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**IDENTIFYING THE INDICATORS OF ORGANIZATIONAL TRUST:
THE IMPORTANCE OF THIS TRUST FOR EMPLOYEE EXTRA-ROLE
BEHAVIOR**

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**IDENTIFYING THE INDICATORS OF ORGANIZATIONAL TRUST:
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ABSTRACT

Organizations need to access the knowledge and skills of employees if they are to innovate and improve their performance. Because extra-role behaviors are discretionary, there is a need to understand why employees contribute. This research on 325 employees of 5 different Regional Councils/Local Government Authorities in New South Wales, Australia has found that perceptions about management values, psychological support and management credibility were strong indicators of organizational trust, which in turn was positively correlated with employee extra-role behavior. The above findings highlight the important factors that employees use to determine their trust and which can lead to discretionary employee effort.

The research also found that participation in decision making and the opportunities for job autonomy were strong indicators of extra-role behavior, while intrinsic job motivation and the sharing of knowledge were poor indicators of discretionary extra-role behavior.

INTRODUCTION

The intellectual capital of any organization is often its most valuable asset and organizational performance depends on the capture, development and exploitation of the explicit and implicit knowledge that exists in the organization. The problem for organizations is that, although they need to access the knowledge of their employees and get employees to pursue the interests of the employer, this contribution is often outside their explicit job description and therefore discretionary.

One problem facing organizations is that the traditional employment relationship of long term commitment, reciprocity and job security has declined and been replaced by a psychological contract which incorporates higher levels of precariousness (Cappelli, 1999; Sharkie, 2005). The reduction in employer guarantees to employees, and the consequent reduction in commitment by employees back to the organization, has highlighted the important need to understand how employees decide on their level of discretionary extra-role contributions.

Dirks and Ferrin (2001) claim that organizational trust may be a significant prerequisite for employee extra-role behavior, because without trust, skills and knowledge are likely to be withheld instead of being disseminated. A review of empirical studies spanning 40 years by Dirks and Ferrin (2001), suggests that not only does trust moderate workplace performance, but it also has important effects on attitudinal and behavioral outcomes such as more positive attitudes to work and higher levels of cooperation.

Discretionary extra-role behavior is concerned with behavior of employees which is discretionary, in that it is outside the specific obligations incorporated in the formal employment contract. It is also behavior which is likely to positively contribute to the advancement of the collective interests of the management or the

organization (Ferrin, Bligh & Kohles, 2007) rather than the selfish interests of the individual.

This paper will examine a number of possible indicators of organizational trust: Reward expectations; management values; psychological support; and management credibility. It will then consider the latent construct employee extra-role behavior which expresses the concept of employees engaging in discretionary work contributions which are outside that which could reasonably be expected from the job role. The possible indicators of this are: Participation in decision making; job autonomy; intrinsic job motivation; and sharing knowledge.

Organizational trust perceptions

Organizational trust is related to the perception an individual has about a number of factors: How they have been treated by the organization, management and other employees; whether they perceive that these parties have been fair, kept their promises and met their obligations; and whether the parties can be trusted to fulfill their promises and obligations in the future (Guest and Conway, 2001; Fuchs, 2003). Management policies and practices that are likely to reflect the values and beliefs espoused by management may have a significant effect on how employees view the organization. If employee perceptions are favorable, then the prospects for sharing are likely to be improved.

Studies of the literature (Sharkie, 2006; Sharkie, 2007) have suggested that four measures should be included as important indicators of organizational trust perceptions: (i) Reward expectations; (ii) Management values; (iii) Psychological support; and (iv) Management credibility and these are discussed below.

INSERT FIGURE 1 ABOUT HERE

Reward expectations

Rhoades, Eisenberger and Armeli (2001) argue that expectations of organizational rewards, such as their pay, promotional and employment continuity prospects are used by employees as a measure of the valuation of their contribution to the organization. This is supported by the calculative view of organizational commitment, according to Eisenberger, Fasalo and Davis-LaMastro (1990), which suggests that performing in a satisfactory way will lead to material performance rewards. Likewise, organizational support theory suggests that opportunities for recognition, pay and promotion convey the organization's dependability and supportiveness (Rhoades, Eisenberger and Armeli, 2001).

Hypothesis H1: *Reward expectations will be positively correlated with Employee extra-role behavior and its indicators: Participation in decision making; job autonomy; intrinsic job motivation; and sharing knowledge.*

Management values

The literature suggests that management values, that incorporate the communicating and modeling of their important values and the encouragement of their staff to adopt them and pursue a shared purpose, were practices that were likely to be conducive to the building of trust (Gillespie and Mann, 2004), as their moral values are likely to be reflected in their company's human resource policies and practices.

Developing a morally and value driven collective vision aligns leader and employee actions and focuses them on the achievement of shared goals. Under this influence, employees may view leaders in an idealized way, causing the employee to identify with the leader, trust the leader and be inspired by the vision of what can be achieved through extra personal effort (Gillespie and Mann 2004). Their argument is

that it is through employee trust and respect in their leader that employees are motivated to perform beyond expectations. Gillespie and Mann (2004) further argue that it is important for leaders to act in ways that not only build employee beliefs about the leader's trustworthiness, but also build employee behavioral and emotional trust towards the leader.

***Hypothesis H2:** Management values will be positively correlated with Employee extra-role behavior and its indicators: Participation in decision making; job autonomy; intrinsic job motivation; and sharing knowledge.*

Psychological support

The literature suggests that the perception that an employee has about their level of trust in the organization will be affected by the level of psychological support given to them. The perception of trust as relational and based on psychological support operates as a social exchange process and will influence the amount of reciprocation by the employee back to the organization (Whitener, Brodt, Korsgaard and Werner, 1998; Dirks and Ferrin, 2002). This reciprocation is likely to be over and above the normal commercial contract relationship between an employer and employee because this perception of trust incorporates the psychological contract elements of trust, goodwill and mutual obligation. Trust from this perceived organizational support perspective represents a high quality relationship where mutual care and consideration are essential elements in the psychological contract and where employees draw inferences about the basis of the relationship and from this decide on their reciprocation of care and concern in the relationship. This measure has a relationship based perspective, looking at the willingness of employees to respond to the development of trust.

***Hypothesis H3:** Psychological support will be positively correlated with Employee extra-role behavior and its indicators: Participation in decision making; job autonomy; intrinsic job motivation; and sharing knowledge.*

Management credibility

The literature suggests that trust will depend on an individual's perspective of management credibility and that trust will be based on an employee's perceptions about management and whether they appear to be competent and credible. This perception of trust as being character based, suggests that employees make inferences about the leader's character, such as their integrity or dependability, which in turn affects their level of trust. This perspective of trust in management exposes the vulnerability of the employee to the power of the management in a hierarchical relationship, with trust by the employee likely to depend on their perceptions of the character of the organizational leadership (Dirks and Ferrin 2002).

***Hypothesis H4:** Management credibility will be positively correlated with Employee extra-role behavior and its indicators: Participation in decision making; job autonomy; intrinsic job motivation; and sharing knowledge.*

Employee extra-role behavior

Brown and Woodland (1999) maintain that trust and discretionary extra-role behavior will be dependent on an individual's perception of their psychological contract, which in turn will be influenced by the expected benefits and costs of sharing their skills and knowledge. According to Coyle-Shapiro (2002) contextual factors affect employees' willingness to share creative ideas and engage in discretionary extra-role behavior. These contextual factors include: Non-judgmental climate and encouragement for, and acknowledgement of, idea sharing (Oldham,

2003); job design, leadership, relationships, organizational culture (Dess and Shaw, 2001); and the political environment (Cropanzano, Howes, Grandey and Toth, 1997).

In this paper employee extra-role behavior is a latent construct which expresses the concept of employees engaging in discretionary work contributions which are outside that which could reasonably be expected from the job role. The latent variable has four indicators: (i) Participation in decision making, (ii) Job autonomy, (iii) Intrinsic job motivation, and (iv) Sharing knowledge.

The following sections discuss the literature that supports the inclusion of these four measures as indicators of employee extra-role behavior.

INSERT FIGURE 2 ABOUT HERE

Participation in decision making

Tyler and Blader (2000) suggest that employees are concerned with their ability to maximize the control they have over decisions likely to affect them. It involves their perception about their level of direct participation in the decision making process and also their ability to exercise some degree of control by being able to present evidence to decision makers before decisions are made. A work environment that supports participation and the contribution of ideas is likely to be important to employees who will then feel that they have an opportunity to participate in decision making. A supportive work environment will therefore encourage a greater discretionary involvement in the decision making processes of the organization. As Fuchs (2003) has shown, an organization demonstrating concern for employees and allowing employees to discuss and reflect on what is being done, will support the development of trust towards the organization.

Hypothesis H5: Participation in decision making, will be positively correlated with Organizational trust perceptions.

Job autonomy

Fuchs (2003) supports the inclusion of autonomy as a factor in the generation of trust and skills and knowledge sharing and showed that there was a strong relationship between the level of self determination in the workplace and the level of trust and intrinsic motivation. He also showed a positive relationship between trust and the building of social capital, based on a perception of being able to actively participate. Pfeffer and Vega (1999) also emphasized the importance of autonomy in an organization. They claimed that frontline skills and initiatives were needed to resolve organizational problems and that individuals needed to take responsibility for improving organizational practices.

Hypothesis H6: *Job autonomy, will be positively correlated with organizational trust perceptions.*

Intrinsic job motivation

Intrinsic job motivation is an indicator of the degree to which a person wants to work well in his or her job in order to achieve intrinsic satisfaction. Guest and Conway (2001) found that satisfaction with job content was highly positively correlated with the provision of challenging and interesting work ($p < 0.001$) and that in particular, worker satisfaction with a job was strongly related to job design and the opportunities available for direct participation.

Hypothesis H7: *Intrinsic job motivation, will be positively correlated with organizational trust perceptions.*

Sharing knowledge

Trust is a key element in an individual's decision to share knowledge (Gardener, 2003; Dirks and Ferrin, 2001) and in high trust environments, individuals and groups may be predisposed to share knowledge and act cooperatively. High trust situations

also allow individuals to share their ideas without the downside risk of having these ideas subjected to ridicule. There is, on the other hand, the potential for opportunistic patterns of behavior to develop in high trust positions, with the stronger party being able to benefit to a greater degree, while in low trust environments, communications suffer and lower levels of knowledge sharing are likely to result.

***Hypothesis H8:** Sharing knowledge, will be positively correlated with organizational trust perceptions.*

METHODS

A questionnaire was developed to elicit responses about a series of items that were likely to affect the perceptions of organizational trust and the willingness to engage in employee extra-role behavior.

The questionnaire was distributed to all full-time employees of five regional councils/local government authorities in regional areas in the state of New South Wales (Australia). Regional Council staff were considered appropriate for this study because:

- (i) In regional areas, councils are relatively stable organizations and do not change staff numbers according to economic circumstances as others do;
 - (ii) They are not branches of a larger organization that transfers staff regularly and this leads to stable long-term employment, which is conducive to the development of a shared mindset;
 - (iii) Local government is concerned with the transfer of knowledge of many specific aspects of local government because this knowledge is not available elsewhere;
 - (iv) The organization is hierarchical in functional terms and many staff come up through the ranks based on their merit and develop respect and trust on the way;
- and

- (v) Councils have had to become more client oriented and transparent in their dealings in recent years.

A total of 1600 questionnaires were sent to employees of five different Regional Councils/Local Government Authorities in New South Wales, Australia. 329 questionnaires were returned with all but four providing usable responses. These four responses were deleted due to significant numbers of non-responses to the items. There was a valid overall response rate of 20.3%, with rates varying from 28.6% to 15.7% for different councils.

Sapsford and Judd (1996) contend that response rates from self administered questionnaires are affected by potential respondent's perceptions about management and the likely value of the survey to them. In this study it was shown that potential respondents disagreed that they trusted management (the mean score was 3.932, SD 1.236 on the Likert scale where 7 is 'Very strongly disagree' that they trusted management).

Although the response rate of 20.3% was low, no opportunities were given by any of the councils to follow up on any of the non-respondents. A number of tests were carried out to see if there were any significant differences in any of the eight measures used in the study.

Analysis of the data from the individual councils

Respondents by council

Location of Council	N
Albury	78
Bathurst	47
Dubbo	51
Goulburn	49
Wagga Wagga	100
Total	325

MANOVAs were carried out to see if there were significant differences in the responses to the questionnaire measures by respondents from different councils.

Council location was used as the independent variable against the following measures:

- (i) Four Organizational trust perception measures: Reward expectations; Management values; Psychological support; and Management credibility.
- (ii) Four Employee extra-role behavior measures: Participation in decision making; Job autonomy; Intrinsic job motivation and Sharing knowledge.

If there were no significant differences, then the scores of the respondents from each of the councils could be viewed as part of a single population of rural council employees, with a data set of 325.

No significant differences were found in these two MANOVAs:

- With four Organizational trust perception: Pillai's $F(16, 1268) = 1.527$, $\rho = .082$, eta squared .019. The Box's test was not significant ($\rho .894$) in this case.
- With four measures of Employee extra-role behavior: Pillai's $F(16, 1280) = .878$, $\rho = .595$, eta squared .011.

The above results demonstrate that there were no significant differences when MANOVAs were conducted as detailed in Sections (i) and (ii) above. Because there were no significant differences, the results from the five councils were combined into one data set.

Two way MANOVA analyses of the demographic variables

Additional analyses are carried out to further test the data. MANOVA analyses are used to examine for differences in the responses of sub-groups of respondents formed by the combinations of demographic variables that arose from the effects of these variables acting individually or together.

The demographic variables in this study are: Years employed with this organization; Number of years reporting to current supervisor; Age; Education; Gender; Staff reporting to you; Type of employment; Union membership; and Employment by professional group. MANOVA analyses were undertaken to seek answers to the following set of questions:

- (i) Does union membership affect the mean results for the measures? Union membership might, for example, be expected to affect the scores of union members by transferring some of their allegiance from the organization to the union.
- (ii) Does increased time spent with an organization affect employees' perceptions of the organization, as determined through their scores for the measures?
- (iii) Do males and females differ on the measures?
- (iv) Does being a more senior member of an organization (executive, manager, professional or supervisor) produce a different mean result for the measures, compared with staff members? Seniority might, for example, suggest higher scores for measures such as Procedural justice because of a higher involvement in decision making.
- (v) Do employees who have spent more time reporting to their current supervision record different scores to those reporting for a shorter period?
- (vi) What effect does education have on the answers to the questionnaire measures?

Pillai's Trace has been used for assessing significant differences. A Bonferroni adjustment has been made to Pillai's measure, and .012 will be used (with four variables).

MANOVAS – demographic variables with four measures of organizational trust perceptions

In the following sections, selected pairs of demographic variables were chosen: Union membership/Years with the organization; Gender/Employment by professional group; Education/Gender; and Gender/Years reporting to current supervisor. These pairs of demographic variables were also chosen so that the interaction effects of them acting together could be examined.

The pairs were examined against the following four measures from which Organizational trust perceptions is derived: Reward expectations; Management values; Psychological support; and Management credibility.

There was no statistically significant difference between Union members and non union members, or for the Years spent with the organization. Nor was there any statistically significant difference for the combined dependent variables, Union membership (Pillai's $F(4, 250) = 2.141$, $\rho = .076$, eta squared .033) and Years spent with the organization ($F(148, 1012) = .867$, $\rho = .863$, eta squared .113). Furthermore, there were no significant interaction effects between the two independent variables ($F(84, 1012) = .829$, $\rho = .862$, eta squared .064).

This MANOVA was to examine if Gender or Professional group produced significant differences in the means for the four dependent variables. No significant multivariate differences were found for the two groups – management and staff (Pillai's $F(12, 900) = 1.505$; $\rho = .116$, eta squared .020).

Gender differences were not significant (Pillai's $F(4, 298) = .375$, $\rho = .827$, nor was there significant interaction effect between Gender and Professional group (Pillai's $F(12, 900) = 1.801$, $\rho = .044$, eta squared .005).

A MANOVA was undertaken to see if education and gender, acting separately or together, resulted in significant differences in the four dependent variables.

Neither of these measures produced significant differences as indicated by the results for Education (Pillai's $F(8, 608) = .984$, $\rho = .447$, eta squared .013) and Gender (Pillai's $F(4, 303) = 1.716$, $\rho = .146$, eta squared .022). In addition there were no significant interaction effects between the two measures (Pillai's $F(8, 608) = .618$, $\rho = .763$, eta squared .008).

A two way MANOVA was used to check if differences in gender, or in years reporting to the current supervisor, produced significantly different results for the four measures. Interaction effects were also examined. Gender differences did not produce significant results (Pillai's $F(4, 279) = 2.381$, $\rho = .052$, eta squared .033) and there were no significantly different mean scores from groups of employees based on years reporting to current supervisor (Pillai's $F(72, 1128) = 1.031$, $\rho = .410$, eta squared .062). Interaction effects were also insignificant (Pillai's $F(44, 1128) = .699$, $\rho = .932$, eta squared .027).

MANOVA results

Independent variables	Dependent variables	Results
Union membership (2)	4 Organization trust perceptives	N/S
Years with the organization (3)		N/S
Interaction		N/S
Professional group (2)	4 Organization trust perceptives	N/S
Gender (2)		N/S
Interaction		N/S
Education (3)	4 Organization trust perceptives	N/S
Gender (2)		N/S
Interaction		N/S
Gender (2)	4 Organization trust perceptives	N/S
Years reporting to current supervisor		N/S
Interaction		N/S

*

INSERT TABLE 1 ABOUT HERE**MEASURES**

Table 2 reports the results from this study and shows the internal consistency results of the measures used in the current study.

INSERT TABLE 2 ABOUT HERE

Table 3 provides details of the instruments used in the study.

INSERT TABLE 3 ABOUT HERE***Reward expectations***

The construct, Pay, Promotion and Job Security Expectancy, was developed by Eisenberger, Fasalo and Davis-La Mastro (1990) to describe the extent to which employees believe that higher levels of job performance will be rewarded.

Sample item from the questionnaire *'It is more likely that I will be given a pay rise if I finish a large amount of work.'* (Cronbach alpha 0.918, n 325, Mean 2.958, Scale 1-7, SD 1.311).

Management values

This construct, Morally and Value Driven Collective Vision, is from Gillespie and Mann (2004) from an original scale developed by Bass and Avolio (1995) and measures the communicating and modeling of important values and a shared purpose. Gillespie and Mann (2004) argue that this was the only transformational leadership behavior which made a significant unique contribution to the prediction of trust.

Sample item from the questionnaire *'My manager/supervisor considers the moral and ethical consequences of decisions.'* (Cronbach alpha 0.897, n 325, Mean 4.202, Scale 1-7, SD 1.249).

Psychological support

This measure is taken from Rhoades, Eisenberger and Armeli (2001) with perceived organizational support creating a felt obligation to care about the organization's welfare and to help the organization reach its objectives.

Sample item from the questionnaire: *'My organization really cares about my well-being.'* (Cronbach alpha 0.856, n 325, Mean 4.206, Scale 1-7, SD 0.996).

Management credibility

The measure is from Kerkhof, Winder and Klandermans (2003) and is used to predict if trust is enhanced when management shows respect, and values its employees by giving them information on time and by dealing with the employees in a friendly and respectful way.

Sample item from the questionnaire: *'In my opinion the management is reliable.'* (Cronbach alpha 0.928, n 325, Mean 3.932, Scale 1-7, SD 1.236).

Participation in decision making

The measure is from Tyler and Blader (2000), Participation and Process Control, which was a later development of a measure originally developed by Thibaut and Walker (1978). People typically want to maximize their input to decisions that affect them and seek, where possible, to directly control the outcomes or indirectly by taking the opportunities to at least present evidence to decision makers and hence exercise process control.

Sample item from the questionnaire: *'I am able to influence the decisions made in my organization.'* (Cronbach alpha 0.901, n 325, Mean 4.325, Scale 1-7, SD 1.354).

Job autonomy

Perceived Self Determination (Eisenberger and Rhoades (2001) showed that perceived self determination mediated a positive relationship between expected rewards for high performance and the creativity of anonymous suggestions for helping the organization

Sample item from the questionnaire: *'I have freedom to adopt my own approach to the job.'* (Cronbach alpha 0.885, n 325, Mean 5.04, Scale 1-7, SD 1.15).

Intrinsic job motivation

This paper used the measure of Intrinsic Job Motivation, from Warr, Cook and Wall (1979), which is viewed as the degree to which a person wants to work well in his or her job, in order to achieve intrinsic satisfaction. The term intrinsic emphasizes that the motivation is towards personal achievement and task success, rather than extrinsic satisfaction from such as additional pay or good working conditions.

Sample item from the questionnaire: *'I feel a sense of personal satisfaction when I do this job well.'* (Cronbach alpha 0.777, n 325, Mean 5.613, Scale 1-7, SD 0.764).

Sharing knowledge

This measure, Creation, Transfer and Integration of Knowledge, was designed by De Saa-Perez and Zarraga-Oberty (2003) to measure the creation, transfer and integration of individual knowledge into organizational knowledge. Their measure had 3 items measuring transfer and integration and 2 items measuring creation of knowledge.

Sample item from the questionnaire: *'In my work team I have learnt new things from my colleagues that only they knew.'* (Cronbach alpha 0.832, n 325, Mean 5.086, Scale 1-7, SD 0.887).

RESULTS

To verify whether the variables in the model are comprised of two distinctive indicators, organizational trust perceptions and employee extra-role behavior, we used a confirmatory factor analysis (CFA) which showed a good fit between the model and the data ($\chi^2=19.56$, $df=15$, $p=.189$; $NFI=.98$; $CFI=.995$; $RMSEA=.03$) (see Figure 3).

INSERT FIGURE 3 ABOUT HERE

Results show positive correlations between organizational trust perceptions and employee extra-role behavior ($r= .85$, $p<.01$). Organizational trust perceptions received loading rates higher than .5 for the following variables (Figure 3): management values (.56); psychological support (.82); management credibility (.79), a lower loading rate was received for reward expectation (.46).

- * A correlation was found between organizational trust perceptions and extra-role behavior (.85). This represents a shared variance of 72% which strongly supports the literature contention that there is a strong relationship between perceptions of organizational trust and employee extra-role behavior. The contention is that if an employee's organizational trust are favourable, then the prospects for positive and
- * discretionary behavior that benefits the organization are likely to be improved.

Employee extra-role behavior, received high loading rates for the variables: Participation in decision making (.89); job autonomy (.66). Intrinsic job motivation received lower loading rate to employee extra role behavior (.40) and knowledge sharing also received a lower loading rate to employee extra role behavior (.44).

Table 4 presents descriptive statistics, correlations, and reliabilities of the study variables.

INSERT TABLE 4 ABOUT HERE

Hypotheses H1, H2, H3, H4, H5, H6, H7 and H8 were tested and results show that:

Reward expectations was positively correlated with participation in decision making ($r=.33, p<.01$); job autonomy ($r=.19, p<.01$); and sharing knowledge ($r=.17, p<.01$). Reward expectation was not correlated with intrinsic job motivation. Therefore hypothesis 1 was partially confirmed.

Management values was positively correlated with participation in decision making ($r=.59, p<.01$); job autonomy ($r=.45, p<.01$); intrinsic job motivation ($r=.38, p<.01$); and sharing knowledge ($r=.48, p<.01$). Therefore hypothesis 2 was confirmed.

Psychological support was positively correlated with participation in decision making ($r=.62, p<.01$); job autonomy ($r=.52, p<.01$); intrinsic job motivation ($r=.29, p<.01$); and sharing knowledge ($r=.34, p<.01$). Therefore hypothesis 3 was confirmed.

Management credibility was positively correlated with participation in decision making ($r=.56, p<.01$); job autonomy ($r=.48, p<.01$); intrinsic job motivation ($r=.29, p<.01$); and sharing knowledge ($r=.37, p<.01$). Therefore hypothesis 4 was confirmed.

Participation in decision making was positively correlated with reward expectations ($r=.33, p<.01$); management values ($r=.59, p<.01$); psychological support ($r=.62, p<.01$); and management credibility ($r=.56, p<.01$). Therefore hypothesis 5 was confirmed.

Job autonomy was positively correlated with reward expectations ($r=.19, p<.01$); management values ($r=.45, p<.01$); psychological support ($r=.52, p<.01$); and management credibility ($r=.48, p<.01$). Therefore hypothesis 6 was confirmed.

Intrinsic job motivation was positively correlated with management values ($r=.38, p<.01$); psychological support ($r=.29, p<.01$); and management credibility

($r=.29$, $p<.01$). Intrinsic job motivation was not correlated with reward expectation. Therefore hypothesis 7 was partially confirmed.

Sharing knowledge was positively correlated with reward expectation ($r=.17$, $p<.01$); management values ($r=.48$, $p<.01$); psychological support ($r=.34$, $p<.01$); and management credibility ($r=.37$, $p<.01$). Therefore hypothesis 8 was confirmed.

DISCUSSION

The major challenge of this research was to identify the indicators of organizational trust and to then examine the relationship between this trust and employee extra-role behavior.

A study of the literature suggested that four indicators of organizational trust perceptions should be examined: Reward expectations; management values; psychological support; and management credibility.

(1) Perceptions by employees about reward expectations as reciprocation for their contribution to the organization, are likely to influence an employee's trust in the organization (Oldham, 2003). Reward expectations were found to be positively correlated with participation in decision making, which confirms the argument that perceptions of a supportive work environment, demonstrated by a positive reward structure, is likely to encourage a greater discretionary involvement in the decision making processes.

Reward expectations was also shown to be positively correlated with job autonomy and this confirms the argument by Newell, Robertson, Scarbrough and Swan (2002) that an organization needs to promote a culture that encourages job autonomy because employees are then likely to judge that the organization is a good place to work and increase their trust in the organization.

Reward expectations was positively correlated with the sharing of knowledge. Ishak and Ahmad (2004) had claimed that the willingness to share knowledge was likely to be related to the strength of the interactional relationship with the organization. As discussed, reward expectations are also closely linked to an employee's view of the strength of their interactional relationship with the organization.

On the other hand reward expectations were not positively correlated with intrinsic job motivation ($p < .01$). Intrinsic job motivation had a low shared variance of only 16% with employee extra-role behavior which was the lowest recording for all of the theoretical indicators of employee extra-role behavior.

- * This low finding could perhaps be anticipated because expectations about material benefits and employment rewards are by their nature extrinsic and the individual generally has little control over them. They therefore may not be transferred to the intrinsic motivation of employees. This low relationship may also be context specific in that, in this study, the mean score for reward expectations was very low (2.95 on a 7 point Likert scale). This is likely to affect individual employees quite differently with some being positively affected while others would be negatively
- * affected. This obviously is going to work against achieving a strong relationship.

(2) Management values, that incorporate the communicating and modeling of important values and encourage the employees to pursue these as shared goals, are argued by Gillespie and Mann (2004) to lead to the development of employee trust and respect and motivate employees to perform beyond expectations. This study has shown that management values are positively correlated with each of the four hypothesized indicators of employee extra-role behavior.

(3) Psychological support and management credibility had the strongest relationship with organizational trust perspectives (with a 67% and 62% shared variance respectively). This together with the strong shared variance between organizational trust perceptions and employee extra role behavior (72%) shows very clearly the significant impact that perceptions of high psychological support (Eisenberger, Huntington, Hutchison and Sowa, 1986) have on employee feelings of obligation towards the organization and their desire to engage in behavior that supports the goals and objectives of the organization.

In a similar way strong perceptions that the management is trustworthy, competent and dependable and therefore credible, suggests to employees that they are being supported by their leaders in carrying out their duties. This again affects their extra-role behavior (Amabile, 2005). The findings in this study support this argument and demonstrate the great importance of management credibility in the formation of perceptions of organizational trust (62% shared variance).

In turn a 72% shared variance between organizational trust perspectives and employee extra-role behavior support the contention in this study that trust is of great significance in influencing the discretionary extra-role behavior of employees.

*** Practical Implications**

This research has shown the importance to employees of the level of psychological support given to them and use this to determine their level of reciprocation. It also has important implications for the level of their trust in the organization. If management demonstrates care and concern for the well being of the employees then employees are likely to exhibit an increase in trust of the organization and increase their willingness to engage in discretionary extra-role behavior.

Similarly the research has shown that the level of organizational trust is strongly related to perceptions of management trustworthiness and that the higher the assessment of management integrity and dependability, the more likely this will lead to increased extra-role behavior that will benefit the organization. Management therefore have a responsibility to act in ways that demonstrate that they are behaving in a credible way towards their employees.

This research has further shown that the level of employee participation in decision making is a strong indicator of their willingness to engage in behavior that supports the organization. Management therefore has a responsibility to satisfy this employee need for participation and create a culture which is supportive of an individual being involved in the decisions which affect that employee's work.

In a similar way job autonomy is a strong indicator of the level of discretionary extra-role behaviors and this informs management that they need to enable employees to have control over their work, or at least to have a say in the decision making in areas that affect their jobs.

Directions for future research

The unique findings of this study need to be supported by further confirmatory research. The study has developed a broad and unique approach to the examination of the willingness of employees to engage in discretionary extra-role behaviors despite their reluctant tendencies.

One obvious area for future research would be to try to confirm the findings of their study using respondents from a wider range of contexts. But perhaps rather than trying to replicate these results, different methods could be used to capture the responses to the important questions eg interviews or case study methods.

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TABLE 1: Respondent demographics

Demographics	Criteria	% Respondent
Age	Under 30 years	11.4
	30 – 39	29.0
	40 – 49	29.0
	50 and over	<u>30.6</u>
		<u>100.0</u>
Education	Secondary	22.1
	Post-secondary	38.0
	University	<u>39.9</u>
		<u>100.0</u>
Gender	Male	61.1
	Female	<u>38.9</u>
		<u>100.0</u>
Responsible for staff	Yes	48.3
	No	<u>51.7</u>
		<u>100.0</u>
Union membership	Yes	54.2
	No	<u>45.8</u>
		<u>100.0</u>
Type of job	Manager and supervisor	57.2
	Other	<u>42.8</u>
		<u>100.0</u>
Years reporting to current supervisor	≤ 2	47.5
	3 – 4	22.4
	5 +	<u>30.1</u>
		<u>100.0</u>
Years employed with this employer	≤ 3	33.4
	4 – 10	35.3
	11 +	<u>31.3</u>
		<u>100.0</u>
Type of employment	Permanent Full-time	89.8
	Permanent Part-time	7.7
	Casual/temporary	<u>2.5</u>
		<u>100.00</u>

TABLE 2: Internal consistencies of the measures used in this study

	Cronbach alpha	n	Mean	Scale *	SD
Reward expectations	0.918	325	2.958	1-7	1.311
Management values	0.897	325	4.202	1-7	1.249
Psychological support	0.856	325	4.206	1-7	0.996
Management credibility	0.928	325	3.932	1-7	1.236
Participation in decision making	0.901	325	4.325	1-7	1.354
Job autonomy	0.885	325	5.04	1-7	1.155
Intrinsic job motivation	0.777	325	5.613	1-7	0.764
Sharing knowledge	0.832	325	5.086	1-7	0.887

*** (1 = very strongly disagree, 7 = very strongly agree)**

TABLE 3: Summary of instruments used in this study

Instrument	Source	Based on	Measure of	n	Cronbach Alpha	Mean	Scale	SD	No of items
Pay, promotion and job security expectancy	Eisenberger, Fasalo and Davis-La Mastro (1990)	House and Dessler (1974)	Reward for high performance	531	.81		1-5		5
Morally and value driven collective vision	Gillespie and Mann (2004A)	Bass and Avolio (1995)	Communicating and modeling of values	118	.84	2.15	1-7	.80	4
Perceived organizational support	Rhoades, Eisenberger and Armeli (2001)	Eisenberger, Cummings, Armeli and Lynch (1997)	Care and consideration received	295	.90	4.69	1-7	1.28	8
Trust in management	Kerkhof, Winder and Klandermans (2003)	Cummings and Bromley (1996)	Trust in management	379	.92	3.3	1-7	.75	7
Participation and process control	Tyler and Blader (2000)	Thibaut and Walker (1978)	Direct or indirect control over outcomes	404	.82	3.36	1-6	1.11	4
Perceived self determination	Eisenberger and Rhoades (2001)	Dwyer and Ganster (1991)	Perception of self determination	248	.77				5
Intrinsic job motivation	Warr, Cook and Wall (1979)	Hackman and Oldham (1975)	Achieving intrinsic job motivation	390	.82	5.26	1-7	1.45	6
Creation, transfer and integration of knowledge	De Saa-Perez and Zarraga-Oberty (2003)		Integration of knowledge	364	R ² .149	p < .001	1-7		5

**TABLE 4: Mean, Standard deviations, and Correlations of Study Variables
(n=325)**

	Mean	SD	1	2	3	4	5	6	7	8
Reward expectation	2.96	1.31	(.91)							
Management values	4.20	1.25	.28**	(.89)						
Psychological support	4.21	.99	.39**	.54**	(.86)					
Management credibility	3.93	1.24	.38**	.58**	.65**	(.93)				
Participation in decision making	4.33	1.35	.33**	.59**	.62**	.56**	(.91)			
Job autonomy	5.04	1.15	.19**	.45**	.52**	.48**	.64**	(.86)		
Intrinsic job motivation	5.61	.76	.07	.38**	.29**	.29**	.35**	.42**	(.78)	
Sharing knowledge	5.09	.89	.17**	.48**	.34**	.37**	.44**	.38**	.32**	(.83)

** Correlation is significant at the 0.01 Level (2-tailed).

Cronbach α is presented in parenthesis.

Figure 1: Indicators of organizational trust perceptions

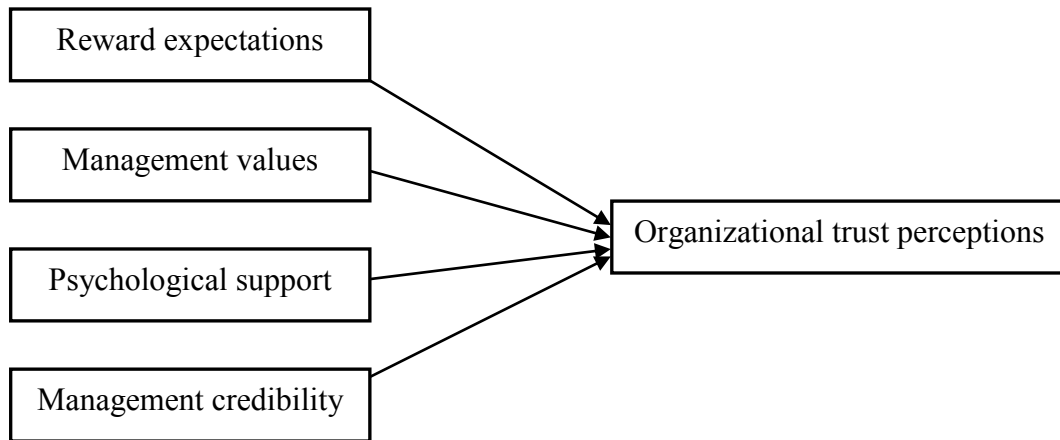
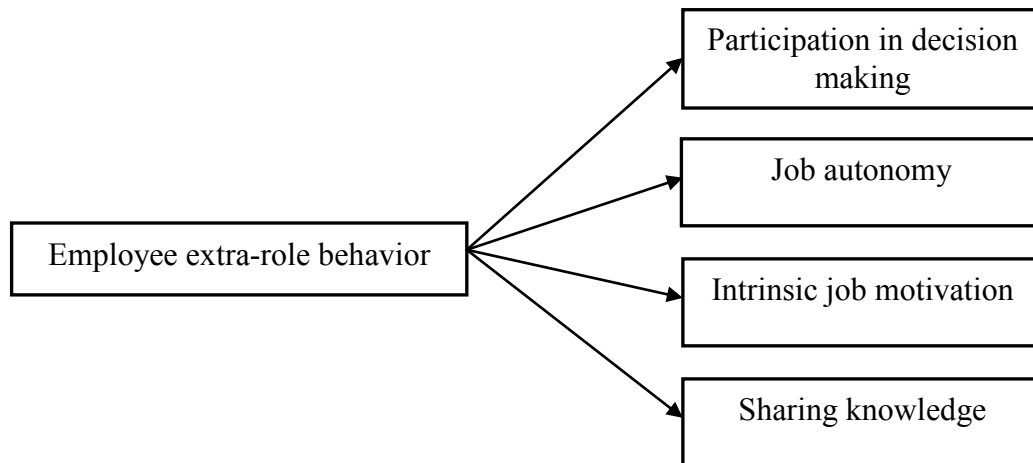


Figure 2: Measuring employee extra-role behavior

**Figure 3: CFA Analysis in SEM Model:
Trust perceptions and extra-role behavior**

