Influence of Self-Esteem and Extrinsic Goal Orientation on Perceived Trustworthiness by Moderation of Length of Service

Assist. Prof. Dr. Ömer Lütfi ANTALYALI
omerlutfi@gmail.com

ARTICLE INFO

ABSTRACT

This study has been conducted to find out if the trustee's length of service has a moderator effect on the level of influence that self-esteem and extrinsic goal orientation have on the co-workers' perceptions of the trustee's trustworthiness. Research on the predictors of trust revolves around the frameworks of ultimate causation, ontogenic causation and proximate causation. This study focuses on trustee-related predictors in the formation of perceived trustworthiness, thus falling under the category of proximate causation studies. Trustworthiness is a trait with a multidimensional structure. The methods hereby applied have not allowed for a detailed assessment of each and every dimension, therefore integrity has been chosen as the main focus, since it is the most widely investigated dimension of trustworthiness. A field research was conducted with 80 software engineers employed in a software company that is horizontally aligned. Each participant, one-by-one, was assessed on how trustworthy they find each of their co-workers. Participants were also assessed for their levels of self-esteem and extrinsic goal orientation. Two data sets were collected from each participant; as truster (level of trust one holds for each co-worker), and as trustee (self-esteem, extrinsic goals, length of service); then these data were matched. The results indicate that the length of service has a moderation effect. Self-esteem is found to have a positive influence on the trustee's perceived trustworthiness in cases where the length of service is relatively short. As the length of service increases, extrinsic goal orientation turns out to have a negative impact on the perceived trustworthiness of the trustee.

INTRODUCTION

Trust is a vital element for maintaining a happy and well functioning relationship (Fehr, 1988). As trust plays a very important role in the emergence of a healthy and happy relationship (Holmes & Rempel, 1989; Larzelere & Huston, 1980), betraying the trust is one of the most articulated reasons for ending a relationship (Miller & Rempel, 2004). Encouraging cooperation among group members, maintaining social order, keeping the ground for long term mutual exchange; in all these areas trust carries out a critical role (Cook & Cooper, 2003; Ostrom & Walker, 2003). Trust has also been a main topic for organizational research. While it has been the focus of mainstream research to investigate the level of trust individuals put in others, some researchers have also found it appealing to study the ways in which the individual is perceived by others as trustworthy and the impact of these perception building processes on the course of further interaction.

Being perceived as trustworthy is known to lead to an increase in the level of the hormone oxytocin, which in turn helps the individual make stronger commitments and reduces stress (Zak, 2003). Being perceived as trustworthy increases one's sense of accountability, thus the employee forms an awareness of being responsible for the results they produce (Salamon & Robinson, 2008). It has been observed that being perceived as trustworthy is positively correlated to job performance and organizational citizenship behavior (Lau et al., 2014). Perceived trustworthiness is found also to be positively associated with organizational support and organization-based self-esteem. Setting off from this correlation it has been identified that perceived trustworthiness even has a positive impact on job satisfaction and organizational commitment (Rekabdar, 2015: 62). That the perception of trustworthiness has influence over job performance is among the relevant findings (Dirks & Skarlicki, 2009). What this study proposes is that length of service should be included as a moderator variable in further research about perceived trustworthiness. Therefore, the influence of self-esteem and extrinsic goal orientation on perceived trustworthiness has been examined here under the moderation of length of service.

1. Literature Review

In the first part of this section, a review of available literature on trust and perceived trustworthiness is presented. Then in the second part, an examination of previous research studies can be found about self-esteem and extrinsic goals, which will provide the theoretical framework for hypothesizing on their influence on perceived trustworthiness.

1.1 Trust and Perceived Trustworthiness

Discussions about trust have roots in three main conceptual frames: Ultimate causation, ontogenic causation and proximate causation (Simpson, 2007: 590-596). Ultimate causation explanations focus on genetic selection (e.g. Hamilton, 1964; Trivers, 1971), cultural selection (e.g. Henrich & Boyd, 2001) or gene-culture selection (e.g. Gintis, 2003) to illuminate questions on trust. Ontogenetic causation explanations seek these answers in the development process of the individual (e.g. Bowlby, 1969, 1973; Bowen, 1976). Both of the abovementioned lines of thought have provided the field with many important answers, as to "why do we trust" or "who trusts more", but have left it out of focus to find out, on a micro scale, how trust follows a course throughout the relationship. Therefore, research regarding the factors or processes that lead to the building of trust in relationships (e.g. Deutsch, 1973; Holmes & Rempel, 1989; Kelley et al., 2003) have been qualified as proximate causation explanations. As a result of this dyadic approach to the trust process, three principal ingredients have come about: Truster, trustee and context (Hardin, 2003). Dyadic research is usually designed in a format for analyzing "whose trust in whom about what". In addition to the truster's inclination to trust; the trustee and the context are just as important determinants in the formation of trust.

Research, particularly in the field of psychology, have mainly focused on the study of the truster's inclination to trust through an ontogenetic perspective. Similarly, the individual's tendency to trust has been significant for the assessments in dyadic research. Hardin (2002: 29-32) has stated that an examination of trust as independent from trustworthiness would be insufficient. Because of its effect on the formation of trust (Solomon & Flores, 2001: 76-80),

the concept of trustworthiness has found a place in the agenda for trust research. Those studies that take into account the perceptions and beliefs regarding the trustworthiness of others have been classified as perceived trustworthiness research (Colquitt et al., 2007; Gillespie, 2012). And the question of "trust about what" has brought up the multidimensional structure of trustworthiness.

In a longitudinal study, *ability* and *character* have been identified as factors underlying trustworthiness (Gabarro, 1978). Mayer and colleagues (1995) have later developed a model in which they took the *character* trait into account by two dimensions: *benevolence* and *integrity*. Some studies, though not many, have emphasized other dimensions, such as *predictability*, *openness* and *loyalty,* which could as well be examined within the scope of the aforementioned three dimensions (e.g. Butler & Cantrell, 1984; Mishra, 1996: 265). McEviliy and Tortoriello (2011) have identified a total of 38 different dimensions, in a study where they have reviewed 171 articles about the assessment of trust in organizational research. A unique scale was used in 129 of the 171 articles. While 77 of the 129 scales were newly developed, others were found to be replications, among which the identical replication rate is considerably low. Thus looking at the big picture, it can be said that the current state of assessments in trust literature is quite chaotic. Though a definite conclusion to be drawn from McEviliy and Tortoriello's comprehensive work is that *integrity* has been the most frequently assessed dimension of trust. Similarly, Dietz and den Hartog (2006) have drawn attention, in their study of the variables used in 14 different assessment tools, to the intensive use of variables referring to *integrity*. *Integrity* is the trustee's adherence to a set of moral and ethical principles that the truster finds acceptable (Mayer et al., 1995). The *integrity* dimension of trustworthiness has been defined as the focus of this study.

Another important issue about trust is the dynamic nature of it (Lewicki et al., 1998). One must not assume that the trust follows a stable course. Not only does the level of trust fluctuate in response to the social context, but also the quality and the degree of trust varies according to the phase in which the relationship currently is (e.g. Larzelere & Huston, 1980; Holmes & Rempel, 1989; Fletcher et al., 2000). Differences may also result from the sub-dimensions to be studied. For instance, Mayer and colleagues (1995) have pointed out that perceptions of trust based on *ability* and *integrity* are formed much earlier in comparison to those based on *benevolence*. As the relationship evolves, deeper and more complex levels of trust become relevant (Lewicki and Bunker, 1996). Therefore "time" must be considered as a crucial parameter in trust research. It is known that there is a need for a more detailed investigation of how the rise and fall of trust takes its course over time and what factors are influential in this process (Simpson, 2012: 604).

In the workplace, too, the initial perception of employees may alter over time, due to the dynamic nature of relationships. Research indicates that perceptions about other employees or organizations change according to one's length of service (e.g. Neibuhr & Davis, 1984; Chun & Davis, 2010). The longitudinal survey conducted by Mayer and Davis (1999) focuses on perceived trustworthiness and also points out the importance of the length of service. However, research using the survey method takes into account the truster's length of service, whereas the topic of this study is to identify those factors driven by the individual that lead others to perceive that individual as trustworthy. Again, the length of service is studied here, but this time with a focus on the trustee. Trustee-based factors are investigated to reveal which of them have influence on the truster's trust, as conditioned by length of service. In this study, it is hypothesized that length of service moderates the agency of factors affecting the perceived trustworthiness of the trustee. Two variables were selected for testing, one that is assumed to have significance in the earlier periods of employment, and one in the later periods. These variables are, respectively, self-esteem and extrinsic goals. The rationale behind the choice of these variables is explained in the following sections.

1.2. Self-Esteem

Self-esteem refers to an individual's overall evaluation of his or her own worth (Rosenberg, 1990). Those with a high self-esteem usually think of themselves as capable and worthy enough

to face a wide range of situations, while those with low self-esteem tend to question their own worth, doubt their capability and worry that they will not succeed in the various tasks they are faced with (George & Jones, 2012: 50). A high self-esteem helps an individual to perform better and to make a better impression on others (Devito, 2012: 60). Those with a high self-esteem find it easier to express themselves (Dolgin et al., 1991), and portray a confident image (Dubrin, 2011: 171). They get more job offers and are likely to be evaluated more positively by recruiters (Ellis & Taylor, 1983). On the other hand, those with low self-esteem are found to have more social problems in terms of adapting to and being on good terms with others (Crocker & Luhtanen, 2003). Relying on the aforementioned research findings, it has been projected that an individual's likelihood to be perceived as trustworthy may increase as their self-esteem increases.

There are some studies where the relation between one's self-esteem and their negative inclinations have been investigated (e.g. Baumeister, Bushman, & Campbell, 2000; Hewitt, 1998). Kaplan (2002), who is known for his comprehensive work on the association of deviant behavior with self-esteem, have stated that some criminals also have high self-esteem. While self-esteem cannot stand alone as a predictor of deviant behavior, it is a medium through which the antecedents of deviant behavior can survive. Thus it can be said that self-esteem has impact on how an individual is perceived by others, but under the moderation of other personal tendencies. In this study, it has been hypothesized that even if self-esteem has influence over perceived trustworthiness, it is only in the early phases of the relationship. Hypothesis 1 has been developed in this given context.

Hypothesis 1: The self-esteem of trustees with a short length of service has a positive influence on the trusters' perceptions as to the trustee's trustworthiness.

1.3. Extrinsic Goals

The distinction between intrinsic versus extrinsic goals, investigated in the context of life goals concerning the content of an individual's goals, by Kasser and Ryan (1996) is a widely used framework for many researchers (Grouzet et al., 2005). Deci and Ryan (2000) have taken the issue into account in the context of self determination theory (SDT). Intrinsic goals such as self-acceptance, physical health and affiliation have been found to be relevant to the satisfaction of the basic needs of competence, relatedness and autonomy. Extrinsic goals such as popularity, image, and financial success are more about the opinion and appreciation of others. Even though extrinsic goals strive to resolve or compensate for some problems in satisfying the basic needs, they are by nature far from satisfactory. Extrinsic goal oriented individuals have difficulty satisfying basic needs (Kasser et al., 2004). Intrinsic goal oriented individuals, on the other hand, refer to more autonomous reasons for goal attainment and therefore do not feel social pressure. In the 2004 study of Vansteenkiste and colleagues, the results of extrinsic goal oriented individuals for learning, performance and persistence were significantly low. Various other research also draw attention to the finding that extrinsic goal oriented individuals generate weaker outcomes and their level of well-being is lower when compared to individuals who are intrinsic goal oriented (Grant & Gelety, 2009: 79-80).

The abovementioned implications are mainly about satisfying one's own basic needs, while extrinsic goal orientation may bring about some consequences for interpersonal relations in the workplace.

Extrinsic goal oriented individuals have less tendency for social productivity, social interest and pro-social behavior, therefore have higher tendency for manipulative behavior (McHoskey, 1999). Deckop and colleagues (2014) have identified a negative correlation exists between extrinsic goal orientation and organizational citizenship behavior, while a positive correlation exists between extrinsic goal orientation and individual deviance behavior. They have mentioned that extrinsic goal oriented individuals have difficulty building relationships because they do not perceive trust – which is a foundational element for interpersonal relations – as a direct reward. It is also stressed that extrinsic goal oriented individuals who are not adaptive in their relationships (Roberts & Robins 2000) have difficulty building close and trusting relationships (Kasser, 2002). In this study, it is assumed that being extrinsic goal

oriented will have a negative impact on the individual's trust relations in time. It is not expected that being extrinsic goal oriented can have an impact on the relations in the early on in the relationship. Hypothesis 2 has been developed in this given context:

Hypothesis 2: As the length of service increases, the trustee's external goal orientation has a negative influence on the trusters' perceptions as to the trustee's trustworthiness.

2. Method

2.1. Participants and Procedure

In order to obtain the best possible answers to the research question, the aim was set to conduct the study in a company with as many employees as possible, but more importantly in a corporate environment which allows employees to work in close contact on a daily basis and to form impressions on each other. In congruence with this aim, a software company based in İstanbul, with 89 fully employed software engineers, agreed to cooperate. The company is horizontally aligned, and the employees have direct contact with each other. Out of the 89 software engineers, 5 were excluded from the study because they all had a possibility to terminate their employment contract in the near future. Data was collected from 84 employees. Length of service in the company was used as a moderator variable in the analyses. 1 employee's data was discarded because that employee had just started working there a few days before the data collection phase. Also, the data of 3 employees were discarded, on the basis that they would present extremities, because they were working in the company for longer than 6 years. As a result, analyses were completed on a sample of 80 software engineers.

The methods used in this study did not allow anonymity, the identities of participants had to be accessible by the research team. Data for self-esteem and extrinsic goals were collected from the participants themselves, while perceived trustworthiness was calculated using data regarding the participant, but collected from other participants.

In order to match the data collected directly from the participant with the opinion of other employees on that participant, it has become a requirement to disclose the identity of participants, this is, of course, to a small group of researchers. Participants were given written assurance that their identity will not be shared by third parties and information regarding their identity will be deleted permanently as soon as the data matching phase is completed. An assessment of social desirability was also conducted, although this variable is not mentioned in the hypothesis to be tested, but in a projection that it could become relevant. The correlation of social desirability with the other variables is presented in the results section.

66 participants (82.5%) were male, and 14 (17.5%) were female. Mean age for all participants was 30.1 (SD = 4.41, range: 23-42). Mean length of service in the company for all participants were 21.9 months (SD = 16.79, range: 1-68). A total of 8 persons (10%) were managers in various titles and ranks. The remaining 72 persons (90%) did not have any managerial tasks.

2.2. Measures

Scales for extrinsic goals and self-esteem have been used in this study. The assessment of perceived trustworthiness has been conducted with the use of a social network mapping technique.

Self-Esteem Scale

Rosenberg's (1965) scale was used for assessing self-esteem. The original version of the scale is made up of 10 items, but Rosenberg and Simmons (1972) have later developed a shorter version of 6 items. This scale is used to assess one's positive and negative feelings about oneself, and it has a one dimensional structure. A pilot survey was conducted in two phases, with students from Süleyman Demirel University Faculty of Financial and Administrative Sciences in Isparta, Turkey. The data collected from 115 students in the first phase was evaluated and a decision was made to make alterations in some sections of the scale. For the second phase, some items were revised, with special care not to manipulate the meanings of statements. This

revised scale was applied to 104 students in the second phase. 42% of the participants were male, 58% were female, and the mean age was 20.6 (SD = 1.55, range: 18-27).

The self-esteem scale of 6 items has an acceptable structure. The mean score in each of the 6 items are between 4.88 and 5.64 out of 7. The total item correlation of the items varies between .61 and .82. The Cronbach Alpha confidence coefficient is .91, thus the scale is highly reliable (Kayış, 2010). The factor analysis shows that the factor explanatoriness of this revised one dimensional structure is 61.54%. The self-esteem variable, constructed by putting together the the arithmetic mean of 6 items, has a mean value of 5.19 and a standard deviation of 1.07.

The statements included in the 6 item self-esteem scale are about how much positive or negative feelings one holds in his or her overall view of oneself. A seven point Likert Type set of options were provided for answering the statements (1 = very untrue for me, 7 = very true for me). 2 statements were negatively stated, and so for the analyses, they were coded in the reverse order. Here are two examples to illustrate the kind of statements used in the scale: "I take a positive attitude toward myself", "At times, I think I am no good at all" (reversed).

Extrinsic Goals Scale

For constructing the extrinsic goals scale, the Aspiration Index, developed by Kasser and Ryan (1996) was used. The statements used in the index are for assessing intrinsic and extrinsic goal orientation. Because the scope of this study is limited to extrinsic goals, only those statements indicating external goal orientation were drawn from Kasser and Ryan's (1996) index. These statements refer to the individual's goals about wealth, fame and image. The pilot survey was conducted with 130 students from Süleyman Demirel University Faculty of Financial and Administrative Sciences in Isparta, Turkey. 46.2% of participants were male, 53.8% percent were female. The mean age was 22.4 (SD = 2.24, range: 18-35).

As a result of the analyses, it has been concluded that the structure of the 8 item scale for extrinsic goals is appropriate. The mean score for each of the 8 items were between 3.92 and 5.74 out of 7. The total item correlation of the items varied between .60 and .81. The Cronbach Alpha coefficient of reliability was .90 and thus the scale was accepted to be highly reliable (Kayış, 2010). The factor analysis shows that the factor explanatoriness of this one dimensional structure is 58.41%. The extrinsic goals variable, constructed by putting together the the arithmetic mean of 8 items, has a mean value of 4.81 and a standard deviation of 1.33.

In this adapted scale for extrinsic goals, 3 statements refer to wealth, 3 statements refer to image and 2 statements refer to fame. A seven point Likert Type set of options were provided for answering the statements (1 = very untrue for me, 7 = very true for me). There were no negatively worded statements that required reverse scoring. Here are two examples to illustrate the kind of statements used in the scale: "To be admired by many people is an important life-goal for me", "To have people comment often about how attractive I look is an important life-goal for me".

Perceived Trustworthiness

Collecting data about perceived trustworthiness required the selection of a method that would allow each participant to express their opinions on each of the other participants. The social network method (Krackhardt & Kilduff, 1999; Borgatti et al., 2009) was found appropriate for this purpose. Hence for the assessment of perceived trustworthiness, a single item was used in data collection, instead of a scale. Although it is a challenging task to gather each colleague's opinion on the individual, in order to measure the individual's perceived trustworthiness, this method was preferred because it was expected to bring valuable results. There is no unanimously agreed method in the literature for measuring perceived trustworthiness, and the existence of single item assessments in a number of studies (McEviliy and Tortoriello; 2011) has provided the basis for the decision to use this method. On the other hand, trustworthiness has a multidimensional structure, and a general assessment of trustworthiness through a single item would not be healthy. Thus the most frequently assessed dimension of *integrity* (Dietz and den Hartog, 2006) was brought into focus. It must be also noted that in the Turkish language, the word trustworthiness is often used to refer to the concept of integrity. It can be

said that the perceived trustworthiness assessed in this study corresponds to perceived integrity.

Data regarding the participants' impressions on each other was collected through the use of 3 items. These items were *competency*, *trustworthiness* and *positive energetic*. The only interest of the research was actually *trustworthiness,* but the other items were placed in the survey in order to increase the quality of answers, although they are uninterested items. Among the uninterested items, *competency* is another dimension of trustworthiness. In the survey form, the *competency* section came before the *trustworthiness* section, intentionally, aiming to make it clear to the participant that the concept of trustworthiness refers to the concept of *integrity*. Meanwhile, the *positive energetic* item is totally off the subject. Because the participants were asked to evaluate their coworkers, they may have been inclined to give positive or negative answers according to the current state of their relationship with each particular coworker. Special effort was made to disperse the deviations that may result from this inclination, by developing alternative responses to the uninterested items. The participants were given a list of all the other coworkers who participated in the research. Before the list, on top of the document, there was this explanatory text:

> Please find below a list of all employees in your company, in alphabetical order. A three dimensional evaluation of each employee is requested. These three dimensions are:
>
> *Competency:* I trust this person's competency regarding his profession (this person is very competent at his or her job and does that job very well).
>
> *Trustworthiness:* I trust the character of this person (he or she would not talk behind my back, would not tell others about the things I share with him or her, tells the truth, is reliable, is consistent in his or her behavior, keeps promises and I can share my secrets with this person if necessary).
>
> *Positive energetic:* I get positive energy from this person.
>
>
> We kindly ask you to evaluate each employee in the 3 dimensions. Please put a checkmark in the appropriate box, ONLY IF your evaluation of a given coworker in the given dimension is positive. Leave the box blank if:
>
> - You do not know this employee,
>
> - You don't have an evaluation in particular about this employee, or
>
> - Your evaluation of this employee is negative

The boxes with checkmarks were coded as 1 in the data entry process. With this method, it was possible to calculate how many people have a positive judgment about an employee in the 3 dimensions. In other words, for each participant, the number of coworkers who perceive that particular participant as competent, trustworthy and positive energetic was identified. These perceived trustworthiness data, which was collected from the trusters, were placed in an additional column for perceived trustworthiness, right next to the other data (self-esteem, extrinsic goals, length of service) that was collected from trustees.

2.3. Data Analysis

The current study's moderation model hypotheses were tested using the PROCESS v2.15 macro for SPSS provided by Hayes (2013). The indirect effect was estimated using bootstrap procedures (samples 1,000). This examined whether the association between the predictors (self-esteem and having extrinsic goals) and the dependent variable (trustworthiness) is moderated by length of service. All predictors were mean centered prior to analysis, based on Aiken and West's (1991) recommendation. Comprehensibility has been a key priority for the presentation of research findings, therefore the coefficients with unstandardized effect size values were presented. The idea that the findings will be understood more clearly with

unstandardized coefficients is shared by Kim and Mueller (1976) and Hayes (2013: 184-193). Recent research by Hart (2011), Guendalman et al. (2011), Giner-Sorolla and Epinosa (2011) are a few examples where the research findings have been presented using unstandardized coefficients.

3. Results

3.1. Preliminary Analysis

Correlations between demographic variables (*gender*, *age* and *manager or not*) and key study variables (length of service, self-esteem, extrinsic goals, competency, trustworthiness and positive energetic) are presented in Table 1. There are no significant correlations between gender and key study variables (all p > .05). An independent samples t-test was conducted whether males and females differed in key study variables and no significant differences were found (all p > .05). Age is positively associated with length of service (p < .01) and competency (p < .01). No other significant correlations were found between age and key study variables (all p > .05). Manager or not is positively associated with competency (p < .01), trustworthiness (p < .01) and positive energetic (p < .01). No other significant correlations between manager or not and key study variables (all p > .05). Independent samples t test was conducted whether managers and not managers differed in key study variables. Results showed that managers were perceived more competent (t = 4.29), more trustworthy (t = 3.79) and more positive energetic (t = 3.31). No other significant manager or not differences found in key study variables (all p > .05). Since age and manager or not variables associated with some key study variables, subsequent analyses were conducted by controlling these variables. Social desirability levels were also measured with Crowne and Marlowe (1960) scale. None of the variables are associated with social desirability (all p > .05).

Table 1: Means, Standard Deviations and Correlations among Demographic Variables and Key Study Variables

	1	2	3	4	5	6	7	8	9	10
1. Gender										
2. Age	.03									
3. Manager or not	.18	.50**								
4. Length of Service (month)	.04	.29**	.10							
5. Self-Esteem	.10	.13	.11	.12	.77***					
6. Extrinsic Goals	.01	.04	-.15	.07	.18	**.88*****				
7. Competency	.08	.41**	.50**	.30**	.23*	-.18				
8. Trustworthiness	.19	.17	.40**	.23*	.17	-.26*	.88**			
9. Positive Energetic	.18	.10	.47**	.10	.24*	-.19	.79**	.90**		
10. Social Desirability	-.17	.10	-.16	.04	.16	.01	-.06	-.08	-.14	**.79*****
M (*SD*)	1.18 (.38)	30.09 (4.41)	1.10 (.30)	21.85 (16.79)	5.60 (.68)	3.94 (1.15)	16.50 (10.88)	16.06 (9.53)	18.34 (10.36)	0.56 (.16)

Note. N = 80. Gender was coded 1 = male and 2 = female, manager or not was coded 1 = not manager and 2 = manager, social desirability was dummy coded such that 1 = desirable answers.
* *p* < .05, ** *p* < .01, *** Cronbach's alpha of the scale.

3.2. Moderation Analyses

It was assumed that length of service would have a moderation effect on the influence of self-esteem and extrinsic goals on the employee's perceived trustworthiness. First, the length of service was tested for its moderation effect on the influence that independent variables (self-esteem and extrinsic goals) have on the uninterested variables (competency and positive

energetic). An analysis of moderation effects was made by controlling the age and manager or not variables. Length of service had no significant moderation effect on the correlations between self-esteem and perceived competency (F(1, 74) = 1.22, *B* = -.12, SE = .11, t = -1.10, p > .05), between extrinsic goals and perceived competency (F(1, 74) = 2.45, *B* = -.13, SE = .08, t = -1.56, p > .05), between self-esteem and perceived positive energetic (F(1, 74) = .97, *B* = -.10, SE = .10, t = -.98, p > .05) or between extrinsic goals and perceived positive energetic (F(1, 74) = .69, *B* = -.06, SE = .08, t = -.83, p > .05).

Table 2 presents a detailed description of results generated by applying the model, which was developed to investigate the moderator effect of length of service on the correlation between perceived trustworthiness and self-esteem. Findings from the model indicate that while there is a positive correlation between length of service and perceived trustworthiness (p < .05), self-esteem and perceived trustworthiness do not have a significant correlation (p > .05). The interaction of self-esteem – length of service was found to be positively associated at a confidence interval of approximately 95% (F(1, 74) = 3.74, *B* = -.15, SE = .08, t = -1.93, p = .0568). Although the confidence level was slightly outside of the 95% range, because this difference was extremely minimal, the hypothesis was accepted that length of service has a moderator effect over the relationship between self-esteem and perceived trustworthiness.

Table 2: Length of Service Moderates the Relationship between Self-Esteem and Perceived Trustworthiness

Predictor	*B*	*SE*	*t*	*p*	*LLCI*	*ULCI*
R² = .25, F(5,74) = 6.37, p < .01, ΔR² = .03, F(1,74) = 3.74, p = .057						
CO: Manager or not	12.21	3.68	3.32	.0014	4.88	19.55
CO: Age	-.31	.28	-1.09	.2805	-.87	.26
Constant	12.07	7.55	1.60	.1140	-2.97	27.11
Length of Service	.14	.06	2.22	.0296	.01	0.26
Self-Esteem	1.62	1.33	1.22	.2261	-1.03	4.27
Self-Esteem x Length of Service	-.15	.08	-1.93	.0568	-.30	.00
	Effect	*SE*	*t*	*p*	*LLCI*	*ULCI*
Conditional effect of self-esteem on perceived trustworthiness at values of length of service						
-1 *SD*	4.09	1.46	2.80	.0065	1.18	7.00
M	1.62	1.33	1.22	.2261	-1.03	4.27
+1 *SD*	-.84	2.16	-.39	.6970	-5.14	3.46

LL = lower limit; CI = 95% confidence interval; UL = upper limit.
Manager or not and age variables were controlled for in these analysis.
Self-esteem and length of service variables were mean centered prior to analysis.

In an attempt to investigate the moderator effect further, the relationship between self-esteem and trustworthiness was analyzed (a) at mean length of service, (b) 1 SD below mean length of service and (c) 1 SD above mean length of service. Results are found in the lower part of Table 2 and demonstrated with a graph in Figure 1.

Exploration of the conditional effect of self-esteem on trustworthiness at different values of moderator length of service, revealed the following:

1. When length of service is low (-1 SD) there is a strong significant positive relationship between self-esteem and trustworthiness (*B* = 4.09, SE = 1.46, t = 2.80, p < .01).

2. At the mean value of length of service there is a non-significant relationship between self-esteem and trustworthiness (*B* = 1.62, SE = 1.33, t = .23, p > .05).

3. When length of service is high (+1 SD) there is a non-significant relationship between self-esteem and trustworthiness (*B* = −.84, SE = 2.16, t = −.39, p > .05).

Results indicate that a positive association exists between one's self-esteem and one's trustworthiness as perceived by others, during the early phases of one's employment in the particular company. This correlation disappears in the later phases of employment. Having a high self-esteem contributes to being perceived as trustworthy early in the course of one's work life in a particular company. These findings support Hypothesis 1.

Figure 1: Simple Slopes Equations of the Regression of Self-Esteem on Perceived Trustworthiness at Three Levels of Length of Service
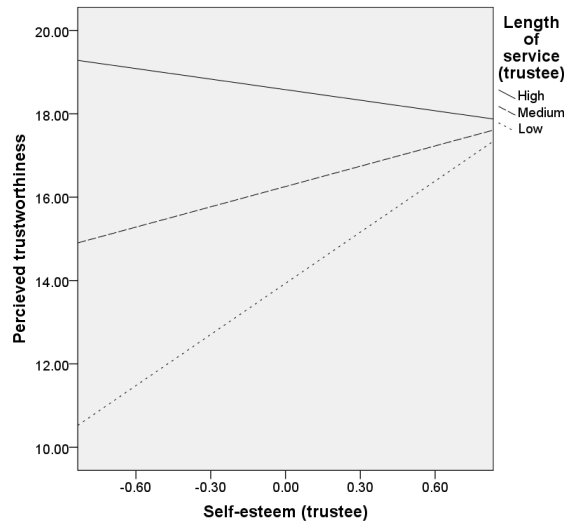

Table 3 demonstrates outputs of the model that was developed to examine how length of service moderates the relationship of perceived trustworthiness with extrinsic goals. In the model, both length of service and extrinsic goals have a significant positive relationship with perceived trustworthiness ($p < .05$). The extrinsic goals – length of service interaction also demonstrates a significant positive relationship ($F_{(1, 74)} = 4.32$, $B = .13$, SE = .06, t = -2.08, $p < .05$). It was concluded that length of service has a moderator effect in the the relationship of perceived trustworthiness with extrinsic goal orientation.

Table 3: Length of Service Moderates the Relationship between Extrinsic Goals and Perceived Trustworthiness

| Predictor	*B*	*SE*	*t*	*p*	*LLCI*	*ULCI*
$R^2 = .29$, $F_{(5,74)} = 6.30$, $p < .01$, $\Delta R^2 = .05$, $F_{(1,74)} = 4.32$, $p < .05$						
CO: Manager or not	11.83	4.54	2.60	.0111	2.78	20.89
CO: Age	-.19	.27	-.70	.4855	-.72	.35
Constant	8.89	7.31	1.22	.2280	-5.68	23.45
Length of Service	.13	.06	2.23	.0285	.01	.25
Extrinsic Goals	-2.11	.93	-2.27	.0261	-3.96	-.26
Extrinsic Goals x Length of Service	-.13	.06	-2.08	.0411	-.26	-.01
	Effect	*SE*	*t*	*p*	*LLCI*	*ULCI*
Conditional effect of extrinsic goals on perceived trustworthiness at values of length of service						
-1 *SD*	.13	1.56	.08	.9356	-2.99	3.24
M	-2.11	.93	-2.27	.0261	-3.96	-.26
+1 *SD*	-4.35	1.27	-3.43	.0010	-6.87	-1.82

LL = lower limit; CI = 95% confidence interval; UL = upper limit.

Manager or not and age variables were controlled for in these analysis.

Extrinsic goals and length of service variables were mean centered prior to analysis.

In an attempt to investigate the moderator effect further, the relationship between extrinsic goals and trustworthiness was analyzed (a) at mean length of service, (b) 1 SD below mean length of service and (c) 1 SD above mean length of service. Results are found in the lower part of Table 3 and demonstrated with a graph in Figure 2.

Figure 2: Simple Slopes Equations of the Regression of Extrinsic Goals on Perceived Trustworthiness at Three Levels of Length of Service
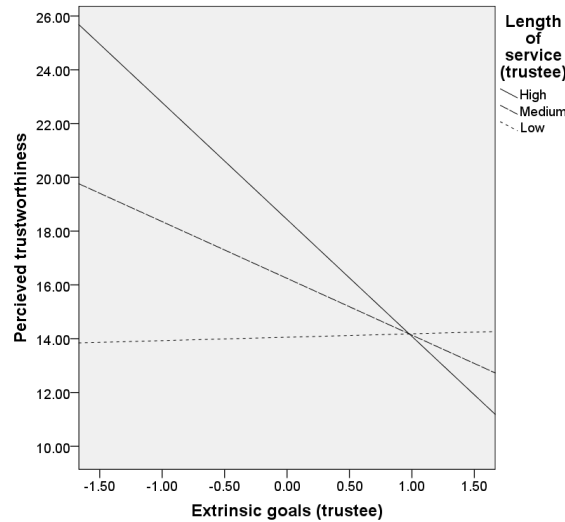
Exploration of the conditional effect of extrinsic goals on perceived trustworthiness at different values of moderator length of service, revealed the following:

1. When length of service is low (-1 SD) there is a non-significant relationship between extrinsic goals and trustworthiness ($B = -.13$, SE = 1.56, t = $-.08$, p > .05).

2. At the mean value of length of service there is a significant negative relationship between extrinsic goals and trustworthiness ($B = -2.11$, SE = .93, t = -2.27, p < .05).

3. When length of service is high (+1 SD) there is a stronger significant negative relationship between extrinsic goals and trustworthiness ($B = -4.35$, SE = 1.27, t = -3.43, p < .01).

These results indicate that in the earlier phases of employment, one's level of extrinsic goal orientation does not have any influence on how trustworthy one is perceived by coworkers, though a correlation begins to emerge in time. And in the later phases, those with a higher orientation towards extrinsic goals are trusted less by coworkers. The findings support Hypothesis 2.

DISCUSSION AND CONCLUSION

The main concern of this study is to question the moderation effect that length of service has on the predictors of perceived trustworthiness. Moderation by length of service was observed in both independent variables' influence over perceived trustworthiness. When an individual starts to work in a new company, for a certain while, having a high self-esteem has a positive impact on his or her perceived trustworthiness (referring to the integrity dimension of trust). Conversely, being extrinsic goal oriented has a negative impact on the employee's perceived trustworthiness (integrity), but only in the later periods of his or her service in that particular company. This study claims that length of service, that is, the amount of time an individual has been employed in the company, must be used as a predicting variable in research studies on trustworthiness. In an attempt to demonstrate the moderation effect of length of service, two hypotheses were constructed, both of which were supported by the findings.

There is no obvious reason as to why anyone with high self-esteem should be more trustworthy. High self-esteem can as well be observed together with highly deviant behavior (e.g. Kaplan, 2000). However, according to the results of this research, in the early phases of interpersonal relationships, when little information is known about the individual, those with higher self-

esteem are perceived to be more trustworthy also. One reason for this perceptional bias could be that we use some judgmental heuristics to make an inference about whether the individual is trustworthy or not (Gigerenzer, 2008). For example, cues from emotional expressions (e.g. Krumbhuber et al., 2007) or facial structure (e.g. Todorov et al., 2008) are used to anticipate the trustworthiness of others. High self-esteem is manifested by outputs such as being better at expressing oneself (Dolgin et al., 1991) or having a confident image (Dubrin, 2011: 171). These outputs may also account for the influence of self-esteem on perceived trustworthiness in the initial phases of the relationship. In other words, there may be a cognitive heuristic such as "those who can express themselves better or have a self-confident presence are more trustworthy". Reaching a definite conclusion as to what accounts for this effect cannot be explained within the scope of this study, but could be possible through more in-depth research. This study draws attention to the fact that as the self-esteem of the individual increases, the individual becomes more likely to form a trustworthy impression on others, during the early phases of the relationship.

The effect of extrinsic goal orientation on perceived trustworthiness is the direct opposite of that of self-esteem. In the early phases of the relationship, extrinsic goal orientation has no impact on how trustworthy the individual is perceived by others. In time, however, a negative impact emerges. This influence may be direct or indirect. Direct influence is again possible through the truster's heuristics. That is, the truster may be making use of cognitive heuristics that question the trustworthiness of the trustee as he or she discovers that the trustee is extrinsic goal oriented. On the other hand, in the later phases of a relationship, a considerable amount of data is collected about each other's trustworthiness, and thus this interpretation does not seem plausible. The indirect influence of extrinsic goal orientation could be a stronger argument for what accounts for the effect of this trait. Extrinsic goal orientation may manifest itself through outputs that can harm trust relations between people. These outputs can be low persistence (Vansteenkiste et al., 2004), low adaptability (Roberts & Robins 2000), difficulty in engaging in close relationships (Kasser, 2002), high tendency for manipulation (McHoskey, 1999) and high deviance (Deckop et al., 2014). Outputs of this kind can be observed, not in the early phases, but later in the life of a relationship. The findings seem acceptable, and it can be concluded that extrinsic goal orientation has, not only a number of negative outputs but also a negative impact on our perceived trustworthiness in the long term of relationships. This is a crucial remark, especially for the executive level of organizations. It implies that managers who have a high orientation toward extrinsic goals may face the risk of losing credibility in time, and the signs of this problem may not be readily apparent at first. It is possible to overcome this potential problem, by providing learning opportunities to managers for setting life goals, or by preferring individuals with intrinsic goal orientation when assigning employees to managerial positions. The findings imply more for the general climate of trust in organizations. Trainings focusing on life goals will surely contribute to the overall atmosphere of trust in an organization.

It may be useful to take an account of the research findings with the perspective of impression management (Schlenker, 1975). Some of the results may be viewed as responses to the question of "How to instill a trustworthy impression?" However, the employees that constitute the sample of this study have been working together for a long time, therefore have had too many interactions to be tested on impressions. While trust is a crucial element for maintaining healthy relationships (Fehr, 1988), an attempt to study the issue from the perspective of impression management would lead to reductionist and palliative solutions. Since self-esteem and internal goal orientation are both areas in which there is a vast amount of space for growth for all of us as human beings; any improvement in these areas would contribute greatly to an employee's professional life. An increase in perceived trustworthiness is only one of those contributions.

The most important conclusion to be drawn from this study, that should be taken into consideration in further research on trust, is that the moderation effect of the length of service was captured. The quality and degree of trust vary at different stages in a relationship (e.g. Fletcher et al., 2000) and as the relationship builds further the levels of trust arrive at a complex state (Lewicki and Bunker, 1996). Earlier research proves that the truster's

perceptions vary according to the truster's length of service (e.g. Neibuhr & Davis, 1984; Chun & Davis, 2010). However, the influence of the trustee's personal inclinations on the truster's perceptions had not been studied by moderation of lengh of service. The aim of this research was to reveal this relationship through the use of its specifically defined method. The use of length of service as a moderator variable in trust research is strongly recommended, with the expectation that it add value to the results of further research on trustworthiness.

REFERENCES

Aiken, L. S. & S. G. West (1991), *Multiple regression: Testing and Interpreting Interactions*, Sage Publications, Thousand Oaks, CA.

Baumeister, R. F., B. J. Bushman & W. K. Campbell (2000), "Self-Esteem, Narcissism, and Aggression: Does Violence Result from Low Self-Esteem or from Threatened Egotism?", *Current Directions in Psychological Science,* Volume: 9, February, p.26–29.

Borgatti, S. P., A. Mehra, D. J. Brass & G. Labianca (2009), "Network Analysis in the Social Sciences", *Science*, Volume: 323, p.892-895.

Bowen, M. (1976), "Theory and Practice in Psychotherapy", *Family Therapy: Theory and Practice* (p.42–90), Editor: P. J. Guerin, Gardner Press, New York.

Bowlby, J. (1969), *Attachment and Loss: Volume 1. Attachment*, Basic Books, New York.

Bowlby, J. (1973), *Attachment and Loss: Volume 2. Separation: Anxiety and Anger*, Basic Books, New York.

Butler, J. K. & R. S. Cantrell (1984), "*A Behavioural Decision Theory Approach to Modelling Dyadic Trust in Superiors and Subordinates*", Psychological Reports, Volume: 55, p.19-28.

Chun, R. & G. Davies (2010), "The Effect of Merger on Employee Views of Corporate Reputation: Time and Space Dependent Theory", *Industrial Marketing Management*, Volume: 39, Issue: 5, p.721-727.

Colquitt, J. A., B. A. Scott & J. A. LePine (2007), "Trust, Trustworthiness, and Trust Propensity: A Meta-Analytic Test of Their Unique Relationships with Risk Taking and Job Performance", *Journal of Applied Psychology*, Volume: 92, Issue: 4, p.909–927.

Cook, K. S. & R. M. Cooper (2003), "Experimental Studies of Cooperation, Trust, and Social Exchange", *Trust and Reciprocity: Interdisciplinary Lessons from Experimental Research* (p.209–244), Editors: E. Ostrom & J. Walke, Russell Sage, New York.

Crocker, J. & R. Luhtanen (2003), "Level of Self-Esteem and Contingencies of Self-Worth: Unique Effects on Academic, Social, and Financial Problems in College Students", *Personality and Social Psychology Bulletin*, Volume: 29, p.701–712.

Crowne, D. P. & D. Marlowe (1960), "A New Scale of Social Desirability Independent of Psychopathology", *Journal of Consulting Psychology*, Volume: 24, p.349-354.

Deci, E. L. & R. M. Ryan (2000), "The "What" and "Why" of Goal Pursuits: Human Needs and the Self-Determination of Behavior", *Psychological Inquiry*, Volume: 11, p.227–268.

Deckop, J. R., R. A. Giacalone & C. L. Jurkiewicz (2015), "Materialism and Workplace Behaviors: Does Wanting More Result in Less?", *Social Indicators Research*, Volume: 121, Issue: 3, p.787-803.

Deutsch, M. (1973), *The Resolution of Conflict*, Yale University Press, New Haven, CT.

DeVito, J. A. (2015), *The Interpersonal Communication Book*, 13th edition, Pearson, New Jersey.

Dietz, G. & D. den Hartog (2006), "Measuring Trust in Organisations", *Personnel Review*, Volume: 35, Issue: 5, p.557-588.

Dirks, K. T. & D. P. Skarlicki (2009), "The Relationship Between Being Perceived as Trustworthy by Coworkers and Individual Performance", *Journal of Management*, Volume: 35, Issue: 1, p.136-157.

Dolgin, K. G., L. Meyer & J. Schwartz (1991), "Efects of Gender, Target's Gender, Topic, and Self-Esteem on Disclosure to Best and Middling Friends", *Sex Roles*, Volume: 25, p.311–329.

Dubrin, A. J. (2011), *Impression Management in the Workplace: Research, Theory and Practice*, Routledge, New York.

Ellis, R. A. & M. S. Taylor (1983), "Role of Self-Esteem within the Job Search Process", *Journal of Applied Psychology*, Volume: 68, p.632–640.

Fehr, B. (1988), "Prototype Analysis of the Concepts of Love and Commitment", Journal of Personality and Social Psychology, Volume: 55, p.557–579.

Fletcher, G. J. O., J. A. Simpson & G. Thomas (2000), "Ideals, Perceptions, and Evaluations in Early Relationship Development", *Journal of Personality and Social Psychology*, Volume: 79, p.933–940.

Gabarro, J. J. (1978), "The Development of Trust, Influence, and Expectations", *Interpersonal Behaviors: Communication and Understanding in Relationships* (p.290–303), Editors: A. G. Athos & J. J. Gabarro, Prentice Hall, Englewood Cliffs, NJ.

George, J. M. & G. R. Jones (2012), *Understanding and Managing Organizational Behavior*, 6th edition, Prentice Hall, New Jersey.

Gigerenzer, G. (2008), "Why Heuristics Work", *Perspectives on Psychological Science*, Volume: 3, p.20-29.

Gillespie, N. (2012), "Measuring Trust in Organizational Contexts: An Overview of Survey-Based Measures", *Handbook of Research Methods on Trust* (p.175-188), Editors: F. Lyon, G. Möllering & M. N. K. Saunders, Edward Elgar, Cheltenham, UK.

Giner-Sorolla, R. & P. Espinosa (2011), "Social Cuing of Guilt by Anger and of Shame by Disgust", *Psychological Science*, Volume: 22, p.49-53.

Gintis, H. (2003), "The Hitchhiker's Guide to Altruism: Gene–Culture Co-Evolution and the Internalization of Norms", *Journal of Theoretical Biology*, Volume: 220, p.407–418.

Grouzet, F. M. E., T. Kasser, A. Ahuvia, J. M. F. Dols, Y. Kim, S. Lau et al. (2005), "The Structure of Goal Contents Across 15 Cultures", *Journal of Personality and Social Psychology*, Volume: 89, p.800–816.

Grant, H. & L. Gelety (2009), "Goal Content Theories: Why Differences in What We Are Striving for Matter", *The Psychology of Goals* (p.77-97), Editors: G. B. Moskowitz & H. Grant, The Guilford Press, New York.

Guendelman, M. D., S. Cheryan & B. Monin (2011), "Fitting in but Getting Fat: Identity Threat and Dietary Choices among U.S. Immigrant Groups", *Psychological Science*, Volume: 22, p.959-967.

Hamilton, W. D. (1964), "The Genetical Evolution of Social Behavior", *Journal of Theoretical Biology*, Volume: 7, p.1–52.

Hardin, R. (2002), *Trust and Trustworthiness*. Russell Sage Foundation, New York.

Hardin, R. (2003), "Gaming Trust", *Trust and Reciprocity: Interdisciplinary Lessons from Experimental Research* (p.80–101). Editors: E. Ostrom & J. Walker, Russell Sage, New York.

Hart, P. S. (2011), "One or Many?: The Influence of Episodic and Thematic Climate Change Frames on Policy Preferences and Individual Change Behavior", *Science Communication*, Volume: 33, p.28-51.

Hayes, A. F. (2013), *An Introduction to Mediation, Moderation, and Conditional Process Analysis: A Regression-Based Approach*, Guilford Press, New York.

Henrich, J. & R. Boyd (2001), "Why People Punish Defectors - Weak Conformist Transmission Can Stabilize Costly Enforcement of Norms in Cooperative Dilemmas", *Journal of Theoretical Biology*, Volume: 208, p.79–89.

Hewitt, J. P. (1998), *The Myth of Self-Esteem: Finding Happiness and Solving Problems in America*, St. Martin's Press, New York.

Holmes, J. G., & J. K. Rempel (1989), "Trust in Close Relationships", *Close Relationships* (p.187–220), Editor: C. Hendrick, Sage, Newbury Park, CA.

Kaplan H. B. (2002), "Self-Esteem and Deviant Behavior", *Extending Self-Esteem Research: Sociological and Psychological Currents* (p.375-399), Editors: T. J. Owens, S. Stryker & N. Goodman, Cambridge University Press, Cambridge, MA.

Kasser, T. & R. M. Ryan (1996), "Further Examining the American Dream: Differential Correlates of Intrinsic and Extrinsic Goals", *Personality and Social Psychology Bulletin*, Volume: 22, p.280–287.

Kasser, T. (2002), *The High Price of Materialism*, MIT Press, Cambridge, MA.

Kasser, T., R. M. Ryan, C. E. Couchman & K. M. Sheldon (2004), "Materialistic Values: Their Causes and Consequences", *Psychology and Consumer Culture: The Struggle for a Good Life in a Materialistic World* (pp. 11–28), Editors: T. Kasser & A. D. Kanner, American Psychological Association, Washington, DC.

Kayış, A. (2010), "Güvenilirlik Analizi", *SPSS Uygulamalı Çok Değişkenli İstatistik Teknikleri*, 5th edition, Editor: Ş. Kalaycı, Asil Yayın Dağıtım, Ankara.

Kelley, H. H., J. G. Holmes, N. L. Kerr, H. T. Reis, C. E. Rusbult & P. A. M. Van Lange (2003), *An Atlas of Interpersonal Situations*, Cambridge University Press, New York.

Kim, J. O. & C. W. Mueller (1976), "Standardized and Unstandardized Coefficients in Causal Analysis: An Expository Note", *Sociological Methods and Research*, Volume: 4, Issue: 4, p.423-438.

Krackhardt, D., & M. Kilduff (1999), "Whether Close or Far: Social Distance Effects on Perceived Balance in Friendship Networks", Journal of Personality and Social Psychology, Volume: 76, Issue: 5, p.770-782.

Krumbhuber, E., A. S. R. Manstead, D. P. Cosker, A. D. Marshall, P. L. Rosin & A. Kappas (2007), "Facial Dynamics as Indicators of Trustworthiness and Cooperative Behaviour", *Emotion*, Volume: 7, Issue: 4, p.730–735.

Larzelere, R. E. & T. L. Huston (1980), "The Dyadic Trust Scale: Toward Understanding Interpersonal Trust in Close Relationships", *Journal of Marriage and the Family*, Vollume: 42, p.595–604.

Lau, D. C., L. W. Lam & S. S. Wen (2014), "Examining the Effects of Feeling Trusted by Supervisors in the Workplace: A Self-Evaluative Perspective", *Journal of Organizational Behavior*, Voluem: 35, p.112-127.

Lewicki, R. J. & B. B. Bunker (1996), "Developing and maintaining trust in work relationships", *Trust in Organizations: Frontiers of Theory and Research* (p.114-139), Editors: R. M. Kramer & T. R. Tyler, Sage, Thousand Oaks, CA.

Lewicki, R. J., D. J. McAllister & R. J. Bies (1998), "Trust and Distrust: New Relationships and Realities", *Academy of Management Review*, Volume: 23, p.438–458.

Mayer, R. C. & J. H. Davis (1999), "The Effect of the Performance Appraisal System on Trust for Management: A Field Quasi-Experiment", *Journal of Applied Psychology*, Volume: 84, Issue: 1, p.123-136.

Mayer, R. C., J. H. Davis & F. D. Schoorman (1995), "An Integrative Model of Organizational Trust", *Academy of Management Review*, Volume: 20, p.709 –734.

McEvily, B. & M. Tortoriello (2011), "Measuring Trust in Organisational Research: Review and Recommendations", *Journal of Trust Research*, Volume: 1, Issue: 1, p.23–63.

McHoskey, J. W. (1999), "Machiavellianism, Intrinsic versus Extrinsic Goals, and Social Interest: A Self-Determination Theory Analysis", *Motivation and Emotion*, Volume: 23, Issue:4, p.267-283.

Miller, P. J. E., & J. K. Rempel (2004), "Trust and Partner-Enhancing Attributions in Close Relationships", *Personality and Social Psychology Bulletin*, Volume: 30, p.695–705.

Mishra, A. K. (1996), "Organizational Responses to Crisis: The Centrality of Trust", *Trust in Organisations: Frontiers of Theory and Research* (p.261-87), Editors: R. M. Kramer & T. R. Tyler, Sage, Thousand Oaks, CA.

Niebuhr, R. E., & K. R. Jr Davis (1984), "Self-Esteem: Relationship with Leader Behavior Perceptions as Moderated by the Duration of the Superior-Subordinate Dyad Association", *Personality and Social Psychology Bulletin*, Volume: 10, Issue: 1, p.51-59.

Ostrom, E. & J. Walker (2003), "Introduction", *Trust and Reciprocity: Interdisciplinary Lessons from Experimental Research* (p.3–19), Editors: E. Ostrom & J. Walker, Russell Sage, New York.

Rekabdar, B. (2015), *Trust in the Workplace: The Importance of an Employee's Perspective*. Unpublished Master Thesis. University of Windsor, Ontario, Canada.

Roberts, B. W. & R. W. Robins (2000), "Broad Dispositions, Broad Aspirations: The Intersection of Personality Traits and Major Life Goals", *Personality and Social Psychology Bulletin*, Volume: 26, p.1284–1296.

Rosenberg, M. (1965), *Society and the Adolescent Self-Image*, Princeton University Press, Princeton, NJ.

Rosenberg, M. (1990), "The Self-Concept: Social Product and Social Force", *Social Psychology: Sociological Perspectives* (p.593-624), Editors: M. Rosenberg & R. H. Turner, Transaction Publishers, New Brunswick.

Rosenberg, M. & R. G. Simmons (1972), *Black and White Self-Esteem*, American Sociological Association, Washington, DC.

Salamon, S. D. & S. L. Robinson (2008), "Trust That Binds: The Impact of Collective Felt Trust on Organizational Performance", *Journal of Applied Psychology*, Volume: 93, p.593-601.

Schlenker, B. R. (1975), "Self-Presentation: Managing the Impression of Consistency When Reality Interferes with Self-Enhancement", *Journal of Personality and Social Psychology*, Volume: 32, p.1030-1037.

Simpson, J. A. (2007), "Foundations of Interpersonal Trust", *Social Psychology: Handbook of Basic Principles* (p.587-607), Editors: A. W. Kruglanski & E. T. Higgins, The Guilford Press, New York.

Solomon, R. C., & F. Flores (2003), *Building Trust: In Business, Politics, Relationships, and Life*, Oxford University Press, New York.

Trivers, R. (1971), "The Evolution of Reciprocal Altruism", *Quarterly Review of Biology*, Volume: 46, p.35–57.

Todorov, A., S. G. Baron & N. N. Oosterhof (2008), "Evaluating Face Trustworthiness: A Model Based Approach". *Soc. Cogn. Affect. Neuroscience*, Volume: 3, Issue: 2, p.119–127.

Vansteenkiste, M., J. Simons, W. Lens, K. M. Sheldon & E. L. Deci (2004), "Motivating Learning, Performance, and Persistence: The Synergistic Effects of Intrinsic Goal Contents and Autonomy-Supportive Contexts". *Journal of Personality and Social Psychology*, Volume: 87, p246–260.

Zak, P. (2003), "Oxytocin May Help Humans Bond", Annual Meeting of the Society for Neuroscience, November, New Orleans, LA.