

Running Head: TRUST IN MANAGEMENT

The Role of Managerial Status and Gender in Ratings of Four Dimensions of Trust in
Management

Michelle H. Brodke, William K. Balzer, Jennifer Z. Gillespie, Michael A. Gillespie, Purnima
Gopalkrishnan, Michael T. Sliter, and Scott A. Withrow

Bowling Green State University

mbrodke@bgsu.edu

(419) 372-0733

Abstract

The present study extends our understanding of trust in management. An existing measure of trust in management (TiM; Parra, 1996) was refined. As proposed by others (e.g., Crossley & Colatat, 2008; Dietz & Den Hartog, 2006), the scale supported the existence of four dimensions (namely, ability, benevolence, consistency, and integrity; ABCI) underlying a general trust in management construct. The measurement properties of the revised TiM were evaluated using classical measurement theory, confirmatory factor analysis, and subjective techniques. It was found to be psychometrically sound. Also, gender and managerial status were found to impact ability and benevolence ratings of trust. Together, these findings support the ABCI model of trust and indicate potential of moderators that may have practical importance for the study of trust in management using the ABCI model.

Keywords: trust, gender, management, job attitudes

Recent global developments demonstrate the economic impact of perceptions of trust among organizations, their employees, and other stakeholders (Trumbull, 2009). Furthermore, a growing body of research identifies relationships between trust and organizational outcomes such as innovation (Clegg, Unsworth, Epitropaki, & Parker, 2002), individual performance (Dirks & Skarlicki, 2009; Mayer & Gavin, 2005), business unit performance (Davis, Schoorman, Mayer, & Tan, 2000), and turnover intent (Connell, Ferres, & Travaglione, 2003; Parra, 1996). Given these findings, it is no surprise that more research attention is directed toward the construct of trust.

Trustworthiness is broadly defined as “the intention to accept vulnerability based upon positive expectation of the intentions or behavior of another” (p. 395, Rousseau, Sitkin, Burt, & Camerer, 1998). Given this general view, many researchers report evidence of a three or four dimensional structure for trust. Mayer, Davis, and Schoorman (1995) described three dimensions of trust (ability, benevolence, and integrity) that has become labeled the ABI model. As adapted from Dietz and Den Hartog (2006), ability refers to the capability of a person to carry out his/her job obligations in terms of skill and knowledge; benevolence refers to having benign motives, a personal degree of kindness toward others, and a genuine concern for others’ welfare; and integrity refers to adherence to a set of principles acceptable to others, encompassing honesty and fair treatment, and the avoidance of hypocrisy.

Other researchers advocate adding a fourth dimension, namely consistency (Crossley & Colatat, 2008; Dietz & Den Hartog, 2006; Six & Sorge, 2008). Consistency is the predictability or regularity of behavior over time, as adapted from Dietz and Den Hartog (2006). Hence a new model, ABCI, is proposed to encompass ability, benevolence, consistency, and integrity. Given the large body of research supporting attribution theory (e.g., Taggar & Neubert, 2004; Valenzuela, Srivastava, & Lee, 2005), the role of consistency in making an internal attribution of trustworthiness would be important. To the extent that leaders consistently demonstrate high ability, benevolence, and integrity, people will attribute trust to their character, rather than to external factors like organizational control mechanisms (e.g., union contracts or promotion guidelines; Schoorman, Mayer, & Davis, 2007).

However dimensions of trust should have a practical purpose. In applied research, it is insufficient to find empirical support for a theory without an accompanying practical impact of the theory. Therefore, the usefulness of conceptualizing trust as a multidimensional construct must be addressed. Research evidence is growing that different dimensions of trust are uniquely involved in building trust and loss of trust in organizations. Lapidot, Kark, and Shamir (2007) found that leader benevolence was most important to building trust and that ability and integrity were more important in situations where trust was lost. Kim and colleagues (Ferrin, Kim, Cooper, & Dirks, 2007; Kim, Dirks, Cooper, & Ferrin, 2006; Kim, Ferrin, Cooper, and Dirks, 2004) present multiple research findings that demonstrate how strategies for repairing trust vary in effectiveness by the dimension of trust that was violated, particularly the ability and integrity dimensions. To the extent that trust is important to organizational outcomes and can be developed or lost depending on the type of trust violation, measuring dimensions of trust would have important practical applications.

Given mounting evidence supporting the ABCI model of trust, (Crossley & Colatat, 2008; Dietz & Den Hartog, 2006; Six & Sorge, 2008), the present study seeks to determine whether the ABCI theoretical model of trust can be further supported. Therefore, this research adopts the ABCI model for examining trust and focuses on the construct of trust in management,

as opposed to inter-personal trust. For trust in management, the referent of interest is the senior-level managers and executives of the organization in which a person is employed, whereas with interpersonal trust the referent is a particular individual (such as an immediate supervisor). Conceptually, the two measures of trust are distinct. However, research findings by Crossley and Colatat (2008) and Colquitt, Scott, and LePine (2009) indicate that the same measure of trust can be used to evaluate trust between employees and supervisors, as well as trust between employees and executive management. These findings suggest that a valid set of trust items can be used with different referents. Therefore, finding a psychometrically sound measure of trust that provides insight into the ABCI dimensions of trust would be an important step in moving the literature on trust forward.

Finding support for the ABCI theoretical model and indications that the dimensions are perceived differently are the focus of this research. In two studies, we provide evidence for the ABCI model. In Study 1, a measure of trust in management, composed of the four dimensions of ability, benevolence, consistency, and integrity, is presented. Study 1 also presents evidence that people are able to differentiate among the four dimensions. In study 2, we present evidence supporting the ABCI model by demonstrating that personal characteristics, namely managerial status and gender, impact ratings of the four dimensions.

STUDY 1

The first goal of the present research was to evaluate an existing measure of trust to determine if the ABCI factor structure could be identified. To accomplish this goal both empirical and subjective methods were used to establish the factor structure of trust in management.

METHOD

Participants

Survey instruments were administered via the web to a stratified random sample of employees designed to represent the population of working adults in the United States. Participants were pre-screened according to the eligibility requirements of the third party that administered the survey. Respondents were recruited until all stratification and survey completion requirements were met according to pre-set specifications. Data collection occurred during the fall of 2008. Complete data were obtained from 1,485 people. Mean age was 39.5 years. Males accounted for 57.7% of the sample. Most participants attended college or received a college degree (63.4%), others attended some graduate school or received an advanced degree (20.9%), and the remaining participants completed some high school or received a high school degree (10.8%).

Measures

The 25-item Trust in Management scale (TiM; Parra, 1996) was used to measure trust in management. Like the Job Descriptive Index (JDI; Balzer et al., 1997), the TiM is composed of short words or phrases describing the nature of a trust. Participants were told "Think of the senior-level managers and executives in the organization for which you work. How well does each the following words or phrases describe these senior-level managers and executives?" Following the response scale developed by Smith, Kendall, and Hulin (1969), participants indicated either Yes, No, or ?. Negatively phrased items were reverse scored. Unlike the asymmetrical scoring of the JDI, the TiM is scored symmetrically. "Yes" responses were coded

3, “No” responses were coded 0, and “?” responses were coded 1.5. The symmetrical scoring was supported through inspection of the option information function of the “?” response, as estimated using Bock’s (1972) nominal model.

RESULTS

Exploratory factor analysis (EFA) was used to determine the factor structure of the 25-item measure. Using principal axis factoring and oblique rotation (direct oblimin), the ability, benevolence, consistency, and integrity (ABCI) dimensions emerged for 22 of the 25 items. Three items were dropped due to significant cross loadings. Table 1 provides the results of the EFA.

Table 1
Pattern Matrix for the Principal Axis EFA with Oblique Rotation (Items with High Cross Loadings Were Removed)

		Ability	Benevolence	Consistency	Integrity
<i>Ability</i>	Qualified	0.74	-0.02	0.01	0.05
	Dependable	0.54	0.24	0.00	0.06
	Responsible	0.69	0.14	-0.08	-0.08
	Incompetent	0.67	-0.11	-0.18	0.04
	Unreliable	0.42	0.07	-0.25	0.18
	Know what's going on	0.41	0.24	0.12	0.24
	Dedicated	0.43	0.28	-0.13	-0.03
<i>Benevolence</i>	Trustworthy	0.13	0.51	-0.27	0.02
	Loyal to employees	-0.02	0.67	-0.15	0.08
	Truthful	0.09	0.63	-0.23	-0.02
	Tell it like it is	0.06	0.72	0.11	0.04
	Concerned for employees' welfare	0.03	0.56	-0.14	0.12
	Up-front	0.01	0.82	0.04	-0.01
	Conscientious	0.23	0.40	-0.05	0.09
<i>Consistency</i>	Treat employees fairly	0.03	0.51	-0.22	0.17
	Consistent	0.15	0.25	0.10	0.37
	Change mind often	-0.01	-0.02	-0.04	0.74
<i>Integrity</i>	Unpredictable	-0.03	-0.03	-0.08	0.77
	Unethical	0.24	-0.04	-0.54	0.12
	Heartless	0.06	0.10	-0.50	0.15
	Can't be trusted	0.07	0.27	-0.47	0.09
	Dishonest	0.20	0.17	-0.55	0.00

The resulting four factors were evaluated using confirmatory factor analysis (CFA) in LISREL version 8.54. Results of the CFA indicated that the ABCI model fit the data with $\chi^2(203) = 1538.20$, $p < .01$, $RMSEA = .069$, $SRMR = .038$, $CFI = .98$, and $TLI = .98$.

Next, a panel of 31 psychology graduate students sorted the 25 items into the four ABCI dimensions to evaluate face validity. Students were provided the definitions of each dimension

(as presented earlier in this paper) and were instructed to sort each item into one and only one category.

Researchers then evaluated each item to maximize face validity and the measurement properties of the TiM scale and ABCI dimensions. For the student sort, a criterion of 65% or more endorsement of an item as belonging to a dimension was used to allocate the item to a given dimension. The results from the sort were then compared to the CFA results. Items that met the 65% sort criterion for a dimension and were on the same dimension in the CFA were selected for inclusion in the final TiM scale. The 22 item scale was reduced to 12 items with three items representing each of the ABCI dimensions. Table 2 shows the percent endorsements from the student sort for items that were on the same dimension in the CFA.

Table 2

TiM Items by ABCI Dimension from the Combined Results of a Student Sort and CFA

<u>Ability items</u>	Sort %
Qualified	97%
Incompetent	100%
Know what's going on	90%
<u>Benevolence items</u>	Sort %
Loyal to employees	65%
Concerned for employees' welfare	97%
Treat employees fairly	71%
<u>Consistency items</u>	Sort %
Consistent	100%
Change mind often	97%
Unpredictable	97%
<u>Integrity items</u>	Sort %
Dishonest	84%
Unethical	94%
Can't be trusted	94%

The 12 items were then entered into CFA to ensure that the ABCI dimensions would be replicated. The model for the 12 items fit better than the previous model yielding $\chi^2(48) = 324.47$, $p < .01$, RMSEA = .062, SRMR = .033, CFI = .99, and TLI = .98. The 12 items were retained as the final TiM scale. Coefficient alpha reliabilities for the three item ability, benevolence, consistency, and integrity dimensions were .75, .85, .74, and .80, respectively. Correlations among the ABCI dimensions ranged from .67 (ability and benevolence) to .54 (consistency and integrity). Descriptive statistics for the ABCI dimensions and the overall TiM are provided in Table 3.

Table 3
Means and Standard Deviations for TiM Dimensions and the Total Scale

	<i>M</i>	<i>SD</i>	<i>n</i>
Ability	6.84	2.91	1485
Benevolence	5.70	3.56	1485
Consistency	5.27	3.48	1485
Integrity	7.12	2.88	1485
TiM Total	24.93	10.83	1485

DISCUSSION

The TiM scale was refined through exploratory and confirmatory factor analytic techniques. The ABCI dimensions were revealed both through empirical methods and through subjective sorts. As advocated by Dietz and Den Hartog (2006) this research was able to effectively identify four, psychometrically sound dimensions underlying trust in management.

Although some fit statistics may not have met rules of thumb applied to the interpretation of CFA results (i.e., the RMSEA values exceeded .05), the fit was acceptable given the theoretical underpinning of the approach. The TiM scale will enable further examination of the practical implications of conceptualizing trust in management as a four dimensional construct. The brevity of the scale, though often a disadvantage psychometrically, did not prove to impact the measurement properties of the TiM significantly. Also, from a practical perspective, the brevity of the scale is an advantage for use with working populations. Use of this refined version of the TiM will enhance the precision of research on the development and loss of trust in an organizational context.

Study 2

Given that a measure reflecting the ABCI dimensions could be constructed, the second goal of this research was to extend the literature supporting the ABCI model of trust. Specifically, gender and managerial status were examined as moderators of perceptions of the ABCI trust dimensions. Perry and Mankin (2004) examined correlates of leader trust within a municipal fire department, but did not detect an effect due to gender in their sample of 77 firefighters which included only 17 females.

Managerial status, that is identifying oneself as a manager or non-manager, was also examined. Crossley and Colatat (2008), Colquitt et al. (2009), and Dietz and Den Hartog (2006) showed evidence of differences in how people evaluated trust depending on whether they were evaluating director supervisors or executive management. The reverse may also apply. Specifically if one is a manager, one may rate different dimensions of trust as being more or less important to one's perception of trust compared to non-managers. The second study addressed these questions.

Hypothesis 1: Gender will significantly affect mean ratings on the ABCI dimensions.

Hypothesis 2: Managerial status will significantly affect mean ratings on the ABCI dimensions.

Although hypotheses 1 and 2 investigate the main effects of managerial status and gender, they do not adequately address the question of whether the relationship between gender and trust may be different across the ABCI dimensions of trust. Therefore, we specifically test the following hypotheses to examine the interaction between gender and managerial status on the dimensions of trust.

Hypothesis 3: The relationship between gender and trust will vary as a function of ABCI dimensions.

Hypothesis 4: The relationship between managerial status and trust will vary as a function of ABCI dimensions.

METHOD

Participants and Procedure

The data collected in study 1 were used to test for differential impacts of gender and managerial status on the dimensions of trust. Participants completed items in the online survey indicating their gender (57% male) and whether they were a manager (32% of participants) or non-manager (68% of participants). The 12 item TiM scale developed in study 1 was used.

RESULTS

A 2 X 2 MANOVA was conducted to examine whether differences in managerial status (manager vs. non-manager) and gender (male vs. female) related to the four dimensions of trust in management: ability, benevolence, consistency, and integrity. Descriptive statistics for all study variables are provided in Table 4. Table 5 shows that the multivariate tests were statistically significant for both managerial status ($p < .05$) and gender ($p < .01$), and that the managerial status by gender interaction was not statistically significant.

Table 4
Descriptive Statistics for All Study Variables

<u>DV</u>	<u>Mgt. group</u>	<u>Gender</u>	<u>Mean</u>	<u>SD</u>	<u>N</u>
Ability	Non-Mgr.	Male	6.54	3.04	542
		Female	7.06	2.70	474
		Total	6.78	2.89	1016
	Mgr.	Male	6.72	3.12	315
		Female	7.43	2.54	154
		Total	6.95	2.96	469
	Total	Male	6.61	3.07	857
		Female	7.15	2.66	628
		Total	6.84	2.91	1485
Benevolence	Non-Mgr.	Male	5.44	3.59	542
		Female	5.64	3.56	474
		Total	5.53	3.58	1016
	Mgr.	Male	5.99	3.56	315
		Female	6.21	3.43	154
		Total	6.06	3.51	469
	Total	Male	5.64	3.59	857
		Female	5.78	3.54	628
		Total	5.70	3.56	1485

Consistency	Non-Mgr.	Male	5.21	3.46	542
		Female	5.35	3.43	474
		Total	5.28	3.45	1016
	Mgr.	Male	5.15	3.56	315
		Female	5.44	3.50	154
		Total	5.24	3.54	469
	Total	Male	5.19	3.50	857
		Female	5.37	3.45	628
		Total	5.27	3.48	1485
Integrity	Non-Mgr.	Male	7.00	2.95	542
		Female	7.07	2.88	474
		Total	7.03	2.91	1016
	Mgr.	Male	7.27	2.81	315
		Female	7.41	2.72	154
		Total	7.31	2.78	469
	Total	Male	7.10	2.90	857
		Female	7.15	2.84	628
		Total	7.12	2.88	1485

Note. Mgt. = Management; Mgr. = Manager; Non-Mrg. = Non-Manager.

Table 5

Multivariate tests of Trust in Management by Managerial Status and Gender

Effect	Wilks' Λ	F	df_1	df_2	Partial η^2
Mgr. Status	0.99	2.94*	4	1478	.008
Gender	0.99	4.94**	4	1478	.013
Mgr. Status X Gender	1.00	0.13	4	1478	.000

Note. Mgr. = Managerial; * $p < .05$, ** $p < .01$.

Tests of between-subjects effects for each of the four dependent variables are provided in Table 6. These tests reveal that there is a statistically-significant ($p < .01$) difference between non-managers' ($m = 5.53$) and managers' ($m = 6.06$) ratings of the benevolence dimension of trust in management. Additionally, the significant difference due to gender ($p < .001$) indicates that females ($m = 7.15$) provide higher ratings than males ($m = 6.60$) on ability dimension of trust. Therefore, hypotheses 1 and 2 were supported. However, it is worth noting that the size of these effects (shown as partial η^2) are quite small, with each IV explaining approximately 1% of the unique variance in the respective DV scores.

Table 6

Tests of Managerial Status and Gender for Each Dependent Variable

IVs	DVs	SS	df	MS	F	Partial η^2
Mgr. Status	Ability	22.04	1	22.04	2.62	.002
	Benevolence	93.29	1	93.29	7.37*	.005
	Consistency	0.02	1	0.02	0.00	.000
	Integrity	27.13	1	27.13	3.28	.002

Gender	Ability	112.21	1	112.21	13.33**	.009
	Benevolence	13.25	1	13.25	1.05	.001
	Consistency	13.24	1	13.24	1.09	.001
	Integrity	3.16	1	3.16	0.38	.000
Mgr. Status X Gender	Ability	2.63	1	2.63	0.31	.000
	Benevolence	0.04	1	0.04	0.00	.000
	Consistency	1.66	1	1.66	0.14	.000
	Integrity	0.52	1	0.52	0.06	.000
Error	Ability	12469.42	1481	8.42		
	Benevolence	18747.89	1481	12.66		
	Consistency	17912.17	1481	12.09		
	Integrity	12238.06	1481	8.26		
Total	Ability	12600.48	1484			
	Benevolence	18854.10	1484			
	Consistency	17925.90	1484			
	Integrity	12266.57	1484			

Note. * $p < .01$; ** $p < .001$

Although hypotheses 1 and 2 were supported, indicating that managerial status and gender impact ratings of trust dimensions differently, they do not adequately address the question of whether the relationship between a) manager status and trust or b) gender and trust is different across the ABCI dimensions. Therefore, we conducted two 2x4 repeated measures ANOVAs, one for managerial status and one for gender, with the ability, benevolence, consistency, and integrity dimensions as the within subjects variable of trust. In support of our previous findings, the interaction of gender and the ABCI trust dimensions was significant ($p < .01$) as shown in Table 7, and the interaction of managerial status and the ABCI trust dimensions was significant ($p = .01$) as shown in Table 8. Therefore, hypotheses 3 and 4 were supported. Again, the size of these effects is quite small, with each IV explaining approximately 1% or less of the unique variance in the ABCI scores.

Table 7

Multivariate Tests of Dimensions of Trust in Management by Managerial Status

Effect	Wilks' Λ	F	df_1	df_2	Partial η^2
ABCI	0.68	228.77**	3	1479	.345
Mgr. X ABCI	0.99	3.83*	3	479	.008

Note. Mgr. = Managerial Status; * $p = .01$; ** $p < .001$.

Table 8

Multivariate Tests of Dimensions of Trust in Management by Gender

Effect	Wilks' Λ	F	df_1	df_2	Partial η^2
ABCI	0.65	259.90*	3	1481	.345
Gender X ABCI	0.99	5.74*	3	1481	.011

* $p < .01$.

Figures 1 and 2 provide more insight into the managerial status and gender differences associated with the ABCI trust dimensions. Specifically in Figure 1, the lines representing the ABCI dimensions show the difference between manager and non-manager ratings of benevolence. In Figure 2, the difference between males' and females' ratings of ability is shown.

Figure 1. *Chart comparing estimated marginal means for non-managers and manager by dimensions of trust.*

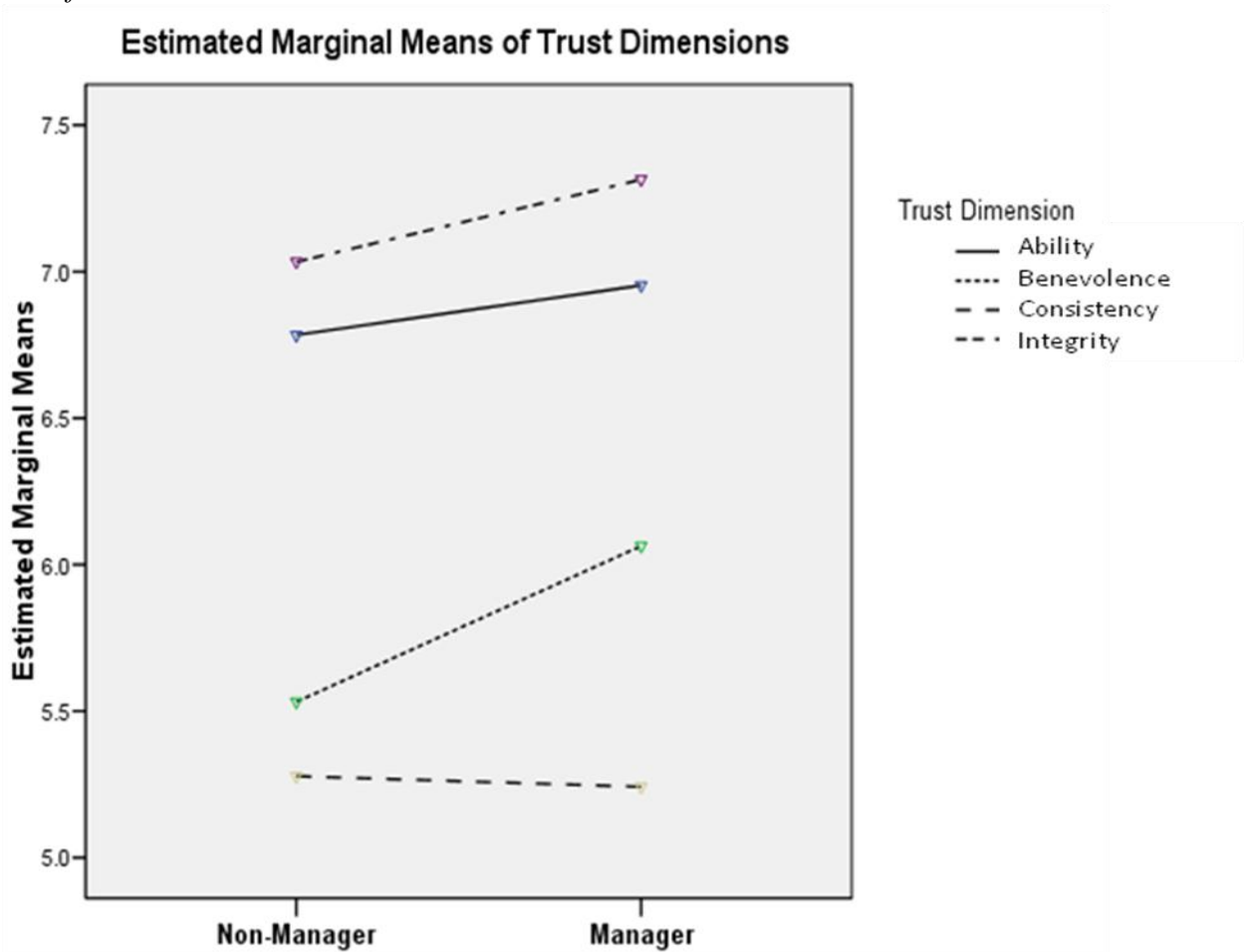
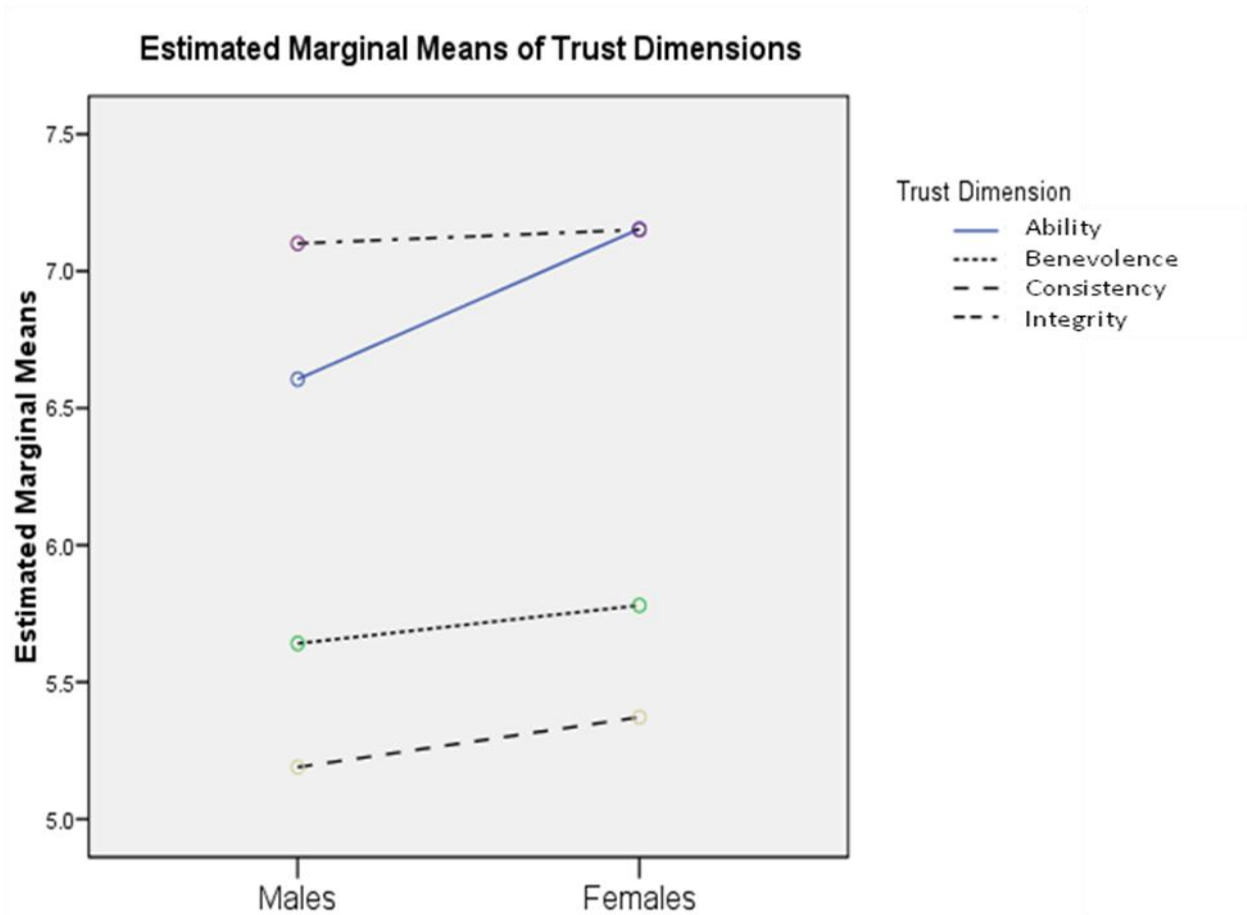


Figure 2. Chart comparing estimated marginal means for men and women by dimensions of trust.



DISCUSSION

The results suggest that the ABCI dimensions of trust are perceived differently between men and women, as well as between managers and non-managers. Managers rated the benevolence dimension of trust significantly higher than non-managers, suggesting that benevolence has particular importance for evaluating trust in management for managers. Women rated ability higher than men, again suggesting that ability has particular importance for evaluating trust in management for women. Together these findings suggest that different characteristics of people may predispose them to be more (or less) sensitive to different dimensions of trust in management. However, small effect sizes indicate that other personal, organizational, or contextual characteristics may be important in evaluating the differential roles of trust dimensions.

GENERAL DISCUSSION

This study investigated the theory that trust has four underlying factors, namely ability, benevolence, consistency, and integrity (ABCI) in a nationally representative sample. An existing measure of trust, Trust in Management (Parra, 1996), was evaluated to determine if the four factor structure would emerge in exploratory and confirmatory factor analyses, as well as in

subjective sorts of items. A 12-item subset of the original 25-item scale met the empirical and subjective criteria for identifying the four factor structure. Further, this study provided support for the practical importance of the dimensional measure of trust by identifying differences in ratings of trust dimensions by gender and managerial status. Although differences were not detected on all dimensions, the presence of any differences lends support to efforts directed toward finding moderators of trust in management using the ABCI dimensions.

Applied research on trust in management should continue to investigate the different roles that ability, benevolence, consistency, and integrity play in the development (and loss) of trust. Research evidence is mounting that trust is important to organizational and individual performance (Dirks & Skarlicki, 2009; Mayer & Gavin, 2005; Davis et al., 2000). To the extent that personal characteristics like gender and managerial status affect how trust evolves, personal characteristics should be included in future investigations, in addition to organizational and contextual characteristics.

Although the present research provides important perspectives on the factor structure and differential roles of trust in management dimensions, there are limitations of the present work. First, the effect sizes for managerial status and gender were small, indicating that additional moderating factors should be explored. Second, no difference in ratings for integrity or consistency by managerial status and gender were detected although differences were detected for benevolence and ability. However, the factor analytic results clearly indicated that consistency and integrity are important components of trust. Perhaps other moderators will prove to be useful in delineating impacts on ratings of consistency and integrity trust dimensions.

Although the sample was representative of the United States, participants were pre-screened according to the eligibility requirements of the third party that administered the survey. The participants selected may have impacted results, and our ability to generalize to other populations is limited.

In conclusion, the present work provides a new measure of the ABCI model of trust in management. Evidence also suggests potential moderators that affect the ABCI dimensions differently. These contributions provide a more complete understanding of trust in management and highlight the role that moderators play in affecting dimensions of trust in management.

References

- Balzer, W. K., Khim, J. A., Smith, P. C., Irwin, J. L., Bachiochi, P. D., Robid, C., et al. (1997). *User's manual for the job descriptive index (JDI; 1997 revision) and the job in general (JIG) scales*. Bowling Green, OH: Bowling Green State University.
- Bock, R. D. (1972). Estimating item parameters and latent ability when responses are scored in two or more nominal categories. *Psychometrika*, *37*, 29-51.
- Clegg, C., Unsworth, K., Epitropaki, O., & Parker, G. (2002). Implicating trust in the innovation process. *Journal of Occupational and Organizational Psychology*, *75*, 409-422.
- Colquitt, J. A., Scott, B. A., & LePine, J. A. (2009). Trust, trustworthiness, and trust propensity: A meta-analytic test of their unique relationships with risk taking and job performance. *Journal of Applied Psychology*, *92*, 909-927.
- Connell, J., Ferres, N., & Travaglione, T. (2003). Engendering trust in manager-subordinate relationships: Predictors and outcomes. *Personnel Review*, *32*, 569-587.
- Crossley, C.D., & Colatat, M.C. (2008, August). *In the Eyes of the Beholder: Developing a Measure of Leadership Trustworthiness*. Paper submitted to the Annual Conference of Academy of Management, Anaheim, CA
- Davis, J. H., Schoorman, F. D., Mayer, R. C., & Tan, H. H. (2000). The trusted general manager and business unit performance: Empirical evidence of a competitive advantage. *Strategic Management Journal*, *21*, 563-576.
- Dietz, G., & Den Hartog, D. N. (2006). Measuring trust inside organisations. *Personnel Review*, *35*, 557-588.
- Dirks, K. T., & Skarlicki, D. P. (2009). The relationship between being perceived as trustworthy by coworkers and individual performance. *Journal of Management*, *35*, 136-157.
- Ferrin, D. L., Kim, P. H., Cooper, C. D., & Dirks, K. T. (2007). Silence speaks volumes: The effectiveness of reticence in comparison to apology and denial for responding to integrity- and competence-based trust violations. *Journal of Applied Psychology*, *92*, 893-908.
- Kim, P. H., Dirks, K. T., Cooper, C. D., & Ferrin, D. L. (2006). When more blame is better than less: The implications of internal vs. external attributions for the repair of trust after a competence- vs. integrity-based trust violation. *Organizational Behavior and Human Decision Processes*, *99*, 49-65.
- Kim, P. H., Ferrin, D. L., Cooper, C. D., & Dirks, K. T. (2004). Removing the shadow of suspicion: The effects of apology versus denial for repairing competence- versus integrity-based trust violations. *Journal of Applied Psychology*, *89*, 104-118.
- Lapidot, Y., Kark, R., & Shamir, B. (2007). The impact of situational vulnerability on the development and erosion of followers' trust in their leader. *Leadership Quarterly*, *18*, 16-34.
- Mayer, R. C., Davis, J. H., & Schoorman, F. D. (1995). An integrative model of organizational trust. *Academy of Management Review*, *20*, 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, 874-888.
- Parra, L. F. (1996). *Trust in management and job satisfaction as predictors of turnover intention*. (ProQuest Information & Learning, US). Dissertation Abstracts International: Section B: The Sciences and Engineering, 57, 0744.
- Perry, R. W., & Mankin, L. D. (2004). Understanding employee trust in management: Conceptual clarification and correlates. *Public Personnel Management*, 33, 277-290.
- 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, 393-404.
- 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, 344-354.
- Six, F., & Sorge, A. (2008). Creating a high-trust organization: An exploration into organizational policies that stimulate interpersonal trust building. *Journal of Management Studies*, 45, 857-884.
- Smith, P. C., Kendall, L. M., & Hulin, C. L. (1969). *The measurement of satisfaction in work and retirement: A strategy for the study of attitudes*. Rand McNally, Oxford, England.
- Taggar, S., & Neubert, M. (2004). The impact of poor performers on team outcomes: An empirical examination of attribution theory. *Personnel Psychology*, 57, 935-968.
- Trumbull, Mark. Staff writer of The Christian Science Monitor. (2009, February 25). How to close America's confidence gap. *Christian Science Monitor*, pp. 25.
- Valenzuela, A., Srivastava, J., & Lee, S. (2005). The role of cultural orientation in bargaining under incomplete information: Differences in causal attributions. *Organizational Behavior and Human Decision Processes*, 96, 72-88.