

TRUST IN DIRECT LEADER AND EMPLOYEE OUTCOMES:
THE MODERATING EFFECTS OF LEADERS' PERCEIVED EMOTIONAL SINCERITY

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ABSTRACT

Emotional sincerity, an emerging construct in the trust in leadership literature, refers to the congruence between emotions internally experienced and externally expressed. With regard to attribution theory, observers (employees) can use the emotional expressions of others (supervisors) as an information source for making judgments. Although previous research has examined the uniqueness and explanatory power of the leaders' perceived emotional sincerity construct (LPES), relatively few studies have examined LPES as a moderator. The present study examined the moderating effects of LPES on well-established relationships between trust in direct leader (TDL) and several employee outcomes (i.e., turnover intentions, altruistic behaviors, and organizational commitment). Data were collected from 185 participants representing 13 industries. The results demonstrated that, after controlling for personality and demographic factors, LPES moderated the positive relationship between TDL and altruistic behaviors. More generally, the results demonstrate that employees' perceptions of their leaders are related to employee outcomes.

DEDICATION

I dedicate this thesis to my parents, Evan and Teresa Morgan. My mom was such a bundle of energy. She was kind to everyone and had such an infectious laugh. She was sure to brighten up any person's day. She would always tell me to “smile—even to the people that do not quite like [me] that much.” Since that day in October, I have felt so much comfort in knowing that she is still with me. Throughout my years, my dad has been incredible. I thank him not only for staying strong when I needed him to be, but also for keeping his sense of optimism. I know in my heart that he would do anything to see his three boys succeed in the world. I thank my parents so much for raising me the way that they did, and for making so many of the critical decisions that have changed my life for the better.

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TABLE OF CONTENTS

ABSTRACT.....	iii
DEDICATION.....	iii
ACKNOWLEDGMENTS	v
LIST OF TABLES	ix
LIST OF FIGURES	x
LIST OF ABBREVIATIONS.....	xi
LIST OF SYMBOLS	xii
CHAPTER	
I. INTRODUCTION.....	1
Leaders and Emotional Expressions	2
Attributions of Leaders: Leaders' Perceived Emotional Sincerity (LPES).....	4
LPES: Uniqueness and Consequences.....	5
The Present Study	5
TDL and Employee Outcomes.....	6
Turnover Intentions (TI)	6
Organizational Citizenship Behaviors-Altruistic Behaviors (OCB-Altruism)	7
Organizational Commitment (OC)	8
Additional Factors Related to Employee Outcomes.....	9
Personality Factors.....	9
Demographic Factors	11
The Moderating Effects of LPES on TDL-Employee Outcome Relationships.....	11
II. METHODOLOGY.....	13
Participants.....	13
Procedure	14
Incentives	15
Measures	15
Leaders' Perceived Emotional Sincerity (LPES)	15

Trust in Direct Leader (TDL)	16
Turnover Intentions (TI)	16
Organizational Citizenship Behaviors-Altruistic Behaviors (OCB-Altruism)	17
Organizational Commitment (OC)	17
Big Five Personality Factors	18
Demographic Factors	18
Analyses	19
III. RESULTS	21
Hypothesis-Related Results	25
Additional Analyses	31
IV. DISCUSSION.....	38
Limitations and Future Research	39
Theoretical Implications	41
REFERENCES	43
APPENDIX	
A. IRB APPROVAL E-MAIL.....	50
B. IRB CHANGE FORM APPROVAL.....	52
C. FREQUENCY TABLES FOR ALL RAW DEMOGRAPHIC DATA	54
D. INFORMED CONSENT FORM.....	56
E. MODIFIED ITEMS FROM CAZA, ZHANG, WANG, AND BAI’S (2015) LEADERS’ PERCEIVED EMOTIONAL SINCERITY MEASURE	60
F. MODIFIED ITEMS FROM GABARRO AND ATHOS’S (1976) TRUST IN EMPLOYER MEASURE.....	62
G. MODIFIED ITEMS FROM ROODT’S (2004) TURNOVER INTENTION SCALE-6 (TIS-6).....	64
H. MODIFIED ITEMS FROM PODSAKOFF, MACKENZIE, MOORMAN, AND FETTER’S (1990) ORGANIZATIONAL CITIZENSHIP BEHAVIOR SCALE	66
I. ITEMS FROM MEYER, ALLEN, AND SMITH’S (1993) REVISED THREE-COMPONENT MODEL EMPLOYEE COMMITMENT SURVEY	68

J. ITEMS FROM THE INTERNATIONAL PERSONALITY ITEM POOL INVENTORY, BASED ON GOLDBERG'S (1992) MARKERS FOR THE BIG-FIVE FACTOR STRUCTURE.....	70
K. ITEMS FROM THE DEMOGRAPHIC QUESTIONNAIRE.....	73
VITA.....	77

LIST OF TABLES

1	Normality Statistics for Controlled Demographic Factors (Raw Data)	22
2	Descriptive Statistics for Study Variables	23
3	Intercorrelations Between Study Variables	24
4	Hierarchical Regression Analysis Predicting Turnover Intentions (TI)	26
5	Hierarchical Regression Analysis Predicting Organizational Citizenship Behaviors-Altruistic Behaviors (OCB-Altruism)	28
6	Hierarchical Regression Analysis Predicting Organizational Commitment (OC)	30
7	Hierarchical Regression Analysis Predicting Affective Commitment (AC)	32
8	Hierarchical Regression Analysis Predicting Continuance Commitment (CC) ...	34
9	Hierarchical Regression Analysis Predicting Normative Commitment (NC)	36

LIST OF FIGURES

1	Interaction Plot Showing the Effects of Centered TDL and LPES Variables on Turnover Intentions (TI)	27
2	Interaction Plot Showing the Effects of Centered TDL and LPES Variables on Organizational Citizenship Behaviors-Altruistic Behaviors (OCB-Altruism)	29
3	Interaction Plot Showing the Effects of Centered TDL and LPES Variables on Organizational Commitment (OC)	31
4	Interaction Plot Showing the Effects of Centered TDL and LPES Variables on Affective Commitment (AC)	33
5	Interaction Plot Showing the Effects of Centered TDL and LPES Variables on Continuance Commitment (CC)	35
6	Interaction Plot Showing the Effects of Centered TDL and LPES Variables on Normative Commitment (NC)	37

LIST OF ABBREVIATIONS

H1, Hypothesis 1

H2, Hypothesis 2

H3, Hypothesis 3

TDL, Trust in Direct Leader

LPES, Leaders' Perceived Emotional Sincerity

TI, Turnover Intentions

OCB-Altruism, Organizational Citizenship Behaviors-Altruistic Behaviors

OC, Organizational Commitment

AC, Affective Commitment

CC, Continuance Commitment

NC, Normative Commitment

SD, Standard Deviation

SE, Standard Error

ns, Non-Significant Result

LIST OF SYMBOLS

α , Cronbach's alpha, coefficient of reliability

b , Unstandardized regression coefficient, hierarchical regression procedure

M , Mean

N , Total number of cases

r , Estimate of Pearson product-moment correlation coefficient

R^2 , Proportion of variance accounted for, multiple regression procedure

Δ , Change or difference in either a correlation coefficient or a test statistic

p , Probability

F , ANOVA test statistic

CHAPTER I

INTRODUCTION

What is trust and why is it important? Rousseau, Sitkin, Burt, and Camerer defined trust as a “psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behavior of another” (1998, p. 3). Trust plays an important role in social relationships. Rousseau et al. (1998) identified several purposes of trust: 1) it facilitates cooperation, 2) promotes network relations, 3) reduces interpersonal conflict, 4) reduces transaction costs, and 5) promotes effective responses to crises. Relational trust necessarily involves both risk and interdependence, and derives from repeated interactions over time (Rempel, Holmes, & Zanna, 1985; Rousseau et al., 1998). With regard to interpersonal dynamics in the workplace, an employee’s trust in his supervisor is a function of 1) his propensity (or general willingness) to trust, and 2) his supervisor’s perceived trustworthiness (Mayer, Davis, & Schoorman, 1995). Mayer et al. (1995) proposed three general factors underlying perceived trustworthiness of others (e.g., of a leader): 1) the leader’s perceived abilities, skills and competencies; 2) the leader’s perceived benevolence towards their followers (employees); and 3) the leader’s perceived integrity. Tan and Tan’s (2000) field study demonstrated that these factors of perceived trustworthiness are antecedents to trust in direct leader (hereafter, TDL). Moreover, they found that employees view their supervisors as organizational representatives, and thus may extend trust beyond their supervisors to their organizations.

In their meta-analysis of 106 independent samples, Dirks and Ferrin (2002) found links between trust in leadership and several antecedents and outcomes, including organizational justice, participative decision-making, and perceived organizational support. They also found positive relationships between TDL and employee job performance, altruistic behaviors, job satisfaction, and organizational commitment. Moreover, they found a negative relationship between TDL and intentions to quit. While research has focused on the implications of trust in leader-follower relationships, considerably less attention has focused on the role of leaders' emotional expressions.

Leaders and Emotional Expressions

There are two distinct components of emotion: experienced and expressed (Elfenbein, 2007). Whereas the experiential component focuses on the emotions internally felt by an individual (e.g. a leader), the expressional component concerns an individual's external emotional displays (Elfenbein, 2007). Rafaeli and Sutton (1989) argued that the nature of display rules at work is dependent on societal, occupational, and organizational norms. Societal norms provide a foundation for emotional display rules in daily interactions. Occupational and organizational display rules, although generally consistent with those provided by societal norms, are more dependent on the organization itself (Rafaeli & Sutton, 1989; Van Maanen & Barley, 1984).

Hochschild (1983) defined emotional labor as a process whereby individuals display socially expected emotions during their interactions. Three emotional labor strategies include surface acting, deep acting, and displays of naturally felt emotions. Surface acting, or "faking in bad faith," involves the manipulation of verbal and nonverbal communication cues (e.g., facial

expressions, gestures, and voice tone; Hochschild, 1979, 1983; Rafaeli & Sutton, 1987). An individual who engages in surface acting deliberately manipulates his emotional displays to foster or maintain positive observer perceptions (Gardner & Martinko, 1988). For example, a supervisor who is knowledgeable of a future layoff may mask his concern for his subordinates, and instead attempt to display a positive, energetic, and enthusiastic demeanor.

Rafaeli and Sutton (1987) coined the expression "faking in good faith" to refer to an individual's engagement in deep acting. Drawing on the work of Hochschild (1983), a leader can engage in deep acting by 1) making a conscious effort to either incite or suppress a specific emotional response, or 2) trained imagination. Trained imagination refers to an individual's indirect efforts to influence their emotional responses by purposely invoking thoughts and memories associated with such emotions (Hochschild, 1983). For example, while conversing with a subordinate about the subordinate's pregnancy, a supervisor may remind herself of the excitement that she had with her own pregnancy, which may lead to a positive emotional expression.

Ashforth and Humphrey (1993) introduced the notion that displays of naturally felt emotions could also be considered an emotional labor strategy. Using confirmatory factor analysis, Diefendorff, Croyle, and Gosserand (2005) found support for a model that suggested that surface acting, deep acting, and displays of naturally felt emotions are all distinct constructs. Ashforth and Humphrey also argued that individuals who express naturally felt emotions will appear more sincere than those who do not. Moreover, Frank, Ekman, and Friesen's (1993) study of enjoyment versus non-enjoyment smiles demonstrated that observers can identify noticeable differences between sincere and insincere emotional displays. These results suggest that subordinates are capable of discerning leaders' employed emotional labor strategies, and that

subordinates view instances in which leaders express naturally felt emotions as more sincere than instances in which leaders engage in surface acting or deep acting.

Attributions of Leaders: Leaders' Perceived Emotional Sincerity (LPES)

According to Caza, Zhang, Wang, and Bai (2015), emotional sincerity refers to honest expressions of internally experienced emotions, that is, congruence between experienced and expressed emotions. Drawing on attribution theory, people naturally use various cues, and potential sources of information, to create an understanding of the situations they encounter (Martinko, Douglas, & Harvey, 2006; Weiner, 1985). Emotional expressions can be a source of social information, providing observers with information needed to make attributions about targets' emotional sincerity (Elfenbein, 2007; Van Kleef, 2009). Gilbert and Malone (1995) suggested that observers are likely to create trait-like explanations for their observations of targets. In a work context, followers (e.g., subordinates) are likely to make global assessments of their leaders (e.g., supervisors), and create global attributions and impressions of their leaders' emotional sincerity (Dasborough & Ashkanasy, 2002). However, followers have limited knowledge of their leaders' true internal affective experiences, and thus must rely on their experiences with their leaders to form attributions of their leaders' emotional sincerity (Caza et al., 2015; Dasborough & Ashkanasy, 2004; Forgas, 1995).

Caza et al. (2015) defined leaders' perceived emotional sincerity (LPES) as employees' perceptions of their leaders' emotional sincerity. In line with this definition, employees who perceive their supervisors as emotionally sincere will assign more credibility to their supervisors' emotional displays. Less credibility, however, will be assigned to the emotional displays of supervisors perceived as emotionally insincere. Leaders viewed as being more emotionally

sincere are perceived to be more open and honest (Peterson & Seligman, 2004). Conversely, leaders thought to fake emotional displays are perceived as dishonest and calculating (Côté, Hideg, & van Kleef, 2013; Rafaeli & Sutton, 1987).

LPES: Uniqueness and Consequences

Caza et al. (2015) found support for the discriminant validity of their LPES measure, when including seven latent variables: LPES, perceived leader integrity, TDL, job satisfaction, satisfaction with leader, transformational leadership, and authentic leadership. Relative to the other models they tested, a seven-factor model had the best fit, suggesting that LPES is a unique construct. Caza et al. also used hierarchical regression analyses and found that LPES predicted follower satisfaction with leader, attributions of leader integrity, and TDL. Lastly, they found that 1) LPES was positively related to perceived leader integrity, which was, in turn, positively related to TDL; 2) LPES was positively related to leader-follower relationship quality, which was, in turn, positively related to TDL; and 3) TDL was positively associated with employee performance (i.e., in-role and extra-role performance).

The Present Study

Although TDL and LPES are related, I argue that they are distinct, and thus do not have to occur simultaneously. The former represents a manifestation of 1) interdependency between leaders and followers, and 2) positive expectations of leaders' intentions and behaviors (Rousseau et al., 1998). The latter focuses on the unique influence of emotional displays as an informational source within interpersonal communication (Elfenbein, 2007; Van Kleef, 2009). Thus, variation in either TDL or LPES does not necessarily equate to variation in the other.

Although LPES has been found to be distinct from TDL, very little research has examined whether and how it affects TDL-employee outcome relationships.

In the present study, I built on the existing literature by examining LPES as a moderator of the relationships between TDL and turnover intentions, organizational citizenship behaviors (altruistic behaviors), and organizational commitment. The decision to examine these individual-level outcomes stemmed from the findings of their links to organizational-level outcomes (Angle & Perry, 1981; Podsakoff, Whiting, Podsakoff, & Blume, 2009; Waldman, Kelly, Aurora, & Smith, 2004). Collectively, the existing research suggests that turnover intentions, organizational citizenship behaviors, and organizational commitment have profound implications for organizational finances and outcomes. Therefore, it is of value to examine potential predictors of these employee outcomes.

TDL and Employee Outcomes

Turnover Intentions (TI). Voluntary turnover refers to an employee's decision to leave (or quit) one's job (Shaw, Delery, Jenkins, & Gupta, 1998). Employee turnover has been associated with several organizational-level costs, including separation costs (e.g., paperwork processing and severance pay), recruiting and attracting costs (e.g., advertising and recruiter travel), selection costs (e.g., applicant travel and background and reference checks), hiring costs (e.g., orientation and formal training), and lost productivity costs (e.g., pre-departure productivity loss and vacancy cost; Hinkin & Tracey, 2000). Several studies have examined turnover costs within the healthcare industry (e.g., Jones, 2008; Waldman et al., 2004). For example, Jones (2008) estimated the turnover costs of each RN nurse to be between \$82,000 and \$88,000 for the

2007 fiscal year. In yet another study, Waldman et al. (2004) found that one medical center's turnover costs resulted in a \$17-29 million loss in its total annual operating budget.

Cotton and Tuttle (1986) found turnover to be correlated with variables within three factors: external (e.g., union presence and unemployment rate); work-related (e.g., overall job satisfaction and organizational commitment); and personal (e.g., age, organizational tenure, sex, and marital status). Several variables have been found to positively predict actual turnover, including perceived alternatives and turnover intentions (TI; Cotton & Tuttle, 1986; Griffeth, Hom, & Gaertner, 2000). Hom and Griffeth (1995) found meta-analytic support that TI are the best cognitive withdrawal predictors for actual turnover. Dirks and Ferrin (2002) found that TDL had a significant negative relationship with TI.

Organizational Citizenship Behaviors-Altruistic Behaviors (OCB-Altruism). Organ (1988) defined organizational citizenship behaviors (OCBs) as discretionary work-related behaviors that are not explicitly a part of a job but promote effective organizational functioning. Koys's (2001) longitudinal study of unit-level outcomes demonstrated that OCBs influence unit-level profitability. Moreover, Podsakoff et al.'s (2009) meta-analysis of 168 independent samples demonstrated that OCBs are positively related to overall unit performance and profitability, and negatively related to unit turnover. Allen and Rush's (1998) field and lab studies demonstrated that OCBs are related to a manager's 1) overall evaluations of employees' work performance; and 2) reward recommendations for employees (e.g., salary increase, promotion, and professional development). OCBs are related to several demographic variables, including sex, tenure, age, and dyad tenure (Tansky, 1993; Wayne, Shore, Bommer, & Tetrick, 2002; Wayne, Shore, & Liden, 1997; Williams & Shiaw, 1999).

Organ's five-dimensional model of OCBs includes altruistic behaviors, courtesy, sportsmanship, conscientiousness, and civic virtue. Podsakoff, MacKenzie, Paine, and Bachrach (2000) defined helping behavior (i.e., altruistic behaviors) as voluntarily helping others with work-related problems. Organ (1988) defined courtesy as an employee's efforts to minimize conditions that bring about problems for his or her coworkers. Sportsmanship refers to one's willingness to tolerate the inconveniences of work without complaints (Podsakoff et al., 2000). Conscientiousness refers to an employee's engagement in work-related activities that go well beyond his or her work role requirements (Organ, 1988). Civic virtue refers to an employee's engagement in organizational political processes, including actively attending meetings and taking individual initiative to be informed of larger organizational issues. Dirks and Ferrin (2002) found that TDL had significant positive relationships with each of the OCB dimensions. For purposes of the present study, I have examined altruistic behaviors (hereafter, OCB-Altruism).

Organizational Commitment (OC). Attitudinal organizational commitment (OC) refers to an employee's identification and drive toward organizational goals (Reichers, 1985). Angle and Perry (1981) found OC to be related to organizational adaptability and tardiness rate. Meyer and Allen (1991) identified three types of OC: affective commitment, continuance commitment, and normative commitment. Affective commitment (AC) refers to a psychological attachment that employees can feel about their employing organizations. Continuance commitment (CC) refers to the recognition of costs associated with leaving an organization. Normative commitment (NC) refers to the feeling of obligation to remain with an organization, resulting from normative pressures (e.g., the organization paying an employee's college tuition).

Mathieu and Zajac's (1990) meta-analysis demonstrated that several demographic characteristics are antecedents to OC, including age, sex, organizational tenure, and perceived personal competence. Yet other antecedents to OC include personal characteristics, job characteristics, task identity, need for achievement, and feedback (Steers, 1977). Mathieu and Zajac (1990) also identified consequences of OC, which included employees' perceived job alternatives, intentions to search, intentions to leave, and actual turnover. Dirks and Ferrin (2002) found that TDL had a significant positive relationship with OC.

Additional Factors Related to Employee Outcomes

Personality Factors. The Big Five model consists of five relatively independent personality factors, including extraversion, agreeableness, conscientiousness, emotional stability (i.e., the inverse of neuroticism), and openness to experience (Goldberg, 1990, 1992). Individuals who have higher levels of extraversion are more sociable, gregarious, and assertive (Barrick & Mount, 1991). Individuals who have higher levels of agreeableness are more emotionally supportive, caring, altruistic, and nurturing (Digman, 1990; John, 1989). Individuals who have higher levels of conscientiousness are more hard-working, achievement-oriented, and responsible (Barrick & Mount, 1991). Individuals who have higher levels of neuroticism (lower levels of emotional stability) have a higher propensity to experience anxiousness, depression, anger, embarrassment, and worry (Barrick & Mount, 1991). Individuals who have higher levels of openness to experience are more imaginative, cultured, curious, and broad-minded (Digman, 1990; John, 1989).

A few studies have examined the relationships among Big Five personality factors and the examined outcomes. Zimmerman (2008) meta-analytically examined the effects of employee

personality factors on TI and actual turnover. Zimmerman found a strong negative direct effect of extraversion on TI; and strong negative direct effects of agreeableness and conscientiousness on actual turnover. In their meta-analysis of 87 independent samples, Chiaburu, Oh, Berry, Li, and Gardner (2011) found that openness to experience, emotional stability, and extraversion incrementally predicted OCBs above and beyond well-established personality predictors, agreeableness and conscientiousness (Ilies, Fulmer, Spitzmuller, & Johnson, 2009). In their field sample of automotive manufacturer employees, Erdheim, Wang, and Zickar (2006) demonstrated that there are several relationships among personality factors and OC subdimensions (i.e., AC, CC, and NC; Meyer & Allen, 1991). Specifically, Erdheim et al. (2006) found that extraversion was related to all subdimensions; emotional stability, conscientiousness, and openness to experience were related to CC; and agreeableness was related to NC.

Yet other studies have examined the relationships among personality factors and relational trust. For example, Evans and Revelle (2008) found that extraversion and emotional stability significantly predicted trust, whereas conscientiousness and agreeableness significantly predicted trustworthiness. Costa, McCrae, and Dye identified trust as a facet of agreeableness, representing “the tendency to attribute benevolent intent to others” (1991, p. 888). Building on this work, Mooradian, Renzl, and Matzler (2006) found that agreeableness predicted interpersonal trust in peers and interpersonal trust in management, suggesting that agreeable employees have a higher propensity to trust others in the workplace. Collectively, the existing research suggests that the Big Five personality factors are related to relational trust, turnover intentions/decisions, organizational citizenship behaviors, and organizational commitment. Therefore, these factors were controlled for in the present study.

Demographic Factors. With regard to demographic factors, the existing research suggests that the examined outcomes have relationships with organizational tenure, dyad tenure, sex, age, and marital status (Cotton & Tuttle, 1986; Mathieu & Zajac, 1990; Tansky, 1993; Wayne et al., 2002; Wayne et al., 1997; Williams & Shiaw, 1999). Therefore, these factors were also controlled for in the present study.

The Moderating Effects of LPES on TDL-Employee Outcome Relationships

Although Caza et al. (2015) found a very strong positive relationship between TDL and LPES (average $r = .68$), they also demonstrated that the two constructs are unique. Caza et al. also tested the explanatory power of LPES and found that, after controlling for demographic factors, negative affectivity, authentic leadership, and transformational leadership, LPES incrementally predicted leaders' perceived integrity, TDL, and satisfaction with leader.

The preceding discussion provides support for examining the potential role of LPES in well-established TDL-employee outcome relationships (Dirks & Ferrin, 2002). Of particular interest to the present study are the employee outcomes of TI, OCB-Altruism, and OC. Existing research has established a negative relationship between TDL and TI, and positive relationships between TDL and both OCB-Altruism and OC. However, to my knowledge, the present study is the first to examine potential relationships between LPES and TI, OCB-Altruism, and OC.

Given the prior findings of a strong relationship between TDL and LPES (Caza et al., 2015), LPES would be expected to share similar relationships with the examined employee outcomes as those previously identified with TDL. Therefore, the focus of the present study is not to explore the main effects of LPES, but rather its moderating effects. The existing literature suggests that the negative relationship between TDL and TI, and the positive relationships

between TDL and both OCB-Altruism and OC, will be strongest when LPES is higher.

Therefore, I hypothesized the following relationships:

H1: After controlling for personality and demographic factors, LPES will moderate the negative relationship between TDL and TI such that the relationship will be strongest when LPES is higher.

H2: After controlling for personality and demographic factors, LPES will moderate the positive relationship between TDL and OCB-Altruism such that the relationship will be strongest when LPES is higher.

H3: After controlling for personality and demographic factors, LPES will moderate the positive relationship between TDL and OC such that the relationship will be strongest when LPES is higher.

CHAPTER II

METHODOLOGY

Participants

I used a voluntary sampling technique to solicit participants who met the inclusion criteria for the study. Participants were required to 1) be 18-years-old or older; 2) be currently employed; 3) have a primary supervisor to whom they report; and 4) have worked a minimum of three months at their current organization prior to their participation. These criteria were used to ensure better assessments of TDL and LPES, using the measures specified in a later section. These criteria eliminated those who were not currently employed, requiring active, rather than retrospective, employee assessments. They also eliminated those who did not have a supervisor, and thus would have been unable to provide assessments of LPES or TDL. With regard to the three-month requirement, the existing research literature suggests that relational trust and attributions develop over time (Burger, 1991; Rempel et al., 1985). However, the literature provided little guidance for determining a sufficient minimum period of time for assessments of TDL and LPES. Though somewhat arbitrary, I felt that the three-month requirement was sufficient for the development and assessment of TDL and LPES.

The primary recruitment source was through personal connections—current and former professionals—who assisted in survey distribution. The secondary recruitment source was through general group-level posts on two social media platforms: Facebook and LinkedIn.

Participants were also encouraged to share survey information with personal contacts whom they felt might be interested in participating.

A total of 214 participants completed at least a portion of the online survey, and 185 (86.45%) were retained based on completeness. Approximately 79% of participants and 54% of supervisors were female. Overall, approximately 60% of all participants indicated that they were between the ages of 18 and 34, and 46.74% of participants indicated that they were currently married or living as married. Most participants indicated their race as White (74.46%), Black (16.30%), or Asian (3.26%). Nearly half (48.91%) of participants indicated that they have worked between one and five years under their current supervisor. The final sample of participants represented 13 industries identified by the United States Bureau of Labor Statistics (e.g., educational services, healthcare and social assistance, and retail; U.S. Bureau of Labor Statistics). Frequency tables for all raw demographic data can be found in Appendix C.

Procedure

Participants were asked to complete a survey administered through Qualtrics. The survey began with a consent form (Appendix D); individuals were asked to read the information pertaining to the study and respond “Yes” to indicate that they satisfied the inclusion criteria to participate. All participants were assured of the confidentiality of their responses. The survey was composed of 108 questions, and took participants between 15 and 25 minutes to complete. Participants were told that the purpose of the study was to examine how employee outcomes are influenced by employees’ thoughts and feelings about their supervisors.

Incentives

Each participant had an opportunity to be entered into a drawing to win one of three \$20 Walmart gift cards. They were informed that their entry would be based on their eligibility to participate and their willingness to provide basic contact information (i.e., a name and either a telephone number or an email address). One hundred eighty-five participants provided their contact information and were entered into the drawing. Each participant was assigned a number after completing the survey (ascending, starting at 1). After recording all responses, a random number generator was used to select three numbers without replacement; the three participants associated with these numbers were the winners of the drawing. This procedure ensured that each participant had an equal chance of winning a gift card. All participants were informed that winners would be notified between January 1, 2017 and February 28, 2017. Walmart, a popular multinational retail corporation, has over 5,000 locations (Wal-Mart Stores). Gift cards from a popular, multinational retailer (e.g., Walmart) ensured that winning participants could get utility out of their prize winnings.

Measures

The survey included measures of the variables listed below. The measures are presented in the same order as they appeared in the survey. Items for each measure can be found in Appendices E-K.

Leaders' Perceived Emotional Sincerity (LPES). I used a slightly modified version of Caza et al.'s (2015) perceived emotional sincerity scale, replacing “manager” with “supervisor.” The original measure used items from scales of several closely related constructs including emotional labor (Brotheridge & Lee, 2003; Glomb & Tews, 2004), surface and deep acting

(Grandey, 2003), and personal authenticity (Kernis & Goldman, 2006; Sheldon, Ryan, Rawsthorne, & Ilardi, 1997). Caza et al. (2015) modified the items so that they reflected the differences between the original constructs and emotional sincerity. The modified items required observations of others (i.e., leaders) rather than self-report. Using this list of items and items from the measures of yet other closely related constructs of perceived leader integrity (Craig & Gustafson, 1998) and authentic leadership (Neider & Schriesheim, 2011), a group of researchers and practitioners participated in a sorting task. Caza et al. (2015) retained the six items most closely related to leaders' perceived emotional sincerity (LPES) by at least 90% of the group. Their confirmatory factor analysis demonstrated that the six-item measure had good convergent validity, having path loadings exceeding .78. An example item from the modified measure is, "My supervisor is sincere about his/her emotions." Each item was scored on a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Lower scores indicated that respondents perceived their supervisors as emotionally insincere, whereas higher scores indicated higher attributions of emotional sincerity.

Trust in Direct Leader (TDL). I used a slightly modified version of Gabarro and Athos's (1976) seven-item measure of trust in employer, replacing "employer" with "supervisor." Robinson and Rousseau (1994) made a similar modification to the initial measure and reported high reliability ($\alpha = .93$). An example item from the modified measure is, "My supervisor is open and upfront with me." Each item was scored on a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Lower scores indicated that respondents had little trust in their supervisors, whereas higher scores indicated higher trust in supervisors.

Turnover Intentions (TI). I used Roodt's (2004) six-item version of the Turnover Intention Scale (TIS-6). Bothma and Roodt (2013) found this shortened measure, of the original

scale of 15 items, to be reliable ($\alpha = .80$). An example item of this measure is, "How often have you considered leaving your job?" Each item was scored on a five-point Likert scale with varying anchors: 1 (never) to 5 (always), 1 (to no extent) to 5 (to a very large extent), and 1 (highly unlikely) to 5 (highly likely). Lower scores indicated that respondents had lower intentions to leave their employing organizations, whereas higher scores indicated higher intentions to leave.

Organizational Citizenship Behaviors-Altruistic Behaviors (OCB-Altruism). I used a slightly modified version of the five-item altruism measure from Podsakoff, MacKenzie, Moorman, and Fetter's (1990) Organizational Citizenship Behavior Scale. I modified the items such that they required self-reported rather than supervisor ratings. Podsakoff et al. found the original scale to be reliable ($\alpha = .91$). An example item of the modified measure is, "I am always ready to lend a helping hand to those around me." A seven-point Likert Scale was used for this measure, ranging from 1 (strongly disagree) to 7 (strongly agree). Lower scores indicated lower respondent engagement in altruistic work behaviors, whereas higher scores indicated higher engagement in such behaviors.

Organizational Commitment (OC). I used the revised 18-item version of the Three-Component Model Employee Commitment Survey, which is comprised of six items assessing each affective, continuance, and normative commitment (Meyer, Allen, & Smith, 1993). Meyer, Allen, and Smith found that the affective, continuance, and normative commitment measures had reliabilities of .87, .79, and .73, respectively. An item from the affective commitment (AC) scale is, "This organization has a great deal of personal meaning for me." An item from the continuance commitment (CC) scale is, "It would be very hard for me to leave my organization right now, even if I wanted to." An item from the normative commitment (NC) scale is, "I owe a

great deal to my organization." A seven-point Likert Scale was used for each commitment measure, ranging from 1 (strongly disagree) to 7 (strongly agree). Lower scores indicated that respondents were less committed to their organizations, whereas higher scores indicated more commitment.

Big Five Personality Factors. I used the 50-item International Personality Item Pool Inventory, which is based on Goldberg's (1992) markers for the Big-Five factor structure (International Personality Item Pool, 2017a). The measure contains ten items for each personality dimension of interest ($\alpha = .79$ to $.87$; International Personality Item Pool, 2017b). Specifically, I controlled for extraversion, agreeableness, conscientiousness, emotional stability, and openness to experience. Participants were asked to honestly describe themselves as they are generally, rather than what they wish to be in the future. Participants were also instructed to judge themselves relative to other people that they know that are the same age and sex. Each statement was on a five-point scale, ranging from 1 (very inaccurate) to 5 (very accurate). Higher scores indicated greater levels of the personality factors, as they pertain to the respondents. Personality factors were included as covariates.

Demographic Factors. I included a demographic questionnaire: 1) to assess participants' eligibility to participate in the study; 2) to describe the final sample; 3) to allow for statistical control; and 4) to obtain information needed to contact winning participants. Participants were asked to provide information regarding their age, sex, ethnicity, race, educational attainment, marital status, number of children currently living in the household, employment status, number of hours worked per week, industry of work, organizational tenure, position tenure, dyad tenure, and supervisors' sex. With exception to the one item soliciting contact information, all demographic questions had categorical response options. For purposes of analyses,

organizational tenure, dyad tenure, follower sex, age, and marital status were included as covariates.

Analyses

Prior to hypothesis testing, I determined the appropriateness of dichotomizing the demographic covariates. First, given that the response options to the demographic questions were categorical in nature, I identified the nominal data which were initially dichotomous (i.e., follower sex). Second, I identified the nominal data which could be easily dichotomized. Thus, marital status was dichotomized as married and not married. Third, I identified the ordinal categorical data (i.e., organizational tenure, dyad tenure and age). Dyad tenure, for example, had response options ranging from “under three months” to “25+ years.” Lastly, I employed two methods of assessing normality, (i.e., a visual inspection and the calculation of skewness), to determine the appropriateness of treating the ordinal categorical data as continuous variables. Distributions with skewness values closer to zero are presumed to be more normal (NIST/SEMATECH, 2003). For purposes of the present study, demographic covariates with skewness values between $-.5$ and $+.5$ were assumed to be approximately normal. The determination of normality was consistent across these two approaches. Table 1 presents the normality statistics for the raw demographic data, prior to hypothesis testing. Covariates which did follow a normal distribution (i.e., dyad tenure) were treated as continuous variables in subsequent analyses, whereas covariates that did not follow a normal distribution (i.e., organizational tenure and age) were dichotomized at their respective medians (Aiken, West, & Reno, 1991). Specifically, organizational tenure was dichotomized as five years and less and

more than five years; and age was dichotomized as between 18 and 34 years and older than 34 years.

To test my hypotheses, I performed hierarchical regression analyses in IBM SPSS Statistics version 24. Specifically, I tested for the interaction of TDL and LPES in predicting TI, OCB-Altruism, and OC, while controlling for personality and demographic factors. All predictors, including the dichotomous and continuous demographic covariates, were centered on their respective means to minimize potential data-based multicollinearity (Aiken et al., 1991). Control variables (personality and demographic factors), TDL, LPES, and the interaction term of TDL and LPES were entered into Steps 1, 2, 3, and 4, respectively, for each hierarchical regression analysis.

CHAPTER III

RESULTS

The data were prepared in the following manner. Inclusion requirements were presented as questions in the demographic questionnaire, which served as eligibility checks for participation in the study. Of the 214 initial responses to the survey, nine participants were removed from the final sample because they provided responses that indicated that they did not satisfy the requirements for participation. For example, three of those participants responded with an organizational tenure of less than three months. An additional 20 participants were removed from the final sample because they failed to respond to one or more scales needed for the analyses. These procedures resulted in a sample of 185 participants, all of whom were entered into the drawing, regardless of their survey completion percentage. After winning participants were identified, listwise deletion was performed to remove participants who failed to provide information on one or more demographic covariates. Thus, one participant was removed, resulting in a final sample of 184 participants. Listwise deletion was not performed on responses to ethnicity, race, educational attainment, number of children currently living in the household, number of hours worked per week, industry of work, position tenure, or supervisor sex, as these factors were not used as controls for the analyses. With these exceptions, no missing values were present in the data set.

Descriptive statistics and intercorrelations for all study variables included can be found in Tables 2 and 3. It is important to note that Table 2 provides the descriptive information on the

predictors prior to mean-centering, whereas Table 3 provides the intercorrelations of all predictors after mean-centering. The data demonstrate that respondents reported relatively high averages of LPES ($M = 3.70, SD = 0.87$) and TDL ($M = 3.86, SD = 0.88$). Consistent with the findings of Caza et al. (2015), TDL and LPES were strongly correlated ($r = .79, p < .01$).

Participants also reported high levels of OCB-Altruism ($M = 6.03, SD = 0.72$) and OC ($M = 4.29, SD = 0.97$), and relatively lower levels of TI ($M = 2.59, SD = 0.90$). Consistent with the findings of Dirks and Ferrin (2002), TDL was significantly correlated with TI ($r = -.62, p < .01$), OCB-Altruism ($r = .15, p < .05$), and OC ($r = .36, p < .01$). LPES was also significantly correlated with TI ($r = -.49, p < .01$), OCB-Altruism ($r = .22, p < .01$), and OC ($r = .33, p < .01$).

Table 1 Normality Statistics for Controlled Demographic Factors (Raw Data)

	Organizational Tenure	Dyad Tenure	Follower Sex	Age	Marital Status
<i>N</i>	184	184	184	184	184
<i>Missing</i>	0	0	0	0	0
<i>Range</i>	6	4	1	4	3
<i>Minimum</i>	2	1	1	2	1
<i>Maximum</i>	8	5	2	6	4
<i>Mode</i>	3	3	2	2	1
<i>Median</i>	3	3	2	3	2
<i>Skewness</i>	1.24	0.30	-1.46	0.58	0.50
<i>Std. Error of Skewness</i>	0.18	0.18	0.18	0.18	0.18
<i>Kurtosis</i>	0.99	0.57	0.14	-0.87	-1.16
<i>Std. Error of Kurtosis</i>	0.36	0.36	0.36	0.36	0.36

Table 2 Descriptive Statistics for Study Variables

		<i>N</i>	<i>M</i>	<i>Median</i>	<i>SD</i>	<i>Minimum</i>	<i>Maximum</i>
Outcomes	Turnover Intentions	184	2.59	2.33	0.90	1.00	4.83
	OCB-Altruism	184	6.03	6.00	0.72	4.00	7
	Organizational Commitment	184	4.29	4.44	0.97	1.39	6.28
	Affective Commitment	184	4.50	4.83	1.46	1.00	7
	Continuance Commitment	184	4.03	4.17	1.25	1.00	6.67
	Normative Commitment	184	4.33	4.50	1.41	1.00	7
Key Predictors	Trust in Direct Leader	184	3.86	4.14	0.88	1.00	5
	Leaders' Perceived Emotional Sincerity	184	3.70	4.00	0.87	1.67	5
Personality Factors	Extraversion	184	3.25	3.30	0.85	1.00	5
	Agreeableness	184	4.16	4.20	0.61	1.90	5
	Conscientiousness	184	3.91	4.00	0.68	1.90	5
	Emotional Stability	184	3.28	3.40	0.82	1.10	5
	Openness to Experience	184	3.82	3.90	0.58	1.90	5
Demographic Factors	Organizational Tenure	184	0.31	0.00	0.46	0.00	1
	Dyad Tenure	184	2.70	3.00	0.82	1.00	5
	Follower Sex	184	1.79	2.00	0.41	1.00	2
	Age	184	0.40	0.00	0.49	0.00	1
	Marital Status	184	0.47	0.00	0.50	0.00	1

Note. Dichotomized demographic factors included Organizational Tenure (0= 5 years or less, 1= More than 5 years), Follower Sex (1= Male, 2= Female), Age (0= Between 18 and 34 years of age, 1= Older than 34 years of age), and Marital Status (0= Single, 1= Married). Dyad Tenure was analyzed as a continuous variable.

Table 3 Intercorrelations Between Study Variables

Variables	1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.	14.	15.	16.	17.	18.	
1. Turnover Intentions	.88																		
2. OCB-Altruism	-.07	.78																	
3. Organizational Commitment	-.54 **	.19 **	.84																
4. Affective Commitment	-.70 **	.23 **	.77 **	.87															
5. Continuance Commitment	.16 *	-.10	.43 **	-.13	.73														
6. Normative Commitment	-.54 **	.24 **	.89 **	.69 **	.15 *	.85													
7. Trust in Direct Leader	-.62 **	.15 *	.36 **	.53 **	-.24 **	.42 **	.91												
8. Leaders' Perceived Emotional Sincerity	-.49 **	.22 **	.33 **	.52 **	-.24 **	.37 **	.79 **	.90											
9. Extraversion	-.10	.22 **	.14	.19 **	-.03	.12	-.01	.00	.90										
10. Agreeableness	-.16 *	.37 **	.08	.18 *	-.16 *	.11	.06	.08	.47 **	.84									
11. Conscientiousness	-.18 *	.26 **	.00	.13	-.21 **	.06	.17 *	.20 **	-.05	.06	.84								
12. Emotional Stability	-.31 **	.14	.05	.27 **	-.30 **	.10	.22 **	.20 **	.22 **	.20 **	.38 **	.89							
13. Openness to Experience	.07	.17 *	-.04	.00	-.15 *	.06	-.01	.11	.19 *	.23 **	.01	.13	.79						
14. Organizational Tenure	-.02	.17 *	.20 **	.18 *	.14	.11	-.14	-.03	-.01	.03	.08	.12	-.09						
15. Dyad Tenure	.05	.20 **	.22 **	.15 *	.19 **	.13	-.15 *	-.09	.08	.06	.09	.02	-.02	.51 **					
16. Follower Sex	.00	.21 **	.15 *	.07	.08	.17 *	-.06	-.01	.15 *	.23 **	.10	-.10	-.11	.08	.11				
17. Age	-.14	.20 **	.12	.23 **	-.03	.05	-.09	-.02	.08	.15 *	.24 **	.23 **	-.11	.51 **	.32 **	.08			
18. Marital Status	-.27 **	.16 *	.18 *	.25 **	-.05	.17 *	.16 *	.17 *	.02	.07	.05	.16 *	-.14	.36 **	.20 **	.02	.47 **		

Note. * $p < .05$; ** $p < .01$; Cronbach's Alpha reliabilities are shown in bold along the diagonal.

Hypothesis-Related Results

Caza et al.'s (2015) finding of a strong correlation between TDL and LPES warranted concern for the detection of problematic multicollinearity in the present study's models. According to Neter, Kutner, Nachtsheim, and Wasserman (1996), variance inflator factor (VIF) values below 10 suggest no threat of problematic multicollinearity. With regard to the present study, VIF values ranged from 1.20 to 3.23 (as shown in Tables 4-9). There was thus no indication of multicollinearity contaminating the results. Additionally, all other statistical assumptions were met. Tables 4-6 present the results of the hierarchical regression analyses predicting TI, OCB-Altruism, and OC, respectively. All interaction plots used the centered TDL and LPES variables as parameters (see Figures 1-3). They also used outcome values for participants who were three standard deviations above and below the mean for LPES.

Hypothesis 1 states that, after controlling for personality and demographic factors, LPES would moderate the negative relationship between TDL and TI. The results of the first hierarchical regression analysis indicated that the inclusion of LPES did not explain additional variation in TI beyond that accounted for by the control variables and TDL, R^2 , $F(1, 171) = .02$, $p = .89$. At Step 3, TDL ($b = -.60$, $p < .01$), but not LPES ($b = .01$, $p = .89$), significantly predicted TI. The addition of the interaction term to the model did not result in a significant change in R^2 , $F(1, 170) = .10$, $p = .76$, nor was the interaction term significant ($b = -.02$, $p = ns$). Thus, Hypothesis 1 was not supported. As evident in Figure 1, there was a significant main effect of TDL on TI. However, there was no significant main effect of LPES on TI, nor was there a significant interaction between TDL and LPES.

Table 4 Hierarchical Regression Analysis Predicting Turnover Intentions (TI)

	Turnover Intentions							
	Step 1		Step 2		Step 3		Step 4	
	<i>b</i>	<i>SE</i>	<i>b</i>	<i>SE</i>	<i>b</i>	<i>SE</i>	<i>b</i>	<i>SE</i>
<i>Controls</i>								
Extraversion	-.04	.09	-.06	.07	-.06	.07	-.06	.07
Agreeableness	-.17	.12	-.10	.10	-.10	.10	-.10	.10
Conscientiousness	-.12	.10	.00	.09	.00	.09	.00	.09
Emotional Stability	-.24 **	.09	-.14	.07	-.14	.07	-.13	.07
Openness to Experience	.17	.11	.12	.09	.12	.10	.12	.10
Organizational Tenure	.11	.17	-.03	.14	-.03	.14	-.03	.15
Dyad Tenure	.10	.09	.04	.07	.04	.07	.04	.07
Follower Sex	.05	.16	-.01	.13	-.01	.13	-.01	.14
Age	.05	.16	-.17	.14	-.17 *	.14	-.17	.14
Marital Status	-.47 **	.14	-.18	.12	-.18	.12	-.18	.12
<i>Main Effects</i>								
TDL			-.59 **	.06	-.60 **	.10	-.61 **	.10
			(1.20)		(2.96)		(3.23)	
LPES					.01	.10	.01	.10
					(2.84)		(2.87)	
<i>Interaction</i>								
TDL x LPES							-.02	.07
							(1.54)	
	ΔR^2	.18	.28	.00	.00			
	ΔF	3.91 **	88.37 **	0.02	0.10			
	Adjusted R^2	.14	.43	.42	.42			
	<i>F</i>	3.91 **	13.38 **	12.19 **	11.20 **			

Note. $N = 184$; b = unstandardized regression coefficient; SE = standard error. All predictor variables were centered on their respective means. Numbers in parentheses are variance inflation factor values, with values below 10 indicating no evidence of problematic multicollinearity (Neter, Kutner, Nachtsheim, & Wasserman, 1996). * $p < .05$, ** $p < .01$.

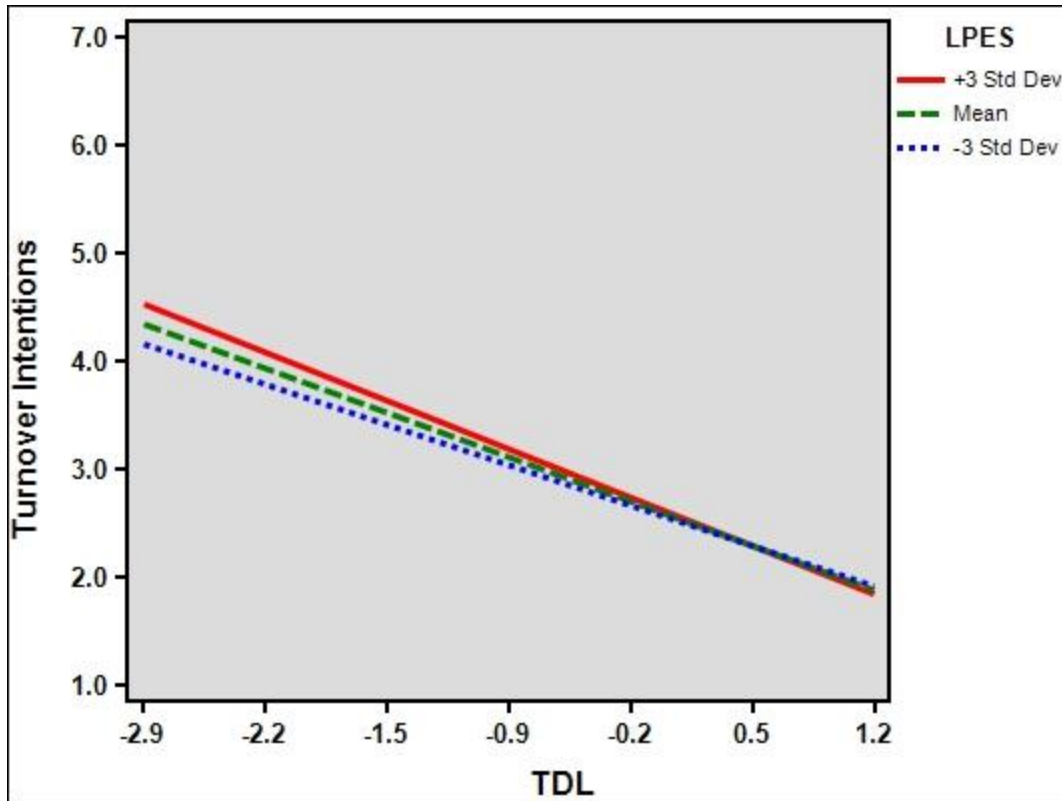


Figure 1 Interaction Plot Showing the Effects of Centered TDL and LPES Variables on Turnover Intentions (TI)

Hypothesis 2 states that, after controlling for personality and demographic factors, LPES would moderate the positive relationship between TDL and OCB-Altruism. The results of the second hierarchical regression analysis indicated that the inclusion of LPES did not explain additional variation in OCB-Altruism beyond that accounted for by the control variables and TDL, R^2 , $F(1, 171) = 1.25$, $p = .26$. Neither TDL ($b = .04$, $p = .68$) nor LPES ($b = .10$, $p = .26$) significantly predicted OCB-Altruism. The addition of the interaction term to the model resulted in a significant change in R^2 , $F(1, 170) = 4.53$, $p < .05$; moreover, the interaction term was significant ($b = .13$, $p < .05$). Thus, Hypothesis 2 was supported. The final model accounted for 29.85% of the variance in OCB-Altruism (adjusted $R^2 = .24$). As evident in Figure 2, there was no

significant main effect of either TDL or LPES on OCB-Altruism; however, there was a significant interaction between TDL and LPES.

Table 5 Hierarchical Regression Analysis Predicting Organizational Citizenship Behaviors-Altruistic Behaviors (OCB-Altruism)

	OCB-Altruism							
	Step 1		Step 2		Step 3		Step 4	
	<i>b</i>	<i>SE</i>	<i>b</i>	<i>SE</i>	<i>b</i>	<i>SE</i>	<i>b</i>	<i>SE</i>
<i>Controls</i>								
Extraversion	.05	.06	.06	.06	.06	.06	.08	.06
Agreeableness	.30 **	.09	.29 **	.09	.29 **	.09	.25 **	.09
Conscientiousness	.25 **	.08	.22 **	.08	.21 **	.08	.19 *	.08
Emotional Stability	-.05	.07	-.07	.07	-.07	.07	-.08	.07
Openness to Experience	.17	.09	.18 *	.09	.16	.09	.13	.09
Organizational Tenure	.08	.13	.11	.13	.09	.13	.09	.13
Dyad Tenure	.09	.07	.10	.07	.11	.07	.12	.07
Follower Sex	.20	.12	.21	.12	.20	.12	.18	.12
Age	.01	.12	.05	.13	.05	.13	.02	.13
Marital Status	.16	.11	.11	.11	.10	.11	.11	.11
<i>Main Effects</i>								
TDL			.12 *	.06	.04	.09	.09	.09
			(1.20)		(2.96)		(3.23)	
LPES					.10	.09	.12	.09
					(2.84)		(2.87)	
<i>Interaction</i>								
TDL x LPES							.13 *	.06
							(1.54)	
	ΔR^2	.26	.02	.01	.02			
	ΔF	6.00 **	4.00 *	1.25	4.53 *			
	Adjusted R^2	.21	.23	.23	.24			
	F	6.00 **	5.92 **	5.54 **	5.56 **			

Note. $N = 184$; b = unstandardized regression coefficient; SE = standard error. All predictor variables were centered on their respective means. Numbers in parentheses are variance inflation factor values, with values below 10 indicating no evidence of problematic multicollinearity (Neter, Kutner, Nachtsheim, & Wasserman, 1996). * $p < .05$, ** $p < .01$.

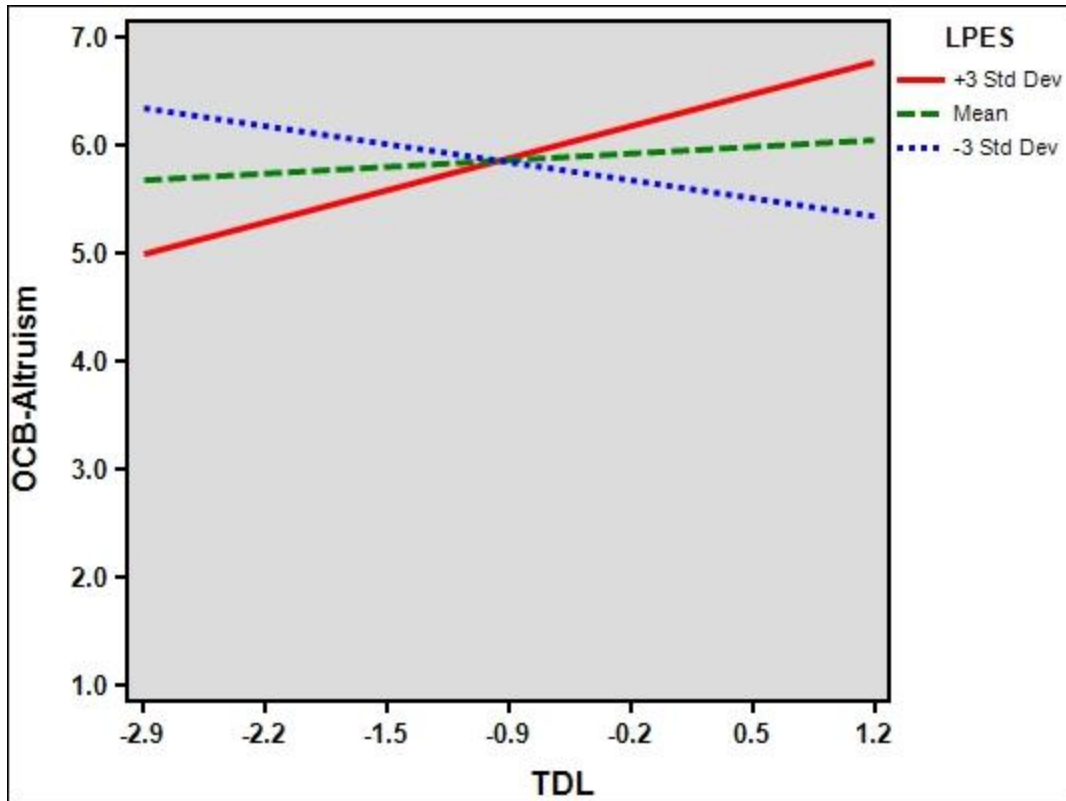


Figure 2 Interaction Plot Showing the Effects of Centered TDL and LPES Variables on Organizational Citizenship Behaviors-Altruistic Behaviors (OCB-Altruism)

Hypothesis 3 states that, after controlling for personality and demographic factors, LPES would moderate the positive relationship between TDL and OC. The results of the third hierarchical regression analysis indicated that the inclusion of LPES did not explain additional variation in OC beyond that accounted for by the control variables and TDL, $R^2, F(1, 171) = .64, p = .43$. At Step 3, TDL ($b = .43, p < .01$), but not LPES ($b = .10, p = .43$), significantly predicted OC. The addition of the interaction term to the model did not result in a significant change in $R^2, F(1, 170) = .82, p = .37$, nor was the interaction term significant ($b = -.08, p = ns$). Thus, Hypothesis 3 was not supported. As evident in Figure 3, there was a significant main effect of TDL on OC. However, there was no significant main effect of LPES on OC, nor was there a significant interaction between TDL and LPES.

Table 6 Hierarchical Regression Analysis Predicting Organizational Commitment (OC)

	Organizational Commitment							
	Step 1		Step 2		Step 3		Step 4	
	<i>b</i>	<i>SE</i>	<i>b</i>	<i>SE</i>	<i>b</i>	<i>SE</i>	<i>b</i>	<i>SE</i>
<i>Controls</i>								
Extraversion	.13	.10	.16	.09	.16	.09	.15	.09
Agreeableness	-.03	.14	-.09	.12	-.09	.12	-.06	.13
Conscientiousness	-.05	.12	-.15	.11	-.16	.11	-.15	.11
Emotional Stability	.04	.10	-.05	.09	-.05	.09	-.04	.09
Openness to Experience	-.04	.13	.00	.12	-.02	.12	-.01	.12
Organizational Tenure	.21	.20	.33	.18	.31	.18	.32	.18
Dyad Tenure	.17	.10	.22 *	.09	.22 *	.09	.21 *	.09
Follower Sex	.29	.19	.34 *	.17	.33	.17	.34 *	.17
Age	-.11	.19	.08	.17	.08	.17	.10	.17
Marital Status	.26	.16	.02	.15	.01	.15	.00	.15
<i>Main Effects</i>								
TDL			.50 **	.08	.43 **	.12	.39 **	.13
			(1.20)		(2.96)		(3.23)	
LPES					.10	.12	.09	.12
					(2.84)		(2.87)	
<i>Interaction</i>								
TDL x LPES							-.08	.09
							(1.54)	
	ΔR^2	.18	.28		.00		.00	
	ΔF	3.91 **	88.37 **		0.02		0.10	
	Adjusted R^2	.14	.43		.42		.42	
	<i>F</i>	3.91 **	13.38 **		12.19 **		11.20 **	

Note. $N = 184$; b = unstandardized regression coefficient; SE = standard error. All predictor variables were centered on their respective means. Numbers in parentheses are variance inflation factor values, with values below 10 indicating no evidence of problematic multicollinearity (Neter, Kutner, Nachtsheim, & Wasserman, 1996). * $p < .05$, ** $p < .01$.

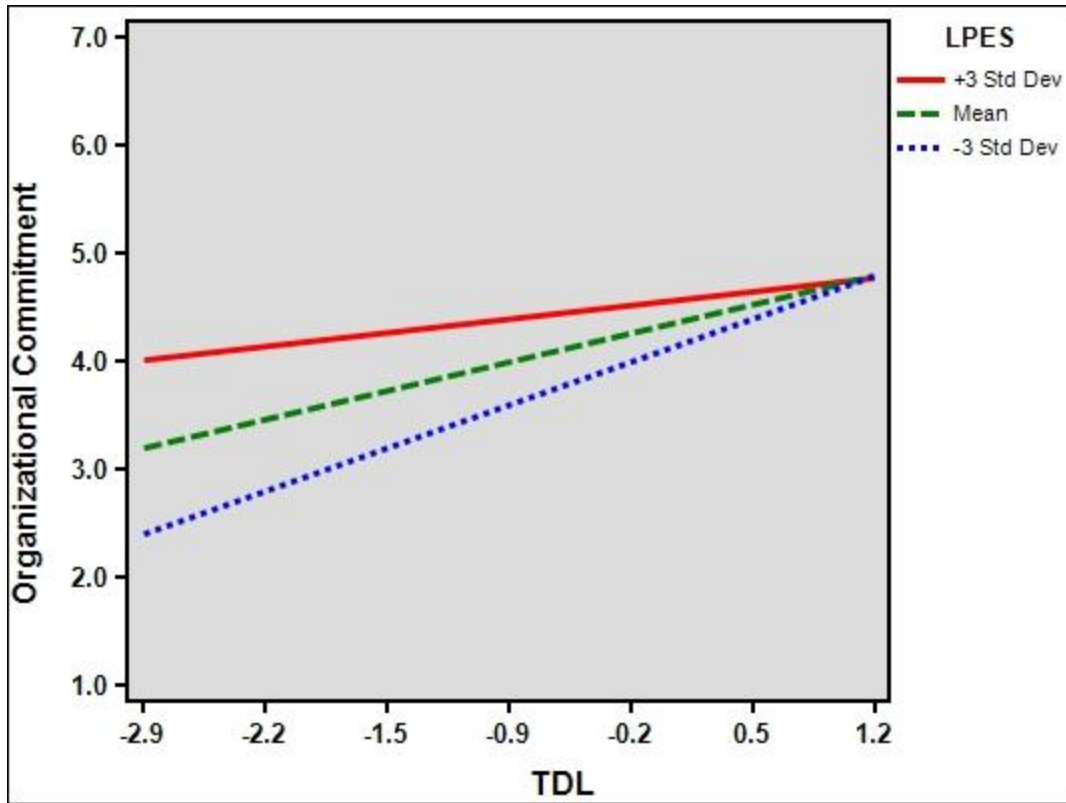


Figure 3 Interaction Plot Showing the Effects of Centered TDL and LPES Variables on Organizational Commitment (OC)

Additional Analyses

I performed additional hierarchical regression analyses to examine the proposed main and interaction effects on OC subdimensions. Tables 7-9 present the results of the hierarchical regression analyses predicting AC, CC, and NC, respectively. All interaction plots used the centered TDL and LPES variables as parameters (see Figures 4-6). They also used outcome values for participants who were three standard deviations above and below the mean for LPES.

The results of the first hierarchical regression analysis indicated that, even with the effects of personality and demographic factors partialled out, both TDL ($b = .65, p < .01$) and LPES ($b = .38, p < .05$) significantly predicted AC. The third model accounted for 44.36% of the variance in AC (adjusted $R^2 = .40$). The addition of the interaction term to the model did not

result in a significant change in R^2 , $F(1, 170) = .52, p = .47$, nor was the interaction term significant ($b = -.08, p = ns$). As evident in Figure 4, there were significant main effects of both TDL and LPES on AC; however, there was no significant interaction between TDL and LPES.

Table 7 Hierarchical Regression Analysis Predicting Affective Commitment (AC)

	Affective Commitment							
	Step 1		Step 2		Step 3		Step 4	
	<i>b</i>	<i>SE</i>	<i>b</i>	<i>SE</i>	<i>b</i>	<i>SE</i>	<i>b</i>	<i>SE</i>
<i>Controls</i>								
Extraversion	.20	.14	.24 *	.12	.24 *	.12	.23 *	.12
Agreeableness	.15	.20	.04	.17	.05	.16	.07	.17
Conscientiousness	.06	.17	-.14	.14	-.17	.14	-.15	.14
Emotional Stability	.33 *	.15	.16	.12	.16	.12	.17	.12
Openness to Experience	-.06	.19	.00	.16	-.07	.16	-.06	.16
Organizational Tenure	.14	.29	.37	.24	.31	.24	.31	.24
Dyad Tenure	.12	.15	.20	.12	.22	.12	.21	.12
Follower Sex	.14	.27	.23	.23	.20	.22	.21	.22
Age	.10	.27	.46 *	.23	.46 *	.23	.48 *	.23
Marital Status	.47	.24	.00	.20	-.02	.20	-.03	.20
<i>Main Effects</i>								
TDL			.95 **	.11	.65 **	.16	.62 **	.17
			(1.20)		(2.96)		(3.23)	
LPES					.38 *	.16	.37 *	.16
					(2.84)		(2.87)	
<i>Interaction</i>								
TDL x LPES							-.08	.11
							(1.54)	
	ΔR^2	.15	.27		.02		.00	
	ΔF	3.14 **	81.35 **		5.56 *		0.52	
	Adjusted R^2	.10	.39		.40		.40	
	<i>F</i>	3.14 **	11.58 **		11.36 **		10.50 **	

Note. $N = 184$; b = unstandardized regression coefficient; SE = standard error. All predictor variables were centered on their respective means. Numbers in parentheses are variance inflation factor values, with values below 10 indicating no evidence of problematic multicollinearity (Neter, Kutner, Nachtsheim, & Wasserman, 1996). * $p < .05$, ** $p < .01$.

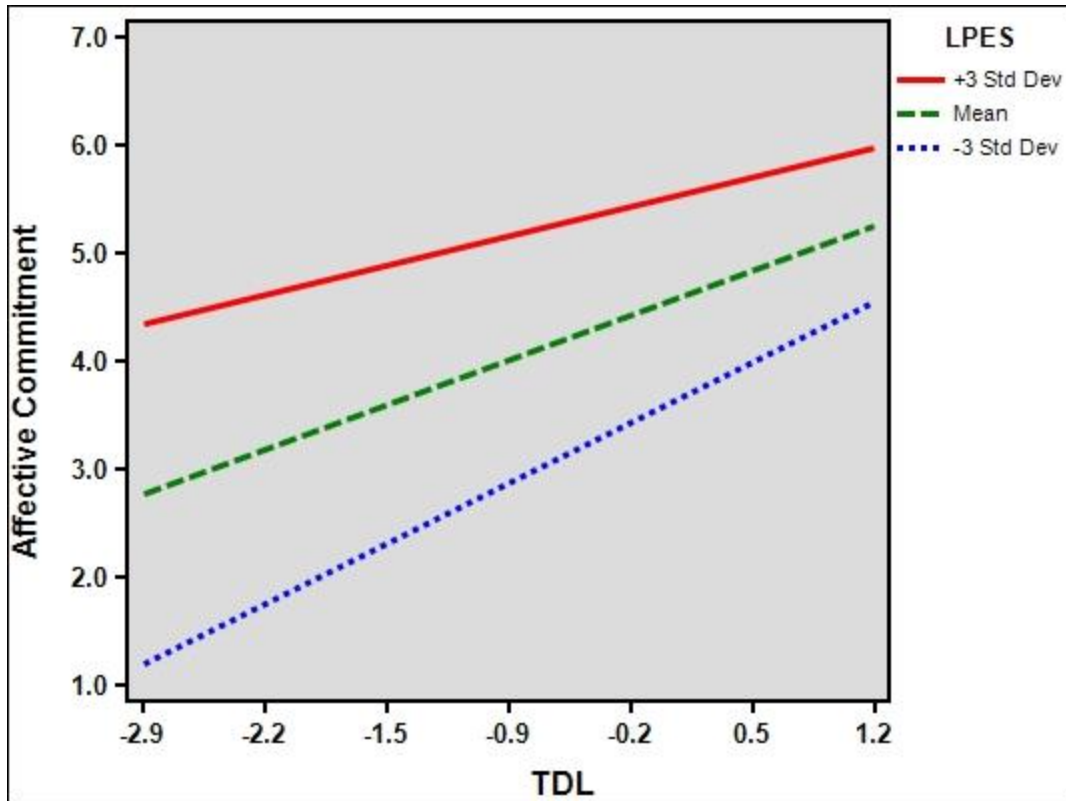


Figure 4 Interaction Plot Showing the Effects of Centered TDL and LPES Variables on Affective Commitment (AC)

The results of the second hierarchical regression analysis indicated that, when the effects of personality and demographic factors were partialled out, TDL did not significantly predict CC ($b = -.19, p = .08$). Moreover, TDL did not explain additional variation beyond that accounted for by the control variables, $R^2, F(1, 172) = 3.14, p = .08$. The third model indicated that, when the effects of personality and demographic factors were partialled out, neither TDL ($b = -.08, p = .62$) nor LPES ($b = -.13, p = .42$) significantly predicted CC. The addition of the interaction term to the model did not result in a significant change in $R^2, F(1, 170) = 2.20, p = .14$, nor was the interaction term significant ($b = -.17, p = ns$). There was no significant main effect of either TDL or LPES on CC, nor was there a significant interaction between TDL and LPES. It is important to note that the interaction plot (Figure 5) illustrates the sample differences associated with the

interaction term. Although the plot, itself, suggests that there was an interaction between TDL and LPES, the interaction was not statistically significant.

Table 8 Hierarchical Regression Analysis Predicting Continuance Commitment (CC)

	Continuance Commitment							
	Step 1		Step 2		Step 3		Step 4	
	<i>b</i>	<i>SE</i>	<i>b</i>	<i>SE</i>	<i>b</i>	<i>SE</i>	<i>b</i>	<i>SE</i>
<i>Controls</i>								
Extraversion	.11	.12	.10	.12	.10	.12	.08	.12
Agreeableness	-.28	.17	-.25	.17	-.26	.17	-.21	.17
Conscientiousness	-.24	.14	-.20	.14	-.19	.15	-.17	.15
Emotional Stability	-.33 **	.12	-.30 *	.12	-.30 *	.12	-.28 *	.12
Openness to Experience	-.21	.16	-.22	.16	-.19	.16	-.17	.16
Organizational Tenure	.37	.24	.33	.24	.35	.24	.36	.24
Dyad Tenure	.24	.12	.22	.12	.22	.12	.20	.12
Follower Sex	.17	.23	.15	.23	.16	.23	.18	.23
Age	-.10	.23	-.18	.23	-.17	.23	-.13	.23
Marital Status	-.18	.20	-.09	.20	-.08	.21	-.10	.20
<i>Main Effects</i>								
TDL			-.19	.11	-.08	.17	-.16	.17
			(1.20)		(2.96)		(3.23)	
LPES					-.13	.17	-.16	.17
					(2.84)		(2.87)	
<i>Interaction</i>								
TDL x LPES							-.17	.12
							(1.54)	
	ΔR^2	.18	.01	.00	.01			
	ΔF	3.93 **	3.14	0.66	2.20			
	Adjusted R^2	.14	.15	.15	.15			
	<i>F</i>	3.93 **	3.90 **	3.62 **	3.54 **			

Note. $N = 184$; b = unstandardized regression coefficient; SE = standard error. All predictor variables were centered on their respective means. Numbers in parentheses are variance inflation factor values, with values below 10 indicating no evidence of problematic multicollinearity (Neter, Kutner, Nachtsheim, & Wasserman, 1996). * $p < .05$, ** $p < .01$.

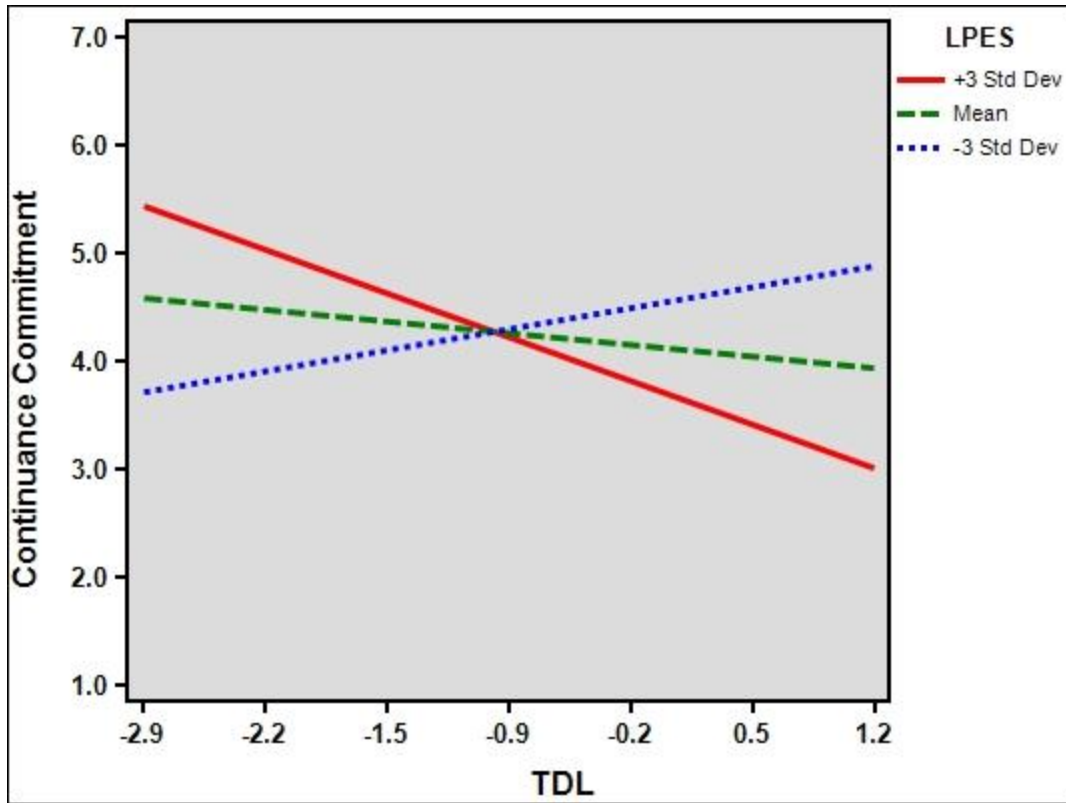


Figure 5 Interaction Plot Showing the Effects of Centered TDL and LPES Variables on Continuance Commitment (CC)

The results of the third hierarchical regression analysis indicated that the inclusion of LPES did not explain additional variation in NC beyond that accounted for by the control variables and TDL, $R^2, F(1, 171) = .07, p = .80$. At Step 3, TDL ($b = .71, p < .01$), but not LPES ($b = .05, p = .79$), significantly predicted NC. The addition of the interaction term to the model did not result in a significant change in $R^2, F(1, 170) = .03, p = .87$, nor was the interaction term significant ($b = .02, p = ns$). As evident in Figure 6, there was a significant main effect of TDL on NC. However, there was no significant main effect of LPES on NC, nor was there a significant interaction between TDL and LPES.

Table 9 Hierarchical Regression Analysis Predicting Normative Commitment (NC)

	Normative Commitment							
	Step 1		Step 2		Step 3		Step 4	
	<i>b</i>	<i>SE</i>	<i>b</i>	<i>SE</i>	<i>b</i>	<i>SE</i>	<i>b</i>	<i>SE</i>
<i>Controls</i>								
Extraversion	.09	.14	.13	.13	.13	.13	.13	.13
Agreeableness	.04	.20	-.04	.18	-.04	.18	-.05	.18
Conscientiousness	.04	.17	-.12	.16	-.12	.16	-.12	.16
Emotional Stability	.12	.15	-.01	.13	-.01	.13	-.01	.13
Openness to Experience	.16	.19	.21	.17	.20	.17	.20	.17
Organizational Tenure	.12	.29	.30	.26	.29	.26	.29	.26
Dyad Tenure	.16	.15	.23	.13	.23	.13	.23	.13
Follower Sex	.56 *	.27	.64 **	.24	.63 *	.24	.63 *	.25
Age	-.33	.27	-.05	.25	-.05	.25	-.05	.25
Marital Status	.50 *	.24	.14	.22	.13	.22	.14	.22
<i>Main Effects</i>								
TDL			.75 **	.11	.71 **	.18	.72 **	.19
			(1.20)		(2.96)		(3.23)	
LPES					.05	.18	.05	.18
					(2.84)		(2.87)	
<i>Interaction</i>								
TDL x LPES							.02	.13
							(1.54)	
	ΔR^2	.09		.18		.00		.00
	ΔF	1.67		43.09 **		0.07		0.03
	Adjusted R^2	.04		.22		.22		.22
	<i>F</i>	1.67		5.81 **		5.30 **		4.87 **

Note. $N = 184$; b = unstandardized regression coefficient; SE = standard error. All predictor variables were centered on their respective means. Numbers in parentheses are variance inflation factor values, with values below 10 indicating no evidence of problematic multicollinearity (Neter, Kutner, Nachtsheim, & Wasserman, 1996). * $p < .05$, ** $p < .01$.

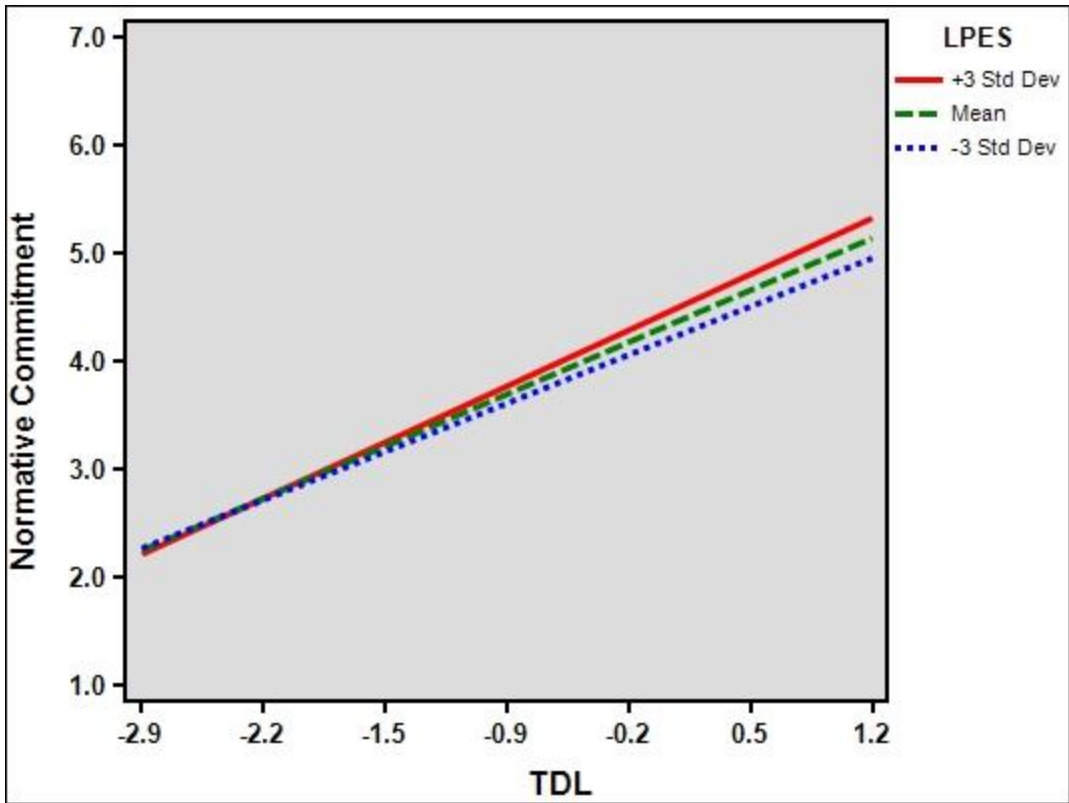


Figure 6 Interaction Plot Showing the Effects of Centered TDL and LPES Variables on Normative Commitment (NC)

CHAPTER IV

DISCUSSION

Previous research suggested that TDL and LPES are highly related, which raises concerns regarding the relative uniqueness of LPES. However, the present study supports the notion that LPES is a theoretically unique construct. Results of hierarchical analyses suggest that LPES does not moderate the negative relationship between TDL and TI, nor the positive relationship between TDL and OC; however, it does moderate the positive relationship between TDL and OCB-Altruism. Regardless of individual differences (e.g., in agreeableness or conscientiousness), employees who more strongly trust their supervisors are more likely to engage in altruistic work-behaviors if they also perceive their supervisors as emotionally sincere. LPES did not moderate any of the positive relationships between TDL and OC subdimensions (AC, CC, and NC). However, the results demonstrated that LPES incrementally predicted AC over and above TDL, and personality and demographic factors. This finding suggests that future research should explore other relationships involving LPES and AC. Additionally, it is interesting to note that partialling out the effects of personality and demographic factors diminished the zero-order correlation between TDL and CC. These results suggest that much of the variation in CC can be attributed to the control variables, but particularly emotional stability.

Consistent with the existing literature are the findings that TDL is negatively related to TI (Hypothesis 1) and positively related to OC (Hypothesis 3) (Dirks & Ferrin, 2002). Thus, the results provide additional support for the notion that employees who have higher trust in their

supervisors are less inclined to leave their organization and, are generally, more committed to their organization. The results, however, are inconsistent with the existing literature in that TDL did not relate to CC after controlling for personality and demographic factors. This finding suggests that a greater emphasis should be placed on emotional stability. Consistent with the findings of Erdheim et al. (2006), there was a significant negative relationship between emotional stability and CC. Thus, neurotic employees are more inclined to perceive high costs of leaving their organization.

Caza et al. (2015) conducted one of the first studies examining the main effects of LPES. The present study contributes to the literature on leadership by being one of the first studies to examine the moderating effects of LPES. Moreover, it demonstrates the importance of emotional stability in the prediction of CC.

Limitations and Future Research

Although the present study contributes to the existing literature on LPES, it is not without limitations. Both relational trust and attributions develop over time (Burger, 1991; Rempel et al., 1985); therefore, the cross-sectional design employed was not ideal. Future research should examine the simultaneous, longitudinal effects of TDL and LPES on employee outcomes.

There are numerous threats to the validity of the findings. Social desirability bias posed a threat to construct validity (Crowne & Marlowe, 1964). For example, participants who had a higher desire to be viewed favorably might have over-reported their engagement in altruistic behaviors. As evident in Table 2, participants of the present study responded with high levels of OCB-Altruism ($M = 6.03$, $SD = 0.72$). Future research should incorporate a social desirability measure, so that its effects could be partialled out of the examined relationships. With regard to

threats to internal validity, the present study could have controlled for leaders' perceived integrity and perceived benevolence toward followers—two variables that mediate the relationship between TDL and LPES (Caza et al., 2015). With regard to external validity, the industry data for the sample was only somewhat generalizable to all Americans. Participants most frequently responded with “Educational Services” as their industry of work, followed by “Professional and Business Services.” However, the U.S. Bureau of Labor Statistics (2015) reported that the healthcare and social assistance industry has the highest percentage of the workforce, followed by professional and business services.

Other limitations relate to issues with statistical power and construct measurement. With regard to statistical power, the sample size of 184 participants might have been too small to detect significant main or interaction effects. Moreover, power was reduced by the dichotomization of two naturally continuous demographic variables, organizational tenure and age (Aiken et al., 1991; Irwin & McClelland, 2003). With regard to construct measurement, the study included only self-reported data, and thus may be subject to common-method bias (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). With that said, the majority of the constructs examined were, appropriately, self-reported in nature (i.e., TDL, LPES, personality factors, TI, and OC). The only exception relates to the OCB-Altruism scale, which Podsakoff et al. (1990) initially developed to reflect supervisor ratings of employees. Future research on LPES should incorporate supervisor ratings of OCB-Altruism.

Future research should also continue to examine the empirical, theoretical, and conceptual uniqueness of LPES. Using confirmatory factor analysis, Caza et al. (2015) found that their LPES measure had good convergent and discriminant validity. To further demonstrate the construct validity of the LPES measure, future confirmatory analyses should examine rival

models involving measures of TDL, LPES, and other closely related constructs to LPES (e.g., perceived leader benevolence and perceived leader integrity; Caza et al., 2015; Craig & Gustafson, 1998; Gabarro & Athos, 1976; Graen, Hoel, & Liden, 1982). Caza et al. (2015) also found that the LPES measure had predictive validity. After controlling for closely related constructs (i.e., authentic leadership and transformational leadership), LPES explained unique variance in TDL. Future research should continue to examine the main and moderating effects of LPES.

Although the findings of the present study suggest that LPES moderates the positive relationship between TDL and OCB-Altruism, it is important to note that altruism represents only one OCB dimension. Dirks and Ferrin's (2002) meta-analysis demonstrated that TDL is related to each dimension of Organ's model of OCBs (i.e., altruism, courtesy, sportsmanship, conscientiousness, and civic virtue; Organ, 1988). Therefore, it would be worth examining the moderating effects of LPES on other TDL-OCB relationships. Future research can also examine the moderating effects of LPES on the well-established, positive relationships between TDL and job satisfaction and job performance (Dirks & Ferrin, 2002).

Theoretical Implications

The present study provides several theoretical implications for research. The findings further demonstrate the theoretical uniqueness of LPES. Specifically, the findings show that LPES, and interactions involving LPES, can explain additional variation in employee outcomes over and above TDL. The finding of a significant interaction effect between TDL and LPES provides justification for the examination of LPES as a moderator of other TDL-OCB relationships. Moreover, the finding of a significant main effect of LPES on AC provides

justification for the examination of main effects of LPES on AC correlates and consequences. In their meta-analysis on OC, Meyer, Stanley, Herscovitch, and Topolnytsky (2002) found AC to be positively correlated with overall job satisfaction, job involvement, and occupational commitment. They also identified several consequences of AC, including employee stress, work-family conflict, voluntary absence, and job performance.

The findings also reveal an interesting theoretical implication regarding the role of personality in TDL-employee outcome relationships. To my knowledge, little research has examined the effects of employees' emotional stability on the TDL-CC relationship. The findings of the present study suggest that personality factors, particularly emotional stability, play a role in the TDL-CC relationship. Overall, the findings of the present study are useful for the theoretical advancement of the LPES construct. This research indicates that LPES, and more broadly, followers' perceptions of their leaders, are related to employee outcomes.

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APPENDIX A
IRB APPROVAL E-MAIL

MEMORANDUM

TO: Christopher Morgan
Dr. Brian O'Leary **IRB # 16-180**

FROM: Lindsay Pardue, Director of Research Integrity
Dr. Amy Doolittle, IRB Committee Chair

DATE: 12/9/2016

SUBJECT: IRB #16-180: Trust in Leader and Employee Outcomes: The Moderating Effects of Perceived Leader Sincerity

The IRB Committee Chair has reviewed and approved your application and assigned you the IRB number listed above. You must include the following approval statement on research materials seen by participants and used in research reports:

The Institutional Review Board of the University of Tennessee at Chattanooga (FWA00004149) has approved this research project # 16-180.

Annual Renewal. All approved research is subject to UTC IRB review, at least once a year. Please visit our website (<http://www.utc.edu/research-integrity/institutional-review-board/forms.php>) for the Form B (continuation / change / completion form) that you will need to complete and submit if your project remains active and UTC IRB approval needs to be renewed for another year. Unless your research moves in a new direction or participants have experienced adverse reactions, then renewal is not a major hurdle. You as Principal Investigator are responsible for turning in the Form B on time (2 weeks before one year from now), and for determining whether any changes will affect the current status of the project. When you complete your research, the same change/completion form should be completed indicating project termination. This will allow UTC's Office of Research Integrity to close your project file.

Please remember to contact the IRB immediately and submit a new project proposal for review if significant changes occur in your research design or in any instruments used in conducting the study. You should also contact the IRB immediately if you encounter any adverse effects during your project that pose a risk to your subjects.

For any additional information, please consult our web page <http://www.utc.edu/irb> or email instrb@utc.edu.

Best wishes for a successful research project.

APPENDIX B
IRB CHANGE FORM APPROVAL

MEMORANDUM

TO: Christopher Morgan
Dr. Brian O'Leary **IRB # 16-180**

FROM: Lindsay Pardue, Director of Research Integrity
Dr. Amy Doolittle, IRB Committee Chair

DATE: 12/15/2016

SUBJECT: IRB #16-180: Trust in Leader and Employee Outcomes: The Moderating Effects of Perceived Leader Sincerity

The Institutional Review Board has reviewed and approved the following changes for the IRB project listed below:

- Minor Changes to Informed Consent language

You must include the following approval statement on research materials seen by participants and used in research reports:

The Institutional Review Board of the University of Tennessee at Chattanooga (FWA00004149) has approved this research project # 16-180.

Annual Renewal. All approved research is subject to UTC IRB review, at least once a year. Please visit our website (<http://www.utc.edu/research-integrity/institutional-review-board/forms.php>) for the Form B (continuation / change / completion form) that you will need to complete and submit if your project remains active and UTC IRB approval needs to be renewed for another year. Unless your research moves in a new direction or participants have experienced adverse reactions, then renewal is not a major hurdle. You as Principal Investigator are responsible for turning in the Form B on time (2 weeks before one year from now), and for determining whether any changes will affect the current status of the project. When you complete your research, the same change/completion form should be completed indicating project termination. This will allow UTC's Office of Research Integrity to close your project file.

Please remember to contact the IRB immediately and submit a new project proposal for review if significant changes occur in your research design or in any instruments used in conducting the study. You should also contact the IRB immediately if you encounter any adverse effects during your project that pose a risk to your subjects.

For any additional information, please consult our web page <http://www.utc.edu/irb> or email instrb@utc.edu.

Best wishes for a successful research project.

APPENDIX C

FREQUENCY TABLES FOR ALL RAW DEMOGRAPHIC DATA

Industry	Frequency	Percent	Ethnicity	Frequency	Percent
Manufacturing	4	2.2	Hispanic / Latino	6	3.3
Utilities	4	2.2	Non-Hispanic / Non-Latino	178	96.7
Wholesale	3	1.6	Total	184	100.0
Retail	14	7.6	Race	Frequency	Percent
Transportation and Warehousing	5	2.7	White	137	74.5
Information	3	1.6	Biracial	7	3.8
Financial Activities	1	0.5	Black/African American	30	16.3
Professional & Business Services	16	8.7	Asian	6	3.3
Educational Services	56	30.4	American Indian / Alaskan Native	1	0.5
Healthcare and Social Assistance	19	10.3	Middle Eastern / Arab	1	0.5
Food Services	5	2.7	Other	1	0.5
Leisure and Hospitality	5	2.7	Total	183	99.5
Federal Government	13	7.1	Missing (System)	1	0.5
Other	36	19.6	Total	184	100.0
Total	184	100.0	Age	Frequency	Percent
Hours Per Week	Frequency	Percent	18-24 years old	58	31.5
Under 5 hours	1	0.5	25-34 years old	53	28.8
5-14 hours	6	3.3	35-44 years old	28	15.2
15-24 hours	19	10.3	45-54 years old	27	14.7
25-34 hours	16	8.7	55-64 years old	18	9.8
35-44 hours	90	48.9	Total	184	100.0
45-54 hours	35	19.0	Marital Status	Frequency	Percent
55+ hours	17	9.2	Married or living as married	86	46.7
Total	184	100.0	In a committed (serious) relationship but not married	33	17.9
Tenure			Single, never married	52	28.3
Organizational Tenure	Frequency	Percent	Single, divorced	13	7.1
3-12 months	43	23.4	Total	184	100.0
1-5 years	84	45.7	Children In Household	Frequency	Percent
6-10 years	17	9.2	None	140	76.1
10-15 years	19	10.3	1-2 children	41	22.3
16-20 years	13	7.1	3-4 children	3	1.6
21-25 years	5	2.7	Total	184	100.0
25+ years	3	1.6	Educational Attainment	Frequency	Percent
Total	184	100.0	Completed high school	8	4.3
Position Tenure	Frequency	Percent	Some college	34	18.5
Under 3 months	6	3.3	Associate's degree	9	4.9
3-12 months	54	29.3	Bachelor's degree	51	27.7
1-5 years	85	46.2	Some graduate school	20	10.9
6-10 years	15	8.2	Master's degree	43	23.4
10-15 years	12	6.5	Doctoral degree	19	10.3
16-20 years	10	5.4	Total	184	100.0
25+ years	2	1.1	Sex		
Total	184	100.0	Follower Sex	Frequency	Percent
Dyad Tenure	Frequency	Percent	Male	38	20.7
Under 3 months	10	5.4	Female	146	79.3
3-12 months	62	33.7	Total	184	100.0
1-5 years	90	48.9	Supervisor Sex	Frequency	Percent
6-10 years	17	9.2	Male	84	45.7
10-15 years	5	2.7	Female	100	54.3
Total	184	100.0	Total	184	100.0

APPENDIX D
INFORMED CONSENT FORM

INFORMED CONSENT FORM

THE UNIVERSITY OF TENNESSEE AT CHATTANOOGA

Please read this consent document carefully before you decide to participate in this study.

Purpose of the Study

The purpose of this study is to examine how employee outcomes are influenced by employees' thoughts and feelings about their supervisors. It is being conducted by Christopher Morgan, a graduate student in the MS program in Industrial-Organizational Psychology at The University of Tennessee at Chattanooga under the supervision of Dr. Brian O'Leary.

Requirements for Participation

Participants in this study must satisfy the following requirements: 1) participants must be 18 years or older; 2) participants must be currently employed; 3) participants must have a primary supervisor whom they report to; and 4) participants must have worked a minimum of three months at their current organization prior their participation in the study.

What you will be asked to do in this study

To participate in this study, you must first check the box at the end of this form indicating that you understand your role in the study and agree to participate. By agreeing to participate, you are also confirming that you are 18 years or older. Once this step is completed, you will be directed through an internet-based survey including questions about your supervisor, job, work behaviors, and personality. Several demographic questions are also included so that the characteristics of the final sample can be accurately described. *Please note that this activity is most easily completed on a laptop, desktop, or tablet computer with a decently sized screen (larger than a smartphone).*

Time Required

15-25 minutes

Risks and Benefits

This study has been approved by UTC's Institutional Review Board as ethically appropriate for human participants. There are no foreseeable risks involved in participating in this research beyond the minor inconvenience and time commitment associated with completing the survey. If you feel uncomfortable with answering any question in the survey, you can refuse to answer that individual question or withdraw from the study at any time.

You will benefit through your contribution to a growing base of knowledge regarding the role of employee perceptions of their immediate supervisor.

Incentives

For your participation, you will be entered into a drawing to win one of three \$20 Walmart gift cards. Should you win the drawing, you will be notified with further instructions on how to collect your prize. Winning participants will be contacted between January 1, 2017 and February 28, 2017. *Please note that, to be entered into the drawing, you must provide basic contact*

information at the end of the study. This information will be kept separate from your survey answers to ensure confidentiality.

Confidentiality

All information obtained will be treated confidentially to the extent provided by law. Results of the study will be presented in aggregate, such that individual responses cannot be linked back to any particular participant. You will be asked to provide basic contact information; however, this information will only be accessible to the principal investigator and the academic supervisor. A master list of all participants' contact information will be kept in a password-secured file on the principal investigator's password-protected computer. When the study is completed and the data have been analyzed, this master list will be destroyed.

Voluntary participation

Your participation is voluntary and you may choose not to participate or to stop at any time without penalty. There is no penalty or loss of benefit for choosing not to participate. If you decide to withdraw from the study any time before you have finished the survey, your answers will NOT be recorded.

How will the data be used?

The information that you provide will be used for research purposes only, and will be presented in educational settings and at professional conferences. Results may also be published in a professional journal in the field of psychology. We ask that you please answer each question honestly.

Contact information

If you have additional questions concerning the study, feel free to contact the principal investigator, Christopher Morgan, or his faculty advisor, using the information below:

**Christopher Morgan, czl637@mocs.utc.edu
Dr. Brian O'Leary, boleary@utc.edu, 423-425-4283**

If you have any questions about your rights as a participant in this research, or if you feel you have been placed at risk, you can contact Dr. Amy Doolittle, the Chair of the Human Subjects Committee, Institutional Review Board at 423-425-5563. Additional contact information is available at www.utc.edu/irb.

Thank you in advance for your assistance and participation.

Sincerely,
Christopher Morgan
Brian O'Leary, Ph.D.
The University of Tennessee Chattanooga

*The Institutional Review Board of the University of Tennessee at Chattanooga (FWA00004149)
has approved this research project # 16-180*

I have read the preceding information and am willing to participate fully in this research.

Yes

No

Powered by Qualtrics

APPENDIX E

MODIFIED ITEMS FROM CAZA, ZHANG, WANG, AND BAI'S (2015) LEADERS'

PERCEIVED EMOTIONAL SINCERITY MEASURE

Instructions

Listed below is a series of statements that represent feelings that employees may have about their supervisors. With respect to your own feelings, please indicate the degree of your agreement or disagreement with each statement by selecting a number from 1 to 5 using the scale below.

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Neither agree nor disagree
- 4 = Agree
- 5 = Strongly agree

1. My supervisor's emotions are credible.
2. My supervisor shows his/her true feelings when dealing with me.
3. My supervisor is sincere about his/her emotions.
4. My supervisor pretends or puts on an act about his/her emotions. (R)
5. My supervisor fakes his/her emotions and feelings. (R)
6. My supervisor uses fake emotions. (R)

APPENDIX F

MODIFIED ITEMS FROM GABARRO AND ATHOS'S (1976) TRUST IN EMPLOYER

MEASURE

Instructions

Listed below is a series of statements that represent feelings that employees may have about their supervisors. With respect to your own feelings, please indicate the degree of your agreement or disagreement with each statement by selecting a number from 1 to 5 using the scale below.

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Neither agree nor disagree
- 4 = Agree
- 5 = Strongly agree

1. I am not sure I fully trust my supervisor. (R)
2. My supervisor is open and upfront with me.
3. I believe my supervisor has high integrity.
4. In general, I believe my supervisor's motives and intentions are good.
5. My supervisor is not always honest and truthful. (R)
6. I don't think my supervisor treats me fairly. (R)
7. I can expect my supervisor to treat me in a consistent and predictable fashion.

APPENDIX G

MODIFIED ITEMS FROM ROODT'S (2004) TURNOVER INTENTION SCALE-6 (TIS-6)

Instructions

The following section aims to ascertain the extent to which you intend to stay at the organization. Please read each question and indicate your response using the scale provided for each question.

- 1 = Never
- 2 = Rarely
- 3 = Sometimes
- 4 = Very often
- 5 = Always

DURING THE PAST 9 MONTHS...

1. How often have you considered leaving your job?
2. How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?
3. How often do you dream about getting another job that will better suit your personal needs?
4. How often do you look forward to another day at work? (R)

- 1 = To no extent
- 2 = To a small extent
- 3 = To a moderate extent
- 4 = To a large extent
- 5 = To a very large extent

DURING THE PAST 9 MONTHS...

5. To what extent is your current job satisfying your personal needs? (R)

- 1 = Highly unlikely
- 2 = Somewhat unlikely
- 3 = Equally as likely as unlikely
- 4 = Somewhat likely
- 5 = Highly likely

DURING THE PAST 9 MONTHS...

6. To what extent is your current job satisfying your personal needs? (R)

APPENDIX H

MODIFIED ITEMS FROM PODSAKOFF, MACKENZIE, MOORMAN, AND FETTER'S
(1990) ORGANIZATIONAL CITIZENSHIP BEHAVIOR SCALE

Instructions

Listed below is a series of statements that describe behaviors that employees may engage in while at work. Please indicate the degree of your agreement or disagreement with each statement by selecting a number from 1 to 7 using the scale below.

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Slightly disagree
- 4 = Neither agree nor disagree
- 5 = Slightly agree
- 6 = Agree
- 7 = Strongly agree

1. I help others who have been absent.
2. I help others who have heavy workloads.
3. I help orient new people even though it is not required.
4. I willingly help others who have work related problems.
5. I am always ready to lend a helping hand to those around me.

APPENDIX I

ITEMS FROM MEYER, ALLEN, AND SMITH'S (1993) REVISED THREE-COMPONENT
MODEL EMPLOYEE COMMITMENT SURVEY

Instructions

Listed below is a series of statements that represent feelings that individuals might have about the company or organization for which they work. With respect to your own feelings about the particular organization for which you are now working, please indicate the degree of your agreement or disagreement with each statement by selecting a number from 1 to 7 using the scale below.

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Slightly disagree
- 4 = Neither agree nor disagree
- 5 = Slightly agree
- 6 = Agree
- 7 = Strongly agree

Affective Commitment Scale

1. I would be very happy to spend the rest of my career with this organization.
2. I really feel as if this organization's problems are my own.
3. I do not feel a strong sense of "belonging" to my organization. (R)
4. I do not feel "emotionally attached" to this organization. (R)
5. I do not feel like "part of the family" at my organization. (R)
6. This organization has a great deal of personal meaning for me.

Continuance Commitment Scale

1. Right now, staying with my organization is a matter of necessity as much as desire.
2. It would be very hard for me to leave my organization right now, even if I wanted to.
3. Too much of my life would be disrupted if I decided I wanted to leave my organization now.
4. I feel that I have too few options to consider leaving this organization.
5. If I had not already put so much of myself into this organization, I might consider working elsewhere.
6. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.

Normative Commitment Scale

1. I do not feel any obligation to remain with my current employer. (R)
2. Even if it were to my advantage, I do not feel it would be right to leave my organization now.
3. I would feel guilty if I left my organization now.
4. This organization deserves my loyalty.
5. I would not leave my organization right now because I have a sense of obligation to the people in it.
6. I owe a great deal to my organization.

APPENDIX J

ITEMS FROM THE INTERNATIONAL PERSONALITY ITEM POOL INVENTORY,
BASED ON GOLDBERG'S (1992) MARKERS FOR THE BIG-FIVE FACTOR STRUCTURE

Instructions

Describe yourself as you generally are now, not as you wish to be in the future. Describe yourself as you honestly see yourself, in relation to other people you know of the same sex as you are, and roughly your same age. So that you can describe yourself in an honest manner, your responses will be kept in absolute confidence. Using the scale below, indicate the accuracy of each statement as a description of you.

#	Item	Construct
1.	Am the life of the party.	(1+)
2.	Feel little concern for others.	(2-)
3.	Am always prepared.	(3+)
4.	Get stressed out easily.	(4-)
5.	Have a rich vocabulary.	(5+)
6.	Don't talk a lot.	(1-)
7.	Am interested in people.	(2+)
8.	Leave my belongings around.	(3-)
9.	Am relaxed most of the time.	(4+)
10.	Have difficulty understanding abstract ideas.	(5-)
11.	Feel comfortable around people.	(1+)
12.	Insult people.	(2-)
13.	Pay attention to details.	(3+)
14.	Worry about things.	(4-)
15.	Have a vivid imagination.	(5+)
16.	Keep in the background.	(1-)
17.	Sympathize with others' feelings.	(2+)
18.	Make a mess of things.	(3-)
19.	Seldom feel blue.	(4+)
20.	Am not interested in abstract ideas.	(5-)
21.	Start conversations.	(1+)
22.	Am not interested in other people's problems.	(2-)
23.	Get chores done right away.	(3+)
24.	Am easily disturbed.	(4-)
25.	Have excellent ideas.	(5+)
26.	Have little to say.	(1-)
27.	Have a soft heart.	(2+)
28.	Often forget to put things back in their proper place.	(3-)
29.	Get upset easily.	(4-)
30.	Do not have a good imagination.	(5-)
31.	Talk to a lot of different people at parties.	(1+)
32.	Am not really interested in others.	(2-)
33.	Like order.	(3+)
34.	Change my mood a lot.	(4-)

35.	Am quick to understand things.	(5+)
36.	Don't like to draw attention to myself.	(1-)
37.	Take time out for others.	(2+)
38.	Shirk (avoid/neglect) my duties.	(3-)
39.	Have frequent mood swings.	(4-)
40.	Use difficult words.	(5+)
41.	Don't mind being the center of attention.	(1+)
42.	Feel others' emotions.	(2+)
43.	Follow a schedule.	(3+)
44.	Get irritated easily.	(4-)
45.	Spend time reflecting on things.	(5+)
46.	Am quiet around strangers.	(1-)
47.	Make people feel at ease.	(2+)
48.	Am exacting in my work.	(3+)
49.	Often feel blue.	(4-)
50.	Am full of ideas.	(5+)

Personality Constructs

1: Extraversion

2: Agreeableness

3: Conscientiousness

4: Emotional Stability

5: Openness to Experience

Converting IPIP Item Responses to Scale Scores

For + keyed items, the response "Very Inaccurate" is assigned a value of 1, "Moderately Inaccurate" a value of 2, "Neither Inaccurate nor Accurate" a 3, "Moderately Accurate" a 4, and "Very Accurate" a value of 5.

For - keyed items, the response "Very Inaccurate" is assigned a value of 5, "Moderately Inaccurate" a value of 4, "Neither Inaccurate nor Accurate" a 3, "Moderately Accurate" a 2, and "Very Accurate" a value of 1.

APPENDIX K

ITEMS FROM THE DEMOGRAPHIC QUESTIONNAIRE

In this last section of the survey, we ask you to answer a few demographic questions, so that the characteristics of the final sample can be accurately described. Please answer each question as accurately as possible by selecting the correct answer or filling in the space provided.

Note: This information will only be accessible to the principal investigator and his academic supervisor. Contact information will be destroyed after the conclusion of the study.

1) Are you **currently employed**?

1 = Yes

2 = No

2) Are you **self-employed**?

1 = Yes

2 = No

3) Please identify the industry in which you currently work. If the industry is not listed, please describe it using the “other” option.

1 = Manufacturing

9 = Educational Services

2 = Utilities

10 = Healthcare and Social Assistance

3 = Wholesale

11 = Food Services

4 = Retail

12 = Leisure and Hospitality

5 = Transportation and Warehousing

13 = Federal Government

6 = Information

14 = Other:

7 = Financial Activities

8 = Professional & Business Services

4) On average, how many hours per week do you work?

1 = Under 5 hours

5 = 35-44 hours

2 = 5-14 hours

6 = 45-54 hours

3 = 15-24 hours

7 = 55+ hours

4 = 25-34 hours

5) How long have you been working with your **current company**?

1 = Under 3 months

5 = 10-15 years

2 = 3-12 months

6 = 16-20 years

3 = 1-5 years

7 = 21-25 years

4 = 6-10 years

8 = 25+ years

6) How long have you been working in your **current position**?

1 = Under 3 months

5 = 10-15 years

2 = 3-12 months

6 = 16-20 years

3 = 1-5 years

7 = 21-25 years

4 = 6-10 years

8 = 25+ years

- 7) How long have you been working **under your current supervisor**?
- | | |
|--------------------|-----------------|
| 1 = Under 3 months | 5 = 10-15 years |
| 2 = 3-12 months | 6 = 16-20 years |
| 3 = 1-5 years | 7 = 21-25 years |
| 4 = 6-10 years | 8 = 25+ years |
- 8) What is **your** sex?
- | | |
|----------|------------|
| 1 = Male | 2 = Female |
|----------|------------|
- 9) What is your **supervisor's** sex?
- | | |
|----------|------------|
| 1 = Male | 2 = Female |
|----------|------------|
- 10) What is your current age?
- | | |
|------------------------|-----------------------|
| 1 = Under 18 years old | 4 = 35-44 years old |
| 2 = 18-24 years old | 5 = 45-54 years old |
| 3 = 25-34 years old | 6 = 55-64 years old |
| | 7 = 65 years or older |
- 11) What is your marital status?
- | | |
|---|---------------------------|
| 1 = Married or living as married | 3 = Single, never married |
| 2 = In a committed (serious) relationship but not married | 4 = Single, divorced |
| | 5 = Single, widowed |
- 12) How many children under 18 years of age now live in your household?
- | | |
|------------------|------------------|
| 1 = None | 3 = 3-4 children |
| 2 = 1-2 children | 4 = 4+ children |
- 13) What is your ethnicity? (Select ethnicity with which you most closely identify)
- | | |
|---------------------|-----------------------------|
| 1 = Hispanic/Latino | 2 = Non-Hispanic/Non-Latino |
|---------------------|-----------------------------|
- 14) What is your race? (**Select all that apply**)
- | | |
|------------------------------------|--------------------------------------|
| 1 = White | 5 = Native Hawaiian/Pacific Islander |
| 2 = Black/African American | 6 = Middle Eastern/Arab |
| 3 = Asian | 7 = Other: _____ |
| 4 = American Indian/Alaskan Native | |
- 15) What is the highest education level you have received?
- | | |
|---------------------------|---------------------|
| 1 = Some high school | 8 = Doctoral degree |
| 2 = Completed high school | |
| 3 = Some college | |
| 4 = Associate's degree | |
| 5 = Bachelor's degree | |
| 6 = Some graduate school | |
| 7 = Master's degree | |

For your participation, you will be entered into a drawing to win one of three \$20 Walmart gift cards. Should you win the drawing, you will be notified with further instructions on how to collect your prize. Winning participants will be contacted between January 1, 2017 and February 28, 2017. Note: In order to be entered into the drawing, you must provide the following information.

Should you be one of three winning participants, what would be the best way to contact you? Contact information will not be shared with anyone, and will be discarded after the conclusion of the study.

1) Please provide **your name**: _____

2) Please provide an **email address** and/or a **telephone number**:

VITA

Christopher Morgan was born in Atlanta, Georgia on October 23, 1992. He is the youngest child and has two older brothers, Dominique Morgan and Evan Morgan, Jr. He was raised in Lithonia, Georgia and attended Rock Chapel Elementary School and continued to Loganville High School. After high school graduation, he attended The University of Georgia, where he studied Psychology and Sociology. While at UGA, Christopher was a research assistant for Dr. Charles Lance, Dr. Karl Kuhnert, and Dr. Malissa Clark. His involvement with research labs led him to pursue his master's degree. After graduating in May 2015, he was accepted at The University of Tennessee at Chattanooga for the I-O Psychology Program and graduated in May 2017.