

A cross-cultural study of supervisory trust

Robert D. Costigan, Richard C. Insinga, J. Jason Berman
and Selim S. Ilter

St John Fisher College, Rochester, New York, USA

Grazyna Kranas

Warsaw University, Warsaw, Poland, and

Vladimir A. Kureshov

The Higher Business School, Krasnoyarsk, Russia

764

Received 10 October 2005

Revised 25 May 2006

Accepted 4 June 2006

Abstract

Purpose – This study examines the relationship of a supervisor's affect-based trust and cognition-based trust to a subordinate employee's self-ratings of enterprising behavior, which includes creativity, risk taking, initiative, motivation, and assertiveness, and to the supervisor's and coworker's ratings of the subordinate's enterprising behavior. The extent to which the power distance and in-group collectivism cultural variables moderate the relationship between affect-based trust and enterprising behavior is assessed.

Design/methodology/approach – Survey responses of US, Turkish, Polish, and Russian supervisor-subordinate-coworker triads were collected in a number of firms. Regression results were employed to test the research hypotheses.

Findings – The findings of this study show that the supervisor's cognition-based trust and affect-based trust of the employee are associated with that employee's enterprising behavior. Significant two-way interactions indicate that the relationship between affect-based trust and enterprising behavior is stronger in the three collectivist countries than in the individualist USA. The moderating effects of power distance, on the other hand, appear to be negligible.

Originality/value – The main implication of this study's results is that human relations theories, which are based on the supervisor's top-down trust of the subordinate employee, may be more effective in collectivist cultures than in individualist cultures.

Keywords Line managers, Trust, Organizational culture, Organizational behaviour

Paper type Research paper

Increased trust, in McAllister's view (McAllister, 1995, p. 25), is crucial to the firm's success, providing the necessary coordination of its human resources to implement its business strategy. McAllister defined interpersonal trust "as the extent to which a person is confident in and willing to act on the basis of the words, actions, and decisions of another". One kind of interpersonal trust in organizations is hierarchical trust, which focuses on the supervisor-subordinate relationship. Much of the past-hierarchical trust research has examined the subordinate employee's trust of their immediate supervisor. Dirks and Ferrin's (2002) meta-analysis, for example, provided a thorough look at the combined results of 106 trust-in-leader studies. Instead of bottom-up trust, which is the central theme in Dirks and Ferrin's (2002) meta-analysis, the present study reverses the view, investigating the relationship between top-down



trust (i.e. the supervisor's trust of a subordinate) and the subordinate's workplace behavior.

Early human relations theorists noted the importance of a supervisor's trust in subordinates. For instance, the beliefs of McGregor's (1967) prototypic Theory X and Theory Y managers differ markedly. Theory X assumes that people dislike work, need direction, and do not want added responsibility in their jobs; Theory Y assumes the opposite. The Theory X manager believes that subordinate employees are not to be trusted, while the Theory Y manager believes that employees can be fully trusted, broadening the decision-making authority of those employees whenever possible.

McGregor's ideas were widely discussed and became very popular, especially among business practitioners in the USA, even to the present day. Whitener *et al.* (1998) more recent research suggests that trust begins with the supervisor. The boss' trusting cues prompt a reciprocal response from the subordinate employee. Because trust starts with the supervisor, the top-down perspective to hierarchical trust (i.e. the supervisor's trust of the subordinate) takes on added importance. We revisit this form of trust and attempt to extend the literature by introducing cross-cultural moderators of the relationship between supervisory trust and workplace behaviors.

Cognition-based trust and affect-based trust in hierarchical relationships

Kramer (1996) pointed out that the mental processing approach differs depending upon whether one has a top-down or a bottom-up perspective. Subordinate employees tend to ruminate, questioning the appropriateness of their supervisor's decisions, because such decisions can have major consequences on the lives of these employees. Subordinates can dwell on the quality of their relationship with the boss. Alternatively, supervisors typically make quicker trust decisions about their employees, deciding to trust employees because of the strategic implications of such decisions (Kramer, 1996). For instance, a supervisor may quickly trust subordinates because they see trust as a way to foster motivation and morale among the employees.

Looking at trust from a top-down and a bottom-up perspective may differ on an emotional level as well. Subordinates, desirous of a close in-group relationship with their supervisors, may hesitate to express friendship, waiting for the boss' initial overture of closeness. Others may use ingratiation tactics to try to forge closer connections with their bosses (Kramer, 1996). Supervisors may be the primary driver in initiating friendly in-group behavior towards their subordinates. Some supervisors, on the other hand, may be reserved socially and emotionally with subordinates, hesitating due to the costs and benefits of committing themselves to a deeper relationship with their employees or showing some hesitancy because of fraternization bans or sexual harassment fears.

It seems that the mental processing involved in top-down trust and bottom-up trust differs on both rational and emotional grounds. Prior research (e.g. Dirks and Ferrin, 2002) has shown that employee trust of the boss (i.e. bottom-up trust) is related to positive workplace behavior on the part of the employee. The present study examines whether top-down supervisory trust is associated with positive employee behavior as well. We also have formalized the distinction between Kramer's (1996) emotional and rational trust processes by including McAllister's (1995) two forms of trust, both affect-based trust and cognition-based trust. In this study, we treat Kramer's and McAllister's two sets of trust constructs to be similar.

From the perspective of the supervisor, cognition-based trust refers to the supervisor's rational decision to trust or to withhold trust of a subordinate employee. This decision is normally based on good reasons, such as the subordinate's history in performing responsibly and competently which provides evidence of this employee's cognitive trustworthiness (Costigan *et al.*, 1998; Lewis and Weigert, 1985; McAllister, 1995). Affect-based trust, on the other hand, is more emotional than rational. Specifically, it grows over a period of time into a meaningful workplace relationship between the supervisor and the employee, with both parties making an emotional investment to the friendship that has developed (Costigan *et al.*, 1998; Lewis and Weigert, 1985; McAllister, 1995). Care and concern for each person in the relationship typifies this form of trust. Dirks and Ferrin (2002) concluded that more research is needed on the linkage between affect-based trust itself and workplace behaviors. In their view, affect-based trust is one area of trust that has been under-researched. In the present study, we consider cognition- and affect-based trust separately.

Employee awareness of the boss's trust

It seems reasonable to expect that a supervisor's affect-based and cognition-based trust or distrust of the subordinate should be discernable to the subordinate over a period of time. We believe that subordinates know where they stand as far as their supervisor's trust. Graen and Cashman's (1975) in-group, out-group theory suggests that employees recognize whether they are in the boss's favored inner circle or tend to be in the less favored out-group. Employee job attitudes and workplace behaviors reflect membership in either the in-group or the out-group. The boss and in-group employees reciprocate trust whereas little trust or even distrust is exchanged in the out-group relationship.

In line with Graen and Cashman's thinking, bosses give verbal and non-verbal cues that suggest trust or distrust. Affirming statements about a subordinate's competence or the meaning of their relationship are, at times, shared by the boss. The results of formal performance-evaluation reviews should also provide additional evidence on what the supervisor thinks of the employee's trustworthiness. Even the amount of informal time spent with one's boss can tip off the level and kind of trust involved in a relationship. Gossip among employees concerning their relationship with the boss and others' relationship with the same boss may also help them determine their trust standing. As mentioned, subordinate employees spend a lot of time thinking about their relationship with the boss, because a boss's trust or distrust can have serious consequences for the employee.

We therefore suspect that many employees develop a fairly keen understanding of where they stand in this regard. In modest support for this, Gerstner and Day's (1997) meta-analysis, which included 24 studies, revealed that the extent to which leaders and followers agree on the quality of their dyadic relationship is correlated at 0.37, after correcting for unreliability. The hypotheses that follow are based on the premise that the subordinate employee has a sense of the supervisor's affect-based and cognition-based trust for them, and this trust or distrust is linked to this employee's workplace behavior. To strengthen further our study's design, we have each subordinate employee rate their own workplace behavior and have their supervisor and a designated coworker rate the subordinate employee's behavior as well. Having

three perspectives on subordinate's behavior allows us to identify consistencies in the relationship of our study's two trust measures to the employee's workplace behavior.

Relationship of supervisory trust to enterprising behavior

The prime interest of our study is to examine the relationship between a supervisor's affect-based and cognition-based trust of a subordinate employee and that employee's enterprising behavior in the workplace. Enterprising behavior, one of Campbell's (2000) five qualities of a proactive employee, reflects initiative, speaking out, independent judgment, and active involvement. Campbell (2000) further added that creativity and risk taking also characterize the enterprising employee. Our focus on investigating the relationship of trust to enterprising behavior seems appropriate, considering the need for more employee creativity and related risk taking behavior, assertiveness, initiative, and intrinsic motivation to solve work-related problems and to take advantage of promising opportunities. Therefore, the subordinate employee's enterprising behavior, represented by their creativity, risk-taking, motivation, initiative, and assertiveness, will be examined in relation to the supervisor's trust of this subordinate.

There is some overlap in our definition of enterprising behavior and organizational citizenship behavior (see Organ *et al.*, 2006). The facets of enterprising behavior that resemble the helping and compliance behaviors in organizational citizenship are initiative, volunteering work-related views, and showing motivation and energy in the job. Note that the behaviors investigated in Dirks and Ferrin's (2002) meta-analysis are citizenship behaviors. More specifically, they found that an overall hybrid measure (i.e. combining cognitive and affective) of trust-in-leadership correlated with employee altruism, civic virtue, conscientiousness, courtesy, and sportsmanship. We intend to extend the trust literature, examining the relationship between our trust measures and another relevant workplace behavior (i.e. enterprising behavior).

We expect that a supervisor's strong affect-based and cognition-based trust of the subordinate will prompt this employee to take more risks, exhibit more creativity, take initiative, speak their mind, and be energized and motivated in the workplace. A subordinate employee would be somewhat foolish to take risks or speak out unless trust is present in the relationship with the boss. Mayer *et al.*'s (1995) model proposes that risk taking behavior flows from a trusting relationship. The presence of trust also allows the employee to speak openly and candidly with the boss (Mishra, 1996). Coming from a different perspective, Luhmann (1979) commented that industriousness, conscientiousness, and readiness to perform above and beyond what is typically called for, contribute to the employee's trustworthiness as viewed by their superior. In support of Luhmann's thinking on the reverse ordering of these trust and behavior variables, McAllister (1995) discovered that the employee's citizenship behavior is an antecedent of affect-based trust. In line with this finding, a subordinate employee's taking initiative and exhibiting energetic and motivating behavior may contribute to the supervisor's affect-based trust of this employee.

Because some facets of enterprising behavior may contribute to trust and other facets may be outcomes of trust, sorting out the causes and effects will not be attempted in this study. Based on the previously cited literature (e.g. McAllister, 1995), we propose that the supervisor's affect-based trust of the subordinate will be associated with the subordinate employee's enterprising behavior. As stated earlier, we utilize behavior self-ratings provided by the subordinate employee and behavior

ratings provided by the subordinate employee's supervisor and by a coworker of the subordinate employee. With the subordinate as the focal employee, we formally propose that:

- H1.* The supervisor's affect-based trust of the focal employee will be positively associated with: (H1a) the focal employee's self-rating of enterprising behavior, (H1b) the supervisor's rating of the focal employee's enterprising behavior, and (H1c) the coworker's rating of the focal employee's enterprising behavior.

Quinn and Spreitzer (1997) state that the empowerment process demands the leader's willingness to trust employees when their authority and work responsibilities have been increased. The supervisor has to have trust in the employee's competence, which then provides an empowered employee a platform from which to take initiative and appropriate risks, and to be accountable and creative (Quinn and Spreitzer, 1997). The more that a leader considers a follower to be trustworthy (e.g. competent, reliable, professional, and careful), the more likely it is that the follower will exhibit enterprising behavior in the workplace. Cook *et al.* (2005, p. 144) suggested some support for this, saying that "when supervisors treat workers as if they are reliable, workers are more likely to become reliable". Webber and Klimoski (2004) reported that reliable employee performance can yield increases in trust. Though these findings suggest a reverse causal ordering of the trust and behavior variables, Webber and Klimoski added that causality could not be established with their research design. Notwithstanding the causality issue, the supervisor's cognition-based trust, which reflects the trust in the employee's competence, professionalism, and overall trustworthiness, should be associated with this employee's enterprising behavior. Accordingly, we propose that:

- H2.* The supervisor's cognition-based trust of the focal employee will be positively associated with: (H2a) the focal employee's self-rating of enterprising behavior, (H2b) the supervisor's rating of the focal employee's enterprising behavior, and (H2c) the coworker's rating of the focal employee's enterprising behavior.

Johnson-George and Swap (1982) argued that emotional trustworthiness, akin to affect-based trust, is a deeper form of trust that is special. In comparison, trust based on reliability, similar to cognition-based trust, is superficial and common. If Johnson-George and Swap are correct in saying that emotional trust is deeper than trust based on reliability, perhaps its effects on workplace behavior are stronger as well. Empirical studies show some support for this. For example, the correlations reported in Costigan *et al.*'s (1998) research appear stronger for affect-based trust than cognition-based trust. On this basis, we propose that:

- H3.* The supervisor's affect-based trust of the focal employee will account for variance: (H3a) of the focal employee's enterprising self-ratings, (H3b) of the supervisor's enterprising ratings of the focal employee, and (H3c) of the coworker's enterprising ratings of the focal employee, over and above that accounted for by the supervisor's cognition-based trust of the focal employee.

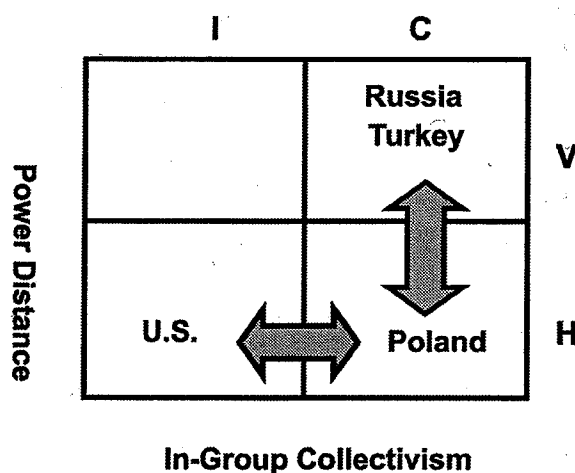
Moderators of the affect-based trust and enterprising behavior relationship

Another central question of this study is whether the relationship between a supervisor's affect-based trust and enterprising behavior is moderated by national culture. After considering Hofstede's (1980) four cultural dimensions, Earley (1986)

concluded that power distance and individualism-collectivism relate to hierarchical trust. In place of Hofstede's (1980) dimensions, the present study adopted similar cultural dimensions (i.e. power distance and in-group collectivism) from Project GLOBE (Javidan and House, 2001), because the GLOBE research is more recent and included two of the countries (Poland and Russia) included in this study in its original research. In their series of studies, GLOBE researchers assessed each country's current practices and values (i.e. aspirations) on these dimensions (Javidan and House, 2001). Their assessment of current practices reflects the current conditions whereas their assessment of values reflects what people believe should be done in the culture. GLOBE's current practices for power distance and in-group collectivism were selected to be potential moderators in the present study, because they reflect what is actually happening in these countries instead of an ideal that may or may not be attainable.

The primary motivation for including samples from Russia, Poland, Turkey, and the USA in the same study is the cultural contrast that these countries provide when examining the relationship between the supervisor's affect-based trust of the employee and enterprising behavior. As shown in Figure 1, these countries provide a contrast on the power distance and in-group collectivism dimensions that, according to Earley (1986), pertain to top-down hierarchical trust. Two literatures and competing hypotheses will be presented next, one of which suggests that power distance is the key moderator of the relationship between affect-based trust and enterprising behavior and another that proposes that in-group collectivism is the relevant moderator of this trust-behavior relationship.

Power distance refers to the extent to which a society tolerates power differences as well as accepts status privileges (Carl *et al.*, 2004). As reported by Lee *et al.* (2000), researchers Tyler *et al.* (1995) proposed that the power distance dimension tends to influence interactions in hierarchical relationships. More specifically, because a person from a high power distance culture tends to be constrained by defined role expectations (Tyler *et al.*, 1995), we expect that an employee's enterprising behavior will be highly dependent on their supervisor's affect-based trust state, with only the most trusted



Notes: I = Individualism (i.e. low in-group collectivism);
 C = Collectivism (i.e. high in-group collectivism);
 H = Horizontal (i.e. low power distance); V = Vertical
 (i.e. high power distance)

Figure 1.
 In-group-collectivism vs.
 power distance

employees being able to exercise enterprising behavior. On the contrary, a person from a low power distance culture tends to be less constrained by role expectations (Tyler *et al.*, 1995), allowing them to respond more fully in their enterprising behavior regardless of the supervisor's affect-based trust state. We therefore expect that the enterprising workplace behavior of workers in higher power distance cultures will be more strongly correlated with a supervisor's affect-based trust when compared with employees in lower power distance cultures.

According to Project GLOBE findings (Carl *et al.*, 2004), Russia's and Turkey's power distance scores are 5.52 and 5.57, respectively, and the USA's and Poland's power distance scores are 4.88 and 5.10, respectively. Russia's and Turkey's power distance scores place these countries in Band A while the USA and Poland's scores place them in Band B (Carl *et al.*, 2004). According to GLOBE methodology, different bands (i.e. Band A versus Band B) indicate that current practices in both Russia and Turkey reflect significantly greater power and status differences than the current practices in the USA and Poland. Based on Tyler *et al.*'s (1995) notions, we would expect that the relationship between affect-based trust and enterprising behavior to be stronger in higher power distance countries, such as Russia and Turkey, relative to lower power distance countries, such as the USA and Poland. The formal hypothesis developed from this line of thinking is:

- H4.* The supervisor's affect-based trust of the focal employee will be more strongly associated with: (H4a) the focal employee's self-rating of enterprising behavior, (H4b) the supervisor's rating of the focal employee's enterprising behavior, and (H4c) the coworker's rating of the focal employee's enterprising behavior, in higher power distance countries (Turkey and Russia) than in lower power distance countries (the USA and Poland).

In-group collectivism, a specific kind of collectivism, refers to the extent to which persons have pride in and loyalty to their families and close friends, and to their places of work (Gelfand *et al.*, 2004). Collectivist societies distinguish between in-group members (e.g. family, close friends) and out-group members (e.g. acquaintances, strangers) whereas individualist societies tend to be less discriminating between the two. Self-interests tend to be central in individualist cultures while in-group interests are dominant in collectivist cultures. Bosses in individualist cultures tend to manage employees by continually keeping transaction costs and benefits of each relationship in mind (Whitener *et al.*, 1998). That is, leaders are more calculating in deciding whether to maximize their own self-interests in their boss-subordinate relationships by promoting a more trusting relationship with subordinates. Bosses in collectivist societies, according to Whitener *et al.* (1998), tend to count on trusting relationships with employees who are members of the in-group, which also promotes their own long-term self-interests.

Extending Whitener *et al.*'s (1998) ideas to trust-behavior linkages, we expect that the supervisor's affect-based trust of the subordinate employee will more strongly correlate with the subordinate employee's enterprising behavior in collectivist cultures relative to individualist cultures. Subordinate employees in collectivist societies reciprocate a boss' affect-based trust with a stronger display of enterprising behaviors than will a subordinate employee in a less reciprocating individualist society. The opposite may also occur. A less trusting relationship between the supervisor and

subordinate should yield less enterprising behavior on the part of the subordinate employee in the collectivist societies versus an individualist society. As acknowledged previously, the ordering of these variables could be reversed, with enterprising behavior (e.g. organizational citizenship behavior) being the precursor to supervisory trust.

According to Project GLOBE findings (Gelfand *et al.*, 2004), Turkey's, Russia's, and Poland's in-group collectivism scores are 5.88, 5.63, and 5.52, respectively. The USA's in-group collectivism score is 4.25. Turkey's, Russia's, and Poland's scores place them in Band A while the US's score places it in Band C (Gelfand *et al.*, 2004). Again, the different bands suggest that the in-group collectivism practices in the USA are significantly lower than the practices in Turkey, Russia, and Poland. Therefore, subordinate employees in collectivist countries, such as Turkey, Russia, and Poland, may be more willing to respond to a boss' affect trust with a stronger display of enterprising behaviors than will a subordinate employee in a less an individualist country, such as the USA. With this reasoning as a basis for the next hypothesis, we state that:

- H5.* The supervisor's affect-based trust of the focal employee will be more strongly associated with: (H5a) the focal employee's self-rating of enterprising behavior, (H5b) the supervisor's rating of the focal employee's enterprising behavior, and (H5c) the coworker's rating of the focal employee's enterprising behavior, in higher in-group collectivist countries (i.e. Turkey, Russia, and Poland) than in a lower in-group collectivist, more individualist country (i.e. the USA).

Method

Samples

There are 1,541 participants in this study, organized into supervisor-subordinate-coworker employee triads. The Russian sample is made up of subordinate (focal) employees from different firms located in and around city of Krasnoyarsk in central Russia. There were 86 subordinate employee-supervisor-coworker triads in the Russian sample. The Russian participants were recruited from among current and former students of a local university, who were employed in various firms. The Polish sample is made up of 101 subordinate employee-supervisor pairs from different firms located in Warsaw. Another 99 co-workers of the subordinate employees also participated. These Polish subordinate (focal) employees were enrolled in a non-traditional program for adult learners in a major Polish university while working in their respective organizations. The USA sample is made up of 130 subordinate-supervisor pairs from mostly different firms located in Western New York State. Another 127 co-workers of the subordinate employees also participated. A total of 95 US subordinates were employed in their respective organizations while enrolled as adult learners at a local university. Another 35 subordinate employees worked full-time in a small US technology firm. The Turkish participants were employed at four manufacturing firms, including one technology firm, located in Istanbul and its vicinity. There were 201 Turkish subordinate-supervisor pairs in this study with another 193 co-workers participating. In sum, there were 518 subordinate (focal) employees, 518 supervisors, and 505 co-workers participating in this study.

Demographic statistics describing each country's sample are provided in Table I. As shown in Table I, the average tenure of the Russian, Polish, Turkish, and US participants in their firms is, 9.29, 3.85, 6.44, and 8.31 years, respectively, suggesting that relatively experienced employees took part in this study. The gender makeup of our Turkish sample of subordinate employees may appear to be overrepresented with males (81 percent), but it is representative of many Turkish firms. The Europa World Handbook (Europa Publications Ltd, 1999) indicates that the 1997 Turkish workforce was 74 percent male, and this ratio is presumed to be higher in the managerial ranks. Hence, the participation rate of Turkish males in our study does not dramatically differ from the participation rate of males in the entire Turkish workforce.

Measures

The Russian, Polish, and Turkish questionnaires used in this study were translated into their respective languages. Each questionnaire was then back-translated into English by one interpreter (for each country) in order to promote translation accuracy. A discussion of our method of translation and back-translation appears in Pavett and Morris (1995).

This study's rating scales come from a broader study of workplace trust. The questionnaire administered to the supervisor contained demographic items (e.g. gender, number of years supervising the subordinate employee) and affect-based and cognition-based trust measures. More specifically, the supervisor was asked to assess his or her affect-based trust and cognition-based trust of the subordinate employee. Four items from McAllister's (1995) scale measuring affect-based trust (e.g. "We have a sharing relationship; we can share our ideas, feelings, and hopes") were used to assess the supervisor's affect-based trust of his or her subordinate employee. Likewise, five items from McAllister's (1995) scale measuring cognition-based trust (e.g. "This person approaches his/her job with professionalism and dedication") were used to assess the supervisor's cognition-based trust of his or her subordinate employee. A five-point Likert scale format (1 = "strongly agree," ..., 5 = "strongly disagree") was used as

Demographic variables	USA	Turkey	Russia	Poland
<i>Subordinate (focal) employee:</i>				
Female (%)	54	19	62	71
Management position (%)	31	28	34	19
Number of years in firm	8.31 (SD = 6.11)	6.44 (SD = 4.54)	9.29 (SD = 9.07)	3.85 (SD = 4.71)
Number of years in position	4.53 (SD = 4.39)	4.24 (SD = 4.12)	5.38 (SD = 5.66)	2.52 (SD = 3.26)
<i>Coworker:</i>				
Female (%)	55	23	70	65
Number of years known to subordinate	6.11 (SD = 6.29)	4.62 (SD = 4.63)	6.12 (SD = 6.38)	3.57 (SD = 9.15)
<i>Supervisor:</i>				
Female (%)	32	4	48	54
Number of years has supervised subordinate	3.76 (SD = 3.32)	3.77 (SD = 3.91)	6.86 (SD = 6.94)	2.28 (SD = 2.88)
Number of employees in firm	8,305 (SD = 20, 822)	1,476 (SD = 992)	895 (SD = 1, 859)	2,030 (SD = 12, 783)

Table I.
Descriptive statistics for
the sample in each
country

anchors in both of McAllister's (1995) trust scales. To aid in the interpretation of the data, all of these trust responses were reverse-scored so that a high score reflects high trust and a low score reflects low trust. A composite was then computed for the four affect-based trust items and another composite for the five cognition-based trust items. The reliabilities (coefficient alphas) for each country's two trust scales are reported in Table II.

The questionnaire administered to subordinate employees included various demographic items (e.g. gender, number employed in firm, managerial status, tenure in firm) and items assessing the employee's own workplace behavior. Subordinate employees were asked to evaluate their own behavior in five areas: creativity, motivation, risk taking, initiative, and assertiveness. Two of the five items in this scale (i.e. initiative and assertiveness) are from Fandt's (1994) taking-action scale while the other three items were developed to reflect the other themes of enterprising behavior. The exact wording of these enterprising behavioral items are: "My level of creativity in the job is generally very high," "I display a high level of motivation and energy in my job," "I am not afraid of taking risks and trying new things in my job," "I take immediate action to resolve work-related problems as they emerge," and "I volunteer my work-related views without waiting to be asked." The same five-point Likert scales and anchors were used for these behavioral self-rating items as were used for assessing the supervisor's affective and cognitive trust. The subordinate employee's five behavioral self-ratings were reverse-scored and then formed into a composite behavioral rating of this employee's own workplace behavior. The coefficient alphas for each country's composite behavioral self-rating are 0.71 for the USA, 0.72 for Turkey, 0.71 for Poland, and 0.76 for Russia.

Similarly, the subordinate employee's supervisor and a coworker (chosen by the subordinate employee) were also asked to rate this subordinate's enterprising behavior. The same five enterprising behavior items (Likert scales) and anchors appearing in the subordinate employee's questionnaire were also included in the supervisor's questionnaire and the coworker's questionnaire. The supervisor's five behavioral ratings and the coworker's five ratings were reverse-scored, and then they were formed into a separate composite behavioral rating of the subordinate employee's enterprising behavior. The coefficient alpha for each country's composite supervisor rating of the employee's enterprising behavior is 0.83 for the USA, 0.82 for Turkey, 0.80 for Poland, and 0.84 for Russia. The coefficient alpha for each country's composite coworker rating of the employee's enterprising behavior is 0.88 for the USA, 0.82 for Turkey, 0.79 for Poland, and 0.84 for Russia. Similar to the demographic items in the supervisor and the subordinate employee questionnaires, the questionnaire administered to the coworker contained the same kind of demographic items (i.e. gender, number of years known to the subordinate employee).

Procedures

Subordinate (focal) employees in this study completed their ratings (e.g. demographic items and self-ratings of behavior) and then returned their responses in person or by mail. Similar to McAllister's (1995) procedures, these subordinate employees were also asked to deliver a related questionnaire to their supervisor and a coworker of their choice. In the instructions, both the supervisor and coworker were told that they could return the completed ratings and demographic responses by mail or have their

Table II.
Descriptive statistics and intercorrelations between affect-based and cognition-based trust and enterprising ratings by country

Variables	M	SD	Supervisor's trust of subordinate	Supervisor's affect-based trust of subordinate	Supervisor's cognition-based trust of subordinate
Supervisor's affect trust of (focal) subordinate ^a	U ^a 4.06	T ^c 4.21	U 0.63	T 0.57	T (0.72)
Supervisor's cognitive trust of (focal) subordinate ^a	P ^b 3.80	R ^d 3.73	P 0.71	R 0.75	R (0.81)
Subordinate employee's enterprising self-rating	U 4.29	T 4.05	U 0.56	T 0.61	T 0.70 ^{***}
Supervisor's enterprising behavior ratings of subordinate employee	P 3.93	R 3.83	P 0.59	R 0.55	R 0.70 ^{***}
Coworker's enterprising behavior ratings of subordinate employee	U 4.06	T 4.18	U 0.50	T 0.52	T 0.17 ^{**}
	P 3.62	R 3.80	P 0.60	R 0.49	R 0.22 ^{**}
	U 4.13	T 3.95	U 0.64	T 0.64	T 0.63 ^{***}
	P 3.91	R 3.65	P 0.63	R 0.74	R 0.57 ^{***}
	U 4.01	T 3.92	U 0.74	T 0.68	T 0.29 ^{***}
	P 3.70	R 3.85	P 0.69	R 0.69	R 0.17
					U 0.18 ^{**}
					P 0.12
					R 0.31 ^{***}
					R 0.30 ^{***}

Notes: ^aU = 130 US subordinates and supervisors and 127 co-workers; ^bP = 101 Polish subordinates and supervisors and 99 co-workers; ^cT = 201 Turkish subordinates and supervisors and 193 co-workers; ^dR = 86 Russian subordinates and supervisors and 86 co-workers; ^eCoefficient alphas are reported in diagonal parentheses. * $p < 0.10$; ** $p < 0.05$; *** $p < 0.01$

subordinate (fellow) employee return their responses in a sealed envelope. All questionnaires were completed anonymously. An identifying number was used to match each subordinate employee's self-ratings with his or her supervisor's ratings of the subordinate employee and the coworker's ratings. The estimated response rate for the US sample is 30 percent and above 50 percent for the Turkish, Polish, and Russian samples.

Results

Besides internal consistency data, Table II presents descriptive statistics and intercorrelations between variables for each country. In addition to the correlations in Table II, a number of moderated multiple regression procedures, in accord with Baron and Kenny's (1986) recommendations, were employed to assess the variance accounted for by the predictor variables and the additional, unique effects of the cultural variable (power distance or in-group collectivism) X predictor variable interactions, on the dependent variables in this study. Because the power distance variable and in-group collectivism variable are categorical, they were formed into separate dummy variables. The coding for the power distance variable is: lower power distance countries (USA and Poland) = 0 and higher power distance countries (Russia and Turkey) = 1. The coding for the in-group collectivism variable is: individualist (USA) = 0 and collectivist (Russia, Poland, and Turkey) = 1. The power distance dummy variable contrasts USA and Poland with Russia and Turkey, and the in-group collectivism dummy variable contrasts the USA with Russia, Poland, and Turkey (see Aiken and West, 1991). Dummy variables were also formed for the managerial-status variable (non-managers = 0 and managers = 1) and the subordinate employee's, supervisor's, and coworker's gender (males = 0 and females = 1).

H1 proposed that the supervisor's affect-based trust of the focal employee will be positively associated with: (*H1a*) the focal employee's enterprising self-rating composite, (*H1b*) the supervisor's composite enterprising rating of the focal employee, and (*H1c*) the coworker's composite enterprising rating of the focal employee. A look at the correlations in Table II showing the relationship between affect-based trust and enterprising behavior indicates significance for eight of 12 possible correlations. The US correlation is significant for the supervisor's composite enterprising rating only. A stronger test of hypotheses *H1a*, *H1b*, and *H1c* involved hierarchical moderated regression. This procedure consisted of four steps, and the first two steps are relevant for testing these hypotheses. The dependent variables in these regressions are the subordinate employee's self-rated enterprising behavior composite, the supervisor's composite enterprising rating, and the coworker's composite enterprising rating. To control for the possible influence of demographic differences between the four countries' samples, five demographic variables (i.e. firm size, number of years supervised by the boss/number of years coworker has known the employee, gender dummy variables for the subordinate employee and supervisor/coworker, and managerial-status dummy variable) were entered into the regression equation in Step 1. These demographic variables are commonly controlled for in cross-cultural studies (e.g. Spector *et al.*, 2004). The supervisor's affect-based trust composite was entered in Step 2. As shown in Table III, our Step 2 regression results corroborate the influence of the supervisor's affect-based trust of the subordinate on:

Table III.
Summary of results of hierarchical regression analyses of affect based trust and power distance of enterprising ratings

Variable	Employee's self-rating of enterprising behavior ^a			Supervisor's enterprising-behavior ratings ^a			Coworker's enterprising-behavior ratings ^b		
	B	SE	ΔR^2	B	SE	ΔR^2	B	SE	ΔR^2
Step 1: Demographic variables			0.06**			0.01			0.01
Firm size	0.00	0.00		0.00	0.00		0.00	0.00	
Years supervising (known to) employee	0.01	0.01		0.01	0.01		0.01*	0.01	
Employee's gender	-0.14*	0.05		-0.01	0.07		-0.04	0.07	
Supervisor's (co-workers) gender	-0.09	0.06		-0.11	0.07		-0.04	0.07	
Management status	0.17**	0.06		-0.01	0.07		0.03	0.07	
Step 2: Supervisor's affect-based trust of employee	0.18**	0.04	0.04**	0.55**	0.04	0.30**	0.18**	0.05	0.03**
Step 3: Power distance dummy	0.14**	0.05	0.01**	-0.28**	0.05	0.04**	-0.02	0.07	0.00
Step 4: Supervisor's affect-based trust of subordinate									
X power distance dummy	0.08	0.07	0.00	0.17*	0.07	0.01*	0.15	0.09	0.01

Notes: B represents the unstandardized regression coefficients for each step in the regression equation. ^an = 518; ^bn = 505; *p < 0.05; **p < 0.01.

- the subordinate's self-rated enterprising behavior composite ($\Delta R^2 = 0.04$, $p < 0.01$);
- the supervisor's composite enterprising rating ($\Delta R^2 = 0.30$, $p < 0.01$); and
- the coworker's composite enterprising rating ($\Delta R^2 = 0.03$, $p < 0.01$).

These results support *H1a*, *H1b*, and *H1c*.

H2 proposed that the supervisor's cognition-based trust of the focal employee will be positively associated with: (*H2a*) the focal employee's enterprising self-rating composite, (*H2b*) the supervisor's composite enterprising rating of the focal employee, and (*H2c*) the coworker's composite enterprising rating of the focal employee. A look at the correlations in Table II showing the relationship between cognition-based trust and enterprising behavior indicates significance for eight of 12 possible correlations. To more formally test hypotheses *H2a*, *H2b*, and *H2c*, we conducted three regression procedures. The subordinate employee's self-rated composite, the supervisor's composite rating, and the coworker's composite rating again served as the dependent variables in these regression procedures. The same five demographic variables were entered in Step 1, followed by the supervisor's cognition-based trust composite in Step 2. The results of these regression procedures (see Step 2 in Table IV) show support for linkage between cognition-based trust and self-rated enterprising behavior ($\Delta R^2 = 0.03$, $p < 0.01$), the supervisor's composite rating ($\Delta R^2 = 0.44$, $p < 0.01$), and the coworker's composite rating ($\Delta R^2 = 0.06$, $p < 0.01$). These findings suggest support for *H2a*, *H2b*, and *H2c*.

H3 proposed that the supervisor's affect-based trust of the focal employee will account for variance: (*H3a*) of the focal employee's enterprising self-ratings, (*H3b*) of the supervisor's enterprising ratings of the focal employee, and (*H3c*) of the coworker's enterprising ratings of the focal employee, over and above that accounted for by the supervisor's cognition-based trust of the focal employee. To test *H3a*, *H3b*, and *H3c*, we included the supervisor's affect-based trust composite in Step 3 of the previous regressions. The findings presented in Table IV reveal that the supervisor's affect-based trust composite in Step 3 is significant ($\Delta R^2 = 0.02$, $p < 0.01$), accounting for unique incremental subordinate self-rating variance. This finding provides preliminary support for *H3a*. In support of *H3b*, Table IV also shows that the supervisor's affect-based trust composite in Step 3 is significant ($\Delta R^2 = 0.02$, $p < 0.01$), accounting for unique incremental supervisor rating variance. The findings presented in Table IV reveal that the supervisor's affect-based trust predictor in Step 3 is not significant ($\Delta R^2 = 0.00$, $p = 0.87$), when the coworker's composite rating served as the dependent variable. This finding does not support *H3c*.

To provide a stronger test of *H3a* and *H3b*, two additional regression procedures were conducted. In these regressions, the affect-based trust composite was entered in Step 2, followed by the cognition-based trust composite in Step 3. Note that the same five demographic variables were entered in Step 1. If the supervisor's cognition-based trust composite is not significant (i.e. does not account for unique incremental variance in Step 3) and the affect-based trust composite in Step 2 is significant, then *H3a* and *H3b* would be confirmed. When the self-rating served as the dependent variable, the regression results indicate that the supervisor's affect-based trust in Step 2 is significant ($\Delta R^2 = 0.04$, $p < 0.01$) while cognition-based trust in Step 3 is not significant ($\Delta R^2 = 0.00$, $p = 0.48$). These findings provide added support for *H3a*.

Table IV.
Summary of results of hierarchical regression analyses of affect based trust and cognition based trust of enterprising ratings

Variable	Employee's self-rating of enterprising behavior ^a			Supervisor's enterprising-behavior ratings ^a			Coworker's enterprising-behavior ratings ^b		
	B	SE	ΔR ²	B	SE	ΔR ²	B	SE	ΔR ²
Step 1: Demographic variables									
Firm size	0.00	0.00	0.06**	0.00	0.00	0.01	0.00	0.00	0.01
Yrs. supervising (known to) employee	0.01	0.01		0.01	0.01		0.01*	0.01	
Employee's gender	-0.14*	0.05		-0.01	0.07		-0.04	0.07	
Supervisor's (coworker's) Gender	-0.09	0.06		-0.11	0.07		-0.04	0.07	
Management status	0.17**	0.06		-0.01	0.07		0.03	0.07	
Step 2: Supervisor's cognition-based trust of employee									
	0.15**	0.04	0.03**	0.74**	0.04	0.44**	0.30**	0.05	0.06**
Step 3: Supervisor's affect-based trust of employee									
	0.16**	0.05	0.02**	0.18**	0.04	0.02**	0.01	0.06	0.00

Notes: B represents the unstandardized regression coefficients for each step in the regression equation; ^aη = 518, ^bη = 505; *p < 0.05; **p < 0.01.

When the supervisor's enterprising composite rating served as the dependent variable, the regression results indicate that affect-based trust in Step 2 is significant ($\Delta R^2 = 0.30$, $p < 0.01$) and cognition-based trust in Step 3 is also significant ($\Delta R^2 = 0.16$, $p < 0.01$). These results do not support *H3b*. In sum, *H3a* is confirmed while *H3b* and *H3c* are not.

H4 predicted that the supervisor's affect-based trust of the focal employee will be more strongly associated with: (*H4a*) the focal employee's self-rated enterprising behavior composite, (*H4b*) the supervisor's composite rating, and (*H4c*) the coworker's composite rating, in the higher power distance context (Turkey and Russia) than in the lower power distance context (USA and Poland). All main effects were entered into each hierarchical regression equation first, followed by the two-way interaction involving the power distance dummy variable (see Oldham and Cummings, 1996; and Peters *et al.*, 1984 for more about this procedure). More specifically, the five control variables were entered in Step 1, followed by the affect-based trust variable in Step 2. The power distance dummy variable was entered in Step 3. To determine whether power distance moderates the relationship of the supervisor's affect-based trust of the subordinate employee to enterprising behavior, the two-way interaction (power distance dummy X supervisor's affect-based trust) was entered in Step 4. A look at the findings in Step 4 of the first regression (see Table III) indicates that the two-way interaction (power distance dummy X supervisor's affect-based trust of the subordinate employee) is not significant ($\Delta R^2 = 0.00$, $p = 0.34$), when the subordinate employee's composite self-rating served as the dependent variable. This finding does not support *H4a*.

A look at the findings in Step 4 of the second regression (see Table III) indicates that the two-way interaction (power distance dummy X supervisor's affect-based trust of the subordinate employee) is significant ($\Delta R^2 = 0.01$, $p < 0.05$), when the supervisor's composite rating served as the dependent variable. To determine the exact nature of this two-way interaction, we looked at the relationship between the supervisor's affect-based trust rating and the supervisor's composite enterprising rating in each power distance condition. The correlation in the high power distance condition (across the Turkish and Russian samples) is 0.63 ($p < 0.01$), and the correlation in the lower power distance condition (across the US and Polish samples) is 0.49 ($p < 0.01$). The significant two-way interaction along with the higher correlation in the high power distance condition provides preliminary support for *H4b*. However, another look at Table II indicates that the US correlation ($r = 0.31$) is lower than Poland's correlation ($r = 0.66$), Turkey's correlation ($r = 0.63$), and Russia's correlation ($r = 0.57$). Apparently, the relatively low US correlation is responsible for the power distance effect because Poland's correlation is higher than both Russia's and Turkey's correlation. Thus, *H4b* is not supported.

A look at the findings in Step 4 of the third regression (see Table III) indicates that the two-way interaction (power distance dummy X supervisor's affect-based trust of the subordinate employee) is not significant ($\Delta R^2 = 0.01$, $p = 0.13$), when the coworker's composite rating served as the dependent variable. This finding does not support *H4c*.

H5, an alternative competing hypothesis to 4, predicted that the supervisor's affect-based trust of the focal employee will be more strongly associated with: (*H5a*)

the focal employee's self-rated enterprising behavior composite, (*H5b*) the supervisor's composite rating, and (*H5c*) the coworker's composite rating, in the high in-group collectivist cultural context (Turkey, Russia, and Poland) than in the lower in-group collectivist (i.e. individualist) cultural context (USA). Three more regression procedures were conducted to test these hypotheses. The same control variables were entered the regression in Step 1, followed by the supervisor's affect-based trust composite in Step 2. The in-group collectivism dummy variable was entered in Step 3. To determine whether in-group collectivism moderates the relationship of the supervisor's affect-based trust of the subordinate employee to enterprising behavior, the two-way interaction (in-group collectivism dummy X supervisor's affect-based trust) was entered in Step 4 of each regression. A look at the findings in Step 4 of the first regression (see Table V) indicates that the two-way interaction (in-group collectivism dummy X supervisor's affect-based trust of the subordinate employee) is significant ($\Delta R^2 = 0.03$, $p < 0.01$), when the subordinate employee's self-rating served as the dependent variable. To determine the nature of this two-way interaction, we looked at the relationship between the supervisor's affect-based trust and the subordinate employee's self-rating composite in each in-group collectivism condition. The correlation in the high in-group collectivism condition (across the Turkish, Polish, and Russian samples) is 0.32 ($p < 0.01$), and the correlation in the low in-group collectivism (individualist US sample) condition is -0.09 ($p = 0.34$). The significant two-way interaction along with the higher correlation in the high in-group collectivism condition provides support for *H5a*. Another look at Table II indicates that the US correlation ($r = -0.09$) is lower than the significant correlations detected in the three collectivist countries (Poland's correlation is 0.30, Turkey's correlation is 0.17, and Russia's correlation is 0.22), providing additional support for *H5a*.

A look at the findings in Step 4 of the second regression (see Table V) indicates that the two-way interaction (in-group collectivism dummy X supervisor's affect-based trust of the subordinate employee) is significant ($\Delta R^2 = 0.01$, $p < 0.01$), when the supervisor's composite rating served as the dependent variable. To determine the nature of this two-way interaction, we looked at the relationship between the supervisor's affect-based trust and the supervisor's composite enterprising rating in each in-group collectivism condition. The correlation in the high in-group collectivism condition (across the Turkish, Polish, and Russian samples) is 0.62 ($p < 0.01$), and the correlation in the low in-group collectivism (individualist US) condition is 0.31 ($p < 0.01$). The significant two-way interaction along with the higher correlation in the high in-group collectivism condition provides support for *H5b*. Another look at Table II indicates that the US correlation ($r = 0.31$) is lower than the significant correlations detected in the three collectivist countries (Poland's correlation is 0.66, Turkey's correlation is 0.63, and Russia's correlation is 0.57), providing additional support for *H5b*.

A look at the findings in Step 4 of the third regression (see Table V) indicates that the two-way interaction (in-group collectivism dummy X supervisor's affect-based trust of the subordinate employee) is significant ($\Delta R^2 = 0.01$, $p < 0.05$), when the coworker's composite rating served as the dependent variable. To determine the nature of this two-way interaction, we looked at the relationship between the supervisor's affect-based trust and the coworker's composite enterprising rating in each in-group collectivism condition. The correlation in the high in-group collectivism condition

Variable	Employee's self-rating of enterprising behavior ^a			Supervisor's enterprising-behavior ratings ^a			Coworker's enterprising-behavior ratings ^b		
	B	SE	ΔR^2	B	SE	ΔR^2	B	SE	ΔR^2
Step 1: Demographic variables			0.06**			0.01			0.01
Firm size	0.00	0.00		0.00	0.00		0.00	0.00	
Yrs. supervising (known to) employee	0.01	0.01		0.01	0.01		0.01*	0.01	
Employee's gender	-0.14*	0.05		-0.01	0.07		-0.04	0.07	
Supervisor's (coworker's) gender	-0.09	0.06		-0.11	0.07		-0.04	0.07	
Management status	0.17**	0.06		-0.01	0.07		0.03	0.07	
Step 2: Supervisor's affect-based trust of employee	0.18**	0.04	0.04**	0.55**	0.04	0.30**	0.18**	0.05	0.03**
Step 3: In-group collectivism dummy	-0.11	0.06	0.01	-0.24**	0.06	0.02**	-0.16*	0.07	0.01*
Step 4: Supervisor's affect-based trust X in-group collectivism dummy	0.34**	0.09	0.03**	0.29**	0.09	0.01**	0.25*	0.11	0.01*

Notes: B represents the unstandardized regression coefficients for each step in the regression equation. ^an = 518; ^bn = 505; *p < 0.05; **p < 0.01.

Table V. Summary of results of hierarchical regression analyses of affect based trust and in group collectivism on enterprising ratings

(across the Turkish, Polish, and Russian samples) is 0.25 ($p < 0.01$), and the correlation in the low in-group collectivism (individualist US) condition is -0.01 ($p = 0.95$). The significant two-way interaction along with the higher correlation in the high in-group collectivism condition provides support for *H5c*. Another look at Table II indicates that the US correlation ($r = -0.01$) appears to be lower than the correlations detected in the three collectivist countries (Poland's correlation is 0.19, Turkey's correlation is 0.29, and Russia's correlation is 0.17). Hypothesis *H5c* is confirmed.

Discussion

Dirks and Ferrin (2002) suggested that affect-based trust deserves more attention by organizational researchers. In furtherance of this, the present study investigated the relationship between affect-based trust and enterprising behavior in multiple cross-cultural venues. In addition, our study took a different perspective by examining both affect-based trust and cognition-based trust from the supervisor's perspective, which differs from the 106 trust-in-leader (i.e. bottom-up) studies reported in Dirks and Ferrin's meta-analysis.

The hypothesized main effect detected in our multiple regression procedures indicates that the relationship between the supervisor's affect-based trust of the subordinate and the subordinate's enterprising behavior (i.e. creativity, risk taking, initiative, assertiveness, and motivation) is significant. The proposed relationship between cognition-based trust and enterprising behavior also received support. Moreover, we found that affect-based trust accounted for significant self-rating variance, beyond that accounted for by the cognition-based trust variable. When the supervisor's and coworker's rating composites served as dependent variables, we found that the effects of affect-based trust are no stronger than the effects of the cognition-based trust composite. More research in this area of trust might be helpful considering these mixed findings.

More importantly, our regression results point to the moderating influence of the in-group collectivism cultural dimension (the USA versus Turkey, Russia, and Poland) on the hypothesized linkages between affect-based trust and enterprising behavior. Granted, the strength of the relationship between affect-based trust and the subordinate's self-ratings is relatively small for each collectivist country. However, when the three countries' samples are collapsed into one, the correlation between the supervisor's affect-based trust of the subordinate and the subordinate's self-rating is moderately strong at 0.32, while the correlation for the individualist USA sample is not significant, $r = -0.09$. Likewise, the correlation between the supervisor's affect-based trust of the subordinate and the supervisor's enterprising rating is 0.62 when the three collectivist samples are merged, whereas the correlation for the US sample is 0.31. Finally, the correlation between the supervisor's affect-based trust of the subordinate and the coworker's enterprising rating is 0.25 when the three collectivist samples are combined, while the US correlation is -0.01 . In sum, these results are consistent; the relationship of the supervisor's affect-based trust to the employee's enterprising behavior is not the same for our US sample relative to the three collectivist samples.

Whitener *et al.*'s (1998) proposition that trust is more relevant in hierarchical dyadic relationships in collectivist countries is manifested in our study. It appears

that the US supervisor's affect-based trust of the subordinate employee and the subordinate employee's enterprising behavior are unrelated for two of the three sets of enterprising behavior ratings. The reciprocating feature of trust dissipated in boss-subordinate relationships operating in the individualist US culture. These findings corroborate the notion that the individualism of US society may mute this trust-behavior linkage. Supervisory trust and its positive connection to workplace behaviors may give way to the cold reality of taking care of one's own interests in the US firm. How this finding relates to the high affect-based trust mean reported for the US sample in Table II is perplexing. Range restriction in the US trust and behavioral scores is unlikely to be responsible for the lower correlations, especially after considering the Turkish mean scores which are higher than the US mean scores on two of five measures. Therefore, it seems that supervisory trust is present in the relationship with the subordinate employee, but it does not seem to have a tangible consequence or connection to the enterprising behavior of US employees, perhaps because enterprising behavior may be commonly practiced by employees. These in-group collectivism hypotheses were primarily built on the notion that supervisors in the individualist culture protect their self-interests. Perhaps, the subordinate employees are protecting their own self-interests as well by exhibiting enterprising behavior regardless of the supervisor's level of affect-based trust. Future US research should replicate the present study with a more diverse sample and delve into the underlying reasons for the disconnection between socio-emotional trust and various workplace behaviors.

This study has its strengths as well as limitations that should be recognized. Our research design, which is similar to McAllister's (1995), is rigorous. Having three perspectives on the subordinate employee's enterprising behavior (i.e. subordinate self-ratings, supervisor ratings, and coworker ratings) allowed a comparison of the linkages between trust and different measures of enterprising behavior. Though three sets of enterprising ratings were included, we found some consistency in the strength of the correlations within each country's sample and within cultural conditions which added to the credibility of this study's findings. We recommend that the present study be replicated in other individualist countries to insure that our findings reflect an individualism-collectivism moderating effect instead of a US-collectivism effect.

Another strength of this study comes from having the subordinate employee provide behavioral self-ratings and having a coworker provide enterprising ratings of the employee, because it helped circumvent the common-method-variance problem. Fey and Bjorkman (2001), for example, relied on a single individual's ratings for both the predictor variable and the dependent measure. This problem was mostly avoided in this research effort, because independent ratings were obtained from this study's participants. Note the one exception to this, when the supervisor provided both the trust ratings and the enterprising ratings, which most likely resulted in inflated R^2 values (see Step 2 of Table III and Step 2 of Table IV).

Along the same line, this study's design provided a strong test of the proposed relationship between trust and enterprising behavior. Because the supervisor provided the trust ratings of the employee, we assumed that the subordinate employee is aware of the supervisor's trust or distrust. Graen and Cashman's (1975) leadership theory suggests that employees figure out over time whether they are members of the boss'

in-group or out-group; hence, the previous assumption seems plausible. The 106 trust-in-leader studies reported in Dirks and Ferrin's (2002) meta-analysis took another tack, having the followers assess their trust of the leader. The different protocol used in our study (i.e. the supervisor's trust of the subordinate) could have contributed to lower-than-expected US correlations. At the same time, detecting a correlation of 0.32 across our three collectivist countries for the self-ratings and a correlation of 0.25 across the collectivist countries for coworker ratings is all the more impressive, considering such a demanding protocol.

Another of this study's strengths is the maintenance of respondent anonymity, which may have lessened the effects of social desirability and leniency. Examining a sensitive topic, such as interpersonal trust between the supervisor and a subordinate employee, causes concern for biased ratings. This problem may have been lessened because of the anonymity that was insured to our study's participants.

Besides the homogeneity of three of the four countries' samples (i.e. relatively young and educated participants) and the limited number of females in the Turkish sample, another limitation is that our results are based on the relationship between variables; causal relationships cannot be determined with the existing research design. Therefore, any suggestion of a causal relationship between the trust variables and the enterprising ratings must be viewed with caution. The enterprising behavior composite served as the dependent measure in all of our regression procedures. Because some facets of the employee's enterprising behavior (e.g. initiative) may precede the supervisor's trust judgments, one or both of our trust measures might have served as the dependent variable. A direction for future research could be a study that assesses behavioral antecedents and behavioral consequences of trust and the corresponding changes in these trust and behavioral variables over time.

To conclude, supervisory trust has been considered fundamental to an effective Theory Y relationship. Our US findings might cause a reconsideration of this. With the exception of three correlations, the US supervisors' affect-based trust and cognition-based trust of the subordinate employee were found to be unrelated to enterprising behavior. In short, the US supervisor's trust was found to be largely inconsequential. McGregor's theory, which was originally developed for US managers, may be more applicable for the collectivist nations (i.e. Turkey, Russia, and Poland) in our study. This is an interesting result when considering that McGregor's theory is US-based. At this point in time, our thinking on the applicability of McGregor's theory in these cultures is only speculative, considering this study's limitations.

References

- Aiken, L.S. and West, S.G. (1991), *Multiple Regression: Testing and Interpreting Interactions*, Sage, Newbury Park, CA.
- Baron, R.M. and Kenny, D.A. (1986), "The moderator-mediator variable distinction in social psychological research: conceptual, strategic, and statistical considerations", *Journal of Personality and Social Psychology*, Vol. 51 No. 6, pp. 1173-82.
- Campbell, D.J. (2000), "The proactive employee: managing workplace initiative", *Academy of Management Executive*, Vol. 14 No. 3, pp. 52-66.

- Carl, D., Gupta, V. and Javidan, M. (2004), "Power distance", in House, R.J., Hanges, P.J., Javidan, M., Dorfman, P.W. and Gupta, V. (Eds), *Culture, Leadership, and Organizations*, Sage, Thousand Oaks, CA, pp. 513-63.
- Cook, K.S., Hardin, R. and Levi, M. (2005), *Cooperation without Trust*, Russell Sage Foundation, New York, NY.
- Costigan, R.D., Ilter, S.S. and Berman, J.J. (1998), "A multi-dimensional study of trust in organizations", *Journal of Managerial Issues*, Vol. X No. 3, pp. 303-17.
- Dirks, K.T. and Ferrin, D.L. (2002), "Trust in leadership: meta-analytic findings and implications for research and practice", *Journal of Applied Psychology*, Vol. 87 No. 4, pp. 611-28.
- Earley, P.C. (1986), "Trust, perceived importance of praise and criticism, and work performance: an examination of feedback in the United States and England", *Journal of Management*, Vol. 12 No. 4, pp. 457-73.
- Europa Publications Ltd (1999), *The Europa World Handbook (II)*, Europa Publications Ltd, London.
- Fandt, P.M. (1994), *Management Skills: Practice and Experience*, West, St Paul, MN.
- Fey, C.F. and Bjorkman, I. (2001), "The effect of human resource management practices on MNC subsidiary performance in Russia", *Journal of International Business Studies*, Vol. 32 No. 1, pp. 59-75.
- Gelfand, M.J., Bhawuk, D.P.S., Nishii, L.H. and Bechtold, D.J. (2004), "Individualism and collectivism", in House, R.J., Hanges, P.J., Javidan, M., Dorfman, P.W. and Gupta, V. (Eds), *Culture, Leadership, and Organizations*, Sage, Thousand Oaks, CA, pp. 437-512.
- Gerstner, C.R. and Day, D.V. (1997), "Meta-analytic review of leader-member exchange theory: correlates and construct issues", *Journal of Applied Psychology*, Vol. 82, pp. 827-44.
- Graen, G.B. and Cashman, J.F. (1975), "A role-making model of leadership in formal organizations: a developmental approach", in Hunt, J.G. and Larson, L.L. (Eds), *Leadership Frontiers*, Kent State University Press, Kent, OH, pp. 143-65.
- Hofstede, G. (1980), *Understanding Cultural Differences*, Sage, Beverly Hills, CA.
- Javidan, M. and House, R.J. (2001), "Cultural acumen for the global manager: lessons from Project GLOBE", *Organizational Dynamics*, Vol. 29, pp. 289-305.
- Johnson-George, C.E. and Swap, W.C. (1982), "Measurement of specific interpersonal trust: construction and validation of a scale to assess trust in a specific other", *Journal of Personality and Social Psychology*, Vol. 43, pp. 1306-17.
- Kramer, R.M. (1996), "Divergent realities and convergent disappointments in the hierarchic relationship", in Kramer, R.M. and Tyler, T.R. (Eds), *Trust in Organizations: Frontiers of Theory and Research*, Sage, Thousand Oaks, CA, pp. 216-45.
- Lee, C., Pillutla, M. and Law, K.S. (2000), "Power-distance, gender and organizational justice", *Journal of Management*, Vol. 26 No. 4, pp. 685-701.
- Lewis, J.D. and Weigert, A. (1985), "Trust as a social reality", *Social Forces*, Vol. 63, pp. 967-85.
- Luhmann, N. (1979), *Trust and Power*, John Wiley & Sons, Chichester.
- McAllister, D.J. (1995), "Affect- and cognition-based trust as foundations for interpersonal cooperation in organizations", *Academy of Management Journal*, Vol. 38 No. 1, pp. 24-59.
- McGregor, D. (1967), *The Professional Manager*, McGraw-Hill, New York, NY.
- Mayer, R.C., Davis, J.H. and Schoorman, F.D. (1995), "An integrative model of organizational trust", *Academy of Management Review*, Vol. 20, pp. 709-34.

- Mishra, A.K. (1996), "Organizational responses to crises: the centrality of trust", in Kramer, R.M. and Tyler, T.R. (Eds), *Trust in Organizations: Frontiers of Theory and Research*, Sage, Thousand Oaks, CA, pp. 261-87.
- Oldham, G.R. and Cummings, A. (1996), "Employee creativity: personal and contextual factors at work", *Academy of Management Journal*, Vol. 39 No. 3, pp. 607-34.
- Organ, D.W., Podsakoff, P.M. and MacKenzie, S.B. (2006), *Organizational Citizenship Behavior*, Sage, Thousands Oaks, CA.
- Pavett, C. and Morris, T. (1995), "Management styles within a multinational corporation: a five-country comparative study", *Human Relations*, Vol. 48 No. 10, pp. 1171-91.
- Peters, L.H., O'Connor, E. and Wise, S.L. (1984), "The specification and testing of useful moderator variable hypotheses", in Bateman, T.S. and Ferris, G.R. (Eds), *Method and Analysis in Organizational Research*, Reston Publishing, Reston, VA, pp. 128-39.
- Quinn, R.E. and Spreitzer, G.M. (1997), "The road to empowerment: seven questions every leader should consider", *Organizational Dynamics*, Vol. 26 No. 2, pp. 37-49.
- Spector, P.E., Cooper, C.L., Poelmans, S., Allen, T.D., O'Driscoll, M., Sanchez, J.I., Siu, O.L., Dewe, P., Hart, P. and Lu, L. (2004), "A cross-national comparative study of work-family stressors, working hours, and well-being: China and Latin America versus the Anglo world", *Personal Psychology*, Vol. 57 No. 1, pp. 119-42.
- Tyler, T.R., Lind, E.A. and Huo, Y. (1995), "Culture, ethnicity, and authority: social categorization and social orientation effects on the psychology of legitimacy", working paper, University of California, Berkeley, CA.
- Webber, S.A. and Klimoski, R.J. (2004), "Client-project manager engagements, trust and loyalty", *Journal of Organizational Behavior*, Vol. 25, pp. 997-1013.
- Whitener, E.M., Brodt, S.E., Korsgaard, M.A. and Werner, J.M. (1998), "Managers as initiators of trust: an exchange relationship framework for understanding managerial trustworthy behavior", *Academy of Management Review*, Vol. 23 No. 3, pp. 513-30.

About the authors

Robert Costigan received his PhD in applied psychology from the University of Missouri – St. Louis and holds an MBA from Washington University. He is currently an associate professor of management at St. John Fisher College in Rochester, New York. His research interests include international human resource management, interpersonal trust, and performance appraisal. He is the corresponding author and can be contacted at: rcostigan@sjfc.edu

Richard Insinga received his doctorate in management from Pace University. He was educated in engineering at Columbia University and business at Stanford University. He spent 25 years in industry, consulting, and government. He was director of strategic planning at the corporate research center of United Technologies and corporate director of technology at Avco, both diversified aerospace companies. He currently is an associate professor of management at St. John Fisher College and emeritus from the State University of New York. His research interests include international studies of organizational behavior.

J. Jason Berman is Professor of Management and Dean of the Ronald L. Bittner School of Business. Dr Berman teaches leadership classes in the MBA and undergraduate business programs, and serves as an OD consultant. His research focus around the formation of interpersonal trust and the role of leadership in overcoming obstacles to individual and organizational learning.

Selim S. Ilter received his PhD in Business Administration from Georgia State University. He is a mechanical engineering by earlier training. He is currently a professor of management in the Bittner School of Business at St. John Fisher College teaching courses in international

business/management. His research interests include comparative and international management, various aspects of interpersonal trust in the international corporate domain.

Grazyna Kranas received her PhD from the University of Warsaw, Department of Psychology. She was a visiting assistant professor in Stockholm School of Economics and a visiting researcher in European Institute of Advanced Studies in Management in Brussels. She is currently a senior lecturer in the Department of Psychology at the University of Warsaw and the head of Laboratory of Psychology of Organization and Work. Her current research interests include managerial skills, organizational culture, and factors affecting self evaluations in business (especially female self evaluations).

Vladimir Kureshov graduated from the Krasnyarsk Polytechnic Institute and received his Candidate of Science degree from the Moscow Machine Tools Institute. He was Deputy Chief of the Department of Science and Education for the Krasnoyarsk Regional Committee. Since 1990, he has been the vice-rector for International Cooperation and a professor of the International Business Department at the Siberian State Aerospace University. He coordinated several international projects for higher education with universities from Europe and the USA. His current research interests include international business and international integration of higher education.

Supervisory
trust

787
