



Impact of Benevolence, Integrity, and Ability on Trust in Supervisor

Madiha Akhlaq¹, Kokab Kiran²

¹ Scholar, Department of Management Sciences, Iqra University Karachi, Pakistan

² PhD Scholar, Department of Economics, The Islamia University of Bahawalpur, Pakistan.

Email: Kokabkiran6@gmail.com

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ABSTRACT

The purpose of this paper is to examine the impact of Benevolence, Integrity, and Ability on trust in supervisors in Karachi, Pakistan. To perform this research, a quantitative study was conducted and a structured questionnaire was designed and distributed among the 300 employees in the manufacturing industry. The findings of this research are to discover the relationship between benevolence, integrity, and the ability to trust a supervisor. This is academic research and is conducted in Karachi, Pakistan. This research is done to find out the trustworthiness attribute that is most important and effective to predict employee trust in the supervisor. Supervisors should have trustworthiness attributes such as benevolence, integrity, and the ability to gain employees' trust and decrease the anxiety and avoidance of employees at work.

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Corresponding Author's Email: Kokabkiran6@gmail.com

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1. Introduction

Humans as social beings have relationships with frequent social exchanges. Trust among people is essential for relationships to work well; thus, trust is central to social life (Berggren & Bjørnskov, 2011; Colquitt, LePine, Zapata, & Wild, 2011). The workplace is no exception and interpersonal trust is vital to effective social relationships in the workplace (Han & Harms, 2010; Holste & Fields, 2010). Trust is correlated with the willingness to help co-workers Tse, Lam, Lawrence, and Huang (2013), organizational commitment Zeinabadi and Salehi (2011), willingness to share resources Mital, Israel, and Agarwal (2010) perception of workgroup cohesion Barczak, Lassk, and Mulki (2010), and intentions to quit (Paillé, Bourdeau, & Galois, 2010). It also affects job performance aspects such as contextual performance, task performance, and workplace deviance (Christian, Garza, & Slaughter, 2011). Therefore it is important to foster trust in organizations, particularly between supervisors and their subordinates.

To analyze the analytical effects of benevolence, integrity, and ability on trust in supervisors, Poon (2013) conducted a study by surveying 107 employees with white-collar jobs. The findings of the study suggest that perceived ability, perceived integrity, and perceived benevolence of supervisors directly predict employee's trust in the supervisor. The study also revealed that ability and integrity compensate each other in the case of high benevolence, but not in the case of low benevolence. For a high level of trust in the

supervisor, employees' perceptions of his benevolence must be high. The study concluded that both cognitive and affective indicators of trustworthiness must exist to generate high trust in supervisors.

This study is based on assessing if the same model is applicable in the manufacturing sector of Pakistan. The manufacturing sector is the third largest sector of the economy of Pakistan that accounts for 18.5 percent of the Gross Domestic Product and 13 percent of total employment as illustrated below in the Table 1.

Table 1
Share of Manufacturing

Manufacturing as % of:	2000	2005	2010
GDP	14.7	18.3	18.5
Employment	11.5	13.6	13.0
Fixed Investment	23.0	22.0	16.2

Source: Federal Bureau of Statistics

Source: (Finance, 2013)

2015 has been an astounding year for the manufacturers of Pakistan. The increase in the packaged food demand and disposable incomes of customers along with a significant decline in food and oil prices has led to the growth of this industry (Recorder, 2015). In such a scenario, the contribution of employees cannot be ignored which partially reflects their healthy relationship with their supervisors that persuade them to contribute more towards the growth of the company and eventually overall manufacturing sector.

The study has surveyed the manufacturing employees in Karachi to identify if the model is applicable in the Pakistan setting. The study has provided significant quantitative evidence to existing literature. The findings of this study will play an important role in maintaining a healthy and trusting relationship in the working organizations between supervisors and employees. The more the supervisor is trustworthy, the greater will be the employee's trust in their supervisors and there will be an effective employee-supervisor relationship at work. Thus, organizations that demand lower turnover intention of employees will be able to retain employees and would get productivity at work from them, which will result in organizational growth in the competitive market.

Trust is the most important and desirable factor for organizations to function well (Sousa-Lima, Michel, & Caetano, 2013). According to Wu, Huang, Li, and Liu (2012) trust in a supervisor is the expectation that the supervisor (trustee) will act in favor of the employee (trustor). Human beings stay in social exchange relationships that require trusting each other as trust is a major part of social life (Berggren & Bjørnskov, 2011).

The conceptual framework used in this study has been drawn from the study of Mayer, Davis, and Schoorman (1995) who proposed a trust-in-supervisor model based on three trust attributes; a) benevolence, b) integrity, and c) ability. These factors predict the level of trust-in-supervisor. There is significant research evidence to support the impact of benevolence, integrity, and ability Colquitt, LePine, Piccolo, Zapata, and Rich (2012), however, there is no study that focuses to verify if the framework is also applicable in the context of Pakistan. Therefore, this study stemmed from the realization that the framework of Poon (2013) could be used to research to verify if the framework is also applicable in the context of Pakistan.

2. Literature Review

2.1. Conceptual Review

The idea of "trust" as an imperative wonder has been increasingly recognized. Essentially it demonstrates to us the nature and significance of setting up and support of trust in building business-to-business and interpersonal relations. Specifically, representatives' trust in their pioneers has been viewed as a viable apparatus behind positive authoritative results (Hassan, Toylan, Semerciöz, & Aksel, 2012).

An intellectual perspective of trust is a perplexing structure of convictions and objectives, inferring that the trustor should have a "hypothesis of the psyche" of the

trustee. Such a structure of convictions decides a "level of trust" and an estimation of hazard, and afterward a choice to depend or not on the other, which is additionally because of an individual edge of hazard acknowledgment/evasion. At last, we additionally clarify reasonable and unreasonable segments and employments of trust (Castelfranchi & Falcone, 2000).

In this aggressive age, learning is ceaselessly being distinguished by both researchers and experts as the most focused resource. Ling (2011) talks about and uncovers "friendliness" and "solidarity" with the distinctive essentials of culture and additionally explaining on 'kindness trust' and 'fitness believe' that encourage sharing. In the meantime, this researcher had to encourage exploring the primary pre-conditions to cultivate learning by partaking in a culture of associations, which recognizes the levels of trust and solidarity in clarifying the four sorts of societies i.e. organized, shared, divided, and soldier of fortune.

Although the exploration of trust stresses concentrates on a part's qualities such as benevolence, trustworthiness, capacity, dependability, validity, and so on, the choice to trust requires different judgments therefore trust ought to be measured from different connection subordinate points of view at various levels in a relationship from trustor's observations and figuring. A vital contention of this idea is that trust must be dyadic (Laequuddin, Sahay, Sahay, & Waheed, 2010).

To begin with, the creators analyze the significance of trust for schools. At that point, they investigate the nature and importance of trust and the flow of trust (starting, managing, breaking, and repairing trust). At long last, they combine the exploration of trust as it identifies with hierarchical procedures, for example, correspondence, cooperation, atmosphere, authoritative citizenship, aggregate viability, accomplishment, and adequacy (Tschannen-Moran & Hoy, 2000).

Walker, Kutsyuruba, and Noonan (2011) gave important discoveries that improve the comprehension of moral choice-making and trust expediting amongst Canadian school principals. While the exchanges of trust and good office are unquestionably present in instructive writing, very little is thought about the self-saw part of a key as both ethical specialists and trust representatives. Also, there is seen as a requirement for subjective studies in the range of trust in instructive leadership.

There is solid confirmation, that the weakness of representatives in the working relationship has expanded the significance of trust in allowing representatives additional elements outside their legitimate and contractual commitment. Associations need representatives to perform past desires and this paper demonstrates the significance of trust in empowering this execution. The paper is vital for chiefs and scholastics as a result of the basic of having the capacity to get to and after that utilization the information and aptitudes of employees (Sharkie, 2009).

Topper (2007) investigated how bosses translate staff characteristics and practices including the "setting up-to-come up short disorder". Directors don't know that their early introductions of a representative are shaped inside the first couple of days of work. Naming the representative might be setting the worker up for disappointment from the beginning.

2.2. Empirical Studies

2.2.1. Benevolence and trust in supervisor

Trust is known not three measurements: capacity/skill, respectability/contractual, and benevolence/goodwill. Human asset experts from two sources (a human asset experts' association and an expansive Canadian organization) reacted to an online overview. The outcomes show that the integrative model of hierarchical trust was appropriate to confide in administrator, subordinate, and associate. Gill (2011) depicts a study which all the while analyzed trust in the director, trust in the subordinate, and trust in the associate. It additionally evaluated the relative significance of the precursors of dependability crosswise over referent dyads utilizing the relative weight investigation system strategy.

Stachowicz-Stanusch (2015) found that ineffective atmospheres were negatively connected with trust in the association and trust in the director, while considerate atmospheres were emphatically connected with trust in the administrator and trust in the association. Supervisors and associations ought to attempt and build up generous moral atmospheres rather than vain ones, with a specific end goal to reinforce levels of trust among their workers. This study estimates that it gives chiefs and associations a path by which they could build levels of trust among their employees.

The creator's exploratory examination of the Canadian school principal's impression of their ethical organization and trust-facilitating parts portrayed their setting up, keeping up, and recouping of trust in schools. The outcomes are gotten from one association in the southern United States. While an assortment of occupation titles and ability sets are incorporated, the outcomes may not be generalizable to different sorts of associations or geographic zones. Likewise, the moderately low authoritative residency of the representatives might constrain the advancement of trust in this association. The principle ramifications of this examination are that the trustworthiness of the boss has a critical effect on the arrangement of trust between the worker and director (Ristig, 2009).

Research on strengthening trust connections ought to be reached out to incorporate center and secondary schools, and schools in various districts with a more extensive scope of demographics. Principals ought to consider recommended techniques that can fortify instructors' view of strengthening, and fortifying dependable practices, and bolster convictions in the genuineness, uprightness, and unwavering quality of managers. The study complements the restricted base of information-driven exploration in training and the non-benefit part that spotlights noteworthy mediating variables connected with trust in organizations (Moye, Henkin, & Egley, 2005).

Information acquired from full-time workers of an open division association in India was utilized to test a social trade model of representative work states of mind and practices. The outcomes further uncovered that concerning the estimated completely intervened model an incompletely interceded display better fitted the information (Aryee, Budhwar, & Chen, 2002).

The relationship between the representative view of worker initiative and pioneer trust, and also authoritative trust. Impression of hireling administration related decidedly with both pioneer trust and authoritative trust. The concentrate additionally observed that relations seen as hireling groups showed a larger amount of both pioneer trust and reliable trust than associations seen as non-worker drove. The discoveries lend backing to Greenleaf's viewpoint that worker inventiveness is a predecessor of pioneer and reliable trust, and to parts of other hireling administration models (Joseph & Winston, 2005).

Costigan et al. (2006) inspected the impacts of a representative's influence based and discernment construct trust of the boss concerning that worker's venturesome conduct. The outcomes demonstrate that both influence-based trust and insight-based trust have a critical, yet unobtrusive, impact on the representative's venturesome conduct. The study demonstrates that both force separation and in-gathering cooperation don't moderate the proposed trust-conduct relationship although power removal practically achieves the level of noteworthiness.

Dietz and Den Hartog (2006) inspected the degree to which measures and operationalization of intra-hierarchical trust mirror the key components of the current conceptualization of trust inside the work environment. The study highlights where existing measures coordinate the hypothesis and additionally demonstrates several "blindsides" or disagreements, especially over the substance of the trust conviction, the choice of conceivable wellsprings of confirmation for trust, and irregularities in the personality of the referent.

2.2.2. Integrity and trust in supervisor

Freire (2014) investigated the basic elements of the subordinate-director trust relationship and examine its effect on the three segments of authoritative duty. The

creators reason that even in the mechanical field, where the predominance of a specialized capability-based trust relationship was normal, respectability developed as a critical component in the subordinate's trust in his/her administrator. Trustworthiness was found to correspond altogether with emotional, regulating, and calculative responsibility. The creators' discoveries recommend that associations can "oversee" responsibility in ICT modern ventures through cultivating the impression of trustworthiness by subordinates.

Ellonen, Blomqvist, and Puumalainen (2008) investigated the impacts of the measurements of organizational trust on authoritative imaginativeness in a moderately substantial review test of the data and communication innovation (ICT) and paper and mash commercial ventures in Finland. The outcomes suggest that the unoriginal structure specifically, in particular institutional trust, has a vital part in deciding authoritative creativity. It is proposed that chiefs ought to give careful consideration to impersonal forms of trust, i.e. to the institutional measurement of hierarchical trust. Most importantly, institutional trust and its improvement could be seen as a vital inquiry for organizations.

Before seeking trust-building endeavors, directors ought to consider whether and in what way they might as of now be seen to be reliable by their subordinates based on the structure of their association and the identity attributes of their subordinates. The study is the first to look at the principal impacts of authoritative structure on subordinates' impression of their managers' trustworthiness (Krasman, 2014).

The motivation behind the study is to examine how the states of trust vary between directors and subordinates. Subordinates reported that accessibility, fitness, discreteness, trustworthiness, and openness were more important for building a quality vertical dyad linkage. Status contrasts in the middle of managers and subordinates seem to impact states of trust. Chiefs are more worried about states of trust that deal with supervisory assignment. Subordinates are more worried about the states of trust based on interactional equity. The examination is imperative in building administrator and subordinate connections as both need to act in behavior that incites trust from the other side. The distinction in conditions of trust might make clashing assumptions about how to successfully form trust. (Werbel & Lopes Henriques, 2009).

The worker-administrator relationship is urgent to a library's prosperity. The reason for this paper is to investigate how chiefs decipher staff characteristics and practices including the "setting up-to-come up short disorder." Managers don't know that their early introduction of a representative is framed inside the first couple of days of the job. Marking the worker might be setting the representative up for disappointment from the beginning. Managers ought to know about this disorder. The paper makes library administrators mindful of the set-up-to-fizzle disorder and how to mitigate this disorder in their working environment (Topper, 2007).

Gevers and Demerouti (2013) analyzed managers' transient updates and subordinates' pacing style as they identify with representatives' assimilation in work undertakings, and therefore innovativeness. The discoveries propose that inventiveness requires that representatives discover the time and space to completely submerge in their work. Bosses can encourage this procedure by redoing their leadership practices to individual contrasts in time use. In an inexorably time-influenced corporate society, powerful management of fleeting procedures is imperative to guarantee maintained worker prosperity and also the quality of products regarding imaginative arrangements.

Nienaber, Romeike, Searle, and Schewe (2015) investigate elements influencing subordinates' trust in their boss, and the outcomes of such a trusting relationship. The social exchange has overwhelmed as the hypothetical point of view, and cross-segment as the primary examination approach. In request to propel this critical field, more heterogeneity is required, using a scope of different theoretical schools and utilizing diverse strategies. This is by all accounts the primary subjective meta-investigation unequivocally coordinated to comprehension of trust in the middle of managers and subordinates. The creators add to the field of trust by uncovering ebb and flow crevices in the writing and highlighting potential ranges of future exploration.

Dedahanov and Rhee (2015) investigated the effects of trust in association and trust in administrator on submissive and defensive silence and inspects the impacts of passive and protective quiet on authoritative responsibility. The study uncovered that trust in the association is connected with submissive silence; trust in the boss is connected with protective quiet and passive hush showed a strong relationship with hierarchical responsibility. This study is the first to investigate the relationship between trust in association and acquiescent quiet and the connections between trust in chief and protective hush.

2.2.3. Ability and trust in supervisor

Trust has been observed to be a key segment of relationships showcasing achievement. Dowell, Heffernan, and Morrison (2013) provided insight into how to create trust, at a critical time in the relationship development stage. It is at this stage that associations can thrive or blur, thus trust is key. Thusly, the advancement of ability, integrity, kindheartedness trust is vital. This is not an issue that has been inquired about frequently in the writing; this paper gives a comprehension of the key components which build up these three elements of trust.

Smollan (2013) investigated what implications authoritative performing artists and analysts put resources into the term trust, to give experiences from a subjective point of view of employees' trust in their administrators and hierarchical administration when change happens, and to highlight the affective segments of trust in this connection. The study includes the meager writing of subjective examinations of trust, feelings, and authoritative change by introducing bits of knowledge from an investigation of workers' trust in the ability, consideration, and respectability of their administrators and those of more senior administration in a range of associations and sorts of progress.

Trust in the manager identifies with true passionate showcases in administration experiences, as per both workers' self-reports and clients' assessments. Managers' sure affectivity relates absolutely to workers' trust; trust intervenes in the relationship of affectivity with employees' authentic passionate showcases. Positive chief affectivity and representative trust in the administrator influence employee legitimacy, and clients notice workers' credibility amid administration experiences. The study propels comprehension of the elements that upgrade representatives' genuineness in administration connections while likewise adding to comprehension of the part of the supervisor in administration associations. (Yagil & Medler-Liraz, 2014).

Worker initiative is an idea that has collected consideration from scientists in the previous decade. This study explores the interceding part of representative trust in the pioneer on the connections between worker administration and worker responsibility to the association. The outcomes show that hiring administration decidedly impacts worker confidence in the pioneer and representative duty to the association significantly. Hiring authority ramifications of the discoveries are examined and confinements and future research bearings are demonstrated (Chinomona, Mashiloane, & Pooe, 2013).

Trust has been concentrated widely in the writing, and three referents of trust have been distinguished: interpersonal, authoritative, and general. OCB has additionally been concentrated broadly from a wide assortment of viewpoints. Dirks and Ferrin (2002) meta-examined the relationship between these two variables, and they discovered noteworthy connections between 1) interpersonal trust and OCB and 2) hierarchical trust and OCB. The reason for the present research was to overhaul the writing on these connections. Twenty-three studies were found that deliberate the relationship between no less than one of the referents of trust and OCB that were distributed since. The greater part of the connections between the referents of trust and OCB were huge, and the most grounded relationship was found between interpersonal trust and OCB. Even though this exploration clears up the way the relationship between these develops, it additionally calls attention to territories for future research that are required in this field (Petrella & Resti, 2013).

3. Research Methodology

This section details various components of research methods used and includes the following components.

3.1. Conceptual Framework

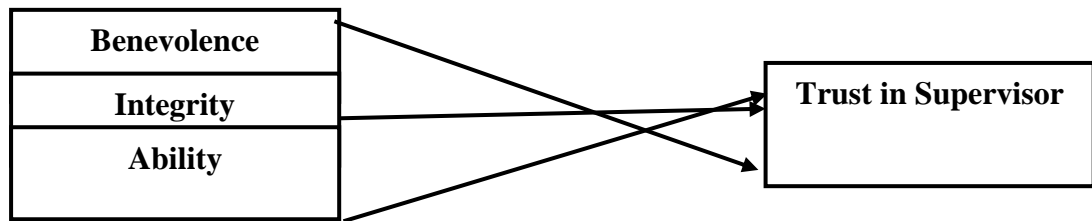


Figure 1: Conceptual framework

Several theories define and attempt to determine trust in terms of various aspects. However, there is no universally agreed definition and there are variations supported by valid arguments and evidence. For example, Rotter (1967) defined trust as:

"an expectancy held by an individual or a group that the word, promise, verbal or written statement of another individual or group can be relied upon."

Within the context of supervisor and subordinate relationships Mayer et al. (1995) defined trust as:

"the willingness of a party to be vulnerable to the actions of another party based on the expectations that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party."

This study used the Mayer et al. (1995) model using supervisors as trustees and employees of manufacturing companies as trustors. This model posits that the level of trust –in-supervisors among their subordinates are affected by supervisor attributes. These attributes are ability, benevolence, and integrity. The model also explained that these attributes are the primary factors that cause the varying level of trust in different supervisors. The model suggested that due to differences in supervisor attributes, some supervisors enjoy a relatively high level of trust as compared to others. The study used the same model to identify that it is applicable in Pakistan settings based on data gathered from manufacturing companies in Karachi. The study identified trust as the dependent variable and attempted to find its relationships with supervisor attributes as independent variables.

The core elements of this theory were that the relationship between employee and supervisor is based on reciprocation. This means that the supervisors and subordinates both benefit each other in some way as long as the benefits are mutually resulting in forming trust between them (Searle, 1991). Therefore it was hypothesized that such elements as perceived benevolence, integrity and ability of the supervisor lead to developing the employees' trust in the supervisor.

3.2. Research Hypothesis

H1: There is a significant impact of benevolence on trust in the supervisor.

H2: There is a significant impact of integrity on trust in supervisors.

H3: There is a significant impact of ability on trust in supervisors.

3.3. Research Design

In this study, a deductive strategy was used which conducts the study systematically starting from originating the theory and based on that theory, Hypotheses are generated, then observations are taken and finally, results are presented based on observations taken. The strategy used for this research was a cross-sectional survey

which allows the researcher to make a comparison between different variables as well as different populations.

The sampling design includes identifying the population. As demonstrated by Sekaran (2009), "population relates to the overall group of people or organization which might be the interest to the researcher". In this research, the target population was the employees of the manufacturing sector in Karachi, Pakistan. For conducting any research, the selection of sample size is the crucial part as it is not possible to gather data from the whole population due to time and financial constricts. Hence, the current research has a sample of 300 responses. For this study, the probability sampling technique was not possible, therefore the type of non-probability sampling which is the convenience sampling method was considered to be more appropriate. (Anderson et al., 2004; Sekaran & Bougie, 2016) proposed that, convenience sampling is the most recognized and appropriate type of non-probability sampling particularly when the exact population is not known by the researcher. Research instrument refers to data collection tools. There are several data collection tools in quantitative design; however, one of the most commonly used instruments is a questionnaire survey. The Likert scale was formulated to find out, how strongly the respondents agreed or disagreed with given particular statements (Sekaran, 2003). The survey questionnaires were distributed personally to every respondent. The questionnaire was developed using MS Word.

3.4. Variables and Measures

In this study, Benevolence was defined as "the desire or willingness of a supervisor to do good to his subordinates without considering his benefit." Integrity was defined as "the alignment of supervisor's words with his actions as well the honesty shown by him in dealing the matters of his subordinates. Ability was defined as "the skills and qualities of supervisor required to do something good for subordinates whereas trust was defined as "the belief of one person on the ability of another, based on his actions and words." To measure benevolence 5-item scale, to measure integrity 6-item scale, to measure ability 6-item scale by Schoorman, Mayer, and Davis (1996) was adapted, however, to measure trust 4-item scale by Tzafrir, Gur, and Blumen (2015) was adopted. According to the research of Schoorman et al. (1996), Cronbach's alpha value for benevolence was 0.95, for integrity was 0.96, and for ability was 0.93. However, for trust Tzafrir et al. (2015) Cronbach's alpha value was 0.62. Recently research done by Poon (2013) also used the same tool for the measurement of all variables for research on diverse organizations in Malaysia.

Table 2
Instruments

Variable	Operational Definition	Number of Items	Cronbach's Alpha	Sources
Benevolence	Benevolence refers to the desire or willingness of a supervisor to do good to his subordinates without considering his benefit	<ol style="list-style-type: none"> 1. My supervisor is very concerned about my welfare. 2. My needs and desires are very important to my supervisor 3. My supervisor would not knowingly do anything to hurt me 4. My supervisor looks out for what is important to me 5. My supervisor will go out of their way to help me 	0.95	Schoorman, Mayer, and Davis (1996a), Rotter (1967)
Integrity	Integrity refers to the alignment of the supervisor's words with his actions as well the honesty shown by him in dealing with the matters of his subordinates.	<ol style="list-style-type: none"> 1. My supervisor has a strong sense of justice 2. I never have to wonder whether my supervisor will stick to his words 3. My supervisor tries hard to be fair in dealing with others 4. My supervisor's actions and behaviors are not very consistent 5. I like my supervisor's values 6. Sound principles seem to guide my supervisor's behavior 	0.96	Schoorman, Mayer, and Davis (1996a), Rotter (1967)

Ability	Ability refers to the skills and qualities of a supervisor required to do something good for subordinates.	<ol style="list-style-type: none"> 1. My supervisor is very capable of performing his job 2. My supervisor is known to be successful at the things he tries to do 3. My supervisor has much knowledge about the work that needs to be done 4. I feel very confident about my supervisor's skills 5. My supervisor has specialized capabilities that can increase my performance 6. My supervisor is well qualified 	0.93	Schoorman, Mayer, and Davis (1996a), Rotter (1967)
Trust in supervisor	Trust refers to the belief of one person in the ability of another, based on his actions and words.	<ol style="list-style-type: none"> 1. I trust my supervisor because he keeps employees involved in the implementation of the project informed about the various stages and knows what they seek. 2. I trust my supervisor because he is interested in my needs and problems if they occur. 3. Overall, in my company, my supervisor keeps his/her promises. 4. I believe that the motives and intentions of my supervisor are good 	0.62	Tzafrir and Gur.(2012)

3.5. Pilot Study

At the beginning of the study, a pilot study was performed to test the reliability of the instruments. To perform the pilot study, 30 respondents were asked to fill out the questionnaires. Reliability was assessed by Cronbach's alpha values which should be > 0.6 to be accepted.

Table 3
Reliability

Items	Variable	Cronbach's Alpha
05	Benevolence	0.843
06	Integrity	0.718
06	Ability	0.794
04	Trust in Supervisor	0.975

In the above table, Cronbach's alpha values were above 0.6 which means that the instrument that was used for collecting the responses was reliable, and could be used for further data collection to identify the impact of benevolence, integrity, and ability on trust in the supervisor.

3.6. Procedure and Techniques for Data Collection

The data was collected through a survey questionnaire distributed among the employees of manufacturing companies in Karachi, Pakistan with a cover letter explaining the purpose of doing the research. The sample size was n=300 employees of manufacturing companies in Karachi. The survey was in-person and the responses were collected through a point 5 Likert scale.

The data was analyzed with the help of statistical tests. To test the association between the dependent variable i.e. trust in the supervisor and independent variables i.e. benevolence, integrity, and ability, regression, correlation, and factor analysis were applied. The regression and correlation analysis was used to assess the association and relationship

between dependent and independent variables. Thus the impact of trustworthiness attributes on trust in supervisors was assessed based on the following:

- Reliability Testing using Cronbach's coefficient alpha
- Validity Testing using Factor Analysis
- Relationship analysis using Pearson's Correlation
- Regression Analysis

4. Results and Discussion

In this chapter, we have discussed the information about the respondents who have participated in this research. First of all, the results of the data are discussed and after that, the synopsis of the hypothesis has been presented.

4.1. Respondent's profile

Table 4
Respondents Profile

Variables	Category	Frequency	Percentage
Age	25 to 30 yrs	185	61.7
	31 to 35 yrs	80	26.7
	36 to 40 yrs	26	8.7
	41 to 45 yrs	1	0.3
	46 to 50 yrs	4	1.3
	Over 50	4	1.3
	Total	300	100.0
Marital Status	Married	137	45.7
	Unmarried	163	54.3
	Total	300	100.0
Gender	Male	243	81.0
	Female	57	19.0
	Total	300	100.0
Experience	1 - 3 yrs	122	40.7
	4 - 6 yrs	82	27.3
	7 - 9 yrs	48	16.0
	10-12 yrs	24	8.0
	13-15 yrs	18	6.0
	Over 15 yrs	06	2.0
	Total	300	100

In this research, data was gathered from the manufacturing industry of Karachi from 300 respondents of which 243 i.e 81.0% were males and 57 i.e. 19.0% females. Additionally, 61.7% of respondents had an age between 25 to 30 years, 26.7% had an age between 31 to 35 years, 8.7% had an age between 36 to 40 years, 0.3% had an age between 41 to 45 years 1.3% had an age between 46 to 50 years, however, remaining 1.3% respondents had age 50 years and over. Among them, 45.7% were married and 54.3% were unmarried.

From a total of 300 respondents, 40.7% had working experience between 1 to 3 years, 27.3% had working experience between 4 to 6 years, 16.0% had working experience between 7 to 9 years, 8.0% had working experience between 10 to 12 years, 6.0% had working experience between 13 to 15 and only 2.0 % had working experience over 15 years.

4.2. Descriptive Analysis of Variable

In Table 5 the mean and standard deviation of the variables are shown, as standard deviation predicts information attentiveness through the mean of variables. The data above also helps to identify the extent to change or fluctuation in data through the

mean. The mean values above are between 1-5 and normally 3 is considered to be a moderate level.

Table 5
Descriptive analysis

Variables	Mean	Standard Deviation
Benevolence	3.2633	0.88078
Integrity	3.3750	0.89749
Ability	3.3050	0.79845
Trust in Supervisor	3.3925	0.96137

4.3. Reliability Mean and Standard Deviation

Table 6
Reliability

Items	Variable	Cronbach's Alpha
05	Benevolence	0.787
06	Integrity	0.869
06	Ability	0.794
04	Trust in Supervisor	0.898

In the data above Cronbach's alpha values of the variables are shown through testing reliability tests on SPSS software as it is considered to be the most reliable way of testing the dependability of variables. The Cronbach's alpha value of the variables should be greater than 0.6 (Sekaran & Bougie, 2016). In this research, the Cronbach's alpha value for Benevolence with 5 items is 0.787 which means that this variable is 78.7% reliable, for Integrity with 6 items is 0.869 which means that this variable is 86.9% reliable, for Ability with 6 items is 0.794 which means that this variable is 79.4% reliable and finally for the dependant variable that is Trust in Supervisor with 4 items is 0.898 which means that this variable is 89.8% reliable.

4.4. Factor Analysis

Table 7
Component Matrix of Benevolence

Benevolence	Component
My supervisor is very concerned about my welfare	0.820
My needs and desires are very important to my supervisor	0.667
My supervisor would not knowingly do anything to hurt me	0.819
My supervisor looks out for what is important to me	0.746
My supervisor will go out of his way to help me	0.621

Table 8
Component Matrix of Integrity

Integrity	Component
My supervisor has a strong sense of justice	0.817
I never have to wonder whether my supervisor will stick to his words	0.760
My supervisor tries hard to be fair in dealing with others	0.807
My supervisor's actions and behaviors are not very consistent	0.737
I like my supervisor's values	0.812
Sound principles seem to guide my supervisor's behavior	0.744

Table 9
Component Matrix of Ability

Ability	Component
My supervisor is very capable of performing his job	0.698
My supervisor is known to be successful at the things he tries to do	0.690
My supervisor has much knowledge about the work that needs to be done	0.741
I feel very confident about my supervisor's skills	0.673
My supervisor has specialized capabilities that can increase my performance	0.740
My supervisor is well qualified	0.671

Table 10
Component Matrix of Trust in Supervisor

Trust in Supervisor	Component
I trust my supervisor because he keeps employees involved in the implementation of the project informed about the various stages and knows what they seek.	0.963
I trust my supervisor because he is interested in my needs and problems if they occur	0.956
Overall, in my company, my supervisor keeps his/her promises	0.618
I believe that the motives and intentions of my supervisor are good	0.968

As discussed above, both dependent and independent variables had been adapted from previous research, but in this study, only confirmatory factor analysis was performed using SPSS Hair, Ringle, and Sarstedt (2013) recommended the sample size requirements and specified the minimum sample size to 150. According to the rule of thumb of Vinzi, Chin, Henseler, and Wang (2010), loading must be 0.5 and above therefore the items in outer loading below 0.5 must be deleted following the lowest values as proposed by (F. Hair Jr, Sarstedt, Hopkins, & G. Kuppelwieser, 2014; Hair et al., 2013) who stated the same, as following this technique the data can be improved. In this study all 21 items were retained as they had loadings above 0.5, therefore none of the items were deleted as shown in the tables above.

Table 11
Correlation analysis

Correlations		Benevolence	Integrity	Ability	Trust in supervisor
Benevolence	Pearson Correlation	1	.282**	.651**	.299**
	Sig. (2-tailed)		.000	.000	.000
	N	300	300	300	300
Integrity	Pearson Correlation	.282**	1	.347**	.241**
	Sig. (2-tailed)	.000		.000	.000
	N	300	300	300	300
Ability	Pearson Correlation	.651**	.347**	1	.312**
	Sig. (2-tailed)	.000	.000		.000
	N	300	300	300	300
Trust in supervisor	Pearson Correlation	.299**	.241**	.312**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	300	300	300	300

(Note: According to Hair 2005 for the significant relationship of variables a value must be <0.05)

A correlation test had been performed to identify the relationship between dependent and independent variables. According to above tables the Pearson correlation between two variables ($r = 0.299$, $p = .000$) indicates that there is a positive relationship between Benevolence and Trust in Supervisor, as the p-value which should be less than 0.05 is 0.000 which means that the higher the benevolence the higher will be the trust in supervisor. In the above Tables, the Pearson correlation between two variables ($r = 0.241$, $p = .000$) indicates that there is a positive relationship between integrity and trust in supervisor, as the p-value which should be less than 0.05 is 0.000 which means that the higher the integrity the higher will be the trust in supervisor. In the above Tables, the Pearson correlation between two variables ($r = 0.312$, $p = .000$) indicates that there is a positive relationship between ability and trust in supervisor, as the p-value which should be less than 0.05 is 0.000 which means that the higher the ability the higher will be the trust in supervisor.

4.5. Regression Analysis

The research objective "To examine the impact of Benevolence, Integrity, and Ability on Trust in a Supervisor" which was asked through the research question "Do benevolence, integrity, and ability have a significant impact on trust in a supervisor?" was answered through the hypothesis set in the research that:

H1: There is a significant impact of benevolence on trust in the supervisor.

H2: There is a significant impact of integrity on trust in supervisors.

H3: There is a significant impact of ability on trust in supervisors.

Table 12
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.361a	.131	.122	0.90090

The above table shows the value of adjusted R square which is most important to determine how the dependent variable explains the independent variables. The adjusted R square value in the table which is 0.122 shows that there can be a 12.2% possibility of variation in trust in supervisor by benevolence, integrity, and ability. However, the value of R Square above is 0.131 which is close to the adjusted R Square value and anticipates a minimum decrease in variation.

Table 12
ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	36.105	3	12.035	14.828	.000a
	Residual	240.241	296	0.812		
	Total	276.346	299			

a. Predictors: (Constant), Ability, Integrity, Benevolence

b. Dependent Variable: Trust

The above table shows the significant value .000 is < 0.05 which means that the regression model is fit and appropriate.

Table 13
Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
	B	Std. Error	Beta	T	Sig.	Tolerance	F
(Constant)	1.687	.263		6.403	.000		
Benevolence	.166	.078	.152	2.123	.035	.573	1.746
Integrity	.152	.062	.142	2.448	.015	.874	1.144
Ability	.197	.088	.164	2.233	.026	.547	1.827

Dependent Variable: Trust

The above table describes the statistics for both dependent and independent variables by Beta, significance, and co-linearity values. The t value shows the impact of independent variables on the dependent variable. T values >1.96 determines the presence of impact between variables however t values <1.96 means that there is no impact of independent variables on the dependent variable. The t values in the above table are >1.96 which shows that there is an impact of independent variables on the dependent variable. The beta value determines the direction of dependent and independent variables. Positive beta values show the positive impact of independent variables on the dependent variable however negative beta values show the negative impact of independent variables on the dependent variable. The positive beta values in the above table show that there is a positive impact of all three independent variables on the dependent variable. The variables in the above table show significant values < 0.05 which means that all three hypotheses are accepted i.e H1 there is a significant impact of benevolence on trust in supervisor, H2 there is a significant impact of integrity on trust in supervisor, and H3 there is a significant impact of ability on trust in supervisor and p-value <0.05 shows that the model is significant.

The model equation can be also developed through the coefficients in the table:

$$TS = 1.687 + .166 (B) + .152 (I) + .197 (A)$$

The above equation shows that there is a positive impact of benevolence, integrity, and ability on trust in a supervisor. The increase of 1 unit in benevolence will increase trust in the supervisor by 0.166 units. The increase of 1 unit in integrity will increase trust

in the supervisor by 0.152 units. The increase of 1 unit in ability will increase trust in the supervisor by 0.197 units.

The above table also defines the tolerance values which predict the percentage (%) of variance should be between 0 to 1 whereas, VIF defines the issue of multi-Collinearity which must be <10. The tolerance values in the table are within 0 to 1 which means that there is no multi-co linearity and values of VIF are < 10 which defines that a change in the value of one variable will not affect the value of other variables.

4.6. Discussion

In this chapter, the empirical results of the research have been discussed by examining the relationship between benevolence, integrity, ability, and trust in supervisors by correlation analysis. As well as the impact of independent variables on the dependent variable is tested by regression analysis in which all three hypotheses were accepted i.e., benevolence is positively associated with trust in the supervisor, integrity is positively associated with trust in the supervisor and ability is positively associated with trust in the supervisor. Therefore, the employees exhibit higher trust in the supervisor when they perceive higher benevolence, integrity, and ability in their supervisors.

4.6.1. Benevolence and Trust in Supervisor

The sig value of supervisor benevolence in the above findings is 0.004 which is less than 0.05 and shows the positive impact of supervisor benevolence on employee’s trust in the supervisor which is supported by previous research (Gill, 2011; Poon, 2013), indicating in their research that there is a positive relation among benevolence and trust in supervisor which means the higher the supervisor’s benevolence the higher will be the employee’s trust in supervisor.

4.6.2. Integrity and Trust in Supervisor

The sig value of supervisor integrity in the above findings is 0.004 which is less than 0.05 and shows the positive impact of supervisor integrity on employee’s trust in a supervisor which is supported by previous research (Poon, 2013; Ristig, 2009) found that there is a positive relation among integrity and trust in supervisor which means the higher the supervisor’s integrity the higher will be the employee’s trust in supervisor.

4.6.3. Ability and Trust in Supervisor

The sig value of supervisor ability in the above findings is 0.031 which is less than 0.05 and shows the positive impact of supervisor ability on employee’s trust in the supervisor which is supported by previous research (Gill, 2011; Poon, 2013) found that there is a positive relation among ability and trust in supervisor which means the higher the supervisor’s ability the higher will be the employee’s trust in supervisor.

4.6.4. Hypotheses Assessment Summary

Table 14

Hypotheses assessment summary

Hypotheses	Decision
H ₁ : There is a significant impact of benevolence on trust in the supervisor.	Supported
H ₂ : There is a significant impact of integrity on trust in supervisors.	Supported
H ₃ : There is a significant impact of ability on trust in supervisors.	Supported

Therefore, our hypothesis that benevolence, integrity, and ability have a significant impact on trust in supervisors has been supported in the manufacturing sector in Karachi, Pakistan.

5. Conclusion

In this segment, the study summarizes and conclude the study based on key findings that we have evaluated through the hypothesis about the association between employees and supervisors in the manufacturing sector of Karachi. In this chapter, we

have also discussed the limitations of this study and in the end, we will consolidate recommendations for future researchers.

The motive of this study was to explore the factors which can increase the employee's trust in supervisors as well as to discover the factors which impact the trust of employees in supervisors. This study discussed the relationship between a supervisor's benevolence, integrity, and ability with an employee's trust in the supervisor and resulted in the presence of a relationship between both dependent and independent variables. The study concluded that trust in supervisors was highest when all three trustworthiness attributes i.e benevolence, integrity, and ability were high.

Human beings remain in social relationships which require trusting each other to make the relationship work well; therefore, trust is an important part of social life. Likewise, there is no difference for successful relationships at a workplace which needs interpersonal trust between the people working in an organization as it results in an organizational commitment by employees.

This study was done to determine how benevolence, integrity and ability impacts trust in supervisor. The study evaluated that there is positive impact of all three trustworthiness attributes i.e benevolence, integrity and ability on trust in supervisor which means that the employees trust their supervisors when they find them trustworthy by showing care for their employees, showing honesty to them, concern for their well being and work for the interests of employees, in such a working environment the employees show more commitment to their job, have low intentions to quit, share their ideas with their supervisors and is more open to their supervisors leading to a healthy environment at a workplace.

The study has essential implications for supervisors in an organization, which would help them to identify the factors that impact employees' trust in them. Managers through showing care for their employees, being honest with them, showing concern for their well-being, and working for the interests of employees can gain their trust in them. As trust is key to a successful relationship, supervisors must create an environment of trust in the workplace.

The supervisors can create trustworthiness attributes i.e ability in a working environment following two strategies: First is following a contact strategy. In a working environment, relationships can be developed between employees and supervisors by increasing interactions through face-to-face meetings as well as technology such as social media and email to enhance the rate of interactions. Second is following an ability development strategy by using technology to communicate with the employees about the changes and improvements being made in the organization. Furthermore, the supervisor's interest in training the employees about the products and market information to keep them competitive in the marketplace also results in the employee's perception of ability in the supervisor.

Supervisors can create trustworthiness attributes i.e integrity in a working environment following three constructs such as performing fundamental acts, being honest in actions and words, and also through quick responses to develop employee's perception of integrity in supervisor.

Finally, the supervisors can create trustworthiness attributes i.e benevolence in a working environment by supplemental activity strategy by preparing a list of additional activities whether organization related or not, and also allowing them to share their ideas or respond to them openly and friendly also results in the employee's perception of benevolence in supervisor.

5.1. Limitations of the Study

The fundamental difficulties which were faced in collection of data in this study are discussed below:

This research was restricted to only one city Karachi due to limited time as it was scholastic research. This research only involved 300 respondents working in manufacturing companies in Karachi. This study was conducted on the manufacturing industry as there was industry constrained so it might be possible that the results drawn for a specific industry may not apply to other industries in Karachi, Pakistan.

5.2. Future Research Recommendations

Research must be done with an increased sample size without any time constraints which would give more reliable results. Future research must introduce various mediators to find out other factors that improve or increase employees' trust in their supervisor. The future study must work with other important variables that impact employees' trust in supervisors which will help organizations to gain a healthy working environment and competitive advantage in the market.

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