third, in this study culture also informst the choice of outcome variables that are employed in the

model and the expectations regarding the pattern of their relationships with trust bases. While arguments regarding the dark side of trust originate in the mainstream trust literature, the operationalizations of those mechanisms for this study are made through a cultural lens with a focus on the implications of communal norms prevalent in collectivist cultures. Finally, the possibility that culture influences the relationships among trust constructs through norms of reciprocity is also considered. Subsequent sections will discuss the implications of findings with respect to trust development and trust outcomes followed by the discussion of possible limitations of the study, future research agenda and practical implications.

6.1. Development of Trust

The trust development model proposed in this research emphasizes two aspects of work relationships, which deserve further understanding, namely, multiplexity and reciprocity. First and foremost, this study challenges the assumptions of mainstream trust models with respect to the role of personal domain in work relationships. The findings from this study show that in a diffuse culture like Turkey (Trompenaars & Hampden-Turner, 1998) role boundaries are permeable and multiplex relationship flourish in organizational life. Indeed the distinction between the two bases of trust, CBT and ABT, is obtained only when ABT is operationalized to have a broader bandwidth that reflects mutual experience beyond the work domain. Another finding is about benevolence perceptions that lead to ABT, which are made solely within the personal domain. This finding about personal manifestations of benevolence as the sole drivers of ABT relationships, once again highlights multiplex nature of horizontal relationships void of power differentials. Of note, professional benevolence items neither loaded on a distinct factor nor on a factor together with personal benevolence items. It is possible that professional benevolence in lateral work relationships has a different meaning than that observed in hierarchical relationships. In retrospect, the professional benevolence items I have adapted from the literature were developed for hierarchical relationships and may have not tapped into professional benevolence perceptions in peer relationships. Returning to the results of qualitative study reported in Chapter 3, cooperation is seen as the second most frequently mentioned

manifestation of benevolence in the professional context, which is assessed by a single item in the main study. Moreover, a factor revealed in both studies, which resembled coworker interactional justice suggests that professional benevolence may be represented by the trustor's particularistic integrity perceptions of the trustee. I labelled the factor consisting of integrity and professional benevolence items as coworker interactional justice in line with the definition of Bies and Moag (1986) where the construct is defined to include expectations of honesty, and fulfilled promises coupled with considerate actions (Bies, 2001). Although not reported, when the role of coworker interactional justice on trust formation was tested findings reveal similar patterns to that of general integrity. In other words, coworker interactional justice is not associated with ABT whereas it predicts CBT. Whether professional benevolence in lateral relationships is represented by cooperation and or trustor's particularistic integrity perceptions (i.e., coworker interactional justice) and its role on ABT remains to be tested. In any case, the alternative explanation that in student samples professional benevolence may not be as consequential as personal benevolence with respect to trust formation can not be ruled out before this study is repeated with employee samples.

Surprisingly, this study shows that general form of integrity is not associated with ABT in peer relationships at all. I predicted that ABT relationships in which the trustor's vulnerability extends to the disclosure of sensitive and personal topics would necessitate a character analysis, which is influenced by the trustee's adoption of general (i.e., universalistic) principles of honesty, fairness and reliability. However, the results suggest that collectivists place less weight on such a character analysis of general integrity. Moreover, similar patterns observed with particularistic integrity suggest that being honest towards the trustor may also not be required in ABT relationships. In fact consistently acting in accordance with personal principles, like acting honestly may be seen as selfish, immature or disloyal (Branzei et al., 2007), with respect to the norms governing ABT relationships. It is possible that in relationships in collectivist cultures a track record of broken promises may be understandable and/or desirable if breaches occurred to show empathy or support to the partner. It seems that in the development of ABT a particularistic assessment about the good intentions of the trustee is a necessary and sufficient condition, which is decoupled from trustor's perceptions of trustee's honesty (McAllister, 1997). Moreover, it is speculated that the high stakes embedded in multiplex relationships (reflected in mutual investment to the relationship) would feature in trustee's perceptions of mutual obligations that characterize the communal

relationship (Sheppard & Sherman, 1998). In turn, these perceptions may make the role of integrity less relevant for the relationship. Rather the person's good intentions and orientation towards the trustor sets the ground for an ABT relationship.

The findings regarding CBT development are in line with the mainstream literature (McAllister, 1995) implying that CBT is driven by cognitions of the trustee's ability and integrity. This trust base characterized by cognitive evaluations has a more calculative characteristic (Chua, Morris, & Ingram, 2010) and is also more domain-specific as compared to ABT.

The second contribution of this study is with respect to the role of reciprocal dynamics in trust formation. According to Zand (1972) extending trust engenders reciprocity, which suggests that when we think others are trustworthy, they become more likely to behave in a trustworthy manner and to trust us in return. Findings from the dyadic study lend support to these arguments. I argue and find that reciprocity based on mutual responsiveness to one another's needs is a characteristic of ABT relationships. This study shows that ABT is more complex than argued in the literature because each partner's benevolence perceptions of the other are shown to have a distinct role in its formation. In other words, Asli's perceptions of Zeynep's benevolence towards herself as well as Zeynep's perceptions of Asli's benevolence towards Zeynep are both influential factors in predicting Asli's ABT towards Zeynep and vice versa. However, additional analyses, which tested for the equality of intra-partner and cross-partner effects revealed that they are not the same in magnitude. The trustor's (e.g., Aslı's) perceptions about the trustee's (e.g., Zeynep's) benevolence are found to be more influential in his/her (e.g., Asli's) ABT than the trustee's (e.g., Zeynep's) perceptions about the trustor (Asli). Nevertheless, the findings indicate that reciprocal interdependence of the parties needs to be considered in trust formation.

Although I did not expect to observe responsiveness to ability and integrity perceptions in terms of CBT, I expected that such trustworthiness assessments by the partner would be perceived positively and trigger the basic human tendency to reciprocate, resulting in a social bond in the form of ABT. In hindsight, it is possible that partner's perceptions of trustor's ability, predictability and dependability indicate a more instrumental assessment; for this reason such assessments by the trustee do not trigger reciprocity in the trustor's trusting intentions. It seems that trustee's perceptions of trustor's ability and integrity are not sufficient enough to convey a reassurance about the trustee's orientation towards the relationship that inspire ABT. Possibly, the high

stakes invested in ABT relationships require a reassurance from the partners about their orientation towards the trustor conveying that they will be responsive to each other's needs. At the same time it is also possible to argue that while the trustor may be aware of the trustee's perceptions about relationship-based data like benevolence, the trustee's perceptions of the trustor's integrity and ability may not be as visible to the trustor. Hence, while trustee's benevolence perceptions of the trustor may generate ABT, trustee's integrity and ability perceptions may not yield such reciprocation.

Finally, the analyses regarding trust formation were cross-sectional. As the research did not have a longitudinal design, antecedents of trust were measured at one point in time. However, trust bases were measured at two points into the relationship, which allowed for a longitudinal test. However, because not all possible mediating variables were measured, and the timing of surveys was not ideal in representing trust formation (i.e., the time between trust antecedents and trust measured in Time 3), results from longitudinal analyses were not reported in this study. Nevertheless, when analyses were conducted with the antecedents and trust measured at different times in the relationship, similar results were obtained regarding the effect and significance of trust antecedents in predicting trust (with the exception of integrity which lost its significance in predicting CBT) with slight deteriorations in the model fit values.

6.2. Consequences of Trust: The Dark Side

In this study I extend prior arguments about the potential detrimental effects of trust by operationalizing and testing the mechanisms through which its dark side operates (McAllister, 1997; Gargiulo and Ertuğ, 2006), particularly focusing on ABT. In addition to delineating behavioral mechanisms related to ABT, I attempt to portray the impact of such multiplex relationships on the individual's well-being (Ingram & Zou, 2008).

The findings offer several insights into the binding role of ABT relationships in work contexts. In the literature, while the unidimensional view on trust blames excessive trust for negative consequences, the multidimensional view focuses on ABT's dark side. Yet, in both perspectives dark side of trust is argued to manifest itself in lower levels of monitoring, higher levels of embeddedness and complacency, which

may lead to deterioration in performance. Originating from these discussions (McAllister, 1997; Gargiulo and Ertuğ, 2006) this study embraces the second perspective and shows that there is a linear relationship between ABT and the dark side of trust, challenging the implicit idea that trust leads to desirable outcomes. Following Gargiulo and Ertuğ's (2006) call to include specific measures capturing the levels of monitoring, embeddedness and complacency in high-trust the relationships, this study's aim was to operationalize these mechanisms.

Although monitoring, which is defined as the protective measures a trustor takes against the trustee (Gargiulo & Ertuğ, 2006) and generally assessed with the frequency of surveillance and track keeping behaviors (McAllister 1995; Langfred, 2004) is operationalized largely in line with the mainstream frameworks, the operationalizations of the remaining mechanisms are developed in this study.

Embeddedness is one of these mechanisms. In the literature high levels of trust are associated with relationships embedded in multiplex ties (Uzzi, 1996). Gargiulo and Ertuğ (2006) argue that this embeddedness through the expansion of the scale and the scope of the relationship may create obligations that commit the resources and constrain the behavior of the trustor beyond what would have been optimal. However, it is also important to note that these behaviors serve to the promotion of the relationship. Hence, in this study embeddedness is labelled as relational promotion. My operationalization of this construct consists of a diversity of items assessing responsiveness to trustee's needs and expectations with a trade-off of one's own time, energy and principles. The findings reveal two factors one consisting of items that fall under prosocial behaviors and the second consisting of items that reflect the trustor's condoning towards the trustee's behaviors that counter the alternative justice standards (e.g., fair exchange, honesty etc.). The distinct relationships of these constructs with trust bases imply that although ultimately both may serve to the promotion of the relationships characterized by unselfish and particularistic motivations towards the trustee, they do so through different mechanisms, which will be discussed in more detail in the section where the research model is evaluated.

The other mechanism operationalized in this study is complacency. Gargiulo and Ertuğ (2006) explain that in high trust relationships the trustor may experience relational inertia; in other words, taking corrective actions towards declining performance may be perceived costly resulting in complacency. Because engaging in these behaviors serve towards the maintenance of the relationship, in this study they are

labelled as relational accommodation (Rusbult, Martz, & Agnew, 1998). To examine the role of relational accommodation I focused on the difficulty of taking corrective actions and operationalized it with conflict avoidance and complacency. Factor analyses confirm the multidimensional structure proposed and the two variables' distinct relationships with trust bases suggest that they tap into different aspects of the complacency mechanism, which will be discussed next.

Another purpose of this study was to test whether the three mechanisms discussed are influential in unveiling the dark side of trust relationships, particularly focusing on their association with ABT. I argue and find that although higher levels of CBT are also associated with some of these mechanisms (e.g., monitoring, relational promotion), ABT relationships characterized by communal norms are more indicative of the behavioral mechanisms that can ultimately be detrimental for performance exchanges.

The findings with respect to monitoring are consistent with the literature suggesting that higher levels of trust result in a reduction in the levels of monitoring. Until recently, reduction in monitoring as a result of increased trust has been perceived positively to the extent that it relieves the trustor from exerting unnecessary effort to be vigilant and put in safeguards in the relationship (McAllister, 1995). Yet, recent empirical evidence supports the arguments about excessive reduction in monitoring yielding blind faith, and shows that reduction in monitoring may result in poor performance (e.g., Langfred, 2004). Indeed, if the level of monitoring is reduced beyond the assurances provided by the available information then it might leave the trustor not only under the risk of trustees's opportunistic behavior, but also with lower quality of information. Hence, in this study monitoring is treated as a potential mechanism that can unveil the dark side of trust. Its association with both bases of trust suggests that monitoring has implications for both the performance exchange and the relationship, although it is argued to do so through different dynamics. Consistent with McAllister's (1995) untested argument, findings suggest that because CBT provides the assurances of a high quality performance exchange it also leads to a reduction in the investment of protective measures like monitoring. Additionally, this study provides evidence that suggests the relationship of monitoring with ABT. It is argued that the mechanisms that lead to a decline in monitoring as a result of ABT are different than those associated with CBT. Results demonstrated that CBT has a stronger relationship with reduction in monitoring than ABT. This finding can be explained by the relational dynamics of the trust bases, whereby the norms of communal relationships and the norms of

performance exchange may exert contradicting forces with respect to the role of monitoring. Although, communal norms in ABT relationships emphasize the expectation of not keeping track of the contribution of the partners, monitoring may still be conducted in performance exchanges but in a way that would not harm the relationship. In this respect monitoring style (e.g., overt vs. covert monitoring) may be a defining condition that may be addressed in the future studies.

The findings with respect to the dynamics of relational accommodation portray trustor's ABT as the driver of trustor's accommodative behaviors in the relationship, such that individuals with higher ABT towards their partners are more willing to avoid conflict with the trustee that may thwart the valued relationships, and similarly, they are more willing to abstain from taking corrective actions against performance deteriorations of the partner. Indeed, results suggest that the trustor considers the negative effects a performance-based corrective action might have on the relationship (Gargiulo & Ertuğ, 2006) and stays away from behaviors such as disagreements, put downs or warnings which imply separation from the ongoing relationship (Gelfand, et al., 2006) with the trustee.

As a second determinant of relational accommodation I examined intra-partner effects of CBT, predicting that CBT relationships would have instrumental value to the trustor in performance exchanges and lead to relational accommodation. My expectations are partially supported, such that a marginally significant association is identified between partner's CBT and complacency, but none between partner's CBT and conflict avoidance. These results not only lend support to the dimensionality of relational accommodation, but also demonstrate that in order to maintain the relationship with an able and reliable partner one may be less likely to respond to partner's poor performance with corrective behaviors. It is likely that higher levels of CBT relationships may tolerate performance deterioration, because CBT is grounded on the trustor's competence perceptions of the trustee, and the trustor can attribute the poor performance of the trustee to factors other than his or her competence such as trustee's motivation level and the task demands (Kim et al., 2004). Hence, the potential of future gains from the relationship may result in complacency. On the other hand, the nonsignificant results obtained between CBT and conflict avoidance imply that confrontation of conflict is a different form of corrective action, and, engaging in conflicts with a trusted partner might be irrelevant to the CBT relationship, because

CBT is based on a higher regard for the other's competence and professionalism rather than a concern for the other.

The third mechanism investigated in this study is relational promotion, which manifested itself as prosocial behaviors and condoning. This study demonstrates that ABT and CBT activate two relational mechanisms. In this respect, communal norms underlying ABT relationships provide assurance that the trusted party would reciprocate the trustor's investment of resources to the ABT relationship when such a need occurs. Hence, trustors engage in prosocial behaviors that emphasize extra mile behaviors at the expense of their own time, energy and effort. The findings with respect to the intra-partner associations between ABT and prosocial behaviors resonate with the arguments about the impact of trust on OCBs, which has been well documented in the trust literature (Colquitt et al., 2007). However, the operationalization of the prosocial behaviors in this study capture a broader content than citizenship behaviors, by emphasizing the dilemma faced by the partners between responsiveness to each others' needs leading to the accumulation of relational capital and focusing on their own tasks leading to an accumulation of economic capital. Although this measure assesses a trade-off between relational and economic capital, its implications for the organization and for the individual may be different. On the one hand, it is possible that relational promotion behaviors that serve to the accumulation of relational capital may benefit an individual's overall well-being in the long-term. On the other hand, because the investment of resources towards the promotion of relationship may leave limited resources to be allocated to the performance exchange, relational promotion may result in suboptimal performance and yield emotional strain in the short-term. These implications deserve further examination.

This study also reveals that the individual's CBT in the relationship predicts prosocial behaviors; however, the mechanism driving this association was argued to be different than the one in ABT relationships. CBT relationships activating instrumental concerns motivate the trustor to engage in prosocial behaviors in order to receive future benefits (Dirks & Skarlicki, 2004). Nevertheless, these concerns are less influential than an orientation of need based responsiveness. Indeed, further analyses demonstrating the lower impact of CBT on prosocial behaviors when compared with ABT imply that the mechanism under CBT may be less binding. Thus higher levels of trust based on affective foundations seem more influential on prosocial behaviors than higher levels of trust based on cognitive foundations.

By contrast, trustor's condoning behaviors towards the trustee, which is identified as a second dimension of relational promotion, was only predicted by the trustor's ABT, suggesting that in relational promotion the more extreme behaviors that reflect condoning or concession have affective connotations only.

This study also aims to demonstrate the role of reciprocity on the implications of trust by examining the bidirectional effects of trust on relationship maintenance behaviors. According to interdependence theory "Over the course of extended interaction, the options and outcomes of each person are argued to be dependent upon the preferences, motives and goals of both the individual and the partner." (Kilpatrick, Bissonnette & Rusbult, 2002). Thus, I predicted to observe cross-partner effects in the associations of ABT with relationship maintenance behaviors, that is, with relational promotion and relational accommodation. I expected that trustor's perception of trustee's trust behavior with affective bases would activate the communal norms in the relationship and this ABT will be reciprocated with trustor's relationship maintenance behaviors towards the trustee, which would generate relational capital.

To this end, the results show reciprocal effects of ABT only on prosocial behaviors. The cross-partner effect between ABT and prosocial behaviors demonstrates that the trustor's prosocial behaviors towards the trustee are not only predicted by his/her own attitudes or behaviors (i.e., ABT) but also by the attitudes and behaviors of the trustee (i.e., ABT). These results about cross-partner effects are different from Yakovleva et al. (2010) who did not find the hypothesized cross-partner impact of trust with OCBs. I offer two lines of speculation to account for the differences in our findings. First, it is possible that the different operationalizations of the constructs may have resulted in the associations found in my study. Unlike Yakovleva et al. (2010) this study operationalized two bases of trust (i.e., ABT and CBT) rather than assessing a unidimensional trust construct and operationalized prosocial behaviors to reflect an explicit trade-off in one's choices (between helping a friend and focusing on one's own task). It is possible that cross-partner effects due to need-based responsiveness become visible only after these refinements in the operationalization of the constructs.

Second, the statistical limitations of Yakovleva et al.'s (2010) study may have biased their findings. As they discuss, the small sample size in their study (N= 66 dyads) could have limited the power for determining significant effects. In addition, the fact that not all the dyads in their study were unique (N=22 unique dyads) could have biased their findings in unknown ways. Hence, this study's method employing only

unique dyads within a larger sample may also have a role in the detection of the significant cross-partner effects.

Yet, the absence of cross-partner effects in condoning- a different form of relational promotion- imply that trustee's ABT towards the trustor is not sufficient for the trustor to go out of his/her way to an extent of countering fairness standards. Similarly, the predicted cross-partner effects in the associations of ABT with both versions of relational accommodation are not confirmed. I speculate that two opposing forces of relational dynamics may be in play in the trustor's response to the trustee's ABT cancelling out each other's impact. On the one hand, as I previously argued the trustor perceiving trustee's attempts to build an emotional bond, may focus on relationship enhancement through expressions of agreement or empathy with the trustee's position and respond with relational accommodation (Gelfand et al., 2006). On the other hand, the ABT invested in the trustor may make it easier for her/him to address the performance problems of the trustee, with confidence that his/her attempts would not be misunderstood as a way to exit the relationship. Paradoxically, the trusting relationship could make it possible for the parties to tolerate windy weathers. If indeed these two dynamics are in effect than not detecting any cross-partner associations between ABT and relational accommodation may be less surprising. Future work could further examine the associations of partner trust and relational accommodation by accounting for conditions that magnify or suppress any of these forces. Another interesting avenue for future research would be to test whether cross-partner effects are observed when ABT is mutual in the relationship.

This study also aims to contribute to the dearth of research examining the role of multiplex workplace relationships (e.g., business friendships) on well-being. The findings, which reveal distinct impact of ABT and CBT on emotional strain experienced within the relationship, are noteworthy. While higher CBT relationships seem to relieve the trustor in performance exchanges, higher ABT relationships may be a source of liability. These findings suggest that the multiplex nature of ABT relationships may be responsible for emotional strain. Although the role of trustor's ABT on his or her emotional strain is shown, no cross-partner effects are found. In accounting for this, I speculate that the mechanisms responsible for cross-partner effects of ABT on emotional strain may be more complex. It is possible to observe these effects under certain conditions. For example when the ABT relationship is embedded in a common network of people (i.e., both parties have strong relationships with same people) outside

of work then the managing trustee's ABT towards the trustor may be a source of strain at the workplace, because such relationships would be much more binding than otherwise. Also, it is possible that only when the trustor's CBT towards the trustee is low if the trustee displays ABT towards the trustor, the trustor could experience emotional strain in the relationship. These and similar other moderating conditions need to be identified to understand the role of reciprocal trust relationships on emotional strain.

6.3. Moderators in the Model

In an attempt to understand and explore trust formation and consequences, this study investigates two moderators, namely, RSC of the trustor and familiarity level in the relationship, both of which were argued to have potential significance in the proposed relations. With respect to the role of trustor's RSC, the only significant moderating effect is observed on the intra-partner and cross-partner effects of ABT on conflict avoidance. I argue and found that trustor's RSC is a boundary condition in the ABT and conflict avoidance relationship. It seems that when the trustor is high in RSC and has high levels of ABT s/he engages in conflict avoidance behaviors toward the trustee, but when s/he is low in RSC the effect of her/his ABT on her/his conflict avoidance behaviors disappears. These findings are in accordance with cross-cultural studies demonstrating conflict avoidance tendencies in collectivist cultures (Morris et al., 1998). Interestingly, the moderating role of trustor's RSC on the cross-partner effect of ABT and conflict avoidance revealed an unexpected relationship. Trustors scoring high in RSC display less conflict avoidance behaviors if the trustee displays ABT towards them. In hindsight, I speculate that ABT of the trustee towards the trustor provides psychological safety, which in turn yields the perception of conflict to be less threatening for the relationship.

In retrospect, the absence of the significant influence of RSC on the benevolence and ABT relationship, the relationship maintenance behaviors and emotional strain may be due to my choice of measurement by which culture exerts its influence. Recently, cross-cultural research has been considering a wider range of psychological constructs than the attitudes and values (i.e., originating from Hofstede, 1980; Schwartz, 1992;

Triandis, 1989) to understand cultural influence (Fischer, 2006; Fischer et al., 2009; Shteynberg, Gelfand, & Kim, 2009). Particularly, descriptive norms, defined as the personally held cognitions concerned about the typical or characteristic behavior of most members of the group, is shown to be associated with behaviors that are more normatively regulated (Fischer et al., 2009) as opposed to individual values that have no clear or strong norms attached. Hence, the significant moderation impact of RSC with ABT on conflict avoidance suggests that in ABT relationships preference for conflict styles may be less normatively regulated and more by values important to the individual (Fischer, 2006). On the other hand, the null findings suggest that formation of ABT or relationship maintenance dynamics may be captured best with a measurement of culture that incorporates what is important for most people in the culture. Moreover, the employment of descriptive norms in addition to individual values may make it possible to explore what happens if individuals are at variance with other people in their group. For example, I speculate that those individuals who are at variance may experience normative pressures more strongly; hence, under those conditions trustee's ABT may cause emotional strain.

The expectations on the moderating role of familiarity on ABT dynamics were also not confirmed. Regarding trust formation, the nonsignificant interaction effect of familiarity and trustor's benevolence perceptions on ABT formation, suggest that in collectivist cultures people may be tuned into reading each other's relationship oriented behaviors (Gelfand et al., 2006); hence, in such cultures benevolence perceptions could be formed upfront in the relationship, irrespective of relationship duration. Indeed, the absence of trustee effects can also be interpreted with the same mechanism. Regarding the absence of interaction effects of familiarity with the trustee's ABT on relationship maintenance behaviors, in retrospect I speculate that this effect could be observed under some conditions. Initially, I expected that the norms of established relationships may make the consequences of violating such relationships more visible; hence, leading to more relationship maintenance in established relationships. In retrospect, it is possible that if within the course of their relationship the relationship partners have established strong norms regarding performance exchanges; then the association between trustee's ABT and relationship maintenance behaviors could be weakened. Finally, it is also possible that interaction effects could not be detected because of the sample size resulting in a low power.

6.4. Possible Limitations and Future Research Implications

This research has a number of limitations, which need to be mentioned for a thorough evaluation of the findings. First, the constructs were measured using self-report instruments. Thus, this work is subject to well-known critiques of self-report measurement such as common method variance and social desirability bias. Although the measures used were validated with pilot studies and findings from a qualitative study on working adults was incorporated as a means of triangulation, more studies employing various designs (e.g., experimental, qualitative, longitudinal) with multiple samples of different characteristics are needed before establishing the validity of the scales with confidence. For example, the professional benevolence measure developed in this research was consistently found problematic, thus, future studies need to revise and test this measure with different samples.

This being said, a major limitation of this study is that these results rest on student samples. However, employing student samples provided a controlled environment where task interdependence, organizational culture and rewards for performance were the same across the dyads, which enabled the cooperation from both partners allowing for dyadic analyses. These are potentially important variables that could impact the levels of trust and salient basis of trust, as well as the relationships among trust constructs. Moreover, student samples also allowed the control of the impact of relational demography factors like age on trust development. On the other hand, this choice led to a trade-off of generalizability (e.g., the role of professional benevolence and integrity on trust formation and the absence of cross-partner effects).

Another limitation is that my conclusions rest on cross-sectional data. Hence, it is not possible to infer causality. Although the causal propositions were based on strong theoretical foundations, future work needs to test these relationships using statistical techniques allowing for longitudinal analyses. Also, sample size is another limitation of this study. A sufficient number of independent dyads were obtained in this study; nevertheless, as mentioned previously particularly for moderation tests more power may be needed to obtain significant results (Aiken & West, 1991).

It is hoped that the findings of this research will inspire future work addressing the limitations of the study. Future research can extend these findings in several ways. First, this study needs to be replicated in different cultures with different workways and

preferably on a variety of sample characteristics. Moreover, cross-cultural studies that test the applicability of the research model in different cultures simultaneously would provide stronger evidence of the model's generalizability. More research that considers the distinction between trustor's and trustee's perceptions, characteristics and behaviors is necessary to establish the nomological network of trust and related constructs. Noting that most of the trustee effects were not significant, future studies need to replicate these findings with employee samples and theorize on other relevant variables of interest before concluding that it is not worthwhile to include trustee effects in trust studies.

Future research can also extend this model by investigating the role of other potential moderators. A range of factors (e.g., individual, managerial, organizational, cultural, and institutional) may influence the degree of associations in the model. For example, under certain conditions the negative impact of high ABT relationships may be alleviated. An organizational culture that encourages professional norm endorsement in work relationships, or a work climate that fosters psychological safety may influence how ABT relationships are experienced. In future field studies, it will be important to theorize or control for such factors.

This study's focus was on depicting the negative consequences of ABT relationships, which reflect a dilemma in performance exchanges. For this reason, Turkey representing the characteristics of a collectivist and diffuse culture was chosen as a setting where these associations could be more clearly observed. Although it was not in the scope of this study, the same characteristics (i.e., collectivism, diffuseness) of Turkey may also provide an appropriate medium to address the positive consequences of ABT relationships. This study has argued and operationalized monitoring and embeddedness as potential mechanisms repsenting dark side of trust, but their negative impact remains to be empirically tested in relation to different outcomes before reaching any conclusions. For example, the thresholds when excessive reduction in monitoring has detrimental consequences may need to be empirically determined. Likewise, the long-term positive impact of prosocial behaviors in leading to relational capital may need to be weighed against the short-term losses in performance exchanges. Future studies examining these relationships may provide a more realistic and comphrehensive picture of the consequences of ABT.

Another interesting possibility that should be investigated is the effects of different dimensions of trust on the proposed outcomes. In this research the effects of ABT and CBT on outcomes such as monitoring, relational promotion, relational

accommodation and strain are proposed to operate independently. However, it will also be enlightening if their interdependent effects are considered. It is possible that ABT's relationship with its outcomes is contingent upon on the level of CBT in the relationship (Dirks & Skarlicki, 2004). To investigate these contingent effects research can employ a latent profile approach (Pastor, Barron, Miller & Davis, 2007) where high and low levels of ABT and CBT are used to compose four profiles.

6.5. Practical Implications

With the advent of globalization, today more than ever, managers are expected to build trust relationships with persons from different cultural backgrounds. Hence, developing and maintaining these relationships may be a challenge if culture's role in trust enactment is not recognized (Ferrin & Gillespie, 2010). In cultures where multiplexity is common in work relationships, interactions in nonwork domain are critical for the trustworthiness perceptions that lead to ABT. For this reason, acknowledging the prevalent cultural workways, and adapting their behaviors to them may benefit the managers to develop enduring trust relationships. Also, by recognizing the role of multiplexity in organizational life in cultures like Turkey, managers from different cultural backgrounds may be more equipped to manage the potential costs of such relationship in organizations.

Organizations functioning in diffuse cultures must be aware that multiplex relationships may lead to potential problems and provide training in how to deal with these issues. Human Resource policies could foster a professional work culture while acknowledging the multiplex nature of work relationships. Employees could be trained so that they have reasonable expectations regarding what are acceptable and not acceptable in the work culture. Ensuring that professional norms of fairness and critical evaluation are adopted in the work culture are important steps in the management of ABT relationships at workplace.

ABT relationships are inevitable in organizational life in collectivist cultures, and this study suggests that they may be costly to organizations in numerous ways. In the bottom line, individuals' energy channelled into maintaining these relationships could be spent in more productive ways for the organization. By increasing the understanding

of how these multiplex relationships may affect the work environment such costs might be minimized. Implications of a better understanding of potentially dysfunctional ABT relationships may be unclear to a workforce where multiplex relationships are common. However, understanding the nature of such relationships can lead to interventions that ease their management. Training programs could begin to openly address the dilemmas faced in these relationships. Training could aim to equip the employees with the necessary skills to integrate and balance their relationships in the work and nonwork domains.

KİŞİLİK TESTİ ENVANTERİ

Bu anket formunda sizi tanımaya yönelik, farklı durumlardaki davranış ve düşüncelerinizi sorgulayan ifadeler yer almaktadır.

Çalışmada toplanan veriler kesinlikle gizli tutulacak ve sadece proje sorumlusu Selin Eser'in doktora tezindeki istatistiksel analizlerde kullanılacaktır. Anketi eksiksiz olarak doldurmanız toplanan verilerin sağlıklı olması açısından çok önemlidir. Anketin sonucunda sizlere de kişiliğiniz ile ilgili geribildirim yapılacaktır. Kimlik bilginiz sadece sizlere geribildirim yapabilmek, araştırmaya katılım puanı verebilmek ve farklı zamanlarda toplanan verileri ilişkilendirmek için kullanılacaktır.

Çalışma sürecinde aklınıza takılan sorularınızı bizimle paylaşmaktan çekinmeyiniz. Dersin içeriğinde de belirtildiği gibi ders notunuzun %5'i araştırma katılım ödülü olarak kişilik ve takım çalışma davranışlarınıza dair farklı zamanlarda doldurduğunuz anketlerden oluşacaktır.

Katılımınız için teşekkürler!

Selin Eser

Doktora Adayı

Sabancı Üniversitesi

Orhanlı, 34956, Tuzla, Istanbul

Tel: +90 216 483 9727

E-mail: seline@su.sabanciuniv.edu

KİŞİSEL BİLGİLER

Lütfen kendiniz hakkında aşağıdaki bilgileri yanıtlayın.

Cinsiyetiniz (lütfen işaretleyiniz):   ☐ Kadın   ☐Erkek

Yaşınız: _____

Öğrenci Numaranız [geribildirim için]:

Lütfen sizi yansıtan seçeneği işaretleyin.

      ☐ Tam zamanlı iş tecrübem var

      ☐ Yarı zamanlı iş tecrübem var

      ☐ İş tecrübem yok

Bu dönem kaç ders/kredi alıyorsunuz?   __(___/___)_____

Genel not ortalamanız: _____

Aileniz ve arkadaşlarınızla geçirdiğiniz sosyal vakitler dışında, kulüp, komite ve gönüllü örgütlere üyelik gibi sosyal aktivitelere **haftada** ne kadar zaman ayırıyorsunuz? (Lütfen aşağıdaki kutulardan birini işaretleyiniz)

20 saat veya daha fazla	15-19 saat	10-14 saat	5-9 saat	0-4 saat

1. BÖLÜM

Aşağıda kişilerin kendileri ve ilişkileri hakkında cümleler bulunmaktadır. Bu ifadeleri kendinizi düşünerek okuyunuz. Lütfen verilen ölçeği kullanarak katılım derecenizi en iyi ifade eden rakamı halka içine alınız.

1	2	3	4	5	6	7
Kesinlikle Katılmıyorum	Katılmıyorum	Kısmen Katılmıyorum	Ne Katılıyorum Ne Katılmıyorum	Kısmen Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum

		Kesinlikle Katılmıyorum			Kesinlikle Katılıyorum
RSC1	Yakın ilişkilerim kim olduğumun önemli bir yansımasıdır.	1	2 3 4 5 6	7
RSC2	Kendimi birine çok yakın hissettiğimde, sık sık o kişinin kendi kimliğimin önemli bir parçası olduğunu hissederim.	1	2 3 4 5 6	7
HI1	Başkalarından bağımsız bireysel kimliğim benim için çok önemlidir.			
RSC3	Bana yakın biri önemli bir başarı elde ettiğinde çok gurur duyarım.	1	2 3 4 5 6	7
RSC4	Benim nasıl biri olduğum önemli ölçüde yakın arkadaşlarımın kim olduğuna bakıp anlaşılabilir.	1	2 3 4 5 6	7
HI2	Özgün bir birey olmak benim için önemlidir	1	2 3 4 5 6	7
RSC5	Kendi hakkımda düşündüğümde, sık sık yakın arkadaşlarım ve ailem de aklıma gelir.	1	2 3 4 5 6	7
RSC6	Biri bana yakın olan bir başkasını kırarsa/incitirse, ben de kişisel olarak kırılmış/incinmiş hissederim.	1	2 3 4 5 6 7	
HI3	Bireysel kimligim benim için cok önemlidir	1	2 3 4 5 6	7
RSC7	Genellikle yakın ilişkilerim kendimi nasıl biri olarak gördüğümün önemli bir parçasıdır.	1	2 3 4 5 6	7
HI4	Kendine özgü ve başkalarından farklı olmaktan hoşlanırım.	1	2 3 4 5 6	7

		Kesinlikle Katılmıyorum							Kesinlikle Katılıyorum
RSC8	Genelde, yakın ilişkilerim kendi hakkımda nasıl hissettiğimle çok az ilgilidir.(R*)	1	2	3	4	5	6		7
RSC9	Yakın ilişkilerim nasıl bir insan olduğum konusundaki düşüncelerim açısından önem taşımaz.(R*)	1	2	3	4	5	6		7
RSC10	Kimlerin yakın arkadaşım olduğunu bilmek benim için gurur kaynağıdır.	1	2	3	4	5	6		7
HI5	Ben başkalarından ayrı özgün bir bireyim.	1	2	3	4	5	6		7
RSC11	Birisiyle yakın bir ilişki kurduğumda, kendimi genellikle o kişiyle kuvvetli bir şekilde özdeşleştiririm.	1	2	3	4	5	6		7

2. BÖLÜM

Bu bölümde sizi tanımlayan bir dizi ifade bulacaksınız. Lütfen her bir ifadeyi okuyun ve ne kadar katılıp katılmadığınızı değerlendirin. Uygun cevabı her maddenin yanında ayrılan yere (puanları daire içine alarak) işaretleyin. Cevaplarınızı verirken aşağıdaki puanları kullanın.

1 Kesinlikle Katılmıyorum	2 Katılmıyorum	3 Emin değilim	4 Katılıyorum	5 Tamamen Katılıyorum

		Kesinlikle Katılmıyorum				Tamamen Katılıyorum
1	Bir sanat galerisi gezsem oldukça sıkılırım.	1	2	3	4	5
2	Ofisimi ya da evimi oldukça sık temizlerim.	1	2	3	4	5
3	Bana çok haksızlık eden insanlara karşı bile nadiren kin beslerim.	1	2	3	4	5

		Kesinlikle Katılmıyorum				Tamamen Katılıyorum
4	Kendimden genel olarak oldukca memnunum.	1	2	3	4	5
5	Kötü havalarda seyahat etmem gerekirse korkarım.	1	2	3	4	5
6	Eğer hoşlanmadığım bir insandan birşey istersem, istediğimi elde etmek için ona çok iyi davranırım.	1	2	3	4	5
7	Başka ülkelerin tarih ve siyasetleriyle ilgili şeyler öğrenmek ilgimi çeker.	1	2	3	4	5
8	Çalışırken kendim için genelde iddialı hedefler belirlerim.	1	2	3	4	5
9	İnsanlar bazen başkalarını fazla eleştirdiğimi söylerler.	1	2	3	4	5
10	Grup toplantılarında düşüncelerimi nadiren ifade ederim.	1	2	3	4	5
11	Bazen ufak şeyleri dert etmekten kendimi alamam.	1	2	3	4	5
12	Asla yakalanmayacağımı bilsem milyonlarca dolar çalmaya istekli olurdum.	1	2	3	4	5
13	Yaratıcı olmayı gerektiren bir iştense rutin bir işi tercih ederim.	1	2	3	4	5
14	Olası bir hata bulmak için yaptığım işi genelde tekrar tekrar kontrol ederim.	1	2	3	4	5
15	İnsanlar bazen fazla inatçı olduğumu söylerler.	1	2	3	4	5
16	İnsanlarla havadan sudan konuşmalar yapmaktan kaçınırım.	1	2	3	4	5
17	Acı verici bir tecrübeye maruz kaldığımda beni rahatlatması için birine ihtiyaç duyarım.	1	2	3	4	5

		Kesinlikle Katılmıyorum				Tamamen Katılıyorum
18	Çok fazla param olması benim için özellikle önemli değildir.	1	2	3	4	5
19	Radikal düşünceleri dikkate almanın vakit kaybı olduğunu düşünüyorum.	1	2	3	4	5
20	Eni konu düşünmektense anlık hislerime göre karar veririm.	1	2	3	4	5
21	İnsanlar benim çabuk öfkelendiğimi düşünürler.	1	2	3	4	5
22	Hemen hemen her zaman enerjiğimdir.	1	2	3	4	5
23	Başka insanları ağlarken gördüğümde, benim de ağlayasım gelir.	1	2	3	4	5
24	Başkalarından daha iyi olmayan sıradan bir insanım.	1	2	3	4	5
25	Bir şiir kitabı okuyarak vaktimi harcamam.	1	2	3	4	5
26	Son anda karışıklık yaşamamak için, işlerimi önceden planlar ve düzenlerim.	1	2	3	4	5
27	Bana kötü davranan insanlara karşı tavrım "affet ve unut" olur.	1	2	3	4	5
28	Cogu insanin kisiligimin bazi yonlerini sevdigini dusunuyorum.	1	2	3	4	5
29	Tehlikeli işler içeren görevleri yapmaya itiraz etmem.	1	2	3	4	5
30	İşe yarayacağını düşünsem bile zam ya da terfi almak için yağ çekmem.	1	2	3	4	5
31	Değişik yerlerin haritalarına bakmaktan zevk alırım.	1	2	3	4	5
32	Bir amaca ulaşmaya çalışırken genelde kendimi çok zorlarım.	1	2	3	4	5
33	Genelde insanların hatalarını şikayet etmeden kabul ederim.	1	2	3	4	5

		Kesinlikle Katılmıyorum				Tamamen Katılıyorum
34	Sosyal ortamlarda ilk adımı atan genelde ben olurum.	1	2	3	4	5
35	Birçok insandan çok daha az endişelenirim.	1	2	3	4	5
36	Mali sıkıntım olsa, çalıntı mal almaya yeltenirdim.	1	2	3	4	5
37	Roman, şarkı, resim gibi bir sanat eseri yaratmak hoşuma giderdi.	1	2	3	4	5
38	Bir şey üstünde çalışırken, ufak detaylara fazla dikkat etmem.	1	2	3	4	5
39	Başkaları benden farklı düşündüklerinde genelde fikirlerimde epeyce esneklik gösteririm.	1	2	3	4	5
40	Çevremde konuşacak birçok insanın olmasından zevk alırım.	1	2	3	4	5
41	Kimsenin duygusal desteğine ihtiyaç duymadan zor durumlarla başa çıkabilirim.	1	2	3	4	5
42	Pahalı ve sosyetik bir muhitte yaşamayı isterdim.	1	2	3	4	5
43	Sıradışı görüşlere sahip insanlardan hoşlanırım.	1	2	3	4	5
44	Harekete geçmeden önce düşünmediğim için birçok hata yaparım.	1	2	3	4	5
45	İnsanlar bana çok kötü davrandıklarında bile nadiren kızarım.	1	2	3	4	5
46	Çoğu gün kendimi neşeli ve iyimser hissederim.	1	2	3	4	5
47	Yakından tanıdığım biri mutsuz olduğunda, o insanın acısını adeta kendim hissederim.	1	2	3	4	5

		Kesinlikle Katılmıyorum				Tamamen Katılıyorum
48	İnsanların bana onlardan daha üstünmüşüm gibi davranmalarını istemem.	1	2	3	4	5
49	Fırsatım olsaydı bir klasik müzik konserine gitmeyi isterdim.	1	2	3	4	5
50	İnsanlar sık sık odamın ya da masamın dağınıklığı yüzünden benimle şakalaşırlar.	1	2	3	4	5
51	Biri beni birkez aldatırsa, o insandan daima şüphelenirim.	1	2	3	4	5
52	Populer olmayan biri oldugumu hissediyorum.	1	2	3	4	5
53	Fiziksel tehlike söz konusu olduğunda çok korkağımdır.	1	2	3	4	5
54	Eğer birinden birşey istiyorsam, o kişinin en kötü şakasına bile gülerim.	1	2	3	4	5
55	Bilim ve teknoloji tarihiyle ilgili bir kitap beni çok sıkar.	1	2	3	4	5
56	Kendime bir hedef belirlediğimde çoğunlukla ona ulaşmadan vazgeçerim.	1	2	3	4	5
57	Diğer insanları yargılarken yumuşak olmaya meyilliyimdir.	1	2	3	4	5
58	Bir grup içindeyken, grup adına konuşan çoğunlukla ben olurum.	1	2	3	4	5
59	Çok nadiren, neredeyse asla, stres veya endişe yüzünden uyuma sıkıntısı çekerim.	1	2	3	4	5
60	Çok büyük de olsa, asla rüşvet kabul etmem.	1	2	3	4	5
61	İnsanlar bana sık sık hayal gücümün geniş olduğunu söylerler.	1	2	3	4	5

		Kesinlikle Katılmıyorum				Tamamen Katılıyorum
62	Vakit kaybına yolaçsa da, işimde herzaman kusursuz olmaya çalışırım.	1	2	3	4	5
63	İnsanlar bana hatalı olduğumu söylediklerinde, ilk tepkim onlarla tartışmak olur.	1	2	3	4	5
64	Yalnız çalışmadansa aktif sosyal iletişim içeren işleri tercih ederim.	1	2	3	4	5
65	Ne zaman birşey için endişelensem, kaygılarımı başka bir insanla paylaşmak isterim.	1	2	3	4	5
66	Çok pahalı bir arabayı kullanırken görülmek isterim.	1	2	3	4	5
67	Biraz aykırı bir insan olduğumu düşünüyorum.	1	2	3	4	5
68	Dürtülerimin davranışlarıma hakim olmasına izin vermem.	1	2	3	4	5
69	Birçok insan benden daha çabuk kızar.	1	2	3	4	5
70	İnsanlar bana sık sık neşelenmeye çalışmam gerektiğini söylerler.	1	2	3	4	5
71	Bana yakın biri uzun süreliğine gideceği zaman çok duygulanırım.	1	2	3	4	5
72	Ortalama bir insandan daha çok saygı hakettiğimi düşünüyorum.	1	2	3	4	5
73	Bazen sadece rüzgarın ağaçların arasından esişini seyretmek isterim.	1	2	3	4	5
74	Çalışırken, düzensiz olmaktan dolayı bazen zorluklar yaşarım.	1	2	3	4	5
75	Bana acımasız birşey yapmış birini tamamen affetmekte zorlanırım.	1	2	3	4	5
76	Kendimi bazen degersiz hissediyorum.	1	2	3	4	5
77	Acil durumlarda bile paniğe kapılmam.	1	2	3	4	5

		Kesinlikle Katıl<u>mı</u>yorum				Tamamen Katılıyorum
78	Birinin bana iyilik yapması için ondan hoşlanıyormuş gibi davranmazdım.	1	2	3	4	5
79	Asla bir ansiklopediyi incelemekten gerçekten zevk almadım.	1	2	3	4	5
80	Sadece idare edecek kadar minimum iş yaparım.	1	2	3	4	5
81	İnsanlar birçok hata yaptıklarında bile nadiren olumsuz birşey söylerim.	1	2	3	4	5
82	Bir grup insanın önünde konuşuken, oldukça sıkılgan hissederim.	1	2	3	4	5
83	Önemli bir kararın açıklanmasını beklerken çok tedirgin olurum.	1	2	3	4	5
84	Yakalanmayacağımdan emin olsam, sahte para kullanmaya yeltenirim.	1	2	3	4	5
85	Sanatsal ya da yaratıcı biri olduğumu düşünmüyorum.	1	2	3	4	5
86	İnsanlar beni sık sık mükemmelliyetçi olarak adlandırırlar.	1	2	3	4	5
87	Gerçekten haklı olduğumu düşündüğümde uzlaşmaya varmakta zorlanırım.	1	2	3	4	5
88	Yeni bir yerde ilk yaptığım şey arkadaş edinmektir.	1	2	3	4	5
89	Problemlerimi nadiren başka insanlarla tartışırım.	1	2	3	4	5
90	Pahalı, lüks şeylere sahip olmak bana çok zevk verir.	1	2	3	4	5
91	Felsefe üzerine tartışmayı sıkıcı bulurum.	1	2	3	4	5
92	Bir plana bağlı kalmaktansa aklıma esen herhangi birşeyi yapmayı tercih ederim.	1	2	3	4	5

		Kesinlikle Katıl<u>mı</u>yorum				Tamamen Katılıyorum
93	İnsanlar bana hakaret ettiklerinde sinirlerime hakim olmakta zorlanırım.	1	2	3	4	5
94	Çoğu insan benim genelde olduğumdan daha coşkulu ve dinamiktir.	1	2	3	4	5
95	Çoğu insanın çok duygulandığı durumlarda bile duygusuz kalırım.	1	2	3	4	5
96	İnsanların benim yüksek statüde, önemli bir insan olduğumu bilmelerini isterim.	1	2	3	4	5
97	Benden daha şanssız insanlara sempati duyarım.	1	2	3	4	5
98	İhtiyacı olanlara cömertçe yardım etmeye çalışırım.	1	2	3	4	5
99	Hoşlanmadığım birine zarar vermek beni rahatsız etmez.	1	2	3	4	5
100	İnsanlar beni katı yürekli biri olarak görürler.	1	2	3	4	5

3. BÖLÜM

Aşağıda birtakım ifadeler bulunmaktadır. Bu ifadeleri kendinizi düşünerek okuyunuz. Lütfen verilen ölçeği kullanarak katılım derecenizi en iyi ifade eden rakamı halka içine alınız.

1 Kesinlikle Katılmıyorum	2 Katılmıyorum	3 Emin değilim	4 Katılıyorum	5 Tamamen Katılıyorum

		Kesinlikle Katılmıyorum				Tamamen Katılıyorum
RTP1	Genellikle risk alan cesur biriyimdir.	1	2	3	4	5
PTTY1	İnsanların çoğu aslında dürüsttür.	1	2	3	4	5
PTTY5	Çabuk güvenen biriyimdir.	1	2	3	4	5
RTP2	Hareketlerimin tüm sonuçlarını dikkate almadan ihtiyatsızca davranmaya meyilliyim.	1	2	3	4	5
RTP3*	Ara sıra iyi bir fırsatı kaçırmam anlamına gelse de her zaman sağlamcıyımdır.	1	2	3	4	5
PTTY2	İnsanların çoğu güvenilirdir.	1	2	3	4	5
PTTY3	İnsanların çoğu aslında iyi ve şefkatlidir.	1	2	3	4	5
PTTY4	İnsanların çoğu başkalarına çabuk güvenir.	1	2	3	4	5
RTP4*	Genellikle risk almaktan sakınan temkinli biriyimdir.	1	2	3	4	5
PTTY6	Çoğu insan kendilerine gösterilen güvene aynı şekilde karşılık verir.	1	2	3	4	5

ANKET BİTTİ.

KATILDIĞINIZ İÇİN TEŞEKKÜRLER!

İKİLİ TAKIM ÇALIŞMALARI ANKETİ

Bu anket formunda **X dersindeki ikili ödevleri birlikte yaptığınız sınıf arkadaşınızla** ilişkinize yönelik duygu ve düşüncelerinizi sorgulayan ifadeler yer almaktadır.

Çalışmada toplanan veriler **kesinlikle gizli tutulacak**, **sınıf arkadaşınız veya dersin hocasıyla paylaşılmayacak** ve sadece proje sorumlusu Selin Eser'in doktora tezindeki istatistiksel analizlerde kullanılacaktır. Anketi eksiksiz olarak doldurmanız toplanan verilerin sağlıklı olması açısından çok önemlidir. Kimlik bilginiz sadece araştırmaya katılım puanı verebilmek ve farklı zamanlarda toplanan verileri ilişkilendirmek için kullanılacaktır. Dersin içeriğinde de belirtildiği gibi **ders notunuzun %5'i araştırma katılım** ödülü olarak kişilik ve ortak çalışma davranışlarınıza dair farklı zamanlarda doldurduğunuz anketlerden oluşacaktır.

Çalışma sürecinde aklınıza takılan sorularınızı paylaşmaktan çekinmeyiniz.

Katılımınız için teşekkürler!

Selin Eser

Doktora Adayı

Sabancı Üniversitesi

Orhanlı, 34956, Tuzla, Istanbul

Tel: +90 216 483 9727

E-mail: seline@su.sabanciuniv.edu

KİŞİSEL BİLGİLER

Lütfen kendiniz hakkında aşağıdaki bilgileri yanıtlayın.

(ID) Öğrenci Numaranız [katılım puanı için]: _____

(SEX) Cinsiyetiniz: ☐ (1) Kadın   ☐ (2) Erkek

(AGE) Yaşınız: _____

Bu dönem X dersinizin **İKİLİ ÖDEVLERİ** için birlikte çalıştığınız sınıf arkadaşınızın ismini yazın.

(MATE) _____

Aşağıdaki soruyu yanıtlamak için yandaki ölçeği kullanarak birden beşe kadar bir değer yazınız.	1= Hiç tanımıyorum	5= Çok iyi tanıyorum

(Acq1) Takım arkadaşınızı ne kadar iyi tanıyorsunuz?   _____

X dersinin **ikili ödevlerinde beraber çalıştığınız bu arkadaşınıza** aşağıdaki ifadelerde belirtildiği gibi davranmaya istekli olur muydunuz?

Ne kadar istekli olduğunuzu aşağıdaki ölçeği kullanarak belirtin.

1 Hiç İstekli Değilim	2	3	4 Ne İstekliyim Ne de İsteksizim	5	6	7 Tamamen İstekliyim

ABT1	Ona değerli eşyalarımı ödünç vermek
CBT8	Beraber çalışırken ona önemli sorumluluk vermek
ABT2	Onunla sırlarımı paylaşmak
CBT2	Üzerime düşeni yaptıktan sonra son haline getirip göndermek (submit etmek) üzere ödevleri ona teslim etmek
ABT11	Ona korku ve endişelerimi açmak
CBT6	Beraber çalışırken işler ters gittiğinde ona sırtımı dayamak
ABT5	Ona borç vermek
CBT1	Yokluğumda ödevlerimizle ilgili kararları ona bırakmak
ABT3	Onunla kişisel duygularımı paylaşmak
CBT5	Ödevlerimizle ilgili son kararları ona bırakmak
ABT8	Ona kalbimi açmak
CBT4	Ödevlerimizle ilgili kararlarda onun ipiyle kuyuya inmek
ABT13	Onunla kişisel inançlarımı (örneğin dini, politik) paylaşmak
ABT6	Olumsuz bile olsa beraber çalışmakla ilgili gerçekten ne hissettiğim konusunda ona açılmak
ABT15	Ona kişisel problemlerimi açmak

CBT3	Ona ödevlerimize dair kritik işleri emanet etmek
ABT12	Onunla gelecek planlarımı paylaşmak
ABT4	Ona her koşulda sırtımı dayamak
ABT10	Ona benim için değerli olan herhangi bir şeyi emanet etmek
ABT14	Beraber çalışmakla ilgili problemleri aleyhime kullanılabilecek de olsa onunla konuşmak
CBT7	Beraber çalışırken onun öneri ve tavsiyelerine uymak
ABT9	Onunla başkalarının özeli hakkında konuşmak
ABT7	Onunla özel veya aile yaşantımla ilgili sorunları konuşmak
ABT16	Ona beraber çalışmamızı engelleyen kişisel meselelerimi açmak
ABT17	Özel hayatımla ilgili tavsiye ve önerilerine uymak

2. BÖLÜM

	Bu kişiye belirtilen şekillerde davranmanız ona olan güveninizi gösterir mi? (E/H)
GAT1	Ona değerli eşyalarımı ödünç vermek
GCT8	Beraber çalışırken ona önemli sorumluluk vermek
GAT2	Onunla sırlarımı paylaşmak
GCT2	Üzerime düşeni yaptıktan sonra son haline getirip göndermek (submit etmek) üzere ödevleri ona teslim etmek
GAT11	Ona korku ve endişelerimi açmak
GCT6	Beraber çalışırken işler ters gittiğinde ona sırtımı dayamak
GAT5	Ona borç vermek
GCT1	Yokluğumda ödevlerimizle ilgili kararları ona bırakmak
GAT3	Onunla kişisel duygularımı paylaşmak
GCT5	Ödevlerimizle ilgili son kararları ona bırakmak

	Bu kişiye belirtilen şekillerde davranmanız ona olan güveninizi gösterir mi? (E/H)
GAT8	Ona kalbimi açmak
GCT4	Ödevlerimizle ilgili kararlarda onun ipiyle kuyuya inmek
GAT13	Onunla kişisel inançlarımı (örneğin dini, politik) paylaşmak
GAT6	Olumsuz bile olsa beraber çalışmakla ilgili gerçekten ne hissettiğim konusunda ona açılmak
GAT15	Ona kişisel problemlerimi açmak
GCT3	Ona ödevlerimize dair kritik işleri emanet etmek
GAT12	Onunla gelecek planlarımı paylaşmak
GAT4	Ona her koşulda sırtımı dayamak
GAT10	Ona benim için değerli olan herhangi bir şeyi emanet etmek
GAT14	Beraber çalışmakla ilgili problemleri aleyhime kullanılabilecek de olsa onunla konuşmak
GCT7	Beraber çalışırken onun öneri ve tavsiyelerine uymak
GAT9	Onunla başkalarının özeli hakkında konuşmak
GAT7	Onunla özel veya aile yaşantımla ilgili sorunları konuşmak
GAT16	Ona beraber çalışmamızı engelleyen kişisel meselelerimi açmak
GAT17	Özel hayatımla ilgili tavsiye ve önerilerine uymak

3. BÖLÜM

	Bu davranışları bu kisiye göstereceğiniz durumlarla karşılaştınız mı? (E/H)
DAT1	Ona değerli eşyalarımı ödünç vermek
DCT8	Beraber çalışırken ona önemli sorumluluk vermek
DAT2	Onunla sırlarımı paylaşmak
DCT2	Üzerime düşeni yaptıktan sonra son haline getirip göndermek (submit etmek) üzere ödevleri ona teslim etmek
DAT11	Ona korku ve endişelerimi açmak
DCT6	Beraber çalışırken işler ters gittiğinde ona sırtımı dayamak

	Bu davranışları bu kisiye göstereceğiniz durumlarla karşılaştınız mı? (E/H)
DAT5	Ona borç vermek
DCT1	Yokluğumda ödevlerimizle ilgili kararları ona bırakmak
DAT3	Onunla kişisel duygularımı paylaşmak
DCT5	Ödevlerimizle ilgili son kararları ona bırakmak
DAT8	Ona kalbimi açmak
DCT4	Ödevlerimizle ilgili kararlarda onun ipiyle kuyuya inmek
DAT13	Onunla kişisel inançlarımı (örneğin dini, politik) paylaşmak
DAT6	Olumsuz bile olsa beraber çalışmakla ilgili gerçekten ne hissettiğim konusunda ona açılmak
DAT15	Ona kişisel problemlerimi açmak
DCT3	Ona ödevlerimize dair kritik işleri emanet etmek
DAT12	Onunla gelecek planlarımı paylaşmak
DAT4	Ona her koşulda sırtımı dayamak
DAT10	Ona benim için değerli olan herhangi bir şeyi emanet etmek
DAT14	Beraber çalışmakla ilgili problemleri aleyhime kullanılabilecek de olsa onunla konuşmak
DCT7	Beraber çalışırken onun öneri ve tavsiyelerine uymak
DAT9	Onunla başkalarının özeli hakkında konuşmak
DAT7	Onunla özel veya aile yaşantımla ilgili sorunları konuşmak
DAT16	Ona beraber çalışmamızı engelleyen kişisel meselelerimi açmak
DAT17	Özel hayatimla ilgili tavsiye ve önerilerine uymak

ANKET BİTTİ.

TEŞEKKÜRLER!

İKİLİ TAKIM ÇALIŞMALARI ANKETİ

Bu anket formunda **X dersindeki ikili ödevleri birlikte yaptığınız sınıf arkadaşınızla** ilişkinize yönelik duygu ve düşüncelerinizi sorgulayan ifadeler yer almaktadır.

Çalışmada toplanan veriler **kesinlikle gizli tutulacak**, **sınıf arkadaşınız veya dersin hocasıyla paylaşılmayacak** ve sadece proje sorumlusu Selin Eser'in doktora tezindeki istatistiksel analizlerde kullanılacaktır. Anketi eksiksiz olarak doldurmanız toplanan verilerin sağlıklı olması açısından çok önemlidir. Kimlik bilginiz sadece araştırmaya katılım puanı verebilmek ve farklı zamanlarda toplanan verileri ilişkilendirmek için kullanılacaktır. Dersin içeriğinde de belirtildiği gibi **ders notunuzun %5'i araştırma katılım** ödülü olarak kişilik ve ortak çalışma davranışlarınıza dair farklı zamanlarda doldurduğunuz anketlerden oluşacaktır.

Çalışma sürecinde aklınıza takılan sorularınızı paylaşmaktan çekinmeyiniz.

Katılımınız için teşekkürler!

Selin Eser

Doktora Adayı

Sabancı Üniversitesi

Orhanlı, 34956, Tuzla, Istanbul

Tel: +90 216 483 9727

E-mail: seline@su.sabanciuniv.edu

Lütfen kendiniz hakkında aşağıdaki bilgileri yanıtlayın.

(AGE) Yaşınız: _____

(ID) Öğrenci Numaranız [katılım puanı için]: _____

(SEX) Cinsiyetiniz: ☐ (1) Kadın   ☐ (2) Erkek

Bu dönem X dersinizin **İKİLİ ÖDEVLERİ** için birlikte çalıştığınız sınıf arkadaşınızın ismini yazın.

_____

---

1. BÖLÜM

Lütfen **X dersinin ikili ödevlerini birlikte yaptığınız bu sınıf arkadaşınızı ve ilişkinizde size karşı davranışlarını** tanımlamaya yönelik aşağıdaki ifadelere katılım derecenizi belirtin.

1 Kesinlikle Katıl**mı**yorum	2 Katıl**mı**yorum	3 Ne Katılıyorum Ne Katıl**mı**yorum	4 Katılıyorum	5 Kesinlikle Katılıyorum

		Kesinlikle Katıl**mı**yorum				Kesinlikle Katılıyorum
A1	Dersin yükümlülüklerini yerine getirmek konusunda çok becerikli olduğunu düşünüyorum.	1	2	3	4	5
B1	Akademik başarımı gözetiyor.	1	2	3	4	5
I1	Güçlü bir adalet duygusu var.	1	2	3	4	5
I2	Sözünü tutuyor.	1	2	3	4	5
PB1	Her konuda iyiliğimi düşünüyor.	1	2	3	4	5
A2	Kalkıştığı işlerde başarılı olduğunu düşünüyorum.	1	2	3	4	5

		Kesinlikle Katıl**mı**yorum				Kesinlikle Katılıyorum
B2	Ortak ödevlerimizde benimle işbirliği içinde çalışıyor.	1	2	3	4	5
H1	Bana her zaman doğruyu söylüyor.	1	2	3	4	5
PB2	Benim için kişisel fedakarlıklar yapıyor.	1	2	3	4	5
I3	Sözünde durup durmayacağını asla düşünmek zorunda kalmıyorum.	1	2	3	4	5
A3	Yapılması gereken işler konusunda çok bilgi sahibi olduğunu düşünüyorum.	1	2	3	4	5
I4	Başkalarıyla olan ilişkilerinde adil olmaya çok gayret gösteriyor					
B3	Beraber çalışırken karşılık beklemeden yardım ediyor.	1	2	3	4	5
I5	Bana "sağ gösterip sol vurmuyor."	1	2	3	4	5
H2	Bana yalan söylemiyor.	1	2	3	4	5
I6_R	Davranışları ve hareketleri birbiriyle tutarlı değil.	1	2	3	4	5
PB3	Derslerin ve ödevlerin ötesinde günlük hayatımda bana destek oluyor.	1	2	3	4	5
I7	Sorumluluklarından kaçmaya çalışmıyor.					
I8	Benim haklarıma saygı gösteriyor.	1	2	3	4	5
A4	Becerilerine çok güveniyorum.	1	2	3	4	5
B4	Beraber çalışırken isteklerimi ve ihtiyaçlarımı önemsiyor	1	2	3	4	5
H3	Benimle olan ilişkisinde dürüst davranıyor.	1	2	3	4	5
I9	Bana karşı davranışlarının tutarlı olduğunu düşünüyorum.	1	2	3	4	5
PB4	Kişisel isteklerimi ve ihtiyaçlarımı önemsiyor.	1	2	3	4	5
A5	Beraber çalışırken performansımızı arttıracak özelliklere sahip olduğunu düşünüyorum.	1	2	3	4	5
B5	Beraber çalışırken destek oluyor	1	2	3	4	5
H4* (R)	Bazen dürüstçe olmayan şeyler yapıyor.	1	2	3	4	5

		Kesinlikle Katıl**mı**yorum				Kesinlikle Katılıyorum
PB5	Özel hayatımda zorluk yaşasam benim yanımda olacağını düşünüyorum.	1	2	3	4	5
A6	Başarılı bir öğrenci olduğunu düşünüyorum.	1	2	3	4	5
B6	Beraber çalışırken bana zararı dokunacak birşey yapmıyor.	1	2	3	4	5
I10	Sözünün eri olduğunu düşünüyorum.	1	2	3	4	5
B6	İşler sıkıştığında bana yardım etmek için ekstra sorumluluk alıyor.	1	2	3	4	5
I11	Herhangi bir durum karşısında nasıl davranacağımı tahmin edebiliyorum.	1	2	3	4	5
PB6	Hiçbir konuda bilerek beni incitecek bir şey yapmıyor.	1	2	3	4	5

2. BÖLÜM

X dersinin **ikili ödevlerinde beraber çalıştığınız bu arkadaşınıza** aşağıdaki ifadelerde belirtildiği gibi davranmaya istekli olur muydunuz?

Ne kadar istekli olduğunuzu aşağıdaki ölçeği kullanarak belirtin.

1 Hiç İstekli Değilim	2 İsteksizim	3 Kısmen İsteksizim	4 Ne İstekliyim Ne de İsteksizim	5 Kısmen İstekliyim	6 İstekliyim	7 Tamamen İstekliyim

		Hiç İstekli Değilim							Tamamen İstekliyim
CBT1	Yokluğumda ödevlerimizle ilgili kararları ona bırakmak	1	2	3	4	5	6	7
ABT2	Onunla sırlarımı paylaşmak	1	2	3	4	5	6	7
CBT2	Üzerime düşeni yaptıktan sonra son haline getirip göndermek (submit etmek) üzere ödevleri ona teslim etmek	1	2	3	4	5	6	7
ABT3	Onunla kişisel duygularımı paylaşmak	1	2	3	4	5	6	7
ABT6	Olumsuz bile olsa beraber çalışmakla ilgili gerçekten ne hissettiğim konusunda ona açılmak	1	2	3	4	5	6	7
CBT3	Ona ödevlerimize dair kritik işleri emanet etmek	1	2	3	4	5	6	7
ABT7	Onunla özel veya aile ilişkilerimle ilgili sorunlarımı konuşmak	1	2	3	4	5	6	7
CBT4	Ödevlerimizle ilgili kararlarda onun ipiyle kuyuya inmek	1	2	3	4	5	6	7
ABT8	Ona kalbimi açmak	1	2	3	4	5	6	7
ABT9	Onunla başkalarının özeli hakkında konuşmak	1	2	3	4	5	6	7

		Hiç İstekli Değilim							Tamamen İstekliyim
CBT5	Ödevlerimizle ilgili son kararları ona bırakmak	1	2	3	4	5	6		7
ABT11	Ona korku veya endişelerimi açmak	1	2	3	4	5	6		7
ABT12	Onunla gelecek planlarımı paylaşmak	1	2	3	4	5	6		7
CBT6	Beraber çalışırken işler ters gittiğinde ona sırtımı dayamak	1	2	3	4	5	6		7
ABT13	Onunla kişisel inançlarımı (örneğin: dini, politik) paylaşmak	1	2	3	4	5	6		7
ABT14	Beraber çalışmakla ilgili problemleri aleyhime kullanılabilecek de olsa onunla konuşmak	1	2	3	4	5	6		7
CBT7	Beraber çalışırken onun öneri ve tavsiyelerine uymak	1	2	3	4	5	6		7
ABT15	Ona kişisel problemlerimi açmak	1	2	3	4	5	6		7
CBT8	Beraber çalışırken ona önemli sorumluluk vermek	1	2	3	4	5	6		7
ABT16	Ona beraber çalışmamızı etkileyen kişisel meselelerimi açmak	1	2	3	4	5	6		7

ANKET BİTTİ.

TEŞEKKÜRLER!

**. . Sabancı . .
Üniversitesi**

İKİLİ ÇALIŞMALARI ANKETİ

Bu anket formunda **X dersindeki ikili ödevleri birlikte yaptığınız sınıf arkadaşınızla** ilişkinize yönelik duygu ve düşüncelerinizi sorgulayan ifadeler yer almaktadır.

Çalışmada toplanan veriler **kesinlikle gizli tutulacak**, **sınıf arkadaşınız veya dersin hocasıyla paylaşılmayacak** ve sadece proje sorumlusu Selin Eser'in doktora tezindeki istatistiksel analizlerde kullanılacaktır. Anketi eksiksiz olarak doldurmanız toplanan verilerin sağlıklı olması açısından çok önemlidir. Kimlik bilginiz sadece araştırmaya katılım puanı verebilmek ve farklı zamanlarda toplanan verileri ilişkilendirmek için kullanılacaktır. Dersin içeriğinde de belirtildiği gibi **ders notunuzun %5'i araştırma katılım** ödülü olarak kişilik ve ortak çalışma davranışlarınıza dair farklı zamanlarda doldurduğunuz anketlerden oluşacaktır.

Çalışma sürecinde aklınıza takılan sorularınızı paylaşmaktan çekinmeyiniz.

Katılımınız için teşekkürler!

Selin Eser

Doktora Adayı

Sabancı Üniversitesi

Orhanlı, 34956, Tuzla, Istanbul

Tel: +90 216 483 9727

E-mail: seline@su.sabanciuniv.edu

KİŞİSEL BİLGİLER

Lütfen kendiniz hakkında aşağıdaki bilgileri yanıtlayın.

(SEX) Cinsiyetiniz: ☐ (1) Kadın   ☐ (2) Erkek

(ID) Öğrenci Numaranız [katılım puanı için]: _____

(MATE) Bu dönem X dersinizin İKİLİ ÖDEVLERİ için birlikte çalıştığınız eşinizin ismini yazınız.

1.   _____

---

1. BÖLÜM

Lütfen **ikili ödevlerdeki eşiniz ile olan ilişkinizi ve bu ilişkinizde yaşadıklarınızı** düşünün. Aşağıdaki ölçeği kullanarak verilen ifadelere katılım derecenizi belirtin.

1 Kesinlikle Katıl**mı**yorum	**2** Katıl**mı**yorum	**3** Ne Katılıyorum Ne Katıl**mı**yorum	**4** Katılıyorum	**5** Kesinlikle Katılıyorum

		Kesinlikle Katıl**mı**yorum				Kesinlikle Katılıyorum
M1	Bu kisinin ortak odevlerimizle ilgili üstlendiği işleri bitirip bitirmediğini sorgularım	1	2	3	4	5
M2	Bu kişinin ortak odevlerimize katkida bulunup bulunmadığının hesabını tutarım					
M3	Bu kisinin bitirdigi isin kalitesini kontrol ederim	1	2	3	4	5
M4	Bu kisinin yapmaya soz verdigi islerde ne aşamada olduğunu denetlerim	1	2	3	4	5
M5	Bu kişinin ortak ödevlerin üstünde çalıştığına emin olmak için onu yoklarım.	1	2	3	4	5

		Kesinlikle Katıl**mı**yorum				Kesinlikle Katılıyorum
M6	Bu kişinin ortak ödevlerimizde ne kadar ilerlediğini takip ederim	1	2	3	4	5
M7	Bu kişinin ortak ödevlerimizde yukumluluklerini yerine getirip getirmediğini denetlerim	1	2	3	4	5
M8	Bu kişinin ustune düşeni yaparım dediği zamanda yapacağına emin olmak için onu izlerim	1	2	3	4	5

2. BÖLÜM

X dersinin **ikili ödevlerindeki eşinize** aşağıdaki ifadelerde belirtildiği gibi davranmaya istekli olur muydunuz?

Ne kadar istekli olduğunuzu aşağıdaki ölçeği kullanarak belirtin.

1 Hiç İstekli Değilim	2	3	4 Ne İstekliyim Ne de İsteksizim	5	6	7 Tamamen İstekliyim

		1- Hiç istekli değilim						7- Tamamen istekliyim
CBT1	Yokluğumda ödevlerimizle ilgili kararları ona bırakmak	1	2	3	4	5	6	7
ABT2	Onunla sırlarımı paylaşmak	1	2	3	4	5	6	7
CBT2	Üzerime düşeni yaptıktan sonra son haline getirip göndermek (submit etmek) üzere ödevleri ona teslim etmek	1	2	3	4	5	6	7
ABT3	Onunla kişisel duygularımı paylaşmak	1	2	3	4	5	6	7
ABT6	Olumsuz bile olsa beraber çalışmakla ilgili gerçekten ne hissettiğim konusunda ona açılmak	1	2	3	4	5	6	7

194

		1- Hiç istekli değilim						7- Tamamen istekliyim
CBT3	Ona ödevlerimize dair kritik işleri emanet etmek	1	2 3 4 5 6					7
ABT7	Onunla özel veya aile ilişkilerimle ilgili sorunlarımı konuşmak	1	2 3 4 5 6					7
CBT4	Ödevlerimizle ilgili kararlarda onun ipiyle kuyuya inmek	1	2 3 4 5 6					7
ABT8	Ona kalbimi açmak	1	2 3 4 5 6					7
ABT9	Onunla başkalarının özeli hakkında konuşmak	1	2 3 4 5 6					7
CBT5	Ödevlerimizle ilgili son kararları ona bırakmak	1	2 3 4 5 6					7
ABT11	Ona korku veya endişelerimi açmak	1	2 3 4 5 6					7
ABT12	Onunla gelecek planlarımı paylaşmak	1	2 3 4 5 6					7
CBT6	Beraber çalışırken işler ters gittiğinde ona sırtımı dayamak	1	2 3 4 5 6					7
ABT13	Onunla kişisel inançlarımı (örneğin: dini, politik) paylaşmak	1	2 3 4 5 6					7
ABT14	Beraber çalışmakla ilgili problemleri aleyhime kullanılabilecek de olsa onunla konuşmak	1	2 3 4 5 6					7
CBT7	Beraber çalışırken onun öneri ve tavsiyelerine uymak	1	2 3 4 5 6					7
ABT15	Ona kişisel problemlerimi açmak	1	2 3 4 5 6					7
CBT8	Beraber çalışırken ona önemli sorumluluk vermek	1	2 3 4 5 6					7
ABT16	Ona beraber çalışmamızı etkileyen kişisel meselelerimi açmak	1	2 3 4 5 6					7

3. BÖLÜM

Bu bölümde ikili ödevlerdeki eşinizle olan ilişkinizde neler hissettiğinizi öğrenmek istiyoruz. Lütfen aşağıdaki ölçeği kullanarak her soru için hislerinizi en iyi tarif eden cevabı seçin.

1 Hiçbir zaman	2 Nadiren	3 Bazen	4 Sıklıkla	5 Çoğu zaman	6 Her zaman

BU İLİŞKİDE

	Hiç bir zaman					Her zaman
(S2R) 2. Ne sıklıkta kendinizi gerginlikten uzak ve rahat hissettiniz?	1	2	3	4	5	6
(S3R) 3. Ne sıklıkta kendinizi neşeli ve kaygısız hissettiniz?	1	2	3	4	5	6
(S4) 4. Ne sıklıkta kendinizi ağlayacak gibi hissettiniz?	1	2	3	4	5	6
(S5) 5. Ne sıklıkta kendinizi yılmış hissettiniz?	1	2	3	4	5	6
(S6R) 6. Ne sıklıkta kendinizi sakin ve huzurlu hissettiniz?	1	2	3	4	5	6
(S7) 7. Ne sıklıkta kendinizi cesareti kırılmış hissettiniz?	1	2	3	4	5	6
(S8) 8. Ne sıklıkta kendinizi huzursuz, rahatsız ve sabırsız hissettiniz?	1	2	3	4	5	6
(S9) 9. Ne sıklıkta kendinizi gergin ve asabi hissettiniz?	1	2	3	4	5	6
(S10) 10. Ne sıklıkta altüst oldunuz, üzüldünüz?	1	2	3	4	5	6
(S11R) 11. Ne sıklıkta kendinizi mutlu hissettiniz?	1	2	3	4	5	6
(S12) 12. Ne sıklıkta sakinleşmekte zorlandınız?	1	2	3	4	5	6
(S13) 13. Ne sıklıkta kendinizi keyifsiz ya da morali düşük hissettiniz?	1	2	3	4	5	6
(S14) 14. Ne sıklıkta telaşlandınız?	1	2	3	4	5	6
(S15) 15. Ne sıklıkta kara kara düşündünüz?	1	2	3	4	5	6

4. BÖLÜM

Aşağıdaki ifadeler ikili ödevlerdeki eşinizle olan **ilişkinizde** ona karşı davranışlarınızı tanımlamaktadır. Bu ifadelere katılımınızı verilen ölçeği kullanarak seçiniz.

1 Kesinlikle Katıl**mı**yorum	2 Katıl**mı**yorum	3 Ne Katılıyorum Ne Katıl**mı**yorum	4 Katılıyorum	5 Kesinlikle Katılıyorum

		Kesinlikle Katıl**mı**yorum				Kesinlikle Katılıyorum
AV1	Ortak ödevlerimizde karşı karşıya gelmemek için farklı görüşlerimi kendime saklarım.	1	2	3	4	5
RP1	Bir problemi olsa ona yardımcı olmaya öncelik veririm.	1	2	3	4	5
CO1	Ortak ödevlerimizde sorun yaşasak da başka derslerde yine onunla takım arkadaşı olurum.	1	2	3	4	5
RP2	Onun hatırına onunla vakit geçiririm.	1	2	3	4	5
AV2	Ortak ödevlerimizle ilgili fikir ayrılıklarımız olsa bunları onunla açıkça tartışmaktan kaçınırım.	1	2	3	4	5
CO2	Ortak ödevlerimizde özensiz iş yapmasına bozulsam durumdan şikayet etmek yerine kendi kendine düzelmesini beklerim.	1	2	3	4	5
RP3	Ortak ödevlerimizde çok etik olmayan davranışlarına göz yumarım.	1	2	3	4	5
AV3	Ortak ödevlerimizde anlaşamasak konuyu uzatmaktan kaçınırım.	1	2	3	4	5
RP4	En sıkışık zamanımda bile ona yardım ederim.	1	2	3	4	5
CO3	Ortak ödevlerimizde eksik iş yapsa üstünde durmam, affederim.	1	2	3	4	5
RP5	İçini dökmek istese işimi bırakıp onu dinlerim.	1	2	3	4	5
AV4	Ortak ödevlerimizde zıtlaşmaktan kaçınırım.	1	2	3	4	5

		Kesinlikle Katıl**mı**yorum				Kesinlikle Katılıyorum
AV5	Dargınlık olmasın diye fikir ayrılıklarımı kendime saklamaya çalışırım.	1	2	3	4	5
RP6	Ortak ödevlerimizde adil olmadığını düşündüğüm şeyler yapsa ses çıkarmam.	1	2	3	4	5
RP7	Özel bir işi çıksa onun işini yapmaya gönüllü olurum.	1	2	3	4	5
CO4	Ortak ödevlerimizde yaptığı eksik, özensiz işlere kızsam onu uyarmak yerine suların durulmasını beklerim.	1	2	3	4	5
AV6	Onunla tatsızlık yaşamaktan kaçınmaya çalışırım.	1	2	3	4	5
RP8	Sorunlarını ve endişelerini dinlemek için ona zaman yaratırım.	1	2	3	4	5
CO5	Ortak ödevlerimizdeki performansından rahatsız olsam onu olduğu gibi kabullenir, değiştirmeyi aklımdan geçirmem.	1	2	3	4	5
RP9	Ortak ödevlerimizde dürüst olmayan davranışlarına göz yumarım.	1	2	3	4	5
CO6	Üzerine düşen işi eksik yapsa bir sebebi vardır diye düşünüp konuyu kapatırım.	1	2	3	4	5
RP10	Yetiştiremediğinde onun işini üstüme alırım.	1	2	3	4	5
AV7	Ortak ödevlerimizde tartışabileceğimiz konulardan uzak dururum.	1	2	3	4	5
RP11	Ortak ödevlerimizde kendimin yapmayacağı ilkesiz davranışları o yaparsa görmezden gelirim.	1	2	3	4	5
RP12	Ne kadar yoğun olursam olayım onunla kişisel olarak ilgilenirim.	1	2	3	4	5
CO7	Ortak ödevlerimizde işler ne kadar kötüye giderse gitsin aramızı bozmaya değmeyeceğini düşünürüm.					
CO8	Ortak ödevlerimizde performansından rahatsız olsam dersin hocası ya da asistanına durumu aktarmak aklımdan geçmez.					

**ANKET BİTTİ.
TEŞEKKÜRLER!**

REFERENCES

Aiken, L. S., & West, S. G. (1991). *Multiple regression: Testing and interpreting interactions*. Thousand Oaks, CA: Sage Publications.

Akaike, H. (1987). Factor-Analysis and AIC. *Psychometrika, 52*(3), 317-332.

Allen, N. J., & Meyer, J. P. (1996). Affective, continuance, and normative commitment to the organization: An examination of construct validity. *Journal of Vocational Behavior, 49*(3), 252-276.

Aryee, S., Budhwar, P. S., & Chen, Z. X. (2002). Trust as a mediator of the relationship between organizational justice and work outcomes: test of a social exchange model. *Journal of Organizational Behavior, 23*(3), 267-285.

Atkinson, S. (2004). Senior management relationships and trust: An exploratory study. *Journal of Managerial Psychology, 19*(6), 571-587.

Atkinson, S., & Butcher, D. (2003). Trust in managerial relationships. *Journal of Managerial Psychology, 18*(4), 282-304.

Aycan, Z. (2001). Human resource management in Turkey: Current issues and future challenges. *International Journal of Manpower, 22*(3), 252-261.

Aycan, Z. (2006). Paternalism: Towards conceptual refinement and operationalization. In K. S. Yang, K. K. Hwang & U. Kim (Eds.), *Scientific Advances in Indigenous Psychologies: Empirical, Philosophical, and Cultural Contributions* (pp. 445-466). London: Cambridge University Press.

Bello, D., Leung, K., Radebaugh, L., Tung, R. L., & van Witteloostuijn, A. (2009). From the editors: Student samples in international business research. *Journal of International Business Studies, 40*, 361-364.

Bies, R. J., & Moag, J. F. (1986). Interactional justice: Communication criteria of fairness. In R. J. Lewicki, B. H. Sheppard & M. H. Bazerman (Eds.), *Research on negotiations in organizations* (Vol. 1, pp. 43-55). Greenwhich, CT: JAI Press.

Bies, R. J. (2001). Interactional (in)justice: The sacred and profane. In J. Greenberg & R. Cropanzano (Eds.), *Advances in organizational justice* (pp. 89-118). Stanford, CA: Stanford University Press.

Bigley, G. A., & Pearce, J. L. (1998). Straining for shared meaning in organization science: Problems of trust and distrust. *Academy of Management Review, 23*(3), 405-421.

Blau, P. M. (1964). *Exchange and power in social life*. NewYork, NY: Wiley.

Bloom, M. (2008). A century of compensation research. In J. Barling & C. L. Cooper (Eds.), *Sage handbook of organizational behavior: Micro approaches* (Vol. 1, pp. 300-318). London: Sage Publications.

Bollen, K. A. (1989). *Structural equations with latent variables*. New York: Wiley.

Branzei, O., Vertinsky, I., & Camp, R. D. (2007). Culture-contingent signs of trust in emergent relationships. *Organizational Behavior and Human Decision Processes, 104*(1), 61-82.

Brewer, M. B., & Chen, Y.-R. (2007). Where (who) are collectives in collectivism? Toward conceptual clarification of individualism and collectivism. *Psychological Review, 114*(1), 133-151.

Bridge, K., & Baxter, L. (1992). Blended relationships: Friends as work associates. *Western Journal of Communication, 56*, 200-225.

Brislin, R. W. (1980). Translation and content analysis of oral and written materials. In H. C. Triandis & J. W. Berry (Eds.), *Handbook of cross-cultural psychology* (Vol. 2, pp. 137-164). Boston, MA: Allyn and Bacon.

Brockner, J., Chen, Y. R., Mannix, E. A., Leung, K., & Skarlicki, D. P. (2000). Culture and procedural fairness: When the effects of what you do depend on how you do it. *Administrative Science Quarterly, 45*(1), 138-159.

Brower, H. H., Lester, S. W., Korsgaard, M. A., & Dineen, B. R. (2009). A closer look at trust between managers and subordinates: Understanding the effects of both trusting and being trusted on subordinate outcomes. *Journal of Management, 35*(2), 327-347.

Butler, J. K. (1991). Toward understanding and measuring conditions of trust - evolution of a conditions of trust inventory *Journal of Management, 17*(3), 643-663.

Calder, B., Philips, L., & Tybout, A. (1981). Designing research for application. *The Journal of Consumer Research, 8*, 197-207.

Campbell, L., & Kashy, D. A. (2002). Estimating actor, partner, and interaction effects for dyadic data using PROC MIXED and HLM: A user-friendly guide. *Personal Relationships, 9*(3), 327-342.

Casciaro, T., & Lobo, M. S. (2008). When competence is irrelevant: The role of interpersonal affect in task-related ties. *Administrative Science Quarterly, 53,* 655-684.

Chattopadhyay, P., & George, E. (2001). Examining the effects of work externalization through the lens of social identity theory. *Journal of Applied Psychology, 86*(4), 781-788.

Chen, C. C., Chen, X. P., & Meindl, J. R. (1998). How can cooperation be fostered? The cultural effects of individualism-collectivism. *Academy of Management Review, 23*(2), 285-304.

Chen, X. P., & Peng, S. (2007). Guanxi dynamics: Shifts in the closeness of ties between Chinese coworkers. *Management and Organization Review, 4*(1), 63-80.

Chen, Y., Friedman, R., Yu, E., Fang, W., & Lu, X. (2009). Supervisor-subordinage guanxi: Developing a three-dimensional model and scale. *Management and Organization Review, 5*(3), 375-399.

Chen, Y. R., Chen, X. P., & Portnoy, R. (2009). To whom do positive norm and negative norm of reciprocity apply? Effects of inequitable offer, relationship, and relational-self orientation. *Journal of Experimental Social Psychology, 45*(1), 24-34.

Chiaburu, D. S., & Harrison, D. A. (2008). Do peers make the place? Conceptual synthesis and meta-analysis of coworker effects on perceptions, attitudes, OCBs, and performance. *Journal of Applied Psychology, 93*(5), 1082-1103.

Chua, R. Y. J., Ingram, P., & Morris, M. W. (2008). From the head and the heart: Locating cognition- and affect-based trust in managers' professional networks. *Academy of Management Journal, 51*(3), 436-452.

Chua, R. Y. J., Morris, M. W., & Ingram, P. (2009). Guanxi vs networking: Distinctive configurations of affect- and cognition-based trust in the networks of Chinese vs American managers. *Journal of International Business Studies, 40*(3), 490-508.

Chua, R. Y. J., Morris, M. W., & Ingram, P. (2010). Embeddedness and New Idea Discussion in Professional Networks: The Mediating Role of Affect-Based Trust. *Journal of Creative Behavior, 44*(2), 85-104.

Clark, M. S. (1984). Record Keeping in 2 Types of Relationships. *Journal of Personality and Social Psychology, 47*(3), 549-557.

Clark, M. S., & Mills, J. (1979). Interpersonal attraction in exchange and communal relationships. *Journal of Personality and Social Psychology, 37*(1), 12-24.

Clark, M. S., & Mills, J. (1993). The Difference between Communal and Exchange Relationships - What It Is and Is Not. *Personality and Social Psychology Bulletin, 19*(6), 684-691.

Clark, M. S., Mills, J., & Powell, M. C. (1986). Keeping track of needs in communal and exchange relationships. *Journal of Personality and Social Psychology, 51*(2), 333-338.

Clark, M. S., Mills, J. R., & Corcoran, D. M. (1989). Keeping Track of Needs and Inputs of Friends and Strangers. *Personality and Social Psychology Bulletin, 15*(4), 533-542.

Colquitt, J. A., Scott, B. A., & LePine, J. A. (2007). Trust, trustworthiness, and trust propensity: A meta-analytic test of their unique relationships with risk taking and job performance. *Journal of Applied Psychology, 92*(4), 909-927.

Cook, J., & Wall, T. (1980). New Work Attitude Measures of Trust, Organizational Commitment and Personal Need Non-Fulfillment. *Journal of Occupational Psychology, 53*(1), 39-52.

Cook, W. L., & Kenny, D. A. (2005). The actor-partner interdependence model: A model of bidirectional effects in developmental studies. *International Journal of Behavioral Development, 29*(2), 101-109.

Costigan, R. D., Ilter, S., & Berman, J. J. (1998). A multidimensional study of trust in organizations. *Journal of Managerial Issues, 10*(3), 303-317.

Cronbach, L. J., & Shavelson, R. J. (2004). My current thoughts on coefficient alpha and successor procedures. *Educational and Psychological Measurement, 64*(3), 391-418.

Cropanzano, R., Rupp, D. E., Mohler, C. J., & Schminke, M. (2001). Three roads to organizational justice. In J. Ferris (Ed.), *Research in personnel and human resources management* (Vol. 20, pp. 1-113). Greenwich, CT: JAI Press.

Cross, S. E., Bacon, P. L., & Morris, M. L. (2000). The relational-interdependent self-construal and relationships. *Journal of Personality and Social Psychology, 78*(4), 791-808.

Cross, S. E., & Madson, L. (1997). Models of the self: Self-construals and gender. *Psychological Bulletin, 122*(1), 5-37.

Cross, S. E., & Morris, M. L. (2003). Getting to know you: The relational self-construal, relational cognition, and well-being. *Personality and Social Psychology Bulletin, 29*(4), 512-523.

Cross, S. E., Morris, M. L., & Gore, J. S. (2002). Thinking about oneself and others: The relational-interdependent selfconstrual and social cognition. *Journal of Personality and Social Psychology, 3*(399-418).

Cullen, J. B., Johnson, J. L., & Sakano, T. (2000). Success through commitment and trust: The soft side of strategic alliance management. *Journal of World Business, 35*(3), 223-240.

Cummings, L. L., & Bromiley, P. (1996). The organizational trust inventory (OTI): Development and validation. In R. M. Kramer & T. R. Tyler (Eds.), *Trust in organizations: Frontiers of theory and research* (pp. 302-330). Thousand Oaks, CA: Sage Publications.

Curhan, J. R., Elfenbein, H. A., & Xu, H. (2006). What do people value when they negotiate? Mapping the domain of subjective value in negotiation. *Journal of Personality and Social Psychology, 91*(3), 493-512.

Curhan, J. R., Neale, M. A., Ross, L., & Rosencranz-Engelmann, J. (2008). Relational accommodation in negotiation: Effects of egalitarianism and gender on economic efficiency and relational capital. *Organizational Behavior and Human Decision Processes, 107*(2), 192-205.

Deluga, R. J. (1995). The Relation between Trust in the Supervisor and Subordinate Organizational Citizenship Behavior. *Military Psychology, 7*(1), 1-16.

Deutsch, M. (1958). Trust and suspicion. *Journal of Conflict Resolution, 2*, 265-279.

Deutsch, M. (1960). The effect of motivational orientation upon trust and suspicion. *Human Relations, 13*, 123-139.

Dietz, G., & Den Hartog, D. N. (2006). Measuring trust inside organisations. *Personnel Review, 35*(5), 557-588.

Dirks, K. T., & Ferrin, D. L. (2002). Trust in leadership: Meta-analytic findings and implications for research and practice. *Journal of Applied Psychology, 87*(4), 611-628.

Dirks, K. T., & Skarlicki, D. P. (2004). Trust in leaders: Existing research and emerging issues *Trust and distrust in organizations: Dilemmas and approaches.* (pp. 21-40): New York, NY, US: Russell Sage Foundation.

Dirks, K. T., & Skarlicki, D. P. (2009). The relationship between being perceived as trustworthy by coworkers and individual performance. *Journal of Management, 35*(1), 136-157.

Doney, P. M., Cannon, J. P., & Mullen, M. R. (1998). Understanding the influence of national culture on the development of trust. *Academy of Management Review, 23*(3), 601-620.

Earley, P. C. (1993). East Meets West Meets Mideast - Further Explorations of Collectivistic and Individualistic Work Groups. *Academy of Management Journal, 36*(2), 319-348.

Earley, P. C., & Gibson, C. B. (1998). Taking stock in our progress on individualism-collectivism: 100 years of solidarity and community. *Journal of Management, 24*(3), 265-304.

Erikson, E. H. (1977). *Childhood and society* (2nd ed.). London, UK: Paladin Graftin Books.

Farh, J., Tsui, A. S., Xin, K., & Cheng, B. (1998). The influence of relational demography and guanxi: The Chinese case. *Organization Science, 9*(4), 471-488.

Ferres, N., Connell, J., & Travaglione, A. (2004). Co-worker trust as a social catalyst for constructive employee attitudes. *Journal of Managerial Psychology, 19*(6), 608-622.

Ferrin, D., & Gillespie, N. (2010). Trust differences across national-societal cultures: Much to do, or much ado about nothing? In M. Saunders, D. Skinner, G. Dietz, N. Gillespie & R. J. Lewicki (Eds.), *Trust across cultures: Theory and practice* (pp. 42-86). Cambridge, UK: Cambridge University Press.

Ferrin, D. L., Bligh, M. C., & Kohles, J. C. (2007). Can I trust you to trust me?: A theory of trust, monitoring, and cooperation in interpersonal and intergroup relationships. *Group & Organization Management, 32*(4), 465-499.

Ferrin, D. L., Bligh, M. C., & Kohles, J. C. (2008). It takes two to tango: An interdependence analysis of the spiraling of perceived trustworthiness and cooperation in interpersonal and intergroup. *Organizational Behavior and Human Decision Processes, 107*(2), 161-178.

Ferrin, D. L., Bligh, M. C., & Kohles, J. C. (in press) The actor-partner interdependence model: A method for studying trust in dyadic relationships. In F. Lyon, G. Möllering, M. Saunders, & T. Hatzakis (Eds.), *Handbook of research methods on trust.* UK: Edward Elgar Publishing.

Ferrin, D. L., Dirks, K. T., & Shah, P. P. (2006). Direct and indirect effects of third-party relationships on interpersonal trust. *Journal of Applied Psychology, 91*(4), 870-883.

Field, A. (2000). *Discovering statistics using SPSS for windows*. London, UK: Sage Publications.

Fischer, R. (2006). Congruence and functions of personal and cultural values: Do my values reflect my culture's values? *Personality and Social Psychology Bulletin*, *32*, 1419-1431.

Fischer, R., Ferreira, M., Assmar, E., Redford, P., Harb, C., Glazer, S., et al. (2009). Individualism-collectivism as descriptive norms. *Journal of Cross-Cultural Psychology, 40*(2), 187-213.

Fiske, A., Kitayama, S., Markus, H. R., & Nisbett, R. E. (1998). The cultural matrix of social psychology. In D. Gilbert, S. Fiske & G. Lindzey (Eds.), *The handbook of social psychology* (4th ed., pp. 915-981). San Francisco: McGraw Hill.

Fiske, A. P. (1992). The four elementary forms of sociality - Framework for a unified theory of social-relations. *Psychological Review, 99*(4), 689-723.

Fiske, S. T., Cuddy, A. J. C., & Glick, P. (2006). Universal dimensions of social cognition: Warmth and competence. *Trends in Cognitive Science, 11*, 77-83.

Floyd, F. J., & Widaman, K. F. (1995). Factor analysis in the development and refinement of clinical assessment instruments. *Psychological Assessment,7*(3), 286-299.

Foa, U. G., & Foa, E. B. (1974). *Societal structures of the mind*. Springfield, IL: Thomas.

Ford, J. K., Maccallum, R. C., & Tait, M. (1986). The Application of Exploratory Factor-Analysis in Applied-Psychology - a Critical-Review and Analysis. *Personnel Psychology, 39*(2), 291-314.

Funder, D. C., & Colvin, C. R. (1988). Friends and strangers: Acquaintanceship, agreement, and the accuracy of personality judgment. *Journal of Personality and Social Psychology, 55*(1), 149-158.

Gargiulo, M., & Ertuğ, G. (2006). The dark side of trust. In R. Bachmann & A. Zaheer (Eds.), *Handbook of trust research*. Cheltenham, UK: Edward Elgar Publishing Limited.

Gelfand, M. J., Erez, M., & Aycan, Z. (2007). Cross-cultural organizational behavior. *Annual Review of Psychology, 58*, 479-514.

Gelfand, M. J., Leslie, L. M., & Fehr, R. (2008). To prosper, organizational psychology should adopt a global perspective. *Journal of Organizational Behavior, 29*, 493-517.

Gelfand, M. J., Major, V. S., Raver, J. L., Nishii, L. H., & O'Brien, K. (2006). Negotiating relationally: The dynamics of the relational self in negotiations. *Academy of Management Review, 31*(2), 427-451.

Gibbons, D. E. (2004). Friendship and advice networks in the context of changing professional values. *Administrative Science Quarterly, 49*, 238-262.

Gill, H., Boies, K., Finegan, J. E., & McNally, J. (2005). Antecedents of trust: Establishing a boundary condition for the relation between propensity to trust and intention to trust. *Journal of Business and Psychology, 19*(3), 287-302.

Gillespie, N. (2003, August). *Measuring trust in working relationships: The behavioral trust inventory.* Paper presented at the Academy of Management, Seattle.

Glaeser, E. L., Laibson, D. I., Scheinkman, J. A., & Soutter, C. L. (2000). Measuring trust. *Quarterly Journal of Economics, 115*(3), 811-846.

Graen, G. B., & Uhl-Bien, M. (1995). Relationship-based approach to leadership: Development of a leader-member exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-domain perspective. *Leadership Quarterly, 6*(2), 219-247.

Greeley, A. M. (1971). *The friendship game*. New York: Doubleday.

Greenberg, J. (1987). Reactions to procedural injustice in payment distributions: Do the means justify the ends? *Journal of Applied Psychology, 72*(1), 55-61.

Grey, C., & Sturdy, A. (2007). Friendship and organizational analysis - Toward a research agenda. *Journal of Management Inquiry, 16*(2), 157-172.

Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2006). *Multivariate data analysis* (6th ed.). New Jersey: Pearson Prentice Hall.

Halpern, J. J. (1994). The Effect of Friendship on Personal Business Transactions. *Journal of Conflict Resolution, 38*(4), 647-664.

Hinkin, T. R. (1995). A Review of Scale Development Practices in the Study of Organizations. *Journal of Management, 21*(5), 967-988.

Hinkin, T. R. (1998). A brief tutorial on the development of measures for use in survey questionnaires. *Organizational Research Methods, 1*, 104-121.

Hofstede, G. (1980). *Cultures consequences: International differences in work-related values*. California: Sage Publications.

Hofstede, G. (2001). *Culture's consequences: Comparing values, behaviors, institutions, and organizations across nations* (2nd ed.). Thousand Oaks, California: Sage Publications.

Holmes, J. G. (1991). Trust and the appraisal process in close relationships. In W. H. Jones & D. Perlman (Eds.), *Advances in personal relationships* (Vol. 2, pp. 57-106). London: Jessica Kingsley.

House, R. J., Hanges, P. J., Javidan, M., Dorfman, P. W., & Gupta, V. (Eds.). (2004). *Culture, leadership, and organizations: The globe study of 62 societies*. Thousand Oaks, California: Sage Publications.

Hu, L., & Bentler, P. M. (1995). Evaluating model fit. In R. H. Hoyle (Ed.), *Structural equation modeling: concepts, issues, and applications* (pp. 76-99). Thousand Oaks, CA: Sage Publications.

Ibarra, H. (1995). Race, opportunity, and diversity of social circles in managerial networks. *Academy of Management Journal, 38*(3), 673-703.

Ingram, P., & Zou, X. (2008). Business friendships. *Research in Organizational Behavior, 28*, 167-184.

Iyengar, S., & Brockner, J. (2001). Cultural differences in self and the impact of personal and social influences. In W. Wilhelmina, R. B. Cialdini & D. W. Barrett (Eds.), *The practice of social influence in multiple cultures*. Mahwah, NJ: Lawrence Erlbaum.

Jeffries, F. L., & Reed, R. (2000). Trust and adaptation in relational contracting. *Academy of Management. The Academy of Management Review, 25*(4), 873-882.

Jones, G. R., & George, J. M. (1998). The experience and evolution of trust: Implications for cooperation and teamwork. *Academy of Management Review, 23*(3), 531-546.

Kacperczyk, A., Sanchez-Burks, J., & Baker, W. (2008). Multiplexity and emotional energy in cross cultural perspective. Unpublished manuscript. University of Michigan.

Kanfer, R., & Ackerman, P. L. (1989). Motivation and Cognitive-Abilities - an Integrative Aptitude Treatment Interaction Approach to Skill Acquisition. *Journal of Applied Psychology, 74*(4), 657-690.

Kashima, Y., Siegal, M., Tanaka, K., & Kashima, E. S. (1992). Do people believe behaviors are consistent with attitudes - Towards a cultural psychology of attribution processes. *British Journal of Social Psychology, 31*, 111-124.

Kenny, D. A., Kashy, D. A., & Cook, W. L. (2006). *Dyadic data analysis*. New York, NY: Guilford Press.

Kiffin-Petersen, S. A., & Cordery, J. L. (2003). Trust, individualism and job characteristics as predictors of employee preference for teamwork. *International Journal of Human Resource Management, 14*(1), 93-116.

Kilpatrick, S. H., Bissonnette, V. L., & Rusbult, C. E. (2002). Emphatic accuracy and accomodative behavior among newly married couples. *Personal Relationships, 9*, 369-393.

Kim, P. H., Ferrin, D. L., Cooper, C. D., & Dirks, K. T. (2004). Removing the shadow of suspicion: The effects of apology vs. denial for repairing ability- vs. integrity- based trust violations. *Journal of Applied Psychology, (89)*1, 104-118.

Kirchmeyer, C. (1992). Perceptions of Nonwork-to-Work Spillover - Challenging the Common View of Conflict-Ridden Domain Relationships. *Basic and Applied Social Psychology, 13*(2), 231-249.

Kirkman, B. L., Lowe, K. B., & Gibson, C. B. (2006). A quarter century of Culture's Consequences: a review of empirical research incorporating Hofstede's cultural values framework. *Journal of International Business Studies, 37*, 285-320.

Kline, R. B. (2005). *Principles and practice of structural equation modeling* (2nd ed.). New York: Guilford Press.

Knoll, D., & Gill, H. (in press). Antecedents of trust in supervisors, subordinates, and peers. *The Journal of Managerial Psychology*.

Korsgaard, M. A., Brodt, S. E., & Whitener, E. M. (2002). Trust in the face of conflict: The role of managerial trustworthy behavior and organizational context. *Journal of Applied Psychology, 87*(2), 312-319.

Kramer, R. M. (1999). Trust and distrust in organizations: Emerging perspectives, enduring questions. *Annual Review of Psychology, 50*, 569-598.

Kramer, R. M. (2009). Rethinking trust. *Harvard Business Review, June 2009*, 69-77.

Kramer, R. M., & Tyler, T. R. (Eds.). (1996). *Trust in organizations*. Thousand Oaks, California: Sage Publications.

Langfred, C. W. (2004). Too much of a good thing? Negative effects of high trust and individual autonomy in self-managing teams. *Academy of Management Journal, 47*(3), 385-399.

Lau, D. C., & Liden, R. C. (2008). Antecedents of coworker trust: Leaders' blessings. *Journal of Applied Psychology, 93*(5), 1130-1138.

Lavelle, J. J., Rupp, D. E., & Brockner, J. (2007). Taking a multifoci approach to the study of justice, social exchange, and citizenship behavior: The target similarity model. *Journal of Management, 33*(6), 841-866.

Lee, C., Pillutla, M., & Law, S. K. (2000). Power-distance, gender and organizational justice. *Journal of Management, 26(*4), 685-704.

Leonard, H. S., & Freedman, A. M. (2000). From scientific management through fun and games to high performing teams: A historical perspective on consulting to team-based organizations. *Consulting Psychology Journal: Practice and Research, 52*(1), 3-19.

Leung, K. (1988). Some Determinants of Conflict Avoidance. *Journal of Cross-Cultural Psychology, 19*(1), 125-136.

Levin, D. Z., Whitener, E. A., & Cross, R. (2006). Perceived trustworthiness of knowledge sources: The moderating impact of relationship length. *Journal of Applied Psychology, 91*(5), 1163-1171.

Lewicki, R. J., McAllister, D. J., & Bies, R. J. (1998). Trust and distrust: New relationships and realities. *Academy of Management Review, 23*(3), 438-458.

Lewicki, R. J., Stevenson, M. A., & Bunker, B. B. (1997). *The three components of interpersonal trust: Instrument development and differences across relationships*. Paper presented at the International Association of Conflict Management, Germany.

Lewicki, R. J., Tomlinson, E. C., & Gillespie, N. (2006). Models of interpersonal trust development: Theoretical approaches, empirical evidence, and future directions. *Journal of Management, 32*(6), 991-1022.

Lewicki, R. Y., & Bunker, B. B. (1996). Developing and maintaining trust in work relationships. In R. M. Kramer & T. R. Tyler (Eds.), *Trust in organizations: Frontiers of theory and research* (pp. 114-140). Thousand Oaks, California: Sage Publications.

Lewis, J. D., & Weigert, A. (1985). Trust as a social-reality. *Social Forces, 63*(4), 967-985.

Li, P. P. (2007). Towards an interdisciplinary conceptualization of trust: A typological approach. *Management and Organization Review, 3*(3), 421-455.

Li, P. P. (2008). Toward a geocentric framework of trust: An application to organizational trust. *Management and Organization Review, 4*(3), 413-439.

Luhmann, N. (1979). *Trust and power: Two works by Niklas Luhmann*. Chichester: Wiley.

Luo, J. (2005). Particularistic trust and generalized trust: A network analysis in Chinese organizations. *Management and Organization Review, 1*(3), 437-458.

MacCallum, R. C., Browne, M. W., & Sugawara, H. M. (1996). Power analysis and determination of sample size for covariance structure modeling. *Psychological Methods, 1*(2), 130-149.

Markus, H. R., & Kitayama, S. (1991). Culture and the self: Implications for cognition, emotion, and motivation. *Psychological Review, 98*(2), 224-253.

Mayer, R. C., & Davis, J. H. (1999). The effect of the performance appraisal system on trust for management: A field quasi-experiment. *Journal of Applied Psychology, 84*(1), 123-136.

Mayer, R. C., Davis, J. H., & Schoorman, F. D. (1995). An integrative model of organizational trust. *Academy of Management Review, 20*(3), 709-734.

Mayer, R. C., & Gavin, M. B. (2005). Trust in management and performance: Who minds the shop while the employees watch the boss? *Academy of Management Journal, 48*(5), 874-888.

McAllister, D. J. (1995). Affect-based and cognition-based trust as foundations for interpersonal cooperation in organizations. *Academy of Management Journal, 38*(1), 24-59.

McAllister, D. J. (1997). The second face of trust: Reflections on the dark side of interpersonal trust in organizations. *Research on Negotiations in Organizations, 6*, 87-111.

McAllister, D. J., Lewicki, R. J., & Chaturverdi, S. (2006). *Trust in developing relationships: From theory to measurement.* Paper presented at the Academy of Management Georgia.

McEvily, B., Perrone, V., & Zaheer, A. (2003). Trust as an organizing principle. *Organization Science, 14*(1), 91-103.

McKnight, D. H., Cummings, L. L., & Chervany, N. L. (1998). Initial trust formation in new organizational relationships. *Academy of Management Review, 23*(3), 473-490.

Meyer, J. P., Barak, I., & Vandenberghe, C. (1996). Revised measures of affective, continuance and normative commitment to organizations. Unpublished manuscript. Department of Psychology, The University of Western Ontario.

Mills, J., & Clark, M. S. (1982). Exchange and communal relationships. In L. Wheeler (Ed.), *Review of Personality and Social Psychology* (pp. 121-144). Beverly Hills, CA: Sage Publications.

Mills, J., & Clark, M. S. (1994). Communal and exchange relationships: Controversies and research. In R. Erber & R. Gilmour (Eds.), *Theoretical frameworks for personal relationships* (pp. 29-43). New Jersey: Lawrence Erlbaum.

Mishra, A. K. (1996). Organizational response to crisis: The centrality of trust. In R. M. Kramer & T. R. Tyler (Eds.), *Trust in organizations: Frontiers of theory and research* (pp. 166-195). Thousand Oaks, CA: Sage Publications.

Mizrachi, N., Drori, I., & Anspach, R. R. (2007). Repertoires of trust: The practice of trust in a multinational organization amid political conflict. *American Sociological Review, 72*(1), 143-165.

Moorman, C., Zaltman, G., & Deshpande, R. (1992). Relationships between Providers and Users of Market-Research - the Dynamics of Trust within and between Organizations. *Journal of Marketing Research, 29*(3), 314-328.

Moorman, R. H. (1991). Relationship between Organizational Justice and Organizational Citizenship Behaviors - Do Fairness Perceptions Influence Employee Citizenship. *Journal of Applied Psychology, 76*(6), 845-855.

Morris, M. W., Podolny, J. M., & Sullivan, B. N. (2008). Culture and coworker relations: Interpersonal patterns in American, Chinese, German, and Spanish divisions of a global retail bank. *Organization Science, 19*(4), 517-532.

Morris, M. W., Williams, K. Y., Leung, K., Larrick, R., Mendoza, M. T., Bhatnagar, D., et al. (1998). Conflict management style: Accounting for cross-national differences. *Journal of International Business Studies, 29*(4), 729-748.

Ng, K. Y., & Chua, R. Y. J. (2006). Do I contribute more when I trust more? Differential effects of cognition- and affect- based trust. *Management and Organization Review, 3*, 43-66.

Noorderhaven, N. G. (1999). National culture and the development of trust: The need for more data and less theory. *Academy of Management Review, 24*(1), 9-10.

Oetzel, J. G., & Ting-Toomey, S. (2003). Face concerns in interpersonal conflict - A cross-cultural empirical test of the face negotiation theory. *Communication Research, 30*(6), 599-624.

Olsen, J. A., & Kenny, D. A. (2006). Structural equation modeling with interchangeable dyads. *Psychological Methods, 11*(2), 127-141.

Pastor, D. A., Barron, K. E., Miller, B. J., Davis, S. L. (2007). A latent profile analysis of college students' achievement goal orientation. Contemporary Educational Psychology, *32,* 8-47.

Pearce, J. L. (1993). Toward an organizational-behavior of contract laborers - their psychological involvement and effects on employee coworkers. *Academy of Management Journal, 36*(5), 1082-1096.

Rahim, M. A. (1983). A Measure of Styles of Handling Interpersonal Conflict. *Academy of Management Journal, 26*(2), 368-376.

Robinson, S. L. (1996). Trust and breach of the psychological contract. *Administrative Science Quarterly, 41*(4), 574-599.

Rotter, J. B. (1967). A new scale for the measurement of interpersonal trust. *Journal of Personality, 35*, 651-665.

Rotter, J. B. (1980). Interpersonal trust, trustworthiness, and gullibility. *American Psychologist, 35*(1), 1-7.

Rousseau, D. M., Sitkin, S. B., Burt, R. S., & Camerer, C. (1998). Not so different after all: A cross-discipline view of trust. *Academy of Management Review, 23*(3), 393-404.

Rusbult, C. E., Johnson, D. J., & Morrow, G. D. (1986). Impact of Couple Patterns of Problem-Solving on Distress and Nondistress in Dating Relationships. *Journal of Personality and Social Psychology, 50*(4), 744-753.

Rusbult, C. E., Martz, J. M., & Agnew, C. R. (1998). The investment model scale: Measuring commitment level, satisfaction level, quality of alternatives, and investment size. *Personal Relationships, 5*, 357-391.

Sanchez-Burks, J. (2002). Protestant relational ideology and (in)attention to relational cues in work settings. *Journal of Personality and Social Psychology, 83*(4), 919-929.

Sanchez-Burks, J. (2005). Protestant relational ideology: The cognitive underpinnings and organizational implications of an American anomaly. *Research in Organizational Behavior, 26*, pp. 265-305.

Sanchez-Burks, J., & Lee, F. (2007). Cultural psychology of workways. In S. Kitayama & D. Cohen (Eds.), *Handbook of Cultural Psychology* (pp. 346-370). New York, NY: Guilford Publications.

Sanchez-Burks, J., Lee, F., Choi, I., Nisbett, R. E., Zhao, S., & Koo, J. (2003). Conversing across cultures: East-West communication styles in work and nonwork contexts. *Journal of Personality and Social Psychology, 85*(2), 363-372.

Satorra, A., & Bentler, P. M. (2001). A scaled difference chi-square test statistic for moment structure analysis. *Psychometrika, 66*(4), 507-514.

Saunders, M. N. K., Skinner, D., Dietz, G., Gillespie, N., & Lewicki, R. (Eds.). (2010). *Organizational trust: A cultural perspective*. New York: Cambridge University Press.

Savani, K., Morris, M. W., Naidu, N. V. R., Kumar, S., & Berlia, N. V. (2011). Cultural Conditioning: Understanding Interpersonal Accommodation in India and the United States in Terms of the Modal Characteristics of Interpersonal Influence Situations. *Journal of Personality and Social Psychology, 100*(1), 84-102.

Schoorman, F. D., Mayer, R. C., & Davis, J. H. (2007). An integrative model of organizational trust: Past, present, and future. *Academy of Management Review, 32*(2), 344-354.

Schumann, J. H., von Wangenheim, F., Stringfellow, A., Yang, Z. L., Praxmarer, S., Jimenez, F. R., et al. (2010). Drivers of Trust in Relational Service Exchange: Understanding the Importance of Cross-Cultural Differences. *Journal of Service Research, 13*(4), 453-468.

Schwartz, S. H. (1992). Universals in the content and structure of values: Theoretical advances and empirical tests in 20 countries. In M. P. Zanna (Ed.), *Advances in Experimental Social Psychology* (Vol. 25, pp. 1-65). San Diego, CA: Academic Press.

Seers, A. (1989). Team-member exchange quality: A new construct for role-making research. *Organizational Behavior and Human Decision Processes, 43*,118-135.

Serva, M. A., Fuller, M. A., & Mayer, R. C. (2005). The reciprocal nature of trust: a longitudinal study of interacting teams. *Journal of Organizational Behavior, 26*(6), 625-648.

Settoon, R. P., & Mossholder, K. W. (2002). Relationship quality and relationship context as antecedents of person- and task-focused interpersonal citizenship behavior. *Journal of Applied Psychology, 87*(2), 255-267.

Shamir, B., & Melnik, Y. (2002). Boundary permeability as a cultural dimension: A study of cross-cultural working relations between Americans and Israelis in high-tech organizations. *International Journal of Cross-Cultural Management, 2*(2), 219-238.

Shapiro, S. P. (1987). The social control of impersonal trust. *American Journal of Sociology, 93*(3), 623-658.

Sheppard, B. H., & Sherman, D. M. (1998). The grammars of trust: A model and general implications. *Academy of Management Review, 23*(3), 422-437.

Shteynberg, G., Gelfand, M. J., Kim, K. (2009). Peering into the "magnum mysterium" of culture: The explanatory power of descriptive norms. *Journal of Cross-Cultural Psychology, 40*(1), 46-69.

Shweder, R. A. (2000). The psychology of practice and the practice of the three psychologies. *Asian Journal of Social Psychology, 3*, 207-222.

Simons, T. (2002). Behavioral integrity: The perceived alignment between managers' words and deeds as a research focus. *Organization Science, 13*(1), 18-35.

Sitkin, S. B., & Roth, N. L. (1993). Explaining the limited effectiveness of legalistic remedies for trust distrust. *Organization Science, 4*(3), 367-392.

Smith, C. A., Organ, D. W., & Near, J. P. (1983). Organizational citizenship behavior - its nature and antecedents. *Journal of Applied Psychology, 68*(4), 653-663.

Swann, W. B. (1983). Self-verification: Bringing social reality into harmony with the self. In J. Suls & A. G. Greenwald (Eds.), *Social psychological perspectives on the self (Vol. 2, pp. 33-66).* Hillsdale, NJ: Erlbaum.

Swann, W. B., Milton, L. P., & Polzer, J. T. (2000). Should we create a niche or fall in line? Identity negotiation and small group effectiveness. *Journal of Personality and Social Psychology, 79*(2), 238-250.

Szulanski, G., Cappetta, R., & Jensen, R. J. (2004). When and how trustworthiness matters: Knowledge transfer and the moderating effect of causal ambiguity. *Organization Science, 15*(5), 600-613.

Tabachnik, B. G., & Fidell, L. S. (1996). *Using multivariate statistics* (3rd ed.). New York: Harper Collins.

Tan, H. H., & Chee, D. (2005). Understanding interpersonal trust in a Confucian-influenced society: An exploratory study. *International Journal of Cross Cultural Management, 5*(2), 197-212.

Tan, H. H., & Lim, A. K. H. (2009). Trust in coworkers and trust in organizations. *Journal of Psychology: Interdisciplinary and Applied, 143*(1), 45-66.

Tan, H. H., & Tan, C. S. F. (2000). Towards the differentiation of trust in supervisor and trust in organization. *Genetic, Social, and General Psychology Monographs, 126*(2), 241-260.

Ting-Toomey, S. (1994). Managing intercultural conflicts effectively. In L. Samovar & R. Porter (Eds.), *Intercultural communication: A reader* (7th ed., pp. 360-372). Belmont, CA: Wadsworth.

Triandis, H. C. (1989). The self and social behavior in differing cultural contexts. *Psychological Review, 96*(3), 506-520.

Triandis, H. C., Bontempo, R., Villareal, M. J., Asai, M., & Lucca, N. (1988). Individualism and collectivism: Cross-cultural perspectives on self-ingroup relationships. *Journal of Personality and Social Psychology, 54*(2), 323-338.

Triandis, H. C., & Gelfand, M. J. (1998). Converging measurement of horizontal and vertical individualism and collectivism. *Journal of Personality and Social Psychology, 74*(1), 118-128.

Triandis, H. C., Marin, G., Lisansky, J., & Betancourt, H. (1984). Simpatia as a cultural script of Hispanics. *Journal of Personality and Social Psychology, 47*(6), 1363-1375.

Trompenaars, F., & Hampden-Turner, C. (1998). *Riding the waves of culture. Understanding cultural diversity in business* (2nd ed.). London: Nicholas Brealey Publishing.

Tsui, A. (2004). Contributing to global management knowledge: A case for high quality indigenous research. *Asia Pacific Journal of Management, 21*(4), 491-513.

Tsui, A. S., Nifadkar, S. S., & Ou, A. Y. (2007). Cross-national, cross-cultural organizational behavior research:Advances, gaps, and recommendations. *Journal of Management, 33,* 426-478.

Uzzi, B. (1996). The sources and consequences of embeddedness for the economic performance of organizations. *American Sociological Review, 61*, 674-698.

Veit, C. T., & Ware, J. E. (1983). The Structure of Psychological Distress and Well-Being in General Populations. *Journal of Consulting and Clinical Psychology, 51*(5), 730-742.

Wasti, S. A., & Can, Ö. (2008). Affective and normative commitment to organization, supervisor, and coworkers: Do collectivist values matter? *Journal of Vocational Behavior, 73*(3), 404-413.

Wasti, S. A., Erdil, S. E., & Tan, H. H. (2009, May). *Development of trust in coworkers in collectivistic cultures*. Poster presented at the 14th European Association of Work and Organizational Psychology, Spain.

Wasti, S. A., & Önder, Ç. (2009). Commitment across cultures: Progress, pitfalls, and propositions. In H. J. Klein, T. E. Becker & J. P. Meyer (Eds.), *Commitment in organizations: Accumulated wisdom and dew directions*. New York: Routledge Academic.

Wasti, S. A., & Tan, H. H. (2010). Antecedents of supervisor trust in collectivist cultures: Evidence from Turkey and China. In M. Saunders, D. Skinner, N. Gillespie, G. Dietz & R. Lewicki (Eds.), *Organisational Trust: A Cultural Perspective*. Cambridge: Cambridge University Press.

Wasti, S. A., Tan, H. H., Brower, H. H., & Onder, C. (2007). Cross-cultural measurement of supervisor trustworthiness: An assessment of measurement invariance across three cultures. *Leadership Quarterly, 18*(5), 477-489.

Wasti, S. A., Tan, H. H., & Erdil, S. E. (2011). Antecedents of trust across foci: A comparative study of Turkey and China. *Management and Organization Review, 7*(2): 279-302.

Watson, G. W., & Papamarcos, S. D. (2002). Social capital and organizational commitment. *Journal of Business and Psychology, 16*(4), 537-552.

Webber, S. S. (2008). Development of cognitive and affective trust in teams: A longitudinal study. *Small Group Research, 39*(6), 746-769.

Wells, C. V., & Kipnis, D. (2001). Trust, dependency, and control in the contemporary organization. *Journal of Business and Psychology, 15*(4), 593-603.

West, Finch, & Curran (1995). Structural equation modeling with nonnormal variables. In R. H. Hoyle (Ed.), *Structural equation modeling: concepts, issues and applications* (pp. 56-75). Thousand Oaks, CA: Sage Publications.

Whitener, E., Brodt, S., Korsgaard, M. A., & Werner, J. (1998). Managers as initiators of trust: An exchange relationship framework for understanding managerial trustworthy behavior. *Academy of Management Review, 23*, 513-530.

Williams, M. (2007). Building genuine trust through interpersonal emotion management: A threat regulation model of trust and collaboration across boundaries. *Academy of Management Review, 32*(2), 595-621.

Williamson, O. E. (1993). Calculativeness, trust, and economic-organization. *Journal of Law & Economics, 36*(1), 453-486.

Yakovleva, M., Reilly, R. R., & Werko, R. (2010). Why do we trust? Moving beyond individual to dyadic perceptions. *Journal of Applied Psychology, 95*(1), 79-91.

Yamagishi, T., & Yamagishi, M. (1994). Trust and commitment in the United-States and Japan *Motivation and Emotion, 18*(2), 129-166.

Zand, D. E. (1972). Trust and managerial problem solving. *Administrative Science Quarterly, 17*(2), 229-239.

Zolin, R., Fruchter, R., & Levitt, R. E. (2003). Realism and control: Problem-based learning programs as a data source for work-related research. *International Journal of Engineering Education, 19*(6), 788-798.

Zolin, R., Hinds, P. J., Fruchter, R., & Levitt, R. E. (2004). Interpersonal trust in cross-functional, geographically distributed work: A longitudinal study. *Information and Organization, 14*, 1-26.