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executive summary



Employees' trust in their employer and managers is increasingly seen as a vital organisational resource that influences both organisational performance and staff wellbeing. It is very likely that the current economic climate has brought issues of trust more to the fore as employees grapple daily with concerns of job security, job prospects and pension uncertainty. Employees will no doubt have become more aware of their employer's motives and intentions, and this may in turn acutely affect the level of trust that they have in their line managers, leaders, team members and organisations as a whole.

Drawing on a survey of over 350 managers and professionals, this joint research project between Nigel Wright and Durham Business School provides a large data-set with which to understand in more depth how trust is enhanced in the workplace, and the implications of trust on outcomes beneficial to the employee and to the organisation. The results presented here have major implications for how employers can understand how to increase the level of trust in management, in working teams and in the organisation as a whole.

The findings strongly suggest that higher levels of trust in the workplace across three foci; those of trust in the manager, trust in the organisation, and trust in the employee's immediate team, have real positive effects for employees and for organisations. We found, for example, that:

- The employees' commitment and self-esteem is positively associated with high trust levels with their managers.
- Increased trust with colleagues and the team reduces job stress, increases job satisfaction and life satisfaction, and reduces the inclination of employees to quit or to look for a new position.
- The employees' ability to meet work pressures and goals, and to maintain optimism, resilience and a positive outlook were also strongly positively related to the levels of trust in the organisation.

These results indicate that where higher levels of trust exist in the workplace, amongst team members, with management, and with the organisation as a whole, then both the employee and the organisation can expect to benefit. Contrary to expectations, the overall level of trust in the workplaces surveyed was reasonably high. It could be speculated that the level of trust reported may be as a result of organisations and managers reacting positively to circumvent a difficult economic climate. Our survey included an assessment of a type of leadership that could theoretically increase the levels of trust in the workplace; namely authentic leadership. Authentic leaders lead on the basis of their own values and convictions, they lead from their own personal point of view, are true to themselves (rather than conforming to expectations of others), and they are motivated by personal convictions, rather than to attain status, honours or other personal benefits (Section 4). We found that increased levels of this particular style of leadership did indeed increase trust with immediate line managers, with team members, and with the organisation as a whole. When employees experience authentic leadership from their manager, or from their team, then they are also likely to have more trust in their colleagues and organisation. Higher levels of trust, in turn, lead to positive outcomes addressed later in this report.

Nigel Wright and Durham Business School welcome future interactions with companies and organisations to conduct business related research. If you would like to participate in our future studies or if you would like to enquire about the types of bespoke research we can conduct on your behalf at your organisation, please contact Ian Scott Bell, Head of Marketing and Business Development on +44 (0) 191 269 0769 or at ian.scott-bell@nigelwright.com.



1. introduction



Faced with a climate of increasing uncertainty over job security and organisational survival, it is likely that employees have become sensitive to the levels of trust in their immediate line-managers, and in their teams and their organisations as a whole. Additionally, an increased level of trust in the workplace is perceived to be beneficial not only to how employees view their job security but also in stimulating a productive and engaging working environment.

Researchers from Durham University Business School conducted a study of managers and professionals registered with Nigel Wright. An online survey examined views about their overall levels of trust, their identification with their colleagues, their positive interactions with line managers, the relationship with the organisation, their behaviour at work, how they meet work pressures and goals, and the employees' work, job and life balance. A key emphasis of the study was on whether trust in their immediate line managers, their team colleagues, or their organisation as a whole, affect the above personal and performance outputs for the organisations within which they work.

This report summarises the main findings of the survey. The appendices provide further information about the survey sample. We mainly report the question responses in the form of tables. The sample comprises 371 usable responses from managers and professionals.



A key emphasis of the study was on whether trust in their immediate line managers, their team colleagues, or their organisation as a whole, affect personal and performance outputs for the organisations within which they work.



2. organisational, manager and team member trust



Our survey assessed the issue of trust in the workplace across three foci; those of trust in the manager (Table 2a), trust in the organisation (Table 2b), and trust in the employee's immediate team (Table 2c).

The three foci provide us with a measure of the respondents' positive expectations of how the manager, organisation and their team colleagues are likely to act in the future. These expectations cover items such as benevolence (i.e. kind motives toward the respondent), honesty and truthfulness, and the integrity of the manager, organisation and team.

When we consider the survey results for the individual elements of trust, we can see, for example, that integrity was most highly reported within the team environment with 85%*1 reporting that their team had high

integrity, and similarly high levels of integrity were reported for the manager and organisation (73%*2 and 72%*3 respectively). Similarly, exemplifying the respondents' trust in the workplace, comparably high levels of honesty and truthfulness, intentions, fair treatment and overall trust were reported in the context of the team, manager, and overall organisation. However, and interestingly, our results show that on the whole, those respondents had a higher degree of trust with their immediate team than with their immediate line manager or organisation as a whole.

The association of trust with factors such as leadership, how respondents view the level of identification with colleagues and the organisation, their interaction with line managers, how they integrate and behave beneficially to the organisation, and their work life balance are considered in Sections 3 to 9 of this report.

TABLE 2a - TRUST IN MANAGER	Strongly disagree	Disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Agree	Strongly Agree	Mean Score (out of 7)
I believe my manager has high integrity. *2	4	8	5	10	11	36	26	5.27
I can expect my manager to treat me in a consistent and predictable fashion.	5	10	7	6	12	39	21	5.14
My manager is not always honest and truthful.	18	31	10	7	15	15	4	3.27
In general, I believe my manager's motives and intentions are good.	2	6	6	8	10	44	24	5.44
I don't think my manager treats me fairly.	23	31	9	13	9	11	4	3.03
My manager is open and upfront with me.	4	12	11	8	13	34	18	4.86
I am not sure I fully trust my manager.	19	25	6	8	15	17	10	3.64

TABLE 2b - TRUST IN ORGANISATION	Strongly disagree	Disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Agree	Strongly Agree	Mean Score (out of 7)
I believe my employer has high integrity. *3	2	11	8	7	19	37	16	5.02
I can expect my employer to treat me in a consistent and predictable fashion.	4	9	9	7	21	41	9	4.92
My employer is not always honest and truthful.	11	23	13	12	18	17	6	3.76
In general, I believe my employer's motives and intentions are good.	2	6	6	12	19	40	15	5.20
I don't think my employer treats me fairly.	13	33	16	15	8	11	4	3.17
My employer is open and upfront with me.	4	14	16	14	19	27	6	4.36
I'm not sure I fully trust my employer.	10	25	10	15	17	15	8	3.79

TABLE 2c - TRUST IN TEAM	Strongly disagree	Disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Agree	Strongly Agree	Mean Score (out of 7)
I believe my team has high integrity. *1	1	3	4	7	15	48	22	5.68
I can expect my team to treat me in a consistent and predictable fashion.	1	2	4	5	15	55	18	5.68
My team is not always honest and truthful.	16	41	11	9	12	9	2	2.96
In general, I believe my team's motives and intentions are good.	0	0	2	4	14	53	27	5.96
I don't think my team treats me fairly.	27	43	11	9	4	5	1	2.39
My team is open and upfront with me.	1	3	5	11	19	47	14	5.44
I am not sure I fully trust my team.	25	36	12	8	13	4	2	2.62



The three foci provide us with a measure of the respondents' positive expectations of how the manager, organisation and their team colleagues are likely to act in the future.



3. organisational, manager and team member identification



Identification is a form of an individual's attachment to elements of the work environment such as the organisation as a whole, to the line manager or the team to which they belong.

For example, organisational identification is the degree to which a member defines him/herself by the same attributes that (s)he believes define the organisation. It is about when an individual's beliefs about an organisation become self-defining. When people identify with their employer, being one of its employees is an important part of their identity. People think of themselves in terms of their membership of the organisation; they see themselves bound up with its successes and failures.

The results in Tables 3a, b and c report a general difference in how respondents identify with their organisation, manager and team. The respondents clearly had high levels of identification with their work teams across all questions asked. For example, 86%*1 identified their team's successes as their own successes, 86%*2 were interested in

what others thought about their team, and 74%*3 would be insulted if someone criticised their team. Identification with the organisation was similarly reported to be high amongst respondents, with 66%*4 identifying their organisation's successes as their own successes, and 63%*5 would be insulted if someone criticised their organisation. Significantly, however, the results from the survey indicate a much more fragmented view amongst the same respondents in regards to their identity with their line manager. They were on the whole interested in what others thought about their line manager (48%*6), but did not on the whole identify with their line manager to the same level as that of their team or organisation, as exemplified by only 28%*7 of respondents agreeing that it would feel like a personal insult when someone criticises their line manager.

Trust, as would be expected, was found to be positively associated with all three dimensions of identification (organisation, manager, and team) in our survey. However, trust in the manager and identification in the team was less important.

TABLE 3a - IDENTIFICATION WITH MANAGER	Strongly disagree	Disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Agree	Strongly Agree	Mean Score (out of 7)
When someone criticises my manager, it feels like a personal insult. *7	10	28	10	24	12	12	4	3.51
I am very interested what others think about my manager. *8	3	14	5	30	20	23	5	4.40
When I talk about my manager, I usually say "we" rather than "they".	7	18	7	20	13	26	9	4.28
My manager's successes are my successes.	7	19	9	18	15	22	10	4.25
When someone praises my manager, it feels like a personal compliment.	9	29	12	23	17	8	2	3.43
If a story in the media criticised my manager, I would feel embarrassed.	6	15	6	17	21	26	9	4.47

TABLE 3b - IDENTIFICATION WITH THE ORGANISATION	Strongly disagree	Disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Agree	Strongly Agree	Mean Score (out of 7)
When someone criticises my organisation, it feels like a personal insult. *5	8	11	7	11	21	34	8	4.63
I am very interested what others think about my organisation.	3	6	3	11	26	41	10	5.14
When I talk about my organisation, I usually say "we" rather than "they".	3	7	5	8	15	43	19	5.33
If a story in the media criticised my organisation, I would feel embarrassed.	5	8	6	13	23	32	13	4.89
My organisation's successes are my successes. *4	3	12	6	13	23	32	11	4.79
When someone praises my organisation, it feels like a personal compliment.	4	9	5	19	26	29	8	4.70

TABLE 3c - IDENTIFICATION WITH THE WORK TEAM	Strongly disagree	Disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Agree	Strongly Agree	Mean Score (out of 7)
When someone criticises my team, it feels like a personal insult. *3	2	8	4	12	18	35	21	5.28
I am very interested what others think about my team. *2	1	3	2	8	19	46	21	5.60
When I talk about my team, I usually say "we" rather than "they".	1	2	1	5	13	46	32	5.95
My team's successes are my successes. *1	1	2	3	8	15	40	31	5.79
When someone praises my team, it feels like a personal compliment.	1	4	2	12	19	36	26	5.57
If a story in the media criticised my team, I would feel embarrassed.	1	4	1	11	14	38	31	5.68



When people identify with their employer, being one of its employees is an important part of their identity. People think of themselves in terms of their membership of the organisation; they see themselves bound up with its successes and failures.



4. authentic leadership



The study focused on the relationship between trust, and a type of leadership that has become known as Authentic leadership.

Authentic leaders are considered those who lead on the basis of their own values and convictions, who lead from their own personal point of view, are true to themselves (rather than conforming to expectations of others), and who are motivated by personal convictions, rather than to attain status, honours or other personal benefits. We would expect that leaders (whether formally appointed, or as leaders within teams), would instil higher levels of trust in those they work with when they are considered as authentic leaders, than those who do not display authentic leadership attributes. The logical implication for the work force where trust is important would be to encourage the recruitment of employees based upon their demonstrable authentic leadership potential.

The respondents provided a broad response to the authentic leadership questions in the survey. This would be expected, as not all appointed

leaders, or leaders within a team would necessarily be considered as authentic.

However, although there was variation in responses, as expected, the data gathered did clearly identify strong associations with those respondents who viewed their leaders as showing authentic leadership, and their ratings of trust and also other factors in this survey (such as a positive association with job satisfaction, and a negative association with job stress).

The authentic leadership–trust relationship was found to be significantly associated with all three foci of trust examined in our survey, i.e. trust in the manager, trust in the team, and trust in the organisation.

It seems that appointed leaders, and also team members, who exert their leadership influence in an authentic fashion (and who are genuinely viewed as having authenticity) instil higher levels of trust in the employees and team members that they engage with.

TABLE 4 - AUTHENTIC LEADERSHIP	Not at all	Once in a while	Sometimes	Fairly often	Frequently, if not always	Mean Score (out of 5)
Referring to the Respondent's Line Manager Leadership Style						
...encourages everyone to speak their mind.	8	13	19	31	29	3.62
... makes decisions based on his or her core values.	5	7	20	39	29	3.79
... makes difficult decisions based on high standards of ethical conduct.	9	14	22	28	27	3.50
... solicits views that challenge his or her deeply held positions.	17	23	31	21	8	2.80
...seeks feedback to improve interactions with others.	15	20	26	26	13	3.04

* To comply with Copyright (Mindgarden USA) five questionnaire items from the full 16 questionnaire items utilised in the study are reproduced here.

5. positive interaction with line managers



Another potentially interesting aspect to trust in the workplace, is how trust is related to an employee's relationship with his/her line manager. This was addressed in our survey by investigating three aspects of the employee-line manager relationship.

First, respondents rated their 'Dependence' on their line managers. This is the extent to which the respondent is dependent on his/her line manager in relation to how they perform their job and work tasks, and how important they feel the manager is as part of delivering positive outcomes as part of the work team. Dependency was assessed using the questions in Table 5a.

Second, a measure of Role Modelling (Table 5b) examined if respondents considered their line managers 'good role models to follow', and third, we asked respondents to rate the level of their day-to-day interaction with the manager, as measured by Manager Distance.

The survey results point to a general lack of dependency on immediate line managers within our sample of respondents. Indeed, it can be seen that the majority of respondents did not consider that they were dependent on their line manager: 57%*1 viewed that they could perform their job better when their manager was not around or in the area, 92%*2 considered that the manager was not instrumental in employees functioning (as judged by his/her absence whilst on holiday), and 88%*3 considered that the line manager's influence was not important for the respondent's functioning at work.

There was however, a clearly considerable degree of variation in how the respondents viewed their line manager as a role model, and equally to as to the level of day-to-day interaction with the manager.

We would expect that higher dependence on the manager, and the level of role modelling would be associated with higher reported trust in the manager. These associations were indeed supported by our survey findings. The relationship of trust with the measure of manager distance amongst the respondents, also confirmed an assumption that less interaction with the manager would be positively associated with lower levels of trust in the manager.

Overall, the study suggests, that although a minority viewed that they were dependent on their line managers on a day-to-day basis, those that had a relationship of closer dependency, or viewed their line managers as role models also demonstrate greater trust in their manager. Closer interaction on a day to day basis also correlates positively with trust levels for the manager.



The survey results point to a general lack of dependency on immediate line managers within our sample of respondents.



TABLE 5a - DEPENDENCE	Strongly disagree	Disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Agree	Strongly Agree	Mean Score (out of 7)
I feel I can do my job better when my manager is around /or in the area. *1	14	31	12	25	11	6	1	3.13
If my manager was transferred to another department, we would have difficulty to continue functioning as a team.	27	38	8	11	9	6	1	2.60
Were my manager to leave, my commitment to work would decline.	40	32	6	10	5	5	2	2.30
I feel I can function well at work, irrespective of who manages my department.	3	8	11	6	10	41	21	5.18
Were my manager to leave, the employees' motivation would decline.	21	31	11	14	12	10	1	3.00
I find it difficult to function without the guidance of my manager. *3	40	39	9	4	5	1	2	2.02
If my manager was replaced, the employees would feel they do not have someone to solve their problems.	32	36	9	14	4	5	0	2.38
If my manager was replaced, the employees would feel they do not have anyone to give them advice.	29	37	11	12	6	5	0	2.43
If my manager goes on holiday, the employees' functioning would deteriorate. *2	40	45	7	5	2	1	0	1.89
My personal development at work depends on my manager.	22	33	10	8	12	11	4	3.01

TABLE 5b - ROLE MODELLING	Strongly disagree	Disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Agree	Strongly Agree	Mean Score (out of 7)
My manager provides a good model to follow.	10	14	9	14	17	29	7	4.27
My manager acts as a role model worthy of imitation.	11	14	11	17	18	23	6	4.11
My manager leads by example.	9	13	10	14	20	27	7	4.30

TABLE 5c - MANAGER DISTANCE	Strongly disagree	Disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Agree	Strongly Agree	Mean Score (out of 7)
On my job, my most important tasks take place away from where this manager is located.	11	15	4	9	8	25	28	4.75
This manager and I are seldom in actual contact or direct sight of one another.	19	22	5	4	10	22	18	4.00
This manager and I seldom work in the same area.	17	20	5	5	10	19	24	4.21

6. employee relationship with the organisation



The employees' relationship with their organisation was assessed across three areas; Perceived Organisational Support, Organisational-based Self Esteem, and Affective Organisational Commitment.

"Perceived organisational support" is a way of measuring employees' perceptions of a favourable social exchange with their employer: essentially it asks questions about the extent to which the organisation values their employees, looks out for their interests and well-being, and provides help when employees need it. Table 6a reports the results.

Respondents reported a broad response, however on the whole the respondents were positive about the amount of support they receive

from the organisation: 60%*1 reported that their organisation does show concern for the respondent, 70%*2 view that their organisations would forgive an honest mistake on the part of the respondent, and 61%*3 indicated that help is available from their organisations when they have a problem. Yet almost half (47%*4) feel the organisation would take advantage of them if given the opportunity.

TABLE 6a - PERCEIVED ORGANISATIONAL SUPPORT	Strongly disagree	Disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Agree	Strongly Agree	Mean Score (out of 7)
My organisation really cares about my well being.	10	15	12	16	23	20	4	4.04
My organisation cares about my opinions.	9	13	11	12	25	25	5	4.24
Help is available from my organisation when I have a problem. *3	5	9	11	14	23	32	6	4.62
My organisation is willing to help me when I need a special favour.	6	9	8	20	26	24	7	4.49
My organisation strongly considers my goals and values.	10	15	13	13	26	19	4	4.02
My organisation shows very little concern for me. *1	14	27	19	12	11	11	6	3.35
My organisation would forgive an honest mistake on my part. *2	4	6	7	13	29	33	8	4.88
If given the opportunity, my organisation would take advantage of me. *4	6	19	13	15	19	18	10	4.15



There is a long-standing view in organisational behaviour research that an employee's self esteem in the workplace, formed around work and organisational experiences, plays a significant role in determining his/her motivation and affecting work-related attitudes and behaviours. We asked respondents about the messages they picked up about their standing in the organisational from the attitudes and behaviours of senior managers towards them. Table 6b reports the results.

TABLE 6b - ORGANISATIONAL BASED SELF-ESTEEM	Strongly disagree	Disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Agree	Strongly Agree	Mean Score (out of 7)
I count around here.	4	9	6	9	25	36	11	4.97
I am taken seriously around here. *5	2	6	5	5	20	47	15	5.36
I am important around here.	3	9	7	15	25	29	12	4.83
I am trusted around here. *7	1	1	2	5	12	54	25	5.87
There is faith in me around here.	1	2	3	8	18	49	19	5.64
I can make a difference around here.	2	4	6	5	19	43	21	5.47
I am valuable around here. *6	1	4	5	8	22	42	18	5.45
I am helpful around here.	1	1	1	3	12	53	29	6.01
I am efficient around here.	1	1	2	4	16	53	23	5.85
I am cooperative around here.	1	1	2	4	7	55	30	6.02

Employees' commitment to the organisation is much sought after, and yet can be so elusive. One reason is that commitment can take many forms, or have different "bases", which are not necessarily mutually exclusive.

In this study we are concerned with 'affective' commitment, in the sense that staff personally identify with the organisation. There is an emotional

attachment there. Respondents generally reported high levels of 'OBSE', with over two-thirds (82%*5) agreeing that they were taken seriously. The same proportion of people (82%*6) felt that they were seen as valuable, 86% reported they felt that their colleagues had faith in them, and 91%*7 perceived that their colleagues trusted them.

Overall, our respondents possessed positive levels of affective commitment to their current organisations: 46%*8 say that they would be very happy to spend the rest of their career with their organisation, 58%*9 agree that the organisation has a great deal of personal meaning to them, and 59%*10 do feel emotionally attached to their organisation.



TABLE 6c - AFFECTIVE COMMITMENT	Strongly disagree	Disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Agree	Strongly Agree	Mean Score (out of 7)
I do not feel 'emotionally attached' to this organisation. *10	13	33	13	8	9	16	8	3.49
I really feel as if this organisation's problems are my own.	6	17	8	13	23	25	8	4.37
I do not feel like 'part of the family' at my organisation.	12	28	15	11	11	13	10	3.57
This organisation has a great deal of personal meaning for me. *9	7	12	7	16	20	27	11	4.53
I would be very happy to spend the rest of my career in this organisation. *8	13	14	8	19	14	22	10	4.13
I do not feel a strong sense of belonging to my organisation.	14	31	13	12	9	15	6	3.45

A previous survey that we carried out in 2007 also encompassed Perceived Organisational Support, Organisational-based Self Esteem, and Affective Commitment. This earlier survey indicated that respondents did not on the whole feel very positive about the amount of support they received from their organisation, had lower levels of organisational-based self esteem, and lower levels of affective

commitment. This is an interesting observation since it appears to contradict the popular view in the media that morale in the workplace is in decline. Although no direct inference can be made, this may reflect changing work dynamics particularly for professionals and managers, perhaps as a result of organisations' reactions to the economic crisis and to retain talented staff.

Overall, all three of our measures of the employees' relationship with their organisations were strongly and positively associated with levels of organisational trust, trust in their managers, and trust in their work teams. This result demonstrates the importance of developing trust enabling mechanisms from the organisation as a whole, between managers and employees and also between team colleagues. This in turn is associated with positive levels of affective commitment to the organisation, to enhancing employee's organisational-based self-esteem and the positive perceptions of the support that they receive in the work place.



Employees' commitment to the organisation is much sought after, and yet can be so elusive. One reason is that commitment can take many forms, or have different "bases", which are not necessarily mutually exclusive.



7. behaviour at work: organisational citizenship



So far we have only looked at employees' attitudes, and how they feel about their organisation. But we are also interested in how they behave at work, and what they do.

In our analysis of employee work behaviour, we identify two key dimensions of so-called 'organisational citizenship', whereby employees exhibit helpful behaviour which goes beyond the strict job definition. Here there are behaviours focused on helping the organisation – which we label 'organisational citizenship behaviour – organisation' (or 'OCB-O', Table 7a) and those directed at individual colleagues – which we label 'organisational citizenship behaviour – individual' (or 'OCB-I', Table 7b). We also considered the respondents attitudes to fulfilling their role responsibilities and task requirements in the work place [through In-Role Behaviours (Table 7c)].

The citizenship behaviour directed primarily at work colleagues is fairly extensive: 35%*1 of respondents reported that they would help new recruits settle into the job at every opportunity, and overall they had very positive inclinations to helping others with heavy workloads, helping when colleagues were absent, and to listening to colleagues' worries and problems.

Behaviours focusing specifically on improving work procedures and service quality were also very encouraging, with a clear indication amongst the respondents of their willingness to engage in such positive efficiency behaviours on behalf of the organisation. Similarly, assisting management with workloads, reducing waste and even commitment to the work place when feeling unwell, also demonstrates the majority of respondents' willingness to provide extra effort to their organisations.

Our analysis of In-role Behaviours also reflects the respondents' overall very positive inclinations to 'to get the job done' and to fulfil organisational and task requirements on time and adequately. For example 99%*2 reported that they performed all of the tasks expected of them, and 91%*3 reported not 'putting off until tomorrow things that could be done today'.

The above analyses indicate a very positive attitude to good citizenship behaviour from the majority of our respondents.

Interestingly, further analysis suggests that the level of trust in the workplace (with the organisation, manager and working team) was not associated with OCB-I (extra effort on behalf of colleagues), and OCB-O (extra effort on behalf of employer). However, Trust in the Team was related to In-role Behaviours. This may suggest that positive citizenship behaviours are not directly linked to levels of trust in the more distant foci such as the organisation per se, but rather they are related to closer foci such as the manager or the team. This aspect of trust foci affecting OCBs presents a potentially interesting focus for further research particularly in differing organisational contexts, such as virtual working, mobile workers and salespeople where contact with the organisation is less frequent and more distant.



Our analysis of In-role Behaviours also reflects the respondents' overall very positive inclinations to 'to get the job done' and to fulfil organisational and task requirements on time and adequately.

TABLE 7a - OCB-I (EXTRA EFFORT ON BEHALF OF COLLEAGUES)	Not at all = 1	2	3	4	At every available opportunity = 5	Mean Score (out of 5)	Mean Score (out of 7)
Help new people to settle into the job. *1	1	4	10	50	35	4.12	4.97
Help others who have heavy workloads.	1	4	19	60	16	3.88	5.36
Help others who have been absent.	2	8	25	49	16	3.70	4.83
Take time to listen to work colleagues' problems or worries.	1	3	14	50	32	4.10	5.87
Help colleagues who have personal or domestic problems.	3	10	25	41	21	3.68	5.64

TABLE 7b - OCB-O (EXTRA EFFORT ON BEHALF OF EMPLOYER)	Not at all = 1	2	3	4	At every available opportunity = 5	Mean Score (out of 5)	Mean Score (out of 7)
Assist your manager with his or her work.	3	8	17	52	20	3.80	4.97
Suggest ways to reduce waste.	3	11	22	37	27	3.74	5.36
Suggest ways to improve service quality.	2	4	13	47	34	4.09	4.83
Make innovative suggestions to improve work procedures.	1	5	15	45	34	4.08	5.87
Go to work even if you do not feel particularly well.	0	2	7	44	47	4.36	5.64

TABLE 7c - IN-ROLE BEHAVIOUR	Not at all = 1	2	3	4	At every available opportunity = 5	Mean Score (out of 5)	Mean Score (out of 7)
Work overtime or extra hours when asked.	1	2	6	42	49	4.37	4.97
Perform according to your supervisor's requirements.	0	1	10	48	41	4.28	5.36
Perform all the tasks that are expected of you. *2	0	1	6	44	49	4.40	4.83
Put off until tomorrow things that should be done today. *3	21	49	21	8	1	2.18	5.87
Adequately complete assigned duties.	0	1	11	48	40	4.27	5.64
Meet formal performance requirements of the job.	0	2	7	43	48	4.37	5.87
Fail to perform essential duties.	72	23	3	1	1	1.36	5.64



8. meeting work pressures and goals



The employee's ability to meet work pressures and goals, and to maintain optimism, resilience, self-efficacy, and a positive outlook are important considerations to achieve workplace efficiency and employee wellbeing.

We included a measure of Psychological Capital (Table 8a) in our survey which provides us with an assessment of the respondents' individual ability to meet pressures and goals by 1) having confidence to take on and put in the necessary effort to succeed at challenging tasks, 2) making a positive contribution in an optimistic way about succeeding now, and in the future, 3) persevering toward goals, and redirecting the goal-path where necessary, and 4) when facing problems and uncertainty, being able to overcome this and show resilience to achieve success. We also included an assessment of 'Positive Effect' (Table 8b), which provides an indication of the respondents' general ability to keep enthusiastic, and their outlook on keeping life and work interesting to themselves.

The results for Psychological Capital show that the vast majority of respondents viewed themselves to have high levels of confidence to achieve the organisation's strategy and goals, and also to meet

work challenges. For example, over 93%*1 felt confident in finding solutions to a long-term problem, in contributing to company strategy, in presenting to management, colleagues and in liaison with external contacts. Similarly, there was much perseverance shown in striving to meet work pressures and goals, and being able to overcome problems and uncertainty. For example, 93%*2 perceived that there were many ways around problems, and 75%*3 reported that they were capable of overcoming and recovering from setbacks at work. There was a more mixed response in the respondents' consideration of their own ability to stay optimistic under uncertainty and their view of the 'eventualities of the working situation', however the general consensus showed a positive outlook.

Respondents also showed a propensity to demonstrate a continued enthusiastic outlook and to try and keep work and life interesting (Table 8b).

It could be expected that Trust would have a positive association with Psychological Capital, and indeed, we found this to be the case across all of our three dimensions of Trust (with the organisation, manager and team). Positive Effect also showed a significant association with trust. It seems logical that increased trust from colleagues as a whole could bolster an individual's ability to remain positive, and act proactively to overcome problems. Conversely (but also equally valid) we could also consider that such positive work attitudes and abilities to achieve, would in themselves generate and instil a sense of trust amongst those with whom they work.

TABLE 8a - PSYCHOLOGICAL CAPITAL	Strongly disagree	Disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Agree	Strongly Agree	Mean Score (out of 7)
I feel confident analysing a long-term problem to find a solution. *1	0	2	2	3	11	52	30	6.00
At the present time, I am energetically pursuing my work goals.	2	4	5	6	13	42	28	5.58
There are lots of ways around any problem. *2	0	1	2	4	14	49	30	5.96
When I have a setback at work, I have trouble recovering from it, moving on. *3	12	45	18	7	12	4	2	2.79
I'm optimistic about what will happen to me in the future as it pertains to work.	3	5	11	11	21	38	11	5.04

* To comply with Copyright (Mindgarden USA) five questionnaire items from the full 24 questionnaire items utilised in the study are reproduced here.

TABLE 8b - POSITIVE EFFECT	Strongly disagree	Disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Agree	Strongly Agree	Mean Score (out of 7)
I usually find ways to liven up my day.	1	2	5	9	24	49	10	5.38
I usually feel enthusiastic about my work.	1	5	6	4	23	47	14	5.40
For me, life is a great adventure.	1	4	5	14	25	36	15	5.24
I live a very interesting life.	2	5	6	13	25	37	12	5.10

9. work and wellbeing



Finally, we asked questions about general attitudes about the nature of work respondents engage in, their active (or passive) orientation to their work roles, and also their overall satisfaction with their jobs and life as a whole. We included several measures in the survey to encompass these aspects.

"Employee growth need strength" is like a need for achievement. It is a measure of an employee's need to develop personally through his/her job and work (Table 9a). Employees with high growth need strength tend to respond more positively to enriched jobs that have high levels of skill variety, task significance and autonomy.

Given that our respondents were predominantly professionals, first-line management or senior management, it was not a surprise to see them report very high levels of EGNS: fully 99%*1 agreed that they personally would prefer jobs with stimulating and challenging work, while almost as many (98%*2) said that they would prefer jobs that provided opportunities to learn new things from their work.

Respondents also indicated very high levels of Empowerment within their roles (Table 9b). Respondents thought that their work was on the

whole very meaningful and very high levels of autonomy, independence and personal impact were reported. Interestingly, there was a more broad spread of how respondents viewed their impact in terms of control and influence in their organisations.

We found that there was also a broad spread of the respondents' experience of Job Stress (Table 9c), although there was a clear indication of Job Satisfaction among respondents, with most employees liking their job 72%*3, and 77%*4 saying they generally like working at their organisation. Life Satisfaction similarly reported a positive view.

In contrast, the level of quit intention, however, is quite high. 36%*5 percent of respondents agree that they often think about quitting; and about a third (30%*6) feel that there is not much to be gained by staying in their current job.

Our further analyses revealed that trust in the organisation and trust in the manager were not significantly related to 'Growth Need Strength', however trust in the team was positively associated.

Empowerment was positively related to all three dimensions of trust in our survey, as was job and life satisfaction.

Job Stress was negatively associated with trust, indicating that increased trust (across all three dimensions of trust studied) reduced Job Stress.

Similarly, Quit Intent was also negatively associated with all three dimensions of trust in our study indicating that trust in the manager, trust in the organisation and trust in the team all positively impacted on employee retention.



TABLE 9a - GROWTH NEED STRENGTH	Would like having this only a moderate amount or less = 1	2	3	4	5	6	Would like having this extremely much = 7.	Mean Score (out of 7)
Stimulating and challenging work.	0	0	0	1	13	35	51	6.34
Opportunities to learn new things from my work.	0	0	0	2	15	36	47	6.29
Chances to exercise independent thought and action.	0	0	0	2	12	38	48	6.31
Opportunities to be creative and imaginative in my work.	0	1	1	8	18	31	41	5.99
Opportunities for personal growth and development in my job.	0	1	1	2	10	36	50	6.31
A sense of worthwhile accomplishment in my work.	0	0	0	1	6	31	62	6.50

TABLE 9b - EMPOWERMENT	Strongly disagree	Disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Agree	Strongly Agree	Mean Score (out of 7)
The work I do is very important to me.	1	3	2	4	12	43	35	5.98
My job activities are personally meaningful to me.	1	4	3	5	15	46	26	5.75
The work I do is meaningful to me.	1	3	4	5	13	46	28	5.77
I am confident about my ability to do my job.	0	1	1	0	5	50	43	6.34
I am self-assured about my capabilities to perform my work activities.	0	0	1	2	6	53	38	6.25
I have mastered the skills necessary for my job.	0	0	1	2	13	54	30	6.07
I have significant autonomy in determining how I do my job.	2	1	4	2	12	43	36	5.95
I can decide on my own how to go about doing my work.	1	2	3	1	11	45	37	6.03
I have considerable opportunity for independence and freedom in how I do my job.	1	3	3	4	14	42	33	5.84
My impact on what happens in my organisation is large.	4	11	4	10	22	27	22	5.04
I have a great deal of control over what happens in my organisation.	11	19	11	11	22	14	12	4.07
I have significant influence over what happens in my organisation.	13	18	8	8	22	19	12	4.15

TABLE 9c - JOB STRESS	Strongly disagree	Disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Agree	Strongly Agree	Mean Score (out of 7)
I feel a great deal of stress because of my job.	7	22	14	12	22	16	7	3.95
Very few stressful things happen to me at work.	10	31	23	11	13	10	2	3.24
My job is extremely stressful.	5	21	17	13	23	15	6	3.97
I almost never feel stressed at work.	12	29	28	11	9	9	2	3.11

JOB SATISFACTION	Strongly disagree	Disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Agree	Strongly Agree	Mean Score (out of 7)
All in all, I am satisfied with my job.	6	9	7	6	20	41	11	4.87
In general, I like working here.	5	8	4	6	18	43	16	5.14
In general, I don't like my job.	23	38	11	9	6	8	5	2.79

LIFE SATISFACTION	Strongly disagree	Disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Agree	Strongly Agree	Mean Score (out of 7)
All in all, I am satisfied with my life as a whole.	1	7	9	5	20	47	11	5.17
I am generally happy with my life.	1	5	6	4	21	51	12	5.38
Although I have my ups and downs, in general I feel good about my life.	1	3	5	5	18	55	13	5.52
I lead a meaningful and fulfilling life.	1	4	5	8	24	45	13	5.37

INTENTION TO QUIT JOB	Strongly disagree	Disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Agree	Strongly Agree	Mean Score (out of 7)
I often think of quitting this job.	17	25	10	12	16	12	8	3.52
There isn't much to be gained by staying in this job.	19	30	11	10	12	9	9	3.32
I expect to stay with this organisation until I retire.	31	19	9	15	9	10	7	3.08



Appendix 1. characteristics of survey respondents



GENDER:	%
Male	66
Female	34

WHICH OF THE FOLLOWING BEST DESCRIBES YOUR ORGANISATION?	%
Private-sector manufacturing	46
Private-sector services	29
Public sector	15
Other not for profit	7
Other	3

POSITION:	%
Top/ board level management	13
Senior management (below board level)	33
Middle management	26
First line management/ supervisor	9
Professional	15
Administration/support	4
Other	0

WORKING STATUS:	%
Temporary	12
Permanent	88

SEEKING A NEW POSITION?	%
Yes	46
No	54

MARITAL STATUS:	%
Single	16
Married or living as married	82
Others	2

HIGHEST LEVEL OF EDUCATION:	%
NVQ	1
GCE/GCSE 'O' level or equivalent	3
GCE/GCSE 'A' level or equivalent	6
HND/HNC	10
Professional qualifications	23
Bachelor's Degree	27
Postgraduate	28
No formal qualifications	1
Others	1

HEAD OFFICE LOCATION:	%
UK	69
USA	11
Germany	4
France	3
Japan	0
Other Europe	9
Other	4

MODAL YEAR RANGE:	Range
Age	40-49
Tenure in Job	2 to 3 years
Tenure in Organisation	4 to 5 years

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