

Exploring interpersonal trust in a South African-based petrochemical organisation

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KEYWORDS

Intra-organisational, values, culture, trust

ABSTRACT

The aim of this study is to conduct a theoretical study on the foundations of trust on an intra-organisational level, while assessing the level of trust and relationships present within the organisation.

Foundations of trust with respect to i) intra-organisational management and ii) peer-to-peer relations are discussed in the literature study with specific relation to sustainable competitiveness. The literature study highlights several factors that either promote or hinder intra-organisational trust.

Values can create a sustainable competitive advantage for any business, if the values are supported by the employees of the organisation on every level. Trust is one of the foundations of values - without trust there is not much on which to build an organisation that will thrive in today's competitive market place.

A survey consisting of two established questionnaires was distributed to determine the trust levels, as well as the attributes that are present with respect to values on an intra-organisational level. The significant differences on trust levels were identified by the empirical research and it was concluded that not all employees experience trust levels equally in the organisation. A significant effort needs to be made by management on all levels and the complete population; age, race and job category in order to foster a trusting environment.

This intra-organisational study will focus on the basic principles of trust in order to improve the trust relationships in the organisation. This effort will lift the trust relationship to extra-ordinary levels by identifying the significant problem areas and then focussing the trust-building activities on those areas.

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LIST OF ABBREVIATIONS

ANOVA – Analysis of variance

Ltd - limited

nl – namely

NWU – North West University

OTI – Organisational Trust Inventory

OTI/S - Organisational Trust Inventory/short form

SHERQ -Safety, health, environment, risk and quality

CHAPTER 1

ORIENTATION AND PROBLEM STATEMENT

1.1 INTRODUCTION

This study investigates the foundations of interpersonal trust in a South African based petrochemical organisation. Chapter one outlines the rationale, research objectives and methodology that will be used. It also explains the value-adding benefits and the limitations of the study.

The end result of this study aims to highlight areas for improvement, and where to build a healthier trust relationship in order to become an even greater leading force in the market.

1.2 BACKGROUND

Almost all organisational interactions rest on trust. This is based on human behaviour, which means that it can change. Alliances and partnerships that are found within inter-organisational relationships in today's knowledge-based companies have become a crucial element to ensure a dynamic and competitive firm (Eisenhardt & Martin, 2000:1110). Trust is acknowledged as a contributor for employees to move towards a common goal or social value and in still a group effort to achieve the goal or value. Therefore management strives to develop trust between employees and create a trusting environment (Demircan & Ceylan, 2003:146). Research has shown that intra-organisational relationships have critical success factors associated with it and trust is one of the top contributors (Blomqvist, 2002:76; Ford *et al*, 1998: 196; Parkhe, 1998:231; Sako, 1998:260; Raimondo, 2000:56).

Trust encourages open communication, sharing of information and respectful conflict management (Blomqvist, 2002:79; Miles, 1996:311). According to Bidault & Jarillo

(1997:125) generally trust has been seen to lead to the reduction of transaction costs such as management or governance costs, cost for acquisitions or expansions, and at the same time social complexity tends to decline. It is also noted that trust increases predictability (Sako, 1994:255), as well as the adaptability of organisations (Lorenz, 1988) and its strategic flexibility. Blomqvist, (2002:81) propose that in order for intra-organisational co-operation to evolve a certain level of trust needs to exist beforehand. Trust also creates possibilities of informal network collaboration and innovation (Miles *et al.*, 2000:311) which in turn creates a relaxing environment for employees.

Trusting employees to be more inspired and free to experiment with new ideas and methodologies promotes a healthier trusting environment. This mini-dissertation will conduct an individual study on the aspects of trust in the organisation. The results of this study will indicate the level of trust in this world-leading South African firm that specializes in Fischer-Tropsch Technology. The internal strong and weak attributes can then be utilized to improve the intra-organisational trust relationships. The aimed end result is to foster a sustainable organisation that will thrive in the global competitive market place.

The study will also highlight the reasons for employees' trust, as well as causes of mistrust within this organisation. This research will identify the focus points necessary for management to address in order to foster a trusting environment. For example: The question can be asked why did the production department not produce the promised amount of product they said they will produce? Is it due to internal or external discrepancies? It should not be necessary to ask these questions, because it is expected from people to deliver what they promised.

This way of thought is applicable to any successful business. Although Sasol Wax is a business unit of Sasol Ltd., it operates financially as a business on its own.

1.3 PROBLEM STATEMENT

Sasol Wax is a business unit of Sasol and has production and marketing operations in South Africa, Germany, Austria, the UK and the USA. There are also sales offices in Egypt, France, Australia and Malaysia. Sasol Wax produces specialty hydrocarbon and paraffin waxes, petroleum jellies and liquid paraffin's that are used in various industries and applications. Sasol Wax is governed by the same policies applicable to any other business unit in Sasol Ltd.

An independent international consulting firm conducts yearly employee- and organisation wellness research based on the six values of the organisation. The organisation's values are; Integrity, Winning with People, Customer Focus, Continues Improvement, Excellence in all we do, and Safety. In the past years trust has been highlighted as a matter for concern. Trust is an underlying contributor to most of these values and this led the researcher to the opportunity to conduct extra research on trust and all the aspects surrounding it. The outcome of this research can have a significant effect on the organisation's wellbeing, and this prompted the researcher to compile the study.

To accomplish company values on an organisational level all the employees need to accept the values and live according to it on a personal level, thereby improving the organisation as a business. By living the values trust needs to be incorporated to ensure successful compliance to the values. The researcher intends to focus on trust in this research, which is a foundation of the values in order to lift up the organisation to perform better as a business.

This research will also aim to highlight the levels of trust employees experience with respect to other employees and management. Intra-organisational relationships are an important foundation of knowledge-based competitiveness and a dynamic capability (Eisenhardt & Martin, 2000). This will foster a sustainable growth organisation that will thrive in the global competitive market place.

Some underlying factors of the study are as follows:

- In a production environment consisting of a value chain, critical information between different processing units is important to ensure the end result is what the client requires.
- Perceived pressure to achieve production targets influences how people behave.
- Annual organisation value assessments have highlighted concerns regarding trust as a supporting/ building block of the organisation's values.
- Improvement aspects must be identified that will promote and improve a trust relationship in order to turn into a more competitive organisation.
- In-progress production expansions need to be completed on time and in budget in order to meet market demand for the product.

Greater operational efficiencies and restructuring are recent buzz words in our technology era. These are mainly caused by intensified competition due to globalisation and the recession of 2009. For organisations to be competitive, amongst other things they need to encourage employee creativity. This requires the creation of an appropriate climate to foster creativity, since individuals need to feel secure enough to take risks despite uncertainty of the outcome. Management's responsibility and leadership comes into play.

1.4 OBJECTIVES OF THE STUDY

1.4.1 PRIMARY OBJECTIVE

The primary objective of the research is to gain an understanding of the underlying factors of trust in Sasol Wax, a South African-based organisation. The analytical objective is to describe the characteristics of the organisation by means of detecting quantified variations in the foundations of trust as experienced by the organisation.

1.4.2 SECONDARY OBJECTIVES

Secondary objectives include the following;

a). To determine and compare the relative strengths of different foundations of trust to each other in this organisation. These are on a cognitive, behavioural and affective level.

b). To identify the type of trust relationships that exist in the organisation e.g. between different groups of employees towards each other and between different groups of employees towards management.

The following section will highlight where the research will be conducted.

1.5 SCOPE DEMARCATION OF THE STUDY

This mini-dissertation is particularly aimed to conduct research on a South African-based petrochemical organisation. The organisation and its products are highly regarded in the South African and international markets respectively.

This study focuses on gathering information especially related to trust concepts, focussing firstly on trust between employees and secondly on trust between employees and management of the organisation. This research will be conducted on a diversified workforce within its manufacturing facilities in Sasolburg, South Africa. Other Sasol Wax facilities that will not form part of this research are based in Johannesburg, Durban and one manufacturing facility in Hamburg, Germany.

This study will only make use of primary sources for data gathering in the form of a questionnaire. Secondary sources of data will be obtained from the Internet in the form of English language publications, and other available books.

The scope of the study includes all managers, supervisors, production personnel, maintenance personnel, marketing department, financial department and Human Resources department.

The means by which the research objectives will be achieved will now be discussed in greater detail.

1.6 RESEARCH METHODOLOGY

The independent international consulting firm, Barret, conducts yearly employee- and organisation wellness research based on the six values of the organisation. Trust is an underlying factor of the values and therefore is not measured and reported on in detail by the Barret survey. The researcher will aim to pioneer trust-specific research within this organisation. By administering this research from within the organisation the ethical, validity and reliability issues will be secured. This will require a quantitative research method relating to empirical research to substantiate the literature. The analytical objectives explained in paragraph 1.4 dictate a quantitative research paradigm method. The advantages and disadvantages of a quantitative study will be discussed later and in more detail in chapter 3 of this study.

The procedure to be followed as well as the source of data to be used will be explained next.

1.6.1 BACKGROUND LITERATURE

The primary and secondary research methodology consists of various international and national literatures. Data will be collected by means of a quantitative empirical research method for the primary source of research. Secondary sources from text books and publications will be consulted.

Seppänen (2008a:44) states that to improve the theoretical coverage of the trust concept empirical studies need more focus by researchers. This study will focus on administering a quantitative method of data gathering. The reasoning comes from

the fact that it is essential for the measurement to be valid and reliable which in turn facilitate knowledge development (Churchill, 1979:64). The quantitative research method furthermore supports an objective view of the data.

The quantitative data will be gathered during autumn 2011 by means of two previously developed questionnaires. The first one is by Cummings & Bromiley (1996:305) from America called the Organisational trust Inventory/short form (OTI/s). It was later used in Italy and adapted by Vidotto *et al*, (2007:563-575) where the adapted version (OTI/R) can be used to evaluate trust regarding organisations, managers, sub-ordinates, colleagues and clients. By substituting “We” with “I” in the questionnaire the questionnaire can be utilized to measure both individual and collective feelings regarding trust in another person or department (Vidotto *et al*, 2007:563-575). This measurement tool is well fitted to identify the different trust relationships between peer-to-peer and the peer-to-other department relationship such as management. The second part of the questionnaire will be from Mayer *et al* (1995:730) that measures supporting factors of trust namely; ability to trust, benevolence from management, integrity, propensity, and trust itself.

To summarize, the two focus points will be to:

- Identify the different levels of what trust in the organisation is built on between peers and management.
- Use the evaluated theory and empirical research results in comparison to each other to assess what the organisation trust is built on with respect to management.

The research tool will be administrated and completed by the subjects via a computer system in the organisation. The subjects will complete the questionnaires anonymously on the internet; their years of service will be required to ensure that the information submitted via the data gathering tool is consistent with other biographical information.

Reliability and validity of the questionnaire

The questionnaire was found to be reliable and valid for testing the three variables of keeping commitments, negotiating with honesty, and not taking excessive advantage (Vidotto *et al*, 2007:567). It furthermore showed no difference in the results obtained by using two questionnaires with “I” and “we” as the two different references (Cummings & Bromiley, 1996:310). Due to the two successful samples and verification done in America by Cummings and Bromiley (1996:310), and the other test by Vidotto *et al*, (2007:568) this validation is accepted.

1.7 DIVISION OF CHAPTERS

Below is an overview of the content of the four chapters of this mini-dissertation:

Chapter 1

The aim of Chapter one is to provide the reader with an introduction of the proposed research topic on intra-organisational trust in order to substantiate the problem statement and background of the study. The implications and end result on wealth creation and the sustainability of the organisation due to trust problems are highlighted. The target population is made known as well as the research methodology to be utilized.

Chapter 2

Chapter two consists of an in-depth literature study that focuses on trust relationships, what it is based on, what breaks it down, what builds it up. The end result, the related problems with trust, the associated rewards and consequences of a trusting organisation are also discussed. Different data gathering methods related to trust is discussed from a critical viewpoint to identify the correct fit for each dimension of trust research.

Chapter 3

Chapter three focus on the data gathering method that will be used and the analysis of the empirical data collected by the questionnaires. The data will be discussed and compared to literature.

Chapter 4

Chapter four concludes the study completed by summarizing the opinions gathered from the respondents. There will be a section dedicated to recommendations that are concluded from literature and the results. Finally possible further opportunities for research in trust are highlighted.

1.8 CONCLUSION

Chapter One concludes that to have a competitive and sustainable wealth generating organisation there needs to be a mutual trust relationship between employees and other employees and between employees and management. In order to achieve this there needs to be a trust building focus for all levels of the organisation and it needs to be a sustainable effort which is hold in place by the organisations' set out values.

1.9 SUMMARY OF CHAPTER

Chapter one gives an overview of what the objective of this mini-dissertation will investigate and why there is a need to conduct a trust measurement in this organisation. Then it also highlights the data gathering method that will be utilized and why this specific method will be used. The sample is identified that will be measured and a brief background overview of the associated literature is introduced. Furthermore there is a breakdown of each chapter in order to keep the reader informed about its contents.

CHAPTER 2

LITERATURE STUDY

2.1 INTRODUCTION

Various researches have been done on trust. The focus of this literature study is to study applicable literature and have a critical discussion of the characteristics of an individual's trust towards other persons and groups within the same organisation.

2.2 THE TRUST CONSTRUCT

2.2.1 ANTECEDENTS OF TRUST

Seppänen (2008:76) noted that preceding research identified several constructs that acts as determinants of trust, namely: information exchange and sharing, specific transaction investments and shared values. Other studies have characterized the above mentioned determinants as effects of a trusting relationship or even as dimensions of the trust construct (Seppänen, 2008:76). It is shown that in existing research of the antecedents of trust in an intra-organisational form it gives a somewhat ambiguous and controversial interpretation of the linkages between trust and the reasons for trust. The researcher's opinion is that the method chosen to conduct research, whether it is quantitative or qualitative, will have to investigate the possibilities of cognitive influences.

2.2.2 DIMENSIONS OF TRUST

Research in intra-organisational trust contexts identified two major dimensions or types of trust: firstly competency based, and secondly goodwill trust (Blomqvist, 2002:75).

Competence based trust is defined as a set of skills in which trust is placed and includes ability, capability, expertise and expertness Blomqvist (2002:75). This refers to a set of skills and characteristics with the perception of and believe in another party's ability to meet their obligations, and perform and produce the required end result or outcomes.

Blomqvist (2002:75) defines capability as a set or group of skills, characteristics and competencies that enable people to achieve things they are supposed to achieve, that includes service, technological, product and business capability and inter-organisational communication skills.

The second dimension, Goodwill trust, refers to the trust held by one employee that the other employee intends to behave in a mutually beneficial manner. This level of trust includes the extent to which one employee is believed to show respect and act as the trusting party would want, by being loyal, fair, honest, understanding and responsible (Blomqvist, 2002:75).

This second component of trust, nl goodwill, is usually realized either by positive behaviour or in withdrawal from negative behaviour (Blomqvist, 2002:75). This aspect of goodwill will be investigated further in this literature study to see the validity it has in intra-organisational relationships where policies and procedures create a trusting environment. This will identify the basis of trust in large knowledge-based organisations where governance and policies are common practice.

2.2.3 TRUST DEFINED

The majority of definitions about trust available in literature have a familiar conceptual foundation in common (Rousseau *et al*, 1998:394). Zaheer & Bachmann (2006:236) defines trust as a decision to rely on another party (i.e. person, group, or organisation) under a condition of risk. It starts to get obvious that the stigma around trust can vary according to how trust is theoretically defined in the associated literature. Various research measurements are developed to measure different aspects of trust.

Scholars suggest that trust comprises of multiple components. McAllister (1995:297) suggests that interpersonal trust can be divided into two different parts: the cognitive as the one part and affective as the second part. The cognitive profile of trust represents issues such as integrity, honesty, reliability and fairness. The affective profile of trust represents a more specialised relationship where one person demonstrates concern about another's welfare. There are other researches that combine the two dimensions into an overall measure of trust as a combination of cognitive and affective forms (Rousseau et al, 1998:393). The problem might arise that they are so interrelated to each other that it is necessary in some research cases to include cognitive, affective and overall forms to recognize potential similarities.

Furthermore most trust investigations shows and focus on the interpersonal level (Rousseau et al, 1998:393) where it is possible for trust definitions to be applied to persons, groups and organisations due to the fact that all three entities base decisions on trust and shows the measurable consequences of the decisions (Zaheer &. Bachmann, 2006:238). This can be seen as researchers study decision-making by individuals (Bazerman, 2001), groups (Hackman, 2003:6), and organisations (Huber, 1990:51) based on the actions of persons, groups and organisations making decisions every day.

Trust can also be generated or forced on employees by policies and governance in organisations. If it is forced, is there really a trusting relationship or is it part of everyday business? Is there a trusting relationship or rather a trusting environment created by the policies and organisational governance because the affected and cognitive feelings may not be present?

While there are numerous definitions of trust, the specific construct of Organisational Trust (OT) is not deeply examined (Mayer *et al*, 1995:710). McKnight and Chervany (2000:212) describes OT as the level of confidence that one individual has in another's competence and his or her willingness to act in a fair, ethical, and predictable manner. Besides this general definition, Bromiley and Cummings (1995:223) further suggest a specific explanation of OT as "a individual's belief, or a

common belief among the members of a group, according to which another individual or group (a) makes good faith efforts to behave in accordance with any commitments both explicit or implicit, (b) is honest in whatever negotiations preceded such commitments, and (c) does not take excessive advantage of another even when the opportunity is available”.

Intra-organisational trust is a subject that has attracted considerable research interests all over the world, including South Africa. Previous research was focused on the benefits of trust relating to business outcomes, competitive advantage and performance (Seppänen, 2008b:81). In this research it is intended to use the three fundamentals as a basis and compare it to literature to identify the effect it has, if any, on business wellbeing. It will be identified what trust is built on in this South African-based organisation and the relationships associated with it.

Trust can be categorized under the culture of an organisation. Kreitner & Kinicki (2008:66) defines culture as “shared values and beliefs that under-lies an organisation’s identity” where the enacted values and norms are exhibited by employee’s (Kreitner & Kinicki, 2008:68). Trust is part of an organisations’ culture and is one of the cornerstones of the organisations’ values. This implies employees need to act in a trustworthy manner towards fellow employees, and at the end of the day to themselves. By doing this the employees can be labelled as trusting if they enact the definition of trust.

Intra-organisational trust consists of a number of trust relationships, whether employee-on-employee trust or trust between employer/employee. It is a characteristic found in successful businesses. Researchers have identified trust as a significant component of successful business practice, particularly given the new forms of relations both between and within organisations (McKnight *et al*, 2002:345).

2.3 TRUST WITHIN ORGANISATIONS

2.3.1 INTRA-ORGANISATIONAL TRUST

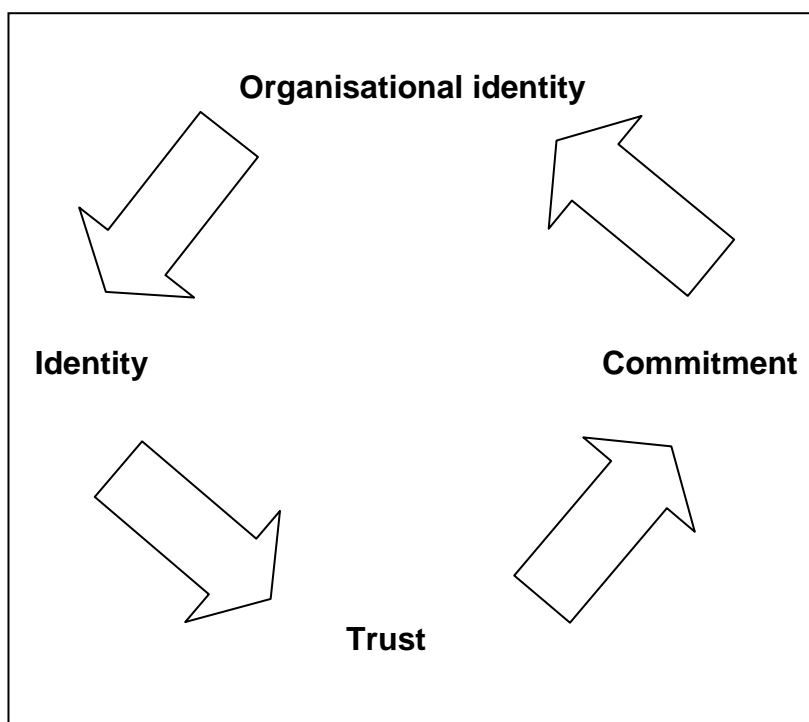
Trust on the individual level is based on interpersonal interaction whereas trust on the organisational level refers to a collective co-operation and commitment with the focus of achieving the organisational set-out goals. In an organisation individual action supports a team contribution which leads the individual's trust to become a collective effort and it transfers to trusting on a group level (Atkinson & Butcher, 2003:290).

So is this then organisational trust? Or is it individuals in an organisation trusting other individuals? McKnight and Chervany (2000:176) define organisational trust as a person's level of trust in another person's competence and the person's willingness to be fair, ethical and predictable about his/her actions. Bromiley & Cummings (1996:233) presents a more specific definition of organisational trust as an individual's belief, or a common belief among group members, to which another individual or group makes, i) good faith efforts to act in accordance with any commitments both explicit and implicit, ii) is honest in all negotiations with respect to the commitment and iii) does not take excessive advantage of others even if there is an opportunity. This theoretical model support Crites *et al.* (1994:621) that each of the mentioned three dimensions of trust merges with three components that precede human behaviour namely: cognition, affect and intended behaviour. This trust model is verified in Italy by Vidotto *et al* (2008:565) by testing it by means of the same Organisational Trust Inventory (adapted for Italian speaking people) that Bromiley & Cummings (1996:236) used in America. The theoretical model holds true that organisational trust can be measured on three dimensions and can be used to evaluate trust regarding colleagues, managers, clients, suppliers, sub-ordinates and organisations. This model is chosen as the basis to measure trust in Sasol Wax.

Organisational trust is a link between an individual member's identification of trust and a strong organisational identity or values. Puusa & Tolvanen (2006:29) concludes that they believe trust and trust creation is the key success factor for

creating a greater commitment to the organisation. They furthermore state that strong organisational identity affects the level of an individual's identification with an organisation which in turn creates trust. This can be seen in organisations' values statements. A strong individual relation to an organisation and their goals leads to stronger commitment from the individual and level of trust towards the organisation Figure 2.1 (Puusa & Tolvanen, 2006:30).

FIGURE 2.1: THE CONNECTION BETWEEN ORGANISATIONAL IDENTITY AND TRUST



Source: Puusa & Tolvanen (2006:31)

Intra-organisational trust with respect to Sasol Wax is measured as part of an annual values survey conducted by an American company called Barret. Sasol company values are the main focus of the survey. The survey measures employee's values in two aspects. Firstly employee's values are measured with respect to work and then secondly the employee's values are measured with respect to personal life. The results are compared to what Sasol sees as desired behaviour to support the Sasol values. An underlying factor of a number of Sasol values is trust and is also measured by the Barret survey. It has been highlighted by past results that

employees do not trust as they should be while at work. This was indicated by the number trust was ranked on by the employees. In order for the employees to live Sasol values to their fullest, trust needs to be improved on within the organisation. This will lead to a more effective organisation.

2.3.2 INTRA-ORGANISATIONAL ELEMENTS

Blomqvist (2002:8) breaks organisational trust into two elements, interpersonal and impersonal. The interpersonal and impersonal organisational trust elements impact each other as employees experience what kind of behaviour is rewarded or punished in the organisation. The “experienced and knowledge trust” in the interpersonal interaction may transfer to the “perceived impersonal trust” when the “trustor” highlights examples from which trust was transferred to a target. For example a newly appointed manager with a trustworthy character and a trusting personality may be able to introduce a trusting environment and culture that will be learned and accepted by the organisation. Managers are role models and their actual behaviour sends out signals as to the type of behaviour that is accepted and encouraged. Figure 2.2 indicates some antecedents for impersonal and interpersonal elements of a trusted organisation.

FIGURE 2.2: ANTECEDENTS OF INTERPERSONAL AND IMPERSONAL ORGANISATIONAL TRUST



Source: adapted from Blomqvist. (2002:8).

Impersonal organisational trust elements create a shared context and enhance the trust levels at inter-unit, inter-personal and individual levels. The coordination, communication and decision making that occur in organisations encourage or discourage the trustworthy behaviour of management.

Policies and governance within an organisation such as performance based contracts' intellectual property and market based incentives can support the evolution of interpersonal trust (Blomqvist, 2002:9). Seppänen (2008a:14) also suggest that organisational- based trust may enhance interpersonal trust by standardising how employees are treated. This enhances interpersonal trust in employee/employer relationships. This suggests that the interpersonal and intra-organisational relationship is a dynamic one, if one deteriorates it negatively impacts on the other one.

2.4 HOW DOES ORGANISATIONAL TRUST BENEFIT ORGANISATIONS?

It is business basics that organisations need to operate cost-effectively in every way possible in order to be competitive in the market place. Even the lack of trust between employees in an organisation can have costly consequences. The lack of trust from individuals towards systems and governance is one example, the individual may find policies or systems to be untrusting and work against or around the system creating a scenario where the perceived or expected trust from peers are not realized (Bromiley & Cummings. 1996:237).

Cummings & Bromiley (1996:238) found that a trusting environment within an organisation increases performance and co-operation between employees. This has been substantiated by Zaheer *et al.* (1998:144) Interpersonal and intra-organisational trust enhance intra-organisational negotiations and is related to increased performance, commitment, satisfaction and less stress (Costa *et al.*, 2001:227).

According to the Investor relations team (2010) Sasol declares a number of industry related competition tribunal referrals and investigations in its investor relations reports. The Competition Commission in South Africa is very strict with trespassers, and companies will rather approach the Competition Tribunal voluntarily than be accused and heavily fined. Past transactions and the dynamics of business history can affect trust relationships in future dealings with organisations. It is important to ensure that future ventures are reliant and contract deliverables are met.

This is an intra-organisational action that must be addressed in order to ensure that the employees can identify culprits, therefore the creation of a trusting environment is a necessity. A presumption regarding cultural differences is another stumbling block for fostering a trusting environment, where-as a mature diverse work force that stood the test of time will have established a more trusting environment if the theory from Cummings & Bromiley (1996:313) holds true.

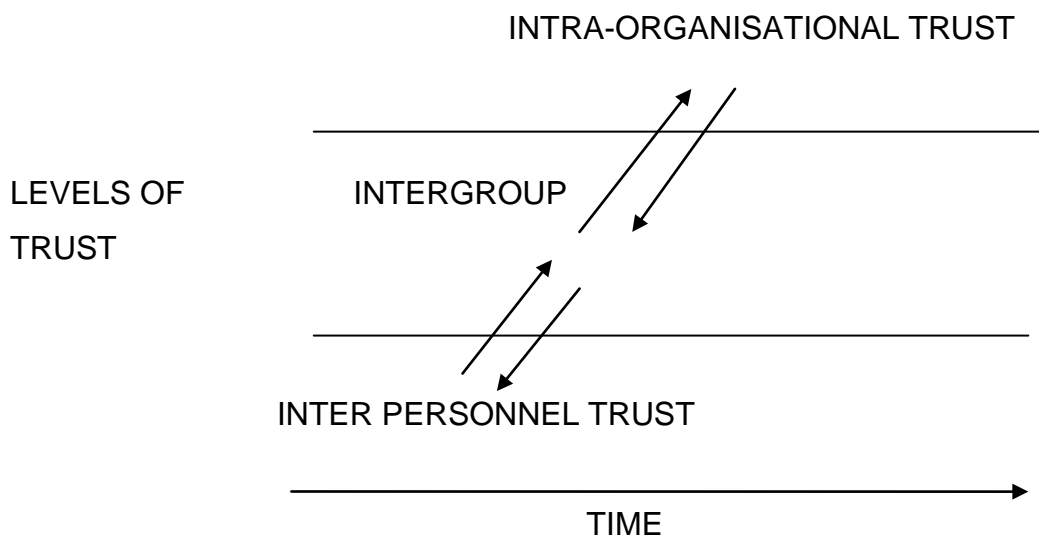
Trust lessens transaction costs by increasing performance, and co-operation of fellow employees (Costa *et al*, 2001:229; Cummings & Bromiley (1996:313) increases need base monitoring (McAllister, 2008:298) and entrepreneurial and self-protective behaviours (Nooteboom *et al*, 1997:310).

In any intra-organisational relationship the level of trust may rise and fall involuntary, but this may not seriously threaten relationships. In other instances trust will be damaged beyond repair. This ancient up- and down cycles have their implications and consequences. Robinson *et al*. (2004:327-340) found that cognitive consistency may oversee small deviations if the other party view the occurrence as out of their control. This does not mean it is acceptable and the cognitive consistency creates expectancy in relationships (Macduffy, 2010:39).

2.5 NEW DIMENSIONS IN TRUST RESEARCH

Is it possible to investigate organisational trust on one level and measure it on another? According to Bachmann & Zaheer (2006:235) their thesis investigates trust on one level and measures it on another level. They state that it is possible to understand the complexity of trust on an interpersonal level by measuring trust on an inter-group or inter-organisational level. In other research Rousseau *et al* (1998:395) has made significant theoretical advance in this regard, and empirical developments was reported by McEvily *et al*, (2003:285). The complexity of trust, especially its evolutionary nature, is a new dimension in trust research (Bachmann & Zaheer, 2006:235) as depicted in figure 2.3.

FIGURE 2.3: THE CO-EVOLUTION OF TRUST ACROSS LEVELS



Source: Bachmann & Zaheer. 2006:235

Goodwill as an element of intra-organisational trust is an interesting new research discovery. This goodwill is related to the self-reference dimension of trust and creates significant insight into research. Furthermore it was found that current employee behaviour in conjunction with a good reputation enhance trust on an inter-personal and intra-organisational level (Seppänen, 2008:81).

The research model that Schoorman *et al.* (2007:345) utilizes presents a cognitive approach to trust and points out that trust also involves emotion. Furthermore Williams, (2001:379) has found that affective responses has an effect on how people evaluate their level of interpersonal trust in another party. Does this mean that emotions and moods have an influence on how people experience trust? Further evidence that unrelated emotional feelings from the trustee has an effect on trust and the trust relationship (Dunn & Scheitzer, 2005:738). Weber *et al.* (2005:81) indicates that emotional attachments can cause people to take sudden risks without taking into account available evidence.

Schoorman *et al.* (2007:345) states the proponents will argue that a strictly cognitive approach to decision-making regarding trust can let emotions create temporarily

irrational choices from present data on ability, integrity and goodwill; after a period of time has elapsed the perception would return to a rational perspective. Thus it appears that emotion can influence perceptions of the trust antecedents and therefore trust relationships, whether on a personal or intra-organisational level. It is however likely that this emotion will disappear over time after trust has been breached. The question that needs to be investigated is to determine whether this feeling ever dissipates completely and return to normal non-emotional evaluation?

Another area of new trust research is the role that international and cross-cultural elements play in the model of organisational trust due the globalization of markets and companies (Schoorman *et al*, 2007:354).

2.6 BARRIERS TO TRUST

As the need for trust keeps increasing whether intra-organisational or between global organisations, it seems that there are less natural opportunities for inter-personal trust to evolve. Fast technological change, globalization and development of efficient and fast information technology have created opportunities and acted as drivers for different means of virtual organizing. At the same time people's conception of time has changed (Blomqvist, 2006:2).

The co-operation within organisations has increasingly been organized into temporary groups and project-based situations among knowledge workers without previous relationships or prospects of long future relationships. The co-operation between employees is seen as a tentative option and a source of flexibility exists, rather than a permanent organisational feeling or long term relationship. It often happens that there is not enough time for interpersonal interaction to create a slow evolving trust-based relationship due to the fast pace of projects (Blomqvist, 2006:2).

Another cause for slowing down the forming of trust relationships is restructuring within organisations, as is the case with Sasol that needs to save 30% in all

functional departments, human resources, procurement and services. This is a current threat due the recent world-wide recession.

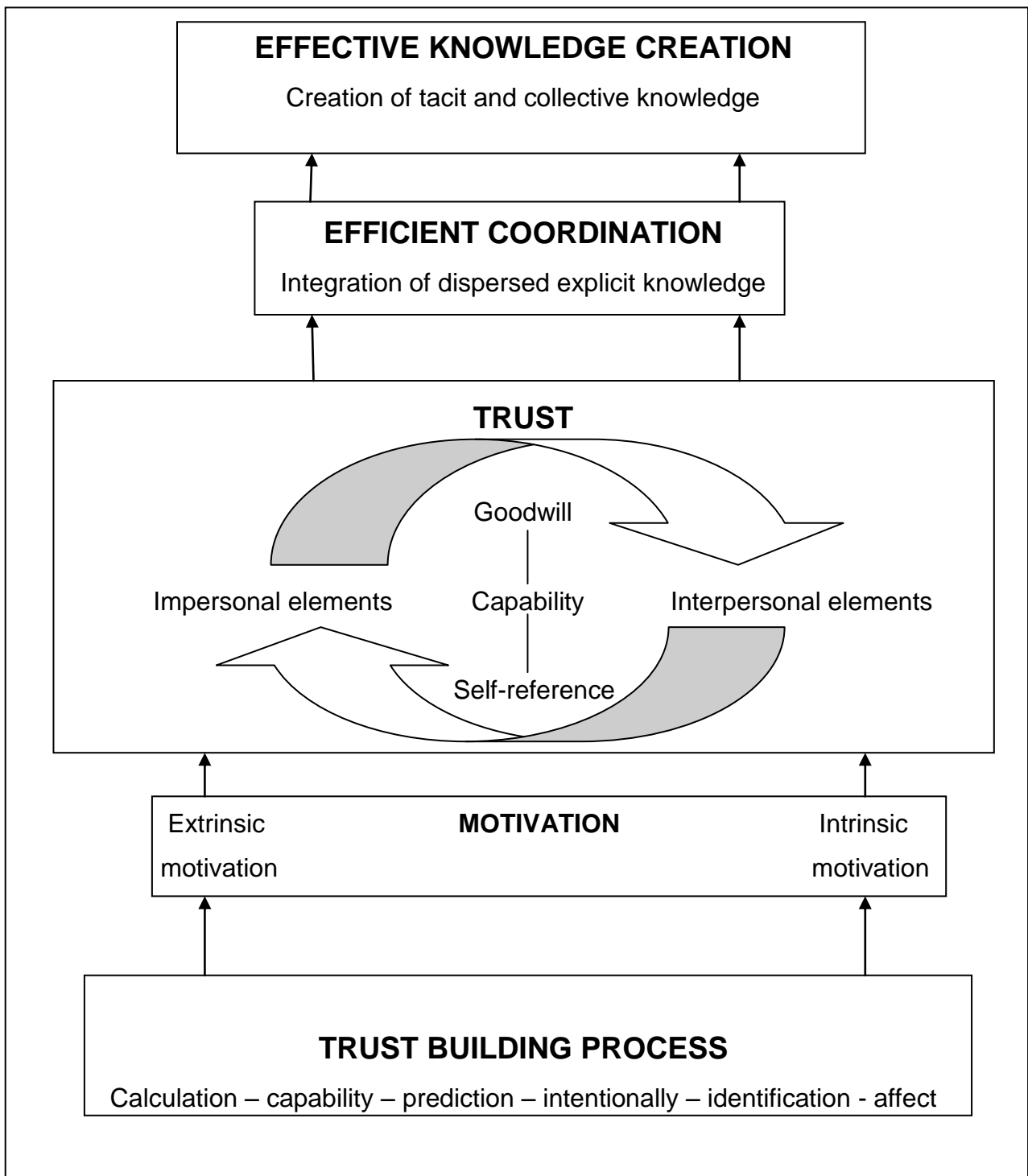
2.7 TRUST IN A KNOWLEDGE-BASED ORGANISATION

Trust is noted as beneficial for knowledge-based organisations (Blomqvist, 2006:10). Some of the basic benefits realized are the lowering of transaction costs and an increase in transaction benefits (Blomqvist, 2002:2). Therefore it is expected that trust will enhance the integration of explicit knowledge of an organisation. Trust also promotes the effective reduction of social complexity in an organisation (Nahapiet & Ghoshal, 1998:243).

In order for trust to be a source of competitiveness and to differentiate an organisation from others, a large variety of trust building exercises will be needed. Trust building exercises and processes will mostly be context-specific compared to trust building exercises that support intrinsic motivation. The capability, intentionality, identification and affect will be of greater value to support intrinsic motivation, and the creation of tacit and collective shared knowledge, as Figure 2.4 displays (Blomqvist, 2006:2).

In organisations where distrust exists, for example among departments or any other intra-organisation level, it is most likely you would find pockets of knowledge in the organisation that is not integrated or freely assisting because knowledge is not shared in that specific workforce or department (Du Plessis, 2006:56).

FIGURE 2.4: TRUST IN A KNOWLEDGE BASED ORGANISATION



Source: adapted from Blomqvist, (2006:10)

2.8 TRUST RELATED MOTIVATION IN ORGANISATIONS

Trust is a valuable resource for any organisation, although complex. Its inconsistent nature is brought to attention by Nootboom, (2003:10), describing it as trust going beyond self-interest within limits while being emotional and rational. The available trust building processes create trust on different foundations of trust and human needs or motivations. At the same time the experience of trust and evaluations of trustworthiness are understood as complex conclusions based on values, information, emotions and attitudes (Dietz & den Hartog, 2006:558). The aspect of individuality causes each individual to decide on how he or she perceives trustworthiness in the same way as the individual disposition and propensity to risk or trust is related.

To ensure effective knowledge work the nature of motivation is critical (Osterloch *et al*, 2002:71). It may also be expected that the more complex the nature, tacit and collective knowledge and other related knowledge work is, the more it leads to establish the importance of the trust building processes associated with intrinsic motivation and supporting trust- related processes.

2.9 TRUST BUILDING

Trust building can be a task that can range from easy to extremely complex; the complexity is related to the complexity of the organisation. Kreitner & Kinicki (2008:319) discuss the following six principles for building and maintaining organisational trust:

- **Communication:** keep all members of the organisation group accurately informed about all the relevant policies and decisions. Provide feedback regularly and do not share own problems and limitations. Ensure that all communication is truthful...
- **Support:** be approachable and available for employees. Always provide advice, help, coaching and support for new ideas.

- **Respect:** delegation in the form of decision-making authority is the most important expression of managerial respect. Actively listening to the ideas of others is a close second. (Empowerment is not possible without trust).
- **Fairness:** be quick to give credit and recognition to those who deserve it. Make sure that all performance appraisals and evaluations are objective and impartial.
- **Predictability:** as mentioned previously, be consistent and predictable in your daily affairs. Keep both expressed and implied promises.
- **Competence:** enhance your credibility by demonstrating good business sense, technical ability and professionalism

2. 10 CONCLUSION

This literature study on trust, and especially intra-organisational trust, indicates that one of the basic principles that need to be present in a sustainable relationship is trust. A trusting culture in any organisation is a basic necessity for an organisation. This is a specific requirement for an organisation to be a sustainable, competitive one with the advantage of creating wealth. As business is all about relationships, internal employee relationships can be categorized into intergroup relationships and interdepartmental relationship. External organisational relationships can be grouped into relationships with customers and suppliers.

The definition of trust is built on several aspects of the cognitive and affect experiences of a person. It is a person's belief or faith in others' behaviour and intentions, but the person still needs to be willing to take the risk of trusting someone else. It can be said that in a part of a person's personality there needs to be a willingness to trust others.

It has been identified by external research that trust in Sasol Wax is an area of the organisations' culture in need of improvement. Creating an improved trusting culture in Sasol Wax will have a positive effect on the employees' values. The organisations' values are Integrity, Winning with people, Customer focus, Continuous improvement,

Excellence in all we do and Safety of people. Trust is a foundation that supports the organisations' values. Creating a more trusting culture will lead to employees fostering a need to live out the Sasol values. Focusing on basic principles of trust can lead to an improvement of the trust relationships in the organisation. Identifying problem areas and focussing the trust-building activities on these areas will enhance the trust relationship to extra-ordinary levels.

2.11 SUMMARY

This chapter discussed the various aspects of trust-building up to intra-organisational trust. Firstly the antecedents of trust were discussed and it was found that the literature regarding trust sets out to utilize the study of the antecedents of trust. Thus the basis of trust stays the same but the antecedents can differ, depending on what specific area of trust is investigated, e.g. inter-personal, impersonal, trust within teams, trust between organisations, and intra-organisational trust.

The second aspect was the dimensions of trust and it was found that trust can be built on competency-based experiences or as an act of goodwill. Competency-based trust is where a person believes that another person or group will be able to fulfil what is expected by them due their inherent skills and capabilities. This is most common in organisations due to specialized departments and personnel. Goodwill trust is also experienced in organisations although policies and governance may create the perception that people are trusting.

Thirdly trust was defined as a person's decision to rely on another person under a condition of risk. It was noted that this trust could also exist between a person and a group, a department, or another organisation.

This led up to the fourth and fifth topic, nl intra-organisational trust and its elements. Intra-organisational trust was defined as a collective co-operation and commitment from individuals with the focus on achieving the organisational goals or values. It was found that there is a link between an individual member's identification and relationship of trust and the organisational values or identity. Furthermore it was found that a strong individual relation to an organisation and their goals leads to

stronger commitment from the individual, and the level of trust towards the organisation. This concept strengthens the focus of the research. The interpersonal and impersonal organisational trust elements were investigated to identify the impact of each on an employee's trust experience.

The sixth focus point was the effect of intra-organisational trust. It was found that a trusting environment within an organisation increases performance and co-operation between employees, enhances commitment, and creates satisfaction and less stress for employees. Intra-organisational trust is a key success factor to ensure a competitive advantage.

The seventh concept was to investigate if it is possible to understand the complexity of trust on an interpersonal level by measuring trust on an inter-group or intra-organisational level. This method utilizes a cognitive approach to trust and points out that trust also involves emotion.

The eighth focus point was to identify barriers to trust. It was found that there are less natural opportunities for inter-personal trust to evolve due to the nature of modern business and external impacts such as restructuring and lay-offs due to the recent recession.

The ninth focus point of this literature study was to investigate the effect of trust in a knowledge-based organisation such as Sasol Wax. Basic benefits are the lowering of transaction costs, and enhancing the integration of explicit knowledge of an organisation. Trust also promotes the effective reduction of social complexity.

The tenth concept covered based on trust was to highlight that effective knowledge work is based on motivation by employees to decide on how he or she perceives trustworthiness because it is based on values, information, emotions and attitudes.

The eleventh concept and final focus point was to highlight the basic principles that are required to foster a trust-building culture.

CHAPTER 3

RESEARCH METHODOLOGY AND FINDINGS

3.1 INTRODUCTION

From the literature in Chapter 2 it is evident that the basic principle of trust needs to be present in an organisation in order for the organisation to be successful on all the different levels. This chapter will focus on the research methodology used in order to meet the research objectives of this study as outlined previously in part 1.6. Furthermore a brief overview of the organisation is discussed. Then the findings of the survey conducted are presented.

3.2 DISCUSSION OF SASOL WAX

Sasol is regarded as a leader in the petrochemical field due to its coal to liquid (CTL) and gas to liquid (GTL) technology. Sasol has manufacturing facilities throughout the world and is constantly exploring new ventures. Sasol is registered on the New York stock exchange and the Johannesburg stock exchange. Sasol is regarded as a global company with 33000 employees deployed over several of the world's continents. Part of Sasol's value chain creates the opportunity to produce wax from Sasol's Fischer Tropsch technology.

Sasol Wax is a business unit of Sasol and has production and marketing operations in South Africa, Germany, Austria the UK and the USA. There are also sales offices in Egypt, France, Australia and Malaysia as shown in figure 3.1, Sasol Wax facilities worldwide (annual review, 2010:59).

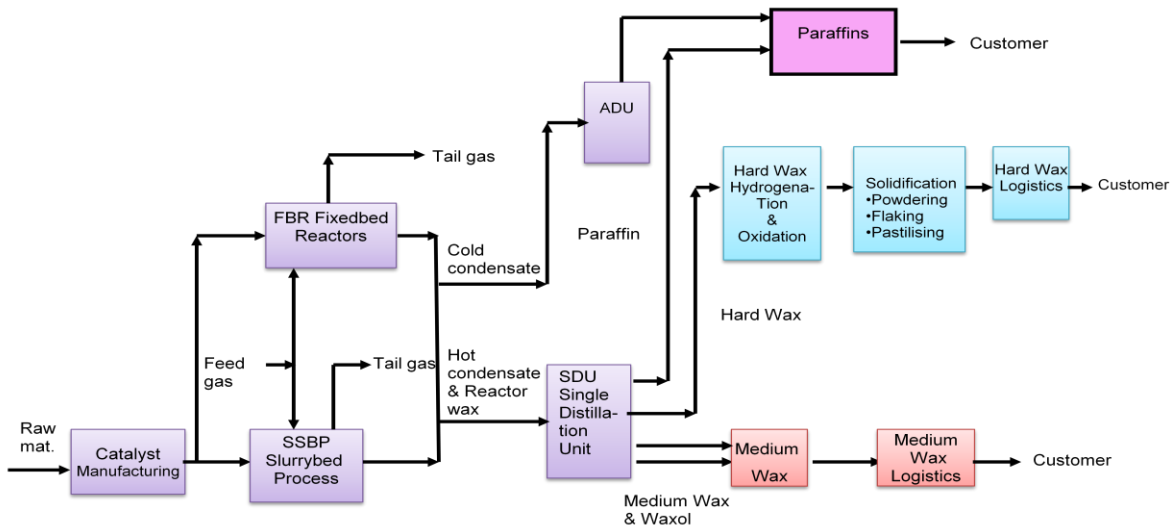
FIGURE 3.1: SASOL WAX FACILITIES WORLD WIDE



From: Process overview presentation, Chris Oosthuizen (2011).

Through the complete value chain, as showed in figure 3.2, Sasol Wax produces specialty hydrocarbon and paraffin waxes, petroleum jellies and liquid paraffin's that are used in various industries and applications as depicted in figure 3.3. Sasol Wax is continuously expanding their product range with their technological expertise and worldwide infrastructure adding value to their customers (Annual Review, 2010:59). By utilising its unique proprietary technology Sasol wax is able to grow by growing its customers.

FIGURE 3.2: SASOL WAX VALUE CHAIN



From: Sasolwax.com, <http://www.sasolwax.com/en/Global+Presence.html> (2011)

FIGURE 3.3: INDUSTRIES AND APPLICATIONS OF SASOL WAX PRODUCTS



From: Process overview presentation, Chris Oosthuizen (2011).

3.3 SAMPLE GROUP AND SIZE

This empirical study focussed on the Sasol Wax main manufacturing site in Sasolburg, South Africa. The trust levels were analysed based on the three basic principles of trust as discussed in chapter 2. The Sasolburg site has a population of 453 personnel working on the site. The complete Sasol Wax business has a total of 1022 personnel as shown in table 3.14: Facts and Figures of 2011.

TABLE 3.1: FACTS & FIGURES 2011

Turnover	629 Mio. EUR
Employees Profile:	
Europe	456
South Africa	453
United States	92
Egypt	16
Asia	5
Total =	1022

From:sasolwax.com, http://www.sasolwax.com/en/Company/Facts+_+Figures-p-76.html

The target population of this research can be defined as general workers, middle management and senior management. The target population included all the operating staff, functional support staff and technical support staff. This was broken down into business enablement, Chemcity laboratory services, engineering support, human resources, production, maintenance, marketing and SHERQ (safety, health, environment, risk and quality) departments. The population consisted of a large spectrum of participants covering different ages, races, and gender and work experience on different levels within the organisation. The total amount of employees in the population is 453. Questionnaires were administered to the entire population.

3.4 SAMPLE SELECTION

The sample was categorised as a non-probability convenience sample due to the fact that it was each respondents own choice to complete the survey. If employees were on leave it was considered that they are not available to take part in the survey.

The survey was administered to the whole organisation on all levels and not only a selected part of the organisation. The survey was administered in electronic format by using an internet based program called e-Survey. The internet based program, e-Survey, was setup in such a way that the survey was completed anonymously. The program server could record IP addresses of respondents to indicate if double responses were done which was not the case.

The survey questionnaire was administered for a total of two weeks with 108 respondents that replied in the first week. After the first week a reminder was sent via email to the entire population where-after another 74 more respondents completed the survey in the second week. A total of 182 respondents completed the survey which reflects a response rate of 40.18%. These 182 respondents form the sample. Since this is a non-probability convenience sample rather than a random sample, it may not be representative of the population. Therefore, results cannot be generalized to the population by means of statistical inference and p-values. Rather, the sample needs to be considered a small subpopulation and conclusions can only be drawn for this subpopulation. These conclusions will be based on effect sizes which can indicate if results are practically significant. However, p-values will be reported for the sake of completeness. As this research is focussed on intra-organisational trust the results of the subpopulation will be analysed. Further recommendations on this matter will be discussed in chapter 4 of this study.

During the analysis of the results it was found that only a small number of respondents did not complete the entire questionnaire. Due to the survey being conducted anonymously it was not possible follow up with these respondents why they completed only a part of the survey. The e-Survey was set up in such a manner that the respondent was not able to skip a question, as it was required to complete a question in order to advance to the next question. Due to the operating requirements of the business it can only be assumed that the respondent's call of duty prompted them to abort the survey before they could complete it. This point will also be discussed in Chapter's 4 recommendations. In the statistical analysis the missing values were accounted for in order not to obscure the results obtained and to fully utilise usable data. Statistically revised results are available to be viewed in Appendix B.

3.5 SURVEY INSTRUMENT

Different research methods are available in order to investigate and measure the set-out objectives as prescribed by the literature study. The two main research methods used in studies are qualitative and quantitative approaches. The qualitative research approach needs to be handled very subjectively due to the individual's personal interpretation of the respondent's reactions. These reactions can either be audible or visual. Quantitative research methods are more objective because it utilises tools in the form of questionnaires that seek mostly precise answers from the respondents.

There is usually no interaction or interference from the interviewer while the respondent is participating. Qualitative research is more time consuming due to the interviewer and interviewee's interaction where quantitative research is conducted via surveys or questionnaires.

The sole method of data collection for this research was a questionnaire. The questionnaire was developed by combining two existing validated questionnaires to ensure it is applicable and supportive to the literature study. The advantages of utilising existing validated questionnaires in order to support the research were considered therefore the choice of using the questionnaires.

The questionnaire consisted of 47 selected type of questions in total. The first seven questions were dedicated to obtain biographical information from the respondents. The rest of the questions were answered by means of a five point Likert scale to obtain the respondents views. The five point Likert scale was divided into i) as strongly disagree, ii) as disagree, iii) as neither agree or disagree, iv) as agree and v) as strongly agree. The complete questionnaire is available in appendix A.

3.5.1. ETHICAL CONSIDERATIONS

The questionnaire was distributed via an email by the writer to the complete population. Within in the email was a hyperlink that redirected the respondent to the questionnaire hosting website called e-Survey. The introduction letter that accompanied the questionnaire via email addressed various ethically related

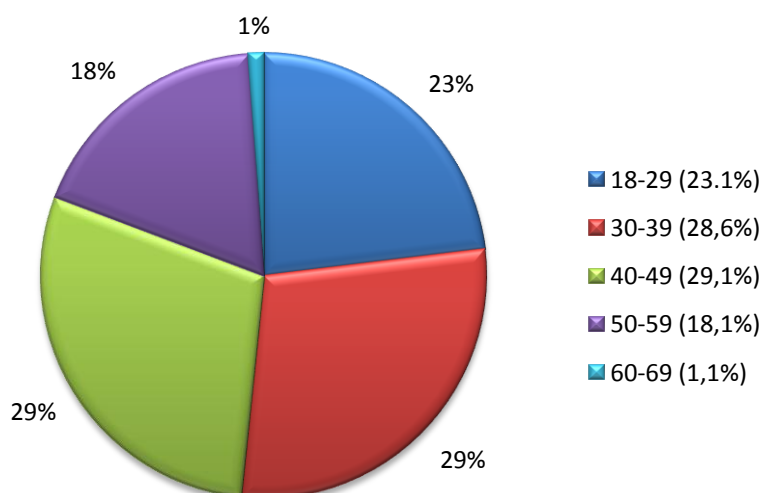
matters. Firstly it acted as an informed consent to take part in the survey. The introduction letter informed the respondent that the survey was conducted anonymously by the e-Survey tool. The population was also informed that the results will be available for the respondents of the survey after it was statistically analysed.

The data was statistically analysed by means of two computer programs namely SPSS (2009) and Statistica (2011) by the North West University's statistical consultant services. They were chosen in order for the results to be objectively calculated.

3.6 BIOGRAPHICAL INFORMATION

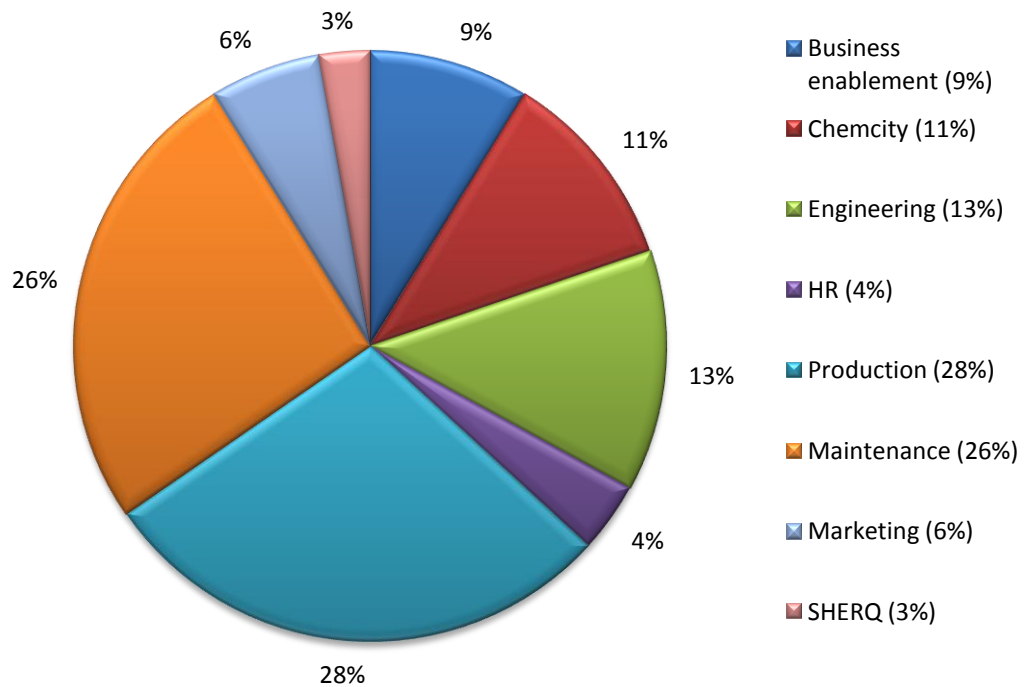
A total of 182 respondents completed the survey which reflects a response rate of 40.18%. From the 182 respondents 70.9% were male which is typical of the operation environment and its male dominancy. An interesting age factor that will be discussed later in more detail is that 29% of the population are between the ages of 30 to 39 while another 29% are between the ages of 40 to 49. Figure 3.4 indicates the age spread of the respondents.

FIGURE 3.4: AGE OF RESPONDENTS



The population are divided into 59.3% white people, 30.3% black people and 10.4% Asian, Indian and coloured people. From the respondents 58.8% were from the working class with respect to 30.2% from middle management and 9.9% from senior management which is an indication of the typical pyramid style organisation. Figure 3.5 indicates the working area representation of the respondents.

FIGURE 3.5: WORKING AREA REPRESENTATION



3.7 RELIABILITY ANALYSIS

3.7.1 INTERNAL CONSISTENCY OF THE SURVEY

For this survey the Cronbach alpha principle will be used to measure consistency (Field, 2009:675). Instead of working with all the items individually, it would be helpful if groups of items representing a single construct can be aggregated to get a mean score on the subscale. This is statistically allowed if the subscale is internally consistent or in other words reliable. The survey made use of two existing and validated questionnaires of which the first questionnaire was from Cummings and Bromiley (1996:310) and was coded as part B. The second questionnaire used was coded part C for statistical matters and was from Mayer et al (1995:730). The

questions of the questionnaires are categorised into subscales or constructs. The construct categories are as follows; part B measures three constructs towards trust namely cognitive, behaviour and affect. Part C was the questionnaire as compiled by Mayer et al (1995:730). The constructs of part C is as follows; C1 to C6 investigates a specific construct namely ability, C7 to C10 measures benevolence, C11 to C16 measures integrity, C17 to C24 measures propensity and C25 to C28 measures trust. If these subscales are internally consistent an average value of the items can be calculated for each participant on each subscale (SAS Manual: 2005).

Appendix D indicates all the reverse phrased questions from part B and C. The reversed phrased questions were taken into account during the statistical analysis by reversing the scores from the respondents.

Nunnally & Bernstein (1994) claimed that a Cronbach alpha > 0.7 shows sufficient reliability in research. Although the generally accepted value of 0.8 is appropriate for cognitive tests such as intelligence tests, for ability tests the cut-off point of 0.7 is more suitable. "When dealing with psychological constructs, values below even 0.7 can, realistically, be expected because of the diversity of the constructs being measured." (Field, 2009:675).

Part one in Table 3.2 refers to the first questionnaire measuring the three aspects of trust. When part one is divided into the three sub-constructs and the Cronbach alpha value for each construct was calculated, Affect has the highest value at 0.94 following with Behaviour at 0.876, then Cognitive third. Although Cognitive is third, it still has a Cronbach alpha value of 0.771.

In total eight constructs were measured by using the Cronbach's alpha method with part one that is divided into its three parts. All constructs scored high values except part five and part six. Part 1 to Part 4 Cronbach alpha values range from lowest value of 0.771 to a highest of 0.940. This indicates a high degree of consistency. Part five measured the propensity to trust with a Cronbach alpha value of 0.565 while part six measured trust with its Cronbach alpha value of 0.564. Even though these values are lower than 0.7, one should keep in mind that it is psychological concepts that are measured. From Field's (2009:675) quotation above it follows that this may be acceptable and indicates reliable subscales for these psychological

constructs. Since the Cronbach alpha values indicated that all subscales are sufficiently reliable, average scores on each subscale for each participant was calculated. The Cronbach alpha values for each of the constructs are shown in Table 3.2 with the average and standard deviations of the aggregated scores presented in column three and four.

TABLE 3.2: CRONBACH ALPHA VALUES

Construct	Cronbach's Alpha	Mean	Std. Deviation
Part1 Cognitive	.771	2.97	0.86
Part1 Behaviour	.876	3.02	0.84
Part1 Affect	.940	3.03	0.84
Part2 Ability	.894	2.78	0.83
Part3 Benevolence	.932	3.32	0.97
Part4 Integrity	.875	3.05	0.80
Part5 Propensity	.565	3.25	0.44
Part6 Trust	.564	3.25	0.63

Based on the above interpretation the mean values shown in Table 3.2 could be used to portray conclusions regarding the trust levels within this organisation. From the Likert scale three was “neither agree nor disagree” whereas values larger than three represented “agree” answers and values smaller than three indicated “disagree” responses. All, except two, of the mean values from the respondents fall on the more positive side of the Likert scale (towards agree). This indicates that the respondents felt only by a small margin more positively about trust than all of the constructs that was tested. This tends to support the literature study that people think other people keep their commitments (cognitive thinking), people are honest in their negotiations (behaviour) and they don’t take excessive advantage of others (affect).

There is evidence of trust worthy behaviour from the mean scores for the part1 behaviour measurement. It was also on the positive side of the scale for all the different biographical data measurements. From the results it is clear that for some personnel it is more applicable than for others. The two constructs measuring propensity to trust (Part 5) and trust itself (Part 6) as part of the Cummings and Bromiley questionnaire focus on measuring a person’s trusting thoughts more towards civilization in general rather than to intra-organisational circumstances. It is

possible that the employees trust each other and management on an intra-organisational level but that they are less trusting when it comes to sales people for example, which indicates the overall low scores recorded for construct 5 and 6 in this survey.

The aggregated scores of each participant on each of the subsections will now be used to analyse the responses and not each question on its own.

3.8 CORRELATIONS BETWEEN THE VARIABLES

Pearson’s correlation coefficient was used to determine the linear relationships between the different constructs due to the normal distribution and to standardise. Pearson’s correlation coefficient is used to illustrate linear relationships between two constructs. The more linear the relationship is, the closer the value is to positive one or negative one as explained in table 3.3 (Pearson’s correlation coefficient).

TABLE 3.3: PEARSON’S CORRELATION COEFFICIENT

$r=\pm 0,1$	Small effect	No practically significant correlation
$r=\pm 0,3$	Medium effect	Practically visible correlation
$r=\pm 0,5$	Large effect	Practically significant correlation
sign	+	positive linear relationship
sign	-	negative linear relationship

From: Field (2009: 372)

Table 3.4 shows the Pearson’s correlation coefficient values as statistically calculated for this study.

TABLE 3.4: PEARSON'S CORRELATION COEFFICIENT FOR THIS STUDY

	Part1_ Cognitive	Part1_ Behavior	Part1_ Affect	Part 2	Part 3	Part 4	Part 5	Part 6
Part1 Cognitive	1	.692**	.889**	.735**	.733	.822*	.312*	.551*
Part1 Behaviour		1	.697**	.544**	.525	.621*	.247*	.537*
Part1 Affect			1	.668**	.698	.786*	.223*	.573*
Part2 Ability				1	.666	.807*	.310*	.428*
Part3 Benevolence					1	.734*	.294*	.497*
Part4 Integrity						1	.349*	.543*
Part5 Propensity							1	.243*
Part6 Trust								1

From the results in table 3.4 (Pearson's correlation coefficient for this study) it can be seen that for part 1 cognitive, part 1 behaviour, part 1, affect, part 2 ability, part 3, benevolence and part 4 integrity high linear correlations was reported. Part 5 and part 6 showed on average low linear correlations to the other constructs as was expected as they are aimed to measure propensity and trust in a civil aspect.

The linear relationships identified will be discussed in more detail in the following points.

3.9 COMPARING ASPECTS OF TRUST-BASED ON BIOGRAPHICAL VARIABLES

For analysis independent t-tests are used to compare the mean scores of two independent groups. If a random sample from the population is used, small p-values can be used to indicate whether the differences are statistically significant i.e. it indicates a difference in population level within a certain margin of error (e.g. $p < 0,05$ then indicates a statistically significant difference on 5% significance level).

However data drawn from a convenience sample should be considered as small populations for which statistically inference and p-values are not relevant. Statistically inference is applicable to analysis from random samples in order to draw conclusions from calculated descriptive measures Ellis & Steyn (2003:2). In this study, a random sample was not used therefore p-values are not really applicable.

However, it is reported for completeness, but for interpretation the focus will fall on effect sizes which give an indication of the practical significance of the results.

Cohen's d-value is the effect size that is used when two group means are compared. It can be interpreted as follows (Field, 2009:370):

$d = \pm 0,2$ small (not practically significant)

$d = \pm 0,5$ medium (practical visible significance)

$d = \pm 0,8$ large (practical significance)

Independent t-tests were conducted to compare the trust constructs for gender and job category.

3.9.1 GENDER

For gender large p-values and small d-values indicate that there are no gender differences on the constructs present. Male and female are equally trusting or distrusting.

3.9.2 JOB CATEGORIES

Table 3.5 shows the groups of trust as set out in the measuring instrument while indicating differences in the two job categories, monthly salaried personnel (MSP) and salaried personnel (SP). MSP's are classified as employee's that may belong to a union and the union negotiates their yearly increase. SP's may not belong to a union and their yearly increments are related to a key performance-based indicator set out by their manager.

TABLE 3.5: JOB CATEGORIES AND TRUST

Construct	Mean		Standard deviation		p value	Post hoc tests d value (effect)
	MSP	SP	MSP	SP		
Part 1 Cognitive	3.25	2.85	0.85	0.85	0.01	0.47
Part 1 Behaviour	3.25	2.92	0.87	0.81	0.02	0.38
Part 1 Affect	3.31	2.90	0.84	0.82	0.00	0.48
Part 2 Ability	2.95	2.71	0.78	0.84	0.08	0.29
Part 3 Benevolence	3.54	3.23	0.91	0.98	0.06	0.31
Part 4 Integrity	3.23	2.97	0.75	0.81	0.06	0.32
Part 5 Propensity	3.33	3.22	0.43	0.44	0.16	0.24
Part 6 Trust	3.38	3.19	0.64	0.62	0.10	0.29

The effect size of the Trust-cognitive construct (Part 1) is medium, indicating a practically visible difference between MSP and SP on this construct. When looking at the mean values, it is clear that the MSP group is more trusting than the SP group. For job categories another medium effect size is the one of trust-affect (Part 1) with again a practically visible difference of the MSP group trusting more than the SP group.

For all of the other constructs, the differences between the MSP and SP groups were not practically significant. However, although not practically significant for the other constructs, it is indicated that the MSP group scores higher on all constructs when compared to the SP group. A hypothesis for why MSP is always higher than SP might be that line management does not have an effect on MSP yearly increments. The MSP yearly increments are negotiated as a whole with aid of the unions. With SP their yearly increment amount is allocated according to key performance indicators by their line management. This means that SP personnel are more vulnerable and abiding to management.

3.10 COMPARISONS ON BIOGRAPHICAL DATA BY MEANS OF ANOVA

Analyses of variances (ANOVA) tests are used to compare the mean scores of more than two groups. The ANOVA tests are done in two phases. First an omnibus test is done to determine if there are groups that differ. If the omnibus test suggests that there are differences, (that is when the p-value is small), then post hoc tests are conducted for pairwise comparisons on all the groups (Field, 2009:372). For these pairwise comparison tests p-values and Cohen's d-values were reported, with focus on the d-values for interpretation.

ANOVA was used to compare the trust constructs for age, race, years' service, business areas and management levels in the following points.

3.10.1 COMPARISON ON AGE

For the age comparison the 50-59 group contained only two respondents and was therefore combined with the 40-49 group for this analysis. Table 3.6 indicates the p-values of the omnibus test. Even though a small p-value was found only for Part1 cognitive in the omnibus tests, pairwise post hoc t-tests was done on all constructs to identify areas that could lead to more information.

TABLE 3.6: P-VALUES FOR AGE

Construct	p-value
Part 1 Cognitive	0.036
Part 1 Behaviour	0.418
Part 1 Affect	0.088
Part 2 Ability	0.291
Part 3 Benevolence	0.076
Part 4 Integrity	0.170
Part 5 Propensity	0.729
Part 6 Trust	0.057

Below the table 3.7 summarises the results from the post hoc tests conducted. Comparisons resulting in medium and large effect sizes are identified in the last column. All other pairwise comparisons resulted in small effect sizes and only the mean and standard deviations are shown for it.

TABLE 3.7: POST HOC TESTS FOR AGE

Construct	Mean				Standard deviation				Post hoc tests
	20- 29	30-39	40-49	50- 69	20- 29	30-39	40-49	50- 69	d-value (p-value) *Groups compared
Part 1 Cognitive	2.979	3.238	2.730	2.920	0.848	0.945	0.821	0.750	0.54 (0.02) * 30-39 vs 40-49
Part 1 Behaviour	2.991	3.145	2.875	3.105	0.768	0.970	0.777	0.808	0.28
Part 1 Affect	3.027	3.255	2.813	3.021	0.912	0.887	0.774	0.744	0.50 (0.05) * 30-39 vs 40-49
Part 2 Ability	2.690	2.960	2.652	2.809	0.834	0.899	0.826	0.711	0.34
Part 3 Benevolence	3.136	3.611	3.154	3.375	1.082	0.986	0.927	0.805	0.46 (0.11) * 30-39 vs 40-49
Part 4 Integrity	3.025	3.252	2.880	3.020	0.725	0.812	0.831	0.780	0.45 (0.12) * 30-39 vs 40-49
Part 5 Propensity	3.289	3.289	3.193	3.258	0.403	0.433	0.473	0.456	0.20
Part 6 Trust	3.289	3.372	3.030	3.341	0.606	0.731	0.558	0.565	0.47(0.06) * 30-39 vs 40-49

From this table it is clear that the most significant differences were between the age group 30-39 and 40-49 age groups with relation to the different measured constructs.

From table 3.7 the mean values indicate that the age group 30-39 is more positive towards management than the age group of 40-49. There is a significant difference between the age group 30-39 and 40-49 with respect to all the constructs except construct 5 and 6 that measures propensity to trust and trust. Part 5 and 6 recorded low values for all constructs and will be discussed in chapter 4.

An interesting discovery of the population is that almost 60% are between the age of 30 and 49. The age group 30-39 represents 28.6% of the population with 29.1% from the 40-49 age groups are also where there are significant trust differences with respect to cognitive and affect behaviours towards management also occurs in these age groups. There are a few possible schools of thought on why the younger generation are more trusting than the older generation. It is possible that the older generation might have more experience with the management team and therefore

already made a cognitive decision. There can be many reasons that will be dealt with in chapter 4.

3.10.2 COMPARISON ON RACE

The biographical data for race was analysed and it was found that the coloured population only made up 1.1% of the population. The coloured group data was subsequently combined with the Indian/Asian group to form a group with 10.5% representation in order to give a better comparison without distorting data. The ethnic groups are made up as follows; White's make up a total of 59.3% of the sample, Blacks 29.2% and as mentioned before Asian/Indian/Coloured 10.5%. An omnibus test was conducted in order to scrutinize any p-values values below 0.05 which needs to be investigated further. The p-values are indicated in Table 3.8.

TABLE 3.8: P-VALUES FOR RACE

Construct	p-value
Part 1 Cognitive	0.051
Part 1 Behaviour	0.003
Part 1 Affect	0.003
Part 2 Ability	0.574
Part 3 Benevolence	0.158
Part 4 Integrity	0.073
Part 5 Propensity	0.302
Part 6 Trust	0.001

The p-values lower than 0.05 as indicated by green in table 3.8 lead to the need to investigate and conduct post hoc tests which is shown in table 3.9.

TABLE 3.9: POST HOC TESTS FOR RACE

Construct	Mean			Standard deviation			Post hoc tests
	Indian/ Asian/ coloured	Black	White	Indian/ Asian/ coloured	Black	White	d-value (p- value) *Groups compared
Part 1 Cognitive	3.057	3.219	2.859	0.899	0.947	0.799	0.38 Not significant
Part 1 Behaviour	2.905	3.374	2.881	0.991	0.818	0.790	0.60 (0.01) * White, Black 0.47 (0.28) *Black, Indian
Part 1 Affect	3.179	3.347	2.866	0.852	0.897	0.773	0.54 (0.01) * White, Black
Part 2 Ability	2.893	2.865	2.729	0.869	0.984	0.749	0.19 Not significant
Part 3 Benevolence	3.536	3.516	3.217	1.074	1.068	0.896	0.30 Not significant
Part 4 Integrity	3.167	3.252	2.933	0.734	0.892	0.753	0.36 Not significant
Part 5 Propensity	3.250	3.165	3.290	0.322	0.423	0.463	0.27 Not significant
Part 6 Trust	3.654	3.453	3.109	0.814	0.662	0.534	0.67 (0.05) *Indian, White 0.52 (0.02) * Black, White

The most significant d-values are reported on in column eight of table 3.9. All three of the different race groups were found to be significant with respect to one or another construct during the analyses. It is interesting that part 1 behaviour was found to be medium to highly significant. This is possibly due to employees demonstrating or not demonstrating trusting behaviour. Again part 5, propensity to trust, was not found to be significant. The minority groups, Blacks and Indian/Asian/Coloureds are frequently found to be significant when compared with Whites. This might be due the apartheid history of South Africa.

3.10.3 COMPARISON ON YEARS OF SERVICE

For data on years of service all p-values were very large which indicates that there was no significant difference reported about how people feel regarding trust and management for the different categories for years of service. Table 3.10 indicates the p-values of the analyses for years of service.

TABLE 3.10: P-VALUES FOR YEARS OF SERVICE

Construct	p-value
Part 1 Cognitive	0.685
Part 1 Behaviour	0.619
Part 1 Affect	0.775
Part 2 Ability	0.563
Part 3 Benevolence	0.674
Part 4 Integrity	0.611
Part 5 Propensity	0.323
Part 6 Trust	0.463

3.10.4 COMPARISON ON BUSINESS AREAS

For biographical question A5, business areas, all the p-values were very large (> 0.05) therefore not any significant difference about how people feel regarding trust and management in their perspective business units. Table 3.11 shows the p-values for the different business areas.

TABLE 3.11: P-VALUES FOR BUSINESS AREAS:

Construct	p-value
Part 1 Cognitive	0.457
Part 1 Behaviour	0.442
Part 1 Affect	0.303
Part 2 Ability	0.494
Part 3 Benevolence	0.593
Part 4 Integrity	0.294
Part 5 Propensity	0.993
Part 6 Trust	0.751

3.10.5 COMPARISON ON JOB/MANAGEMENT LEVELS

For the job/management level comparison the different job levels were divided into three areas. The three areas are; working class, middle management which are first line managers and technical experts, and lastly senior management. The p-values calculated in the statistical analyses for the different job/management levels within Sasol Wax are below in table 3.12: p-values for job levels.

TABLE 3.12: P-VALUES FOR JOB LEVELS

Construct	p-value
Part 1 Cognitive	0.108
Part 1 Behaviour	0.036
Part 1 Affect	0.108
Part 2 Ability	0.572
Part 3 Benevolence	0.249
Part 4 Integrity	0.093
Part 5 Propensity	0.011
Part 6 Trust	0.031

The p-values calculated for job/management levels within Sasol Wax have several values that are lower than 0.05 as indicated by the green highlighted areas in table 3.12. This lead to the need to investigate and conduct pairwise post hoc tests which is shown in table 3.13 below.

TABLE 3.13: POST HOC TESTS FOR JOB/MANAGEMENT LEVELS

Construct	Mean			Standard deviation			Post hoc tests
	Working class	Middle management	senior management	Working class	Middle management	senior management	d-value (p-value) *Groups compared
Part 1 Cognitive	3.033	2.958	2.514	0.901	0.762	0.876	0.58 (0.25) *working, senior 0.51 (0.36) * middle, senior
Part 1 Behaviour	3.088	3.050	2.476	0.872	0.755	0.748	0.70(0.12) *working, senior 0.47 (0.16) * middle, senior
Part 1 Affect	3.106	2.991	2.607	0.871	0.784	0.758	0.57(0.25) *working, senior
Part 2 Ability	2.811	2.782	2.560	0.851	0.786	0.854	0.29 Not significant
Part 3 Benevolence	3.311	3.447	2.964	0.997	0.907	0.960	0.50 (0.61) * middle, senior
Part 4 Integrity	3.125	3.019	2.631	0.823	0.757	0.699	0.60(0.22) *working, senior 0.51 (0.40) * middle, senior
Part 5 Propensity	3.294	3.279	2.920	0.438	0.438	0.356	0.85(0.06) *working, senior 0.82 (0.07) * middle, senior
Part 6 Trust	3.318	3.250	2.839	0.631	0.617	0.593	0.76(0.10) *working, senior 0.76 (0.19) * middle, senior

In table 3.13 the d-values are reported for the most significant data references. Employees on lower job levels trust their management more than employees on higher levels do. It was indicated that senior management scored lower results towards their management on the cognitive construct and affect construct. In part 4 measuring integrity the middle management group again scored lower than the working class employees. One would expect that all employees would be the same

as suggested by the literature in chapter 2. Part 5 measuring propensity to trust and part 6 measuring trust towards other people in the civil context was topped by the working class and second by middle management personnel.

The results support the literature in various occasions by showing integrity as an important factor for all employees throughout the organisation. Integrity was identified by the literature study as linked to a person's values and in turn is linked to trust.

3.11 CONCLUSION

There are a large amount of employees that have positive feelings of trust based on each of the three dimensions of trust with respect to management, some people more so than others, but overall there is a positive (incremental) feeling of trust towards management. The employees also feel that management have the ability to conduct their tasks and that is a reinforcing attribute towards a trusting environment. Employees also indicated that they have experienced some sort of benevolence from management which is a necessity for a trusting organisational value. The results between Cognitive, Behaviour and Affect for all the personnel are different, as the job categories, management positions, age, and race differ.

Another important aspect of trust as identified in the literature is that it requires a co-evolution across all the different levels within the organisation which is apparent in the results.

The respondents of the survey give a satisfactorily wide-spread representation from all the functions of the complete Sasol Wax organisation situated in Sasolburg. The internal consistency of the survey indicates reliability with all the constructs. Most constructs give relatively high mean scores (>3), but for Part1 Cognitive and Part2 Ability the average scores are slightly below 3 with values of 2.97 and 2.78 respectively. It is possible that the employees are more sceptical to trust on these bases.

The three supporting factors of trust are present within the organisation and the mean values are mostly positive. There are a few significant differences that were highlighted by the practically significant analyses.

Furthermore it can be concluded that the literature study and analysis of the results support each other in this study by highlighting significant factors that need to be present in a trusting environment such as integrity, propensity to trust, behaviour and ability. The different supporting dimensions of trust will ensure more interaction between employees to foster a trust building culture.

The employees have shown that they are aware of the importance of a trusting relationship and they can recognize the factors influencing their individual beliefs around trust. Although trust appears in different activities throughout the organisation, the common theme is the employee's good faith in other employees, their willingness to behave reliably and to full fill commitments.

3.12 CHAPTER SUMMARY

Chapter 3 focussed on the research methodology conducted and presenting the analysis of the results.

The chapter started off by giving an overview of the holding company. Then Sasol Wax operations in Sasolburg were presented with an overview of the value chain and different products produced, and the operating facilities worldwide.

The next focus point highlighted was the target group of the research, and expansion of the sample group and size. The method of administering the research was discussed as a questionnaire that will be completed electronically by the respondent on a website that is run independently. The intent of the questionnaire was to determine the employees' views on intra-organisational trust based on the three aspects that they act on when they make a commitment. They are honest in their dealings and they don't want to take advantage of other people. The detail of the respondents was given - 182 people completed the survey, and formed the

availability sample. The detail of how long the questionnaire was administered was discussed.

The third discussion point was explaining the reasoning of the survey instrument with respect to why a quantitative method was chosen. The items in the questionnaire were discussed in detail with regard to what it is measuring and the data gathering method.

The fourth point was how the results will be analysed after the respondents have completed the survey questionnaire. Then it was highlighted that 182 respondents completed the questionnaire out of 453 possible respondents.

The internal consistency of the survey was explained and presented. The frequency analyses and descriptive statistics were computed by the NWU statistical service by using Statistica and SPSS computer programs and presented in table format.

The next point highlighted was the need for Cronbach alpha value calculations and the analysis thereof. It was concluded that all the constructs showed acceptable levels of internal consistency and was therefore reliable. A correlation analysis was conducted. The biographical aspects of the questionnaire lend it to conduct comparisons with respect to different constructs. This was done with the aid of the calculated mean values of each respondent on each construct. Independent t-tests and analysis of variance in conjunction with pairwise post hoc test was conducted. This was done to indicate differences in the mean values of different biographical groups within the organisation.

It was found that the three basic needs of a trusting relationship in an organisation were present. There was however different levels present when the different biographical groups were compared.

Chapter 4 will be dedicated to conclusions and recommendations.

CHAPTER 4

CONCLUSIONS AND RECOMMENDATIONS

4.1 INTRODUCTION

The main objective of this study was to gain an understanding of the trust levels between peers and management within Sasol Wax. The literature study in Chapter 2 investigated different definitions of what trust consisted of. High levels of intra-organisational trust can lead to improved operating performance as showed in the literature research of chapter two. Trust encourage behaviour that influence decision-making in a positive manner, which in turn develops a sustainable advantage.

The three basic principles as presented by Cummings and Bromiley were used as the investigating technique in determining how trust is experienced by Sasol Wax employees. The common theme identified by the literature study was that a high level of intra-organisational trust improves business operations, consequently leading to reduced costs. Trust also inspires informal collaboration accompanied by innovation which in turn creates a relaxing environment for employees. In Chapter 3 the empirical study was conducted in relation to the literature study.

Chapter 4 will be dedicated to draw conclusions from the survey as was committed by Chapter 1. Chapter 4 will also present recommendations for Sasol Wax management to focus on in order to improve the intra-organisational trust with the aim of creating a sustainable competitive advantage. This will be accomplished by comparing the intra-organisational data from the survey to identify improvement possibilities. Possible further research opportunities in Sasol Wax are presented.

4.2 LEVEL OF TRUST IN SASOL WAX

The trust factors need to be managed in order for the organisation to be more competitive on all of the business levels within the company. It is however important that trust, as defined in the literature, requires a co-evolution across all the different levels within the organisation, a fact which is apparent in the results.

As mentioned in the literature research trust needs to exist on three levels, firstly on a cognitive level, secondly it needs to take place on behaviour level and lastly in the way of affect. The empirical research results indicated the trust levels based on cognitive, behaviour and affect principles tends to be positive. The most significant result from this study is that all the results obtained are spread close to the mean which is an indication of the level of unity that is present in the different sub categories of the organisation. This significant result indicates that the employees in the same sub categories share the same thoughts and feelings on trust towards management.

There are possibilities for improving the trust levels due to the non-uniform spread of the results. Certain business areas are more trusting than others. This is also true for certain age groups and it was even apparent for different race groups, management levels, and job categories. The literature study suggested that the mean values should be high or positive for all three aspects in order to have a trusting environment within the organisation (intra-organisational).

A large amount of employees have strong feelings of trust based on each of the three dimensions of trust with respect to management. There are employees that feel management have the ability to conduct their tasks which is a reinforcing attribute for a trusting environment. It was also indicated that employees have experienced benevolence from management, which is necessity for a trusting organisational culture.

The population of the survey encompasses an overall representation from all the functions of the complete Sasol Wax organisation situated in Sasolburg. The internal consistency of the survey indicates reliability with all the constructs. Most constructs

give relatively high mean scores except for Part1 Cognitive and Part2 Ability where the average scores were slightly below 3 with values of 2.97 and 2.78 respectively. This indicates that it may be possible that some employees are more sceptical to trust.

Although the three supporting factors of trust are present within the organisation and the fact that the mean values are mostly positive, there are a few significant differences between the biographical groups as highlighted in Chapter 3.

It was found that the literature study and analysis of the results support each other in this study. This was highlighted by significant factors that are required in a trusting environment such as integrity, propensity to trust, behaviour and ability.

The survey results have indicated that the population are aware of the importance of a trusting relationship and that they recognized the factors influencing their individual feelings around trust. Although trust appears in different activities throughout the organisation the common theme is the employee's good-faith in other employees, their willingness to behave reliably and to full-fill commitments.

4.3 RECOMMENDATIONS

The survey identified significant focus points for the management team to address in order to improve the wellbeing of the organisation. The first focus point should be to improve the trust levels of the 40-49 age groups. This age group consists of more senior employees and needs to set an example for younger or less experienced employees. Second action point that management should address is to increase the trust levels of its middle management team, as they are the first-line decision makers in an organisation.

The results between Cognitive, Behaviour and Affect for all the personnel are different for different job categories, management levels, age, and race. Further focus areas are propensity to trust and integrity, integrity being one of the organisations' core values. While the survey identified race as a focus point due to the different levels of trust experienced by Asian/Indian/Coloured, Black and white

with respect to management, it creates other requirements from management to attend to the challenges of cultural diversity.

From these results the Sasol Wax management can develop a strategy to address problem areas and to sustain and even improve positive areas.

4.4 RECOMMENDATIONS FOR FURTHER STUDIES

The first recommendation from this study is to address a short-coming that became apparent from the survey is the low response rate of 40%, although it had a high face validity, it will add construct validity in future research. For future studies within this organisation the author suggest that a probability sample must be conducted, rather than the non-probability convenience sample that was executed in this survey. The validity and credibility of the survey was acceptable as this survey focussed only internally on the organisation. If the population is increased the study would be more attractive from an inter-organisational perspective. It is however sufficient for the intended intra-organisational purpose.

It is also recommended that further studies are not conducted anonymously in order to improve the response rate. This will create the opportunity to personally follow up on employees that have not completed the questionnaire and remind them to complete the survey. Furthermore this interaction could create opportunities to conduct qualitative research while contacting employees who has not completed the survey. As this method is more time consuming it was unfortunately not possible to execute during this study in order to enhance the response rate.

Detailed research on the significant differences from the constructs of race and age are also suggested for further research.

To conclude, future research in this field can be done by comparing the intra-organisational trust levels from the Sasol Wax Sasolburg operations with those from the Sasol Wax Durban operations and the Sasol Wax Germany operations. This will also create opportunities to measure other constructs between these facilities.

4.5 CONCLUSION

The aim of this study was to determine the underlying factors of trust within Sasol Wax on an intra-organisational level. The trust levels were assessed on a Cognitive, Behaviour and Affect level in order to determine the characteristics of the organisation.

This was achieved by conducting a survey within the organisation in Sasolburg. The findings of the survey identified that there are significant differences of how employees perceive and experience management's behaviour with respect to trust.

Although it was found that overall employees feel positive towards managements' trusting behaviour, it was only marginally indicated. Management needs to make a significant effort to improve the way employees perceive them because a trusting environment is conducive for a sustainable competitive organisation. It is a characteristic found in successful businesses. By improving the foundations of trust in this organisation it can create an organisation that lives out its company values.

It can be further concluded that the study obtained its objectives as was set out in S1.4 of this report.

4.6 SUMMARY

In this chapter the findings of the empirical study from Chapter 3 was summarised by focussing on significant differences within the organisation related to the foundations of trust. Recommendations was made regarding focus areas that management needs to target in order to improve the trust relationships.

The first focus point of this chapter was to present the current level of trust within Sasol Wax by a summary of significant focus areas based on the literature and empirical research results. The survey results was analysed in detail in order to determine which constructs and areas requires attention by management. The survey results indicated that the trust foundations are experienced differently by the employees.

The survey's findings indicated that there are significant differences on how certain groups experience management's behaviour with respect to trust in the organisation. These groups were highlighted with possible reasons for the differences.

The next part of the chapter was dedicated to recommendations. It was recommended that steps be taken to improve the trust foundations on a cognitive, behavioural and affect level. This should be focussed on the different age, race job categories, and management levels within the organisation.

To conclude it was mentioned that the research objectives as set out in S1.4 were met satisfactorily and recommendations for future research within the organisation was suggested.

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APPENDIX A

OTI SHORTFORM QUESTIONNAIRE, CUMMINGS AND BROMILEY (1996:310)

- 1 We think the people in management are fair in their negotiations with us.
- 2 We think that management fairly represents its capabilities.
- 3 We intend to monitor changes in situations because management will take advantage of such changes.
- 4 We feel that management takes advantage of our department.
- 5 We feel that management takes advantage of us.
- 6 We intend to check whether management meets its obligations to our department.
- 7 We think management misrepresents its demands during negotiations.
- 8 We think that the people in management manipulate others to gain a personal advantage.
- 9 We think management keeps commitments.
- 10 We plan to monitor management's compliance with our agreement.
- 11 We think management misrepresents its capabilities in negotiations.
- 12 We intend to monitor management closely so that they do not take advantage of us.

Items 3, 4, 5, 6, 7, 8, 10, 11, 12, 13, 16, 17, 19, 20, 22, 24, 26, 27, 28, 35, 38, 39, 41, 44, 49, 50, 51, 52, 55, 56, 58, 60, 61, and 62 are to be inverted

To measure the (a) dimension of trust (Keep Commitments) one would use questions 6, 9, 10, 14, 18, 22, 23, 24, 31, 33, 34, 36, 42, 44, 51, 52, 53, 55, and 56; to measure the (b) dimension of trust (Negotiate honestly) one would use questions 1, 2, 7, 11, 15, 17, 25, 26, 27, 28, 29, 30, 37, 40, 45, 46, 47, 48, 50, and 54; to

APPENDIX A – CONTINUED

MAYER ET AL, (1995:730) QUESTIONNAIRE

	Part 2
C1	Management is very capable of performing its job.
C2	Management is known to be successful at the things it tries to do.
C3	Management has much knowledge about the work that needs done.
C4	I feel very confident about management's skills.
C5	Management has specialized capabilities that can increase our performance.
C6	Management is well qualified.
	Part 3
C7	Management is very concerned about my welfare.
C8	My needs and desires are very important to management.
C9	Management really looks out for what is important to me.
C10	Management will go out of its way to help me
	Part 4
C11	Management has a strong sense of justice.
C12	I never have to wonder whether management will stick to its word.
C13	Management tries hard to be fair in dealings with others.
C14	Management's actions and behaviours are not very consistent.
C15	I like management's values.
C16	Sound principles seem to guide management's behaviour
	Part 5
C17	One should be very cautious with strangers.
C18	Most experts tell the truth about the limits of their knowledge.
C19	Most people can be counted on to do what they say they will do.
C20	These days, you must be alert or someone is likely to take advantage of you.
C21	Most salespeople are honest in describing their products.
C22	Most repair people will not overcharge people who are ignorant of their specialty.
C23	Most people answer public opinion polls honestly.
C24	Most adults are competent at their jobs.
	Part 6
C25	If I had my way, I wouldn't let management have any influence over issues that are important to me.
C26	I would be willing to let management have complete control over my future in this company.
C27	I really wish I had a good way to keep an eye on management.
C28	I would be comfortable giving management a task or problem which was critical to me, even if I could not monitor their actions.

APPENDIX B

STAISTICALLY REVISED QUESTIONNAIRE RESPONSES

Trust and Trustworthiness

Respondents:210 displayed, 210 total

Status:Open

Launched Date:N/A

Closed Date:N/A

Display:

Display all pages and questions



0 filters

Disabled

1. Biographical Info

		Response Total	Response Percent
Male		129	71%
Female		53	29%
Total Respondents		182	
(skipped this question)			28

2. Select your age group

		Response Total	Response Percent
18 to 29 years		42	23%
30 to 39 years		52	29%
40 to 49 years		53	29%
50 to 59 years		33	18%
60 to 69 years		2	1%
Total Respondents		182	
(skipped this question)			28

3. Please indicate your race


		Response Total	Response Percent
Asian/Indian		16	9%
Black African		55	30%
Coloured		2	1%
White		108	59%
other		1	1%
		Total Respondents	182
		(skipped this question)	28

4. Please indicate your number of years service with Sasol Wax



		Response Total	Response Percent
less then 5 years		71	39%
6 to 10 years		30	16%
11 to 15 years		10	5%
16 to 20 years		29	16%
21 to 25 years		23	13%
26 to 30 years		9	5%
31 + years		10	5%
		Total Respondents	182
		(skipped this question)	28

5. Please indicate your area of work











		Response Total	Response Percent
Business enablement		16	9%
Chemcity		20	11%
Engineering		24	13%
HR		7	4%
Production		52	29%
Maintenance		47	26%
Marketing		11	6%

Sherq		5	3%
		Total Respondents	182
		(skipped this question)	28





6. Please select your Job Category


		Response Total	Response Percent
MSP		54	30%
SP		126	70%
		Total Respondents	180
		(skipped this question)	30

7. Please select your job level






		Response Total	Response Percent
Level 10		1	1%
Level 09		17	9%
Level 08		49	27%
Level 07		40	22%
Level 06		17	9%
Level 06c		12	7%
Level 5B		13	7%
Level 5A		13	7%
Level 04		8	4%
Other		10	6%
		Total Respondents	180
		(skipped this question)	30

8. I think the people in management are fair in their negotiations with us.






		Response Total	Response Percent
Strongly Agree		5	3%
Agree		65	38%
Neither agree or disagree		36	21%
Disagree		47	28%

Strongly Disagree		16	9%
		Total Respondents	169
		(skipped this question)	41






9. I think that management meets its negotiated obligations to our department.

		Response Total	Response Percent
Strongly Agree		6	4%
Agree		70	41%
Neither agree or disagree		37	22%
Disagree		48	28%
Strongly Disagree		8	5%
		Total Respondents	169
		(skipped this question)	41

10. In our opinion, management is reliable.






		Response Total	Response Percent
Strongly Agree		3	2%
Agree		62	37%
Neither agree or disagree		45	27%
Disagree		48	28%
Strongly Disagree		11	7%
		Total Respondents	169
		(skipped this question)	41

11. I think that the people in management succeed by stepping on other people.






		Response Total	Response Percent
Strongly Agree		13	8%
Agree		48	28%
Neither agree or disagree		52	31%
Disagree		49	29%
Strongly Disagree		7	4%

Total Respondents	169
(skipped this question)	41






12. I feel that management tries to get the upper hand.

		Response Total	Response Percent
Strongly Agree		12	7%
Agree		67	40%
Neither agree or disagree		45	27%
Disagree		39	23%
Strongly Disagree		3	2%
Total Respondents		166	
(skipped this question)		44	

13. I think that management takes advantage of our problems.

		Response Total	Response Percent
Strongly Agree		12	7%
Agree		30	18%
Neither agree or disagree		49	30%
Disagree		68	41%
Strongly Disagree		7	4%
Total Respondents		166	
(skipped this question)		44	

14. I feel that management negotiates with us honestly.

		Response Total	Response Percent
Strongly Agree		2	1%
Agree		63	38%
Neither agree or disagree		39	23%
Disagree		46	28%
Strongly Disagree		16	10%
Total Respondents		166	

(skipped this question)	44
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15. I feel that management will keep its word.

		Response Total	Response Percent
Strongly Agree		3	2%
Agree		53	32%
Neither agree or disagree		41	25%
Disagree		53	32%
Strongly Disagree		16	10%
Total Respondents		166	
(skipped this question)			44






16. I think management does not mislead us.

		Response Total	Response Percent
Strongly Agree		8	5%
Agree		66	40%
Neither agree or disagree		44	27%
Disagree		39	24%
Strongly Disagree		8	5%
Total Respondents		165	
(skipped this question)			45






17. I feel that management tries to get out of its commitments.

		Response Total	Response Percent
Strongly Agree		4	2%
Agree		53	32%
Neither agree or disagree		50	30%
Disagree		55	33%
Strongly Disagree		3	2%
Total Respondents		165	
(skipped this question)			45






18. I feel that management negotiates joint expectations fairly.

		Response Total	Response Percent
Strongly Agree		1	1%
Agree		72	44%
Neither agree or disagree		46	28%
Disagree		41	25%
Strongly Disagree		5	3%
Total Respondents		165	
(skipped this question)			45






19. I feel that management takes advantage of people who are vulnerable.

		Response Total	Response Percent
Strongly Agree		10	6%
Agree		47	28%
Neither agree or disagree		40	24%
Disagree		61	37%
Strongly Disagree		7	4%
Total Respondents		165	
(skipped this question)			45






20. Management is very capable of performing its job.

		Response Total	Response Percent
Strongly Agree		7	4%
Agree		76	47%
Neither agree or disagree		36	22%
Disagree		35	21%
Strongly Disagree		9	6%
Total Respondents		163	
(skipped this question)			47






21. Management is known to be successful at the things it tries to do.

		Response Total	Response Percent
Strongly Agree		4	2%
Agree		65	40%
Neither agree or disagree		50	31%
Disagree		34	21%
Strongly Disagree		10	6%
Total Respondents		163	
(skipped this question)			47






22. Management has much knowledge about the work that needs done.

		Response Total	Response Percent
Strongly Agree		9	6%
Agree		74	45%
Neither agree or disagree		32	20%
Disagree		37	23%
Strongly Disagree		11	7%
Total Respondents		163	
(skipped this question)			47






23. I feel very confident about management's skills.

		Response Total	Response Percent
Strongly Agree		8	5%
Agree		52	32%
Neither agree or disagree		57	35%
Disagree		37	23%
Strongly Disagree		9	6%
Total Respondents		163	
(skipped this question)			47






24. Management has specialized capabilities that can increase our performance.

		Response Total	Response Percent
Strongly Agree		16	10%
Agree		61	37%
Neither agree or disagree		35	21%
Disagree		38	23%
Strongly Disagree		13	8%
		Total Respondents	163
		(skipped this question)	47

25. Management is well qualified.

		Response Total	Response Percent
Strongly Agree		19	12%
Agree		78	48%
Neither agree or disagree		39	24%
Disagree		22	13%
Strongly Disagree		5	3%
		Total Respondents	163
		(skipped this question)	47

26. Management is very concerned about my welfare.

		Response Total	Response Percent
Strongly Agree		3	2%
Agree		49	30%
Neither agree or disagree		38	24%
Disagree		50	31%
Strongly Disagree		21	13%
		Total Respondents	161
		(skipped this question)	49

27. My needs and desires are very important to management.

		Response Total	Response Percent
Strongly Agree		3	2%
Agree		38	24%
Neither agree or disagree		39	24%
Disagree		62	39%
Strongly Disagree		19	12%
Total Respondents		161	
(skipped this question)			49

28. Management really looks out for what is important to me.

		Response Total	Response Percent
Strongly Agree		1	1%
Agree		38	24%
Neither agree or disagree		41	25%
Disagree		54	34%
Strongly Disagree		27	17%
Total Respondents		161	
(skipped this question)			49

29. Management will go out of its way to help me

		Response Total	Response Percent
Strongly Agree		4	2%
Agree		42	26%
Neither agree or disagree		42	26%
Disagree		48	30%
Strongly Disagree		25	16%
Total Respondents		161	
(skipped this question)			49

30. Management has a strong sense of justice.

		Response Total	Response Percent
Strongly Agree		6	4%
Agree		58	37%
Neither agree or disagree		41	26%
Disagree		39	25%
Strongly Disagree		14	9%
Total Respondents		158	
(skipped this question)			52

31. I never have to wonder whether management will stick to its word.






		Response Total	Response Percent
Strongly Agree		2	1%
Agree		50	32%
Neither agree or disagree		40	25%
Disagree		54	34%
Strongly Disagree		12	8%
Total Respondents		158	
(skipped this question)			52

32. Management tries hard to be fair in dealings with others.






		Response Total	Response Percent
Strongly Agree		4	3%
Agree		58	37%
Neither agree or disagree		46	29%
Disagree		38	24%
Strongly Disagree		12	8%
Total Respondents		158	
(skipped this question)			52

33. Management's actions and behaviours are not very consistent.






		Response Total	Response Percent

Strongly Agree		17	11%
Agree		67	42%
Neither agree or disagree		33	21%
Disagree		36	23%
Strongly Disagree		5	3%
		Total Respondents	158
		(skipped this question)	52



34. I like management's values.

		Response Total	Response Percent
Strongly Agree		7	4%
Agree		61	39%
Neither agree or disagree		44	28%
Disagree		31	20%
Strongly Disagree		15	9%
		Total Respondents	158
		(skipped this question)	52

35. Sound principles seem to guide management's behaviour

		Response Total	Response Percent
Strongly Agree		3	2%
Agree		57	36%
Neither agree or disagree		57	36%
Disagree		33	21%
Strongly Disagree		8	5%
		Total Respondents	158
		(skipped this question)	52

36. One should be very cautious with strangers.

		Response Total	Response Percent
Strongly Agree		16	10%
Agree		92	60%

Neither agree or disagree		26	17%
Disagree		18	12%
Strongly Disagree		2	1%
		Total Respondents	154
		(skipped this question)	56

37. Most experts tell the truth about the limits of their knowledge.

		Response Total	Response Percent
Strongly Agree		2	1%
Agree		60	39%
Neither agree or disagree		39	25%
Disagree		50	32%
Strongly Disagree		3	2%
		Total Respondents	154
		(skipped this question)	56

38. Most people can be counted on to do what they say they will do.






		Response Total	Response Percent
Strongly Agree		4	3%
Agree		58	38%
Neither agree or disagree		38	25%
Disagree		49	32%
Strongly Disagree		5	3%
		Total Respondents	154
		(skipped this question)	56

39. These days, you must be alert or someone is likely to take advantage of you.






		Response Total	Response Percent
Strongly Agree		23	15%
Agree		93	60%
Neither agree or disagree		24	16%
Disagree		14	9%

Strongly Disagree		0	0%
		Total Respondents	154
		(skipped this question)	56






40. Most salespeople are honest in describing their products.

		Response Total	Response Percent
Strongly Agree		1	1%
Agree		34	22%
Neither agree or disagree		37	24%
Disagree		72	47%
Strongly Disagree		10	6%
		Total Respondents	154
		(skipped this question)	56

41. Most repair people will not overcharge people who are ignorant of their specialty.






		Response Total	Response Percent
Strongly Agree		1	1%
Agree		22	14%
Neither agree or disagree		39	25%
Disagree		76	49%
Strongly Disagree		16	10%
		Total Respondents	154
		(skipped this question)	56

42. Most people answer public opinion polls honestly.






		Response Total	Response Percent
Strongly Agree		4	3%
Agree		50	32%
Neither agree or disagree		67	44%
Disagree		30	19%
Strongly Disagree		3	2%

Total Respondents	154
(skipped this question)	56






43. Most adults are competent at their jobs.

		Response Total	Response Percent
Strongly Agree		4	3%
Agree		56	36%
Neither agree or disagree		50	32%
Disagree		40	26%
Strongly Disagree		4	3%
Total Respondents		154	
(skipped this question)		56	

44. If I had my way, I wouldn't let management have any influence over issues that are important to me.






		Response Total	Response Percent
Strongly Agree		13	9%
Agree		50	33%
Neither agree or disagree		45	30%
Disagree		40	27%
Strongly Disagree		2	1%
Total Respondents		150	
(skipped this question)		60	

45. I would be willing to let management have complete control over my future in this company.






		Response Total	Response Percent
Strongly Agree		2	1%
Agree		18	12%
Neither agree or disagree		37	25%
Disagree		69	46%
Strongly Disagree		24	16%
Total Respondents		150	

(skipped this question)	60
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46. I really wish I had a good way to keep an eye on management.

		Response Total	Response Percent
Strongly Agree		10	7%
Agree		44	29%
Neither agree or disagree		49	33%
Disagree		44	29%
Strongly Disagree		3	2%
Total Respondents		150	
(skipped this question)			60

47. "I would be comfortable giving management a task or problem which was critical to me, even if I could not monitor their actions."

		Response Total	Response Percent
Strongly Agree		2	1%
Agree		50	33%
Neither agree or disagree		43	29%
Disagree		46	31%
Strongly Disagree		9	6%
Total Respondents		150	
(skipped this question)			60

APPENDIX C

FREQUENCY RESPONSES INCLUDING MEAN AND STANDARD DEVIATIONS

Frequency
Table

A1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	129	70.9	70.9	70.9
	2	53	29.1	29.1	100.0
	Total	182	100.0	100.0	

A2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	42	23.1	23.1	23.1
	2	52	28.6	28.6	51.6
	3	53	29.1	29.1	80.8
	4	33	18.1	18.1	98.9
	5	2	1.1	1.1	100.0
	Total	182	100.0	100.0	

A3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	16	8.8	8.8	8.8
	2	55	30.2	30.2	39.0
	3	2	1.1	1.1	40.1
	4	108	59.3	59.3	99.5
	5	1	.5	.5	100.0
	Total	182	100.0	100.0	

A4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	71	39.0	39.0	39.0
	2	30	16.5	16.5	55.5
	3	10	5.5	5.5	61.0
	4	29	15.9	15.9	76.9
	5	23	12.6	12.6	89.6

6	9	4.9	4.9	94.5
7	10	5.5	5.5	100.0
Total	182	100.0	100.0	

A5

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	16	8.8	8.8	8.8
2	20	11.0	11.0	19.8
3	24	13.2	13.2	33.0
4	7	3.8	3.8	36.8
5	52	28.6	28.6	65.4
6	47	25.8	25.8	91.2
7	11	6.0	6.0	97.3
8	5	2.7	2.7	100.0
Total	182	100.0	100.0	

A6

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	54	29.7	29.7	29.7
2	128	70.3	70.3	100.0
Total	182	100.0	100.0	

A7

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	1	.5	.6	.6
2	17	9.3	9.4	10.0
3	49	26.9	27.2	37.2
4	40	22.0	22.2	59.4
5	17	9.3	9.4	68.9
6	12	6.6	6.7	75.6
7	13	7.1	7.2	82.8
8	13	7.1	7.2	90.0
9	8	4.4	4.4	94.4
10	10	5.5	5.6	100.0
Total	180	98.9	100.0	
Missing System	2	1.1		
Total	182	100.0		

B1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	5	2.7	3.0	3.0
	2	65	35.7	38.5	41.4
	3	36	19.8	21.3	62.7
	4	47	25.8	27.8	90.5
	5	16	8.8	9.5	100.0
	Total	169	92.9	100.0	
Missing	System	13	7.1		
Total		182	100.0		

B2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	6	3.3	3.6	3.6
	2	70	38.5	41.4	45.0
	3	37	20.3	21.9	66.9
	4	48	26.4	28.4	95.3
	5	8	4.4	4.7	100.0
	Total	169	92.9	100.0	
Missing	System	13	7.1		
Total		182	100.0		

B3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	3	1.6	1.8	1.8
	2	62	34.1	36.7	38.5
	3	45	24.7	26.6	65.1
	4	48	26.4	28.4	93.5
	5	11	6.0	6.5	100.0
	Total	169	92.9	100.0	
Missing	System	13	7.1		
Total		182	100.0		

B4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	13	7.1	7.7	7.7
	2	48	26.4	28.4	36.1
	3	52	28.6	30.8	66.9
	4	49	26.9	29.0	95.9
	5	7	3.8	4.1	100.0

	Total	169	92.9	100.0	
Missing	System	13	7.1		
Total		182	100.0		

B5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	12	6.6	7.2	7.2
	2	67	36.8	40.4	47.6
	3	45	24.7	27.1	74.7
	4	39	21.4	23.5	98.2
	5	3	1.6	1.8	100.0
	Total	166	91.2	100.0	
Missing	System	16	8.8		
Total		182	100.0		

B6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	12	6.6	7.2	7.2
	2	30	16.5	18.1	25.3
	3	49	26.9	29.5	54.8
	4	68	37.4	41.0	95.8
	5	7	3.8	4.2	100.0
	Total	166	91.2	100.0	
Missing	System	16	8.8		
Total		182	100.0		

B7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	2	1.1	1.2	1.2
	2	63	34.6	38.0	39.2
	3	39	21.4	23.5	62.7
	4	46	25.3	27.7	90.4
	5	16	8.8	9.6	100.0
	Total	166	91.2	100.0	
Missing	System	16	8.8		
Total		182	100.0		

B8

		Frequency	Percent	Valid Percent	Cumulative Percent

Valid	1	3	1.6	1.8	1.8
	2	53	29.1	31.9	33.7
	3	41	22.5	24.7	58.4
	4	53	29.1	31.9	90.4
	5	16	8.8	9.6	100.0
	Total	166	91.2	100.0	
Missing	System	16	8.8		
Total		182	100.0		

B9

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	8	4.4	4.8	4.8
	2	66	36.3	40.0	44.8
	3	44	24.2	26.7	71.5
	4	39	21.4	23.6	95.2
	5	8	4.4	4.8	100.0
	Total	165	90.7	100.0	
Missing	System	17	9.3		
Total		182	100.0		

B10

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	4	2.2	2.4	2.4
	2	53	29.1	32.1	34.5
	3	50	27.5	30.3	64.8
	4	55	30.2	33.3	98.2
	5	3	1.6	1.8	100.0
	Total	165	90.7	100.0	
Missing	System	17	9.3		
Total		182	100.0		

B11

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	.5	.6	.6
	2	72	39.6	43.6	44.2
	3	46	25.3	27.9	72.1
	4	41	22.5	24.8	97.0
	5	5	2.7	3.0	100.0
	Total	165	90.7	100.0	
Missing	System	17	9.3		

Total		182	100.0		
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B12

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	10	5.5	6.1	6.1
	2	47	25.8	28.5	34.5
	3	40	22.0	24.2	58.8
	4	61	33.5	37.0	95.8
	5	7	3.8	4.2	100.0
	Total	165	90.7	100.0	
Missing	System	17	9.3		
Total		182	100.0		

C1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	7	3.8	4.3	4.3
	2	76	41.8	46.6	50.9
	3	36	19.8	22.1	73.0
	4	35	19.2	21.5	94.5
	5	9	4.9	5.5	100.0
	Total	163	89.6	100.0	
Missing	System	19	10.4		
Total		182	100.0		

C2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	4	2.2	2.5	2.5
	2	65	35.7	39.9	42.3
	3	50	27.5	30.7	73.0
	4	34	18.7	20.9	93.9
	5	10	5.5	6.1	100.0
	Total	163	89.6	100.0	
Missing	System	19	10.4		
Total		182	100.0		

C3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	9	4.9	5.5	5.5
	2	74	40.7	45.4	50.9

	3	32	17.6	19.6	70.6
	4	37	20.3	22.7	93.3
	5	11	6.0	6.7	100.0
	Total	163	89.6	100.0	
Missing	System	19	10.4		
Total		182	100.0		

C4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	8	4.4	4.9	4.9
	2	52	28.6	31.9	36.8
	3	57	31.3	35.0	71.8
	4	37	20.3	22.7	94.5
	5	9	4.9	5.5	100.0
	Total	163	89.6	100.0	
Missing	System	19	10.4		
Total		182	100.0		

C5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	16	8.8	9.8	9.8
	2	61	33.5	37.4	47.2
	3	35	19.2	21.5	68.7
	4	38	20.9	23.3	92.0
	5	13	7.1	8.0	100.0
	Total	163	89.6	100.0	
Missing	System	19	10.4		
Total		182	100.0		

C6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	19	10.4	11.7	11.7
	2	78	42.9	47.9	59.5
	3	39	21.4	23.9	83.4
	4	22	12.1	13.5	96.9
	5	5	2.7	3.1	100.0
	Total	163	89.6	100.0	
Missing	System	19	10.4		
Total		182	100.0		

C7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	3	1.6	1.9	1.9
	2	49	26.9	30.4	32.3
	3	38	20.9	23.6	55.9
	4	50	27.5	31.1	87.0
	5	21	11.5	13.0	100.0
	Total	161	88.5	100.0	
Missing	System	21	11.5		
Total		182	100.0		

C8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	3	1.6	1.9	1.9
	2	38	20.9	23.6	25.5
	3	39	21.4	24.2	49.7
	4	62	34.1	38.5	88.2
	5	19	10.4	11.8	100.0
	Total	161	88.5	100.0	
Missing	System	21	11.5		
Total		182	100.0		

C9

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	.5	.6	.6
	2	38	20.9	23.6	24.2
	3	41	22.5	25.5	49.7
	4	54	29.7	33.5	83.2
	5	27	14.8	16.8	100.0
	Total	161	88.5	100.0	
Missing	System	21	11.5		
Total		182	100.0		

C10

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	4	2.2	2.5	2.5
	2	42	23.1	26.1	28.6
	3	42	23.1	26.1	54.7
	4	48	26.4	29.8	84.5

	5	25	13.7	15.5	100.0
	Total	161	88.5	100.0	
Missing	System	21	11.5		
Total		182	100.0		

C11

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	6	3.3	3.8	3.8
	2	58	31.9	36.7	40.5
	3	41	22.5	25.9	66.5
	4	39	21.4	24.7	91.1
	5	14	7.7	8.9	100.0
	Total	158	86.8	100.0	
Missing	System	24	13.2		
Total		182	100.0		

C12

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	2	1.1	1.3	1.3
	2	50	27.5	31.6	32.9
	3	40	22.0	25.3	58.2
	4	54	29.7	34.2	92.4
	5	12	6.6	7.6	100.0
	Total	158	86.8	100.0	
Missing	System	24	13.2		
Total		182	100.0		

C13

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	4	2.2	2.5	2.5
	2	58	31.9	36.7	39.2
	3	46	25.3	29.1	68.4
	4	38	20.9	24.1	92.4
	5	12	6.6	7.6	100.0
	Total	158	86.8	100.0	
Missing	System	24	13.2		
Total		182	100.0		

C14

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	17	9.3	10.8	10.8
	2	67	36.8	42.4	53.2
	3	33	18.1	20.9	74.1
	4	36	19.8	22.8	96.8
	5	5	2.7	3.2	100.0
	Total	158	86.8	100.0	
Missing	System	24	13.2		
Total		182	100.0		

C15

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	7	3.8	4.4	4.4
	2	61	33.5	38.6	43.0
	3	44	24.2	27.8	70.9
	4	31	17.0	19.6	90.5
	5	15	8.2	9.5	100.0
	Total	158	86.8	100.0	
Missing	System	24	13.2		
Total		182	100.0		

C16

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	3	1.6	1.9	1.9
	2	57	31.3	36.1	38.0
	3	57	31.3	36.1	74.1
	4	33	18.1	20.9	94.9
	5	8	4.4	5.1	100.0
	Total	158	86.8	100.0	
Missing	System	24	13.2		
Total		182	100.0		

C17

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	16	8.8	10.4	10.4
	2	92	50.5	59.7	70.1
	3	26	14.3	16.9	87.0
	4	18	9.9	11.7	98.7
	5	2	1.1	1.3	100.0

	Total	154	84.6	100.0	
Missing	System	28	15.4		
Total		182	100.0		

C18

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	2	1.1	1.3	1.3
	2	60	33.0	39.0	40.3
	3	39	21.4	25.3	65.6
	4	50	27.5	32.5	98.1
	5	3	1.6	1.9	100.0
	Total	154	84.6	100.0	
Missing	System	28	15.4		
Total		182	100.0		

C19

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	4	2.2	2.6	2.6
	2	58	31.9	37.7	40.3
	3	38	20.9	24.7	64.9
	4	49	26.9	31.8	96.8
	5	5	2.7	3.2	100.0
	Total	154	84.6	100.0	
Missing	System	28	15.4		
Total		182	100.0		

C20

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	23	12.6	14.9	14.9
	2	93	51.1	60.4	75.3
	3	24	13.2	15.6	90.9
	4	14	7.7	9.1	100.0
	Total	154	84.6	100.0	
Missing	System	28	15.4		
Total		182	100.0		

C21

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	.5	.6	.6

	2	34	18.7	22.1	22.7
	3	37	20.3	24.0	46.8
	4	72	39.6	46.8	93.5
	5	10	5.5	6.5	100.0
	Total	154	84.6	100.0	
Missing	System	28	15.4		
Total		182	100.0		

C22

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	.5	.6	.6
	2	22	12.1	14.3	14.9
	3	39	21.4	25.3	40.3
	4	76	41.8	49.4	89.6
	5	16	8.8	10.4	100.0
	Total	154	84.6	100.0	
Missing	System	28	15.4		
Total		182	100.0		

C23

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	4	2.2	2.6	2.6
	2	50	27.5	32.5	35.1
	3	67	36.8	43.5	78.6
	4	30	16.5	19.5	98.1
	5	3	1.6	1.9	100.0
	Total	154	84.6	100.0	
Missing	System	28	15.4		
Total		182	100.0		

C24

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	4	2.2	2.6	2.6
	2	56	30.8	36.4	39.0
	3	50	27.5	32.5	71.4
	4	40	22.0	26.0	97.4
	5	4	2.2	2.6	100.0
	Total	154	84.6	100.0	
Missing	System	28	15.4		
Total		182	100.0		

C25

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	13	7.1	8.7	8.7
	2	50	27.5	33.3	42.0
	3	45	24.7	30.0	72.0
	4	40	22.0	26.7	98.7
	5	2	1.1	1.3	100.0
	Total	150	82.4	100.0	
Missing	System	32	17.6		
Total		182	100.0		

C26

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	2	1.1	1.3	1.3
	2	18	9.9	12.0	13.3
	3	37	20.3	24.7	38.0
	4	69	37.9	46.0	84.0
	5	24	13.2	16.0	100.0
	Total	150	82.4	100.0	
Missing	System	32	17.6		
Total		182	100.0		

C27

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	10	5.5	6.7	6.7
	2	44	24.2	29.3	36.0
	3	49	26.9	32.7	68.7
	4	44	24.2	29.3	98.0
	5	3	1.6	2.0	100.0
	Total	150	82.4	100.0	
Missing	System	32	17.6		
Total		182	100.0		

C28

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	2	1.1	1.3	1.3
	2	50	27.5	33.3	34.7
	3	43	23.6	28.7	63.3

	4	46	25.3	30.7	94.0
	5	9	4.9	6.0	100.0
	Total	150	82.4	100.0	
Missing	System	32	17.6		
Total		182	100.0		

```
DESCRIPTIVES VARIABLES=B1 B2 B3 B4 B5 B6 B7 B8 B9 B10 B11 B12 C1 C2 C3 C4
C5 C6 C7 C8 C9 C10 C11 C12 C13 C14 C15 C16 C17 C18 C19 C20 C21 C22 C23 C24
C25 C26 C27 C28
  /STATISTICS=MEAN
STDDEV MIN MAX.
```

Descriptives

Notes

Output Created	20-Sep-2011 10:15:56	
Comments		
Input	Data	C:\Documents and Settings\Administrator\My Documents\Lusilda\SKD\Data\S\SwanepoelGert\SwanepoelData.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	182
Missing Value Handling	Definition of Missing	User defined missing values are treated as missing.
	Cases Used	All non-missing data are used.
Syntax	DESCRIPTIVES VARIABLES=B1 B2 B3 B4 B5 B6 B7 B8 B9 B10 B11 B12 C1 C2 C3 C4 C5 C6 C7 C8 C9 C10 C11 C12 C13 C14 C15 C16 C17 C18 C19 C20 C21 C22 C23 C24 C25 C26 C27 C28 /STATISTICS=MEAN STDDEV MIN MAX.	
Resources	Processor Time	00:00:00.000
	Elapsed Time	00:00:00.000

[DataSet1] C:\Documents and Settings\Administrator\My Documents\Lusilda\SKD\Data\S\SwanepoelGert\SwanepoelData.sav

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
B1	169	1	5	3.02	1.080
B2	169	1	5	2.89	1.012
B3	169	1	5	3.01	.994
B4	169	1	5	2.93	1.024
B5	166	1	5	2.72	.964
B6	166	1	5	3.17	1.013
B7	166	1	5	3.07	1.045
B8	166	1	5	3.16	1.038
B9	165	1	5	2.84	1.002
B10	165	1	5	3.00	.911
B11	165	1	5	2.86	.903
B12	165	1	5	3.05	1.035
C1	163	1	5	2.77	1.014
C2	163	1	5	2.88	.971
C3	163	1	5	2.80	1.067
C4	163	1	5	2.92	.981
C5	163	1	5	2.82	1.138
C6	163	1	5	2.48	.971
C7	161	1	5	3.23	1.080
C8	161	1	5	3.35	1.026
C9	161	1	5	3.42	1.047
C10	161	1	5	3.30	1.095
C11	158	1	5	2.98	1.062
C12	158	1	5	3.15	.998
C13	158	1	5	2.97	1.009
C14	158	1	5	2.65	1.046
C15	158	1	5	2.91	1.067
C16	158	1	5	2.91	.920
C17	154	1	5	2.34	.865
C18	154	1	5	2.95	.920
C19	154	1	5	2.95	.966
C20	154	1	4	2.19	.798
C21	154	1	5	3.36	.920
C22	154	1	5	3.55	.886
C23	154	1	5	2.86	.828
C24	154	1	5	2.90	.909
C25	150	1	5	2.79	.980
C26	150	1	5	3.63	.937
C27	150	1	5	2.91	.965
C28	150	1	5	3.07	.967
Valid N (listwise)	150				

APPENDIX D

REVERSED PHRASED QUESTIONS

Part 1 - Cummings and Bromiley OTI/SF, measuring Trust.

B1	Q1	Dimension	two	cognitive			
B2	Q2	Dimension	one	cognitive			
B3	Q3	Dimension	one	cognitive			
B4	Q4	Dimension	three	cognitive			INVERT
B5	Q5	Dimension	two	behavioral intention			INVERT
B6	Q6	Dimension	two	behavioral intention			INVERT
B7	Q7	Dimension	two	affect			
B8	Q8	Dimension	one	affect			
B9	Q9	Dimension	two	cognitive			
B10	Q10	Dimension	one	affect			INVERT
B11	Q11	Dimension	two	affect			
B12	Q12	Dimension	two	behavioral intention			INVERT

Part 2 - from Mayer & Davis, measures Ability.

C1		
C2		
C3		
C4		
C5		
C6		

Part 3 - from Mayer & Davis, measures Benevolence.

C7		
C8		
C9		
C10		

Part 4 - from Mayer & Davis, measures Integrity.

C11		
C12		
C13		
C14		INVERT
C15		
C16		

Part 5 - from Mayer & Davis, measures Propensity.

C17		
C18		
C19		

C20		
C21		
C22		
C23		
C24		

Part 6 - from Mayer & Davis, measures Trust.

C25		INVERT
C26		
C27		INVERT
C28		