



**The Impact of Employees' Working Relations in Creating and Retaining Trust: The
Case of the Bahrain Olympic Committee**

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Abstract

Introduction: This thesis investigates the impact of employees' working relations in creating, maintaining and retaining trust in the Bahrain Olympic Committee (BOC).

Aim: The main aim of this thesis is to determine how the three groups of Organisational Trust variables, namely Social System Elements (SSE), Factors of Trustworthiness (FoT) and Third-Party Gossip (TPG), affect employees' Organisational Trust (OTR) in the BOC and promote Organisational Citizenship Behaviour (OCB). To answer this main aim, a conceptual framework was created that focused on exploring the following research aims: (1) the interrelationship between SSE and FoT, (2) the effect of SSE on OTR, (3) the impact of TPG on OTR and (4) the effect of OTR on overall OCB.

Methodology: The study uses a mixed-method case study research style that included in-depth semi-structured interviews with 17 managers, an online questionnaire survey with 320 employees of the BOC and an analysis of the BOC's Annual Reports from 2015 to 2018.

Results: The qualitative and quantitative findings indicate, firstly, that there is a significant interrelationship between SSE and FoT, establishing that SSE's perception of organisational justice (OJ), including that FoTs benevolence and integrity as the most important factors in yielding employees' trust in the BOC. Secondly, it has been established that SSEs have significant direct and indirect effects on OTR. Thirdly, negative and positive TPG concurrently occurred in the BOC and the prevalence of negative TPG poses more impact on OTR. Finally, this study's findings demonstrated OTR's effect in generating OCB, including that Civic Virtue was rated as the most preferred of the five OCB themes; this indicates the managers' and the employees' strong emotional attachment and support of the activities taking place at the BOC.

Contributions: Overall, this thesis substantially contributes to OTR literature, particularly in the context of the Middle East. It also proposes several insightful recommendations for future research and practical implications for practitioners in the field of Organisational Trust.

Keywords: Bahrain Olympic Committee, BOC, organisational trust (OTR), social system elements (SSE), factors of trustworthiness (FoT), organisational citizenship behaviour (OCB), third-party gossip (TPG), trust reciprocity, social exchange mechanism

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Chapter 1 - Introduction

1.1 Introduction

Although trust is a common word used almost daily in social relationships it is, in fact, complex and based on many variables. Many of these interpersonal trust variables must be present in any organisational or business operation to create and maintain organisational trust (OTR). These variables are interconnected to one another and aid in attaining, building and maintaining OTR. To grasp the interconnectedness of these organisational trust variables, an investigation into the working relations (social system elements) within an organisation is imperative.

This thesis focuses on studying the impact of employee-manager and employee-organisation working relations on OTR which stem from the interaction of several organisational trust variables and processes within organisational relationships. It is, thereby, the central work of this research to measure the impact of the organisational trust variables, namely the social system elements (SSE), factors of trustworthiness (FoT) and the effect of third-party gossip (TPG) on employees' overall trust in the organisation. This thesis ultimately aims to establish that OTR is a basic predictor of organisational citizenship behaviour (OCB) (Yu et al., 2018).

The concept of trust is present in most cultures and it is perhaps central to any human interaction. However, most existing trust research has taken place in a Western context, as Tsui & Wu (2005) pointed out the overwhelming prevalence of the U.S. perspectives, values and interests projected in management knowledge. Therefore, the study on trust across different national/societal cultures, particularly in this part of the world (the Arabian Gulf), is timely and imperative because organisational trust positively contributes to the economy and the well-being of employees (Redman et al., 2011).

Moreover, adding Bahrain's perspective on trust enriches existing literature, shedding light on essential elements that could have a different weight in Western cultures such as the importance of family ties in business relationships in the Arabian Gulf region. Furthermore, a view of trust in the Bahraini cultural context might prove beneficial to international companies operating in the states within the Arabian Gulf to implement the right and effective measures on regulations and policies that will aid manager-employee relations to organisational success.

1.2 Research Aim

This research aims to investigate how organisational trust variables, such as social system elements (SSE), factors of trustworthiness (FoT) and third-party gossip (TPG), affect employees' trust and promote organisational citizenship behaviour (OCB) within the Bahrain Olympic Committee (BOC).

Several trust-related theories were adopted to aid in testing the conceptual framework. Firstly, it includes Mayer et al.'s (1995) three FoT (i.e., benevolence, integrity, and ability) as these factors are widely acknowledged in the literature and established to be predictors of trust. Secondly, it also considers numerous prior research that investigated the impact of SSEs individually on OTR such as Kim & Leung (2007) for organisational justice (OJ), Sarfraz et al. (2018) for the perception of corporate social responsibility (CSR), and Colquitt et al. (2014) for employee involvement (EI). These three SSEs were selected based on their significance in achieving co-operative employee relations. Thirdly, this study also aims to look at Third-Party Gossip's (TPG) impact on organisational trust. Taking into consideration that gossip is present in all organisations, its significance can be seen in its effect on employees' trust. Finally, the conceptual framework considers OCB. Singh & Srivastava (2016) pointed out that OCB was the predominant positive outcome of OTR and to aid in understanding OCB, Dennis Organ's (1988) five dimensions of OCB, which are altruism, courtesy, conscientiousness, sportsmanship and civic virtue, were used. Each of these variables is discussed in its headings in Chapter 2.

All these theories contribute to the study of organisational trust (OTR) at the Bahrain Olympic Committee (BOC), an independent organisation in the Kingdom of Bahrain that is recognised by the International Olympic Committee. The BOC has an employee base of 420, comprising a ten-member board of directors, a total of nine departments and 26 affiliated sporting associations. Hence, the BOC, with its multidisciplinary workforce, national and international reach, high public visibility and close connections with government and civil society, represents an ideal case to study OTR in the Arabian Gulf region.

In this context, this study's test of the distinctive conceptual framework with the following organisational trust variables stated above uses a mixed method in data collection to holistically gather information on employees' trust in the organisation through an online survey (quantitative)

ad managers' perception of employees' trust through a semi-structured in-depth interview as well as analysis of the BOC's Annual report from 2014 to 2018 (qualitative).

For the primary qualitative data collection (Chapter 4), this study utilised the four research questions (RQs), namely, (1) How do the three Social System Elements (SSEs) relate to Factors of Trustworthiness (FoT)? (2) How do the three social system elements (SSEs), together with the factors of trustworthiness (FoT), affect employees' perception of organisational trust (OTR) within the organisation? (3) How does third-party gossip (TPG) affect organisational trust (OTR)? and (4) "How does employees' trust in the organisation determine their overall Organisational Citizenship Behaviour (OCB)?" These four RQs assisted in soliciting managers' responses that indicate their perception of employees' trust in the organisation. Their responses laid out their characteristics in line with this study's trust variables in fostering trust among employees.

For the quantitative data collection (Chapter 5), this study used research objectives (RO) in line with the research questions of the thesis, namely: (1) To validate the relations of the SSs and FoT; (2) To establish the relations of SSEs and OTR through FoT; (3) To determine the impact of SSE on OTR moderated by TPG; and (4) To determine the impact of OTR on OCB. These research objectives have the corresponding hypotheses, and they are:

RO1 Hypothesis:

H1: SSE is positively related to the factors of FoT.

RO2 Hypothesis:

H2: SSE has a positive indirect effect on OTR through (mediated by) FoT.

RO3 Hypotheses:

H3: The direct relationship between SSE and OTR is such that these two relationships will be weaker when contact with TPG is negative than when it is positive.

RO4 Hypothesis:

H4: SSE has a positive indirect effect on OCB through (mediated by) OTR.

H5: OTR has a positive effect on OCB.

Notably, the quantitative data is expected to indicate the presence of SSEs, FoT and positive TPG, influence trust, and through these variables indicate the attainment of employees' trust.

1.3 Research Questions

This study formulated four specific research questions that clarify the dynamic interrelationships highlighted in the conceptual framework as follows:

1. How do the three Social System Elements (SSEs) relate to Factors of Trustworthiness (FoT)?
2. How do the three social system elements (SSEs), together with the factors of trustworthiness (FoT), affect employees' perception of organisational trust (OTR) within the organisation?
3. How does third-party gossip (TPG) affect organisational trust (OTR)?
4. How does employees' trust in the organisation determine their overall Organisational Citizenship Behaviour (OCB)?

These research questions will assist this study in establishing the dynamic interconnectedness of the trust variables to OTR and consequently the promotion of OCB as visualised by the conceptual framework below (Figure 2.3). Additionally, the conceptual framework will be used to develop an employee questionnaire and a semi-structured manager interview to explore the existing working relationship at the BOC.

1.4 Contribution

This research aims to contribute to the organisational trust literature in several ways.

First, this study was directed by its critical investigation of organisational trust literature, particularly the research gaps identified. Chapter 2 of this study discusses several research gaps, such as the scope of prior studies concerning organisational trust. Prior studies, as mentioned in Chapter 2, focus on one scope, such as employees' trust in managers or management (Alaaraj et al., 2018; Dahmardeh & Nastiezaie, 2019; Gholami et al., 2019) or employees' willingness to establish a long-term association with the organisation (Serrano et al., 2018; Verburg et al., 2018; Yu et al., 2018; Yue et al., 2019). Notably, this study's scope surpasses the scope of previous studies on OTR because its collected data include employees' OTR and managers' perceptions of employees' trust in them reflected through the SSE principles. It is also worth noting that this

study's critical literature review also established the lack of evidence relative to the evaluation of SSEs' (organisational justice, employee involvement, and CSR) correlation to FoT in relation to its effect on OTR. However, prior studies established OTR as a multidimensional concept (Salanova et al., 2021; Nienaber et al., 2015) involving interconnections of various trust variables, implying that a study focusing merely on one scope, for instance, employee perception of management and using only one or two trust variables, for example, social system elements, would not sufficiently cover the multidimensionality of organisational trust. Thus, this study devised a conceptual framework that covers a range of trust variables, such as SSEs, FoT and TPG, and OTR's impact on OCB, showcasing the interrelations of these variables with OTR and OCB. The selection of these trust variables was based on prior studies that established them as significant predictors of OTR (Jung & Ali, 2017; Shaw, 2014; Xia et al., 2011), employee involvement (Arkin, 2011; CIPD, 2015; Macleod & Clarke, 2009; Purcell, 2014; Schaufeli et al., 2014; Alfes et al., 2013; Hyman, 2018; Ahmad et al., 2017), organisational justice (Le et al., 2014; Lance Frazier et al., 2010; Yang & Massholder, 2010; Lewicki et al., 2005), CSR (Vlachos et al., 2010; Tian & Robertson, 2017; Christensen & Raynor., 2013; Lee et al., 2018; Kim et al., 2010; Ali et al., 2010), Factors of Trustworthiness (Colquitt & Rodell; 2011; Baer et al., 2018) and TPG (Michelson et al., 2010; Goold & Klipp, 2002; Kramer & Tyler, 1996; Kong, 2018; Nugent, 2018). Another research gap refers to the lack of studies that investigate the relationship between OTR and OCB even though prior studies established their positive relations (Koodamara et al., 2019; Yildiz, 2019), OTR as a mediator, and the need to investigate trust variables' impact on OCB through OTR considering the fact that OTR is a multidimensional concept (Salanova et al., 2021; Nienaber et al., 2015). To address this gap, the study investigates the indirect effect of SSEs (EI, perception of CSR and perception of OJ) on OCB through OTR.

Therefore, this study's extensive inclusion and study of carefully selected trust variables, such as SSEs, FoT, and TPG, in determining their impact on OTR and OTR as a mediating variable in determining OCB, will extensively contribute to enriching the OTR literature, benefitting researchers and practitioners in the field. Similarly, the conceptual framework (Figure 2.3) devised to measure the impact of these trust variables in one study might prove to be beneficial for researchers and scholars as this can serve as a potential model for further research in organisational trust.

Second, this study enriches OTR literature as it answers the previous studies' recommendations and calls for further investigation in the following: (a) taking organisational trust and organisational citizenship behaviour as outcome variables for future studies (Ha & Lee, 2022), (b) organisational trust as a mediator in between organisational citizenship behaviour and procedural justice (Koodamara et al., 2019), and (c) the unexplored research on the involvement of many mediating variables in the relationship between organisational trust and organisational citizenship behaviour (Yildiz, 2019).

Third, the critical literature review revealed that there is minimal research on organisational trust conducted in the context of the Middle East, particularly the Arab Gulf region (Redman et al., 2011; Tlaiss & Elamin, 2015). As explained in Chapter 2, the study of organisational trust in Bahrain enriches OTR literature by providing findings and analysis of how Bahrain, and to some extent the Arabian Gulf region, since they share similar culture (collectivist), perceive organisational trust as well as insights on how practitioners, based in the Middle East, should adopt and implement regulations and policies to promote, maintain and retain employees' trust in the organisation. The Arabian Gulf's perspective of organisation trust through this study can then serve as a basis for researchers and scholars when comparing it with the overwhelming trust literature of the western context. In other words, this study becomes significant research in providing insights into organisational trust in the context of the Arab Gulf region, potentially assisting organisational decision-makers in making informed decisions on policies and regulations to adopt and implement. A case in point is the study conducted by Lister (2013), stating that UAE organisations with a group-based trust disposition are highly successful. Additionally, this study enriches organisational trust literature that researchers can use as a basis for juxtaposing trust in Western and Middle Eastern contexts. More importantly, it has to be noted that the study of organisation trust in Bahrain remains unexplored up to this date. Hofstede (2019) provided an analysis of Gulf countries' cultures, such as Saud Arabia's, UAE's, Iraq's, Qatar's, and Kuwait's, on his website; however, no analysis of Bahrain's culture can be found, which indicates that Bahrain is a fertile ground for research to be conducted in the sphere of organisational trust, especially when considering that Bahrain is a financial district with numerous multinational companies.

Fourth, it is essential to consider that the cultural aspect of the nation and, to some extent, of the region, plays a significant role in terms of how trust in an organisation is perceived. Prior studies

(Erthal and Marques, 2018; Kargas, & Varoutas, 2015) presented evidence of the interconnectedness of national and organisational cultures. There is evidence in the literature that national culture influences the HRM practices, leadership style, decision-making of management, reward system, expectations of employees at work, organisational design, motivation, and communication system (Moore 2016; Schein 2010). There is evidence found that in some countries, national culture gives more control to their political leadership through finance, and other ministries can influence the decision-making with respect to employee recruitment, promotion, organisational changes, and major financial decisions (Aslam et al., 2016; Aslam et al., 2015). Furthermore, the national culture of Arab countries gives more control to royal families and their people in the ministries who are responsible for rules, policies, and regulations for public and private organisations where national interests are the top priorities for them (Amin et al., 2012). These findings in the literature review in relation to the interconnectedness of the national and organisational cultures explain why this study is significant in considering the discussion and inclusion of culture. Furthermore, in the context of the BOC, I included in my thesis a discussion of Dundon et al.'s (2017) power dynamics of working and employment relationships in Bahrain, focusing on the seven dimensions, namely: legal sources, contract status, technology and employment, institutional governance mechanisms, union participation, non-union employee voice and external actors and networking in Chapter 2, following the analysis of Bahrain's culture through the use of Hofstede's (2019) framework. This discussion provides a clearer understanding of Bahrain's culture in relation to the understanding of organisational trust. It is also important to note that Bahrain, Saudi Arabia and the UAE, all Gulf countries, have been identified as having a similar culture, a collectivist culture, implying its significance in enriching the minimal research conducted in the Arabian Gulf on organisational trust. Additionally, for a better understanding of culture's role in organisational trust, this study uses social exchange theory. According to Cook et al. (2013), management theories such as social exchange theory (SET) can apply in diverse cultural settings. The SET can provide an in-depth understanding of the role of socio-cultural factors embedded in the trust and social practices of the organisation (Cook et al., 2013; Thomas & Iding, 2011). The SET is based on social behaviour in which people first determine the risk and benefit analysis before involving in social exchange (Homans, 1958). SET is one of the models used in explaining people's behaviour, outcomes or benefits, environment and the interpersonal

network and trust between individuals (Blau, 1964). Social exchange and culture are interlinked as they are associated with personal values, individual motives and behaviour choices (Cook et al., 2013; Chernyak-Hai & Rabenu, 2018) that can influence organisational trust and organisational citizenship behaviour. SET argues that individuals may show interpersonal trust based on future expectations, meaning that individuals will not participate and work in teams when they perceive there are more efforts as compared to lower levels of reward. The SET also posits a similar ideology that employees show their high trust and engage with work only when they perceive higher organisational reward by giving their maximum contribution. The SET can be deduced as the foundation of mutual reciprocity, which argues based on the benefit returns and states that one will not exhibit certain behaviour unless the expectation of the outcome is positive (Blau,1964). According to Wang & Noe (2010), SET highlights that mutual working practices are strongly dependent on cost and benefit analysis as well as organisational trust and justice in an organisation. Conditional, unconditional, affective, cognitive, and social trust are some of the factors that can influence organisational performance (Wang & Noe, 2010). If employees perceive distributive justice (reward and performance linkage) as high and they may develop more trust in management, then they are more likely to show higher organisational commitment and citizenship behaviour. Wu et al. (2006) have elaborated SET in the context of two factors: social cost and benefits and economic cost and benefits. For example, social costs and benefits such as respect, caring, honour, and friendship are important factors that can increase organisational trust. Whereas economic cost and benefits such as equivalent and reciprocal rewards can enhance the overall organisational performance. Therefore, this study opted for SET theory as it helps to contribute by focusing on how the organisational trust has socially constructed meanings and multidimensional such as SSEs, FoT, and TPG, impacts OTR and promotes OCB. More importantly, the insights into how organisational trust is best attained and retained in the BOC in relation to culture both national and regional can potentially inform practitioners of the best method or approach to use in their organisation in a similar setting. Similarly, researchers can benefit from the findings of this study in terms of getting a comprehensive understanding of trust in Bahrain and the Arab Gulf region. Therefore, the inclusion of the discussion of the context's culture provides an opportunity for a holistic understanding and explanation of the quantitative and qualitative data collected.

Fifth, this study presents an amalgamated questionnaire that brought seven scales together to measure different organisational trust variables and further established their validity and reliability. Such a questionnaire might be beneficial for future researchers in conducting a similar study in a different context.

Finally, this study opted for using the mixed method in collecting and analysing data based on the aim of presenting a holistic perspective of organisational trust in the BOC. Extant literature presents studies (Alaaraj et al. 2018; Dahmardeh & Nastiezaie, 2019; Gholami et al., 2019; Ha & Lee, 2022; Hayunintyas et al. 2018, Manimegalai and Baral, 2018; Yildiz, 2019) conducted using quantitative data collection and analysis methods on OTR, OJ, OCB, CSR practices and organisational involvement. These studies revealed several limitations, as discussed in Chapter 2. However, there is no research conducted using the qualitative method in data collection. It was also discovered that there is minimal research done using mixed methodology. Some studies advocated the use of mixed methodology as it can overcome the weakness presented by quantitative and qualitative methods (Curado, 2018; Tu, 2018). Bearing these in mind, the researcher opted for the use of mixed methodology, i.e., a quantitative method in collecting employees' OTR and a qualitative method in collecting managers' perceptions of employees' trust in them. With the use of triangulation, this study provides a richer understanding of organisational trust, contributing extensively to OTR literature not only based on context but also on its scopes and numerous trust variables included.

1.5 Thesis Outline

The rest of this thesis is organised into six chapters.

Chapter 2 provides a review of the literature on organisational trust, discussing the significant organisational trust variables such as the social system elements (SSE), factors of trustworthiness (FoT) and third-party gossip (TPG) as well as the impact of organisational trust (OTR) in motivating employees' organisational citizenship behaviour (OCB), including the cultural implications.

Chapter 3 outlines the research methodology starting with the discussion of research philosophy establishing the use of ontology and epistemology and the pragmatism research paradigm. This research uses the mixed-method single case study with justification for such a choice (Yin, 2011). Its data collection comprises semi-structured, in-depth interviews and online questionnaire surveys. This chapter also discusses the thematic analysis conducted.

Chapter 4 presents the findings for the qualitative data that consist of the in-depth interviews of the managers (primary) and analysis of the BOC's Annual Reports from 2015-2018 (secondary). The qualitative data was analysed based on the four research questions of this study.

Chapter 5 describes the statistical findings of the quantitative data taken from the online questionnaire survey conducted on the BOC's employees. The quantitative data was analysed based on the four research objectives established based on the four research questions of this study.

Chapter 6 presents the discussion and analysis of both the qualitative and quantitative findings. It includes detailed explanations of the implications of the findings on the BOC.

Chapter 7 concludes this thesis with detailed explications of this research's contributions and limitations. Recommendations for future research as well as for practitioners are also provided.

Chapter 2 - Literature Review and Conceptual Framework

2.1 Cultural Context of Trust

Establishing the Kingdom of Bahrain's cultural context provides a clearer understanding and insight into Bahrain's culture as to how and why they operate in certain ways which, in turn, will aid readers in comprehending the cultural implications and its influence in the study of organisational trust. For this reason, this section presents a discussion on the Gulf Region's, and in particular Bahrain's, cultural context, to provide essential background information on the dynamics of the working relations in the Bahrain Olympic Committee (BOC) which is the subject of this thesis.

2.1.1 The Gulf Region's Cultural Context

Cooke (2017) emphasises the importance of studying the cultural context and how people communicate to determine employee-manager relations. Knowing the specific difference can assist multinational organisations in adapting and responding to cultural differences. Thus, understanding the cultural context of trust is essential as national differences across countries and individual power concepts vary (Saunders et al., 2010). Moreover, individuals belong to various cultural and ethnic backgrounds and this disparity of cultures does matter in the development of trust (Obeidat et al., 2012), thereby making trust context-specific and less universalistic (Saunders et al., 2012).

Extant research has focused on understanding trust's concept within the Western context. However, cross-cultural trust is vital in today's globalised world (Saunders et al., 2010) since businesses are now often multinational with a great deal of diversity in the workforce globally.

In the Arabian Gulf region, particularly in Saudi Arabia and Oman, minimal research has been conducted to understand trust (Redman et al., 2011; Tlaiss & Elamin, 2015). In the Kingdom of Bahrain, which is one of the Gulf states, no established research on trust status has been conducted. Hence, the study of trust in the context of the Arabian Gulf region is essential due to cross-cultural differences. Additionally, comprehension of the Gulf region's culture is greatly significant and based on Hofstede's (1980) studies and its cultural features are discussed below.

Hofstede (1980) & Redman et al. (2011) pointed out that Gulf residents are used to higher levels of trust relative to their Western counterparts because of their collectivist culture. They further stated that to retain and increase trust, group interactions take place whilst keeping in mind reputation and reciprocity in relationships thus decreasing the propensity of any unwanted activity that violates trust. Tausch (2015) also posited that in the Gulf states, before entering a relationship, an individual considers reassurance of higher levels of trustworthiness therefore limiting uncertainty by enhancing the web of relationships. Relating to this study, understanding the tendency to trust is significant since this research will investigate employees' perceptions of trust and how it affects their working relationships.

Many scholars have agreed with Hofstede's cultural dimensions and added to his initial four dimensions. The main point of initiating these dimensions has been to know how national-societal cultures affect work-related beliefs, perceptions, behaviour and trust (Saunders et al., 2010). The Gulf culture assessment on measures suggested by Hofstede's 1980 cultural dimensions highlights essential insights into understanding, interactions and relationships to develop trust (Yasin & Sandhu, 2013). Hofstede's (2019) six cultural dimensions consisted of power distance, uncertainty avoidance, individualism, masculinity, long-term orientation and indulgence (Beugelsdijk & Welzel, 2018). These dimensions can be used to understand cultures within countries. The six dimensions represent countries' preferences that help distinguish them from others (Hofstede, 2019). These were devised after considering various aspects of people's lives and individual differences; this generalises this theory's weakness (Hofstede, 2011). Notably, Hofstede clarifies that stereotyping should not be used for individuals since personalities vary within each national culture (Hofstede, 2011). Also, Eringa et al. (2017) emphasised the problematic generalisation of Hofstede's cultural dimension and pinpointed the imperativeness of studying each culture as a specific case due to a possibility of an individual who has been raised in a different culture than the one he/she is currently living in.

Hofstede's theory of cultural dimensions has not been applied to the Kingdom of Bahrain. However, insights into neighbouring countries, such as Saudi Arabia, Kuwait, Qatar, the United Arab Emirates and Iraq are available on his official website (Hofstede, 2019). All five countries have been scored as the same on the four initial dimensions discussed below. The two other dimensions (long-term orientation and indulgence) have been used only concerning Saudi Arabia.

The first of Hofstede's dimensions is the power distance dimension; this refers to the country's political system being investigated (Hofstede, 2001) and studies the society's inequalities as well as the extent to which individuals accept that power is not equal for all (Hofstede, 2001). Although inequalities are present in every country, each country's attitude varies to its acceptance. Power distance is derived from the hierarchy. In the case of the Gulf region, it is the ruling family and the appointed government officials. Gulf countries score high in power distance and accept the inequality since they prefer to depend on their leaders in member relationships. It is believed that leaders are to be respected and listened to (Hofstede, 2001; Tlaiss & Elamin, 2015).

Secondly, the dimension of individualism addresses how close individuals are to each other and their integration into groups (Hofstede, 2011). This dimension also identifies the extent to which individuals care for each other. An individualist culture refers to having individuals looking after themselves. Whereas, on the other hand, a collectivist culture takes care of each other to exchange loyalty and trust by developing ties in close groups (Hofstede, 1984). In a collective culture, goals and values are similar to one another while in an individualistic culture, self-interest is a core value (Yasin & Sandhu, 2013). The Gulf States are considered collectivists as they have groups in which they prefer to work towards similar goals and the overall benefit. This results in people likely to demonstrate high organisational citizenship behaviour (OCB) levels as they focus on the community's well-being (Tlaiss & Elamin, 2015).

Moreover, Islam, The Gulf's main religion, supports collectivism and encourages teamwork (Tlaiss & Elamin, 2015). According to Doney et al. (1998), a greater chance of trust in such a culture is likely as individuals work with familiar faces. In a collectivist culture, people hold the same norms and values because expectations are similar on both sides. However, trust's propensity will be low once individuals work with unfamiliar faces (Saunders et al., 2010). Loyalty in a collectivist culture is paramount and strengthens the bonds between family members or within specific groups. However, such cultures can encourage high-level tolerance of injustice because they focus on harmonising people and may ignore inequality to achieve a collective goal (Tlaiss & Elamin, 2015).

The third dimension is masculinity, which refers to a culture's tendency to prefer output vs. processes respectively (Hofstede, 1984; Hofstede, 2001). Hofstede (2001) states that this dimension looks at the distribution of values between the genders as those of women and men

differ; men are more competitive and assertive than women who have modest and caring values. Hence, a masculine society is rigid and focused on competition and achievement while, on the other hand, a feminine community is lenient in terms of the way individuals guide their lives; the quality of their lives is essential and this is a reason for their success (Hofstede, 2019). Feminine cultures prefer processes to outputs so they value friendly ties rather than output-orientated, focusing more on a 'work to live' philosophy (McLeary & Cruise, 2015). Trust in feminine cultures is dependent on intentions and predictions (Saunders et al., 2010). However, trust in masculine cultures arises from processes and showing capability (Saunders et al., 2010). The Gulf culture is said to have both feminine aspects (Kuwait) and masculine ones (Qatar, Saudi Arabia and Iraq), while the UAE is neither (Hofstede, 2019).

The fourth is the uncertainty avoidance dimension which refers to intolerance towards unwanted happenings and uncertainties, showing how tolerant society can be to ambiguity. So, high uncertainty avoidance cultures are more rule- and regulation-bound with increased numbers of formalised processes and procedures (Wright & Ehnert, 2010; Park et al., 2012). Cultures with a high uncertainty avoidance levels minimise ambiguity by enforcing behavioural codes; they disapprove of deviant opinions. Gulf countries have high uncertainty avoidance because of their religion and rigid principles of belief and behaviour with regulations being used to lessen the stress of an unknown future (Hofstede, 2011). There is minimal tolerance for rule-breaking and unjustified ideas and behaviour (Hofstede, 2019).

Bearing this in mind, the following section highlights the cultural inclinations of Bahrainis and how their relative trust is determined.

2.1.2 Using Hofstede's Framework to understand Bahrain's Culture

Prior research lacks any assessment of Bahrain's culture regarding Hofstede's scale of cultural dimensions (Hofstede, 2019). Sidani & Thornberry (2010) reflected on the different inclinations of Bahrainis that help estimate their cultural dimensions, specifically on how they interact and maintain trust in relationships.

As in the previous section, Arabian Gulf cultures are said to demonstrate high power distance indicating a high tolerance of inequality. However, Sidani & Thornberry (2010) highlighted that, with the advent of the Arab Spring and the easy access to information brought about by technology, this trend is changing and Bahrain's intolerance of inequality is rising (HOD, 2012). The increase in protests indicated Bahrainis' freedom to express their rights democratically which suggests the potentiality to reduce the power distance.

On a continuum of an individualistic versus a collectivistic culture, Bahrainis are more orientated towards having strong social bonds and ties (HOD, 2012). Thus, they have a strong orientation towards being collectivists. However, this collectivism is seen more in the family structure than in an organisational setting where Bahrainis focus more on individual goals; nonetheless, keeping pace with group members shows their collectivist nature (Metcalf, 2006). This collectivist nature also positively affects the decrease in power distance where ties to this culture lessen inequalities in power distribution (Wilkinson et al., 2018).

Unlike other Gulf states, uncertainty avoidance is high for Bahrain (Sidani et al., 2010). This is reflected in their propensity to avoid any uncertainty in the future, ad hoc business environments and their dependency on oil resources. However, due to the uncertain role of oil as an international energy resource in future economies they are developing alternatives to establish their economy, revealing their low tolerance for ambiguities (Metcalf, 2006; Sidani et al., 2010).

Having a strong urge to compete in the Middle Eastern region, the Bahraini culture is seen to have a more masculine orientation. It focuses more on accomplishing outcomes and valuing its economy's development needs rather than focusing only on keeping relationships (Karolak, 2010). This is manifested in the Strategic Vision 2030 of His Royal Highness Crown Prince Salman Bin Hamad Al Khalifa.

The above-mentioned cultural dimensions are reflected in connection with the power-implementing tendencies of the government in Bahrain (Khakhar & Rammal, 2013). As suggested by French & Raven (1959), the different power bases reveal that power influences relationships and, subsequently trust, further strengthens social interactions (Politis, 2003). For example, the notion of a legitimate powerbase refers to the formal right to make decisions or influence others. In a Bahraini context, individuals believe that legitimate power can only be exercised if leaders

are elected democratically (Wimmen, 2014). An authority may use another type of power, coercive power, as a punishment where entities fail to comply with a rule, regulation or norm, or as a reward for doing so (Politis, 2003). In Bahrain, for example, where demonstrations must have the prior approval of the Ministry of the Interior to ensure the protestors' security, unofficially going against the status quo is kept strictly in order (Khakhar & Rammal, 2013).

However, expert power lies with individuals with expertise and specific skills and proficiencies. In Bahrain, the royal family and those who hold certain positions of authority because of their high level of education and/or skills and experience are considered influential and powerful (Wimmen, 2014). Referent power, however, derives from being concerned about people's rights and thus power and authority are gained by addressing others' needs. Notably, referent power indicates an existing trust that the people in authority have in their subordinates. In Bahrain, referent power is considered worthwhile if the relevant authorities are fair and are not abusing their position (Neal, 2010; Wimmen, 2014). Hence, Bahrain passed legislation and established mechanisms and procedures, such as the fair judiciary system with a Court of Appeals, to ensure power is not abused.

Different forms of power determine a range of outcomes such as high compliance levels or the level of trust in an organisation (Cummings, 2017). Furthermore, applying these types of power can lead to more significant commitment, satisfaction and, ultimately, organisational citizenship behaviour (OCB) (Jain, 2010). A recent study by Dundon et al. (2017) has proved that Hofstede's cultural dimensions are relatable to employees when bearing in mind the terminology differences. The following section will explain further.

2.1.3 Power Dynamics of Working and Employment Relationships in Bahrain

Following the analysis of Bahrain's culture using Hofstede's framework, Dundon et al. (2017) have a similar yet more precise view of the employees' cultural environment and the external and internal influences on their working relationships in terms of power. The study concentrated on seven dimensions: legal sources, contract status, technology and employment, institutional governance mechanisms, union participation, non-union employee voice and external actors and networking. These dimensions were analysed through a fourfold schema (Dundon et al., 2017),

which are form (various forms dimensions come in), scope (variety of issues addressed in each dimension), level (low or high level of the issue occurring) and depth (deep or shallow degree of influence).

The first dimension is legal sources which is related to employment regulations (Dundon et al., 2017) regardless of their forms, i.e. code of conduct or labour laws, the scope of these legal issues, the level they occur bearing in mind international measures and depth of the legal issue on the employment relationship and power of influence. A legal source is a dimension that cannot be ignored nor mislead both parties (employee and employer). They are written, drafted and consented to by jurisdictions (Collins, 2019). They abide by national laws and consider international laws that make them regulated frequently (Lewis, 1976). Hence, employment has been kept to certain standards and employees are considerably protected as there is a balance of power between employers and individual workers (Dundon et al., 2017). However, this statement has been argued by Collins (2001) and DBIS (2012) since they perceive that employment laws favour employees over employers.

Bahraini labour law is perceived to protect Bahrainis from unemployment. The Labour Market Regulatory Authority (LMRA) has issued a Bahrainisation quota for each private-sector company (Official Gazzette, 2012) and the quota percentage is determined separately for each organisation depending on its number of employees. This decision forced the employment of Bahrainis, positively contributing to decreased unemployment rates (Gulf Daily News, 2016). Moreover, each working permit's renewal will cost the organisation BD300 (Gulf Daily News, 2016). Any law violators will be fined BD300 and served a warrant (Gulf Daily News, 2016).

The second dimension is the contract status of employment. It considers all kinds of contracts, scope and depth of elasticity employees have. Contracts are not standardised which gives power to employers (Dundon et al., 2017). Although UK legislation prevents workers from being underpaid by having minimum wage legislation, it prevents working or performing services for another party (reg 2 (1) of the WTR) (Legislation.gov.UK,1998). Similarly, the Bahraini labour law states the same; hence the law is not clear on this part since it does not specify this broad legislation and lets the employer decide on exceptions (Official Gazzette, 2012).

The third dimension is the technology and employment dimension. This dimension is guided through inventions and technology enhancements referring to almost everything that affects employees' productivity. The power of technology has affected employment enormously since robots are a substitute for employees (Dundon et al., 2017) and automation has become predominant in industries (Willcocks & Lacity, 2016). A recent study on the US economy states that almost 47% of the working force is at high risk of automation within 10 to 20 years (Frey & Osborne 2017). As this is a world phenomenon, Bahrain will find that this dimension's power lies within the employers' hands and makes employees, regardless of their expertise and intellectuality, unrecognised (Willcocks & Lacity 2016). Technology enhancement is seen as a surplus for employers and a shortfall for employees (Mason, 2016).

The fourth dimension is the institutional governance mechanisms. This dimension sheds light on the official regulatory bodies that control the job market. Within Bahrain, the Ministry of Labour, LMRA, House of Representatives and Shura Council are the job market regulators (LMRA, 2018). These are governmental bodies responsible for local and expatriate employees that regulate the number of Bahrainis' workforce, expatriates' working permits and wages. Consequently, employees in Bahrain are considered protected from employers and have a regulatory body that they can appeal to.

The fifth dimension is union participation. Trade unions are considered independent non-governmental bodies (Dundon et al., 2017). Trade unions are defined by Encyclopaedia Britannica (2019) as labour unions which are various associations from different industries within the workforce that work collectively to secure pay improvements, benefits and improve working conditions. These unions are an effective employee voice within their industries (Freeman & Medoff, 1984). Although this is a direct way to tackle industry problems and lobby changes there has been a considerable decline in its membership (Dundon et al., 2017). Such a decline is due to the flexibilization of jobs rising in the service sector (Budd & Bhav 2008). Bahrain has a General Federation of Bahrain Trade Unions (GFBDTU) which consists of 47 trade unions, of which six are in government sectors. The initial movement of trade unions started in Bahrain in 1919 (GFBTU, 2018). Pearl divers protested and requested better wages from their employers (Nukhitha-the yacht's owner). In fact, Bahrain hosted the first trade union protest in the Gulf region (GFBTU, 2018). Although they lobby to enhance employment laws, the regulatory bodies and

representative councils have the only say. A recent law has passed through the Council of Representatives that disregarded enhancing workers' funds; the GFBTU was lobbying to disregard the fund law which states that the government shall use the retirement project funds to give to the unemployed. This law has passed without workers' consent who had their wages deducted for years to ensure their retirement wage (Bahrain Mirror, 2019). Thus, this makes employees powerless as this dimension will not benefit them per se but keeps matters in government bodies' hands.

The sixth dimension is the non-union employee voice. This dimension focuses on management-initiated forms (Dundon et al., 2017). This non-union employee voice can be committees within the organisation and other formal communication forums used. Formal communication is a type of communication written and reviewed in advance and transmitted through official means of communication (Fox, 2001); such means can depend widely on the entity itself and means of communication vary within each depending on the employer's strategy. Some organisations have an open-door policy, suggesting that employees are welcomed to meet with their superiors (Shenhar, 1993) Whereas others use a suggestion box or an email address to send complaints and ideas. As this depends on entities, power is with the employers to consider their employees' voices.

The last dimension is external actors and networking. Dundon et al. (2017) consider civil society organisations as external actors. In Bahrain, the Civil Service Bureau (CSB) is concerned with governmental entities only And they are obliged to propose salary policies and benefits. CSB enforces the second clause in Article 18 which states that governmental bodies shall give employees the chance to train within their relevant field (Civil Service Law, 2010) and look after employees' welfare. Hence, employees are not considered to have much power to determine benefits and salaries when negotiating employment terms. However, they are protected against discrimination in pay and guaranteed to receive training to further develop their expertise in order to contribute positively to their field of work and job market (Perrett et al., 2012).

Given Hofstede's (1980) cultural dimensions and Dundon et al.'s (2017) power dimensions analysis above, it is apparent that in social, cultural and employment interactions, the Bahraini culture leans towards demanding higher levels of trust (Karolak, 2010; Sidani et al., 2010). Considering

their orientation to have a fair and balanced system, it is indicated that Bahraini individuals are accustomed to having transparent proceedings and low tolerance of any uncertainties that might cause distrust and ambiguities to proliferate (Sidani et al., 2010). Moreover, the dimensions also show that due to recent changes power is balanced between managers and employees. Thus, organisations understand the concept of human capital being the force behind success. Consequently, employees are listened to, cared about and have balanced power towards management.

Bearing in mind the cultural perspective and employee relationships in determining the orientation of trust in Bahrain, the following section addresses the organisation at the centre of this study—the Bahrain Olympic Committee (BOC).

2.2 The Bahrain Olympic Committee (BOC)

The BOC was founded in 1979 by King Hamad Al Khalifa and made its first global appearance in the 1984 Olympics (Bahrain Olympic Committee, 2018). The BOC is an entity with a civil and independent legal structure recognised by the International Olympic Committee. The BOC is authorised to supervise and arrange all sporting events in Bahrain per the rights and obligations of the Olympic Charter (Bahrain Olympic Committee, 2018). The committee's mission is to cultivate and promote better sports participation among young people in Bahrain and enhance sporting facilities at a professional level (Bahrain Olympic Committee, 2018).

The BOC adheres strictly to formal rules and regulations in its operations and focuses on objectives to assist, promote and safeguard the Olympic sports movement in Bahrain following the ideas of the Olympic Charter and under the appropriate supervision of the Sports Federation. The first appointed President of the BOC was Sheikh Nasser Al Khalifa from September 2010 (Pavitt, 2017) to April 2019, when Sheikh Khalid bin Hamad Al Khalifa was elected President. The current Vice-President is Sheikh Isa bin Ali Al Khalifa and the Committee, under the supervision of Bahrain's Sports Federation, runs significant activities.

Having an employee base of 420, the BOC's organisational structure, as illustrated in the organisational chart below, consists of a board of directors with ten members and a division of nine departments.

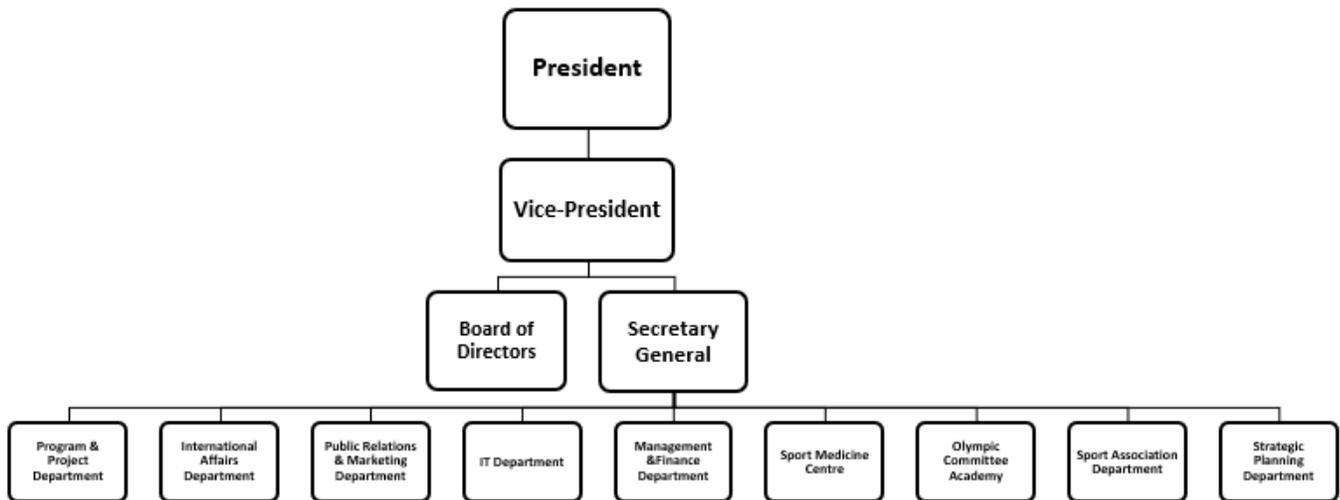


Figure 2.1: The BOC's Organisational Chart

The BOC also serves as a guiding platform for the National Sports Medicine Centre and the National Anti-Doping Committee which deal with any reported complaints to the BOC. The BOC has made a great many positive inputs through sports activities; In collaboration with 26 sporting associations, the BOC cultivates swimming, shooting and other sports (Bahrain Olympic Committee, 2018).

The BOC is accountable for addressing its human capital needs and providing them with needed training and development, offering prospects for growth (Bahrain Olympic Committee, 2018). Recently, to retain employees and for effective reciprocal interaction, the BOC has begun to co-operate with the Bahrain Institute of Banking and Finance (BIBF) through the signing of a Memorandum of Understanding (MoU), set to provide training and development to the BOC's employees seeking to improve their competency levels (BIBF, 2021). Such an alliance suggests promoting collectivist culture and better relationships among employees to accomplish strategic goals collectively. Additionally, the BOC believes that it offers a platform for enhancing employees' competency levels, motivating them to perform better and showing a higher level of trust and

organisational citizenship behaviour (OCB) (Bahrain Institute of Banking and Finance, 2018). The BOC also positively impacts Bahraini society at a national level through such events as the national sports day (held annually in February).

As previously stated, the BOC covers 26 sporting associations, all of which have separate Boards of Directors and teams of employees that report directly to the BOC. The numerous sporting associations have their own challenges and issues hence the unique and complex organisational structure makes it ideal for analysing and understanding how trust plays its role in the BOC. Moreover, the timing of the research coinciding with the 2020 Summer Olympics (held in Tokyo, Japan in August 2021) has made this study more relevant. As an international organisation, the BOC brings international recognition to Bahrain aiming to maintain Bahrain's good reputation and image. For these reasons, the BOC had been chosen as the focal organisation for this study to assess how trust impacts its relations with employees.

To further understand the concept of trust, the following section explores definition of trust, studies on organisational trust and the research gaps identified.

2.3 Definition of Trust

As trust is an imperative factor for strengthening relationships (Ozmen, 2018) it affects both the personal and professional aspects of an individual's life. Although trust is intangible, it can be felt and believed in (Skinner et al., 2014).

Various scholars have defined trust by introducing different terminologies to clarify the concept. Ozmen (2018) pointed out that numerous scholars categorised trust as an internal matter while others consider it a social climate component. The most widely used definition of trust is that of Rousseau et al. (1998), where trust is defined as a psychological state of having a positive expectation of the behaviour or intention of another party so that one is willing to be vulnerable and open towards the other party, to which Skinner et al. (2014) agree. Rousseau et al.'s (1998) known and negotiated definition of trust established vulnerability and openness as the main trust concept, which Nienaber et al. (2015) negotiated through their studies. This means that someone trusting another is taking the risk of being exposed to the consequences of someone else's actions,

irrespective of his or her ability to control the results. Both definitions draw on the concept of trust as simply internal and personal. However, Flores & Solomon (1998) described trust as a social practice defined by choices based on constant interactions where promises and commitments are either fulfilled or frustrated. These choices reflect whether trust between two parties has been built or destroyed (Skinner et al., 2014).

Moreover, Skinner et al. (2014) and the UK's Chartered Institute of Personnel Development (CIPD) (2012) illustrated trust as two parties agreeing to do something that is expected to benefit each other and leave one vulnerable to negative consequences. There are two possible outcomes: first, providing that party B does not exploit A's vulnerability and instead fulfils his/her part of the obligation trust is enhanced and more interaction is welcomed. Second, if party B takes advantage of A's vulnerability and does not fulfil his/her part of the obligation trust is diminished in the relationship and results in possible resistance to further interactions.

Also, Kramer & Tyler (1996) developed a simple formula to interpret the function of trust. It postulates that trust can be gained by having similar characteristics and past experiences related to societal norms and expectations in the given setting. They suggest that past repeated experiences with the other party allow the trust to grow stronger or diminish. Continuous experiences will only happen when the parties discover they are not much different, leading to homogenous characteristics and similar-goal thinking.

Moreover, trust is the belief that (a) an individual or a group works with good faith and will try its best to respond and act according to any commitments both parties have agreed upon; (b) both parties are honest in every commitment they have given to the other and (c) none of the parties will take advantage of the other regardless of the situation and opportunities that they come across (Kramer & Tyler, 1996).

In the context of this study, trust is perceived according to the definition provided by Rosseau et al. (1998), highlighting the fact that trust is internal and personal. This study also considers Flores & Solomon's (1998), Skinner et al.'s (2014) and the UK's Chartered Institute of Personnel Development's (CIPD) (2012) definitions underlining trust as a social practice between two parties involving the fulfilment and failure of commitments. Additionally, this study covers Kramer &

Tyler's (1996) definition, indicating the dyadic dynamics between parties and the risks involved in trusting the other.

Notably, the definitions underscore the fact that trust happens at organisational, and interpersonal levels. Han and Curtis (2022) pointed out that interpersonal and organisational levels of trust share similarities but comprise distinct features. For this study, trust is investigated at the interpersonal level. It is interpersonal because this study conducted an in-depth interview of managers to get their perspectives concerning their employees' trust in them, highlighting the trust that happens between the managers and employees of the organisation. Moreover, the interpersonal level of trust is also reflected in the study's investigation of employees' perceptions of trust collected through the use of an online survey, reflecting the employees' trust in management. Through Kramer & Tyler's (1996) definition, trust can be implied happening at an organisational level as well, most especially in the aspect of employees' and managers' continuous experiences leading to their realization of sharing similar traits and goals between them and the organisation. This is reflected in both the semi-structured in-depth interviews of the managers and the online survey of employees' perceptions of trust. Flores & Solomon's (1998) definition also applies well in this study as the aspect of culture is brought to the front in explaining the effect of culture on the employees' and managers' perspectives of trust. In both components (managers and employees), it is worth noting that trust attained and retained in the organisation is always exercised by the individuals (managers and employees).

The concept of trust in this thesis is further elaborated in the discussion of trust reciprocity and social exchange theory in the next section.

2.3.1 Trust Reciprocity and Social Exchange Theory

Another way of defining trust is based on the social exchange theory (SET) between parties (Skinner et al., 2014). The growing trust literature assesses different domains central to social and co-operative exchanges (Buchan et al., 2008). SET serves to improve the well-being of social networks and relationships (Saunders *et al.*, 2014). Greenspan (1999) declared trust as the root of any social or economic system that sets its foundation on a mutually beneficial exchange. The amount of beneficial social exchange indicates how much an individual or group is willing to trust each other. According to Skinner et al. (2014), these exchanges are supposedly voluntary,

however, an expectation for return is unavoidable (Blau, 1964). Social exchange entails different perspectives of mutual negotiations, reciprocity, collective benefits and holistic competitiveness (Lance Frazier et al., 2010). It is implied that with every social exchange there is a motivation to continue the relationship. Gouldner (1960) added that what one party gained in a transaction must be at least equivalent in importance to what had been given for the relationship to continue (Skinner et al., 2014). Opposing this, Lemmergaard & Muhr (2011) argued that exchange must be reciprocal. Nothing comes free so when nothing was to be exchanged, emotions and feelings are still given in return (Skinner et al., 2014). However, Derrida (1992) asserted that gift-giving that is purely from the heart must not have any expectations of getting something in return at any point in time. Furthermore, Wooten (2000) stated that such social exchanging and gift-giving might build commitments and obligations, becoming uncomfortable (Skinner et al., 2014).

Social exchange mechanism, being a basic part of daily formal and informal interactions, is acknowledged by sociologists. In this context SET is of significant concern in assessing an organisation's relationships with its employees. Tracing back to its origin in the 20th century, SET emerged as a phenomenon of interactive behaviours undertaking certain obligations. Per the principles of social exchange, it is a function of reciprocity and negotiation that further evolves into trust, loyalty and commitment (Zhu, 2012).

To understand the significance of social exchange in organisational relations it is imperative to understand the principle of reciprocity. Reciprocity, as a rule and a crucial principle of exchange, is also deemed a 'giving-back behaviour'. It is an initiator for social interaction that directs individuals mutually towards continuous benefit. The exchange relationships that are more interdependent and follow certain transactional patterns are bound in a 'give away' and 'give back' notion; both parties are involved in the transaction pattern. Adding to this view, Zhu (2012) suggested that, for the parties involved in a reciprocal relationship, this will impact each other's behaviour and the responses thus enhancing co-operation, continuity, fairness and equality.

Viewing the implications of SET in an organisational setting, it has been argued that the theory has a broad conceptual framework and involves multiple overlapping constructs. It also influences the starting action, the parties involved and reciprocating responses (Zhu, 2012). Thus, in a workplace, social exchange refers to reciprocity in job performance, high levels of commitment,

favourable interpersonal (supervisor-employee) relationships and positive work behaviours (OCB), leading to higher trust levels towards the organisation. Moreover, for sustained levels of employees' trust towards an organisation there should be a defined morality and the practice of justice in organisational procedures (Cropanzano et al., 2017).

Bernerth et al. (2007) highlighted that trust reciprocity in employees is derived from a positive social exchange with their leaders, i.e. how much their leaders or supervisors connect them to mutual goals and empower them with sufficient autonomy to execute a task. Thus, to achieve effective trust reciprocity, a positive social exchange between employees and the organisation should exist where organisations work collectively to build trust not only by involving employees in planning, decision making or appointing essential tasks but also by fulfilling promises of growth, offering rewards and being honest and fair in terms of organisational justice for employees (Pradhan et al., 2016). In other words, it is important to contextualise trust within the setting and environmental culture of the parties involved. Hofstede's theory of culture and globalisation proposes that understanding the parties' culture first can relate to how trust is perceived (Ozmen, 2018; Mayer et al., 1995). For example in task-orientated cultures, people seem to have a higher degree of trust for others compared to relationship-orientated cultures where people need more time to gain each other's trust (Sherwood & DePaolo, 2005).

Gaining trust, whether in task-orientated or relationship-orientated cultures, leads to people's dispositional willingness to rely on others. This is a concept called trust propensity (Chiu et al., 2014). Rotter (1967) and Stack (1978) reflect on trust propensity as a stable individual difference that determines their likelihood of trusting; the baseline trust level that an individual is willing to outspread to certain interacting parties and is determined as the most relevant and contributing antecedent of trust (Mayer et al., 1995). Furthermore, being a dispositional variable of trust, Costa & Taillieu (2001) and Mayer et al. (1995) measured propensity to trust as a tendency of the individual to trust or mistrust others and reflect his/her expectations about the trustworthiness of others. Colquitt et al. (2007) cited McKnight's (1998) insight on trust propensity where he argued that it is one of the potential factors in cross-functional teams, joint ventures and structural re-organisations to keep them working as a functional unit. Hence, rendering the most compatible trust antecedents in situations with uncertain actors (Colquitt et al., 2007) but it is uncertain that its impact remains intact once trust has been determined (Colquitt et al., 2007). Further

interpretation of the role trust propensity plays in retaining trust highlights its functions as a filter that alters others' interpretations thereby functioning as a platform enabling a leap of faith to trust (Heyns & Rothmann., 2015).

Moreover, the findings revealed by Heyns & Rothmann (2015) suggest that higher levels of perceived trust facilitate a higher disposition to trust; therefore it is important to cultivate means of building generalised trust in others. Social exchange arguments also stress the direct effects of trust propensity on trust. Chiu et al. (2014) highlighted in the individual perspective of trust propensity that a positive influence is seen on individual trust levels reflected as OCB and commitment. This further connotes Rotter's (1980) work which suggested a high trust propensity of an employee will enhance his/her dispositional tendency to perform in a cooperative, moral, compliant and prosocial in all contexts of the organisation (Chiu et al., 2014). As a result, high trustors are prone to build more effective social exchange relationships as they are more inclined to reciprocity norms.

Knowing that trust is a function of trustor's propensity and different dimensions of national culture, it is significant to understand how other countries and cross-culture variability impact this propensity (Hallikainen, H. & Laukkanen, 2018). Shresta et al. (2013) highlighted the role of gender and country differences on the propensity to trust which is further influenced by cultural dimensions, i.e. collective/individual culture as well as masculine/feminine cultures that have a potential influence on ways organisations do business internationally and trust a client.

The propensity to trust in a cross-cultural context is a function of knowledge and familiarity between cultures and organisations (Downes et al., 2002) meaning that when co-operating partners' assumptions and expectations are compatible, a higher propensity to trust will enhance more on their alliance. A comprehensive analysis of trust propensity across different cultures by Downes et al. (2002) highlighted that the elements of culturally sensitive behaviours impact the overall aura of trustworthiness and propensity to trust. The overall implications of propensity to trust given by the prior research in the context of cross-cultural and different geographical countries are that different people from different cultures have varied predispositions to trust others. Various aspects of a country's culture impact the differing degree of trust propensity (Zeffane, 2017). The studies of Hofstede (1984) and Zeffane (2017) explored the impact of two

main cultural dimensions. The findings stated that the propensity to trust in the Gulf culture has a strong affinity towards collectivism rather than individualism. Moreover, Zeffane (2017) highlighted that prior evidence has mainly stressed the role of collectivism/individualism to assess the propensity to trust across cultures and found out that collectivism is strongly related to trust propensity.

Since this study is being conducted in the Bahraini context, cultural differences might affect trust's meaning and predisposition. The prior evidence by cultural theorists has identified that the Arabian Gulf is a collectivist culture (Redman et al., 2011) that is inclined to work in teams and groups and aim for collective social interests undertaken in harmony. Likewise, Bahrain's neighbouring countries (Saudi Arabia and the UAE) share a highly collectivist culture and consider the group-based societal organisation to avoid uncertainties and boost trust. Moreover, to sustain trust group members in Saudi and UAE organisations regularly interact to maintain commitment and loyalty and counter disloyalty and mistrust by repulsion. Group-based trust is highly rewarded in UAE-based organisations, encouraging the trust disposition (Lister, 2013).

Consequently, within the Gulf region certain cultural differences are likely to impact the expectations/meaning of trust. This, in turn, will affect employees' trust in their working relationships. Having considered different factors of trustworthiness, managers' role in initiating and building trust is of utmost importance.

For fuller comprehension of trust, the following section expounds on the difference between trust and trustworthiness.

2.3.2 Difference Between Trust and Trustworthiness

An account of trust that has also managed to clearly distinguish trust from trustworthiness is that of Muller et al. (2014) who suggested that trust is a three-dimensional process. Parties (a trustee and trustor, groups or individuals) assess each other based on belief (credibility). The trustor gathers information and measures the trustee's actions and behaviours to form the belief with the information and measures taken to establish that belief and then be assessed through a set of trustworthiness factors (Mayer et al., 1995). The second dimension is the decision, where the trustor decides to trust (or not to trust) the trustee; this decision is based on the first dimension

(belief). This stage shows a positive or a negative intention to trust and, in this stage, the trustor is willing to be vulnerable to the trustee (Dietz & Den Hartog, 2006). Finally, there is action when these parties feel that they can carry out mutual risk-taking activities (Dietz & Den Hartog, 2006). This stage is the actual trusting of the other party and the decision to act upon this trust. In stage one of the theory mentioned above, the factors surrounding trustworthiness determine whether a decision and an action will be taken. However, it is only after the trust is given and acted upon (final stage) that the factors of trustworthiness (FoT) are actualised.

Mayer et al.'s (1995) three factors of trustworthiness (FoT) are used to develop and measure trust between employees and the organisation (Krot & Lewicka, 2012). These three factors, which are explained in more detail below, are (1) ability-the skills that one person can perform in a specific domain, (2) benevolence-the attachment and positive feelings the employee has towards the organisation and (3) integrity-the similar principles that are shared between the employee and the organisation (Mayer et al., 1995). Hence, it is through this principle that the difference between trust and trustworthiness was brought to light.

Researchers in different domains have implicitly investigated trust and trustworthiness including within the fields of sociology, organisational and business studies, and management (Hardin, 2002; Ashraf et al., 2006; Colquitt & Rodell, 2011; Fainshmidt & Lance Frazier, 2017; Sharp et al., 2013). Kiyonari et al. (2006) put forward the notion that much empirical research lacks an answer to the question: does trustworthiness beget trust? However, understanding the distinction between both is fundamental.

Prior research on trust and trustworthiness had faced issues in three areas of their exploration: the failure to find a unified definitional construct, the lack of a conceptual structure and vague empirical measurements leading to controversial debate (Bauer et al., 2015). Thus, these limitations impede researchers from reaching any sound conclusions about either (Hardin, 2002). Extant research has also given less attention to trustworthiness than trust (Bauer et al., 2015).

Irrespective of these said limitations, many researchers have attempted to address the distinction between trust and trustworthiness. Knowing the difference between the two is significant as trust is the notion and belief that the trustor possesses. The trustee's projected behaviour influences the strategies and overall trust process (Fainshmidt & Lance Frazier, 2017). Mayer et al.'s (1995)

definition of trust is a valuable foundation (Colquitt et al., 2007). Here, trust is defined as the propensity of a trustor led by the expectation that the trustor will execute actions faithfully and be open to the trustee's actions. As Lewis & Weigert (1985) asserted, trust serves as a cognitive parameter for distinguishing between trustworthy and those that are not. However, initially it is the specific trustworthiness factors, i.e. ability (competence), integrity (fairness and honesty) and benevolence (care and responsibility), that will direct whether or not to trust someone and use these trustworthiness factors to determine the overall trust (Mayer et al., 1995; Colquitt et al., 2007). Thus, these factors separate trust from trustworthiness and are seen as antecedents of trust. Moreover, Mayer et al.'s (1995) distinction between trust and trustworthiness considers trust as a situational state and trustworthiness as a personal construct.

To further elaborate on organisational trust, studies organisational trust and research gaps are discussed in the following section.

2.4 – Studies on organisational trust and important research gaps

The research gap identification is imperative to clarify the reasons why this study was conducted. For this reason, the author of this study developed Table 2.1, which supported the research problem, findings, and contribution of this study. Table 2.1 reflects an analysis of previous studies based on their methodology, context, the relationship between relevant variables of this thesis, limitations, future direction, and criticism. After conducting this in-depth analysis, this study has proposed the following research gaps that are aligned with the proposed research aim and contribution of this study.

Table 2.1: Identification of research gap

QUANTITATIVE METHOD			
Author	Methodology	Findings	Gap/future direction
Yildiz (2019)	Quantitative (regression analysis and data collected from 1100	Organisational trust has a positive relationship with organisational citizenship behaviour. Positive psychological capital moderated the relationship between	They suggested that there are many mediating variables which in the relationship between organisational trust

	healthcare employees)	organisational citizenship behaviour and organisational trust in the healthcare setting of Turkey.	and organisational citizenship behaviour and these are unexplored yet.
Verburg et al. (2018)	Quantitative (structural equation modelling (SEM), 105 employees of service providing organisation of Singapore)	Organisational trust fully mediated the association between organisational citizenship behaviour and normative control. Furthermore, organisational trust fully mediated the association between performance and normative control.	They recommended conducting research where there are more uncertainty, avoidance and power distance that can influence the association between organisational trust, organisational citizenship behaviour, and normative control.
Tlaiss & Elamin 2015	Quantitative (231 middle and junior managers of organisations in Saudi Arabia)	Results reveal the positive direct relationship between organisational trust and immediate supervision. Furthermore, this study found that procedural justice and interactional justice are the strongest predictors of organisational trust.	It is found that there is limited literature available with respect to organisational trust in the context of Saudi Arabia and other Arab countries.
Manimegalai & Baral (2018)	Quantitative (hierarchical regression analysis, 284 employees of eight manufacturing organisational in India)	Organisational trust partially mediated the relationship between job outcomes and CSR activities. They argued that organisational trust played an important role in increasing organisational involvement and it was also positively associated with CSR activities and job outcomes.	Future studies can be conducted in service organisations in different locations and industries that can verify the generalisability of this study's results. They also suggested using qualitative methods in order to get an in-depth understanding of the model used in their study.
Koodamara et al. (2019)	Quantitative (regression model, 185 retail sector)	There is a positive relationship found organisational citizenship behaviour and organisational trust.	They have suggested future studies to investigate organisational trust as

	employees from India)		a mediator between organisational citizenship behaviour and procedural justice.
Li et al. (2018)	Quantitative (moderation test of Baron and Kenny (1986), 37 principals and 881 school teachers of Chinese primary schools)	Although this study proposed to moderate the relationship between teacher traits of emotional intelligence and job satisfaction but surprisingly, it is found that this relationship is moderated negatively because of cross-level interaction.	They suggested future studies may include other contextual variables, such as power distance culture along with organisational trust can be investigated in different cultures and contexts.
Hayunintyas et al. (2018)	Quantitative (Structural equation modelling (SEM), 188 employees of the poultry industry in Indonesia)	It is found that organisational trust is the consequence of organisational justice. Results reveal that there is a positive relationship between affective organisational commitment and organisational trust. Results reveal that organisational trust fully mediated the relationship between organisational justice and organisational commitment.	They suggested testing the model of organisational trust, organisational justice, organisational commitment, and organisational support.
Alaaraj et al. (2018)	Quantitative (structural equation modelling (SEM), 240 senior managers of publicly listed organisations in Malaysia)	The relationship between organisational performance and growth strategies is mediated by organisational trust.	The use of the quantitative method included self-reported bias and common method variance that can negatively influence the cause-and-effect relationship between the predictor and outcome variables.
Dahmardeh & Nastiezaie (2019)	Quantitative (structural equation modelling (SEM), 208 employees of education)	Organisational trust has a positive relationship between organisational participation and organisational commitment. They found that both organisational trust and organisational participation can	The use of a case study, limited sample size, self-reported bias and common method variance can influence negatively the

	organisations in Iran)	increase organisational commitment.	generalisability of results.
Gholami et al., (2019)	Quantitative (Chi-square, 160 hospital nurses in Iran)	They found a statistically significant relationship between organisational trust and organisational commitment. They found that when staff did not have a positive perception concerning access to information then organisational trust declines.	It is a correlation-based study and they found that self-reported measures can impact negatively the generalisability of results.
Ha & Lee (2022)	Quantitative (hierarchical regression analysis, 370 employees of two SMEs in Korea)	Organisational trust cannot mediate the relationship between work engagement and procedural justice. However, there is a direct positive relationship between procedural justice and organisational trust.	Covid-19 has changed many working practices which are not considered by this study, and they suggested taking the independent variable of organisational citizenship behaviour as an outcome variable for future studies.
Kumari et al. (2021)	Quantitative (380 management and staff of educational institutions in Pakistan)	The organisational trust partially mediated the relationship between corporate reputation and CSR practices. It is also found that there is a positive relationship between corporate reputation and organisational trust.	The issue of small sample size, common method variance, and cross-sectional design can negatively influence the generalisability of this study.
Naami et al. (2020)	Quantitative (Structural equation modelling (SEM), and 300 participants of industrial organisation in Iran)	Findings reveal that organisational self-esteem successfully mediated the relationship between work spirituality, organisational citizenship behaviour, and organisational trust.	The use of SEM indicating the inability to find out causality and self-reported questionnaire bias is also included. The different cultures, contexts and climatic may influence differently on the relationship among these variables.

Qiu et al. (2019)	Quantitative (Structural equation modelling (SEM), and 368 Chinese hotel employees)	This study found that there is a positive relationship between trust and customer-oriented OCB. The further result revealed that trust successfully mediated the relationship between customer-oriented OCB and authentic leadership.	They advised investigating the relationship of trust as mediating variable in a different industry with the purpose of generalising results.
Soni & Mehta (2020)	Quantitative (Structural equation modelling (SEM), and 485 Indian banks)	Results found that organisational trust played a strong mediator in the relationship between employee engagement and internal CSR for the employees of these selected banks.	They suggested future studies may include the other contextual variables with organisational trust in different contexts and cultures that may impact differences among the proposed relationship used in their study.
Salanova et al. (2021)	Quantitative (regression model, 177 teams, 890 employees of 31 Spanish organisations)	Organisational trust was used as vertical and horizontal trust, which significantly improved the organisational performance. It includes the trust of employees, top managers, and co-workers as all can influence the overall organisational performance.	They found that the quantitative method included self-reported bias and common method variance that can negatively influence the cause-and-effect relationship between the predictor and outcome variables.
Wahda et al. (2020)	Quantitative (data collected from seven government hospitals in Indonesia)	They found there is an insignificant direct positive relationship between organisational trust with organisational justice, organisational learning culture, and extra-role behaviour. On the other hand, they found that organisational trust directly mediated the relationship between organisational justice and organisational learning culture.	They found that relative sample size may limit the scope of research and generalisability of results, therefore, they suggested conducting further studies on the model used in this study.

Yu et al. (2018)	Quantitative (hierarchical multiple regression analysis, 245 supervisors and 971 employees of SMEs in the clothing industry in China)	This study found that employee organisation relationship is the strongest predictor of organisational trust. They found that organisational trust successfully mediated the relationship between innovative behaviour and employee organisation relationship.	The use of the quantitative method included self-reported bias and common method variance that can negatively influence the cause-and-effect relationship between the predictor and outcome variables. They advised further conducting a study to check the generalisability of the conclusion in other countries.
MIXED METHOD			
Author	Methodology	Findings	Gap/future direction
Curado (2018)	Mixed method (data collected from SMEs in Portugal)	Trust in managers, poor knowledge sharing, and normative commitment is poor, and they also prevent innovation in organisation, which are warnings for managers of SMEs.	They did not provide detail of sample size and sample selection as well as why they consider the mixed method appropriate for their study.
Tu (2018)	Mixed method (Grounded theory method and structural equation modelling)	Results reveal that uncertain trustworthiness in technology or technology trust indirectly influences the employee's intention to adopt and use technology. However, findings indicated an insignificant relationship of technology of trust is not a significant direct predictor of employee intention to adopt and use technology.	They advised that there are relatively lower studies that use a mixed method which can overcome the weakness of both qualitative and quantitative methods.

The first research gap identified from the critical review of literature in the field of organisational trust revealed that extant literature was much focused on studying organisational trust in relation to intra-organisational studies but considering only one component, such as employees' trust in managers or in management (Alaaraj et al., 2018; Dahmardeh & Nastiezaie, 2019; Gholami et al.,

2019) or employees' willingness to establish a long-term association with organisation (Serrano et al., 2018; Verburg et al., 2018; Yu et al., 2018; Yue et al., 2019). However, the literature review revealed evidence indicating that organisational trust is a multidimensional concept (Salanova et al., 2021; Nienaber et al., 2015) involving interconnections of various trust variables, implying that a study focusing merely on one aspect, for instance, employee perception of management, and using only one or two trust variables, for example, social system elements, would not sufficiently cover the multidimensionality of organisational trust. Therefore, this study proposed to investigate organisational trust in terms of employees' perception of organisational trust and managers' perception of employees' trust in them, making this a single study investigating two components (managers and employees) considering the effects and interrelations of several trust variables, namely, SSEs, FoT, and TPG.

The second research gap established that there is a lack of research relative to trust variables' impact on OCB through OTR. Prior studies have investigated OTR as having a positive relationship with organisational citizenship behaviour (OCB) (Koodamara et al., 2019; Yildiz, 2019), procedural justice (Ha & Lee, 2022), interactional justice (Tlaiss & Elamin 2015), employee & organisation relationship, innovative behaviour (Yu et al., 2018), organisational commitment and participation (Dahmardeh, & Nastiezaie, 2019; Gholami et al., 2019), organisational justice (Wahda et al., 2020), performance outcomes (Verburg et al., 2018), organisational performance (Alaaraj et al., 2018), corporate reputation (Kumari et al., 2021), job outcomes (Manimegalai & Baral, 2018). Previous studies also investigated OTR as a mediator in the relationship between organisational performance and growth strategies in publicly listed companies in Malaysia (Alaaraj et al., 2018), work engagement and procedural justice in SMEs in Korea (Ha & Lee, 2022), OJ and organisational commitment of poultry industry in Indonesia (Hayunintyas et al., 2018), corporate reputation and CSR practices of education institutional of Pakistan (Kumari et al., 2021) job outcomes and CSR practices in manufacturing organisation of India (Manimegalai & Baral, 2018), employee engagement and internal CSR practice in Indian banks (Soni & Mehta, 2020), OCB and normative control (Verburg et al., 2018), OJ and organisational learning culture in the public hospital of Indonesia (Wahda et al., 2020). A previous study also suggested that Covid-19 has changed many working practices in organisations which is not considered by previous studies, and they suggested taking OTR and the independent variable of OCB as an outcome variable for future studies (Ha &

Lee, 2022). Furthermore, Koodamara et al. (2019) suggested that future studies investigate OTR as a mediator between OCB and procedural justice. Moreover, Yildiz (2019) suggested that there are many mediating variables in the relationship between OTR and OCB, and these are unexplored yet. The literature review also established the lack of investigations relative to the effect of social system elements (SSEs) which simultaneously include the three important predictors of OTR, such as employee involvement (EI), corporate social responsibility (CSR) practices, and employees' justice (OJ) on OCB through OTR. Considering all these gaps identified, this study proposed an investigation of the indirect effect of SSEs, namely EI, perception of CSR, and perception of OJ on OCB through OTR. The study intends to test the conceptual framework in testing SSEs' indirect effect and their impact on OCB through the mediating effect of OTR.

The third research gap identified lies in the lack of studies centered on organisational trust conducted in the Gulf region or even in the Middle East, prompting the researcher to select Bahrain as the country of focus for her research since Bahrain is the country of her birth. In other words, the study of organisational trust is currently unexplored in Bahrain and there has been minimal research done in the Gulf region (Redman et al., 2011; Tlaiss & Elamin, 2015). By selecting an organisation in Bahrain, the study will enrich the literature on trust, specifically providing a rare perspective on how trust is perceived in Bahrain and, to some extent, in the Gulf region for the reason that Bahrain, as well as its neighbouring countries – Saudi Arabia and the UAE- have been classified as having a collectivist culture (Redman et al., 2011), sharing the preference to work in groups, aiming for harmonized collective social interest. The researcher recognizes the fact that her study would contribute to global awareness of how organisational trust is perceived in the Kingdom of Bahrain, and in future research, the study can be used as a basis for comparison or provide insightful findings relative to the study of trust. In a similar manner, this study can be used in comparing or contrasting Arabian Gulf trust perspectives to the overwhelming trust literature of the western context.

The final research gap is that most studies on OTR, OJ, OCB, CSR practices, and organisational involvement have used quantitative data collection and analysis methods (Alaaraj et al. 2018; Dahmardeh & Nastiezaie, 2019; Gholami et al., 2019; Ha & Lee, 2022; Hayunintyas et al. 2018, Manimegalai and Baral, 2018; Yildiz, 2019). However, this quantitative methodology has several limitations, such as self-reported bias and common method variance, as well as limited sample

size used by studies that can negatively influence the cause-and-effect relationship involvement (Alaaraj et al., 2018; Dahmardeh & Nastiezaie 2019; Gholami et al., 2019) among OTR, OJ, OCB, CSR practices, and organisational involvement. Notably, there are no qualitative studies identified on the subject of organisational trust, and a limited number of studies conducted on organisational trust using the mixed method. Some studies on trust in managers and trust in technology advised that there are relatively minimal studies that use a mixed method which can overcome the weakness of both qualitative and quantitative methods (Tu, 2018), and the other study (Curado, 2018) failed to mention why they chose the mixed method. Considering the lack of and limited research using the qualitative and mixed methods, respectively, in the field of organisational trust, this study proposed the use of the mixed method in investigating the relationship between SSEs, OTR, FoT, TPG, and OCB. The decision to utilise the mixed method primarily lies in the fact that the mixed method can overcome the weakness of both quantitative and qualitative methods of data collection, as established by prior research (Tu, 2018).

The following section discusses the importance of organisational trust on the BOC.

2.5 Trust and its importance for the BOC

The concept of trust has been around for quite some time and is still very much relevant today. It is hardly unexpected that several different definitions of trust, mostly pertaining to the interpersonal level, have been proposed with plenty of reviews offered by various studies (e.g., Alaaraj et al., 2018; Li et al., 2018; Men et al., 2020). These reviews offer a good summary of topics that have been raised in the definition of trust, including the differentiation between the bases of trust and between attitudinal and behavioural trust (Scarlat & Ioanid, 2022), the dimensionality of organisational trust (Kebede et al., 2022), the conceptualisations of organisational trust in different disciplines (Roehrich et al., 2020), and the relationship between organisational trust definition and measuring it (Verburg et al., 2018).

Trust in the workplace can be directed toward a wide range of entities, including single people (such as a manager or a co-worker), smaller groupings (such as a department, division, or team), or even the larger entity itself (Hasche et al., 2021). As a result of their conceptual and empirical differences, the antecedents and outcomes of trust, as well as various goals, are also varied (Hasche et al., 2021; Vallentin, 2022). While most previous research has focused on trust between

individuals (i.e., between an employee and his or her supervisor or co-workers), there has been no research conducted that investigated trust taking into consideration multiple perspectives in a single study, such as the employees' and managers' perspectives of trust measured through various trust variables.

Maguire and Phillips (2008) described trust in an organisation as the principle that directs the organisation's trustworthy behaviour. Consequently, the trust referent in an organisational context is not an individual or small group but rather the entire system in which they operate. If this is compared to the idea of putting one's faith in specific individuals, a much bigger and more dispersed pool of potential dangers and exposures occurs, as is the case with interpersonal trust. Employees have faith in their organisation if they believe it can be relied upon to successfully complete tasks and meet commitments (organisational ability), cares about the well-being of its various stakeholders (organisational benevolence) and acts morally consistent (organisational integrity) in all of its dealings with those stakeholders (Gustafsson et al., 2021; Staniskiene et al., 2019). In contrast, if employees find the organisation not meeting their expectations mentioned above, employees develop distrust towards the organisation.

Since it is challenging to attribute trust to any one individual or group of people in particular, Larentis et al. (2018) note that over time, large trusting personal networks lead to trust at the company, or organisational level. The levels of trustworthiness at which an individual, a company, or industry operates are all interconnected (Larentis et al., 2018). Anderson and Narus (1990) point out that in organisational relationships, the firm, rather than the individual, takes the hit if something goes wrong. Therefore, it is possible that working connections in an organisation require less emotional investment than personal ones, which means increasing organisational trust and productivity through individual trust (Dahmardeh & Nastiezaie, 2019). Therefore, we argue that successful managers' trust technique of creating personal trust in asymmetric partnerships is useful when dealing with large corporations.

Managers' levels of trust in one another and the organisation as a whole shift as they discover the consequences of their actions and the rewards they bring to the workplace (Erat et al., 2020). Managers learn from each other through observation, conversation, and the sharing of personal experiences. Managerial honesty is fostered or discouraged by the norms of the company's

culture, such as coordination, communication, and decision-making (Adobor, 2020). It is possible for both interpersonal and inter-organisational trust to grow and have an effect on one another simultaneously or for one to come first and then have an effect on the other. For instance, bringing in a new boss who exudes trustworthiness and confidence can help spread these qualities throughout the company. Conversely, if an organisation has a solid reputation in a given field, for instance, partnering, an outsider might anticipate meeting capable and trustworthy partner managers. A breakdown in any form of trust between individuals or between organisations will have a ripple effect throughout both.

One's emphasis and evaluation of trustworthiness will vary depending on the individual's personality, life experiences, and core values (MacQueen, 2020). In other words, the extent a person is willing to trust depends on that individual's life experiences and core beliefs. Therefore, previous literature highlighted trust as a situational factor and it may be considered more important for some organisations while less important for others (MacQueen, 2020). For example, public sector organisations in developing countries may not have procedural and informational justice (Aslam et al., 2018), which can negatively impact organisational trust building. Private organisations, however, build their working environment based on justice and fairness; therefore, they give more importance to organisational justice (Aslam et al., 2018). Consequently, a strong organisational culture supporting trustworthiness is required if an organisation seeks to gain a reputation as a trustworthy organisation and judge the trustworthiness of other organisations consistently.

Trust between organisations and trust between people are similar but distinct characteristics (Han & Curtis, 2022). Trust in both individuals and organisations has been murky in the past. It makes sense to assume that individual humans always, rather than institutions, place their trust in one another. Transactions between businesses are comparable to those between individuals or small groups of people. However, businesses build identities via the consistent application of norms and practices that shape how employees interact with customers and other stakeholders. "The extent to which a boundary-crossing agent trusts her counterpart in the partner organisation" is how Zaheer et al. (1998) characterise interpersonal trust. According to their definition, interorganisational trust is "the level of confidence that members of the focus organisation have in the partner organisation."

According to Mayer et al. (1995), trust is "the willingness of one party to be vulnerable to the actions of another party based on the expectation that the other party will perform a particular action important to the trustor, irrespective of the trustor's ability to monitor or control the other party" (p. 712). In this sense, trust is measured by the mutual expectations of employers and workers (Salanova et al., 2021). The role of trust at various levels of analysis (i.e., employee trust towards management and employee trusts in organisation for developing long-term connection) is not well understood (Salanova et al., 2021). For instance, a number of studies have pointed out how confidence in managers is often the only characteristic of organisational trust (Alaaraj et al., 2018; Dahmardeh & Nastiezaie, 2019; Gholami et al., 2019). Employees' propensity to stay with an organisation over the long term is one measure of organisational trust that has been utilised in other studies (Serrano et al., 2018; Verburg et al., 2018; Yu et al., 2018; Yue et al., 2019). It has been suggested that future research look at how the trustworthiness of employees at different levels of an organisation affects organisational outcome variables from the top down (De-Cremer et al., 2018; Guinot & Chiva, 2019). Taking into account the overall feeling of trust among workers has not been investigated in the literature on organisational trust. Future research, as stated by Guinot and Chiva (2019), should investigate the consequences of trust at various referents and levels of analysis inside organisations.

Despite mounting evidence for trust's significance in the workplace, existing study syntheses tend to centre on individuals' relationships with others (e.g., Guzzo et al., 2021; Gholami et al., 2019; Yu et al., 2018). Since organisations are essentially multidimensional systems and trust, like many other structures, functions at the person, team, and organisational levels, it is theoretically and empirically necessary to pay attention to these multiple levels (Korsgaard et al., 2019). It is uncertain if the antecedents and outcomes now revealed in studies at one level of analysis are unique to that level of analysis or applicable across levels of analysis, despite the fact that the enormous corpus of trust research has uncovered key discoveries (i.e., quasi-isomorphic). This highlights the pressing need for further study into how trust might be integrated at various organisational levels (Gillespie et al., 2021; Korsgaard et al., 2019) by investigating employees' and managers' perspectives of trust.

Organisational trust, organisational fairness, organisational commitment, and organisational support are some of the variables which are highlighted by Hayunintyas et al. (2018) as areas for

further research. To further understand the relationship between organisational citizenship behaviour and procedural fairness, Koodamara et al. (2019) propose further research into organisational trust as a mediator. Future studies, as suggested by Li et al. (2018), should look at how power distance culture and organisational trust are affected by cultural and environmental differences. Manimegalai & Baral (2018) suggested that future research employ organisational trust as a mediator between CSR activities and job outcomes in service firms in a variety of settings and industries to corroborate the findings of this study. In order to learn more about the model they employed, they also recommended using qualitative techniques (Manimegalai & Baral, 2018). Future researchers can take a cue from Soni and Mehta's (2020) work and incorporate more contextual variables with organisational trust in diverse contexts and cultures, each of which may have a unique impact on the hypothesised link. Because of these voids, the current study investigates trust by surveying employees' trust in the organisation and interviewing managers to obtain their perception of employees' trust. Employee involvement, CSR practises, and organisational justice are three key determinants, although they are rarely studied together in a single study. Therefore, this study argued that aspects of the social system elements (SSEs), such as perception of CSR practices, perception of organisational justice, and employee involvement, may operate as major predictors of organisational trust in service-providing organisations. Comparing Western and Arab countries in the context of studying organisational trust is a fruitful avenue for research. This research aims to provide a conceptual framework for examining the relationship between various organisational trust variables and organisational citizenship behaviour in the workplace.

Organisational trust has been studied extensively for decades in different disciplines and context such as entrepreneurship strategy (Hasan, 2021), strategic action fields (marketing perspective) (Bozic et al., 2019), social responsibility and employee green behaviour (May et al., 2021), job satisfaction (Li et al., 2018), employee outcomes (Karatepe et al., (2019), organisational culture and work workplace bullying (Elewa et al., 2019), organisational commitment and organisational participation (Dahmardeh, & Nastiezaie, 2019), and organisational sustainability (Yu et al., 2018), managers communication in hospitality (Guzzo et al., 2021), employee citizenship behaviour employee collaboration and teamwork (Sargent & Waters, 2004; Simons & Peterson (Lee, Yang, & Graham, 2006; Olekalns & Smith, 2007), organisational change and survival (Sonpar et al.,

2009), mergers and acquisitions (Maguire & Phillips, 2008; Stahl & Sitkin, 2005). However, there are limited studies in the context of the Olympic committee. This study's subject, the Bahrain Olympic Committee (BOC), will present a significant contribution in terms of looking at trust in this type of organisational structure. Given the significance of it being an international organisation following stringent rules and requirements, the study of trust becomes essential, taking into consideration that there is no extant trust literature focusing on such organisational structure. This is a unique context to study because trust is considered a valuable trait in such an organisational structure, and its importance goes beyond national boundaries. Honesty and integrity are values predicting trust to which all Olympic Committees are expected to promote and project. Therefore, the current study is not only simply considering providing insights to the Bahrain Olympic Committee regarding trust, but also to the entire Olympic Committees in the world.

Furthermore, as the BOC is working based on the values of friendship and respect (Bahrain Olympic Committee, 2018), aligning with the qualities like care, honour, and friendship deemed crucial by social exchange theory (SET) in establishing a trustworthy workplace, the BOC is the right subject to study. Notably, the BOC places a premium on maintaining a culture of trust among its staff (Bahrain Olympic Committee, 2018), in their goal of upgrading their sports participation and the desire to win honour for the country in Olympic competition. However, there are issues that can hinder the achievement of their goal, which are related to trust. A good example is the impact of the political turmoil of the country on the BOC. Athletes as well as the BOC's employees have their own political beliefs, which has the potential to clash if one group does not share the political belief of the other. Potential accusations of discrimination as well as distrust of managers and administration can exist if they do not have the same political beliefs. A specific example can be the complaint of some athletes and the BOC personnel about the unfair provision of resources and compensation. Another can be the spread of negative gossip concerning the organisational procedures, regulations, and policies, alleging favoritism (BNA, 2021). Hence, it is imperative that a study of trust in the BOC can potentially clarify issues and at the same time establishes the BOC's mechanisms in place to attain, retain and increase trust. More importantly, it is essential to establish that this study included both the athletes and employees of the BOC. The findings of this study can inform both the employees, and the

managers of the level of trust they have, and at the same time give the BOC insights into what important issues they need to address as well as what qualities they need to maintain and enhance.

With trust in the organisation, it is expected that employees and managers manifest increased "organisational citizenship behaviour" by going above and beyond in their efforts to achieve organisational goals, i.e. training harder to win medals for the country. In the same manner, the BOC has the responsibility to provide employees and managers with all the necessary resources and opportunities for advancement (Bahrain Olympic Committee, 2018), which can increase their knowledge and skills, find inspiration to work more, and demonstrate greater faith in one another and demonstrate OCB (Bahrain Institute of Banking and Finance, 2018). The study, then, can further provide the BOC with the necessary information on what specific activities they have to engage in to ensure the increase of OCB.

To further clarify the trust variable used in this study, the following sections cover detailed discussions of all the trust variables included in this study's conceptual framework, starting with factors of trustworthiness.

2.6 Factors of Trustworthiness (FoT)

Extant literature on trust presents many scholars' theories of factors of trustworthiness (FoT). Each of these scholars differs in terms of the number of factors to be considered. Some considered the use of ten factors while others have at least three. For example, Butler (1991) identified ten managerial conditions for trustworthiness: availability, competence, consistency, discreetness, fairness, integrity, loyalty, openness, promise fulfilment and receptivity. However, Mishra (1996) noted four dimensions of trustworthiness: competency, openness, concern and reliability, while McKnight & Chervany (2001;2002) also noted four factors: benevolence, integrity, competence and predictability. Dietz & Den Hartog (2006) and McEvily & Tortoriello (2011) reviewed 171 empirical papers and agreed on these same four factors noted by McKnight & Chervany.

Moreover, Whitener et al. (1998) state that organisations will have a better quality of communication (Yeager,1978), performance (Early, 1986), citizenship behaviour (McAllister,

1995), problem-solving (Zand, 1972) and co-operation (Axelrod, 1984) once interpersonal trust is proven. To prove interpersonal trust, Whitener et al. (1998) established a taxonomy consisting of five trustworthy behaviour dimensions. Although these dimensions are similar to those discussed above they are targeted to managers and concentrate on qualities that need to be implemented to win over the employee (Whitener et al., 1998). Once achieved, trust in supervisors is visible. Managers are encouraged to be the first to trust in the relationship and build a positive social exchange relationship (Whitener et al., 1998). The five dimensions are behavioural consistency, behavioural integrity, sharing and delegation of control, communication and demonstration of concern.

However, even considering all these theories from various scholars, the most widely known and used theory is that of Mayer et al. (1995) who put forward three factors of trustworthiness: ability, benevolence and integrity. This theory is proven viable when measuring levels of trustworthiness of individuals and organisations (Schoorman et al., 2007; Ozmen, 2018). In fact, Rousseau et al. (1998) and Skinner et al. (2014) praised both Whitener et al.'s (1998) five categories of trustworthy behaviour and Mayer et al.'s (1995) three factors of trustworthiness. They stated that these two are sufficient to adopt the concept of trust because they bring all factors together into consideration.

Notably, trustworthiness factors have been integrated into many studies such as Colquitt & Rodell's (2011) research about trust, trustworthiness and justice, as well as Baer et al.'s (2018) research measuring newcomers' trust in organisations. Moreover, Colquitt et al. (2007) state that Mayer et al. (1995) distinguished between the concept of trust as being a situational state and trust as a personality variable. Mayer et al. (1995) had also shed light on the concept of trust propensity as a stable individual difference, affecting trusting a person. Also, Baer et al. (2018) mention that Mayer et al.'s (1995) model lays out the factors simply, allowing research to plug in relevant data about each factor and measure accordingly. Additionally, the Mayer et al. (1995) model provides a clear distinction between the concept of trust and trustworthiness (Colquitt et al., 2007; Colquitt & Rodell, 2011).

Furthermore, Colquitt's view of FoT correlates to the prior research and complements Mayer et al.'s (1995) FoT by stressing these characteristics that constitute the major construct of trustee's

character. Colquitt & Salam (2009) confirmed that explicit integrity, ability, expertise and benevolence are the dominant predictors of trust which confirmed the views of prior studies by Mayer et al. (1995) and Burke et al. (2007). Moreover, elaborating the FoT, Colquitt et al. (2007) explain that ability pertains to can do traits of trustworthiness due to an individual's skills and competencies, and benevolence corresponds to will do aspects of trustworthiness. Here, Colquitt et al. (2007) point towards an important dimension that ability may not always complement benevolence. In other words, can do may not essentially lead to will do. Hence, trustworthiness factors affect the trust differently and separately and are independent of each other (Colquitt et al., 2007; Heyns & Rothmann, 2015). On the whole, the meta-analytic review by Colquitt et al. (2007) provides evidence that benevolence, integrity and ability produce a unique and statistically significant effect on trust but how they interact with each other to predict trust is uncertain (Colquitt et al., 2011). However, this study illustrates how each of the three FoT affects employees' and managers' trust.

Additionally, Colquitt et al. (2007) view the FoT as currencies that foster social exchanges between organisation and employees where loyalty, expertise and shared values are exchanged for compliance, assistance, status and support (Colquitt & Rodell, 2011). Colquitt *et al.* view can be expanded using the view of agency theory (Whitener et al., 1998) where two parties, the manager and the employee, represent the principal and agent respectively to engage in the structuring of an economic exchange relationship in which the principal contracts with the agent to perform a certain task. Therefore, it can be perceived that the managers initiate the concept of trust because they hold power as to whom they entrust the task. Moreover, organisational, relational, and individual factors are crucial in initiating trust between managers and employees (Whitener et al., 1998).

Colquitt & Salam (2009) highlighted that rendering FoT is critical in leader-follower exchange; they are essential in fostering overall trust. Referring to ability, Colquitt & Salam (2009) corroborated that a leader's aptitude is crucial in building trust in both technical areas and general management happenings. A leader's character is a function of benevolence and integrity and accounts for most of the employee's trust that takes the most time and attention for reliable judgment (Colquitt & Salam, 2009). Consequently, the FoT being crucial factors of trust needed to improve in a step-by-step approach, i.e. managers need to enhance their abilities, build their

benevolence and demonstrate their integrity to foster a culture of trustworthiness in the organisation.

Even though this theory is widely known, Schoorman et al. (2007) pointed out the two main challenges with this theory: the time dimension and reciprocity of trust. It is explained that it is difficult to measure all three factors in a relationship accurately. Reciprocity of trust is the fear of not having both parties engaged in the relationship trusting each other. Thus, this may give rise to conflict and, in terms of an organisation, it might affect the relationship of business leaders with their employees. Also, Mayer et al. (1995) stated that risk could sometimes be higher than the level of trust in a relationship so the risk needs to be lowered to a level that the trust can manage within the relationship.

Each FoT (ability, benevolence and integrity) is discussed thoroughly in separate sub-sections below.

2.6.1 Mayer et al.'s Factors of Trustworthiness (FOT)

To be clear, there is no universal model of trust that applies holistically as different cultural identities inculcate trust differently (Zaheer & Zaheer, 2006; Wright & Ehnert, 2010). Despite the lack of a universal trust model, most Western scholars would agree that Mayer et al.'s (1995) factors of trustworthiness (FoT), mentioned above, would also be applicable in the Arabian Gulf context; these factors are ability, benevolence and integrity. Saunders et al. (2014) noted these factors' different manifestations across different cultures.

The literature on trust has elaborated on numerous factors that control the context of the formation of trust. It also discusses the traits that are considered trustworthy in a trustee. Mayer et al. (1995), after reviewing the delineated factors, proposed three that are most significant in influencing a trustor's assessment of a trustee's trustworthiness (Mayer et al., 1995; Caldwell & Clapham, 2003; Greenwood & Van Buren, 2010; Ben-Ner & Putterman, 2011).

2.6.1.1 Ability

Ability, the first factor, refers to the expertise and competence of an individual. It refers to a set of skills, proficiencies and characteristics that build up a trustee's credibility to perform certain tasks within his/her given domain (Mayer et al., 1995). Thus, ability equips an individual with a

can-do label (Colquitt et al., 2007). Many theorists, such as Butler & Cantrell (1984) and Kee & Knox (1970), have also explained this component using another term, competence, which suggests that an individual may have competencies in one domain but needs training and development in another to perform better. Thus, in this regard, ability can be said to be domain specific.

Therefore, a trustee (employee) is considered credible for his/her perceived expertise considering that competencies are versatile and in the context of current conceptualisation. The trustor (manager or supervisor) can trust that a specific task, situation or activity will be handled correctly by the trustee because the individual exhibits the required and specific ability. In turn, the trustor's recognition of the trustee's ability builds the trustee's confidence and trust level towards the organisation. Thus, trustee's perceived ability and competence and trustor's recognition will determine the relative level of trustworthiness in the organisation; this therefore affects job performance and employee involvement (Schaubroeck et al., 2011; Piryaei & Arshadi, 2012). In an organisational setting, such trustee-trustor dynamics are considered essential in achieving organisational goals and success in serving as the initial steps in building OTR.

2.6.1.2 Benevolence

The second factor is benevolence which is concerned with the well-being of the other party, without any motive in mind (profit or non-profit), so the trustee has an attachment to the trustor and is willing to help (Mayer *et al.*, 1995). Benevolence refers to a trustor's perception of the trustee as generous, compassionate and considerate towards the best interest of the overall trust process. In a leader/member exchange, benevolent managers/leaders are kind in terms of the rights and interests of subordinates and consider authentic relationships as two-way interactions (Wu et al., 2012). Thus, trust reciprocity requires benevolence from both sides in trust-orientated interactions so that when treated with benevolence, subordinates will reciprocate with discretionary behaviour and performance, i.e. organisational citizenship behaviour (OCB). In this way, effective relations within the organisation will prevail (Dirks & Skarlicki, 2009; Wu et al., 2012).

Benevolence is also seen to connect with organisational justice in terms of its four dimensions discussed below. If these are acknowledged, it will lead to the trustee's willingness and

vulnerability to engage in positive behaviours. Thus, benevolence reflects the trustee's positive orientation towards the trustor (Lance Frazier et al., 2010).

2.6.1.3 Integrity

The third factor is integrity which Lieberman (1981) believes is the most important factor of the theory. Integrity refers to the set principles that the trustor and trustee believe in. Both parties are encouraged to have the same beliefs and principles they can agree on and find morally acceptable. The trustor will be using any information he has gathered, heard or learned about the trustee's reputation to decide the amount of trust that he/she is willing to place in the relationship. It is significant for employees and organisations to have parallel values and principles, as Sitkin & Roth (1993) stated (Mayer et al., 1995). Therefore the main component that a trustor will look for in a trustee is integrity, since ability and benevolence come later as the trust increases over time (Mayer et al., 1995).

In an organisational setting, the stability between managers' words and employees' actions motivates integrity; subordinates will feel more motivated towards mutual goals and managers will attempt to provide justice and fair acknowledgments.

Another essential dimension to understanding integrity is value congruence which aligns with the organisation's values and interests (Mayer & Davis, 1999). Consistently adhering to organisational values and interests, reflecting trust in the discretion of actions, showing dependability and executing promises also demonstrates integrity (Mayer et al., 1995; Mayer & Davis, 1999). Hence, the assessment of integrity as a basis for trustworthiness connotes to the moral and ethical dimension of trust where adhering to principles and rules will lessen the probability of distrust if the value congruence between the trustor and the trustee increases (Kuźmińska, 2016). These trustworthiness factors have a unique and combined influence on developing the overall level of trust given to one party by the other.

Following the conceptual framework format of variables, the next section discusses the social system elements.

2.7 Social System Elements (SSE)

Many organisational trust studies have emphasised that certain social system elements (SSE) need to be evident to incorporate trust within the organisation (Dekker, 2018). Thus, specific social working elements are embedded in the organisation's norms and culture which enables trust to be created and maintained. The quality and extent of these social elements determine the strength of trust between employees and the organisation.

Previous sections of this chapter showed that social exchange theory highlights the social structure's perspectives concerning how interdependence between employees and the organisation determines trust reciprocity and overall employee/organisation relationships (EOR). The growing field of employment relationship dynamics has motivated organisations to look into their SSEs. These can be seen as one of the underlying mechanisms between EOR and trust development (Shaw, 2014; Xia et al., 2011). Jung & Ali (2017) agreed that specific social elements have significant implications for EOR. These refer to employee involvement (EI), perception of organisational justice (OJ) and perception of corporate social responsibility (CSR). The intent behind considering the SSE to understand the foundations of trust and organisational relations is that society requires organisations to be more accountable towards social issues and seek social inclusiveness regarding its human resources to achieve holistic organisational development (Sarfraz et al., 2018).

The SSEs (EI, perception of OJ and perception of CSR) will be addressed in the following section to determine EOR which, in turn, contributes to creating and maintaining employee trust in organisations.

2.7.1 Employee Involvement (EI)

The concept of EI is based on many factors that can increase or decrease involvement within employees. Macleod & Clarke (2009) state four employee engagement pillars: voice, leadership, engaging managers and integrity. In this research, all four pillars are being studied and measured using Colquitt et al.'s (2014) amalgamated scale as they are all interrelated with trust. Arkin (2011) stresses that engagement is apparent if opinions are considered and employees are rewarded and

recognised. Bearing these factors in mind, it stresses voice as an important aspect which has not been considered in recent studies (CIPD, 2015; Macleod & Clarke, 2009), but it influences organisation decisions and marks co-operation and understanding of employees' attitude and behaviour towards the organisation (Purcell, 2014). Employee voice is closely studied as there is a visible relational and definitional link between involvement and voice (Purcell, 2014). CIPD (2019) defines employee voice as allowing employees to express their opinions, views, suggestions and concerns towards their job roles and other conditions that affect their work. It is necessary to note the importance of having a two-way communication relationship between management and employees.

Moreover, the CIPD (2019) states that employee voice is a tool for increasing employee engagement and is a fundamental right to demonstrate social justice at work for employees. In other words, to involve employees their voice must be heard. Historically, this was viable through various collective bargaining agents and union representation (Ahmad et al., 2017). However, at present, direct voice is considered, i.e. employees voice out concerns and suggestions to managers directly (Boxall & Purcell, 2003; Bryson, 2004; Ahmad et al., 2017; Rees et al., 2013). Macleod & Clarke's (2009) report shows that voice is a factor that is neglected (Macleod & Clarke, 2009). A quarter of practitioners never apply the principle of voice (CIPD, 2015), partly because managers fear the challenge of questions and unilateral decision-making (Macleod & Clarke, 2009; Hyman, 2018).

EI is inspired by trust (Schaufeli et al., 2002; Gao et al., 2011; Purcell, 2014). By involving employees in all organisational matters, the organisation will be able to win devotion and dedication (Colquitt et al., 2011). Consequently, through SET and exchange of suggestion, concerns and ideas, trust evolves and loyalty and mutual commitments are given (Schaufeli, 2014; Gao et al., 2011; Zhou et al., 2017; Morgan & Zeffane, 2003; Timming, 2012). Therefore, all organisational employees are considered assets and their involvement in organisational decision-making and problem-solving is imperative for developing cross-functional relationships. Sofijanova & Zabijakin-Chatleska (2013) explained that EI is a process that enables employee participation and empowerment so that they are directed to contribute their efforts towards accomplishing exceptional organisational performance. Additionally, Gould-Williams (2007) described EI as employees' active participation in fulfilling the organisation's mission, vision and objectives. The

sense of being involved and engaged with the job enables employees to link themselves to rights and obligations and then execute their skills, abilities and proficiencies accordingly (Heathfield, 2012). Thus, being participative allows them to be productive about the organisation's effectiveness in profitability, productivity and sustainable development (Amah & Ahiauzu, 2013). Moreover, Kaufman (2015) added that high EI leads to integrated decision-making, goodwill and higher trust retention levels. Also, employees' feeling of autonomy through involvement allows them to be more trusting towards the organisation, more committed towards their job, more dedicated to assigned tasks and more motivated to mutual goals.

Another perspective of EI that indicates bases of trust is the level of freedom given as opposed to a command-and-control approach or a conventional mechanical organisation model. Thus, the authorities (managers and leaders) act as facilitators of work processes rather than controllers. Hence, both sides' trust increases as employees see that there is power in their own hands. Volmer et al. (2011) elaborated that such autonomous leader/member exchange where employees are empowered, cultivates social participation, integration and creative involvement.

Despite its significance in an organisational context, prior researchers have not addressed in any detail the antecedents of EI (Jose & Mampilly, 2012). However, in considering its distinctive construct, human resource advocates have been working on leveraging EI (Macey & Schneider, 2008) and reflecting on how the dimensions of employees' cognition, emotions and behaviours influence their organisational commitment.

Similarly, the relationship between EI and good relations within organisations has been deemed positive by numerous research studies (Mahajan et al., 2012); this is further influenced by interpersonal trust (Yang & Mossholder, 2010). Several studies in this regard have found that together trust and EI lead to better perspectives on organisational issues, higher levels of job satisfaction, low turnover rates and more citizenship behaviour (Schaufeli et al., 2014; Alfes et al., 2013; Purcell, 2014; Hyman, 2018; Ahmad et al., 2017). Thus, involved employees with a better perspective of organisational transactions and managerial processes will have higher trust levels as they are accorded adequate participation in decision making. Their opinions are valued

in problem-solving and their well-being is promoted. On the whole, a higher level of EI is indicative of a high level of trustworthiness towards the organisation (Pradhan et al., 2016).

The basic premise of understanding EI is that organisations are dependent on involving employees and then engaging them for long-term achievements. Thus, it is crucial to achieve the right balance of interest in employees and activities that promote organisational well-being to accomplish the right social exchange levels (Pradhan et al., 2016). Jung & Ali (2017) suggested that contemporary organisations with high-performance work systems (HPWS) consider employees their most valuable resource so they promote high levels of employee involvement. Further, organisations seek to foster a fair working environment to strengthen further the trust level towards the organisation and achieve co-operative relations with employees (Guest & Bryson, 2009).

The following section addresses the perception of organisational justice as a significant social factor for organisation's effective and fair employee relations.

2.7.2 Perception of Organisational Justice (OJ)

Contemporary research argues that OJ offers a vital platform to assess the relationship between employees and an organisation; it explains employees' trust or distrust towards the organisation as it is linked to perceptions of an organisation's trustworthiness (Saunders & Thornhill, 2003). OJ, which has a philosophical intent, refers to the righteousness and fairness of the organisation's activities, procedures, decisions and actions (Carroll & Buchholtz, 2012). It is the consequent employees' perception that determines their organisation trust or distrust. Chan & Lai (2017) identified OJ as the measure by which employees render an organisation fair in its operations, activities and dealings with its key people. The extant research on organisations considers OJ a primary indicator of employees' attitudinal and behavioural reactions; these include their trust level, commitment, and organisational citizenship behaviour.

Perceived OJ operates in four dimensions: distributive justice, procedural justice, interpersonal justice and informational justice (Colquitt, 2001; Niehoff & Moorman, 1993). First, distributive justice infers that organisational decisions should be sufficiently fair and employees should be

treated well in terms of rewards, returns and corporate wealth allocation for their job outcomes (Carroll & Buchholtz, 2012). Thus, it seeks fairness in resource allocation, benefits and the assignment of promotion for employees. Second, procedural justice entails fairness of procedures where policies, procedures, methods for allocating materials and criteria for carrying out tasks should be unbiased so that consequent results are fair (Carroll & Buchholtz, 2012; Folger & Cropanzano, 1998). Third, interpersonal justice refers to the interactional relations between employees and the organisation and how respect is given in treating employees. Hence, it addresses the human side of the organisations and takes into account the dignity, consideration and respect employees receive from authorities (Phuong, 2018; Folger & Cropanzano, 1998). It looks into how communication is carried out in both formal and informal situations as insulting or rude comments will impact the way employees perceive the organisation's fairness (Folger & Cropanzano, 1998). Ignoring this dimension can cause a great deal of damage and may leave a gap between the employee and the organisation leading to sensitivity and feelings of mistreatment. Lastly, informational justice relates to the amount of secrecy within the firm and its employees' dishonesty. This dimension contributes to the collective esteem of the employees within the organisation (Colquitt, 2001).

Fairness in procedures, interactions and distribution is considered an instrument that predicts how the organisation values employees. Available research has focused on how OJ influences employee behaviour and, consequently, their trust in an organisation. Employees treated unfairly in biased systems are more inclined to feel distrust, resulting in poorer retention (Aslam & Sadaqat, 2011). Thus, pursuing justice is necessary as failing to do so will cost dearly in the long run (Carroll & Buchholtz, 2012).

Social exchange reciprocation is also influenced by employees' perception of the organisation and how it allocates resources to assist its performance; if these obligations are fulfilled, employees develop a favourable perception of the organisation (Tremblay et al., 2010). Moreover, OJ is also deemed to influence the closeness of relations between employees and the organisation. Karriker & Williams (2009) posited that fairness in an organisation's procedures and practices determines the closeness of the employee-organisation relationship, particularly how fairly the organisation treats its employees.

In terms of social exchange theory, the perception of organisational fairness is reciprocated with exceptional employee performance directly benefiting the organisation's well-being. Thus, the reciprocal investment of employees in the organisation in response to fair practices and activities is consistent with the view posited by Blau (1964) & Organ (1988) that employees perceive organisational relations as a social exchange process. This is very similar to economic exchange where expenses and returns are equal. Likewise, if both employees and the organisation fulfil equal expectations in organisational social exchange, this will lead to a balanced and trusting relationship.

The perception of OJ also has a significant connection with trust and, over two decades, the literature in both domains has gained positive attention (Lewicki et al., 2005; Lance Frazier et al., 2010). The integration between OJ, OTR and OCB has been addressed and has been found to corroborate significantly with SET (Lance Frazier et al., 2010). Procedural, interpersonal, distributive and informational forms of justice also have significant connotations with FoT (ability, benevolence and integrity) (Le et al., 2014) and each type of OJ connotes relative FoT. These factors have evolved, leading to flourishing relationships among employees, the organisation and managers (Lance Frazier et al., 2010). Assessing the justice and trust dyad, the relation between the trustor and trustee is determined by the personal characteristics of the trustee (i.e. his/her trustworthiness) which, per Mayer et al. (1995), includes ability, benevolence and integrity. Lance Frazier et al. (2010) posited that these factors are ultimately linked to trust while Yang & Massholder (2010) suggested a more significant relationship between benevolence and trust. Mayer & Gavin (2005) also highlighted a significant relationship between all three FoT and trust thereby revealing that each FoT has more or less impact on overall OJ (Lance Frazier et al., 2010).

The perception of OJ practices also has further parallel standing with other facets of the organisation, primarily the perception of CSR, since CSR is linked to the provision of fair, ethical, responsible and value-orientated treatment to critical players in the organisation and society (Sarfaraz et al., 2018; Nguyen et al., 2018).

The following section further discusses the third SSE: the perception of corporate social responsibility (CSR).

2.7.3 Perception of Corporate Social Responsibility (CSR)

The last social system element that this research considers and attempts to measure in creating and retaining trust within organisations is the perception of CSR. In today's dynamic business environment, societies seek business practices that are more responsive to communities' well-being and the development of economies as a whole (Shen & Bensen, 2016; Lee et al., 2018; Jung et al., 2018). Prior literature on CSR has focused on stakeholder and customer dimensions (Jung et al., 2018). It has growing concerns with its power over employees' and people's lives and governments (Fisher et al., 2013). CSR refers to flexible business practices and activities executed to nurture well-being and the sustainable development of the environment, societies and economies (Lee et al., 2018; Christensen & Raynor, 2013; Tian & Robertson, 2017).

From an organisational perspective, CSR activities are undertaken to meet the expectations of key stakeholders and to influence the behaviours of potential employees to move towards better performance, increase their job satisfaction and commitment, and enhance trust levels that will trigger OCB (Vlachos et al., 2010; Tian & Robertson, 2017). In contrast, if a firm fails to pursue its actual aspirations through CSR, employees will exhibit intolerance, distorted work orientation and distrust towards the organisation (Christensen & Raynor., 2013).

Organisations that have potentially good CSR functions enjoy a more significant portion of the market share in attracting skilful employees and retaining productivity through positive work relations and the work attitudes of employees (Vlachos et al., 2010). Existing literature has identified numerous intervening factors that determine the relationships between employees and organisations regarding CSR such as perceived organisational support and proximity, organisational justice and even cultural dimensions. If these factors are as employees perceive them to be then the level of CSR proliferates owing to employees' commitment to the organisation (Tremblay et al., 2009).

Shen & Benson (2016) added another dimension to CSR - socially responsible human resource management (SRHRM). This refers to CSR orientated towards employees to yield effective work-related behaviours such as extra-role behaviour (OCB); this is said to be mediated by perceived organisational support (Tremblay et al., 2009).

Lee et al. (2018) also focused on how sincere organisational actions are of the utmost value in retaining employees and gaining their trust. Per stakeholder theory, employees are key players in an organisation and the CSR engagement of an organisation controls its engagement with its employees. CSR posits a platform for employees to identify the well-being of the organisation's practices (Lee et al., 2018). In particular, an employee's view of an organisation's CSR initiatives is crucial to maintaining sincerity, propensity to trust and positive relationships with its employees (Kim et al., 2010; Ali et al., 2010).

Another perspective noted by Archimi et al. (2018) highlighted that inadequate organisational CSR would lead to higher levels of cynicism amongst employees when they develop the belief that the organisation lacks integrity (Brandes & Das, 2006). Employees will also develop a negative affection towards the organisation (Mustain, 2011) and may promote the organisation's negative image (Chiaburu et al., 2013). When employees feel that their vision is parallel with the organisations', and that this vision is congruent with society's best interests, acknowledgment and recognition from its employees will be clear, thereby increasing their determination and motivation to give greater efforts and direct their actions towards the well-being of the organisation. Therefore, organisations are encouraged to consider this obligation to retain employees' trust and long-term relations (Archimi et al., 2018; Morgeson et al., 2013).

The SSE influencing OTR has been discussed comprehensively in this section. It has highlighted how employee involvement, the perception of OJ, and the perception of CSR correlate to the FoT that help create and maintain trust within employees' working relations.

The next section elaborates on OTR to explain the underpinning concepts more clearly.

2.8 Organisational Trust (OTR)

Organisational Trust (OTR) consists of three broad strands: intra-organisational, inter-organisational and trust between organisation and its customer. Although this study's focus is intra-organisational trust, i.e. trust between an organisation and its employees, there are two more types of trust that organisations engage with. Firstly, inter-organisational trust is based on trust among organisations and, secondly, there is the trust between an organisation and its

customer which is marketing (Dietz & Den Hartog, 2006). Considering these three broad strands of OTR, the main concept behind trust remains the same.

Any organisation's success relies heavily on its workforce as that is the mechanism by which it can reach its goal, whether to achieve a set mission or generate income. Having seen the employees as one of the primary factors that affects an organisation's success, it is considered a priority to ensure that every employee's engagement at work is maximised. However, an employee's full engagement at work is not a given. There is a need to provide an environment that will fuel positive engagement and one of the critical elements of this is trust (Ozmen, 2018; Mayer et al., 1995; Dietz & Gillespie, 2011).

Now, when strong competition is a reality and adverse economic conditions are undeniable, organisations have to ensure every employee's co-operation not just to survive but rather to thrive in the present economic climate. It must be understood that only trustworthy relationships merit co-operation (Axelrod, 1984), information sharing and the establishment of group dynamics (Axelrod, 1984; Vigoda-Gadot & Drory, 2008). Although there seems to be a natural inclination for any individual or entity to trust or not to trust another based on their perception, there must be some traits that a person looks for that makes him/her draw such conclusions (Dietz & Gillespie, 2011). When this inclination is acted upon, two parties enter into a contract that signifies the exchange of trust, especially in an organisation. Such a contract can be in a written/signed form or simply given freely with no guarantees except being based on goodwill.

In an organisational setting, trust is indicated to have started with managers which is discussed below.

2.8.1 Managers as initiators of trust

DeConinck (2010) pointed out that trust is enhanced when the subordinates perceive and feel the managers' support. As indicated by numerous studies, a trustor's perception, beliefs and aspects of benevolence, integrity and ability are critical trust components. With these components, the managers' role in building and initiating trust has been suggested as crucial in laying the foundations of trust (Whitener et al., 1998; Long & Sitkin, 2006; Meier et al., 2016). Elaborating

this role of the manager in initiating trust, Meier et al. (2016) emphasised that management's responsibility to behave and take action in a trustworthy manner leads to superior performance. Whitener et al. (1998), in their work to explain interpersonal and organisational trust, examined the role of managers in initiating trust and the antecedents of managers' trustworthy behaviour and challenges they might encounter in initiating trust. Notably, Nienaber et al. (2015) posited that trust between managers and subordinates works reciprocally in a two-way relationship. This interpersonal engagement starts from calculus-based and building to relational-based trust indicating a time factor in its development enhanced by the managers' and subordinates' shared experiences and values.

Further emphasising trustworthy managerial behaviour, an effective leader-member exchange requires the manager's input as trust does not develop automatically. Meier et al. (2016), Bylok et al. (2015), and Vijay & Jagtap (2019) stressed that production of trust requires management's conscious manners where a proposition of elements are to be articulated by the management to increase levels of trust, i.e. vibe, character, behaviour, culture, and a high degree of sensitivity, openness, and tolerance by the management (Bylok et al., 2015) and, if accomplished, it will retain efficiencies in exchange relationships (Vijay & Jagtap, 2019). Different levels of management contribute to the communication of trust through the dissemination of roles and information accordingly. Vijay & Jagtap (2019) clarified by stating that the trust dissemination in the top management demonstrates the function of ownership and control; in middle management it is controlled by open communication of stakeholders and in the lower management it is resultant of skilled workforce.

Alongside the factors that motivate managerial trust behaviour, a certain mechanism accounts for the manager's efforts to build trust. As highlighted by Whitener et al. (1998), organisational (structure, culture and HR policies of the organisation), relational (initial interactions, expectations and cost of exchanges) and individual factors (trust propensity, self-efficacy and values) support or constrain the managers in building trust. Likewise, Fleig-Palmer et al. (2018) highlighted that managers' interpersonal and informational support, exhibited through their mentoring behaviours, account for potential trust-building as it fosters employees' perception of the manager's trustworthiness. Additionally, Nienaber et al. (2015) explicated managers' attributes in three categories effecting trust-building similar to Mayer et al. (1995) dimensions. First is benevolence

that refers to the managers' regard for the employees' needs and well-being. Many scholars conveyed this characteristic as having a significant effect on employees' trust (Knoll & Gill, 2011). Second is ability which refers to the managers' expertise in a particular domain assisting employees in developing their knowledge and skills (Lee et al., 2010). The third refers to managers' integrity manifested through their perception of organisational justice relevant to establishing trust in an employee-manager relationship (Pillai et al., 1999).

A similar notion is highlighted in the work of Meier et al. (2016) and Zucker (1986), where process-based, characteristic-based and institutional-based trust-building mechanisms are mentioned for managers to create purposeful trust. The inter-organisational exchange process accounts for the following past and on-going: (1) process-based trust that contributes to the firm's co-operative reputation and determines the expected continuity of the relationship (Parkhe, 1998) as well as exchanges of gifts and expectations; (2) characteristic-based trust which connotes that management should facilitate trust by fostering similarity in societal and corporate culture (Parkhe, 1998; Meier et al., 2016); and (3) institutional-based trust mechanisms involve taking initiatives that safeguard the employee's contractual and legal agreements which strengthen his/her positive behaviour towards the organisation (Parkhe 1998; Meier et al., 2016). Thus, for managers, the first two levels of trust (process-based and characteristic-based trust) are vital since they can work alongside others enhancing their trust by exchanging gifts and working with their employees because of their reputation or by knowing their social background and their characteristics.

Furthermore, in light of the exchange framework by Whitener et al. (1998), an interactive model of trust-building shows that managers can reinforce trust through a co-operative effort. Paliszkievicz (2011) demonstrated that by learning about each other's trustworthiness, managers could trigger trusting behaviour through positive reinforcement of desired behaviour and feedbacks. Moreover, through trust-enhancing organisational policies, the exchange of positive relational gestures and stimulating relationship-based cultures employees' needs are valued. Supporting this role of the manager as trust initiator, Six (2007) posited that the managers keeping a normative control would cater to an appropriate perception of their employees' trustworthiness. Hence, managers are accepted as primary designers of trust in the organisation. They are accountable for controlling the flow of information, designing the reward systems and maintaining the organisation's strategic structure. Moreover, the correlation of trust initiation with the manager

is obvious through prior findings. In a manager-employee exchange relation, the manager's initiation of trust is said to attain competitive advantage for the organisations. However, an intervening factor can increase or decrease the amount of trust; this is an external point of view or gossip from a third party which is discussed in the next section.

2.9 Effect of Third-Party Gossip (TPG) on Trust

In terms of organisational trust, the type of relationship and ties employees have with their organisation determines the propensity for positive or negative gossip (Michelson et al., 2010). Trust is normally a dyad, i.e. a social construct that exists between two parties. However, there is always interference by third-party groups/individuals such as acquaintances, foes or friends and the media. Goold & Klipp (2002) suggest that third parties' gossip intensifies a relationship's positive or negative dimensions. In addition to this, the strength of a relationship determines the impact of third parties on trust. Third parties positively impact strong relations and vice versa (Vieira et al., 2013). Wittek & Wielers (1998) defined gossip as a non-obligatory conversation about someone not present during the conversation. Gossip engages both the gossipmonger and the listener and the conversation between them will impact the corresponding relationship with the person being discussed (Ellwardt 2011). However, with gossip there is often more negative information than positive to be transmitted based on Coleman's analysis (1990); this is also discussed by Kramer & Tyler (1996).

According to Kramer & Tyler (1996), Axelrod's (1984) trust in a private game simulation eased the burden of understanding trust and relating it to organisational perspectives. The simulation game was carried out twice, once with a private game and the other in public. The first, a private game, was completed using two players who were chosen to co-operate. If they chose to co-operate they received a high payoff. However, when one chose to co-operate and the other did not, the uncooperative player lost and the maximum payoff was given to the co-operative player. The game was tense because neither of the players knew how the other would react. However, with repeated experiences, confidence was built and there was a higher tendency to co-operate and build trust. The second, a public game, was designed to have third parties watch the game to have an audience. Kramer & Tyler (1996) described this game as having two people called Ego and Alter. Ego had to watch his behaviour in front of the third parties so he needed to signal to

the third parties that he was co-operative and willing to work with Alter. Alter also did the same if he wanted to collaborate in the future with the third parties. Third parties are very important to manage and understand because it is through them that actual exchanges between two parties can happen (based on their reputation). In addition, Kramer & Tyler (1996) suggested three types of gossip groups. The first is the active group where participants gossip about the party they know to the one who asked (gossip about Alter to Ego). The gossip which friends and colleagues can transfer can be about previous experiences with Alter in the same game. The second type is full disclosure gossip. These stories are usually accurate and detailed. The third type is the partial disclosure group where the group knows part of the story but not all of it. Thus, having surrounding third parties makes it easier to know about another before an exchange relationship is formed.

The impact of third-party gossip on trust is fundamental regardless of whether negative or positive things are said about a person or group. Gossip may acknowledge the positives in an individual or group through praises by a third party or promotion of engagement and an appreciation of people. Thus, when sharing an employee's good performance and praising it in an organisational setting, someone else will be a positive platform for engaging employees, promoting optimism about positive people in the organisation and leading to sustaining overall trust in the organisation (Nugent, 2018). Wittek et al. (2000) highlighted that many social theorists had emphasised TPG's effectiveness in promoting collective goodness by bringing norms to the forefront and obtaining compliance from employees (Ellwardt, 2011).

On the other hand, negative gossip can show distrust in an organisation and affect the interpersonal trust between subordinates and employees (Scandura, 2017). Also, it is related to decreased productivity and can negatively impact the morale of employees and lower the retention levels of valued employees (Grosser et al., 2010). Grosser et al. (2010) stated that gossip flows in an organisation through two mediums: (1) through expressive friendships or (2) instrumental workflow ties. Negative gossip is more likely to disperse through expressive friendship and is characterised mainly by detraction, defamation and character misrepresentation.

Kong (2018) further elaborated on the impact of negative TPG on trust in an organisation where it limits in-role behaviour and affects EI which hinders OCB. Moreover, Mills (2010) indicated that

in a formal organisational system, employees' uncertainty about the manager's provision of organisational justice, such as fairness in actions and decisions and implementing just procedures, could enhance work insecurity and trigger negative TPG. Furthermore, Grosser et al. (2010) highlighted that an individual's perception of a third party also determined gossip's negative or positive dimension. So, a third party's negative attributes might be entirely negative for one individual but positive for many others who could use that information to achieve better performance.

Bosson et al. (2006) related the concept of gossip to the presence of mistrust, seeing its presence in a triad: a coalition between two individuals but not with the object (the one discussed in the gossip). Lower levels of trust increase the probability of negative gossip if the object distrusts a coalition with the employees. Thus, employees who experience a violation of trust from the managers will engage in negative gossip to undermine those managers' authority or coercive role by forming a coalition with more influential employees in the organisation.

An assessment has revealed that trust is one of the primary antecedents of TPG, i.e. an absence of trust and the presence of distrust both lead to gossip about an object such as managers (Lau & Liden, 2008; Lambright et al., 2010). Employees' belief in benevolence (i.e. good intentions regarding the managers' actions and having confidence in them) and the inclination to retain integrity (conforming to ethics and standards) lead to trustworthiness in an organisation (Rousseau et al., 1998; Lau & Liden, 2008). However, management's lack of justice and other socially irresponsible actions will trigger distrust in employees and TPG about the management. Conversely, Lance Frazier et al. (2010) claimed that managers and organisations with positive authority figures and friendly relations towards employees would motivate them to exhibit exceptionally good qualities in work-related tasks and strong levels of OCB if the right levels of competency (ability), benevolence and integrity were also present.

The literature above concerns TPG in relation to an organisational setting, i.e. between employers and employees, or employees and employees (Wittek et al., 2000; Kniffin & Wilson, 2005). However, other types of TPG can influence employees' trust towards a specific organisation. Such influences can come from family, friends and media; employees' environments heavily influence how they indulge their work atmosphere and social relationships. Word of mouth is positively

related to organisational attractiveness (Uen et al., 2011) thus, good word of mouth will bring positivity and attract employees. Moreover, social networking sites and applications made it easier for individuals to express their feelings toward certain organisations' missions, visions and activities. Social networking enables the society to have two-way communication with the organisation leading towards understanding, agreeing and challenging its concepts and principles freely (Priyadarshini et al., 2017).

Factors of trustworthiness where TPG is considered as an intervening factor were noted in the section above. Such significant insights contribute to an understanding of creating and maintaining trust within employees' working relations.

The reasons provided above justify the importance of TPG as a variable affecting trust, which motivated the decision of researcher to include TPG as a variable in investigating trust. Given the propensity of TPG in any organisation, its inclusion becomes more valuable in studying trust in the context of the BOC, since the study of TPG has not been explored in the Arabian context. Whether negative or positive TPG, findings would contribute to a better understanding of social working relations at the BOC leading to implementing mechanisms to mitigate the negative impact or promote the positive influence of TPG. Notably, through TPG and the three SSEs discussed above it would be possible to measure trust within the BOC.

Singh & Srivastava (2016) identified many other positive outcomes from OTR and OCB was predominant (Colquitt et al., 2007). Following the conceptual framework, the next section discusses OCB.

2.10 Organisational Citizenship Behaviour (OCB)

Organisational trust has numerous positive influences on different domains including better employee performance, higher satisfaction levels and greater employee commitment (McKnight et al., 2000; Singh & Srivastava, 2016). In the context of organisational behaviour, individuals' trust in an organisation is mainly correlated to OCB (Laski & Moosavi, 2016; Singh & Srivastava, 2016; Özbek et al., 2015). This is elaborated upon below.

Prior literature on OCB indicated that it has grown over the past two decades, specifically receiving considerable attention in organisational studies and business practices (Moorman et al., 2018). OCB was first coined as good soldier syndrome by Organ (1988) as well as the extra-role behaviour that some employees exhibit. Tracing back to its origin, Organ (1988) defined OCB as an employee action towards the organisation or a colleague when the action is carried out through goodwill; it is not obligatory and not within his/her job description (Organ, 1988). In other words, the concept of OCB is discretionary, involuntary employee behaviour that is beyond their occupational roles and is executed irrespective of any substantial or immediate reward from the organisation. Although the employee might hope for a return it is not guaranteed (Gao & He, 2017; Organ, 1988).

OCB is further described as an individual's indirect contribution to the organisation and, by making these extra contributions, the social well-being of the organisation is maintained (Tambe, 2014). Somech & Zahavy (2004) considered OCB as involuntary behaviour on the part of employees indicating their support of social and psychological dimensions (Blakely et al., 2005). However, Singh & Srivastava (2016) stated that there are still unsubstantiated areas that address its integration with all organisational domains. Ahmadi et al. (2011) stipulated that OCB enables the organisation to enhance its efficiency because it is developed by employees' experiences without the employees realising their contribution. As OCB happens naturally, some organisations take advantage of employees' good behaviour (Organ, 1988).

Among the various views of OCB suggested by scholars, Organ (1988) introduced five dimensions that can help measure it clarifying that there is no definite measure. These five dimensions are conscientiousness, altruism, civil virtue, courtesy and sportsmanship (Podsakoff et al., 1990; Smith et al., 1983). Conscientiousness refers to an employee's discrete behaviour that goes beyond prescribed requirements and minimum role performance (Organ, 1988). Likewise, civic virtue is behaviour exhibited by employees towards the better existence of the organisation. Employees are encouraged to involve themselves in the organisation's political life, voice their opinions and contribute with ideas and resolutions (Organ, 1988). Sportsmanship is a dimension of OCB where employees engage in overcoming issues that may create disagreements or complaints. This measures how the employee ignores negative comments or rumours and concentrates on the organisation's unity (Organ, 1988). The three dimensions discussed above

are associated with the organisation. The other two (courtesy and altruism) are orientated towards individuals. Altruism refers to selflessly helping another co-worker or any person related to the organisation (Organ, 1988) with organisational tasks and helping them overcome work-related conflicts and problems. Courtesy refers to limiting the scope of problems associated with tasks; it is giving notice or a heads up on how to do/complete a task beforehand to prevent it from affecting the work of others within the command chain (Tziner & Sharoni, 2014; Organ, 1988). In their findings, Lee et al. (2013) posited that an ethical work climate leading to CSR further corresponded to more trust in the company. They also noted that FoT resulted in a more robust attachment of employees to the organisation thus enhancing their retention, motivating them to exercise their competencies (abilities), staying fair and honest (integrity) and focussing on growth and welfare (benevolence) (Ben-Ner & Putterman, 2011).

As mentioned above, OCB is said to impact various organisation's facets significantly. The primary motivator behind OCB is the social exchange, i.e. when employees feel valued or experience satisfaction they reciprocate their engagement (Tremblay et al., 2009) and exhibit behaviour beyond their occupational duties. The more the employee is involved in daily decisions and given a voice, the more he/she feels responsible for daily operations and considers helping out regardless of it being in his/her job description. Moreover, when employees perceive organisational justice as high in terms of quality relationships with supervisors there is a higher likelihood of being rewarded and of working in a fair environment. Employees develop the inclination to connect more with the organisation by exhibiting OCB and thus mutual organisational goals benefit in reciprocation. Therefore, OCB is significantly encouraged by the presence of EI and just practices in the organisation. More importantly, adequate research has been conducted on the influences of OCB and it has been found that positive attitudes towards organisations are attained through fair working (Tambe, 2014). Additionally, Matten & Moon (2008) emphasised that when employees' abilities are acknowledged and rewarded fairly for what they have contributed it gives them a feeling of being valued; this positively impacts OCB (Yaghoubi et al., 2011; Hamdi et al., 2016).

Another important dimension is the social exchange and how it controls the occurrence of OCB. Employees view social, economic and occupational exchanges in the organisation and, if they consider these exchanges fair, they will enhance their contribution. Conversely, they will limit their

activities if exchanges are deemed unfair. Hence, social exchange processes and organisational justice, whether distributive, procedural, interpersonal and informational, determine the level of organisational trust and this determines how an organisation will reciprocate to its employees through their attributes of trustworthiness: i.e. abilities, benevolence and integrity (Ahmadi et al., 2011).

Socially undermining behaviour with negative attitudes and emotions, referred to as Counterproductive Work Behaviour (CWB), is contrary to OCB and its discretionary and productive behaviour. CWB results from negative work performance, efforts and behaviours resulting from hindrances caused by others' actions that impede accomplishments. Therefore, social undermining limits employees' tendencies towards positive work contributions and reputations. When employees endorse or indulge in such behaviour they can harm the reputation of the organisation. CWB refers to employees' voluntary actions and behaviours that breach crucial organisational norms and regulations and, consequently, put at stake the whole reputation of the organisation (Tziner & Sharoni, 2014). Skinner et al. (2014) showed that counterproductive behaviour leads to high absenteeism and employee turnover, triggered by the poor judgment of an employee's performance. This then becomes a primary cause of them losing trust in the organisation.

After discussing the trust variables above, a discussion concerning the interconnection of these variables is presented in detail below through the illustration of this study's conceptual framework.

2.11 Conceptual Framework and Hypotheses

This research aims to measure the impact of employees' working relations on creating and retaining organisational trust (OTR). To do so, this research will look into the three social system elements (SSEs) discussed above (employee involvement, perception of organisational justice and perception of corporate social responsibility). These will then be measured in parallel to the factors of trustworthiness (FoT) (ability, integrity and benevolence) bearing in mind the intervening factor of third-party gossip (TPG).

Assessing the relationship between various SSEs and FoT has revealed that different organisational elements control different trust dimensions (Tambe, 2014). Through the extensive

and systematic review of the literature, it has been discovered that there is little consensus on the role of trust in determining numerous significant trust variables in organisations because each discipline has calculated the role of trust according to the specific domain of their study. This study considers an interesting mix of organisational trust variables that has resulted in numerous different dimensions which will be assessed through a conceptual framework. In addition to this, the heterogeneity of different internal (SSE) and external (TPG) factors will help measure trust resulting in organisational citizenship behaviour (OCB) embedded in the organisation.

Based on the literature review above, the dynamics of SSEs, FoT, TPG, OTR and outcomes of trust have been examined. Figure 2.3 (below) summarises this discussion and shows the integrative conceptual framework of the research which will be undertaken.

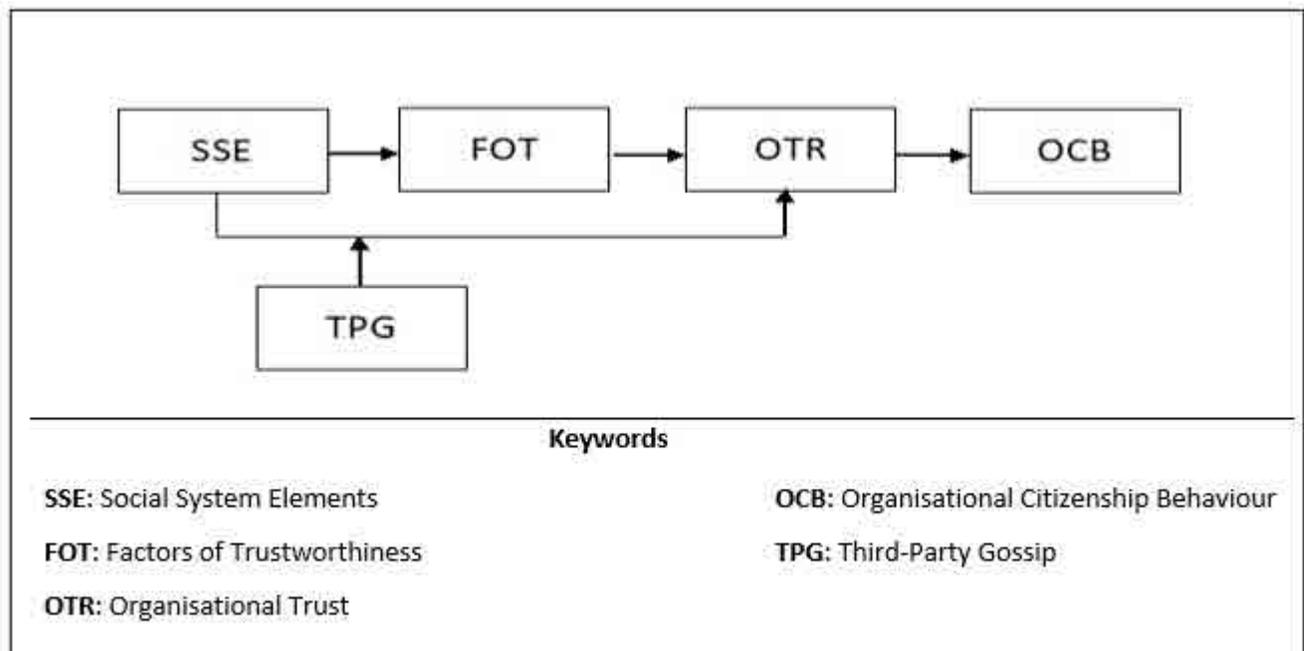


Figure 2.3: Conceptual Framework

2.11.1 Relations of the Three Social System Elements (SSEs) to Factors of Trustworthiness (FoT)

Some of the previous literature evidence suggests that the structure of organisational SSE is parallel with FoT (Jung & Ali, 2017). Employee involvement (EI), perception of organisational justice (OJ) and perception of corporate social responsibility (CSR) are proposed as co-existing

SSE that are significantly relevant on the continuum of organisational trust (Vlachos et al., 2010; Jung & Ali, 2017). EI is considered to go through a series of learning and development opportunities that enable employees to develop credibility in their particular domain (Brown et al., 2015) thus, when they become qualified to do a certain job, their engagement increases as does their trust in and relationship with the organisation (Colquitt et al., 2007). Therefore EI is evidential, especially when an employee exhibits his/her abilities to the fullest. This correlation also positively relates to developing trust in the organisation (Morgan & Zeffane, 2003; Timming, 2012; Albrecht, 2010). Likewise, higher levels of EI also result in employees directing their efforts towards retaining the organisation's integrity and, as a result, their commitment is enhanced (Colquitt et al., 2007; Engelbrecht et al., 2017). In addition to this, EI has significant connotations with benevolence. Poon (2013) stated that managers and organisational authorities should be aware that EI and organisational trust are also enhanced if the significance of treating employees with benevolence is recognised. Benevolence is crucial for motivating trust and, ultimately, EI (Savolainen & Häkkinen, 2011).

Similarly, the perception of OJ is also correlated to FoT (Chiaburu & Lim, 2018; Seok & Chiew, 2013). The congruence of just practices in the organisation, as in distributive, interpersonal, informational and procedural justice, is significant concerning sustaining higher employee proficiency or abilities (Seok & Chiew, 2013). This also controls variances in integrity levels by triggering employees to fulfil their obligations in the same way their presence and contributions are being fairly valued by the organisation (Chiaburu & Lim, 2018; Driver, 2015). This also results in the reciprocation of benevolence with employees working towards the organisation's welfare and growth. As Colquitt et al. (2007) pointed out, when employees relate to the organisation's fairness in valuing their performance they direct their efforts towards retaining the organisation's integrity and their affective commitment is enhanced (Colquitt *et al.*, 2007).

Scholars have significantly emphasised the relationship between the perception of OJ and employee outcomes congruent to morality and integrity (Jung & Ali, 2017). Moreover, some extant research studies have also shown that employees' work attitudes are shaped by fairness in the organisation (Rupp & Mallory, 2015; Vlachos et al., 2010) while conversely, if injustice is perceived, they are averse to the abilities, integrity and benevolence of the organisation (Afzali et al., 2017).

An organisation's leaning towards corporate social responsibility (CSR) execution is said to motivate considerate actions on behalf of employees (Ben-Ner & Putterman, 2011; Gramser, 2016) while Christensen & Raynor (2013) stressed the role of ability in determining higher levels of CSR. Competence and ability are key factors underlining interpersonal and organisational trustworthiness (Xu et al., 2016) and ability determines an employee's reliability in accomplishing expected outcomes. Thus, it is also considered accountable for promoting corporate social responsiveness (Xu et al., 2016). As an FoT, benevolence is also linked to an organisation's inclination to execute responsible actions (Lambert & Hogen, 2013; Phuong, 2018). The interrelationship between CSR and benevolence reflects the fact that employees develop trust towards an organisation if they see responsible actions. Then, their tendency to become considerate and benevolent increases, leading them to enhanced socialisation and becoming involved with processes that increase well-being (Albrecht, 2010; Pradhan et al., 2016), consequently improving mutual reliability and positive relations within the organisation. Therefore, through a manifestation of CSR activities, employees' reliance and considerate attitudes towards the organisation increase leading to further productive engagement. Kousez & Posner (2011) determined how integrity, as an FoT, connotes building commitment and enhances employees' direction towards honouring organisational well-being and a spirit of CSR (Killinger, 2010).

Keeping in mind the interrelationship between SSE and FoT mentioned above, the following hypothesis is presented:

H1: Social system elements are positively related to the factors of trustworthiness.

2.11.2 The Effect of Social System Elements (SSEs) together with Factors of Trustworthiness (FoT) on Organisational Trust (OTR)

Prior studies have noted that OTR arises as a social exchange product between relevant participants, i.e. employees and the organisation (Shore et al., 2006; Yu et al., 2018). In an organisational scenario, the social exchange between employees and supervisors is manifested in their overall relationship, sustained by SSE and FoT (Yu et al., 2018). The underlying concept of

social exchange theory (SET) is that an exchange of interest between two parties (i.e. employees and the organisation) results from their beneficial interactions (Cropanzano & Mitchell, 2005). Hence, based on norms of reciprocity and according to the underlying concept of social exchange, the organisation (managers and supervisors) expects employees to make contributions through their abilities (competencies), integrity (fair interactions) and benevolence (welfare-orientations). Employees, meanwhile, expect to be treated fairly; they seek organisational justice, prefer conditions that enhance their opportunities to exhibit creative behaviour (Cho & Park, 2011), and seek an organisation that is responsible towards society by executing corporate social responsibility in exchange for their employees' contributions (Lee et al., 2013). Through mutual commitments and investments from both the organisation and employees, effective employee/organisational relations are accomplished leading to higher trust levels in the organisation (Tsui & Wu, 2005; Wu et al., 2018).

Regarding the reciprocal relationships among SSE, FoT and OTR, the research now elaborates on the interactive role of each element of the study's construct which is that the overall construct of OTR is a function of SSE and FoT (Xu et al., 2016). Through appropriate interdependencies, appropriate trust levels and positive relationships can be accomplished within organisations (Mayer et al., 1995). The dispositional trust factor has been found to increase or decrease with the trustee's attributes, i.e. his/her ability, integrity and benevolence (Colquitt et al., 2007). Perceived levels of integrity, ability and benevolence are linked to higher levels of OTR and then the organisation as a whole would be regarded as trustworthy (Wu et al., 2018). The factors of trustworthiness are interrelated and not separable (Mayer et al., 1995; Schoorman et al., 2007). If managers of an organisation exhibit benevolence towards their employees then the propensity to exhibit integrity will also be high suggesting a reciprocal exchange relationship between different dimensions of organisational relationships with employees (Wu et al., 2018).

Trust and trustworthiness constitute a two-way game played out by both employees and the organisation (Wu et al., 2018). The conceptual framework is designed to understand how certain SSE correlates with FoT to affect manager-employee working relationships to gain and retain OTR (Barczak et al., 2010). Furthermore, the framework is also set to establish the moderating role of TPG on OTR and, as OTR is established, significant levels of OCB are achieved. Additionally, the

conceptual framework also explores how social exchange theory (SET) triggers trust reciprocity through a mix of SSEs and FoT (Schoormen et al., 2007; Wu et al., 2018).

Prior research has posited that it is worth pursuing the notion that OTR is related to employees' performance and behavioural aspects (Shor et al., 2006). This considers the proposition of SET that trust is reciprocated in a social dyad between employees and the organisation (Schoormen et al., 2007). Favourable exchange relationships are attained when the exchange processes have trust reciprocity between them. Yu et al. (2018) stated that, in an organisational context, the exchange of benevolence between the organisation and its employees is accomplished when employers create an environment in which employees are directed to exhibit positive behaviour through the right use of their abilities. Moreover, establishing integrity and benevolence reflects the right levels of employee/organisation relations (EOR) (Yu et al., 2018). Thus, OTR is said to be a mediating factor in accomplishing positive employee/organisational relationships and appropriate behaviour such as organisational citizenship behaviour (OCB) (Singh & Srivastava, 2009; Yu et al., 2018). Therefore, based on the notion of reciprocity obtained through SSE and FoT, organisational trust can be accomplished with both acting as a glue that binds them while enhancing the mutual standards of value congruence (Williams, 2016).

Tan & Lim (2009) asserted that FoT is positively related to organisational trust in subordinates. Adding to this, Kuěmińska (2016) presented the further dimension of the impact of national culture on trust and trustworthiness where different dimensions of culture, as posited by Hofstede (1980), have different connotations for different cultures; these consequently determine relative levels of trust in an organisation. Dirks & Skarlicki (2009) also put forward a similar construct in their study and proposed that trust serves as an integrative factor to enhance the relationship between perceived FoT and outcomes of trust leading either to OCB or to counterproductive work behaviour (CWB). Tan & Lim (2009) emphasised benevolence as a trigger of trustworthiness and, relative to this, Dirks & Skarlicki (2009) stressed ability and integrity as influential factors of OTR.

Building another proposition about this notion, employee trustworthiness and trust go side by side as FoT triggers the confidence of employees in the organisation and they reciprocate through productive behaviour and engagement (Mondalek, 2013; Jiang et al., 2016). Considering trust as a whole system of interactions between the organisation and its employees, this study will attempt

to discover how employee trust reciprocity is related to the overall establishment of OTR (Tourigny et al., 2019; Jiang et al., 2016). Relative to this, organisations with lower EI levels, perceived OJ and perceived employee CSR tend to have lower levels of belonging, trust propensity and reciprocity. Hence, in terms of low-level Employee/Organisation Relationships (EOR) (i.e. inadequate social exchange), low levels of EOR will lead to ineffective relationships and poor trust levels towards the organisation. This gives rise to the following hypothesis:

H2: Social system elements have a positive indirect effect on organisational trust through factors of trustworthiness.

2.11.3 The Effect of Third-Party Gossip (TPG) on Employees' Trust Within the Bahrain Olympic Committee (BOC)

One crucial precondition for determining the right levels of organisational trust (OTR) is the role of external factors such as third parties (colleagues, friends, family and the media). Trust occurs when two parties have interpersonal interactions; however, third parties will always have an impact. While trust is the direct interconnectedness between two people, there is also the indirect connection with a third party and the intervening role of the third party is crucial in addressing how the impact of the direct link between two people can be directed to distrust or trust or the overall intensity of the trust can be influenced by a third party (Ferrin et al., 2010).

Kramer & Tyler (1996) explained that, with an expansion of co-operation, the relative levels of risk increase because the new co-operation carries a high risk in terms of interpersonal trust so determining the extent of trustworthiness here becomes challenging and the likelihood of gossip (positive or negative) is high. Kramer & Tyler (1996) suggested that third parties are more orientated towards negative gossip and their indirect connections tend to amplify distrust (Burt & Knez, 1996; Ferrin et al., 2010). In other words, third-party gossip (TPG), when negative, can be considered as an undermining social factor of OTR because its impact can create distrust that can adversely affect the productive behaviour of employees (Ellwardt et al., 2012; Kong, 2018). This is further supported by the study conducted by Zuo et al. (2020) revealing the impact of negative TPG in lowering levels of overall OTR. However, Ellwardt et al. (2012) also pointed out that TPG

could positively affect the organisation if the TPG tended to be more optimistic. In this scenario positive TPG acts as a motivator for achieving a higher level of OTR leading to employees having a more enhanced job performance.

In addition, Wittek et al. (2000) also established the direct link between the existence and impact of TPG depending on the existing relationship type between managers and organisation as well as managers and the employees. Wittek et al. (2000) also pointed out that the manager-employee relationship is negatively impacted, especially when negative TPG makes further interventions. In the same manner, the manager-organisation relationship is affected when negative TPG becomes more prevalent. Burt & Knez (1996) further added that TPG could significantly impact the manager-employee relationship when it is not clearly defined. Therefore, TPG can easily increase distrust in weaker relationships; conversely, it can positively impact stronger relationships.

However, the moderating effect of TPG on OTR, which is supported by findings from past research (Kuo *et al.*, 2018; Wu *et al.*, 2016; Zou *et al.*, 2020), depends on the prevalence of TPG in the organisation. It was explained that the higher the level of TPG prevalence, the higher the moderating effect of TPG on OTR. Kuo et al. (2018) justified that organisational gossip reflects employees' perception of the organisation. Therefore, negative perception results in the prevalence of negative TPG but a positive perception enforces positive TPG which can adversely affect OTR. This leads to this hypothesis:

H3: The direct relationship between SSE and OTR is such that these two relationships will be weaker when contact with TPG is negative rather than when it is positive.

2.11.4 The Role of Employees' Overall Organisational Trust (OTR) on Organisational Citizenship Behaviour (OCB)

Prior literature has significantly highlighted OCB as a predictor of OTR (Kuźmińska, 2016). As explained earlier, OCB is an individual's voluntary behaviour irrespective of the expectation of rewards; instead, it is directed towards the better functioning of the organisation (Organ et al., 2006; Tremblay et al., 2009). A positive relationship can be seen between OTR and the

conceptualisation of OCB regardless of the type of behaviour. Thus, positive OCB is accomplished if the perception of OTR is high. High OTR converts into employees' positive behaviour towards the organisation and these behaviours are demonstrated through OCB dimensions that include altruism, conscientiousness, civic virtue, courtesy and sportsmanship. Researchers of OCB and OTR have found consistent interrelations. Adding to this, Tziner & Sharoni (2014) emphasised the need to address these different behaviours entailed as OCB and various dimensions to OCB. For instance, Podsakoff et al. (2009) stated that OCB is a highly valuable contribution to the organisation's exceptional functioning. These dimensions stimulate the effectiveness of OCB and consider the affective, cognitive and dispositional factors (Organ, 1988) that are the psychological triggers of OCB. Podsakoff et al. (2009) considered these dimensions as facilitators of overall organisational performance and productivity. Concerning these multifocal dimensions of OCB, determining a single overarching model highlighting specific triggers and consequences of OCB is missing.

To facilitate OCB, visible distinctive practices motivate trust. Singh & Srivastava (2016) found that if an organisation facilitates activities and processes leading to trust in the organisation more involved role behaviour will result in better employee and organisational relations leading, in turn, to OCB (Hansen et al., 2011). Moreover, Singh et al. (2016) also explained that factors of OTR, including perceived organisational support (SSEs), are basic determinants of OTR and maintain overall OCB as an outcome of trust in organisations.

Another important factor determining OCB as an outcome of OTR is cultural aspects (Amah, 2017). OCB measures are found to impact cultural sensitivities, including language, cultural norms, beliefs and value systems (Baeza et al., 2017). The enactment of OCB varies from culture to culture per Hofstede's (1980) cultural dimensions. The orientation and proclivity of OCB in a country with high power distance will differ from that in low power distance countries; likewise, collectivist cultures vary from individualistic ones. Thus, the behaviour that is expected is different in different cultures. In other words, the national culture determines the way fairness is perceived in Gulf-based organisations relative to western organisations (Bachrach et al., 2007; Amah, 2017).

Organisational trust is an image of how organisational policies and regulations fulfil employees' expectations (Rasheed et al., 2013) and OCB best predicts organisational trust (Tziner & Sharoni,

2014). Relative to this, Janowicz-Panjaitan & Krishnan (2009) related organisational trust to attribution theory which involves the concept that employees sense their surroundings as positive or negative depending on their relationship with the organisation. Hence, employees with higher levels of OTR will be more inclined to avail themselves of opportunities and risks contributing through creative ideas and productive behaviours (Altinkurt & Yilmaz, 2011). Conversely, if OTR is lacking employees are more inclined to demonstrate negative perceptions and behaviour, i.e. counterproductive behaviour (Fulmer & Gelfand, 2012). The current study aims to direct the focus to find an appropriate conceptual framework to show that OTR is a major trigger and factor of OCB that leads to these hypotheses:

H4: Social system elements have a positive indirect effect on organisational citizenship behaviour mediated by organisational trust.

H5: Organisational trust has a positive effect on organisational citizenship behaviour.

On the basis of the five hypotheses derived from the conceptual framework proposed above, the current study will test the framework's feasibility in accordance with the interrelationships of SSE, FoT, OTR, TPG and OCB to introduce it as a proven framework in the organisational trust literature.

2.11.5 Conceptual Framework Rationale

It is essential to justify the selection and inclusion of the trust variables in the conceptual framework relative to the significance of trust in organisation. Notably, discussions of specific trust variables are provided above but to reiterate their importance, the following establishes why these trust variables are essential in this study.

To begin with, the first trust element or variable in the conceptual framework is the SSE. SSEs' inclusion was based on Dekker's (2018) assertion on the importance of SSEs in determining

organisational trust and Jung and Ali's (2017) claim on the significance of SSEs, such as EI, OJ, and CSR, serving as mechanisms on developing employee-organisation relationship (EOR) and trust reciprocity (Shaw, 2014; Xia et al., 2011). It has to be noted that Vlachos et al. (2010) and Jung and Ali (2017) asserted that EI, CSR and OJ are significant predictors of OTR and so their inclusion was deemed necessary.

To clarify further, this study's three SSEs (EI, CSR and OJ) were selected based on prior studies' findings. EI's inclusion, for instance, is based on the claims that trust is an outcome of EI (Schaufeli et al., 2002; Gao et al., 2011; Purcell, 2014), and trust increases when employees are recognised and rewarded as well as their opinions are considered (Arkin, 2011; Boxall & Purcell, 2003; Bryson, 2004; Ahmad et al., 2017; Rees et al., 2013), leading to employee dedication, loyalty and commitment to the organisation (Colquitt et al., 2011; Schaufeli, 2014; Gao et al., 2011; Zhou et al., 2017; Morgan & Zeffane, 2003; Timming, 2012). As this study aims to collect data on employees' trust in the organisation and managers' perception of employees' trust in them as reflected in the principles of SSEs, the consideration of EI becomes essential because the employees' online survey and the manager's interviews comprise obtaining their perceptions of their involvement in organisational matters, like decision-making process and their perceptions of the rewards and recognition given to them by the organisation.

In the aspect of the OJ, Saunders & Thornhill (2003) pointed out that employees' trust and distrust of the organisation largely depend on the organisational trustworthiness, which Carroll & Buchholtz (2012) expounded as the righteousness and fairness of organisation's policies, regulations and engagements. This is further supported by Chan & Lai (2017) who assert that OJ is the basis for employees' assessment of organisational trustworthiness (Colquitt, 2001; Niehoff & Moorman, 1993). Considering the focus of this study, i.e. how all the trust variables in this study lead to trust, OJ is then a required SSE to be included.

Another SSE is CSR, which refers to the organisation's engagements to promote the betterment of the environment, society and economy (Lee et al., 2018; Christensen & Raynor, 2013; Tian & Robertson, 2017). Vlachos et al. (2010) posit that organisation's engagement in good CSR, and Lee et al. (2018) assert that CSR is a basis for employees' assessment of the organisation's integrity, leading to gaining and retaining employees' trust. In contrast, employees' perception of

the organisation's inadequate CSR results in employees' negative feelings towards the organisation and promotion of a negative image ((Mustain, 2011; Chiaburu et al., 2013). Archimi et al. (2018) and Morgeson et al. (2013) encourage organisation's engagement in good CSR to retain employees for the long term. Taking these into consideration, CSR based on the employees' and managers' perceptions will provide a good understanding of organisational trust, which this study aims to achieve.

FoT is another vital trust variable in the conceptual framework. The critical literature review indicated that FoT had been used in numerous studies (Butler, 1991; Mishra, 1996; McKnight & Chervany, 2001;2002; Dietz & Den Hartog, 2006; McEvily & Tortoriello; 2011); however, the researcher decided to settle on Mayer et al.'s (1995) three factors of trustworthiness (ability, integrity and benevolence) because it is widely used, known and agreed to be significant predictors of trust (Colquitt & Salam, 2009; Schoorman et al., 2007; Ozmen, 2018; Rousseau et al., 1998; Skinner et al., 2014).

Additionally, in Chapter 4, the discussion of the findings and analysis of the primary qualitative data presents Mayer et al.'s (1995) FoT in conjunction with Whitener et al.'s (1998) five dimensions of trustworthy behaviour to illustrate the similarity of the coverage in terms of obtaining managers' perception of employees' trust. As Whitener et al.'s (1998) five dimensions solely focused on managers, Mayer et al.'s (1995) FoT presents a holistic concept of trustworthiness. By considering both, the discussion of the findings provides a comprehensive analysis in relation to trustworthiness.

Moreover, Mayer et al.'s (1995) factors can be applied across different cultures (Saunders et al., 2014), and with the minimal studies in the Arabian Gulf context as well as the lack of a universal model of trust, the adoption of Mayer et al.'s (1995) ability, integrity and benevolence as FoT would be appropriate to be considered in this study. It is worth noting that trust is fostered and manifested based on culture (Zaheer & Zaheer, 2006; Wright & Ehnert, 2010).

One factor of trustworthiness is ability, a crucial factor referring to the individual's competence in performing tasks (Mayer et al., 1995; Colquitt et al., 2007), but it is found to be domain-specific (Butler & Cantrell, 1984; and Kee & Knox; 1970). Trust is initiated when an employee demonstrates the required ability, and in return, the organisation recognises the employee's

ability. Such a dyadic relationship illustrates that mutual trust impacts employees' involvement and productivity (Schaubroeck et al., 2011; Piryaei & Arshadi, 2012), which the organisation benefits by achieving its goals. In other words, ability can determine interpersonal and organisational trust.

Another FoT is benevolence, deemed by Mayer et al. (1995) to be the attachment of the trustee to the trustor, motivating the trustee to manifest positive behaviours, i.e. OCB. Benevolence also reflects the trustee's positive perception of the trustor (Lance Frazier et al., 2010) and the trustor's perception of the trustee's concern for the welfare of the organisation. In a such dyadic relationship, trust reciprocity is evident, implying the outcome of reinforced organisational trust (Dirks & Skarlicki, 2009; Wu et al., 2012), achieving the aim of this study.

The last FoT is integrity, an essential factor as it is required at the beginning of the relationship between the trustor and the trustee. Trust is initiated based on the gathered information by both parties about each other and reinforced by the stability of words, actions and performance to determine the amount and level of trust to be given. Sharing and adhering to the same principles and beliefs, the trustor and trustee will experience lessened distrust (Kuźmińska, 2016). Through integrity, interpersonal trust, then, is determined.

Organisational trust is considered the core variable in this study, relative to the investigations of trust variables' impact on OTR and OTR's mediating effect on OCB. The motive behind the investigation is based on prior studies' findings of OTR as a determiner of organisational success and a crucial positive influencer in various organisational domains that include performance, satisfaction level and commitment (McKnight et al., 2000; Singh & Srivastava, 2016).

Based on the critical literature review, gossip has been established to be present in any organisation, and its classification, whether positive or negative, as well as its intensity, is dependent on the employee-organisation relations (Michelson et al., 2010; Goold & Klipp, 2002). Also, Vieira et al. (2013) reiterated that the impact of gossip lies in the strength of employee-organisation relations. These studies indicate the importance of TPG in terms of the relationship between employees and the organisation, and the level of trust is determined by the influence of TPG in that relationship. It has to be noted that the inclusion of TPG may not be popular in Western culture and studies, but it may be significant in the context of the Arabian Gulf, where

its culture is classified as collectivism. In this aspect, TPG serves as a context-specific variable, significant based on its cultural context.

In the context of the BOC, one has to comprehend gossip is manifested in an organisation. Looking at the study of Grosser et al. (2010), one can understand that gossip flows in an organisation through expressive friendships. There is evidence that expressive friendship between competitive teams and employees can increase the motivation of employees to do tasks other than the job description as well as their involvement in organisational tasks (Mühl 2014). This aspect of gossip in literature can be linked to the values of the BOC, which is working based on the values of friendship and respect (Bahrain Olympic Committee, 2018), and social exchange theory has shown that these same qualities—along with care, honour, and friendship—are crucial in establishing a trustworthy workplace in the context of the BOC. It is important to study in the context of BOC because TPG provides an understanding of how they acknowledge the positives in an employee or group through praises by a third party or promotion of engagement and an appreciation of people. Thus, when sharing an employee's good performance and praising it in an organisational setting, someone else will be a positive platform for engaging employees, promoting optimism about positive people in the organisation and leading to sustaining overall trust in the organisation (Nugent, 2018). Therefore, the TGP is an important factor in the context of expressive friendship, which is aligned with the BOC values of friendship. Furthermore, expressive friendship as a major element of TGP is also supported by the SET theory. For example, Wu et al. (2006) have elaborated SET in the context of two factors: social cost and benefits and economic cost and benefits. Social costs and benefits such as respect, caring, honour, and friendship are the important factors that can increase employees' level of trust in BOC.

Another variable in the conceptual framework is the OCB. Extant literature indicates OCB's positive influence and an important effect on employees' trust in an organisation (Laski & Moosavi, 2016; Singh & Srivastava, 2016; Özbek et al., 2015). OCB refers to an individual's own volition to contribute to the organisation beyond what is expected (Tambe, 2014; Somech & Zahavy, 2004). Prior studies also established that OCB indicates the existence of EI and OJ in an organisation (Tambe, 2014), and recognition and rewarding employees' abilities positively affect OCB (Matten & Moon, 2008; Yaghoubi et al., 2011; Hamdi et al., 2016). In the context of this study, Organ's (1988) 5 dimensions (conscientiousness, altruism, civil virtue, courtesy and sportsmanship) were

considered to measure employees' OCB. Prior studies support Organ's (1988) 5 dimensions as good measures for OCB. With the study's aim to investigate the interrelations of SSEs and FoT as well as their impact on OTR, it is appropriate to extend its investigation of OTR's impact on OCB, even considering SSEs' indirect influence on OCB through OTR.

To explain how this study will determine the feasibility of this framework, the methodology chapter is discussed next.

Chapter 3 - Research Methodology

3.1 Introduction

This chapter explains the methodology, approach, data collection method, philosophical assumption and paradigm in the research. This study aims to use a mixed-method case study approach which employs semi-structured interviews that incorporate open-ended questions and online questionnaire surveys using a 5-point Likert scale and a qualitative analysis of annual reports. Additionally, a description of the research participants (i.e. both managers and employees at the Bahrain Olympic Committee (BOC)) is provided in subsequent sections.

3.2 Research Philosophy

Research philosophy is a predominant term in social sciences research that relates to the nature and development of knowledge following which a new foundation of reliable knowledge and information concerning the research intent is obtained (Morgan, 2014). It is essential to understand the underlying research philosophy because it clarifies the decisions and intentions to reach certain research outcomes through meaningful interpretation. In other words, research philosophies have their features which help the researcher choose which philosophical approach has to be adopted based on what is suitable for the study.

This research's philosophical substructure consists of both ontology and epistemology (Leavy, 2014) as well as a detailed discussion about pragmatism which the researcher considers as the most appropriate approach to be used for this study.

3.2.1 Ontology

Ontology is a key philosophical assumption concerning the social environment and the reality of individuals and whether they are shared or interpreted independently by individuals. To grasp each individual's understanding, a research study needs to focus on qualitative methods to access respondents' interpretations. Although each respondent might have a different interpretation of the question, a qualitative method will give a clear understanding of how different people think. Regardless of these diverse interpretations, ontological philosophy believes that there is an external reality (Snape & Spencer, 2003). Thus, the interpretation of an individual adds meaning and purpose to the reality that exists. There are two distinct aspects of this philosophy: objectivism and constructionism, also referred to as subjectivism (Bryman & Bell, 2015).

Objectivism, as mentioned by Bryman & Bell (2015), states that there is a difference in how the real world is perceived by individuals. Objectivism states that a social phenomenon and its meaning are independent of social actors (Bryman & Bell, 2015; Saunders et al., 2016). Thus, regardless of what really exists in that social phenomenon, individuals' interpretation is independent of that reality. For example, the Bahrain Olympic Committee (BOC) is an entity that has its separate laws and regulations which is the reality of the social phenomenon; however, the perceptions of its employees are independent of what that reality is (Bryman & Bell, 2015). Objectivism, as a principle, works best when research is carried out to understand processes and structures (Bryman & Bell, 2015; Kougiannou, 2013). Thus, this principle would not be effective in this research because this study is dependent on the interpretation of research participants to understand the reality of the BOC; the human interactions will be subjective (Kougiannou, 2013) since examining a topic such as trust will need to examine interpretations to understand the reality.

Constructionism, on the other hand, states that social phenomena constantly change in their meanings depending on the social actors. Thus, a social phenomenon cannot be stable but will always be in a state of revision (Bryman & Bell, 2015) mainly because perceptions and actions change with time. This principle believes that individuals hold within them perceptions that can change the state of the phenomenon hence, through research, these perceptions need to come to light and be analysed (Humphries, 2008). This principle matches this study since, regardless of

the knowledge extent on trust and social system elements, everyone's perception will make a difference in understanding or changing the concept. Bryman & Bell (2015) stated that a concept is the individual's way to make sense of things within his/her respective social world and so it is by understanding such concepts that this study will be able to make sense of trust and the effect of social system elements in maintaining and creating it.

3.2.2 Epistemology

Epistemology investigates whether the social world needs to be studied by guided principles or solid ones (Bryman and Bell, 2015). It has three main principles: positivism, interpretivism and realism.

Positivism is used extensively by researchers. It relies on scientific research and reasoning through observation and experiments (Burns & Burns, 2008). Thus, positivists believe that knowledge needs to be obtained by methods that can give results to produce generalisations. It promotes natural science methods to study the reality of the social world (Bryman & Bell, 2015). This principle is based on quantifiable measurements without considering any subjective measures (Bryman & Bell, 2015; Saunders et al., 2007). Notably, positivism as a principle of philosophy works best in research if, firstly, the study is about a social phenomenon and, secondly, it can be observed so that facts can develop and finally, testable hypotheses can be generated (Bryman, 1988).

Interpretivism, on the other hand, helps in understanding the subjective meanings of individuals (Bryman & Bell, 2015). This principle originated from the work of a philosopher called Immanuel Kant (1781) (Bryman & Bell, 2015). He proposed that it is important to learn about people or a social phenomenon by observing and understanding what is happening around and thinking about what is happening (Bryman & Bell, 2015; Burns & Burns, 2008). Interpretivism looks at radical reasons and bases research questions in terms of morality (Snape & Spencer, 2003). A major contributor to this principle was Wilhelm Dilthey (Snape & Spencer, 2003), who stressed that this paradigm's significance lies between studying and experiencing what the people participating in the study are going through by understanding their social context.

Realism explores both the natural world and the social sciences together. This principle believes that reality can exist beyond what people speak of since it bases its assumptions on social reality (Bryman & Bell, 2015). Researchers pursuing realism believe that social science methods should be used parallel to those from the natural sciences as there will always be a reality to reach other than descriptions of scientific methods and figures. Realism consists of two aspects: the empirical and the critical. Empirical realism or direct realism allows intersubjectivity depending on the methods used; through these different methods, reality can differ (Bryman and Bell, 2015). In other words, what our senses tell us is a reality for us (Bryman & Bell, 2015).

Critical realism takes into consideration the notion that sensations may be deceptive meaning that reality can be misinterpreted or that the whole picture of reality is not revealed. Hence, critical realists use more than one method and depend on more than one structure to understand a phenomenon's reality. Critical realism is able to differentiate between the "actual" world and the "observable" world since these two spheres do not overlap at all (Brown et al., 2002). The 'real' is something that exists independently of human senses, theories, and inventions; as a result, it cannot be observed (Danermark et al., 2005). The nature of causation, agency, structure, and relations are all elements that critical realism views to be of the utmost significance (Danermark et al., 2005).

Critical realism can be seen as an appropriate epistemology to adopt for this research as it investigates the BOC's structures and procedures and their interaction. Additionally, critical realism operates under the presumption that employees, as people, are inexorably linked to the larger social and cultural milieus in which they find themselves (Bryant, 2017; Minter, 2011). The flexibility of critical realism in obtaining comprehensive research outputs across philosophical and methodological orientations is a plus, which also holds that the research purpose should drive the full study. As a result, realism as an epistemological position grants the researcher the ability to progress and become more flexible because the researcher can be involved in research. A realist believes that reality exists independently by using particular ideas as instruments for revealing the larger picture and making sense of the world (Danermark et al., 2005; Edwards et al., 2014).

A critical realist believes that the selection of mixed methods can help to gather data to see the reality independently as well as provide flexibility in method selection that can overcome the issues

of qualitative and quantitative research (Edwards et al., 2014). Mixed methods research attempt to combine qualitative and quantitative research procedures, their approach cannot be easily defined as either quantitative or qualitative research (Morse, 2016). Academics have been working toward the development of an alternative framework because of the broad range of subject areas that such research investigates (Creswell, 2014). However, it seems that mixed methods researchers have differing opinions regarding the nature of this framework. Creswell (2014) discusses only one framework in detail, but his study includes another framework, specifically the transformative perspective, in their most recent textbook on mixed methods research. Although there are other techniques, critical realism as an epistemological position is the one that is most closely associated with mixed methods research (Huber et al., 2020). By putting more emphasis on the study problem and the results of that problem, critical realism allows researchers to use different approaches such as positivism, post-positivism, and constructivism (Fetters, 2019).

Overall, the nature of knowledge (epistemology) through critical realism is the best suitable philosophical basis for this thesis. This study's research paradigm is discussed next.

3.3 Research Paradigm

A paradigm represents general theoretical assumptions, laws and techniques that direct a researcher to adopt a certain philosophy in addressing their research question (Chalmers, 1982; Shah & Al-Bargi, 2013). It offers a framework within which individuals or groups choose certain research questions and approaches to accomplish their research ends (Humphries, 2008). Morgan (2014) described a paradigm as a philosophical way of thinking and interpreting for a researcher. In other words, a paradigm is the thinking patterns and worldview of the researcher. In the same manner, Leavy (2014) referred to paradigms as sunglasses with differently shaped frames and lenses of different colours; they influence the view of things being seen which means that paradigms direct the thinking and actions of a researcher.

This study highlights the importance of a research paradigm through Burrell & Morgan's (1979) four assumptions that can lead to an understanding of the paradigm to be used in business research. These four assumptions are described by Bryman & Bell (2015) as a matrix that considers the following: (1) the objectivist stance which suggests that there is always an external

viewpoint that monitors the reality of the structure and processes of the organisation; (2) the subjectivist viewpoint believes that organisations are social environments that are guided by the experiences of its individuals; (3) the regulatory assumption which views organisational research as giving suggestions for changes to improve structures and processes but which makes no judgments about how they operate; and (4) the radical stance which is contrary to the regulatory point of view. These four assumptions suggest that organisations are studied to judge their operations and then offer guidance on achieving change. Bearing these four assumptions in mind, Bryman & Bell (2015) introduced a matrix that aids this research in understanding where the study stands within its own philosophy. The four-by-four matrix works by plotting the four assumptions along two axes (Bryman & Bell, 2015). The four paradigms along the axes are functionalist, interpretive, radical humanist and radical structuralist. A functionalist paradigm is research-based on problem-solving; it is very common in business management research where the researcher identifies and rationally explains a problem. After this, recommendations are made (Saunders et al., 2016). The interpretive paradigm focuses on the organisation's social environment and stresses that understanding the situation at hand, interpreting individuals' experiences and understanding their viewpoints are significant (Saunders et al., 2016). The radical humanist approach believes that research must bring change and that organisations are social environments while the radical structuralist believes that organisations are a form of power that brings conflict.

Bearing in mind the discussions about ontology and epistemology where constructionism and interpretivism are identified as appropriate for this study, the research paradigm most suitable for this research is the interpretive paradigm because the researcher is looking into the social environment of the organisation by studying and analysing the viewpoints of employees and managers. Moreover, this study is looking into social working relations that depend solely on the Bahrain Olympic Committee's social environment and what feelings the employees have about their workplace that help create and maintain trust.

This research analyses both quantitative (employees' perspectives) and qualitative (managers' perspectives) data. In the discussion for the best quantitative-qualitative paradigm, Rossman & Wilson (1985) illustrated three schools of thought, i.e. purist, situationalist and pragmatist. Purists and situationalists believe in the use of just one method. Pragmatists, on the other hand, recognise

the value of using both qualitative and quantitative methods in a single study. In light of the purpose of this study in using both qualitative and quantitative methods, a detailed explanation of pragmatism is presented next.

3.4 Pragmatism

Pragmatism brings together facts and findings from real-life situations and backs evidence with experiences (Saunders et al., 2016). Hence, this approach calls for a mixed-method research design (Saunders et al., 2016). Creswell (2014) called this approach problem-centred since its method involves using all available research methods to solve the research problem.

This approach also gives this study the freedom to choose techniques and methods appropriate to be employed (Creswell, 2014). This view considers both qualitative and quantitative research methods as complementary rather than competing strategies (Snape & Spencer, 2003). Due to pragmatism using mixed methods, it has prompted a debate on the advantages of bringing different paradigms in one research hence, some researchers have suggested that having different paradigms together within the same research is appropriate and beneficial. In contrast, others assert that research should only use different methods from the same paradigm since mixing them might lead to unclear analytical findings because of the use of different approaches concerning data collection (Snape & Spencer, 2003).

Tashakkori & Teddlie (2010) emphasised the importance of the research questions over the kind of research philosophy to be adopted. Similarly, Richardson (1996) reiterated this view but pointed out the pragmatism approach as focusing solely on the research question. With this study's overarching question focused on determining the impact of different organisational trust variables such as social system elements (SSE), factors of trustworthiness (FoT) and third-party gossip (TPG) on organisational trust (OTR) and OTR's influence on organisational citizenship behaviour (OCB), it implies the essentiality of using every or combined effective methods, approaches, techniques and ideas that only pragmatism as a paradigm advocate. Onwuegbuzie & Leech (2005) acknowledged that in pragmatism, the research questions decide the type of research methods to be utilised. As this study investigates the managerial perspectives through interviews and

employees' perspectives of OTR through questionnaires, the combination of quantitative and qualitative methods becomes necessary. Therefore, this research will follow a pragmatic approach.

3.4.1 Pragmatism as a Research Paradigm

As discussed above, the various concepts that a research addresses direct a researcher to conduct his/her study either as a positivist, interpretivist, constructivist or pragmatist; this choice depends upon the nature of the social and educational research being undertaken as well as the researcher's perspective. Regarding the research being undertaken and the theoretical underpinnings being considered in an organisational context, the BOC's case encompasses realities that call for the assessment of a mixture of objective and subjective phenomena. This requires considering solutions to prevailing problems rather than solely focusing on laws of reality (ontology) and theory of knowledge (epistemology) so the focus is on empirical inquiry to solve the problems prevailing in the social structure under investigation (Creswell, 2014). Hence, to avoid the constraints of the philosophies mentioned above this study chose pragmatism to allow the theories to be logically assessed to judge their capacity to answer the research questions. Notably, pragmatism considers the underlying ontological and epistemological underpinning of other paradigmatic approaches, i.e. those in constructivism and interpretivism and the traits of both.

The major rationale for adopting pragmatism as a guiding paradigm is its action-directed nature. In other words, pragmatism refers to actions and the consequences of actions as it seeks to solve problems by taking action sensibly and flexibly rather than constraining fixed ideas or theories. Morgan (2014) argued that knowledge in the pragmatic approach is built through experience and taking action while learning from the outcomes of those actions. The action-orientated nature of pragmatism exempts it from any theoretical and philosophical aspects but rather binds it to a practical approach.

Through its emphasis on shared meaning and joint actions (Morgan, 2014), pragmatism considers the contextual and generalisable aspects of theories and considers the transferability of theories to other situations. Hence, it connects inductive and deductive theories, subjectivity and objectivity, context and the generalisability of data, inferencing and developing aspects of

abduction, inter-subjectiveness and transferability. This is achieved by considering the multiple realities from qualitative and quantitative approaches (Creswell et al., 2011). This study has used this approach because it is both deductive and inductive. It is a deductive approach because this research is based first on generalisations (i.e., theories) and then conducts tests, experiments and observations in operational terms to prove or disprove the theories (Bryman & Bell, 2015). It is also an inductive approach (Gabriel, 2013) which first gathers data and information about the specific subject and then finds methods to analyse the information to develop generalisations/theories. However, abductive reasoning was chosen because it offers the flexibility to move back and forth in generalisations and theory-testing methods. Thus, because of the use of a mixed-method pragmatic approach, abductive reasoning was found to be most appropriate.

Pragmatism considers the traits of both qualitative and quantitative methods through the use of a mixed-method approach while relying on abductive reasoning to move back and forth between induction and deduction (Dudovskiy, 2016). The combination of both numerical and cognitive reasoning generates testable conclusions in abduction inferencing. Peirce (1955) stated that abduction, relative to induction and deduction, uses observed facts that link exclusively to observed circumstances; this leads to hypothesis development having further relation to some rule hence abduction is orientated towards significant and relevant contextual judgments.

It is also crucial to understand pragmatism's orientation towards being subjective or objective with quantitative approaches being objective and qualitative research being subjective. Opposing the views of objectivity and subjectivity, pragmatism argues against the adoption of complete objectivity and complete subjectivity in research rather embracing the concept of inter-subjectivity that demands a degree of mutual understanding among research participants as with readers and reviewers of the research. Inter-subjectivity is central to pragmatism and takes into account shared meanings (Hamlin, 2015). Unlike the forced dichotomy of subjectivity and objectivity, pragmatism considers different frames of reference. Thus, this study has chosen to use a mixed-method approach.

3.4.2 Pragmatism Underpinning Mixed Methods

Pragmatism, as stated above, concentrates on solving the problems in current research objectives and research questions. Hence, it is unrestricted in its data collection methods so it is advisable to use a mixed method when dealing with pragmatism (Creswell, 2014; Tashakkori & Teddlie, 2003). Kivunja & Kuyini (2017) indicated that a very significant relationship exists between the choice of paradigm and methodology because the implication of a methodology in accordance with a paradigm choice correlates with research questions, data collection methods and instruments, procedures, participants and the analysis of the collected data. Morgan (2014) indicates that pragmatism is most appropriate for mixed-method research as mixed methods offer a variety of methods that can be incorporated. Johnson & Grey (2010) stated that pragmatism is connoted as a philosophical partner for mixed-method research since it exempts researchers from adhering to any particular method or technique (Biesta, 2010; Creswell, 2010; Tashakkori & Teddlie, 2010).

3.5 Mixed-Method Case Study Research

Mixed method research is a mix of both qualitative and quantitative research. Creswell (2014) and Tashakkori & Teddlie (2003) defined it as an approach that involves multiple forms of data and the use of different methods of design in terms of the philosophical assumption and theoretical framework of the research. The integration of mixed methods at the design level of a research study occurs through either explanatory sequential, exploratory sequential or convergent designs (Creswell, 2014; Fetters et al., 2013). Creswell (2014) added that this method's main aim is to use both qualitative and quantitative methods to provide a full understanding of the research problem. This study agrees with these scholars in social research: it is possible to merge both research methods as they both have the potential to give very specific and detailed information about the topic being studied (Ritchie, 2003). Moreover, using both methods give a different perspective of knowing so; although they will be addressing the same issues they will give different analyses of each (Creswell, 2014). Thus, both methods will generate different findings that will certainly offer up other discussion points and might shed light on new gaps not mentioned or explored before. Both methods can be used to study the same participants or different ones

depending on the purpose of the study. In this study, each method considered analysing different research participants, i.e. the qualitative method for managers' perspectives and the quantitative method for the employees' perspectives. The use of the qualitative and quantitative methods matches the conceptual framework's aim to test all the organisational trust variables considered within the framework. Additionally, the data gathered provide the background information necessary to conduct the congruent parallel analysis using the convergent triangulation research design as discussed below. Concerning the decision for this specific combination, i.e. qualitative for managers' perspectives and quantitative for employees' perspectives, was based on practicality in terms of the numbers of participants as 320 employees participated which is suited for questionnaire, compared to 17 managers which was suitable for the interview. All these help in getting the respective perspectives of all the stakeholders in the BOC. Additionally, through the annual reports this study managed to determine how, as an organisation, BOC initiates, builds and retains employees' trust through their policies, regulations and systems.

The contextualised framework of a case study involves a detailed investigation through data collection over a defined period of time from targeted participants or the study unit. Known for being an extensive research strategy, it addresses the dynamics of the theoretical framework and processes being assessed (Ridder, 2017) in the study setting. Yin (2003) identified case studies as empirical investigations that address the how and why certain phenomena contribute to a holistic real-life context in which this research has little control over the phenomenon being studied. Case studies cover many domains such as the social sciences, business studies, political sciences and psychological settings. Stake (2013) described the case study as a well-connected, specific, focused, complex and functioning process while Merriam (2009) referred to it as a unit of investigation with certain boundaries to be kept under consideration.

Prior studies have addressed the distinction between different case study approaches and designs depending upon different sub-types identified based on the intent behind their execution (Yazan, 2015). From Yin's perspective (2011), a case study has one of three subtypes: (1) the exploratory which identifies the how of a phenomenon (De Massis & Kotlar, 2014); (2) the descriptive which describes a contextual phenomenon; and (3) the explanatory which aims to explain causal links and connections in real-life phenomena and why these are taking place (De Massis & Kotlar, 2014).

This study will be explanatory research as it allows the line of thoughts on a current perspective or phenomenon to be described and then a more current body of knowledge to be produced to address the gaps (Blatter & Haverland, 2012). As this study has specific organisational trust variables and intends to prove that they positively affect OTR and organisational citizenship behaviour (OCB), the explanatory case study will be used.

Overall, this research incorporates a mixed-method case study (explanatory) approach to answer the research questions. Data collection from both a case study and a mixed-method approach complement each other so adopting a case study will enrich the data and findings produced through these methods. Moreover, according to Yin (2009) and Eisenhardt (1989) the case study is the most appropriate method of assessing a complex and new phenomenon in a given context where there is ambiguity between the context and phenomenon being investigated; this is achieved by employing multiple sources of data which increase validity. Trust, a new topic within Bahrain, needs close attention and studying trust within an organisation requires two main stakeholders' perspectives: managers' and employees'. These two stakeholders will help this study establish how management and employees perceive the concept of trust and OCB. Thus, it will contribute to the overall concept and open doors to other scholars to examine each stakeholder in more depth. Hence, through a mixed-method case study approach, a real-life case study will be assessed in-depth to answer the what and why of the phenomenon being investigated (Yin, 2009).

3.6 Rationale for Adopting a Case Study Strategy

According to Yin's (1984) perspective, the case study offers a platform for researchers to explore events to understand causal links. A case study's main aim is to generate theory, however, it can also contribute to hypothesis-testing research (Dyer & Wilkins, 1991). Thus, this study has chosen a case study because, as stated by Siggelkow (2007), a case study can add to existing theory and shed light on gaps and new concepts such as the field of organisational trust that other researchers can then help to explore. As explained above, Eisenhardt (1989) posited that case studies imply data collection method combination for they can include multi-quantitative methods or mixed methods or both that could shed light on the vague and below-the-surface relationship.

In addition to this, the feasibility that a case study methodology offers, in terms of adopting a mix of qualitative and quantitative methods, gives it more potential for research. Typically, a case study methodology uses data sources gathered using two or more means such as observations, interviews and secondary data from documents (Yin, 2011). It also offers an explanatory platform by addressing the what, why, and how; by offering insight into the phenomenon being investigated it helps develop and refine theory.

Additionally, with a single case study, rich insights can be achieved and the context can be explored in detail. Thus, the goal for a single case study is to gain a detailed description of the social and political events that occur within the case's environment despite its limitation of not being able to generate theories. However, Eisenhardt (1989) argued that the more cases included, the better and stronger a hypothesis would be. Therefore, by using a single case study the preliminary hypothesis may be brought to light but any generalisation of the theory will need more evidence. In this way, this study can pave the way for upcoming research (Eisenhardt, 1989; Dyer & Wilkins, 1991). In contrast, multiple case study research tends to have thin descriptions and less time given to each case while neglecting the less obvious settings that are under investigation (Dyer & Wilkins, 1991).

Therefore, this research, which has the intention of revealing a new perspective regarding how employees at the Bahrain Olympic Committee (BOC) perceive organisational trust, has chosen to adopt a case study methodology. This methodology will enable the study to gain an interesting insight into contemporary actions and the set of actions being taken to address the perception of organisational justice, the perception of corporate social responsibility and employee involvement leading to the development of organisational trust and organisational citizenship behaviour among employees at the BOC.

Furthermore, this study is a single case study-based research paper; it will be structured around a specific context i.e. the Bahrain Olympic Committee (BOC) (Ritchie, 2003; Gerring, 2017; Bryman & Bell, 2015; Yin, 2018). The participants will be from a specific context which will make this research detailed and intensive (Bryman, 2015). Also, a single case study design will be adopted to address the theoretical propositions employing both qualitative and quantitative data collection methods. An explanatory case study approach is being pursued where different social

factors will be assessed to explain the links and interconnections of influences among different organisational trust variables. Yin's (2011) perspective of using multiple sources of evidence will be used to construct the case study, different means will be used to triangulate the data and the theoretical propositions offered in the previous sections will be incorporated. The most effective data sources are those with which researchers are most acquainted and ones that can be easily merged and triangulated for further findings and analysis (Yazan, 2015).

Specifically, this study has chosen a mixed-method single case study for many reasons. First, the timeframe is limited since it is a doctoral thesis and is restricted to the University's duration. Second, it is the first study of its kind in the Kingdom of Bahrain where organisational trust is a critical and sensitive subject (Yin, 2018) and it is unusual for an organisation/committee to allow research. Finally, the study needs to get the perspectives of both managers and employees to obtain a holistic view of the BOC. Hence, this study took the opportunity to explore social system elements and their effect on trust in the workplace. Yin (2018), along with Tashakkori & Teddlie (2003), encouraged using mixed methods when there is a case study since both methods offer depth and context allowing for multiple sources of data and a variety of information.

To provide a clearer picture of this research, the following sections explain the research design and the methods of data collection.

3.7 Gaining Access

Although the topic of trust is considered a sensitive and relatively new subject in Bahrain, this study gained approval to conduct the research in July 2017. The participating organisation was provided with detailed information about the research, its goals and objectives and included the consent and participation forms along with the managers' interview schedule and the employees' questionnaire. It was made clear that all the findings would be sent to the BOC and a copy of the thesis had been requested upon completion so that the recommendations might be studied. All approvals from the University's committees had also been forwarded to the BOC and communication with key members of the organisation who are accessible would be maintained throughout the research process.

3.8 Research Design

When conducting research, a flexible research strategy needs to be put forward (Snape & Spencer, 2003). This research brought together real-life settings and generated data from the existing reality. Previous studies on organisational trust and other relevant variables are selected to analyse their research design as it can help to find potential methodological flaws as well as the future direction for this study.

Based on the critical literature review in Chapter 2, it was discovered that multiple studies on trust use quantitative methods. These studies include Alaaraj et al. (2018), who employed a quantitative method to investigate the conceptual model based on organisational trust mediating the connection between organisational performance and growth strategies. The researchers used structural equation modelling (SEM) to analyse the responses they received from 240 senior managers working for companies that are publicly traded (Alaaraj et al., 2018). Another study that collected data using quantitative methods was by Dahmardeh and Nastiezaie (2019) who polled 208 employees working in educational institutions and used SEM to investigate the relationship between managers' trustworthiness, employees' willingness to share and apply knowledge, and the organisation's propensity to innovate. Gholami et al. (2019) also utilised a quantitative methodology to collect data from a total of 160 registered nurses. In addition, the chi-square test was carried out in order to investigate whether or not there was a correlation between organisational trust and organisational loyalty. Ha & Lee (2022) collected data from 370 employees of small and medium enterprises (SMEs) and used hierarchical regression analysis to determine the connection between organisational trust, employee engagement, and procedural justice. Additionally, Hayunintyas et al. (2018) collected quantitative data from 188 workers in the poultry business in conjunction with SEM to investigate the relationship between affective organisational commitment and trust. It was demonstrated that trust within an organisation fully mediated the connection between organisational justice and loyalty to the organisation (Hayunintyas et al., 2018). The research conducted by Kumari et al. (2021) also applied quantitative methodologies to collect data from 380 administrators and instructors working in Pakistani schools. A positive association between organisational trust and both a company's

reputation and its corporate social responsibility practices was discovered (Hayunintyas et al., 2018).

Numerous research has investigated the direct relationship, as well as the mediated and moderated relationship, between employee perception, CSR activities, organisational trust, organisational justice, organisational learning culture, and organisational trust (Kumari et al., 2021; Koodamara et al. 2019; Li et al. 2018; Soni & Mehta, 2020; Salanova et al., 2021; Wahda et al., 2020). Notably, this quantitative approach has a number of drawbacks, such as frequent method variance, as well as the small sample size that is used by research, which can severely affect the participation of a cause-and-effect link (Alaaraj et al., 2018; Dahmardeh & Nastiezaie 2019; Gholami et al., 2019). Therefore, it is not useful to reuse the quantitative methodology for this thesis, especially when previous studies (e.g., Alaaraj et al., 2018; Dahmardeh & Nastiezaie 2019; Gholami et al., 2019) have highlighted several limitations that open the door for qualitative and mixed method research.

Based on the critically reviewed literature in table 2.1 in the literature review section, there are qualitative studies, but there is no study that covers the same comprehensive topic as the current study. In other words, there is no single comprehensive study found that adopted qualitative methodology which can enable the researcher to explore their perception of organisational trust (OTR), corporate social responsibility (CSR), organisational justice (OJ), and other trust elements crucial to determining organisational trust.

However, the literature review reveals two prior studies (Tu, 2018; Curado, 2018) that used mixed methods with feedback stating that the mixed method approach was appropriate for their respective studies and could overcome the weakness of both quantitative and qualitative methods.

The extensive studies using the quantitative method will provide guidance on the trust elements that should be considered as well as gain insights from their findings including recommendations. Qualitative data collection, on the other hand, can add in-depth insights relative to context as they are context-specific, which complements the case study research as it relies heavily on context.

Additionally, minimal research using the mixed method has called for research using the mixed method as it addresses the weaknesses of both quantitative and qualitative data collection.

Bearing these in mind, the researcher has chosen to utilise the mixed method, as it allows the researcher to address the issue of both qualitative and quantitative data collection and analysis methods.

Specifically, for the qualitative data collection, this study will use the four research questions as basis, while the quantitative data collection will utilise the research objectives derived from the research questions. The quantitative part is conducted through an online survey to gather employees' perception of trust in the BOC, while the qualitative part is conducted using semi-structured interviews of managers to get their perceptions of employees' trust in them. The interviews provide a clear understanding of the overall perspective on how employees are treated within the BOC through comprehending the relationship between managers and employees. To analyse the qualitative and quantitative data, the triangulation method is applied.

3.8.1 Convergent Parallel Design

This study used a convergent parallel design, also known as convergent triangulation research design, in extant studies. Specifically, this research used a convergent parallel, mixed-method approach. This is considered an efficient design by Creswell & Clark (2011) because this allowed the execution of both qualitative and quantitative methods concurrently bringing all collected data together for comparison and contrast to better understand the way the BOC operates. During the same phase of the research process, both qualitative and quantitative methods were prioritised equally and the analysis of both data types was carried out independently. Next, the results were amalgamated for the research's interpretations (Creswell et al., 2011). The design took its name from the notion of converging the data at the level of the problem; this was then followed by the triangulation of the qualitative and quantitative data to generate a critical analysis. The congruent parallel design allows contradictions in the findings to be highlighted allowing the research to confirm or disconfirm them (Creswell, 2014; Creswell & Clark, 2011). Although this design makes intuitive sense (Creswell & Clark, 2011), it also needs a great deal of effort and consideration since different methods are being used. Merging different samples can be challenging and sometimes requires the concepts being studied to be re-analysed. The challenge of amassing different sets of data can be resolved using and presenting both sets of data as a joint display

and providing a rationale for each; thus themes and concepts will emerge gradually for comparison.

3.9 Data Collection Method

This study used purposive sampling to select the data collection sample. Purposive sampling involves choosing participants with a specific purpose in mind and representing either a location or a type as a key criterion (Ritchie, 2003). Purposive sampling helped to investigate OTR and OCB in detail. As discussed in Chapter 2, this study chose a specific organisation (the Bahrain Olympic Committee (BOC)) and measured its employees' and managers' perceptions concerning SSE, FoT and TPG. Moreover, homogenous sampling was used to select employees. All members of the same culture were measured to understand their environmental setting so that details of their social context within the BOC could be explored. The survey link was sent to all employees to avoid bias in case the BOC prefers to choose only employees who would offer a positive opinion. This study also asked managers to participate in semi-structured, in-depth interviews similar to the sections of the questionnaire to enable the congruent parallel study.

3.9.1 Semi-structured In-depth Interviews

Individual interviews are the most widely used method in qualitative research. Interviews are of many kinds; they may be open- or closed-ended, structured, or semi-structured. Interviews are considered in this research based on these three features. First, regardless of the type, the interview provides specific information about the individuals being interviewed. It gives a clear understanding of their beliefs, opinions and personal perspectives on certain matters which is suitable for this study as it collects the BOC managers' perspectives on the social working relations at the BOC. Second, this kind of research may be chosen based on certain features of the study being undertaken such as having a new topic that might arise within the study's field or context. In the case of this research, the context of the study (Bahrain) is new. A third feature of the research is its specialisation since it will collect information from selected individuals (the BOC managers) who have specialised roles in the organisation.

Semi-structured interviews are classified as qualitative research. As Strauss & Corbin (1998) defined, qualitative research is any type of research that is not statistical and will help justify the social environment of a certain circumstance. Bryman (1988) stated that qualitative research helps the researcher understand and justify individuals' social realities and understand their perceptions of certain subjects. Moreover, with qualitative research, a study will have rich data that will be deep in its content if semi-structured interviews are used. Furthermore, the questions in semi-structured interviews are designed so that multi-dimensional streams of information are elicited; these help the interviewee narrate a story and give examples that will help the analysis of this study (Wengraf, 2001).

In-depth interviews offer a detailed investigation of each person's perspective. This kind of interview is the only interview that can explore the intentions of individuals behind their words, answers and actions. Their experiences and history are discussed and explained to the researcher and allow for a detailed understanding and clarification (Legard et al., 2003). The interview questions had been structured to ensure that all topics/themes had been addressed, particularly those addressing the research questions. Although questions were categorised, they gave the interviewees space and freedom to speak their thoughts and opinions by clarifying most of their answers or by giving examples (Rugg & Petre, 2007).

In this research, open-ended, semi-structured, in-depth interviews were used, and the questions were centered on answering the four research questions of this study. The interview schedule and participant consent forms were sent to the participants beforehand to ensure they had time to read and think about the questions. It has to be noted that the interviews allowed the managers to express their opinions and offer deep, relevant explanations to the questions, addressing the four research questions of this study.

Specifically, the managers were asked about their perceptions of CSR and OJ as well as their involvement in relation to their concept of ability, integrity and benevolence. Their responses establish the relations between SSEs and FoT, which addresses the first research question. The corresponding questions in the interview for this research question are the following:

2. How does it feel to be part of your organisation?

3. How would you describe the relationship between you and employees in your department? Elaborate.
4. Do you think employees in your department trust you? Elaborate.
5. Do employees talk to you about their personal issues? Why / why not?
6. When employees come to you with work-related issues, how do you support them?
7. Do you trust employees in your department? Why/why not?

The managers also provided their perspectives on SSEs and FoT in relation to employees' organisational trust. Their responses address the second research question, which corresponds to the following questions in the interview:

(1) Employee Involvement

2. How does it feel to be part of your organisation?
3. How would you describe the relationship between you and employees in your department? Elaborate.
8. Do you have social interactions with employees outside the work environment? Why/why not?
9. Do you consider employees in your department as friends? Why/why not?
10. Do employees in your department follow your instructions and advice? If not, what are the consequences? Elaborate.
14. Do you give rewards in your organisation? What are they?
15. Do you nominate employees from your department for these rewards? Why / why not?
17. Does management take into consideration employees' well-being when strategically planning future company goals? Elaborate.

(2) Organisational Justice, and

6. When employees come to you with work-related issues, how do you support them?
11. What does organisational justice mean to you?
12. How will you describe fair treatment when dealing with employees of your department?
13. Are you fairly treated in your organisation? Elaborate.
14. Do you give rewards in your organisation? What are they?

15. Do you nominate employees from your department for these rewards? Why / why not?
16. What do you think of the rules and regulations of the organisation? Do you think they are employee friendly? Elaborate.

(3) CSR.

2. How does it feel to be part of your organisation?
18. Does management take into consideration CSR when strategically planning future company goals? Elaborate.
19. Does your organisation have a clear set of organisational values/principles to guide employees' and management's decisions? Elaborate.

The managers were also asked about their points of view on gossip and how gossip affects employees and the organisations. Their responses can establish the existence of TPG in the BOC and how it influences organisational trust, addressing research question three. To ascertain the influence of third-party gossip on employee trust, the themes were derived from the following questions:

20. What do you feel about positive and negative gossip? Are they detrimental or beneficial to the work environment? Elaborate.
21. From your experience, how does gossip affect the social and work behaviour of employees? Elaborate.
22. As a manager, do you care about gossip within the department? Elaborate.

For the fourth research question, i.e. determining employees' OCB through their trust in the organisation, the managers responded to questions providing insights on the employees' OCB. The OCB themes were derived from all the questions. It has to be noted as well that the entire questionnaire is found in Appendix A.

Bearing in mind the advantages of the managers' interviews to the overall findings of this study, the research has to recognise the possibility of managers' personal bias in their responses. Managers are considered figureheads of the departments in the BOC and if they have been satisfied with their role, there might be feelings of pride in their work and towards the company

hence their responses could be all potentially positive. Conversely, if the managers are dissatisfied, their personal bias might also be reflected through criticisms and complaints. Either way, it is still valuable to consider their perspectives to have insights into the social working relations at the BOC. More importantly, a balance can be created with data triangulation.

3.9.1.1 Procedure

Initially, all the managers were invited to participate through email and only 17 managers, who were available, gave their consent to be interviewed. Notably, participation was entirely voluntary depending on each manager's availability. It has to be noted as well that the level of effectiveness and accomplishments that semi-structured interviews can offer depends on the preparation of the list of questions to be posed during the session. Thus, the questions had been translated into Arabic while participants chose whether to answer in Arabic or English. This made it easier for participants to elaborate on their answers in whatever language they felt most comfortable with. Their answers were then translated into English for analysis. All the interviews were voice-recorded to ensure they had been clearly understood and for the meaning to be analysed accurately. Recording the interviews would also allow hesitations and the wording used by the interviewees to be examined (Legard et al., 2003). Their answers were recorded, provided that permission was granted, otherwise notes were taken with their consent.

The semi-structured interview questions had been designed so that they further complemented the questionnaire as they would help measure perceived organisational trust in different formats, i.e. employees' perceptions of the organisation from a manager's perspective. Bearing in mind the convergent parallel analysis to be done, the questions had been carefully constructed to match the main sections of the employees' questionnaire with each section of the questionnaire being covered in the semi-structured interview. Moreover, multiple factors had been considered in designing the interview questions; the questions were kept simple, jargon was avoided and the questions were interpretive. Additional probing was undertaken to yield more information after asking the questions to elicit complete information: e.g., Can you be more specific? Can you give any examples? The responses generated from the interviews would further be used to assess any misalignments between managers and employees.

A total of 22 questions had been drafted within the interview schedule to gain maximum responses from the managers. The duration of each interview session was between 20-25 minutes.

3.9.1.2 Pilot Study: Semi-structured Interview

To enhance the interview schedule's effectiveness, this research carried out a pilot study by conducting three face-to-face interviews with managers from the Bahrain Olympic Committee (BOC): two males and one female; one male chose to be interviewed in English and the other two preferred Arabic. The duration of the interviews ranged from 17 to 35 minutes. The pilot study helped this research reassess the translated Arabic version of the interview schedule. Since one manager asked for two questions (17 and 19) to be rephrased, simple modifications were made to the wording of the questions to make the process more precise.

3.9.2 Document Analysis

Qualitative secondary sources exist in the form of certain official documents (Johnston, 2017), and their content, even though written for a different purpose, can hold deep meaning within their words and interpretations which can offer new concepts. Examples of these secondary sources include public documents, media coverage, government papers, minutes of meetings and formal or informal letters. Reviewing such documents can be vital to find more details regarding a particular phenomenon. The process of reviewing these documents is called document analysis. Document analysis refers to the process conducted in reviewing existing documents regardless of the original purpose for its use.

This study considered the BOC's 5-year Annual Reports (2015-2018) and social media accounts (Twitter and Instagram) as secondary qualitative data which were carefully examined to investigate the third parties' perceptions of the BOC as well as to measure their impact on employees' trust in the organisation (Westerman et al., 2014). The data obtained through these platforms were combined with other data collected, such as the findings from the interviews, to conduct an in-depth analysis using triangulation (Choy, 2014).

3.9.3 Online Questionnaire Surveys

Designed in various ways, questionnaires are administered either online through surveys, or by any other mode to generate relatively large amounts of data. They are considered to be more efficient and time-saving than qualitative methods. Online questionnaire surveys or web-based questionnaires are considered easy to administer and analyse; little time is required to organise them before conducting the survey itself, and data can be tabulated using software (Wu et al., 2015). The numerical data, which are obtained through a quantitative questionnaire, enable reliability and validity to be assessed more easily than with data acquired using a qualitative method (Sue & Ritter, 2012).

The quantitative data collection method being used here was a questionnaire survey conducted among the employees at the BOC. To address the seven variables of the study (Figure 2.3), seven different scales were adopted from prior research articles: Colquitt et al. (2014) for EI, Kim & Leung (2007) for OJ, Sarfraz et al. (2018) for the perception of CSR, Mayer & Davis (1999) for FoT, Akgeyik (2012) for TPG, Gillespie (2003) for trust and Moorman & Blakely (1992) for OCB. The survey comprises multiple Likert-scale items anchored by a five-point scale, which ranges from strongly disagree (1), disagree (2), neither agree nor disagree (3), agree (4) and strongly agree (5). The questionnaire was divided into eight sections, with the first designed to obtain descriptive information from participants, and the succeeding seven sections centering on the seven important variables of this study, namely EI (Questions 1 to 13), perception of OJ (Questions 14 to 24), perception of CSR (Questions 25 to 37), FoT (Questions 38 to 54), OTR (Questions 55 to 64), TPG (Questions 65 to 90) and OCB (Questions 91 to 109). There was a total of 109 questions. Each scale measured a respective variable, addressing a particular research question and the previously mentioned theoretical assumptions. The scales were chosen based on their proven validity, internal consistency and content validity, as explained in the respective articles used for the purpose. The entire questionnaire is in Appendix C.

For the convenience of respondents (employees), the questions were translated into Arabic through an adept native speaker. This was to make sure that participants completed the questionnaire accurately by understanding the intent and measures used in it.

The next succeeding sub-sections describe the procedure of the data collection method, the pilot study conducted, the selection criteria for each scale, the instruments measuring descriptive information, independent and dependent variables and OCB.

3.9.3.1 Procedure

To achieve a successful online questionnaire survey, critical factors need to be considered to produce an adequate response rate, e.g. employing a user-friendly layout, avoiding multiple responses (by registering the participants first), selecting the survey participants carefully and properly addressing data management and ethical considerations (Regmi et al., 2016).

Hence, while keeping these aspects in mind and ensuring a good response rate in the online forum, this research first imported all the questions, along with the consent form, onto the Google form for establishing an online questionnaire. A Google form link to the online survey was then sent to the BOC HR department which then sent the survey link via email to all departments and related centres of the Committee. This study achieved an 84.21% response rate where 320 employees responded out of the 380 distributed questionnaires. Participation was voluntary and employees from all departments and positions were invited to participate; this included staff from the sales, marketing, creative, administration and management departments. The electronic invitation would highlight the questionnaire survey's link and the consent form would be attached to the link prior to the questions. Hence, all those who registered their consent to participate were directed to the webpage of survey questions. The estimated time for completing the survey was 15-20 minutes.

3.9.3.2 Pilot Study: Online Questionnaire

This study executed a pilot study primarily to test the feasibility of the questions and the topic since this is the first in bringing all the three SSEs together in determining OTR. This study is also the first to utilise all seven scales in one questionnaire. The main purpose of the pilot study was to check the reliability and validity of each variable and to ensure that the translated Arabic version of the questions was comprehensible as well as to get general feedback about the layout of the questions. This study asked ten employees to answer the questionnaire. Next, a focus group was conducted to consider their opinions of the translated version; six females and four males

participated. All participants agreed that the questions were clear and that the research topic was clear and new to the Kingdom of Bahrain. Moreover, they noted that the questions were clearly understood and that the sections were laid out in an organised manner. All participants favoured third-party gossip (TPG) being measured as this was considered an important aspect of trust. They felt that the questionnaire had many questions but that they were easily answered and could be finished within the given time limit.

The SPSS analysis of the pilot study survey was conducted to measure the reliability and validity of the questions with the results first being imported from Google forms to Microsoft Excel. Then, the Excel sheet was imported to SPSS version 19; labels were copied, codes were added and the measures were fixed from nominal to ordinal. These preliminary steps had to be done beforehand to assess reliability.

Assessing reliability was carried out first by reading all the statements (questions) carefully to identify any that had a reversible scale. The reversible questions were 74, 75, 76, 77, 78, 80, 81, and these were recoded to adjust the direction of the statements. Afterwards, this study conducted the reliability statement test using Cronbach's Alpha method. Cronbach's Alpha reliability results for the pilot study ranged from 0.646 (TPG) to 0.954 (OCB); these results are on par or higher than the minimum threshold of the acceptable reliability coefficient of 0.7 when rounded to one decimal place. No item was excluded in all the composite measures except for third-party gossip, where only two questions (72 and 73) were excluded as they did not reach an acceptable level of reliability. Specifically, the results measuring the independent variables include a result of $\alpha=0.87$ for EI, $\alpha=0.93$ for OJ, and $\alpha=0.89$ for CSR. Concerning the measurement of mediating variables which are the FoT, the pilot study indicated Cronbach's $\alpha=0.94$ for all three factors of trustworthiness. Regarding the measurement of the dependent variable, i.e. the OTR, the pilot study showed a Cronbach's Alpha of $\alpha= 0.86$. Meanwhile, the measurement of the OCB demonstrated a Cronbach's Alpha of $\alpha= 0.96$.

In summary, all of the composite variables of this pilot study were shown to be reliable. Thus, this research could now proceed with the questionnaire bearing in mind the elimination of questions 72 and 73. Moreover, this means that for further analysis and to assess the relationship between all the studied variables, all of these questions could be combined into one variable called

the unobserved composite variable; this would allow the hypothesis testing to be carried out at a later stage.

3.9.3.3 Selection Criteria for Each Scale

Three important selection criteria were considered to preface the questionnaire scale for the study. Firstly, the adopted measures were assessed for their inclusion in published journal articles and research studies. The items and scales were adopted based on their Cronbach's Alpha scores, scale analysis, content validity, factor analysis, internal consistency and reliability. Moreover, the items for each variable have been examined in terms of how they address the research questions and objectives in prior studies and how far they have proven useful for overall findings. Thirdly, the adopted scales were examined for their correlation with the study's conceptual framework and the overall research design.

3.9.4 Instruments Measuring Descriptive Information

The following variables were included to assess variations and similarities in order to assess the descriptive information. In section one of the survey, participants' demographic characteristics were as follows: (1) Gender (1 = Male, 2 = Female); (2) Age: (1=18-25; 2=26-36; 3=37-47; 4=48-60); (3) Service tenure (1=0-2 years; 2= 3-6; 3= 7-10; 4= More than 10 years).

3.9.5 Instruments Measuring the Independent Variables

3.9.5.1 Employee Involvement (EI)

In order to assess the EI variable (section two of the survey), items from the amalgamated measures of social exchange relationships were adopted from Colquitt et al. (2014) in a content-valid pattern adopted from separate scales. Specifically, Colquitt et al. (2014) utilised the following social exchange relationship alphas from four different articles, namely: (1) Berneth et al. (2007) with $\alpha=0.84$; (2) McAllister (1995) Affection-based trust with $\alpha= 0.88$ and Cognitive-based trust with $\alpha= 0.90$; (3) Shore et al. (2006) with $\alpha=0.85$; and (4) Scandura & Graen (1984) with $\alpha=0.84$. The items had been tested for their content validation; this refers to the degree to which the items

of a particular measure are reflective of their theoretical content domain hence, to address the EI variable the amalgamated social exchange measure would be incorporated in this study due to its valid empirical testing. For this study, the Cronbach's Alpha result for EI is $\alpha = 0.967$.

3.9.5.2 Perception of Organisational Justice (OJ)

The social system element of perception of OJ, addressed in the third section of the survey, was measured using the overall fairness scale used by Kim & Leung (2007). Confirmatory factor analysis (CFA) for this measure confirmed its internal validity and the goodness of its index fit; the scale was also assessed for its multi-group CFA to ascertain if it could be generalised legitimately in terms of cross-cultural assessment (Kim & Leung, 2007). Cronbach's Alpha's reliability for the instrument was $\alpha = 0.92$. The items were adopted from the scale and were adjusted to complement the understanding of the participants' perceptions towards the overall fairness and the prevalence of justice in the organisation. A total of 12 items were used to address different dimensions of justice prevailing in the organisation. This study's Cronbach's Alpha value for OJ is $\alpha = 0.970$.

3.9.5.3 Perceptions of Corporate Social Responsibility (CSR)

The CSR scale, the fourth section of the survey, had been used in prior studies and had been found to have a multi-dimensional nature that measures perceptions of organisational CSR in terms of a range of dimensions, including ethical, legal, economic and discretionary aspects. A multi-dimensional CSR scale had been adopted as employed by Sarfaraz et al. (2018) which involved 12 items in addressing the CSR dimension. The same scale had been adopted in several prior studies. El Akremi et al. (2018) employed the same CSR scale, conducted an assessment of its content validity and found that each dimension of the CSR scale produced a Cronbach Alpha value of more than 0.70 which was a reflection of the scale's content validity. Moreover, the same study assessed the CSR scale for its psychometric properties to assess its reliability and showed that the scale possessed both strong psychometric properties and a suitable reliability coefficient for applied research (El Akremi et al., 2018). For this study, the Cronbach's Alpha result for CSR is $\alpha = 0.955$.

3.9.6 Instrument Measuring the Mediating Variable: Factors of Trustworthiness (FoT)

The goal of this research was to test how social system elements affect organisational trust (OTR) and organisational citizenship behaviour (OCB) hence social system elements (X) = organisational trust (Y).

This research would achieve this goal by bearing in mind the factors of trustworthiness (FoT) that would affect employees' trust in the BOC (Hayes, 2017); ability, benevolence and integrity (M) would be mediators which would affect the trust and OCB of employees (Y).

Thus, *social elements (X) = organisational trust (Y) through perceived factors of trustworthiness (M)*.

In order to measure the mediating variable (i.e., FoT) in the fifth section of the survey, the scale of Mayer & Davis (1999) was selected. This included the dimensions of ability, benevolence, integrity, propensity and trust (adopted by Rotter, 1967). A total of 17 items were used for this variable. The scale was tested for its factor analysis by Mayer & Davis (1999) and acceptable reliabilities were observed for each dimension of trust (i.e., Cronbach's $\alpha = 0.93$ for ability, $\alpha = 0.95$ for benevolence, $\alpha = 0.96$ for integrity, $\alpha = 0.71$ for propensity and $\alpha = 0.82$ for trust). Each item's inclusion was based on its correlation to the theoretical dimensions of the study. However, only three FoT (ability, benevolence and integrity) were considered in this study. This study's Cronbach's Alpha result for FoT is $\alpha = 0.936$ and with the following Cronbach's Alpha values for the three FoT ability is $\alpha = 0.958$; benevolence is $\alpha = 0.917$ and integrity is $\alpha = 0.833$.

3.9.7 Instruments Measuring the Moderating Variable: Third-Party Gossip (TPG)

A moderating variable occurs when a third variable is visible and this will have an effect on the dependent variable (Sandeep & Rayees, 2017). A moderating variable is one that exists between two variables and helps in forming an association between the other variables (Hayes, 2017).

In this research, TPG would be the moderator (W) since (X) would be affected by (W) to result in (Y). In other words, TPG would affect the way trust was perceived in the BOC and would, therefore, have a major effect on employees' perceptions with regard to gaining and retaining trust.

The research instrument and scale used for TPG, covered in the sixth section of the survey, was adopted from Akgeyik (2012). Akgeyik's study (2012) used a revised version of the gossip questionnaire designed by Sharpsteen (1988). Using a five-point Likert scale, this research adopted 26 items to address the third-party gossip variable which was a moderating variable in this study. The internal consistency for this measure was high with a Cronbach's Alpha value equal to $\alpha = 0.90$ (Akgeyik, 2012). This study's Cronbach's Alpha result for TPG is $\alpha = 0.933$.

3.9.8 Instruments Measuring the Dependent Variable: Organisational Trust (OTR)

To address the dimension of OTR, i.e. employees' overall trust in management, in the seventh section of the survey, ten items were adopted from Gillespie (2003). The selection criteria for this scale arose from the fact that this measure was presented at the Academy of Management where it was praised for its effective measurement of a decision to trust (Dietz & Den Hartog, 2006). It is also a statistically robust and valid instrument regarding Cronbach's Alpha values, scale analyses and factor analyses (Dietz & Den Hartog, 2006). A total of ten items was thus adopted to address this variable which concerns employees' trust towards their immediate managers and between employees and their immediate work peers (Gillespie, 2003). For this study, the Cronbach's Alpha value for OTR is $\alpha = 0.874$.

3.9.9 Instruments Measuring Organisational Citizenship Behaviour (OCB)

A total of 19 items were selected from the OCB scale by Moorman & Blakely (1992) to measure OCB; this was covered in the survey's eighth section. Based on the OCB dimensions of scale devised by Graham (1989), this scale was modified to fit the study's requirements. The original scale containing 49 items was augmented to address some political aspects of social citizenship and items were modified accordingly. Moreover, the scale in Moorman & Blakely's work (1992) also contains items from Organ (1988) that addressed five different OCB dimensions. The scale was assessed in terms of its factor analysis to assess its conformity for this study's theoretical model. The 19 items chosen for the study were selected based on the appropriateness of their fit with the hypothesised factors of OCB; they were found to have a fit α value of 0.91. Hence, the

dimensions of interpersonal helping, an individual's initiative, personal industry and loyal boosterism were selected. For this study, the Cronbach's Alpha result for OCB is $\alpha = 0.961$.

3.10 Data Analysis

For the purpose of corroboration and validation, this study aimed to triangulate the methods by directly comparing the quantitative statistical results and the qualitative findings. In the research process three datasets were obtained, analysed separately and then compared.

3.10.1 Triangulation

Triangulation refers to the combination of methodologies in studying the same phenomenon to avoid personal bias in qualitative data (Saldaña, 2015). Concurrent triangulation was carried out between the interview data, information from annual reports and questionnaires. This added depth and richness to the research inquiry.

The concurrent triangulation design allowed the confirmation, cross-validation and corroboration of findings. In this study, the concept mapping validation technique was utilised through the use of the Nvivo software, Gioia Methodology (2013) and thematic analysis. The Nvivo software made it easier to find the themes, the Gioia Methodology (2013) shows the visualisation sequence of the thoughts and the thematic analysis brings the themes together based on the thesis's conceptual framework. Conceptually, this added interpretive and theoretical validity to the findings and approaches used for data collection.

After triangulating the findings, an extensive description of each analysed data was undertaken and discussed separately which are discussed next.

3.10.2 Qualitative Analysis

To sustain the qualitative data's value, it is crucial to use research tools that yield useful and meaningful results (Morse, 2016). In consequence, among the approaches and tools available,

thematic analysis was found to be an effective means of analysing qualitative data (Braun and Clarke, 2006; Nowell et al., 2017; Fugard & Potts, 2015) which is also known for its wider applicability in qualitative research. It is found to have connections with a wide range of epistemologies in addressing research questions (Vaismoradi et al., 2016). Moreover, it allows the research participants' different perspectives to be analysed by revealing the obvious similarities and dissimilarities in the information disclosed (Nowell et al., 2017; Fugard & Potts, 2015). Bryman & Bell (2015) also stated that this technique had been used to examine mass media items along with annual reports and secondary documents, indicating its flexibility. Thematic analysis is also transparent since all text is visible and categorised for clear use in each node and coded scheme through the Nvivo software. Following the data coding, the findings from Nvivo were interpreted using different themes and keywords (Kougiannou & O'Meara Wallis, 2020). Next, the thematic analysis was carried out, specifically using the conventional method (Bryman & Bell, 2015). The conventional method is based on extracting themes from the raw data. In this study's case, the extraction and generation of themes from the interviews and the annual reports based on this study's conceptual framework were done.

Specifically, for the managers' interviews, this study first extracted the audio file into text files. Yin (2018) stressed extracting the files from audio to text files by paying careful attention to the interview as a whole process retaining the key communicative elements other than the voice. This study tagged certain body language postures and facial expressions of managers in the text while responding to certain questions (Yin, 2015). Additionally, data from the BOC's 2015 – 2018 Annual Reports were taken and encoded in tabular form based on years using Microsoft Word.

After the data extraction of the Annual Reports and the extraction from audio to text for the interviews, this study transported the files into the QSR Nvivo v12 program, a type of computerised analysis software. This software helps to categorise and dictate the themes (Bryman & Bell, 2015) by searching through sections of data that are labelled under a node. A node is further classified into common themes (axial codes) (Yin, 2018). Terms and sentences had been grouped into these nodes and further shaped into common themes (Ritchie et al., 2003).

Additionally, this study also used online survey questionnaires, i.e. the primary quantitative data, as part of the triangulation analysis. A detailed discussion of this follows next.

3.10.3 Quantitative Analysis

Stockemer et al. (2019) emphasized the need for a preliminary investigation to be carried out in order to establish whether or not the findings and inferences can be relied upon; thus, this study conducted preliminary investigations to prove the reliability of its findings and inferences. According to Cleff (2019), the kurtosis and skewness test is the most effective statistical method for determining whether or not data is normal. This test demonstrates that data is normal when the statistical result falls within the range of 1 and +1. In this investigation, the researcher found that the values plotted adhere to a bell-shaped distribution, which indicates that the data is normal and is ideally suited for additional exploratory investigation. Because heteroscedasticity can have a significant impact on the results of regression analysis, the proper measurement of this factor is essential. Heteroscedasticity is characterised by the presence of independent variables with values of standard deviation that differ from one another (Srivastava, 2020). Cryer & Chan (2008) recommend the use of tolerance in conjunction with the variance inflation factor (VIF) in order to quantitatively analyse heteroscedasticity. Both the VIF and tolerance numbers, which come up at 2.01 and 0.31 respectively, fall within the acceptable range (Cryer & Chan, 2008). In addition, the findings of the study highlighted the fact that the standardised residual centrality value is very close to zero, which indicates the absence of heteroscedasticity and the dependability of the conclusions reached by linear regression analysis.

The results of the test for heteroscedasticity were generally consistent with a normal distribution, which indicated that there was no need for concern regarding multi-collinearity and that the value of the independent variable was not overstated. The autocorrelation test was the final one of the preliminary studies that were performed since it examines the properties of the data to determine the degree to which the same variables are consistent across time (Broersen, 2006). The Durbin-Watson test was performed because King (2018) and Broersen (2006) suggested that the test's score of 2.01 revealed that the study data did not show either positive or negative autocorrelation. The researcher was able to proceed forward with an analysis that addressed the hypotheses for the study based on the information provided by these preliminary findings.

CMV is still a concern even when researchers use a cross-sectional time frame and only one data source in their investigations. Richardson, Simmering, and Sturman (2009) defined the common method variance (CMV) as the systematic error variance that is common to variables assessed using the same source or procedure. This variance is known as the common method variance (CMV). Podsakoff et al (2012) acceptance results are as follows: the variation that is drawn attention to by a single component is only 29 percent. The researcher utilised a CLF test as part of confirmatory factor analysis; the CLF includes latent factor indicators in its construct. Both using and not using CLF for the CLF test resulted in the production of standardised regression estimates, and it was discovered that both sets of estimates had p-values that were lower than 0.20. As a direct consequence of these numbers, the researcher is absolutely certain that the data does not contain any CMV.

Confirmatory factor analysis (CFA) is a method that is commonly used for determining the factor structure that exists within an observed set of data (Brown, 2015). The fundamental objective of CFA is to determine whether the proposed model has adequate statistical validity for the purpose of further investigation or whether it should be altered (Brown, 2015; Harrington, 2009). Studies have shown that CFA is a good method for determining construct validity, which in turn helps to guarantee that the questions on the questionnaire are consistent with one another internally (Brown, 2015; Harrington, 2009). In this examination, the researcher used several different cutoffs for evaluating CFA, some of which were recommended by Byrne, such as the Root-Mean-Square Error-of-Approximation (RMSEA) criterion for acceptance, the Goodness of Fit Index (GFI), and the Comparative Fit Index (CFI) (2013).

The GFI is used to evaluate the hypothesised model and the discrepancy of the data in order to evaluate the model fit, while the CFI is used to evaluate the fit between the observed covariance matrix and the hypothesised model. Both of these evaluations are performed in order to determine whether or not the model fit is acceptable. In addition, Brown (2015) offers the cutoff values that can be utilised in order to assess the validity of the results, such as RMSEA 0.08, CFI > GFI > IFI > BBNNFI > 0.90, and 2/df 3.0. In addition, composite reliability, abbreviated as CR, was computed in order to assess the level of internal consistency, as recommended by Byrne (2013). The approach known as average variance extracted (AVE) was utilised in order to guarantee that the scales were correctly positioned with regard to their level of reliability. Byrne (2013)

determined that an acceptable level of AVE must be greater than 0.5 and that CR must be greater than 0.6. From the mean and the standard deviation, one may derive the coefficient of variation, which is the most important measurement of the variance (Cain et al., 2017).

According to the findings of Cain et al. (2017), the only important thing is the amount of actual variation that is present in the data; it does not matter if the standard deviation is high or low. In the social sciences, one of the most common types of statistics that is employed is called the mean. The mean can be described as the average of a set of numbers. To determine this amount, first, add up all of the interest scores, and then divide that sum by the total number of interest scores (Rovai et al., 2013). When discussing data in terms of statistics, "the mean" refers to the value that is located in the middle of a set of values. Finding the value that corresponds to the average of a group of numbers is made possible when the mean is used (Rovai et al., 2013). The mean of a set is particularly valuable as well due to the fact that it compiles information from each individual observation (Rovai et al., 2013). The standard deviation is a statistical measure that sees widespread application throughout the fields of psychology, computing, and social science (Leech et al., 2014). The standard deviation is the measure of variability that is utilised in parametric data the majority of the time; it is a statistical indicator that depicts the typical spread of a group of scores with respect to the mean (Leech et al., 2014). According to Hair's theory, if you know the average value of a group of data, you can calculate the standard deviation and the coefficient of variation (Leech et al., 2014). In addition, Hair (2010) notes that a big figure for the standard deviation (that is, a number that is more than 1) implies a substantial deal of uncertainty in the data and that this uncertainty might range from very little to a great deal. According to Hair (2010), there is no such thing as a "good" or "poor" standard deviation because the technique only displays how much variance there is in the data. Therefore, there can be no such thing as a "good" or "bad" standard deviation.

The purpose of linear regression analysis is to determine how well one variable can be predicted based on the value of another one (Franzese & Kam, 2009). The variable whose value you are attempting to forecast is referred to as the "dependent variable" when referred to in this context. When generating a forecast, the variable that you are not seeking to control is referred to as an "independent variable," and the word "independent variable" is used to characterise that variable. It is a technique for predicting the value of a dependent variable based on the values of a set of

independent variables by employing the coefficients of a linear equation as a set of estimates. A method known as linear regression can be used to locate the surface or straight line that most adequately explains the disparity between the data that was predicted and the data that was actually collected (Franzese & Kam, 2009). Calculators for simple linear regression use a method known as "least squares" to identify the line that provides the best fit for a specific collection of paired data. The researcher is then in a position to form an informed opinion regarding the value of X (the variable that is being investigated), which is reliant on the value of I (the variable that is being investigated independently) (Mitchell, 2012). The use of linear regression allowed us to investigate the degree of correlation that existed between the various independent factors and the dependent variable. Researchers can learn about the influence of a number of independent variables on a single dependent variable by employing a technique called regression analysis (Mitchell, 2012). It is common to practice making predictions about the value of one variable based on the value of another variable using this strategy (Franzese & Kam, 2009). The predictor is sometimes referred to as the independent variable, whereas the variable that is the subject of the prediction is referred to as the dependent variable. The null hypothesis, which states that there is no link between the independent and dependent variables, and the alternative hypothesis, which states that an independent variable does have an influence on the dependent variable, can both be tested with linear regression (Mitchell, 2012).

For this purpose, the multivariate analysis of variance (MANOVA) is used when there is more than one dependent variable, and the multivariate analysis of covariances is used when there are scale-independent variables as well as numerous dependent variables in the study. Both of these analyses are part of the multivariate statistical package (MANCOVA). On the other hand, the purpose of this research was to investigate the relationship between factors of trustworthiness (ability, benevolence, and integrity) and aspects of the social system elements (employee involvement, perceptions of organisational justice and perceptions of CSR), and the MANCOVA test was utilised in order to accomplish this goal.

Linear regression is referred to as "simple" when there is just one explanatory variable, and as "many" when there are multiple explanatory variables (Franzese & Kam, 2009). Because of linear regression analysis, it is possible to make forecasts regarding the future value of the dependent variable by using the previous values of other variables (Mitchell, 2012). The term "dependent

variable" refers to the variable that will determine how accurate your prediction will be. The variable about which you are forming a hypothesis is referred to as the "independent variable" when it is discussed using this terminology (Mitchell, 2012). The researcher was able to extrapolate output values for inputs that aren't included in the data set that was gathered by making use of a line that matches the current data points on the plot in the best possible way. This is done with the expectation that these extrapolated outputs will fall on the line (Franzese & Kam, 2009; Mitchell, 2012). For the most part, researchers in the fields of information systems and social science will evaluate the findings of linear regression using the following four metrics: unstandardized beta, p-value (also known as confidence on results), T-value, and standard error (S.E.) (Franzese & Kam, 2009; Mitchell, 2012). The first sign, which is denoted by the letter "B," is the unstandardized beta coefficient, and it indicates the gradient of the line that joins the independent and dependent variables (Thrane, 2019). As an example, if the value of the independent variable is increased by one unit, the value of the dependent variable increases by 1.57 units. Each p-value is a representation of the probability of rejecting the null hypothesis, which states that the coefficient equals 0. (no impact). When the p-value is low, it is possible to exclude the null hypothesis from consideration without a doubt (less than 0.05). It has been demonstrated that [and] (Thrane, 2019). When performing an analysis of values using a standard error of regression, approximately 95% of the observed data should fall within two standard errors of regression of the regression line in order for the analysis to be considered successful. When taking into account the inherent randomness of the sample data, the t-value is the statistic of choice for determining whether or not a difference can be considered statistically significant (Thrane, 2019). The calculated difference, which is denoted by the letter T, represents the calculation's standard error. If T is greater than zero, this indicates that there is sufficient evidence to reject the null hypothesis (Thrane, 2019). Researchers frequently turn to linear regression when attempting to establish the precise nature of the relationship that exists between independent and dependent variables. A regression model was used to examine the social system elements (employee participation, workers' views on workplace fairness, and workers' opinions on CSR) to determine whether or not they had an effect on the level of trust within the organisation.

Having carried out the statistical analyses that addressed the key research objectives and hypotheses, the researcher ultimately sought to model the research's conceptual framework, as

illustrated in Chapter 2. This showed all the key relationships and hypotheses that the study sought to establish. In order to model the research, according to Tabachnick and Fidell (2007), as well as Gravetter and Forzano (2018), the ideal statistical analysis is Structural Equation Modelling (SEM). As a result, structural equation modelling (SEM) was chosen to be the primary modelling strategy for this investigation because it offered the most appropriate treatment of latent variable interactions as well as multilevel regression analysis, both of which were determined by the conceptual framework. In order to validate the reliability of the SEM, a number of goodness-of-fit tests were carried out. Absolute fit indices, relative fit indices, and parsimonious fit indices are the three primary categories that make up model fitness evaluations (Hair et al., 2018).

It was the third specialised application that could be found in IBM SPSS, and it was called PROCESS Macro for SPSS. This application was used to evaluate the moderating and mediating factors. The conceptual framework wasn't a linear process model; rather, it incorporated FoT and TPG as intermediate steps toward the end objective of OCB. This is the primary reason why this instrument has been used. According to Hayes & Preacher (2013), the Hayes Macro is the most powerful tool that can supplement SEM. Despite the fact that structural equation modelling (SEM) can be used to test for mediation and moderation given by Hayes & Preacher (2013) and Hayes (2017). In this particular study, the concept of moderation was investigated using the Sobel test, as well as mediation using the same methodology.

In order to model the research, according to Tabachnick and Fidell (2007), as well as Gravetter and Forzano (2018), the ideal statistical analysis is Structural Equation Modelling (SEM). However, in order to use SEM, the principal assumption that needs first to be tested is multivariate normality. This was computed and the results are presented in Table 3.1.

Table 3.1: Multivariate Normality – Main Model

Variable	min	max	skew	c.r.	kurtosis	c.r.
SSE*TPG	1.000	5.000	-.953	-6.962	.103	.376
OTR	2.077	4.500	-1.082	-7.905	1.639	5.984
ABL	1.000	5.000	-1.149	-8.388	1.703	6.217
BEN	1.000	5.000	-1.096	-8.001	1.448	5.286

Variable	min	max	skew	c.r.	kurtosis	c.r.
INT	1.000	5.000	-1.181	-8.626	2.225	8.126
CIV	1.000	5.000	-1.134	-8.280	2.281	8.328
CON	1.000	5.000	-1.033	-7.543	1.986	7.250
SPO	1.000	5.000	-0.891	-6.510	1.059	3.867
COU	1.333	5.000	-1.012	-7.393	1.526	5.574
ALT	1.500	5.000	-0.903	-6.596	.851	3.109
CSR	1.000	5.000	-1.348	-9.842	2.201	8.038
OJ	1.000	5.000	.019	.141	.074	.270
EI	1.000	5.000	-1.498	-10.941	2.280	8.326
Multivariate					65.823	29.812

Finney and DiStefano (2008) noted that the optimal minimum multivariate kurtosis should be greater than 7.0 if there is multivariate normality. On the other hand, the critical ratio ought to be greater than 1.96. From the results above, the multivariate kurtosis was 65.823 and, because this was a great deal higher than 7.0, and with the critical ratio of 29.812 was greater than the cut-off point of 1.96, it follows that the multivariate normality assumption was confirmed.

The corresponding SEM test is presented in Figure 3.1 below.

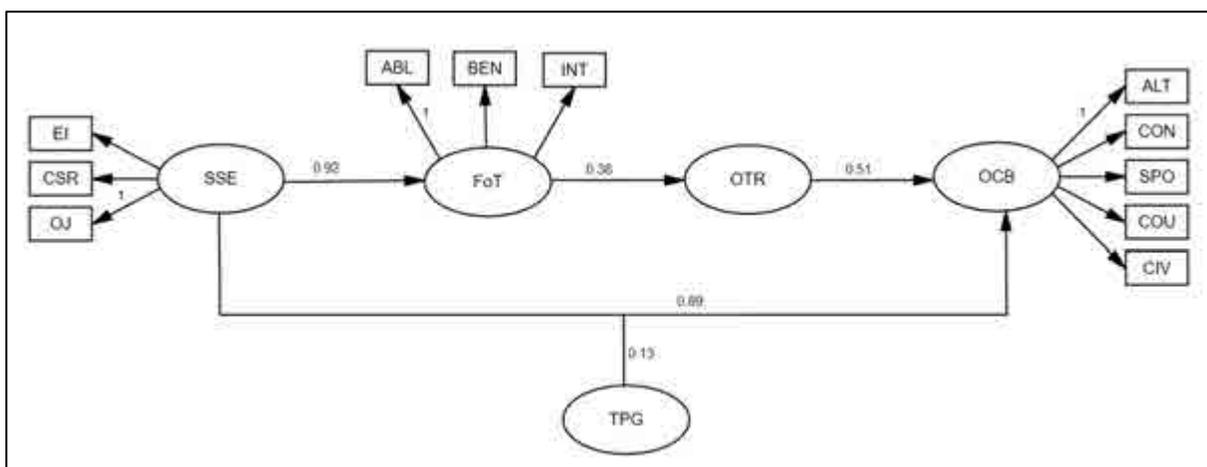


Figure 3.1: Structural Equation Model

The respective path coefficients from the above model are presented in Table 3.2.

Table 3.2: SEM Path Coefficients

	Estimate	Standardised	S.E.	C.R.	P	Label
FoT <--- SSE	.923	.867	.058	15.907	.000	
OTR <--- FoT	.381	.383	.051	7.589	..000	
OCB <--- SSE	.887	.862	.044	12.437	.000	
OCB <--- OTR	.510	.401	.093	5.486	.000	
OCB <--- TPG*SSE	.134	.141	.033	2.853	.000	

From the previous analysis, with respect to the relationship between SSE and FoT, the unstandardised path coefficient was 0.923 ($\beta = 0.867$; CR = 15.907; $p < 0.05$) and for the relationship between FoT and OTR, the unstandardised path coefficient was 0.381 ($\beta = 0.383$; CR = 7.589; $p < 0.05$). These results show that the relationships were statistically significant.

On the other hand, for the relationship between SSE and OCB, the unstandardised path coefficient was 0.887 ($\beta = 0.862$; CR = 12.437; $p < 0.05$) while, for the relationship between OTR and OCB, the unstandardised path coefficient was 0.510 ($\beta = 0.401$; CR = 5.486; $p < 0.05$). In both instances, the relationships were statistically significant. Furthermore, the indirect impact of TPG on OCB was statistically significant with an unstandardised path coefficient of 0.134 ($\beta = 0.141$; CR = 2.853; $p < 0.05$).

In all the above instances, the critical ratio was greater than 1.96 (Tabachnick et al., 2007; Hair et al., 2018), so it followed that the relationships were all significant. The statistical significance was further validated by the p-values, all of which were less than 0.05. Thus, with the p-value being less than 0.05, the null hypothesis was rejected and the researcher decided that there was enough statistical evidence at alpha 0.05 to suggest that the linkages in the research model, as illustrated in Figure 5.5, were all statistically significant. The corresponding r-square statistics are presented in Table 3.3.

Table 3.3: Squared Multiple Correlations

	Estimate
FoT	.751
OTR	.504
OCB	.272

The overall direct impact of the SSEs on FoT had an r-square of 0.751, showing that 75.1% of the variation in FoT was explained by the SSEs. On the other hand, with respect to OTR, the direct and indirect impact of the SSEs, as well as the FoT, explained 50.4% of the variation in OTR. Lastly, the indirect and direct impact of FoT, SSEs and OTR on OCB had an r-square of 0.272 which implied that the total effect explained 27.2% of the variation on OCB.

With a view to validating SEM above, according to Schmitt (2011), several goodness-of-fit tests ought to be carried out. There are three broad categories of model fitness tests: absolute fit indices, relative fit indices and parsimonious fit indices (Hair et al., 2011). For the absolute fit indices, the CMIN/DF is the most common where the chi-square test p-value should be greater than 0.05 and the CMIN/DF ought to be less than 3.0. The results are presented in Table 3.4.

Table 3.4: Model Fit Summary – Absolute Fit Indices - CMIN/DF

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	31	155.441	60	.000	2.591
Saturated model	91	.000	0		
Independence model	13	3362.065	78	.000	43.103

From the results above, the CMIN/DF statistic was established as $2.591 < 3.0$ and, being less than the 3.0 threshold, the researcher confirmed the absolute fitness to be valid. The relative fit indices are presented in Table 3.5.

Table 3.5: Model Fit Summary – Relative Fit Indices

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.912	.863	.911	.883	.910
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

The Comparative Fit Index (CFI), Incremental Fit Index (IFI) and Normed Fit Index (NFI) are the most common and should show results greater than 0.90. From the outcome, NFI = 0.912 > 0.90 and IFI = 0.911 > 0.90 and CFI = 0.910 > 0.90. Because all three baseline comparisons were greater than 0.90, the fitness of the model, relative to the baseline model, was thus valid. The model parsimony was also tested and the results are shown in Table 3.6.

Table 3.6: Model Fit Summary - Parsimonious Fit Indices- Parsimony Measures

Model	PRATIO	PNFI	PCFI
Default model	.769	.688	.700
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

With respect to the parsimonious fit indices, the most common are the Parsimony Normed Fit Index (PNFI) and Parsimony Comparative Fit Index (PCFI); both should show results greater than 0.50 (Hair et al., 2018). In both instances, the parsimony statistic was greater than 0.50 (PNFI = 0.688 > 0.50; PCFI = 0.700 > 0.50) and thus, the model parsimony was confirmed as valid.

Lastly, the Root Mean Square Error of Approximation (RMSEA) was used, according to Schmitt (2011), and the results are presented in Table 3.7.

Table 3.7: Model Fit Summary – RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.062	.051	.077	.000
Independence model	.363	.353	.374	.000

According to Steiger (2007) and Schmitt (2011), the maximum acceptable RMSEA statistic is 0.08. In the above outcome, the RMSEA statistic was 0.062 < 0.08. Satisfying the RMSEA goodness-of-fit at all levels meant that the structural model being tested was accurate and valid (Boomsma, 2000; Chin et al., 2008; Schreiber, 2008; Schmitt, 2011; Hair et al., 2018). Overall, from the model validation, which was computed using the absolute fit indices, the relative fit indices, and the parsimonious fit indices, the prescribed thresholds were all satisfied. Therefore, this confirmed the overall structural equation results, with the result that the research’s conceptual model was found to be accurate.

3.11 Ethical Considerations

This study has considered all the four ethical principles that Bryman & Bell (2011) identified which are (1) the principle that no harm falls on the research participant, (2) the principle of informed consent, (3) the principle to right of privacy and (4) the principle of involving deception.

Specifically, the researcher has used the guidelines by the Research Ethics Committee to assess the potentiality of harm on the participants. Throughout the entire research undertakings there had been no possibility of physical harm on any participants. The research was conducted with guaranteed confidentiality and anonymity. It has to be noted that the participation was completely voluntary and provided the option to the participating managers to leave within four weeks of their participation by sending the researcher an email to their Gmail account.

Regarding the principle of informed consent, all participants, prior to their participation in the online questionnaire survey and interview, were provided with a consent form to be filled out. This consent form was approved by the College Research Ethics Committee (CREC) at Nottingham Business School, Nottingham Trent University.

Furthermore, there were no issues that arose concerning the invasion of privacy and deception. The Bahrain Olympic Committee (BOC) has been given a clear brief about the concept of the study together with its objectives and goals. Additionally, to further ensure confidentiality, all the participants' responses were password protected on the researchers' personal laptop and names or titles of the participants were not asked during the recording of the interview. Only the researcher has access to the administrator link on Google forms. Moreover, the BOC management agreed that during discussion of the results and findings with them, the participants would remain anonymous. More importantly, the findings will be used as explained in the consent and participation forms in related articles published by the researcher and her supervisors.

Due to the inclusion of qualitative research in this study, the research recognises some limitations. First, as discussed in section 3.9.1, the managers' responses to the interviews might contain personal bias. However, the in-depth information gathered from the qualitative data provided substantial understanding and insights into the social working relations at the BOC which would not have been possible if the study only utilised the quantitative data. Second, the researcher also

acknowledges the primary limitation of the researcher's subjectivity in writing this thesis. The fact that the researcher is a Bahraini who is conducting a study about a Bahraini organisation (the BOC) there is a possibility of unintentional personal bias of the researcher that might have influenced the writing of their thesis because of pride. With such acknowledgment, the researcher has attempted to exclude all personal feelings, beliefs and inclinations when writing their thesis. In order to mitigate such bias mentioned above, this study employed the use of data triangulation.

Chapter 4 - Qualitative Data Presentation and Analysis

4.1 Introduction

This chapter presents the findings and analysis of primary and secondary qualitative data. This chapter's major focus is to gather a rich understanding relative to the managers' perceptions of their employees' trust and the BOC's regulations, policies and procedures. The primary data (managers' interviews) is obtained through a semi-structured interview of the 17 managers from the BOC. For this thesis, the managers' perceptions help to understand the satisfaction of employees towards the BOC. The wide range of managers' experiences indicated well-informed and qualified informants who provide necessary information regarding their perception of employees' trust in the organisation.

Relative to the process of obtaining the data, the researcher recorded the interviews with the full consent of the interviewees and conducted a verbatim transcription of these recordings in line with the prescriptions of Creswell (2014) and Yin (2018). Then the researcher cleaned the data following the rechecking for data accuracy, which was then followed by data analysis. Thematic extraction was used as the main data analysis technique and this was done using the hybrid summative approach (Silverman, 2016). This entailed the use of both the conventional method, in which themes were derived from the raw data in line with Charmaz (2014) as well as the directed method, which employed pre-defined themes from the extant literature in line with Tisdell and Merriam (2015). This procedure was applied to each research question resulting in open codes. Through the analysis of the relationships between the extracted themes, axial codes were identified and defined in line with the procedure prescribed by Silverman (2016) and Yin (2018). Lastly, selective coding was applied to clean out contextually irrelevant themes (Cohen, Manion & Morricon, 2011; Tisdell and Merriam, 2015; Yin, 2018).

Notably, the interview questions focused on seeking and exploring managers' perceptions regarding the four research questions of this study, namely: (1) How do the three Social System Elements (SSEs) relate to Factors of Trustworthiness (FoT)? (2) How do the three social system elements (SSEs), together with the factors of trustworthiness (FoT), affect the perception of organisational trust (OTR) within the organisation? (3) How does third-party gossip (TPG) affect organisational

trust (OTR)? (4) How does employees' trust in the organisation determine their overall Organisational Citizenship Behaviour (OCB)?.

For the first research question, the data obtained from the interview helped to understand the relationship between FoT and SSEs through the interview schedule using questions 2, 3, 4, 5, 6 and 7. For the second research question establishing SSEs' impact on OTR, the interview questions include the following: Questions 2, 3, 8, 9, 10, 14, 15, and 17 for EI, Questions 6, 11, 12, 13, 14, 15, and 16 for OJ, and Questions 2, 18, and 19 for CSR. For the third research question, Questions 20, 21, and 22 address the TPG issue in the BOC. However, for the fourth research question, OCB themes were derived from all questions in the interview schedule. Each of the research questions is addressed in the discussion below with an explanation of how the analysis was conducted relative to the extrapolation of themes and sub-themes.

Also, this study looks into the secondary data, the BOC's annual reports, covering the period 2015 to 2018, analysing the BOC's procedures, regulations and policies concerning organisational trust (OTR). The analysis of the BOC's annual reports was expected to complement the findings from the primary data, especially in understanding the existence of the three SSEs and their relationships with other mediating and moderating factors to establish the existence of OTR in the BOC, which will aid in addressing research questions 1, 2 and 4.

Each of the data sources was carefully explained in detail in the following section.

4.2 Managers' Interview Analysis

In total 17 managers, seven female and ten male managers, were interviewed. Each has a different number of years of experience which varies from 6 months to 15 years, with an average of 6 years. The variation in the number of years of experience is considered an advantage because it indicates that the managers would be knowledgeable regarding the activities within the BOC ensuring that accurate information would be relayed by the key informants (Creswell, 2014). Also, the fact that the managers had ample experience suggests that the findings would be anchored on informed and trustworthy sources thereby strengthening the credibility of the findings (Fisher, 2010; Creswell, 2014; Yin, 2018).

The interviews give an overall managerial perspective on how employees are treated within the BOC. The interview discusses the viewpoints of managers regarding trust-building and procedures of the BOC. This study looks into the responses of managers to understand their perspectives on their relationship with employees. As mentioned in Chapter 3, it has to be noted that the managers' responses to the interviews might contain potential bias in terms of their perception, and to mitigate this bias a balance of the data is sought through the use of data triangulation.

The next section reviews the research trustworthiness, and what the researcher did to improve the credibility of the findings.

4.3 Interview Trustworthiness

Qualitative studies are known to be subjective (Patton, 2015) presenting challenges concerning the possible bias of findings. However, to ensure that trustworthiness was guaranteed, a cluster analysis of sources by word similarity was carried out in NVivo 12 using Pearson's similarity coefficient as prescribed by Bernard, Wutich & Ryan (2017) as well as by O'Neill, Booth & Lamb (2018). The resulting dendrogram is illustrated in Figure 2 below.

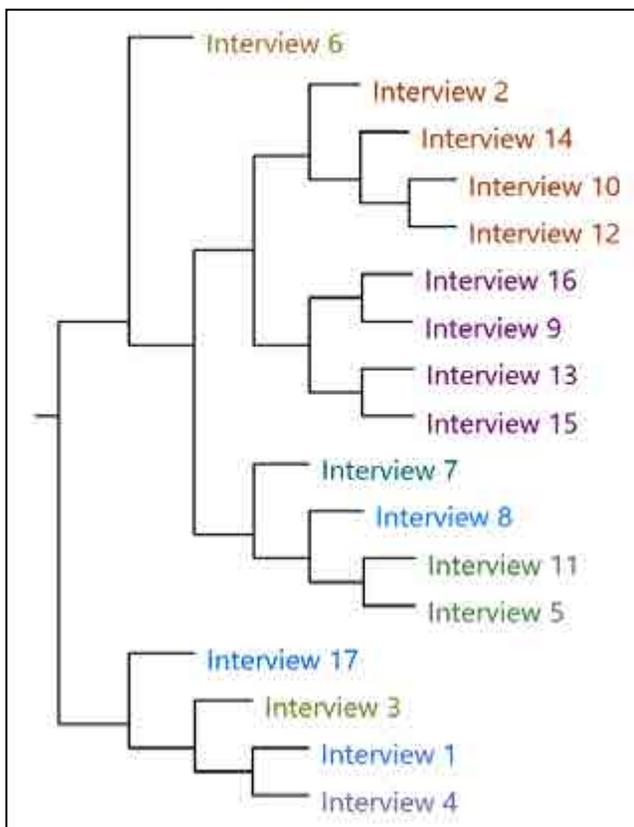


Figure 2: Dendrogram – Cluster Analysis of Sources

From the above, three clusters were extracted: (1) Interviewees 1, 3, 4 and 17; (2) Interviewee 6; (3) has three sub-clusters – sub-cluster 1: Interviewees 2, 10, 12, 14, sub-cluster 2: Interviewees 9, 13, 15, 16 and sub-cluster 3: Interviewees 5, 7, 8, 11. Each cluster had common themes shared across several interviewees except for the second cluster. According to Bloomberg & Volpe (2012) and Bazeley & Jackson (2013), the consideration of interviewee 6's different responses from the rest of the managers is an indication this thesis is open and more diverse to perceptions attempting to minimise bias. Moreover, different perspectives enrich the collected data and possibly raise interesting aspects for future research.

The following sections discuss FoT, SSEs, TPG, OCB and the emerging themes and sub-themes discovered within each construct. These themes are subsequently related to the research questions of the case study.

4.4 Employee perception of Social System Elements (SSEs) to Factors of Trustworthiness (FoT)

This section addresses research question 1, focusing on factors of trustworthiness relative to their relations to SSEs. It commences with the provision of the thematic analysis of Mayer et al.'s (1995) three FoT (integrity, benevolence and ability), as illustrated in Table 4.1.

This study analysed the interviews by: (1) breaking down the concepts into first-order codes which have been selected directly from the interviewees; and (2) categorising them into codes, 2nd order and 1st-order concepts, labeled as themes and sub-themes respectively that other scholars have used to show a direct connection to Mayer et al.'s (1995) three FoT (Ozmen, 2018).

The categorisation of 1st-order concepts into 2nd-order concepts posed a challenge because of the various scholars' viewpoints on what code is parallel to Mayer et al.'s (1995) FoT. To solve the issue, this study only picked and related the codes based on the number of agreeing scholars and the most recent publication dates keeping up to date with current literature.

Moreover, scholars within the field consider Mayer et al.'s (1995) FoT as factors used by employees to measure their organisation's trust. However, because the interview is based on managerial perspectives, the study investigates the managers' attitude towards their employee, which leads to determining the managers' trustworthy behaviour. Whitener et al. (1998) state that understanding managerial behaviour is crucial as it projects how relationships are built by developing employee perception of trust and reciprocity. Whitener et al. (1998) further stated that it is essential to engage in the five dimensions of the employee perception of trust; however, it does not posit to mean that it is necessary to consider it as a foundation for trust between managers and employees. These five dimensions are behavioural consistency, behavioural integrity, sharing and the delegation of control, communication (accuracy, explanations, and openness) and demonstration of concern (Whitener et al., 1998). Therefore, to get a more precise and fuller picture of trustworthiness, this study discusses below the relationship between Whitener et al. (1998) five dimensions of trustworthy behaviour with Mayer et al.'s (1995) three FoT.

Factors of Trustworthiness		
1st Order Concepts	2nd Order Concepts	Aggregate Dimensions
<ul style="list-style-type: none"> • Relationship is based on reciprocated transparency. • Managers do not gossip and speak freely to employees. • Honest feedback from both managers and employees. • Honesty is earned by living up to managers' word. • Honesty to commit to deliver, otherwise provide justification. • Trust employees because it is the organisation's culture. • Open discussions and weekly meetings. 	Openness and Honesty	Benevolence (48)
<ul style="list-style-type: none"> • Employees are welcomed to discuss personal and work matters. • Managers listen to their employees and give advice about their issues. • Available to assist in any way • Definite support regardless of actions. • Working as a team helps achieve targets. • Managers stress teamwork in departments. • Teamwork builds credibility. • Working together brings employees together and builds bonds. 	Concern for Employees	
<ul style="list-style-type: none"> • Always look for ways to support them • Always try to find a way to help them • Help the employee by all means 	Supportiveness	
<ul style="list-style-type: none"> • Managed to calm them, take the fear away from blaming and shaming, and reinforcing trust • if demotivated, I soothe them and then solve the issue 	Thoughtfulness	
<ul style="list-style-type: none"> • Delivering work on time builds trust. • Employees' sense of responsibility builds trust. • Managers are accountable for employees' actions. • Instructions of managers are taken seriously. • Collective thinking of decision-making and solution-finding. 	Consistency/ Predictability	Integrity (32)

<ul style="list-style-type: none"> • No favouritism between employees. • Stand by employees who have done right. • Each employee gets what he/she deserves based on their actions. 	Fairness	
<ul style="list-style-type: none"> • Trust is gained by respecting relationships. • Understanding each other • Common goals to achieve. • Strategic objectives, mission and vision are unified. 	Value Congruence	
<ul style="list-style-type: none"> • Have based this relationship on honesty and transparency • They are transparent, so do I. • Try to be transparent as possible 	Transparency	
<ul style="list-style-type: none"> • They all have a sense of responsibility. • I will apologise to the other if my employee was wrong and ask him to do so. • A relationship that is guided by punctuality at work • They take instructions seriously 	Responsibility	
<ul style="list-style-type: none"> • Working together toward the assigned targets • One vision, mission and strategic objectives. • Working as a team helps achieve targets. • Managers stress teamwork in departments. • Teamwork builds credibility. • Working together brings employees together and builds bonds. 	Unity of Purpose	
<ul style="list-style-type: none"> • Members trust each other because they believe in each other's specialisations. • Positive outcomes result in increased trust. 	Competence	

Table 4.1: Factors of Trustworthiness- Presented Using Gioia et al.'s (2013) Methodology

Based on the number of references (number of times codes of the factor have been mentioned) within the interview to the FoT in Table 4.1, it is evident that there are two major FoTs: benevolence (48) and integrity (32) with the third determinant being ability (17).

4.4.1 Benevolence

The first major FoT was benevolence as it has 41 implied references (Table 4.1). According to the original theorist Mayer et al. (1995), this referred to the extent to which the trustor (employees) believed the trustee (manager), who was eager to demonstrate how much they cared about the trustors and to assist them in doing well. The high level of care from the employer can encourage the employees to increase their involvement in constructive behaviour and actions which are not part of their job description and able to promote the OCB (Kondalkar, 2020) in the BOC. Thus, this study focused on managers' perception concerning the level of affection and care they provided to their employees which is really useful to increase their involvement in the BOC. According to Table 4.1, two major sub-themes emerged: openness and honesty (McKnight & Chervany, 2002; Dietz & Den Hartog, 2006; McEvily & Totoriello, 2011; Shockley-Zalabak et al., 2000; Caldwell & Clapham, 2003; Ingenhoft & Sommer, 2010) and concern for employees (Shockley-Zalabak et al., 2000). Each of these sub-themes has been proven by scholars to be an indicator of benevolence (Ozmen, 2018). Also, out of Whitener et al.'s (1998) five managerial behavioural dimensions, there are three related to benevolence, two of which are related to the first sub-theme (openness and honesty) and the third is related to the second sub-theme (concern for employees). Other sub-themes, such as supportiveness (Wu et al., 2012), and thoughtfulness (DeConnick, 2010) were also identified to illustrate the extent of the managers' perceptions of their benevolence to their employees.

4.4.1.1 Openness and honesty

The first sub-theme, openness and honesty, is suggested by Caldwell & Clapham (2003) and Shockley-Zalabak et al. (2000) as the open, honest and sincere level of communication managers/organisations have with their employees when sharing information and the BOC objectives. It states that managers should provide accurate information, explain decisions thoroughly and be open to sharing thoughts and ideas freely with employees, who can increase the involvement of employees in OCB. Whitener et al. (1998) explained the significance of being open and honest by specifying communication as one of the managerial behavioural dimensions of trust. Whitener et al. (1998) also highlighted the importance of sharing and delegation of control as another dimension of their managerial behavioural dimension where managers are

encouraged to involve employees in the decision-making process and let them voice out their opinions. In this study, six managers suggested the existence of honesty in their relations with the employees. Interviewee 1, for example, believed that trust was earned as a result of being honest and living up to one's word:

'I have **earned their trust by living up to my word** and giving them positive compliments whenever they deserved it.'

In the same manner, another interviewee added that managers strive to live up to the commitments made to their employees and employees do the same to their managers. For that reason, managers indicated that trust was earned by upholding the highest standards of honesty.

'Trust is the foundation of any relationship. We trust each other and **uphold the highest standards of integrity and honesty in all our actions**. When you commit, you deliver; otherwise, you provide justification.' (I7)

Moreover, it emerged from the findings that trust was now considered as a culture in the organisation by Interviewee 8 and believed that this was now being demonstrated daily by the leader who was honest with his words:

'Yes, **I do trust the employees in my department** because it is in our culture. Our leader demonstrates this on a daily basis by being intently focused on the team, **encouraging honesty**.'

'Yes, employees trust me, and we do **give ways** for employees **to discuss and give opinions** always.'

This was further corroborated by Interviewee 5 who also noted that there was mutual trust as a result of open meetings that they conducted in which employees were invited to discuss their concerns freely.

'Definitely yes. Trust is reciprocal between us. We **conduct very open weekly meetings** to discuss all issues concerning us and help each other.'

Overall, based on the previous comments, managers perceived that being open in an organisation played a vital role in reinforcing employees' trust.

Another aspect of the sub-theme of openness and honesty is the BOC's belief in collective decision-making. The BOC managers emphasised the idea of making decisions together and this was pointed out by Interviewee 13 who mentioned that they would collectively find a solution that satisfied all the parties. Thus, based on the managers' perspective, the BOC management was perceived to demonstrate benevolence towards their employees.

'Then **collectively**, we do find a solution that satisfies us.'

The consultative nature of the effort to consider the affected parties was indicated by the comment of Interviewee 14:

'I then work with the person to solve the problem.'

The same spirit emerged from the citation of Interviewee 17, who said:

'...try to find a solution **collectively with the employees** of my department before going back to the BOC asking for help. If the issue is raised from the BOC, we then schedule a meeting and discuss possible solutions together.'

Interviewee 6 mentioned facilitating the mutual engagement of the affected employees concerning the need to attain a collective decision, further mentioning that confidentiality was preserved.

'If the issue is genuine and requires other parties to be involved, I do so. And **confidentiality is maintained.**'

4.4.1.2 Employees concern

Every organisation intends to know about employee concerns as it can develop a long-term trustworthy relationship between employees and the organisation. As a result, employees can show more trust and loyalty towards the organisation and show a higher level of courtesy and consciousness are the predictors of OCB. The employees' concern about fairness, working conditions, policies, rules, regulations, support, and trustworthiness can build their perception that can build a supportive environment for encouraging the employees' activities for promoting OCB. Therefore, it is important to understand employee's concerns.

The same eagerness to support was expressed by the interviewee below who noted that:

'I always try to find a way to help them, whether by finding a direct solution immediately or scheduling an appointment after thinking about their issue. **But, I did not get the same support from my team when I faced difficulties in finding the right solutions.**' (I10)

The above-given quotation indicated that the manager would support their employees with fairness as favouritism can create a negative perception of injustice that may discourage them to involve in activities related to promoting OCB.

'Sometimes there is more **favouritism for some employees so some managers may not completely abide** by the rules and regulations of the BOC.' (I15)

Half of the managers who participated in the study suggested that they should support their employees but not on the cost of favouritism that can build negative perception, with Interviewee 2 noting that the manager 'had the employees' back'. Interviewee 9 also emphasised that the goal was to support the employees immediately whenever the need arose but even if an immediate resolution was not feasible, the manager believed that he/she was ready to find an opportune time to assist the employees.

Managers indicated that their thoughtfulness showed their concern, displaying their empathy and sympathy; this, in turn, made the managers perceive that a sense of trust was built. One instance was the response made by Interviewee 8 who mentioned that the employees were free to discuss personal matters that might affect their work. The manager indicated that employees could open up and he/she was willing to help them with their problems.

'There have been several occasions when employees have **come to discuss personal and work-related matters**. Most of the time, I manage to calm them down, take the fear away of blaming and shaming employees and thus reinforce trust.'

This suggested how careful the manager perceived themselves to be concerning the feelings of his/her employees. Managers denoted that they tried their best to inspire confidence and security

by being thoughtful and caring for their employees. This thoughtfulness was also raised by Interviewee 16, who noted that:

'If they feel demotivated, I soothe them and then solve the issue by working parallel to the rules and regulations of the BOC.'

The comment above demonstrates the managers' preparedness to understand the challenges facing their employees and develop a solution that abides by the BOC procedures. Hence, based on the managers' perception this effort improved trust reciprocally manifested in the manager-employee relationship.

4.4.1.3 Supportiveness

The managers concurred that trust was built upon the realisation that the other employees were supportive of the managers' endeavours.

Interviewee 1 noted that trust was a result of being available to assist regardless of the mistakes that the employees may make.

'I always **look for ways to support** them regardless of their mistakes if any.'

The same eagerness to support was expressed by Interviewee 10 who noted that:

'I **always try to find a way to help them**, whether by finding a direct solution immediately or scheduling an appointment after thinking of their issue. Either way I am there for them and will definitely support them in one way or another.'

The last sentence which emphatically states that the manager would definitely support the employees was a confirmation of the managers' commitment to assist, and it was out of all this effort that trust with the employees was built.

'I do **help the employee, by all means**, I can and in my hand abiding by the rules and regulations of the BOC'. (I15)

Almost all the managers who participated in the study confirmed that they were eager to support, with Interviewee 2 noting that the manager had the employees' back and Interviewee 9 emphasised that the goal was to support the employees immediately whenever the need arose, but still, even if an immediate resolution was not feasible, the manager was ready to find an opportune time to assist the employees. The managers' willingness to help stems from their perception that trust is created between managers and employees through their demonstration of support.

4.4.1.4 Thoughtfulness

Another sub-theme is thoughtfulness, which is related to the managers portraying empathy and sympathy towards other employees which in turn built a sense of trust. One instance is the response by Interviewee 8 who mentioned that the employees are open to discussing personal matters affecting their work, as well as helping the employees with their problems.

'There have been several occasions where employees have come to discuss personal and work-related matters. Most of the time I manage to calm them down, take the fear away from blaming and shaming employees and reinforce trust.'

The ability of the manager to inspire confidence and security through being thoughtful of the employee challenges ultimately boosts the trust of the other employees towards her. This thoughtfulness was also raised by Interviewee 16 who noted that:

'If they do feel **demotivated**, I **soothe them and then solve the issue** by working parallel to the rules and regulations of the committee.'

The foregoing statements demonstrate the managers' preparedness to understand the challenges of the employees and to come up with a solution, which in turn improved the trust levels between them. It is also noteworthy to mention that trust is built as the management inspired confidence by openly engaging with employees who approached them with problems to come up with a collective decision.

4.4.2 Integrity

Integrity was the second major FoT regarding the determinants of trust at the BOC. As defined by Mayer et al. (1995), integrity is a combination of set principles that both the BOC/managers need to abide by in their relationship with their employees. Integrity sub-themes (2nd order concepts) were extracted from different scholars' literature (Ozmen, 2018) which are consistency (McKnight & Chervany, 2002; Dietz & Den Hartog, 2006; McEvily & Totoriello, 2011; Shockley-Zalabak et al., 2000; Caldwell & Clapham, 2003; Ingenhoff & Sommer, 2010), fairness (Butler, 1991; Cladwell & Clapham, 2003) and value congruence (Sitkin & Roth, 1993).

4.4.2.1 Consistency

The first sub-theme is consistency, defined by Mishra (1996) and Ingenhoff & Sommer (2010) as promises the organisation or managers give to employees. It also refers to how reliable, dependable and consistent their words and actions are towards their employees. This sub-theme is supported by two of Whitener et al.'s (1998) managerial behavioural dimensions. The first is the behavioural consistency dimension, stating that managers must be consistent in their actions for employees to predict their managers' behaviour. Predicting managers' behaviour will allow employees to understand their managers better. Consequently, it will provide the employees' confidence to take risks in communicating with their managers and make necessary adjustments based on their perceptions of the best method and time to communicate. Furthermore, predicting the behaviour of managers increases the level of trust in the relationship (Graen & Uhl-Bien,

1995). The second is behavioural integrity (Whitener et al., 1998) which states that telling the truth and keeping promises are important attributions affecting employee trust-building. To demonstrate behavioural integrity, managers indicated that they kept their promise to be supportive to the employees to the extent of taking responsibility for their (employees') wrongdoings.

'I will apologise to the others if my employee was wrong and will ask him to do so. **I will apologise on his behalf because this is the team spirit and is how teams work**, and he is in my department. Hence, I take responsibility for his/her actions.' (I3)

Interviewee 5 emphasised that it was not only important for the managers to be responsible but also for the employees to learn how to take responsibility. The interviewee further stated that he wanted to see them taking responsibility for solving their problems.

'I like to see them take responsibility and solve their problems.'

Being consistent also means punctuality. This was noted by only one manager who cited that the trust relationship was guided by punctuality at work and in co-operation.

'It's a relationship that is guided by punctuality in work and co-operation.' (I13)

In other words, the manager believed that trust could be established by being punctual and delivering work on time.

4.4.2.2 Fairness

The second sub-theme relating to integrity is fairness. Fairness is defined by Butler (1991) and Cladwell & Clapham (2003) to be the extent employees can participate in fair processes of formal and informal BOC practices. Interviewee 1 mentioned that there was no favouritism, while Interviewee 6 stated that trust was built upon the perceptions of fairness in the workplace. Interviewee 7 further added that justice would always prevail when conflicts happened within the BOC and that it was out of this fairness that managers ensured trust.

'We don't have pre-conceived notions against anyone, and, in case of conflict, justice will prevail after understanding the issues and solutions from both parties involved, and we always stand with people who have righteousness in their hearts and actions.'

The interviews also suggested that the role of fairness did not just apply in cases of conflict; it was also applied in remuneration and rewards. In this regard, the 3rd Interviewee stipulated that the employees gained fair rewards based on their performance, citing:

'If I could simplify it, I would rather say that each employee gets what he or she deserves. What they deserve depends on subjectivity. However, we try to push it to objectivity through having job descriptions and the BOC procedures.'

Managers made it clear that the BOC would give as much as employees would give back to the organisation. Moreover, managers believed that the BOC has fair job descriptions and procedures that allow fair treatment.

4.4.2.3 Value Congruence

The third sub-theme of integrity is value congruence (Sitkin & Roth,1993) which is defined as the extent to which employees are consistent with themselves and others and share the company's values and objectives. Hence, it is essential to look at mutual respect. The managers expressed respect for other employees and asserted that, in turn, trust was built. Interviewee 10 posited that the trust relationship within the BOC was based on respect and mutual understanding and Interviewee 16 further added that the existing trust relationship came as a result of respect and cooperation between both managers and employees.

'The trust relationship between myself and employees is **guided first by respect.**' (I2)

This was also suggested by two other interviewees who stated that:

'We have a trust-based relationship and **mutual respect.**' (I4)

'Our relationship is based on **respect and understanding** of each other.' (I9)

The comments stated above denoted the managers' belief that trust was anchored in the mutual respect between the employees and the managers.

Moreover, employees having a common goal and similar purpose to the organisation increase their value congruence. Managers described that the BOC and its employees shared a common goal which indicated a unified purpose. In other words, both the organisation and the employees worked collectively to achieve one target. Interviewee 4 noted that the trust relationship was a result of working together towards attaining assigned targets, noting:

'The relation is extremely good; we are **working together toward the assigned targets**. I am one of them and part of the entire family.'

The same unity of purpose theme was mentioned by Interviewee 5 who stated:

'We work as **one team and have one common goal** to achieve. We have one vision, mission and strategic objectives.'

Interviewee 14 further stressed that the trust relationship resulted from the encouragement among employees regarding work performance and achieving the set goals.

'It is a professional relationship within the work environment to encourage work performance and **achieving goals**.'

Besides the three major themes, there were two other sub-themes that were highlighted by the interviews. They are the following:

4.4.2.4 Transparency

Transparency is another sub-theme identified under integrity, which refers to the principle of being clear with employees concerning organisational matters. Colquitt et al. (2011) pointed out that when employees are actively involved in the organisation, providing them with a clear understanding of how the organisation operates, would win employees' devotion and dedication. In the context of this study, transparency has also been a predictor of trust in the relationship between managers and employees at the BOC. This is affirmed by Interviewee 16, who stated that trust was based on transparency.

'Yes, they do trust me because I have based this relationship on honesty and transparency.'

The same understanding was echoed by Interview 5, where the participant reaffirmed that trust was based on reciprocated transparency between employees.

'Yes, I trust them because they trust in me and they do not feel afraid to come forward and say no I disagree with you. We built this professional fear-free culture. Hence, **they are transparent so do I.**'

Interviewee 6, further supported the foregoing statements, adding that the participant refrained from gossiping, but rather chose to be as transparent as possible, and for this reason, the employees trusted the interviewee.

'Yes, employees trust me. I make sure I don't gossip. I **try to be as transparent as possible**, treat everyone equally, understand and acknowledge individual differences and value their input.'

The same position was taken by other interviewees who affirmed that they were transparent and that trust was based on honest feedback and engaging in open communication.

4.4.2.5 Responsibility

Responsibility is another sub-theme of integrity reinforcing trust between managers and employees. Meier et al. (2016) emphasised that mutual responsibility refers to both parties behaving in a trustworthy manner that results in a superior performance, which in turn leads to trust because both parties would perceive each other's actions as guided by principles, which implies integrity. In this study, responsibility was highlighted by Interviewees 3, 5, and 10. As a case in point is Interviewee 10 who stated:

'Yes, all my employees are trusted as they all have a sense of responsibility.'

Interviewee 3 noted that in cases where there are problems, the manager takes responsibility for the wrongdoings of their employees.

'I will **apologise to the other if my employee was wrong** and ask him to do so. I will apologise on his behalf because this is the team spirit and how teams work, and he is under my department. Hence, I **take responsibility for their actions.**'

Due to the management's sense of responsibility, trust was earned in the process. However, it should be noted that Interviewee 5 stated that it was imperative for the employees to also learn to take responsibility and cited that he wanted to see them taking responsibility and solving their problems, implying the teaching of taking responsibility on the part of the employees and avoiding dependency.

Punctuality is perceived as a manifestation of responsibility. Being punctual at work demonstrates one's commitment to his job, which reflects the individual's sense of responsibility. An employee who is responsible is a person with integrity. This is a minor sub-theme as only one interviewee echoed this trait. Interviewee 13 stated that:

'It's a relationship that is guided by punctuality at work and cooperation.'

This sub-theme has the potential to be classified under honesty and responsibility but nonetheless was classified as a separate sub-theme as punctuality was in its own right a determinant of integrity. In other words, by being punctual and delivering work on time, trust was built.

4.4.2.6 Unity of Purpose

Another concept of integrity is the perceived success of teamwork, which is classified under the sub-theme unity of purpose. Unity of purpose refers to working together guided by similar principles and/or sharing the same beliefs in achieving organisational goals. Prior studies (Schaubroeck et al., 2011; Piryaei & Arshadi, 2012) emphasised the need for trustee-trustor dynamics, and with recognition from the organisation, the trustee returns a high level of trust in the organisation, which is essential in achieving organisational goals together. Consequently, with a mutually shared belief in achieving organisational goals, trust is built. In the context of the BOC, managers stated that they trusted employees because they worked as a team and that team members' performance helped build trust. The interviewees' statements indicate that having common goals aids in building trust. A case in point is the statement of Interviewee 4, who cited:

The relationship is extremely good; we are **working together toward the assigned targets**. I am one of them and part of the entire family.

The same unity of purpose theme was brought out by Interviewee 5 who stated:

We work as one team and have one common goal to achieve. We have one vision, mission and strategic objectives.

Interviewee 14 further stressed that the trust relationship was a result of the encouragement among employees towards work performance and achieving the goals set.

It is also important to note that the role of teamwork, exemplifying unity of purpose, in building ability-based trust was cited by half of the interviewees. A case in point was Interviewee 17 who stated:

'Yes, they do trust me because **we work as one team** and we usually **stay every day together** practising and doing what we love most. So, we bond more often than being part of an office-related relationship.'

The manager reinforced teamwork strengthened relationships because of the everyday practices that made employees bond with their managers. Interviewee 4 further stressed the need for managers to build trust, which would not be achieved without being part of a team.

'Yes, they all trust me. As managers, we should build trust by building credibility, and this will never happen without being part of the team.'

Therefore, managers believed that employees build work output credibility through teamwork, leading to building ability-based trust.

In addition, half of the managers expressed their pride and satisfaction in being part of the BOC hence the sense of belonging and care they felt for the BOC suggested emotional attachment, indicating the level of trust they had towards the BOC, with Interviewee 1 stating that:

'I am **proud to be part of the BOC**. I am an athlete, so the BOC is the right place for me. An individual will always **give his best** in something he likes and has a passion for.'

Managers were unanimous in being proud and happy to be part of the BOC, suggesting that trust was built. This was noted by Interviewee 8:

'Over the years, I have become **professionally and emotionally attached to the BOC**. Emotional identity for the BOC is developed through positive management communication, rewards for doing it right, and building trust over time.'

From the above, managers suggested that they had become emotionally attached to the BOC, indicating the trust level. The same view was expressed by Interviewee 7 who also felt valued and was happy to be part of the diverse and motivated team.

4.4.3 Ability

The third FoT is ability which, according to Baer & Colquitt (2018), can be referred to as the capability to resolve competently any problem or task that arises as they are the group of skills and competencies that employees have in a specific domain (Mayer et al., 1995). From the analysis of the interviews, interviewees suggested that ability was another determinant of trust, although the number of coding references was lower (7) for this determinant compared to benevolence and integrity. The major sub-themes of this factor consist of two: competence (McKnight & Chervany, 2002; Dietz & Den Hartog, 2006; McEvily & Totoriello, 2011; Shockley-Zalabak et al., 2000; Caldwell & Clapham, 2003; Ingenhoft & Sommer, 2010) and unity of purpose (Tlaiss & Elamin, 2015).

4.4.3.1 Competence

Competence, as defined by Shockley-Zalabak et al. (2000) and Caldwell & Clapham (2003), is the level of specialised knowledge and ability an employee has to complete a task effectively that benefits both the employee and the BOC hence achieving positive results is interpreted as being competent. According to Interviewee 1:

'There is a high level of trust. It comes **from experiences and positive work outcomes** that they have developed their trust in me.'

In the earlier comments, managers suggested that bringing about positive results helped strengthen managers' and employees' trust.

Another competence factor is specialised knowledge which was better clarified by Interviewee 11 who said:

'I trust employees in my department because I believe each one of us has his/her **own specialised knowledge and is dedicated to delivering the best from it.**'

Interviewee 15, who mentioned that the employees trusted the manager with their personal problems, indicated that employees approached managers because they looked for professional advice. This action was based on the employees' perception and trust that managers were experienced in their fields and were domain-specific so that they could aid their employees:

'Sometimes they do tell me about their personal issues if they are looking for a solution...'

The statements above indicated that having specialised knowledge and previous experience were regarded as factors that increased ability-based trust.

4.5 The Effect of Social System Elements (SSEs) on Organisational Trust (OTR) through Factors of Trustworthiness (FoT)

This section focuses on answering the second research question, which is: *How do the three social system elements (SSEs), together with the factors of trustworthiness (FoT), affect employees' perception of organisational trust (OTR) within the organisation?* Based on the managers' interviews, the following key themes stood out and are illustrated in Table 4.2 below. Table 4.2 presents the number of coding references that determined the importance of the three SSEs. Accordingly, the perception of organisational justice (OJ) came first, with employee involvement

(EI) second and the perception of corporate social responsibility (CSR) last. In other words, the findings in Table 4.2 show that among the three SSEs, the perception of OJ is believed to contribute more towards trust than the others.

Social System Elements		
1st Order Concepts	2nd Order Concepts	Aggregate Dimensions
<ul style="list-style-type: none"> • Monetary and non-monetary rewards are given for recognition of employees' academic, professional and personal achievements. • Unequal financial distribution between departments and sports associations. • Equal opportunities professionally and academically. 	Distributive Justice	Organisational Justice (109)
<ul style="list-style-type: none"> • Rules and regulations are employee-friendly. • Rules and regulations abide by Bahraini Law and those of the International Olympics Committee. • Regular amendments to the BOC procedures. • Job description benchmarking. 	Procedural Justice	
<ul style="list-style-type: none"> • Professional development of employees. • Employees are respected within the BOC. 	Interpersonal Justice	
<ul style="list-style-type: none"> • Constructive feedback is given regularly. • Openness in communication with employees. 	Informational Justice	
<ul style="list-style-type: none"> • Providing allowances and reduced working hours for employees. • Supporting employees through academic sponsorship. • Continuous coaching and counselling to employees. 	Motivation	Employee Involvement (59)
<ul style="list-style-type: none"> • Employees are part of the decision-making processes. • Management considers employees' well-being and training. 	Collective Engagement	

<ul style="list-style-type: none"> • Time and experience spent working together between employees and management affect trust positively. 	Social Cohesion	
<ul style="list-style-type: none"> • Social gatherings bring employees and managers together. 	Cultural Norms	
<ul style="list-style-type: none"> • Proud to be part of this committee • Emotional identity for the committee is developed through positive management communication 	Sense of Belonging	
<ul style="list-style-type: none"> • CSR is always looked into to improve the image and contribute to the community. 	Positive Image	Perception of CSR (34)
<ul style="list-style-type: none"> • Anti-doping Awareness • Green Living • Promoting Healthy Lifestyles • Sporting Campaigns • Managers feel proud to be part of the BOC because of its positive impact on the community. 	Community Impact	

Table 4.2: Social System Elements – Presented Using Gioia et al.'s (2013) Methodology

4.5.1 Perception of Organisational Justice (OJ)

Managers gave their opinions on four main dimensions of organisational justice (Alqahtani, 2018). These four extracted themes were distributive justice, procedural justice, informational justice and interpersonal justice. These were further broken down into sub-themes that are discussed further below.

4.5.1.1 Distributive Justice

Distributive justice, the first perception of the OJ theme, is concerned with how tangible and intangible items (money, rewards and materials) are distributed among stakeholders. There are three sub-themes identified under distributive justice: firstly, monetary or non-monetary rewards distributed among individuals such as employees and managers (Jasso et al., 2016; Lamont, 2017); secondly, equal financial aid distributed among departments and sports associations; and thirdly, equal opportunities for members of the BOC in terms of promotions and training and development workshops.

4.5.1.1.1 Monetary and Non-Monetary Rewards

Distributive justice's first sub-theme that emerged was monetary and non-monetary rewards as shown in Table 4.2. The managers stressed that the BOC, following rules and regulations, provided employees or managers with monetary and non-monetary rewards on various occasions. For example, Interviewee 5 stated that numerous awards and rewards were provided by the BOC. Also, the 2nd and 4th Interviewees emphasised that these rewards were given to employees to recognise performance and achievement.

'Rewards are given to recognise employees' academic and personal achievements as well as punctuality. Rewards can be monetary or non-monetary.' (I2)

'We do give non-monetary and monetary rewards. Such rewards are Employee of the year' in addition to ongoing small awards: i.e., coupons and small gifts. We have monthly meetings and **give recognition to outstanding work and achievements.** As most of our employees are within the sports industry and participate in most sporting championships, it is great to recognise them for their achievements in-house.' (I4)

'Plenty of rewards and awards: formal in terms of long service awards, monthly employee awards, quarterly team awards and an innovation award. Informal awards include the beyond the call of duty award, a positive working habits award, and an on the spot voucher award for good and positive working habits.' (I5)

As a result, managers suggested that the BOC's recognition boosted their trust level. A case in point was the third manager who expressed that his trust was based on the recognition of his hard work by saying:

'Yes, **I am fairly treated** because the management and employees both approach me as a professional, and **I receive recognition for hard work.**' (I3)

Interviewee 12 also mentioned that they trusted the BOC's reward system, citing that when an employee worked hard, they would be rewarded and recognised accordingly:

'We get **treated based on our effort.** When you give and work hard, you are rewarded and recognised. It all depends on the employee.'

Managers expressed trust in the reward system and the management of rewards because it was regulated and commensurate with the level of performance. Interviewee 15 established the regulated reward scheme, stating:

'Yes, there is a **regulated scheme** that we work with to give both monetary and non-monetary rewards to employees.'

4.5.1.1.2 Unequal Financial Distribution

The second sub-theme of distributive justice considered unequal pay between sports associations and departments within the BOC. Sports associations in the BOC differ in the number of members, so their financial support depends on their size. One interviewee stated that they did not get the same amount of financial support as other associations because of their small size.

'We **tend not to get the same amount of financial aid** from the BOC because of our small number of members.' (I17)

Another manager pointed out the same issue concerning financial support and how it prevented the department from reaching set targets.

'However, in some cases, I **have not been fairly treated** because I have not been given the opportunity nor the funding to work with targets.' (I6)

4.5.1.1.3 Equal Opportunities

The third sub-theme of distributive justice concerns equal opportunities. Ten managers gave a clear opinion about providing equal opportunities to each employee either professionally or academically. Interviewee 1 stated, for example:

'Justice needs to come from each manager. **A manager must be equitable to all employees** and should not favour one over another.'

Interviewee 17 made a point by stating that training, whether national or international, had to be equally distributed among employees.

'I try to **give all employees equal opportunities** when nominating them for training purposes in and out of Bahrain.'

Moreover, the same manager summed up his opinion of OJ by bringing it together with distributive justice.

'Organisational justice means to be given the **same amount of finance and material; it also means to get equal opportunities** in everything such as media coverage and organisational attention.'

4.5.1.2 Procedural Justice

Procedural justice was the second most important theme that emerged within the perception of OJ (see Table 4.2). Procedural justice highlights how things work within the BOC and look at actual processes concerning how disputes and legal proceedings are dealt with and how resources are allocated (Wolfe et al., 2018). Managers discussed procedural justice by addressing their commitment to abiding by, firstly, the rules and regulations of the BOC; secondly, how rules and regulations are based on two main governmental bodies, i.e., Bahraini Law and those of the Olympics Federation; thirdly, the job descriptions of each employee and, finally, the continuous amendments made by the BOC management to job descriptions, and procedures and operations.

4.5.1.2.1 Employee-Friendly Rules and Regulations

The managers indicated the existence of employee-friendly rules and regulations, and this was stated by eight managers. Interviewee 13, for example, stated:

'Yes, they are employee-friendly, and they do give room for innovation and the creativity of employees.'

Moreover, Interviewee 2 mentioned that rules and regulations were employee-friendly and considered personal matters, such as mothers with maternity and nursing hours. The manager noted:

'The rules and regulations of the BOC are employee-friendly.
The rules and regulations keep in mind also working mothers as they

do give time-off for maternity leave and hours for breast-feeding for nursing mothers.'

In addition, Interviewee 15 trusted the BOC because employees were treated fairly based on its rules and regulations.

'Employees will be treated based on their benefits and the rules and regulations that their job gives them. **Yes, I am fairly treated based on the rules and regulations** of the BOC.'

Interviewee 6 further noted that there were equality and justice in the system due to the BOC working within the confines of the rules and regulations. This was further supported by another manager stating:

'Equality and justice lie within all matters of the BOC as we are **treated in accordance with the rules and regulations.**' (I16)

Interviewee 13 added that the BOC had fair rules and regulations and took into consideration the welfare of all employees:

'Rules and regulations in the BOC are **fair** and bear in mind all employees.'

Interviewee 9 further added that these rules and regulations were trusted because they made sure that the employees' rights had been protected:

'Yes. **They make sure employee rights are protected** and that they have a certain manual to go back to if they think they are not being treated fairly.'

4.5.1.2.2 Abiding Rules and Regulations of Bahrain and IOC

Moreover, managers trust that the BOC's rules and regulations were fair to the employees because they had been drafted to abide by the laws and regulations of two governmental bodies, i.e. Bahraini law and the rules of the International Olympics Committee. Managers therefore believed that justice was maintained among their employees.

'The rules and regulations of the BOC are very detailed and employee-friendly. They consist of two regulations combined: those of the Olympics and Bahraini law, along with input from our board of directors.' (I1)

4.5.1.2.3 Regular Amendments

The managers also believed that another source of trust was the regular amendments of these rules and regulations with the 1st Interviewee citing:

'Rules and regulations are **amended constantly** to match the changing needs of today's life.'

Interviewee 15 added that some of the rules and regulations were based on employee-given suggestions. In this respect, managers indicated employees' active involvement increased the trust level.

'We do tend to **monitor and review some of the rules and regulations based on employee-given suggestions.** We always

look forward to enhancing our rules and regulations to become one of the best companies in Bahrain.'

Interviewee 5 stressed the opinions of both Interviewees 1 and 15 by stating:

'Most of the rules and regulations, especially the HR-related ones, are legislatively driven. They need revisiting from time to time to remain current and reflect on new developments in the HR area.'

4.5.1.2.4 Job Description Benchmarking

The other source of trust extracted from procedural justice was the consistent references to job descriptions. The managers mentioned that they trusted the BOC to have a fair system of evaluation of employee performance as this was carried out via constant reference to job descriptions. This perspective suggests that a fair and balanced review of performance were allowed as cited by Interviewee 16:

'Justice means to be fair in distributing the work between employees. And **this is decided using job descriptions.**'

Interviewee 2 further stressed that they adhered carefully to the job description:

'Also, in the BOC **we adhere to the job description very carefully.** Thus, employees need to be treated fairly in accordance with their job description and the procedures of the BOC. Fair treatment depends on their work and efforts. **I look at the work and outcomes for each employee to see if they match their job description** and the annual goals we set together each year **so, fair treatment is related to their job description. They are treated fairly based on what**

is written within the job description and what they produce as an outcome.'

According to the managers' opinion, benchmarking progress against the job descriptions, as argued earlier, ensured a fair evaluation of performance and a fair reward system which, in turn, built trust among employees concerning the perception of organisational justice system. Further, the managers' perception indicated the findings that the evaluation of performance relative to the job description was done using a monitoring panel which made the process more transparent further boosting trust, as cited by:

'Moreover, HR has for each employee a job description thus he/she is treated based upon it. Some employees can get more benefits than others based on their job description and their level in the BOC. However, all treatments/benefits go through a careful monitoring panel appointed by the board of members.' (I1)

'Also, **job descriptions and procedures show how we can treat employees fairly** because some can have more benefits than others depending on their levels and rank within the BOC. But, to make it clear, it goes through a monitoring panel and is approved by the BOC consultants and board members.' (I3)

Hence, the managers indicated that proper mechanisms had been put in place within the BOC, and the human resource departments ensured employees' fair treatment. From the managers' point of view these, therefore, indicated the facilitated growth in trust on the part of employees towards both the system as a whole and towards the managers who evaluated their performance.

4.5.1.3 Interpersonal Justice

The third theme of the perception of OJ concerned interpersonal justice. Interpersonal justice relates to the treatment of employees in the BOC, specifically how managers treat their employees fairly such as by showing respect to their employees either by helping them attend conferences to aid their professional development or by being open in their relationships with their employees (Zapata et al., 2016; Lim & Loosemore, 2017).

4.5.1.3.1 Professional Development of Employees

Accordingly, the BOC managers stated that they demonstrated interpersonal justice in their relationships with their employees by promoting employees' professional development. Interviewee 14 was one of the contributors to this theme and said:

'Yes, the **treatment is fair** because they do trust me to do my work and attend conferences and head campaigns.'

Interviewee 8 further stressed that the BOC did treat the managers fairly and facilitated the growth of opportunities for the BOC managers:

'Most of the time the BOC **does treat me fairly by allowing me to expand into other opportunities within the BOC**. Over the past six years I have worked on managing three key roles in the BOC.'

The issue of interpersonal justice was also brought out by Interviewee 7 who mentioned that the organisation's policy was clear regarding the need to provide employees with opportunities to learn, grow and develop. The manager further explained that this, in turn, was perceived to be fair, increasing his/her trust in the organisation; it could also lead to promotion:

'Our policy is clear – **whoever does the best will lead the rest.** We believe in Learn & Grow and develop more A-class players by **providing them with opportunities** to learn, grow and develop as to be **fair.**'

4.5.1.3.2 Respect for Employees

Moreover, as discussed above, respect was a particularly important part of being treated fairly with managers stressing how respectful they were towards the employees and how the management was respectful towards them.

'Giving respect to each one of them.' (I11)

'I am treated in a respectful manner.' (I10)

4.5.1.4 Informational Justice

The last theme within perception of OJ is informational justice. This dimension takes into consideration how information is communicated within the organisation including managers' methods of transmitting negative or positive news to their employees (Zhang et al., 2017; Edwards, 2019) as well as the level of politeness in giving feedback and the adequate sharing of information.

4.5.1.4.1 Regular Constructive Feedback

Constructive feedback exists in the BOC. A good example is the statement of Interviewee 7 who shared that constructive feedback was regularly given by the management.

'I am fairly treated and **receive regular constructive feedback** from management.'

4.5.1.4.2 Openness in Communication

Moreover, managerial perspectives indicated that openness in communication within the BOC highlighted interpersonal justice with Interviewee 10 stressing that future plans were always communicated:

'Yes, I am always fairly treated in the BOC as I always know what is going on and what are the future plans.'

Adding to openness in communication, Interviewee 1 said that all employees' feedback was considered and that their input was considered and acted upon. This, in turn, built trust among employees.

'Every rule/regulation we have has been negotiated within board meetings and is open for debate with employees. **All employees are welcome to give their feedback - their input is considered and acted upon** if viable. However, the board of directors needs to consult the monitoring panel and consultants to ensure they abide by Olympic and labour law regulations.'

Managers agreed that they were consulted in making key decisions concerning the organisation and that these key decisions were not made unilaterally but through engagement with everyone. This was further stressed by the third manager who mentioned:

'Employees' input is taken into consideration if it seems viable.' (I3)

Interviewee 4 again revealed that the senior offices were easily accessible to all employees and that the employees' comments and suggestions were carefully considered.

'Yes, it is friendly and **any employee can reach the SG office or HR**. Employees' **comments and suggestions are taken into consideration**. In fact, I have raised some points to the board, and they were considered and amended. The board encourages employees to offer creative ideas.'

The managers' testimonials, such as the one offered above by Interviewee 4, suggested that the BOC management encouraged managers to provide creative ideas which, if viable, were considered and acted upon. This indicated the existence of the management's trust in its employees. In turn, it might have helped build and strengthen trust among the employees as it was made clear that employees' voices mattered as perceived by the managers.

Overall, managers did concur that they and their employees were treated fairly and because of this, they had trust in the organisation. One of the key contributors was Interviewee 1 who stated:

'Yes, I am being treated fairly. The board of directors is responsible for making sure that all employees are fairly treated, and because I am part of it, I can proudly say that we are always complimented by our employees for their satisfaction in terms of being fairly treated.'

Interviewee 6 further posited that being fair in the workplace was imperative to ensure maximum company growth due to the levels of trust, satisfaction and commitment that would be achieved.

'Treating employees fairly in the workplace is not just a moral responsibility. It is also necessary to ensure maximum company growth. When an employee is treated unfairly, it results in decreased employee morale.'

In light of the previous comment, some of the managers stated that their trust in the management stemmed from their belief of the management's fairness towards them as pointed out by Interviewee 4 below:

'Yes, I am fairly treated. We have a great boss and **we fully trust him.** You get what you give and that is exactly what fair treatment should be... The most important factor, justice, leads to fairness and if there is no fairness, there is no employee loyalty and this will lead to them leaving at the earliest opportunity possible, leading to a high turnover rate.'

The managers believed that the management's fairness helped in building trust reiterating that fairness brought about employees' hard work and loyalty and consequently the company's success.

4.5.2 Employee Involvement (EI)

The second SSE that was investigated was employee involvement (EI). This element is concerned with employees' well-being, whether professional or personal (Agrawal, 2019). Various themes were investigated in this element such as managers' motivation to employees, cultural norms within the BOC and their effect on employees and employees' engagement in various BOC matters. The themes will help establish the link between employee involvement and employee trust.

Based on the highest number of code references, the two major themes that emerged were motivation and collective engagement. Social cohesion was the third highest while the least coded was cultural norms.

4.5.2.1 Motivation

The first major theme for the role of EI in building trust was motivation and from the input of the managers being interviewed this played a major role in ensuring that employees were happy and trusting the BOC. The managers stressed that the organisation had set up various forms of motivation to ensure that the employees remained motivated.

4.5.2.1.1 Provision of Allowances and Reduced Working Hours

Interviewee 1 was one of the managers who mentioned several motivation strategies provided by the organisation including free healthcare, education and employee development. The interviewee also highlighted a humanitarian aspect of management which included providing allowances when caring for an elderly person and reducing working hours for those who cared for a disabled family member:

'We give employees **health insurance** even though in Bahrain we have a free healthcare system. Another example is that we do **consider employees' personal issues**, such as **caring for an elderly or a disabled family member**, by shortening working hours and sometimes giving monetary aid. Regarding their **personal training and education**, we always investigate ways to help develop their skills and expertise... Also, we do give our employees the opportunity to go to workshops and training hosted by the Olympics to gain specialised expertise.'

Nevertheless, the key source of motivation other than remuneration, which had already been raised in earlier themes, was staff development. Interviewee 9 explained that he was motivated by the paid leave that he received due to the BOC's valuing of professional development. He said:

'Yes, **care is given to employees and their needs are considered** strategically. I have personally gained from the BOC's help when studying for my Masters program. I was given paid leave (of more than 30 days) as a token of appreciation and motivation by the President!'

4.5.2.1.2 Educational Support

Interviewee 6 further added that, as management, they were eager to assist employees financially who were pursuing their education:

'We do have employees who are currently studying and trying to get their Bachelor's degree or certain diplomas; **we do help them and try to fund as much as possible.**'

Managers also noted that the BOC has agreements with local educational agencies and institutions to sponsor employees academically. This was a source of motivation for the employees who were pursuing their academic qualifications, as expressed by Interviewee 5:

'We always try to work with other parties, such as Tamkeen or the University of Bahrain, to get sponsor funding for employees.'

4.5.2.1.3 Continuous Coaching and Counseling

Moreover, managers stated that they looked after their employees through provisions of continuous support through coaching and counseling. Interviewee 5 stated:

'My **employees remain coached, monitored and counselled** by me. We all follow guidelines and instructions. This leads to the consistency of work output which is very important when you work in HR.'

4.5.2.2 Collective Engagement

Collective engagement was the other first major theme that explained the role played by EI in building trust within the BOC. With respect to collective engagement, based on the managers' perspectives, it emerged from the findings that all employees were engaged in most issues within the organisation. As a result, it was indicated that there was a sense of ownership among the employees which ultimately influenced their trust in the organisation.

4.5.2.2.1 Part of Decision-Making Process

The first sub-theme under collective engagement is the inclusion of employees in the decision-making process of the organisation. A case in point was Interviewee 11 who explained that:

'All instructions and advice that comes from me personally come after having a meeting that was productive with a lot of brainstorming.'

The manager indicated that decisions were not made unanimously but through collective engagement with all the involved parties. The same position was raised by Interviewee 17 who also stated:

'As for the managerial part, I tend to listen to their needs and take their advice and decide collectively on the daily operations.'

The manager stressed the listening component and that advice from the employees was taken seriously and decisions were made collectively. It is further indicated by the managers that this collective engagement with the employees made sure that they were not left out. In the long run, it built their trust because their input was taken seriously by senior management. Interviewee 2 brought in a key dimension that managers prioritised what was best for the employees:

'Yes, they do listen to me. However, there is **always discussion as to what they think is best**. I always make it clear that we are all working towards a common goal.'

The fact that the employees listened to the manager and followed counsel, as cited by Interviewee 2 above, clearly indicates the presence of trust. This trust was further portrayed by Interviewee 9 who mentioned:

'They try to do as they are told **although I do encourage them to step up and make decisions**. But they tend to rely on my advice often. When I do give advice, it is based on **collective thinking**.'

4.5.2.2.2 Employee Well-Being and Training

The second sub-theme under collective engagement was employee well-being and training. The interviews revealed that the management took into consideration the well-being of its employees.

This was perceived by managers as a way of engaging employees and making them feel accepted and appreciated. In the long term this helped towards building trust. The manager (Interviewee 15) said:

'Yes, we do **take into consideration the training and well-being** of employees. In fact, we ask HR to come with new plans for every board meeting so we can take into account the financial status and work towards implementing it.'

The same point was also raised by Interviewee 14 who added:

'Management **takes into consideration the well-being of employees** by asking all employees to give their opinions.'

Also, the consideration of employees' well-being was embedded within the organisation's policies with Interviewee 10 noting:

'The future goals of the BOC always have one or two clauses on how to **increase employees' well-being**.'

Through this, it was indicated that management prioritised the well-being of employees at each annual goal-setting meeting. Managers were encouraged to develop one or two ideas for improving employees' well-being within the BOC. Therefore, the build-up of trust was a result of employees being happy about having their welfare considered. As noted by Interviewees 2, 15 and 16, they were proud to be part of the system as it treated its employees well.

4.5.2.3 Social Cohesion

The third EI theme was social cohesion, brought out by a spirit of togetherness. This theme indicates the importance of time and experience shared as factors influencing positive trust in employee-management relations, which is the only sub-theme identified under social cohesion.

4.5.2.3.1 Time and Experience Shared Reinforce Trust

Interviewee 15 stated that, through social cohesion and working together, they had managed to build trust:

'The strong relationship is **based on years of friendship and experiences**. They trust me 100% because we have been through a lot of experiences together.'

The same was expressed by Interviewee 13 who said:

'We all trust each other as we have **spent much time** and experienced a lot together.'

From these statements, the managers suggested that the link between trust and the time spent creating social cohesion was evident. Interviewee 3 added:

'**After a certain timeframe** and going through some ups and downs, this is how friends are made. **It is through experiences** and certain circumstances that you know the truth about the personality of a person and considers him/her as a friend.'

This manager brought out the issue of shared experiences through social cohesion as contributing to the development of trust. Similarly, Interviewee 12 further expressed the idea that the bonds in the relationship differed among individuals depending on the length and extent of the social cohesion.

'However, the **bond of friendship differs** from one person to another. For example, a **closer friend will be a friend that has been in contact with me for a long time ago** and I have been through a lot with him and vice versa. Basically, it depends on time and experiences.'

Based on managerial perspectives, time and shared experience determine the extent and degree of trust and strength of the relationship between the managers and employees. In other words, trust is not just about social cohesion and working together; trust grows as the time spent working together increases.

4.5.2.4 Cultural Norms

The fourth theme was cultural norms. The notable role played by culture in promoting trust cannot be ignored. Culture, when shared, can be an effective platform for strengthening the relations between managers and employees. Cultural beliefs were pointed out by the participants as mediating factors that contributed towards the increased employee involvement, which in turn resulted in increased trust. In the context of this study, there is one sub-theme identified under cultural norms, which is related to the social gathering.

4.5.2.4.1 Social Gathering

Managers stated that trust was important within the Bahraini culture. This was stated clearly by Interviewee 3:

'We come from a culture where trust is very important, and it is something that is embedded in our culture. If trust disappears or is hindered, a lot of things change.'

The same manager added that attending social gatherings, whether these were happy or sad, was very important as managers were expected to be part of their employees' personal lives.

'We do share, with our peers and employees, which is especially important, their happiness on all their personal and family occasions.'

(I3)

The indirect role of culture towards building trust was expressed by other managers; Interviewee 1 stressed that social interactions outside of the workplace were promoted by their collectivist culture that stressed the importance of togetherness in times of both happiness and sorrow. He stated that:

'Because it is **embedded in our culture**, I do visit them, as all managers should do, to share with them their happiness and grief.'

The same point of view was expressed by Interviewee 3, who mentioned:

'Yes, this is because of culture. **We do share with our peers and employees their happiness and grief in all their personal and family occasions.** However, social interaction will vary depending on the relationship and certain family ties. For example, if my friend's brother is getting married and the brother's friend happens to be an employee in my department, it is expected for me to attend his wedding. Adding to what I said, **I would host social gatherings to break the ice within the department.'**

Lastly, managers denoted that the role of social gatherings, as dictated by culture, was significant in building and enhancing trust among the BOC employees. This implied an indication of the indirect role played by culture, given that these social gatherings were often initiated and/or promoted as a result of the culture.

4.5.2.5 Sense of Belonging

With respect to the sense of belonging, the managers expressed their pride and satisfaction regarding their being part of the committee, with Interviewee 1 citing that:

'I am **proud to be part of this committee.** I am an athlete, so the BOC is the right place for me. An individual will always give his best in something he likes and has a passion for.'

The same expression was put forward by other participants in being proud and happy to be part of the committee, which resulted in the trust that built up as noted by Interviewee 8.

'Over the years, I have become professionally and emotionally attached to the committee. **Emotional identity for the committee is developed through positive management communication,** rewards for doing it right and building trust over time.'

From the above, it is evident that the participant had become emotionally attached to the committee, which was a great indication of the level of trust that was present. The same was aired by Interviewee 7, who also felt valued and was happy to be part of the diversified and motivated team.

4.5.3 Perception of Corporate Social Responsibility (CSR)

The last SSE that was considered was the perception of corporate social responsibility (CSR). From the managers' perspectives, perception of CSR did not contribute a great deal towards building trust within the Bahrain Olympic Committee (BOC). Instead, it built trust in the community by raising awareness and other CSR initiatives such as promoting healthy lifestyles and green living. There were two themes identified under perception of CSR, and they are positive image, and community impact.

4.5.3.1 Positive Image

CSR is perceived to be a good organisational mechanism to adopt in order to improve the image of the organisation through community contribution. In the context of the BOC, Interviewee 10 expressed the role that CSR played in improving the external image of the BOC which would lead to greater trust from the community:

'Yes, **CSR is always looked into** as we do have a public relations department that has to add recommendations before every board meeting by offering one or two suggestions about **how to improve our image and contribute to the community.**'

4.5.3.2 Community Impact

Interviewee 17 further added that the BOC was well-known in the community for its CSR initiatives. Managers implied that the external presence of the BOC was evident and that community members were aware of its existence as well as its philanthropic activities:

'The BOC is known for its CSR initiatives: mostly awareness campaigns about going green.'

Interviewee 1 further added that the organisation promoted several activities, including healthy living and anti-doping awareness:

'We also give lectures about steroids and anti-doping and their negative effects on athletes and young males who go to the gym. We have plenty of activities that prove our love for the community. For example, we carry out a lot of **campaigns about smoking and obesity** and we **always promote living healthily as a lifestyle for Bahrainis.**'

Managers perceived that these lectures would eventually result in increased trust in the sporting arena as the increased awareness would most likely result in a decrease in doping. Effectively, through these CSR activities, managers believed the organisation managed to improve trust in sports. This impact was expressed by Interviewee 12:

'The CSR in the BOC is very strong and always has its impact on society. Being in the sports industry means that encouraging and raising awareness in young people to adopt better lifestyles need to be incorporated through culture.'

Managers also indicated that the organisation had remained visible in the field of CSR as noted below:

'Yes, society is the BOC's first priority. We always have committees to improve the customers' experiences.' (I4)

'We ... place stress on being visible when there are sports campaigns. We have also started our annual Bahraini Sports Day, along with our very own Iron Man event.' (I1)

'The management is very concerned with CSR and the community. It takes into consideration every new sport that can be implemented in Bahrain, making the public aware of its benefits and **campaigning to get interested citizens to participate in it.**' (I14)

The positive impact of the organisation was acknowledged by:

'I feel proud and grateful to be part of the BOC, as it has a positive impact on the community.' (I13)

'I feel satisfied and proud as people tend to like and praise our role in the community.' (I15)

Based on the managers' perspectives, it was indicated that, while perception of OJ and EI mainly reinforced trust within the organisation, the organisation was better placed to build trust within communities by implementing CSR; this consequently brought pride and satisfaction to the BOC's employees.

4.6 Employee perception about Third-Party Gossip (TPG) and Organisational Trust (OTR)

This section addresses the third research question of this study, which is: *How does third-party gossip affect employees' trust within the organisation?* Findings demonstrated the existence of both negative and positive TPG. However, the negative TPG outweighed the positive in terms of its impact on trust. Table 4.3 below illustrates the themes derived from the interviews.

Third-Party Gossip		
1st Order Concepts	2nd Order Concepts	Aggregate Dimensions
<ul style="list-style-type: none"> • Reduces employee morale. • Increases absence. 	Affects Motivation	Negative Third-Party Gossip (33)
<ul style="list-style-type: none"> • Low employee productivity • High employee distraction. 	Affects Productivity & Work Performance	
<ul style="list-style-type: none"> • Brings hatred and envy into the workplace. 	Affects Relations	
<ul style="list-style-type: none"> • Makes employees less credible. 	Affects Credibility	
<ul style="list-style-type: none"> • Brings negativity to the workplace. 	Increases Negativity	
<ul style="list-style-type: none"> • Gives room for socialisation with employees. • Bring employees together. 	Improves Socialisation	Positive Third-Party Gossip (16)
<ul style="list-style-type: none"> • Enhances working relations. • Source of inspiration. 	Improves Teamwork	
<ul style="list-style-type: none"> • Source of information 	Raises Awareness	
<ul style="list-style-type: none"> • Improves level of transparency between managers and employees. 	Reinforces Transparency	

Table 4.3: Third-Party Gossip – Presented Using Gioia et al.'s (2013) Methodology

4.6.1 Negative Influences

With respect to negative influences, as shown in Table 4.3, the themes that were extracted include negative effects on motivation, relations, work performance, increasing negativity in the workplace, decreasing dedication and credibility. These themes under negative influences are discussed below.

4.6.1.1 Affects Motivation

Seven of the managers interviewed agreed that gossip directly affected motivation, which was the first theme under negative TPG. Interviewee 1 argued that negative gossip affected the motivation and attendance of employees, which further affected their performance:

'Negative gossip is not healthy. It affects the motivation and attendance of employees.'

Similarly, it was noted that gossiping reduced employee morale, leading to low employee motivation, affecting employees' outputs negatively.

'I believe that **negative gossip reduces morale and motivation,** which results in reduced productivity and increased attrition.' (I9)

Based on the statements above, it is clear that gossip impacts employees' motivation that results in a chain of negative reactions detrimental to the employees and organisation as a whole, such as low productivity and absenteeism. Ultimately, these negative reactions reduce the level of trust that employees have in the organisation.

4.6.1.2. Affects Productivity and Work Performance

Likewise, managers indicated that employees' work performance, the second negative TPG theme, could be hindered by negative TPG because of low employee productivity and increased distraction. Four managers, other than the ninth above, suggested that negative gossip directly

impacted employees' productivity. A key indication that gossip affects the performance of employees was expressed by Interviewee 12:

'I try to avoid all gossip because it does **affect work productivity and relationships.**'

The same position was expressed by other managers who said:

'Gossip, whether positive or negative, always raises the curiosity of employees. In my opinion, it does **affect work productivity** directly or indirectly and **contributes to low productivity.**' (I14)

'I believe that **productivity and work performance are directly related to the work environment.** Therefore, gossip will directly affect both performance and productivity. We try to avoid gossip by gathering together employees in social activities. They tend to break the ice and remind them that we are one team.' (I10)

Furthermore, gossip was seen by Interviewee 5 as time-consuming and thus distracting employees:

'Negative gossip consumes their time and reduces their productivity.'

The managers' statements above illustrated their perceptions concerning the negative influences of TPG on employees' motivation and work performance. It could be inferred that employees' trust was negatively affected due to gossip, as manifested by the employees' low motivation and low productivity.

4.6.1.3 Affects Relations

Additionally, the managers agreed that gossip constrained relationships, the third negative TPG theme, which, in the long run, resulted in a loss of trust. This was expressed by Interviewee 2, who noted that gossip could lead to a breach of trust resulting from the breach in relationships:

'On the other hand, negative gossip indicates that **there is a breach in the relationship within the department**, for example, between peers, and I have to find a solution for it, or the team will lose interest in working together.'

Again, the above managerial statement illustrated the strained relationships that could result from gossip, having a ripple effect on the performance of the employees, with Interviewee 4 asserting that gossip killed the workplace atmosphere:

'**It kills the work atmosphere.** I have experienced it; **I do not like it.** Employees start making up stories just to get their colleagues into trouble.'

In the case cited above, managers believed that when employees started making up stories, it would affect trust, strain existing relationships and result in hatred, as noted below:

'**Negative gossip stops productivity** and **increases hatred** within the BOC; it lets employees envy each other.' (I16)

Interviewee 4 further added to the issues concerning hatred and productivity raised by Interviewee 16 above, citing that grudges could emerge and then the workflow was also impeded:

'However, negative gossip makes them **hold grudges and ignore each other** to a point where I have to intervene because **work productivity is low.**'

From the statements above, it can be noted that gossip brings a negative chain reaction, resulting in low productivity, hatred, and holding grudges impacting organisational workflow. As a result of such strained relationships, the managers' perspectives indicated that trust was also strained.

4.6.1.4 Affects Credibility

The fourth negative TPG theme that eight managers raised was the threat of losing credibility due to gossiping. This was raised by Interviewee 14, who said:

'Negative gossip **makes the person lose his/her credibility** and both negative and positive gossip affects the work environment.'

The loss of credibility that managers raised was likely to result from unverified truths, half-truths, and falsehoods, which gossip spread.

Interviewee 8 voiced a similar perspective, stating that gossiping tended to change the actual truth:

'It is harmful to employees as it **distracts them** and **changes the actual truth.**'

The most important consideration regarding the above manager's comment was that gossip was seen to be distracting and changing the actual truth, thus affecting the credibility of employees. With the loss of credibility, trust in the organisation or the person, depending on who is the subject of gossip, is either diminished or totally lost.

4.6.1.5 Increases Negativity

Similarly, the managers also associated gossiping with the issue of negativity, citing that:

'Negative gossip **increases negativity** and thus makes the **work environment intolerable**, and everyone is cautious about others.'
(I3)

'I do not like negative gossip as it **brings negativity to the workplace.**' (I10)

'We do not tolerate negative gossip as it **brings negativity** to the workforce and reduces productivity and the efficiency of the workforce.'
(I15)

In this regard, the managers' perspectives indicated that the risk of loss of credibility was likely to result from the negativity associated with gossiping. With negativity being an obstacle to employee satisfaction, it suggested that trust was likely to be constrained in cases of increased negativity concerning an employee brought upon by negative TPG.

4.6.2 Positive Influence

On the other hand, gossip was also established by the managers to have positive effects. However, the positive effects of gossip did not have as much impact as the negative aspects. Based on the managers' perspectives of gossip's positive influence, the key themes that were raised included improved teamwork, awareness and socialisation of employees, which from earlier discussions, were all trust conditions.

4.6.2.1 Improves Socialisation

Interviewee 2 posited that gossiping gave room for socialisation to happen and mentioned:

'Another point: I must admit that gossip, whether negative or positive, is something natural and will happen. **It does give room for socialisation to happen,** and some find it a way of bonding.'

In the comment above, the manager acknowledged that gossiping was natural and bound to happen. The same point was raised by Interviewee 6, who also mentioned that gossiping could not be avoided but that a positive atmosphere should be created for gossip:

"Gossip is what no one claims to like but everybody enjoys." (Novelist Joseph Conrad). Research says that, on average, people spend 52 minutes per day gossiping (Robbins & Karan). 'In my view, **it's not something that can be avoided** completely. However, the culture in the BOC can, to an extent, **create a positive gossip environment.**'

Interviewee 9 also stated that gossiping brought people together:

'Although we cannot deny that **it does bring employees together,** and certain bonds are created because of it.'

Ozmen (2018) stresses the fact that trust was strengthened when social cohesion was present. The managers' perception suggested that the increased socialisation, which is the first theme under positive TPG, brought about by gossiping also meant that gossiping resulted in improved trust in some cases.

4.6.2.2 Improves Teamwork

Adding to the role of gossiping in improving socialisation there is a subsequent ripple effect fostering improved teamwork, the second positive TPG theme. This was mentioned by Interviewee 2, who noted that:

'Positive gossip brings the team together, enhances the working relations, and strengthens the rhythm of our work when we listen to other departments' envy that we have reached our annual goals, motivates us to do better and win rewards.'

From the managerial statement above, it illustrated that gossiping could act as a form of inspiration, resulting in employees coming together and working hard to achieve targets which would eventually have an indirect effect on trust-building.

4.6.2.3 Raises Awareness

The third theme under positive TPG that emerged was the role of gossip in raising awareness among employees and management. This was noted by Interviewee 1:

'Positive gossip can be **an eye-opener** for managers and I do listen to it and if it does make sense, **I ask for it to be official so I can act...** To be honest, **it is hard not to listen.** So, yes, I do listen to the gossip but, as I stated, **I cannot act upon it unless it's official.** Some of the gossips are true and some are not. I do take care to consider the true gossip as it makes me aware of something that I have missed within the BOC or it might enlighten me on something that I have done unintentionally.'

This citation is important as it brings in the dimension that management acknowledges positive gossip and is more eager to act upon verified official information than gossip. Also, gossiping is seen as a tool to raise awareness of the manager's unintentional actions or employee matters that might have been missed unintentionally by management. This was further supported by Interviewee 2 who also stated the importance of gossiping, citing:

'As a manager, both negative and positive gossips are very important. **They make me aware of things** I have not considered or am not aware of.'

Interviewee 6 also understood that gossip could serve as a medium in transferring information and recognised the importance of conveying the message and not the medium used:

'Positive gossip is beneficial as it is the **ability to convey messages**, even negative ones, in a positive manner.'

Subsequently, by focusing on the message and not the medium (gossip), employees and managers were able to talk openly about the issues raised in the gossiping, as cited below:

'Positive gossip makes us ask more about it in the open.' (I9)

The foregoing statements indicate the importance of gossip in raising awareness of issues, whether positive or negative, as it provides the stepping stone towards the discussion of these issues with relevant individuals. With such an opportunity to discuss, negative issues are cleared and positive issues are enhanced, leading to an increase in trust.

4.6.2.2 Reinforces Transparency

As a result of the subsequent official deliberations on the issues raised from gossiping, the level of transparency and honesty (the fourth positive TPG theme) could be improved, as noted by Interviewee 3:

'If it is positive, people will want to know more and this **brings transparency** to the BOC and makes them shed light on certain events or news that employees have heard about.'

Eventually, increased transparency had the ultimate effect of improving trust, as observed from the managers' perspectives.

4.7 Employee perception of Employees' Organisational Trust (OTR) and Organisational Citizenship Behaviour (OCB)

It is important to understand how employee perception of trust affects the overall OCB. Banwo & Du (2020) referred to OCB as the goodwill of employees and the optional positive and voluntary behaviour exhibited towards the organisation. This section addresses the fourth research question, which is: "How does employees' trust in the organisation determine their overall Organisational Citizenship Behaviour (OCB)?" Based on the managers' interview findings, the following five themes emerged: altruism, civic virtue, consciousness, courtesy and sportsmanship, as illustrated in Table 4.4.

Organisational Citizenship Behaviour		
1st Order Concepts	2nd Order Concepts	Aggregate Dimensions
<ul style="list-style-type: none"> • Voluntary attendance at championship and sporting events • Socially gathering with employees voluntarily 	Civic Virtue	Organisational Citizenship

<ul style="list-style-type: none"> • Help given to employees • Listening to employees 	Altruism	
<ul style="list-style-type: none"> • Employees give their best 	Conscientiousness	
<ul style="list-style-type: none"> • Consideration for employees' feelings 	Courtesy	
<ul style="list-style-type: none"> • Tolerance towards complaints 	Sportsmanship	

Table 4.4: Effect of Employee Trust on Overall OCB – Presented Using Gioia et al.'s (2013) Methodology

4.7.1 Civic Virtue

The theme of civic virtue was coded broadly on the premise that employees' behaviour strongly manifests their commitment to being involved in the organisation's activities through voicing opinions and sharing ideas and resolutions (Organ, 1988). These activities can also refer to employees' engagement outside of the working environment intending to express a sense of community and strong solidarity with fellow employees and the community at large (Kang et al., 2016). A case in point was the response from Interviewee 1, who noted that employees attended other sporting events that happened outside working hours:

'There are a lot of sports events happening outside the work environment. I certainly see employees of the BOC attending these.'

Attending formal events was perceived by managers as an unforced obligation as they perceived that this action demonstrated their care and support to the employees and the BOC, as noted by Interviewee 10:

'Formal gatherings are seen socially **as a must-attend obligation**. They help show how caring I am and how supportive I can be.'

It emerged that culture also influenced the decision to attend these events with managers noting that attending helped build relationships.

'Yes, I try to be there always, whether for sad or happy occasions, as this **affects the relationship we have with them, especially in our culture.**' (I12)

This was clarified by Interviewees 13, 14 and 16, who suggested that some of the social occasions were part of the culture.

'I am always there for sad and happy occasions as it is part of the culture.' (I13)

'I sometimes attend both their sad and happy occasions as **this is a significant gesture in our culture.**' (I14)

'Yes, I do attend social gatherings and I am obliged to do so as **they are part of my cultural habits.**' (I16)

It was further revealed by managers that not only did they attend culturally linked functions, but they were also even present at informal lunch or dinner gatherings or other social functions such as promotions, celebrations, or retirements, to stand in solidarity with their employees, as cited below:

'Also, **we do attend lunch gatherings** at weekends and celebrate the promotion, resignations or retirements of peers by going out for dinner.' (I2)

'We go out on many informal occasions like having dinner together; I do arrange these gatherings to build a more stress-free environment **which helps productivity at work.** As for occasion gatherings of **weddings and funerals,** yes, I do attend them and encourage other employees in the departments to do so by going altogether.' (I5)

Interviewee 5, however, stressed that this civic virtue had a vital role to play, not just culturally; it had a ripple effect on productivity at work. In other words, engaging in civic virtue-related activities helped build strong relationships between managers and employees, positively impacting their ties at work.

The managers' perspectives indicated that the BOC employees and managers have engaged in civic virtue practices, which Singh & Srivastava (2016) observed as facilitating OTR resulting in a more involved role behaviour, leading to a positive employee-organisation relationship ensuing OCB.

4.7.2 Altruism

The second theme that emerged was altruism. This was coded based on the emerging instances where employees decided to help their fellows without expecting anything in return (Cheung et al., 2018). The managers showed signs that they were willing to help, as expressed by Interviewee 10:

'I always try to find a way to help them, whether by finding a direct solution immediately or scheduling an appointment after thinking about their issue. Either way, **I am there for them and will definitely support them in one way or another.'**

The managers indicated that the spirit of altruism was very apparent via the emphatic use of the phrases 'I am there for them' and 'will definitely support' as well as 'one way or another.' The same positive attitude towards assisting was expressed by Interviewee 15:

'I do help the employees, **by all means**, I can and in my power while abiding by the rules and regulations of the BOC.'

The key phrase was 'by all means,' as this expression showed the genuine desire to assist, embodied by the managers and other employees at large. Interviewee 5 further added that the altruistic tendencies were mainly the result of the trust that had been built over the years, citing that:

'We have reached a stage where employees have **built so much trust in me** that they can come forward, **discuss some of their personal issues** and **ask for professional help**. As we have been the same people within the same department for almost five years, **I help them set priorities, plan, ask for the right tools, and empower them to make decisions.**'

A similar view was expressed by Interviewee 4, who further added that:

'So, they do come and **talk about their personal issues** and **they are certain that I will be of help**, regardless of whether the issue is personal and will affect their work or not. They know **I am there to listen and advise.**'

What is illustrated from the managers' comments above is: first, that trust is existent as evident in the fact that employees could discuss personal issues with their managers; second, employees trusted that their problems would be resolved, implying the inherent trust they have in the managers' capabilities; and third, the manager also had confidence that their problems would be resolved, indicating their confidence in their ability to help. These are all the positive effects that trust had on the overall OCB, made evident through altruism.

4.7.3 Conscientiousness

The third theme that emerged was conscientiousness. This theme was coded in line with the efforts made by employees to go 'above and beyond' or to 'go the extra mile' in a bid to try and achieve more for the entire department and organisation (Debusscher et al., 2017). This spirit was highlighted by Interviewee 1, who stated:

'An individual will always **give his best** in something he likes and has a passion for.'

This manager expressed that they were willing to achieve their level best through trust and confidence in the employees' team. Interviewee 11 further expressed confidence that each employee had specialised knowledge and was dedicated to delivering the best from it.

The link between trust and conscientiousness was best expressed by Interviewee 3 who stressed that employees tended to work extra hard where the level of trust was high:

'If trust disappears or gets hindered, a lot of things change; they stop working with all their heart and just do what they are told and what the job description tells them to do. In other words, they give you the minimum that they have. **However, if they trust you, you will be categorised into another category. Even though**

you're a manager, you can turn out to be a friend and they work with you closely as a friend and put in more effort as they work from the heart.'

Based on the managers' perspectives, it was indicated that trust should exist for employees to give their maximum efforts towards their work. Conversely, when trust is lost or hindered, employees perform their work only based on the job description. Hence, it can be inferred that trust has a powerful impact on the conscientiousness of employees.

4.7.4 Courtesy

The fourth theme that emerged was courtesy which was coded based on the level of politeness or consideration that the employees had toward each other (Ajlouni et al., 2019). This was expressed by several managers, such as Interviewee 15, who mentioned the need to be considerate to other employees to avoid creating tensions in the workplace:

'We all need to bear in mind that we work with employees eight hours a day so we need to be comfortable with them and treat them kindly to avoid negative or unwanted feelings.'

The need to make the employees comfortable was brought out by Interviewee 16 as well:

'I first listen and understand their situation. **If they feel demotivated, I soothe them** and then solve the issue.'

Another key aspect of being courteous was the high level of attentiveness. The managers mentioned that they were happy to be good listeners each time employees approached them to be assisted. A case in point was Interviewee 2:

'Employees **talk about their personal issues only if it affects their work**. They ask for help with a certain workload or ask to take extra time off when they have a personal matter to deal with. **I make sure I listen to the employee** and then I listen to the other end of the story if there is another person involved. **However, I always have my employees back and support them**. In some cases, if the work-related issue is because of workload within the department, **I try to look into it and ask peers within the department to help him/her out.**'

The managers' perspective that the employees would approach them with personal problems indicated signs of trust. Additionally, managers stated that they would listen attentively and then assist in the best way they could. This suggested trust influenced the courtesy of the managers. Similarly, Interviewee 3 pointed out that the high level of trust that had developed between the employees and the managers had a strong influence on their courtesy:

'After certain instances and certain problems had arisen in the department, and because of how I had dealt with such problems, they knew I would not throw them under the bus. Basically, **I have paved the way for friendly, trustworthy relationships**. If it is my employee's issue, and it is related to the department's work, I will have an individual talk with him in my office and resolve the issue to make sure he is satisfied. If it is an issue related to someone else in the BOC, I will listen to my employee first and then hear the other's perspective. **I will apologise to the other if my employee was wrong and will also ask him to do so. I will apologise on his behalf because this is the team spirit and how teams work** and he is in my

department. Hence, I, as well as they, take responsibility for their actions.'

The manager's statement above concerning managers apologising on behalf of their employees indicated a sign of courtesy. As explained by the manager, this action stemmed from team spirit. Such statements suggested the existence of a trustworthy relationship. The same position on courtesy was illustrated by Interviewee 8, who mentioned:

'Most of the time, I manage to calm them down, taking away employees' fear of being blamed and shamed and reinforcing trust.'

The manager's perception above suggested that, in cases where the trust level was very high, there tended to be a high degree of courtesy that exist between managers and employees. In other words, courtesy is a manifestation of trust existing between them.

4.7.5 Sportsmanship

Sportsmanship refers to employees displaying a willing and positive attitude despite facing difficulties when performing their work (Organ & Ryan, 1995). Moreover, it also encompasses employees' avoidance of complaining and acceptance of minor frustrations by having an uncomplaining and continuously positive attitude towards holdups and problems (Romainha et al., 2019).

The central issue concerning sportsmanship was the sense of consideration and restraint among the employees along with instances where they would choose to remain positive even in adversity or frustrating situations. Unlike other themes, however, the interviews revealed that very few managers expressed a spirit of sportsmanship.

The managers' perspective suggested that the situation within the media department indicated sportsmanship where employees were seen to be working during odd hours and sometimes for more hours than usual but without voicing complaints.

'With the media department, **more flexible working hours need to be implemented**. Also, **their time off and vacation days** need to be considered as they tend to be interrupted depending on the activities or the CSR campaigns being held.' (I16)

The same point of view was expressed by Interviewee 11 who portrayed a spirit of sportsmanship by maintaining an open-door policy to any employee who was willing to come forward and discuss their personal problems:

'Some do, others prefer not to, yet I **try my best to open my door to anyone** who needs to discuss his or her personal issues.'

Managers perceived their willingness to listen to the discussion of employees' personal problems as a form of consideration, which also influenced trust.

Based on the foregoing statements, it is evident that sportsmanship comes as a result of existing trust between managers and employees. Managers' perceived employees' trust in them indicates that such trust drives employees' behaviour of sportsmanship, manifested in working odd hours without any complaints and the willingness to discuss personal matters with managers.

4.8 Summary

The primary qualitative data were collected from interviews conducted with 17 managers of the Bahrain Olympic Committee (BOC). The interview questions were based on the research questions

and conceptual framework of this study. The entire analysis was focused on discussing and answering the four research questions.

Research question one focuses on the thematic analysis of Mayer et al.'s (1995) three factors of trustworthiness (FoT) which is discussed in section 4.4. Based on the findings, benevolence emerged as the first major determinant indicating that managers believed they established openness and honesty in their relations with the employees, provided a higher level of concern for their employees' welfare, and ensured supportiveness as well as demonstrated thoughtfulness, which resulted in attaining a higher level of employee trust. All four identified themes for benevolence seem to indicate that the managers' actions demonstrate to be employee-focused, reassuring employees of the provision of assistance by the managers. With such ideal dynamics, manager-employee relations is strengthened and trust is fostered and enhanced. The second major factor is integrity with three major themes identified— consistency, fairness and value congruence, in addition to the minor sub-themes, namely transparency and responsibility. Consistency refers to the reliability and consistency of managers' words and actions toward employees. This is supported by Whitener et al.'s (1998) two behavioural dimensions – behavioural consistency and behavioural integrity. The managerial perspectives illustrated these two dimensions by indicating the significance of behavioural consistency through employees' ability to predict the manager's behaviour (Graen & Uhl-Bien, 1995) and behavioural integrity demonstrating managers' care and concern for employees through their willingness to take responsibility for their employee's mistakes (Shockley-Zalabak et al. 2000). Both were indicated to increase the trust level. It is also essential to note that this relationship was achieved due to well-established long-term ties and mutual understanding between the managers and employees (Whitener et al., 1998). Fairness, the second theme under integrity, refers to employees' participation in the BOC practices and this concept is extended to remuneration and rewards. Managers perceived that the organisation encouraged fairness and reciprocity. Value congruence, the third theme, refers to sharing similar values between the employees and the organisation, promoting mutual respect and working collectively to achieve the same goals. The third FoT is ability. It has two themes: competence, referring to specialised knowledge and skills of the employees needed to complete a task, being domain-specific and unity of purpose indicating achievement of organisational goals through teamwork success. The managers' perspective

indicated that competence builds ability-trust (Colquitt et al., 2007) in which the employees' trust in their manager's ability led them to consult even their work-related personal problems, indicating managers as initiators of trust (Whitener et al., 1998). Working with a common and shared vision and goals (unity of purpose) achieving teamwork success creates a sense of pride and builds a stronger bond between employees and managers and this dynamic is further strengthened through time and practice (Shockley-Zalabak et al., 2000) as suggested by the managers. All three factors of trustworthiness lead the employees to be emotionally attached to the organisation implying a higher level of OTR.

Research question two centres on the discussion and analysis of the effects of SSEs on OTR. Based on the findings, the perception of organisational justice (OJ) came first with the highest number of coding references, followed by employee involvement (EI) and then the perception of corporate social responsibility (CSR). The perception of OJ, which emerged as a major theme of this qualitative data, has four themes – distributive justice, procedural justice, interpersonal justice and informational justice. According to the managers' perception, the first theme, distributive justice, could be seen in the organisation's provision of monetary and non-monetary incentives as a form of achievement recognition and presentation of equal opportunities that they believed resulted in higher employee motivation and better performance. However, there was a claim regarding the unequal financial distribution between departments and sports associations that hinted a discontent but, looking at other responses, a logical explanation was provided regarding the unequal distribution of funds and resources, i.e. based on the size of the sports association. Procedural justice emerged as the second theme under the dimension of the perception of OJ. This refers to processes, including rules and regulations (Carroll & Buchholtz, 2012). It was established through managerial perspectives that the BOC utilised employee-friendly rules and regulations ensuring equality and justice embedded in the organisational system with a basis from Bahrain law and the International Olympic Committee's rules. More importantly, managers also suggested that these regulations were regularly reviewed and amended with the participation of employees. In addition, managers indicated that the BOC had a fair system of evaluating employees based on job descriptions that were collectively amended and reviewed annually by employees and managers. The third theme was interpersonal justice. Based on managers' perspectives, interpersonal justice was evident in the BOC's provision of equal opportunities for

employees' professional development and, more importantly, managers and the organisation respected the employees. The last theme was informational justice referring to the effective transmission of communication and the respectful provision of feedback to employees (Colquitt, 2001). Managers revealed that the transparency in communication, as well as the organisation's openness in terms of the future plan, indicated the assurance of employees' OTR.

The second most referred SSE was EI. Under this element, there were five themes codified – motivation, collective engagement, social cohesion, cultural norms and sense of belonging. Of the five, two major themes, motivation and collective engagement, garnered the highest coding references. The managers' perspective demonstrated that the BOC instituted numerous forms of employee motivation such as remuneration and staff development, as well as partnering with local educational agencies and institutions for academic sponsorships. The findings of the interviews also demonstrated that, through collective engagement, employees developed a sense of ownership due to their extensive involvement in the BOC's activities. Because of this sense of ownership and the organisation's recognition of employees' inputs, employee organisational trust was heightened. The third sub-theme was social cohesion manifested through working together but, more importantly, time and sharing of experiences helped build employee trust. The fourth sub-theme was cultural norms. In a collectivist society (Hofstede, 1980) like Bahrain's, culture played a vital role in promoting trust. Findings illustrated that managers' participation in social gatherings, whether celebrating a happy or commemorating a sad occasion, was deemed important for manager-employee relations and vital in trust-building. The last theme is the sense of belonging, which indicates that employees were emotionally attached to the organisation, ensuring their increased involvement because they are proud to belong to the organisation. The last SSE was the employee's perception of corporate social responsibility (CSR) with two themes identified – positive image and community impact. Both themes under this SSE are much more focused on building trust in the community as well as a good reputation for the organisation. The managers indicated that the BOC instituted several CSR initiatives that raise awareness such as promoting healthy lifestyles and green living. Through these initiatives, the organisation became visible to the public, and the initiatives positively impacted the community the BOC serves. The positive impact of the BOCS's CSR initiatives created a sense of pride for the managers and employees due to the benefits the initiatives contributed to the community (Alvarado-Herrera et

al. (2017). Additionally, the BOC's CSR activities aided in creating BOC's positive image not just among employees but with the community as well. Consequently, with the feeling of pride and positive image the BOC developed, employees' trust in the organisation is promoted and enhanced.

Research question three deals with the effects of third-party gossip (TPG) on employee trust. The managers' perspective showed that TPG, whether positive or negative, influenced employee organisational trust. Negative gossip affected employee motivation, work performance, credibility, and strained relations as well as increased negativity in the work environment (Grosser et al., 2010). In contrast, positive gossip could improve socialisation and teamwork, raise awareness and reinforce transparency. However, managers indicated that the negative influence outweighed the positive impact of gossips. Managers also suggested that the BOC was striving hard to encourage positive gossip. Additionally, based on the managers' perspective, the BOC acknowledged the impossibility of eliminating negative gossip, but with more positive gossip existing, negative gossip would presumably be minimal.

Research question four discusses the effect of employee trust on overall OCB. The different OCB dimensions identified are civic virtue, altruism, conscientiousness, courtesy and sportsmanship. Among these, civic virtue scored the highest indicating a high level of the BOC managers' and employees' engagement in an outside working environment promoting solidarity between the community and the BOC. The second highest dimension was altruism indicating employees' willingness to help their fellow employees without expecting reciprocity (Organ, 1998). Specifically, managers believed that trust was observed through employees' willingness to share personal issues with their managers and expect their issues to be resolved; such expectations indicated a high level of trust. The third dimension was conscientiousness and, based on managers' perspectives, they had total confidence in their employees' specialised skills in performing their best as well as working extra hard. The fourth dimension was courtesy, referring to the employees' level of politeness accorded to each other (Organ, 1988). Based on managers' perspectives, employees' readiness to talk about their personal problems with their managers indicated a great sign of trust as well as managers' willingness to apologise on behalf of their employees' wrongdoings. These actions projected a high level of trust that existed between employees and managers which was influenced by courtesy (Tziner & Sharoni, 2014). The last

dimension is sportsmanship. Managers indicated that employees exhibited positive behaviour even with difficulties while performing tasks. Employees demonstrated such behaviour by working extra hours without complaints. Overall, all these dimensions of OCB demonstrated a significant level of OTR.

The primary qualitative data described above displayed managerial perspectives of measures implemented and performed to motivate employees and build a better working relationship that ultimately leads to employees' organisational trust. Particularly, the qualitative data provided better insights into the managerial perspectives on how they put into practice the concepts of FoT, SSEs and employees' OTR in overall OCB. The managerial perspective also included their view of TPG and how they would like to address gossip within the organisation.

The next section discusses in detail the analysis of the secondary qualitative data which was expected to complement the primary data in relation to determining the employees' trust in the organisation.

4.9 Annual Reports Analysis

4.9.1 Introduction

To complement primary qualitative data analysed in the previous section of this chapter, secondary data from the Bahrain Olympic Committee (BOC) were also collected. Specifically, the BOC's annual reports dating between 2015 and 2018 were analysed. The annual reports were in Arabic, so they were read first. Then the main findings were extracted and translated into English (Appendix B) and then placed in a word document. The abovementioned annual reports were shown to be relevant to all three social system elements (SSEs) and so the findings from these reports were analysed using NVivo v12. The analysis of the secondary data brought about another point of view, particularly that of the BOC's achievements that critically assisted in making the triangulation method possible. More importantly, the annual reports provided a better comprehension of the BOC's regulations and policies and vital insights into its actions towards employees and its contribution to society.

4.9.2 Social System Elements (SSE)

This section offers the findings from the annual reports (2015-2018) that relate to the three social system elements (SSE) of the case study. Thematic coding, using Gioia et al.'s (2003) methodology, as shown below (Table 4.5), was applied to analyse the data and this study found that the highlights in the annual reports were related to achievements exemplifying the perception of organisational justice (OJ), then employee involvement (EI) and, finally, the perception of corporate social responsibility (CSR) and how it is perceived. Each of the SSEs highlighted from the annual reports is discussed within each sub-section below.

Social System Elements		
1st Order Concepts	2nd Order Concepts	Aggregate Dimensions
<ul style="list-style-type: none"> • Insights on goals and objectives of departments and the BOC • List of all the BOC's guests and business trips • Transparent communication through sharing statistics of social Media posts and videos 	Informational Justice	Perception of Organisational Justice (48)
<ul style="list-style-type: none"> • New accounting system • Enhanced employment contracts • Dispute and appeal committee for both employees and financial sport association matters • Legislations to restrict new sport association committees • ISO 9001 Certification of quality management • Internal job rotation • Structural rubric for job interview selection • Amendments on employee job descriptions 	Procedural Justice	
<ul style="list-style-type: none"> • Increases in employees' monthly allowances • Selection and discovery of national athletes • Financial distribution and allocation of budgets • Formation of the medicine centre • Constant improvements on health insurance scheme • Introduction of incentive schemes 	Distributive Justice	

<ul style="list-style-type: none"> • Employees are part of the decision-making processes • Employees and all related entities work together as a team 	Collective Engagement	Employee Involvement (25)
<ul style="list-style-type: none"> • Supporting employees through academic sponsorship • Continuous coaching and counselling to employees • Most improved Committee in Rio Olympics 2016 	Motivation	
<ul style="list-style-type: none"> • Social gatherings bring employees and managers together • Employees' social activities committee • Involve the BOC employees in international and national partnerships to strengthen their competency 	Social Cohesion	
<ul style="list-style-type: none"> • Anti-doping Awareness workshops • Promoting Healthy Lifestyles in schools • Recycle obsolete machinery with local societies • Introduction of Bahrain Baby Games in 2018 	CSR Activities	Perception of CSR (19)
<ul style="list-style-type: none"> • Formation of a committee to search and improve national capabilities • 50% increase in the number of participants in workshops • Slovakian orthopaedic Clinic visit to Bahrain and consultation open to all Bahraini nationals 	Community Impact	

Table 4.5 Social System Elements analysis of secondary data– Presented Using Gioia et al.'s (2013) Methodology

4.9.2.1 Perception of Organisational Justice (OJ)

The perception of organisational justice (OJ), the first major element, was referred to more frequently within the annual reports compared to the other two SSEs. The OJ sub-themes are categorised in four dimensions but the BOC Annual Reports illustrated only three dimensions: informational justice, procedural justice and distributive justice; these dimensions are supported by literature (Decenzo et al., 2010; Fujimoto et al., 2013; Dinetto et al., 2014; Park & Kim, 2017). Interpersonal dimension was not identified in the said reports; however, findings are not affected since not every variable is expected to yield results. This is another reason why data triangulation is essential.

The first theme that emerged was informational justice. According to Ebeulin & Tatum (2008), as well as Tanachia & Sandra (2015), informational justice refers to the adequacy, specificity and timeliness of shared information of an organisation to both internal and external stakeholders. Also, it refers to the quality of communication that explains the reasons for specific measures taken by the management or reasons why a specific outcome happened (Lavelle et al., 2009; Gotlib, 2011; Cuguero & Fortin, 2014; Claudia & Deanne, 2015). Several instances of informational justice were extracted from the annual reports and the most common was the fact that goals and objectives were shared openly; all departments within the BOC shared 'insight on the goals and objectives of the department' [2015-2018]. Another important essential fact was that the organisation provided a full 'list of all the BOC's guests and business trips that took place' [2015-2018]. Consequently, the BOC employees from lower or top management had full knowledge of the BOC's decisions and operations. The two instances mentioned above demonstrated the BOC's transparency in its decision and operation. Also, these instances offered insights into the BOC's financial matters so that their stakeholders, such as the parliament and relevant governmental auditing bodies that conduct annual reports, would know the financial operations. Although the sharing of financial operations with these governmental auditing bodies was considered imperative, there were related risks attached to such practice. One of these was third-party gossip (TPG) that could affect the organisation's reputation negatively or positively. The BOC's financial and operational transparency could remove doubts of malpractice and, in effect, could influence TPG to be positive leading to organisational trust.

Moreover, informational justice was indicated through the BOC's regular press releases, both locally and internationally. For example, in 2015 there were 190 local and international press releases and there were 360 posts on social media (Twitter and Instagram), as well as 17 films/movies were released. In 2016, there were 295 local and international press releases, 250 posts on social media (Twitter and Instagram) and 10 films/movies were released. In 2017, there were 246 local and international press releases and 260 posts on social media (Twitter and Instagram) while the number of films increased substantially to 138. Lastly, in 2018, a total of 283 press releases locally and internationally were sent out and the number of posts on social media increased to 381 while the number of movies was also high at 131. These findings show that, since 2015, there has been an improvement in the frequency of communication regarding

the BOC's position. According to Gotlib (2011) and Cuguero & Fortin (2014), the improved frequency of formal communication is a good indication of the presence of informational justice within an organisation. This is further supported by Young (2010), Buengeler & Hartog (2015) and Berry (2016) who further adds that informational justice is present in instances where the organisational leaders frequently share information openly with both organisation members as well as the public. In addition, the improved frequency of communication indicates that communications were dispatched in a timely fashion. It also suggests that the BOC practices transparency not only with its employees but also with the public. Moreover, it shows that traditional and non-traditional means of communication are used to reach out to both their employees and the national and international communities. A case in point was in 2018 where, in 365 days, 283 press releases were sent out. Both of these communication channels (traditional and non-traditional) affected stakeholders' perceptions of the BOC and its employees' perspectives. Based on Adu-Oppong & Agyin-Birikorang (2014), effective communication with employees increases their satisfaction and productivity as well as lessens conflicts. This suggests that the BOC's intention of posting on its official social media accounts is to maximise its attempt to reach out to the public and its employees in all possible means to demonstrate their employees' hard work and achievements. The BOC indicated its deliberate engagement in these social media efforts to show their motivation, promote transparency and increase positive TPG.

The possibility of BOC's demonstration of procedural justice to employees is the second theme that emerged from the findings. As defined by Lavelle et al. (2009), it refers to the extent to which an organisation is fair in its dispute resolution and resource allocation procedures. In other words, procedural justice refers to the fairness of procedures used to arrive at a decision within the organisation (Eddy, 2010; Greenberg & Colquitt, 2013). Procedural justice, in line with Cuguero & Fortin (2014) and Al-Ramdneh (2015), can be seen beyond legislation as it concerned the BOC's processes in its attempt to establish fairness. The first sub-theme that emerged was the digitisation of processes. This suggests that the BOC was aiming mainly to improve efficiency as well as minimise the human element in the management of both financial and human resources. These ranged from the 'implementation of a new accounting system' [2016] and a 're-organisation of financial accounts of the BOC and related entities' [2015]. These actions suggest less

subjectivity as these pieces of software were automated for calculating absents, holidays and overtime.

In 2017, a major revamp for employment contracts occurred, and employees were introduced to the 'new employment contracts', which is the second sub-theme under the procedural justice dimension. Greenberg & Colquitt (2013) argue that such changes are large-scale procedural justice initiatives within the working environment to keep up with the constant global changes within the working environment. Therefore, it can be inferred that the BOC's new employment contract indicated the BOC management's endeavours to pay its employees fairly, reflective of the current workforce and global changes. The changes in the employment contract also suggested that employees would be re-assessed of their skills and experiences. As a result, professional training and development might be required for them to catch up with the dynamic of the working environment.

The third sub-theme relates to the formalisation of processes through the creation of committees whose primary mandate was to be a conduit for communication between the employees and the management in times of dispute. An example was the formation of the 'dispute and appeal committee for employees and sports associations' in 2017 and the formation of the 'dispute and appeal committee for prolonged financial sport association matters' in 2018. The creation of these committees indicated that the BOC was keen on providing employees with mechanisms for dispute and appeal against unfair practices as prescribed by Iqbal (2013). Such actions suggested the BOC's desire to establish fairness and transparency as part of its organisational culture as well as in the quest for justice by the aggrieved employees. Also, it could be inferred that the BOC intended to lower turnover rates and increase employee satisfaction by improving employees' financial and work-related matters. Furthermore, having systems in place to ensure fair procedures concerning dispute resolution implied that the BOC tried to solve its disputes internally in a collective manner by establishing a committee before it reached the justice system of Bahrain. In other words, the BOC indicated handling disputes internally, fairly treating employees based on government and committee laws before resorting to external litigation and matters arising publicly. By handling the disputes internally and in a democratic manner, TPG was expected to be positive. More important was the fact that legislation was regularly reviewed with new laws being enforced; a case in point was the 'legislations for the restructuring of new sports associations and

committees' [2015-2018] which is considered as the fourth sub-theme. These regular reviews of current legislation were also established from the analysis of the interviews suggesting that procedural justice might exist within the BOC. Additionally, the BOC was the first 'Bahraini organisation within the public and private sectors to receive the ISO 9001 certification of quality management systems' in 2017 which is considered as the fifth sub-theme. The ISO 9001 certification is an international standard for quality management systems and this achievement suggested that the processes at the BOC met international standards, thus guaranteeing the possibility of procedural justice (Luthans, 2013).

Furthermore, the existence of procedural justice may also be indicated from the BOC's introduction of a structural rubric for job interview selection which is the sixth sub-theme. Previously, all interviews were done verbally and no written records were kept; however, in 2018 the organisation started keeping written records, presenting several advantages to the BOC. First, it can be interpreted as a step forward towards fair employment because written records presumably allow the BOC's HR to select the best person for the job. Second, it highlights the existence of transparency in the selection process between managers and the HR department as they have a guide and a set of standards in selecting candidates. This can also be viewed as an emphasis on the non-existence of discrimination in the selection and hiring process, i.e. prospective employees are interviewed and treated equally in order to ensure transparency (Casadesús de Mingo & Cerrillo-i-Martínez, 2018). Third, the existence of the written records can assist the HR and managers in selecting the right candidate for the job by juxtaposing different interviews and exploring the candidate's skills and qualifications (Kovach et al., 2002), especially their strengths and weaknesses. Once a candidate is hired, the written records can serve as a good potential reference for the BOC's HR as they look into good training programs for their employees' professional development. The HR department, having a better understanding of the employee's weaknesses and strengths, can suggest training programs or professional development workshops for the employees to enhance their skills further to better contribute to the BOC's goals (Kovach et al., 2002). Fourth, the written records can also be a reference point for HR's future performance appraisal or evaluation of the employees' growth (Kovach et al., 2002). Fifth, the written records can serve as a reference for the HR to determine if their employees conducting the interview require further training or workshop to enhance their ability to select and hire employees for the

organisation (Kovach et al., 2002). Last, the written records would also be beneficial for the organisation in terms of record-keeping that will be crucial should dispute arise in courts or the Ministry of Labour in the future (Casadesús de Mingo & Cerrillo-i-Martínez, 2018).

In 2018, the BOC also implemented 'amendments on employee job descriptions (the seventh sub-theme) to stay updated with the current workforce skills and competencies". The amendments indicate the BOC's interests in taking into consideration the ever-changing global demands on the workforce. These amendments suggest that the BOC wants its employees to have the set of skills necessary to achieve the organisation's goals and be globally competitive with the set international standards of the Olympic Federation. Levine et al. (1988) mentioned that job descriptions and job analysis are the core aspects of HR's numerous functions such as recruitment and hiring, performance evaluation and salary range. As employees will be periodically evaluated, clear job descriptions could provide HR the necessary criteria as bases for employees' performance evaluation necessary for promotion and determination of salary range (Raju & Banerjee, 2017). HR could use the job descriptions to justify the results of its performance evaluation and, similarly, the employee could use the job descriptions as a basis for complaints of wrong performance appraisal by the HR Department (Raju & Banerjee, 2017). Also, the BOC's amendment of job descriptions illustrates its intention of assisting the employees in performing effectively and efficiently in their respective positions (Casadesús de Mingo & Cerrillo-i-Martínez, 2018). A well-developed job description is imperative to clear all the employee's obstacles while performing their tasks and duties. For the employees, the amendments implemented on the job descriptions provide them with a clear understanding of their responsibilities, contributing to their knowledge of their respective accountabilities and complete awareness of their performance within the organisation as they measure themselves in terms of their task achievements and outputs. More importantly, the clear job descriptions presumably provide transparency of all employees' equal treatment (Casadesús de Mingo & Cerrillo-i-Martínez, 2018), strengthening the employees' trust in the organisation's sense of interpersonal justice. Therefore, 2018 is crucial to the BOC due to its increased awareness of its HR department and its willingness to bring about justice.

Lastly, procedural justice may also be evident through the regular 'improvements on the internal job rotation scheme', the eighth sub-theme reported in all the annual reports from 2015 to 2018. Internal job rotations, according to Luthans (2013), Iqbal (2013) and Berry (2016), are another

driver of procedural justice as they offer all employees equal opportunities to experience leadership roles and, in the long-term, foster a spirit of fairness, equality and respect among the employees. This approach indicates that the BOC is looking to improve employees' abilities to become top managers as they are often provided with opportunities by designating leadership roles to employees as well as offering programs and implementing initiatives for employees' professional development (Berry, 2016). The job rotation scheme can also be beneficial both for the organisation and the employees. For the organisation, it is an opportunity for them to determine the hidden talents, interests and enthusiasm of employees in doing a specific task which could assist the organisation in better job placement for employees. This job rotation scheme allows employees to learn more about themselves by demonstrating what skills they possess and discover new skills they can enhance as well as the particular role they find interesting. Additionally, this approach suggests that the BOC may not only focus on furthering its employees' progress but also consider employees' morale and satisfaction rate. The BOC's constant improvements on the internal job rotation scheme eliminate the concept of routine work that can lead to boredom and absenteeism as well as dissatisfaction (Adams, 2011).

The third OJ theme is distributive justice which is defined as the perceived fairness regarding how rewards, allocations and resources are shared or distributed across the employees in the organisation (Bolat, 2010; Haque & Aslam, 2011; Nazir et al. 2011; Pan et al., 2018). This theme emerged from several key phrases covering individual-specific allocations with the first sub-theme being the 'increases in employees' monthly allowances' [2018]. The second sub-theme refers to the fairness in the selection process as the early selection of athletes in 2017 gave them sufficient time to train and improve their capabilities. Hence, this suggests BOC's provision of adequate time to dedicated athletes, indicating fairness as shown in the 'discovery and selection of 6 athletes to participate and train for Tokyo Olympics 2020' [2017]. The third sub-theme refers to the BOC's improved fairness by carrying out equally the financial distribution and allocation budgets for each department and sports associations through outsourcing this task to a financial accounting company which audited the BOC's financial system in 2016. Furthermore, this theme emerged through the development of common facilities that are openly available to all employees. This could be seen in phrases such as the 'formation of the Medicine Centre Improvement Committee' [2016], the 'introduction of the "Long Term Athlete Development' [2016], as well as the 'constant

improvements in the health insurance schemes' [2015-2018]. This finding suggests that the BOC strives to give all sporting associations the same equal allocation of resources. According to Yang & Konrad (2011), the equitable and proportionate allocation of resources and rewards serves the purpose of enhancing the degree of distributive justice in the organisation. Overall, it is highlighted that the BOC seems to implement efforts to ensure the ease of availability of general services and the equitable representation and distribution of resources. The latter fits the definition of distributive justice as defined earlier (Aslam & Sadaqat, 2011; Choi & Rainey, 2014; Pan et al., 2018). The last sub-theme under this dimension was the 'introduction of an incentive scheme for outstanding employee achievers' [2017], probably highlighting as a sign of fairness considering that some employees worked harder than others hence their recognition is an important aspect of their self-actualisation. Ogbonnaya et al. (2017) pointed out that the management's recognition of employees' efforts and hard work increases employees' individual engagement, leading to an increase in teamwork effectiveness and trust management. Similarly, the scheme could also motivate those employees who did only the minimum required, to strive and work harder. Therefore, incentive schemes, based on performance-related pay can work as a driving force to engage all employees regardless of their positions (Ogbonnaya et al., 2017).

4.9.2.2 Employee Involvement

The second major element that emerged was EI and, according to Bhatnagar (2007) and Dobre (2013), this refers to the extent to which employees collaborate, share information and impart knowledge, as well as rewards and power, within the organisation. In other words, this refers to mechanisms or interventions that drive the participation of employees in decision-making processes that affect their own work (Ghassemi et al., 2015). Based on these definitions, sub-themes have emerged which are highlighted in Table 4.5 above.

From the analysis of the four annual reports, the first theme is collective engagement as employee engagement, a sub-theme, was also seen from the review of organisational regulations which was carried out every year. From the 2015 report, one of the most important phrases was 'highlight of agreed legislation'. From this phrase, it is suggested that consultations were carried out regarding the creation and review of legislation and that this consultative process helped ensure

that any highlighted procedure was enforced based on consensus rather than being biased towards a few individuals. This implies that the BOC takes employees' opinions towards decision-making processes. Similarly, it is indicated that legislation is agreed upon and not enforced on employees. Another sub-theme under collective engagement is the dynamic teamwork that the BOC has highlighted in its annual reports. A typical example refers to the BOC management's constant emphasis that 'all the BOC employees and its related entities to work hard together as a team guided with devotion and dedication'. Because this was common in all the reports, it is suggested that the organisation's policy was strongly influenced by employee involvement through the encouragement of teamwork, something that was also suggested from the focus group discussions. Employees' motivation to engage with other employees and work collectively and collaboratively might also indicate their success. Consequently, due to their teamwork and strong motivation to excel as a team, the BOC won the 'most improved Olympic Committee in the Rio Olympics 2016'. The BOC has continued with its progress in employment schemes and job description roles in 2017 and 2018.

The second theme under EI is motivation. Having won the recognition as the most improved Olympic Committee in 2016, the BOC's different departments and committees seem to continue their development due to high motivation which is observed in several instances taken from the reports. For instance, the recognition seems to encourage the HR Department to work hard in retaining their employees through several instituted training programs and significant drastic improvements to the organisational structure and job roles. Additionally, the reports also accounted for the BOC's support in providing employees through academic sponsorships and sending them to coaching and counselling workshops to improve their performance. These measures were done in co-ordination with local training partners such as Tamkeen and Bahrain Institution of Public Administration (BIPA) in 2017 and 2018. In return, employees seemed to be highly motivated to do their best. The BOC's actions suggest bridging the gap between the new and old structures in terms of talent by engaging with two local training partners.

The third theme of EI is social cohesion. This was highlighted in the reports of the 'introduction of employees' social activities committee' [2017]. This, according to Tan (2014), is a key form of EI that helps bring together employees who share the same vision and passion in an organisation and, via such committees, the spirit of shared engagement is enhanced through regular social

events. These events benefit all the employees and result in high levels of collaboration and mutual respect towards each other, ultimately leading to a cohesive working environment. Young (2010) further adds that an organisation's social environment is improved through these employee engagement committees. In the end, they will lead to an improved atmosphere of respect and teamwork. The BOC seemed to have taken the right approach with establishing a social activities committee because members like to be working closely with and building relationships with each other as a collectivist society. Members also start to let their emotions guide them in building their trust based on the cultural, societal relationship that they have built.

Lastly, all of these partnerships, e.g. with the Egyptian Olympic Committee (2015), Bahrain Ministry of Education (2015), Kingdom of Saudi Arabia Olympic Committee (2015) and Gulf University (2017), were established to strengthen the competency of employees in their respective fields. It is indicated that the level of EI is high because of the social cohesion that was evident by the increase in the number of strategic partnerships. Also, these partnerships indicate that the BOC employees are ready to face new advances in both technologies and sports as these partnerships were designed to exchange training both in management and sporting activities.

4.9.2.3 Perception of Corporate Social Responsibility (CSR)

The last theme that emerged from the analysis of the annual reports was the perception of Corporate Social Responsibility (CSR). According to Torres et al. (2012) and Alvarado-Herrera et al. (2017), CSR refers to organisations' moral, ethical and societal-friendly sustainable development initiatives that are beneficial to the community. Based on the annual reports, it is indicated that CSR was always present in the speech of the BOC's president and he consistently mentioned in all the reports that CSR was an obligation that was held in high esteem at the BOC. There are two sub-themes that emerged, CSR activities and community impact, which were mentioned in the reports. Some of these activities were meant to encourage healthy living and behavioural change among the community members.

This can be seen in the following excerpts: 'voluntary workshops and visits for students in schools' [2015-2018], 'spreading awareness of a healthy community' [2017] and 'workshops on anti-doping and heart attacks' [2015-2018]. More important was the influence of the BOC towards

improving the environment which involved, in 2018, the 'corporate agreement with Clean-up Bahrain to recycle obsolete machineries such as computers and photocopy machines'.

Furthermore, the BOC indicates its desire to enhance its social responsibility towards different ages of society by introducing fanfare activities such as the 'introduction of the Bahrain Baby Games' in 2018. These CSR activities appeared to have a direct influence on enhancing the relationship not only with community members but also with employees as well as improving the image and public reputation of the organisation (Liu et al., 2014; Diehl et al., 2016; Riera & Iborra, 2017). According to Lacey et al. (2015), Barrena et al. (2016), and Cha & Bagozzi (2016), the cumulative indirect effect of CSR activities aims to attract and retain employees, ultimately improving employees' trust in the organisation (Alvarado-Herrera et al., 2010; Chen & Chang, 2013).

The second sub-theme is the community impact that the BOC appeared to have on Bahrain society. In 2017, the BOC committed to society by suggesting the 'formation of a committee to research capabilities in terms of reducing the number of international athletes to concentrate on empowering local athletes' [2017]. This decision appeared to impact the Kingdom's citizens because the BOC provides the impression of seeking nationals to raise the country's profile locally and on the international scene. When a Bahraini national is successful by winning accolades, fellow Bahraini nationals will feel proud of their nation's talents and achievements which stirs their sense of patriotism and sense of belongingness to the Kingdom.

To illustrate the success of forming a committee to empower local athletes, the BOC has managed to demonstrate the level of social responsibility through the significant increase in the number of medal acquisitions. Bahrain garnered 490 medals in 2015 but saw a decline in medal acquisitions in 2016 (408) and 2017 (436); however, the decision to form a committee to empower local athletes in 2017 led to the dramatic increase of medals in 2018 (522). Particularly, Bahrain acquired the following number of gold medals: 144 in 2015, 151 in 2016, and 141 in 2017, but in 2018, the number increased dramatically to 213. The significant rise of medals in 2018 indicates a marked increase in Bahrain's level of participation in international competitions. Consequently, these achievements seem to build the patriotic feeling among Bahraini nationals within the society

and a sense of pride in their national Olympic teams (Moynihan & Pandey, 2007; Čulibrk et al., 2018).

The BOC's decision to invest in local athletes from Bahraini communities instead of athletes from abroad seems to demonstrate the BOC's commitment to Bahraini society and trying to prove its capacity to achieve its goals to different stakeholders. For the BOC employees, achievement also seems to increase their pride and motivation in doing their work well.

Moreover, these achievements' impact appears to lessen negative TPG on sports associations, particularly criticisms on their usage of funds and resources. Instead, TPG seems to become more positive as the medal acquisition increases, specifically in 2018. More importantly, building Bahrain's image and good reputation in the international scene has appeared to improve. Also, the BOC's decision to empower local athletes goes in line with the Government Action Plan of Bahrainization (Vision, 2030), prioritising the employment of Bahrainis to help the local economy.

Furthermore, in 2018, the CSR of the committee indicated its effectiveness because of the '50% increase in the number of participants in the workshops and training sessions that took place in Bahrain in 2016.' The increase in participation implies the following: (1) the BOC strives harder to reach out and include the community in its activities; (2) the BOC's local community engagements, such as the health awareness campaigns and workshops, have started to gain recognition among the community members in Bahrain; and (3) the BOC has increased international collaboration such as with the Slovakian Orthopaedic Organisation that visited the BOC's clinic in 2017 for medical outreach which was open to all Bahraini nationals as well as to the BOC employees for medical consultations with the visiting doctors and specialists. The BOC's actions imply its commitment not only to their athletes' but also to the community members' total well-being.

4.9.3 Summary

The analysis, through thematic coding of the BOC annual reports (2015-2018), proved to be critical to the overall understanding of trust existing between the BOC and its employees. The

findings present the identification of three major social system element themes with different sub-themes under each.

Of the three main themes, the perception of organisational justice, was the most referred to in the BOC's annual reports. Under this main theme, three sub-themes were identified. Evident from the measures the BOC implemented, the first sub-theme, informational justice, highlights the BOC's intention of transparency. As an independent governmental organisation, the BOC has the responsibility to divulge its operational procedures, especially financial matters, to the Parliament and other relevant governmental agencies. However, the BOC's decision to reveal its financial operations to relevant government agencies and the public indicates the promotion of trust-building with its stakeholders, employees and the public and their action of increased frequency of communication through postings in social media. The second sub-theme, procedural justice, illustrates the BOC's motive to promote fairness in decision-making by instituting just procedures such as the digitisation of processes eliminating human sentiments and subjectivity and the formalisation of processes through the establishment of committees. Additionally, the BOC stated that it provided opportunities to experience various roles, including leadership (job rotation scheme) and fair treatment in hiring and selection (structural rubric), as well as promoting transparency in employee treatment through the amended job description. The third sub-theme is distributive justice that demonstrates the BOC's perceived fairness in allocating funds, resource, and rewards as well as initiating measures to motivate employees through the incentive scheme. From the findings, it is observed that the BOC aims to provide equal allocations to sports associations as well as encourage employees through rewards.

The second major theme identified is employee involvement which includes the following sub-themes: collective engagements, motivation and social cohesions. Under collective engagements it is indicated that there is an existence of employees' participation in decision-making processes and collaborative efforts of the entire BOC towards legislations. The BOC seems to motivate employees through academic sponsorships and continuous counselling. Employees' motivation is further heightened by the recognition garnered as the most improved Committee in Rio Olympics 2016. Employees' involvement appeared to be demonstrated through their participation in social gatherings reinforced by cultural values. The BOC's establishment of social activities committee

spearheaded in bringing employees and managers together and instituting international co-operation to strengthen competencies.

The last SSE theme identified is the perception of CSR. This major theme is sub-divided into two – the CSR activities and community impact initiatives that the BOC instituted to create awareness and impact the community, which seem to be evident through committees' establishment increased participation in workshops, and international collaboration to promote well-being of athletes, employees and the community.

Overall, the BOC's annual reports indicate transparency and fairness of the BOC's projects that seem to foster and strengthen trust with employees, stakeholders and the public. It is through this transparency and fairness that the organisation's reputation and credibility appeared to have been established and formed. Furthermore, the secondary qualitative data suggested effective organisational measures that help build employees' organisational trust by investing time, resources and efforts in their SSEs. The BOC's annual reports also serve as corroborating evidence to the managerial perspectives discussed in the primary qualitative data section with regards to the importance of SSEs.

However, it has to be noted that the BOC committee supervising the production of the BOC Annual Reports might indicate potential bias due to their prescribed functions of making decisions more transparent, equitably building precedence and suggesting a review of policies based on evidence which, in turn, takes decisions away from individuals concerned.

To explain the complementing primary and secondary qualitative data in relation to the social working relations at the BOC, the next section presents a merged discussion of the two data sources.

4.10 Discussion of Qualitative Data

This section presents the discussion of evidence extracted from both primary and secondary qualitative data indicating the existence of employees' trust in the Bahrain Olympic Committee (BOC) as well as the trust of the stakeholders and the public. Below are the overall findings with detailed discussions of the four research questions with the extracted information from the annual

reports serving as supporting evidence to the managers' responses. Notably, the interviews of the BOC managers provide insights into the social working relations at the BOC which are vital to the understanding of employees' organisational trust (OTR). Equally important to note is the fact that the interviews provide a view of the managers' perception of their employees as well as the managers' behaviour towards their respective employees. Similarly, the BOC's annual reports provide a glimpse of the BOC's policies, procedures and regulations which, in turn, give a hint as to how the BOC perceives its employees.

4.10.1 Relations between SSEs and FoT

The first research question established Mayer et al.'s (1995) three factors of trustworthiness (FoT) as a major trust determinant. This research's findings revealed that benevolence-based trust is of the highest order relative to integrity and ability expressing the same findings indicated by Tan & Lim (2009). Managers believed that benevolence-based trust is fostered when authority figures, i.e. managers, are consistently open and honest with their subordinates during social exchanges and treat employees in a supportive way exhibiting concern towards them via consensus-based decision-making; this was also supported by prior research (Lance Frazier et al., 2010; Cui & Jiao, 2019; Svare et al., 2019). The preference for benevolence over the other two FoT by managers can be inferred as culturally based. The Gulf region, exhibiting a collectivist cultural orientation, puts higher significance on social connectedness that encourages collective performance, an indicator of benevolence-trust formation.

Another understanding, which was obtained from the managerial perspectives, is the importance of working towards positive relationships by fostering consistency, fairness, value congruence, transparency and responsibility that managers perceived to ultimately lead to attaining the integrity-based trust of employees, which Dirks & Skarlicki (2009) considered as an influential factor of OTR.

Cui & Jiao (2019) further stated that subsequent levels of benevolence and integrity are predicted through the existence of organisational justice (OJ). Particularly, distributive justice and procedural justice, dimensions of OJ, serve as predictors of benevolence- and integrity-based trust. In the analysis of the annual reports, distributive and procedural justice were identified as

two of the three dimensions of the BOC's demonstration of OJ, specifically evident in the sub-themes relating to distributive justice such as rewards schemes and procedural justice like internal job rotation, structural rubric for interview selection and amended job descriptions implemented by the BOC. All these measures aim towards transparency and fair treatment that can contribute towards employees' trust in the organisation. Therefore, this suggests that the significance given to the justice construct at the BOC also underlies their connection towards benevolence and honesty, further suggesting the presumed interrelations between justice and trust.

According to the analyses of findings, it is the management's intention to establish and develop a benevolence- and integrity-orientated workplace and, if a trust-based environment were attained, it would make the best of employees' abilities to reach common goals. This is supported by Wu et al. (2018) when they stressed that managers' benevolence towards employees results in a high propensity for integrity-based trust. As shown in the analysis of FoT of this study, the BOC managers ensure that benevolence and integrity are being executed in the form of competence and teamwork success. Similarly, managers' competencies or abilities reflect employees' trust in their managers and the BOC.

It is important to note that the findings of this study are supported by those of Poon (2013) who stated that interactions of these three factors, i.e. benevolence, integrity and ability, are substantially exhibited when higher levels of benevolence and integrity interact to yield the best abilities of employees. This analysis further connotes how trust exists as a system of interactions and reciprocity between an organisation and its employees where higher levels of perceived benevolence and integrity significantly relate to the establishment of overall OTR in employees (Savere et al., 2019). The crux of these findings also shows that integrity-based trust is a key to the moral and ethical aspects of trust-building and abiding by rules and procedures also reduces the probability of distrust (Kuźmińska, 2016). Also, the findings are consistent with the fact that managers are more orientated towards influencing employees by leveraging relationship building based on morality as improving the abilities and competencies of employees (i.e. technical skills, experience and reliability) is not a short-term process (Andersen, 2019). Correspondingly, paying more attention to benevolence and integrity can help managers win employees' trust more readily (Tan & Lim, 2009; Wu et al., 2018).

4.10.2 SSEs' impact on OTR through FoT

In the light of addressing the second research question, which was to investigate the influence of the three social system elements (SSEs) on employees' trust in the BOC, the primary data findings showed that in social exchange relations of the BOC managers' perception of organisational justice (OJ) was the most significant as a contextual organisational trust variable. Similarly, secondary data analysis demonstrated the perception of OJ as the most frequently referred SSE in the annual reports demonstrating OTR. Past studies have supported the link between the perception of OJ and its four dimensions (interpersonal justice, informational justice, procedural justice and distributive justice) in attaining positive work attitudes and improved employee relations (Arif et al., 2020). The reason why distributive justice was referred to most in the primary qualitative data may be related to the fact that what employees deserve as a return for their performance and contribution is of most significance to managers (Lamont, 2017). Hence, rewarding them monetarily or non-monetarily indicates the BOC's gratitude and fairness.

Moreover, a scientific investigation proposed by social psychologists (Dijke et al., 2019) concluded that the compliance of organisational employees to procedural rules and regulations is an indicator of the distributive and procedural justice of the organisation (Saad, 2011). Corroborating with the evidence of Dijke et al. (2019), this study has also revealed a surprisingly interactive effect of both distributive and procedural justice. For instance, managers' responses revealed that, based on their performance and achievements, employees were given recognition and rewards that reflected the transparency of procedures and the fairness of distribution of rewards in both monetary and non-monetary forms at the BOC. The analysis of the annual reports proved the existence of such procedural rules and regulations in the BOC being put into practice, and to ensure transparency and equality, these regulations undergo a regular review with employees' participation. To ensure further prevention of unfair practices, the annual reports indicated that the BOC instituted relevant committees as mechanisms for disputes and appeals for employees and all sports associations' financially related matters. However, some primary data responses indicate that departments and sports associations were suffering from an unequal distribution of finance, claiming a disproportionate distribution of rewards wherein some departments and sporting associations received higher allocations of funds and resources than others. Hence, this suggests their concern about the practice of justice on the whole at the BOC. However, some

interview responses counter-argue such claims by providing logical justification for the procedural distribution of funds and resources. It is mentioned that funds and resources were allocated based on the sports association's size, thus suggesting equal and fair distribution. This claim is supported by the findings in the annual reports' analysis, establishing the existence of distributive and procedural justice through equitable representation and distribution of funds and resources guided by approved procedures implemented. Additionally, the BOC established the Dispute and Appeal Committee for employees to appeal to any perceived unjust treatment. To support such a claim, the annual reports manifest the BOC's decision to outsource the tasks of financial distribution and allocation of budgets to a third-party financial accounting firm. Such a decision illustrates the BOC's intention of transparency and equal treatment.

Additionally, the higher levels of priority given to a combination of distributive and procedural justice indicate their link to perceptions of benevolence and integrity-based trust (Andersen, 2019; Colquitt & Rodell, 2011) as the equal distribution of rewards and recognition relates to supportiveness and the honest acknowledgment of employees' efforts and performance (connoting benevolence) as well as how the transparency of procedures and practices contribute to the integrity-based trust of employees.

The second highest contextual SSE was Employee Involvement (EI). Based on the managers' perspectives and data extracted from annual reports, EI was a fundamental aspect of SSE regarding how employees perceive trust and reflect it positively. The most significant EI themes obtained from both qualitative data were collective engagement, motivation and social cohesion, while the cultural norm dimension and sense of belonging were reflected as minor themes.

Under the theme of collective engagement, it can be inferred that the BOC's work culture, i.e. involving its employees in its decision-making process, employing consultative process and promoting teamwork, reflects equal power balance/low power distance (Durán-Brizuela et al., 2017) between managers and employees. As indicated in the primary and secondary qualitative findings, managers, (1) being the possessor of expertise and competencies are reached out by employees to seek their professional advice even on personal matters (perceived ability); (2) being honest and considerate towards employees (benevolence) allows employees to participate in decision making and establish open communication and delegate them equal control; and (3)

providing the opportunity for employees to voice their opinion. All of these relate to low power distance at the BOC.

French & Raven (1959) mentioned that managers are found to execute two soft dimensions of power, i.e. expert and referent power. These types of power are said to be the most profound types in initiating and nurturing trust and are the ideal power sources for organisations to achieve their goals (Levent et al., 2018). These two types of power exercised by managers have more orientation toward sensitivity toward employees, unlike other authoritative dimensions of power, i.e. legitimate, coercive and reward power (Levent et al., 2018).

Referent power seemed to operate in the BOC as observed from the primary and secondary qualitative findings. Referent power is seen through the managers' manifestations of deep concern regarding their employee's issues, rights and concerns (benevolence and perception of OJ) and by addressing the needs of employees as well as keeping them equally involved in the balance of power at the BOC through the consensus-based decision-making process. In doing so, the inequality of exchange mechanisms at the BOC appears to eradicate and decrease the power distance. Specifically, the manager's orientation and efforts to remove power inequalities are obvious from the primary qualitative data as evident through the managers' concern for employees' broad involvement in all the BOC's issues, appreciation of employees' input and suggestions and executing final decision through their collective engagement. In doing so, managers attributed employees with feelings of identification and ownership towards the BOC. Consequently, breaking the general norm of concrete differences of power usually undermine the prevalence of trust towards the organisation (Möllering & Sydow, 2019).

Additionally, the association of power dynamics to the overall social exchange mechanism of the current study, i.e. SSE and FoT and overall OTR, relates to the views of Wilkinson et al. (2018). Having obtained the equilibrium through SSE, FoT and OTR through a balanced power approach is substantial. In doing so, inequalities might be alleviated and power could be equally distributed in the employee-employer relationship. Also, Gould-Williams (2007) supported the role of power in determining overall trust-building within an organisational context and in the manager-employee relationship if perceived power distance is removed by collaborating with employees and consider them as fellow team members which will nurture long-term employee trust. This

view is reflected in the qualitative findings indicating the managers' perspectives of employees' perception of OJ at the BOC, where employees are being addressed equally, and the BOC implements and enforces transparency, open communication, collective decision-making and demonstration of concern. All of these attributes are directed towards low power distance and improving the context for OTR. Furthermore, applying these types of power leads to OCB (Wang et al., 2013; Durán-Brizuela et al., 2017).

Another important dimension of a power dynamic that seems to relate to the overall social and employee-orientated dynamics at the BOC is Dundon et al.'s (2017) argument of power dimensions and dynamics which is discussed in detail below. As the forms of manager-employee relationships as per qualitative findings are continually developing through social exchange mechanisms, this directs the research to assess the dimensions shaping work and employment relationships. The principal argument of Dundon et al.'s (2017) power dimensions is that in the development of working relationships the balance of power is shifted more towards employers/managers and away from employees, posing important questions around the forces driving change and what channels employees have to influence their working lives. However, the evaluation of qualitative findings for the BOC has illustrated a balanced view of power shift, indicating the possibility of equal enactment of participation for employees as well as flexibility in their relationships motivating employees to voice their concerns. As observed from the primary qualitative findings, the concern, and openness originating from a benevolence-based trust, employees can voice their concerns and opinion in decision-making processes.

Six of the seven dimensions of Dundon et al. (2017) relate well to the current qualitative findings. Firstly, the legal source dimension is identified as a balance of power through employment regulations at the BOC. As identified from the BOC Annual Reports, BOC's regulations are employee-friendly, emphasising collective engagement, regular consultations of employees and significant consideration is given to the consensus of employees. In addition to this, from primary qualitative data, it is evident that there is an effort on the BOC part to enact procedural justice through employee-orientated rules and regulations of BOC which has its origin and from Bahrain's Constitution and Olympic Federation.

Secondly, contract status is another dimension (Dundon et al., 2017). Contract status at the BOC is manifested in the primary qualitative findings through the job descriptions and secondary qualitative findings through the five-year assessments of the annual reports of the BOC. Findings revealed how legislations and job descriptions were reviewed by concerned authorities on a regular basis. Additionally, the facilities and amenities provided to employees under contractual policies of the BOC revealed the provisions of distinctive welfare initiatives that include the Medicine Centre Improvement Committee, long-term athlete development, and improvements on health insurance; consequently, this facilitates and empowers employees to a potential extent. Moreover, it illustrates that having equitable contract status relates to employee's opinion efficacy, psychological safety, image, identity, managerial behaviour, collective sense-making and emotions that are reciprocated as productive behaviour, i.e. OCB. The flexibility of employee contract status also relates to the inclination of employees to exhibit psychological contract at the BOC. The reciprocal expectations of managers here relate to how an employee will reciprocate the fair organisational measures and procedures, the keeping of promises and showing of concern attributed to them. The exhibition of OCB-based behaviour is a reflection of relational psychological contracts between employees and managers of the BOC.

The third dimension refers to the technology and employment dimension that relates to the extent of automation of employment. Per both primary and secondary qualitative findings, there is no apparent technological surplus that has been shifting the power more towards employers and creating a void for employees at the BOC. However, to alleviate subjectivity, the accounting and financial processes and the HR have been digitised to keep up the procedural justice in the accounting practices in allocating financial resources as well as enforcing fair regulations and procedures.

The fourth power dimension refers to union association. In Bahrain, employee union or association is allowed but the BOC Annual reports indicated that there is no employee union within the BOC. However, there are committees established to handle disputes and appeals and mechanisms put in place to protect employees from unjust treatment or actions. In other words, formalised and institutionalised committees have been made to address employee-related disputes and issues and employee flexibility and empowerment are ensured by allowing them to appeal through a

formalised channel determined by the committee. This is again to ensure employee protection and safety and to safeguard them from unfair actions.

The fifth power dimension refers to the non-union employee voice. The BOC's primary qualitative findings under the different dimensions of the perception of OJ have revealed that an open-door policy is being ensured so top senior management can be readily accessed, demonstrating that they are open to comments and suggestions. Additionally, the BOC Annual Reports stated that employees' participation is ensured in the decision-making process as well as the establishment of a committee that serves to receive complaints and appeals. These indicate the extent of feasibility and ease of employees at the BOC in voicing their opinions and complaints.

To ensure power congruence between employees and managers, the sixth power dimension, i.e. external actors and networks, is revealed through the BOC Annual Reports. The BOC's tendencies to address the development of employees' competencies in their respective fields such as a partnership with local and international agencies, appear to be orientated towards improving EI and social cohesion that consequently reflect on a balanced-power exchange.

The above power dynamics analysis prevailing at the BOC originating from the exchange relation mechanism between employees and managers also relates to the cultural orientation of the BOC. In view of both Hofstede's (1980) cultural dimensions and Dundon et al.'s (2017) power dimensions analysis above, it seems apparent that in social, cultural and employment interactions, the collective culture prevailing at the BOC is orientated towards balance and equity as well as collaboration and engagements between the employees and managers. These are essential to achieve higher levels of trust (Karolak, 2010; Sidani et al., 2010) and build the profound basis of OTR (Martins et al., 2017; Wu et al., 2018). Moreover, the dimensions also seem to demonstrate that, with contemporary social exchange mechanisms, power is balanced between managers and employees at the BOC.

The annual reports indicated that the BOC provided academic sponsorships to employees that potentially encouraged higher motivation to perform well among employees. These are validated by prior research that suggested that employees' developmental assistance enhances their morale, sense of security and belonging, engagement and competencies leading to overall

organisational effectiveness (Evans & Jack, 2003). These are tailored by their employer's behaviour based on integrity (Erkutlu & Chafra, 2018; Fleig-Palmer et al., 2018).

The managerial perspective also revealed that social cohesions motivated the collective effort to engage employees and cultivate ability-based trust to enhance their experience and competence (Kaufman, 2015) through the job-rotation scheme. Likewise, the annual reports illustrated the organisation's social cohesion through its collaboration with local and international agencies as well as the formation of the social activities committee responsible for the cultivation of the spirit of collective engagements bolstering social cohesion among employees in the BOC.

Another critical perspective of this facet of EI was cultural norms which were demonstrated in the primary qualitative data. These were reflected in the informal social gatherings that fostered emotional bonds which seemed to positively affect the level of trust of employees in the organisation. Prior findings have also attributed a positive role of EI in creating and sustaining trust towards their organisation. Thus, having perceived trust in an organisation motivates employees to espouse openness and work jointly with subordinates (social cohesion) that enhances the commitment, dedication and psychological well-being of employees (benevolence-based trust) (Schaufeli, 2014).

Hence, the findings revealed that, from the managers' perspective, an involved employee is productive, exhibits skills and is directed towards positive performance (ability-based trust) to realise organisational goals (Jena et al., 2018). Taken together, EI appears to prosper in the environment at the BOC, indicating that its employees feel valued for their performance, experience autonomy in their tasks and enjoy a sense of social acceptance that facilitates their engagement, alongside cohesion, to accomplish common goals (Hyman, 2018).

The cultural dimension and EI also interact to affect the inclinations of employees towards trust. The cultural interpretation stems from the finding that the national culture at the BOC (i.e. the Bahraini culture) is collective (Hofstede, 2011) and is orientated towards teamwork and collective engagement. Furthermore, collectivist cultures tend to work in teams and groups that direct employees' efforts towards combined organisational interests while espousing harmonious relationships. Having a performance-focused environment at the BOC is symbolic that

commitment and loyalty are sustained through the cohesiveness of tasks that further boosts the trust level, as cited by Lister (2013).

Perception of CSR is the third SSE identified in both primary and secondary data. Despite managers' indication of the importance of social relations with employees, key stakeholders and the community, their inclinations towards the other two SSEs were highlighted in the findings. The low attribution of managers for CSR may be interpreted from different perspectives. Firstly, it is probable that managers were not the right CSR spokespersons for the BOC to assess CSR's actual performance (Soltani et al., 2015). Also, the inadequate insight into managerial CSR might be an indication that the mindsets of managers appeared to focus on unenlightened self-interest; in other words, there may be a limited orientation towards community-based activities. Additionally, another perspective could be underlying cultural factors, as a review of cross-cultural studies concerning the attitudes of managers to CSR revealed that this indifference might be due to a number of national cultural norms: e.g. governmental regulations, bureaucracy, economic pressures, avoiding political pressure from local institutions or an organisational culture which is more orientated towards internal CSR and is more employee-orientated than community-based (Soltani et al., 2015; Schaefer et al., 2020). It is also vital to consider that the managers interviewed came from different departments and CSR was not considered under their specialised field which explains their limited responses. Hence, due to these factors, there may be less orientation of managers towards CSR at the BOC relative to other SSEs.

The annual reports, on the other hand, indicate the strong presence of CSR in the organisation. The BOC's annual goal contains a section concerning its CSR goals and its specific activities are carried out to retain its broadly sustainable image in the community. Also, these reports demonstrate that the BOC uses CSR, through the promotion of its CSR initiatives, as a platform to engage employees and strengthen their bond with the organisation and mark its presence in the community. Consequently, the BOC's CSR initiatives appear to create a sense of pride for the employees and foster a sense of belonging. These initiatives also indicate the creation of awareness of the BOC's presence and commitment to the welfare of the Bahraini society. For instance, the BOC's decision to prioritise local Bahraini athletes directly impacts Bahrain society as it supports the local economy and the government action plan for Vision 2030. Due to the BOC's

CSR initiatives, it can be inferred that the organisation has done much work to promote its credibility to the public to gain its trust and indirectly impact employee trust. In other words, it can be pointed out that employees' OTR and the community trust towards the organisation are enhanced by the organisation's commitment demonstrated in its CSR.

Overall, the above discussions illustrate the direct impact of SSE on the overall levels of OTR. It is also pointed out that in each of the SSEs and FoT plays a significant role in the SSE's impact on OTR. However, it is important to point out that even though the findings indicated an orientation towards the perception of organisational justice, it does not in any way lessen the importance of employee involvement and the perception of CSR. It only implies that in this setting, i.e., the BOC, the data indicated the preference for the perception of organisational justice; however, the findings might change when applied to different contexts or settings where different factors like organisational culture might have an indirect or direct effect.

4.10.3 TPG's effect on OTR

The third research question sought to determine whether third-party gossip (TPG) influenced employee trust or not. The primary qualitative data findings revealed that negative and positive TPG could occur simultaneously. As demonstrated in the findings, negative TPG is prevalent in the BOC. Managers' negative perceptions of TPG revealed their notion that gossip strained relationships and undermined work performance. Low motivation had been observed when gossip disrupted their working routines, affecting their dedication, eroding the essence of teamwork and jeopardising their effectiveness (Ellwardt, 2011; Scandura, 2017). The distractions caused by negative TPG were reported to lead to poor performance as it also affected ability-based trust resulting in negative credibility, hatred and envy; integrity-based trust was also strained. The ability to be munificent was also affected which, in the end, affected benevolence-based trust. Contrary to this, positive perspectives of gossip revealed that it could be influential in raising awareness, particularly concerning good performers, and improving socialisation.

Secondary qualitative data revealed the valence of positive TPG from the BOC's annual reports through its decision to share its strategic decisions and financial operations with employees and

stakeholders and its social media posts. The transparency achieved through these actions establishes positive gossip among the people involved and the public, indicating contributions to the BOC's good reputation and image and, ultimately, building OTR. However, despite these positives, there is a higher probability that TPG's net effect could lead to distrust. It was, therefore, hinted that the organisation aims to encourage positive gossip as a countermeasure to the proliferation of negative gossip and, in the long-term, minimise its existence in the organisation as it was presumed the impossibility of totally eradicating negative gossip in any organisation.

The existence of distrust at the BOC can only be interpreted by the type of information being shared. For instance, according to managers, employees spreading false information about a manager revealed their low level of interpersonal trust with that manager which could trigger complaints and criticism of a manager's competencies (Beersma et al., 2019). Moreover, from the responses, negative gossip was viewed as dangerous relative to positive gossip as supported by prior research (Ellwardt, 2011; Scandura, 2017; Kong, 2018). Also, it is evident that negative gossip cannot be avoided in a dense organisational setting where there are complicated relationships (Kramer & Tyler, 1996). However, managers countering negative gossip can emphasise procedural justice by communicating social norms and behaviour guidelines more frequently through positive gossip, thus retaining efficiency in social and interpersonal interactions (Fehr & Sutter, 2019). Furthermore, the managerial view emphasises enhancing the foundations of informational justice by transmitting productive information as positive gossip may mitigate interpersonal aggression, if any, and maintain group norms while hampering the existence of negative gossip (Beersma et al., 2019). Also, the BOC seems to recognise the significance of open and effective communication as well as the clear exchange of information and transparency of roles as means to improve organisational trust as well as mitigate negative TPG. Such a view is supported by Kong (2018), Meier et al. (2016) Bylok et al. (2015) and Vijay & Jagtap (2019).

Moreover, Amah (2017) posited that the prevalence of negative TPG despite the organisation's endeavour for fair procedures could be explained through the organisation's cultural perspectives. As indicated earlier, the BOC exhibits collectivist culture which is more orientated towards cohesiveness and forming stronger bonds. Such behaviour indicates the preference for more informal conversations that provides opportunities to discuss the flaws of the BOC, the managers, or even the employees.

Overall, the findings indicate that TPG plays a significant moderating role in attaining and retaining overall OTR. In other words, SSE's impact on OTR is moderated by the valence of TPG.

4.10.4 OTR's impact on OCB

The last research question examined how employees' trust towards the BOC affected their overall organisational citizenship behaviour (OCB) dimensions. The research findings affirmed that employees' trust had an effect on all five themes of OCB: i.e. altruism, civic virtue, conscientiousness, courtesy and sportsmanship and that, with increased levels of trust, the overall OCB improved, corroborating with findings of Koodamara et al. (2019). The findings revealed that equity-based distributive justice, effective social exchange of trust, reciprocity and positive employee relations with managers acquired significant importance as antecedents of OCB (Coyle-Shapiro et al., 2016). This is also acknowledged in prior literature as the main precedent of OTR (Nohe & Hertel, 2017; Flavian et al., 2019). This is reflected in five different dimensions, with civic virtue being the most acknowledged dimension as implicated by Chun (2017) and Ajlouni et al. (2019) while the value of reciprocity appears to be evident from the engagement of employees in external social gatherings, other than work to improve their relationships away from work boundaries (Zhang et al., 2017). This relates to the aspect of trust that focuses on building emotional attachments with the BOC where co-workers and managers socialise apart from their formal working relationships. Chun (2017) highlighted that OCB dimensions, specifically warmth, integrity, conscientiousness and zeal, are driven by organisational efforts to build favourable trust-based relations with their employees.

Additionally, the findings above further suggest that civic virtue prevailed at the BOC, leading to employees' engagement in reciprocity manifested in the form of participating in informal gatherings, actively participating in problem-solving, involving themselves in open discussions, and contributing to decisions (Koodamar et al., 2019). Other than this, the second most important dimension of OCB was altruism, possibly originating from the distributive and procedural justice enacted at the BOC. The preference for altruism also reflects an indication of equal power balance/low power distance (Durán-Brizuela et al., 2017) at the BOC. Such a relationship is evident between the BOC's managers and employees in their free discussions of personal and job-related

issues as well as mutual provision of assistance. Furthermore, the tendency to help others was also reflected in the benevolence-based trust cultivated in employees which encouraged them to be supportive and open in discussing personal issues, leading to improving their managers' confidence. Prior research has emphasised that organisations can cultivate and improve altruism to further enhance the competency and ability-based trust of employees (Piatak & Holt, 2020). Developing a sense of belonging, care and devotion, sincerity and interpersonal justice can be employed to increase a sense of altruism in employees (Carrera et al., 2018) as a voluntary behaviour to help each other in the organisation in work-related matters. It is further enhanced when employees are engaged in organisational issues when open communication is retained and positive feedback is given (Wan, 2017).

The remaining dimensions of OCB were also indicative of OTR. For example, conscientiousness displayed the desire of employees to give their best; courtesy revealed a consideration of the needs of others paving the way for cordial relationships; and, lastly, sportsmanship represented exhibiting restraint even when facing complaints. Prior studies have corroborated that organisations that have strong foundations of different dimensions of justice help employees to reciprocate with positive behaviours (Chan & Lai, 2017; Ismail et al., 2018). So, according to the manager's perceptions of distributive and procedural justice, employees are influenced to exhibit altruism while higher procedural justice leads to compliance, sportsmanship and dimensions of civic virtue of OCB. Additionally, strong interpersonal justice significantly leads to courteous behaviour.

In view of these results, the primary and secondary qualitative data suggest that the BOC should closely examine the processes leading to trust by making efforts to strengthen their three SSEs further, thus allowing employees to be more engaged in behaviour such as OCB outside their work roles. This will consequently result in increased effectiveness at both an individual and organisational level. Moreover, the organisation must work in parallel with FoT and SSE as they co-exist to cultivate overall OTR (Jung et al., 2018). The SSEs, perception of OJ, EI and perceptions of the organisation's CSR are proposed as co-existing social elements that are relevant to the scale of OTR that subsequently leads to OCB (Vlachos et al., 2010; Jung & Ali, 2017; Engelbrecht et al., 2017).

4.10.5 Conclusion

In summary, the four research questions discussed above answered this study's over-arching question on the effect of SSE, FoT and TPG on OTR and how OTR promotes OCB. Specifically, the first three research questions, which sought to establish the relationships or influences of SSEs, FoT and the impact of TPG on building OTR, have indicated the strong relevance and significance of the existence of employees' OTR in the BOC. Moreover, the fourth research question implied the effect of OTR in the BOC on their employees' development and enhancement of overall OCB measured using the five dimensions discussed above.

The importance of the analysis of the primary qualitative data is seen from the managers' perspective of their relationship with their subordinates and with the BOC. Also, the analysis of the secondary qualitative data demonstrates the BOC's measures to implement fair and equal treatment of employees. Findings from the qualitative data indicated the existence of employees' trust in the BOC which also positively impacts employees' OCB. Holistically, these qualitative data should be complemented and supplemented with quantitative data analysis using a triangulation method. Only through the triangulation method can a complete and holistic picture of OTR in the BOC be fully observed and this is presented by analysing the quantitative data in the next chapter of this study.

Chapter 5 SPSS Data Analysis

5.1 Introduction

This chapter presents the key results concerning the quantitative aspects of the study. Based on the methodological framework presented in Chapter 3, the primary data was collected using questionnaires and then cleaned and coded using IBM SPSS Statistics v26. The findings of the quantitative data were analysed guided by four research objectives, as discussed in detail below, that are aligned with the four research questions analysed in Chapter Four.

The first research objective sought to establish the validity of both Social System Elements (SSE) and Factors of Trustworthiness (FoT) among the Bahrain Olympic Committee (BOC) employees. This was followed by the second research objective which aimed to determine the direct influence of SSE on organisational trust (OTR) as well as its indirect impact on OTR through FoT. To achieve this, the influence of the subsequent constructs, i.e. employee involvement (EI), perception of corporate social responsibility (CSR), and perception of organisational justice (OJ), were tested against FoT using the Hayes (2017) Process Macro for SPSS.

The third research objective looked at third-party gossip (TPG) as a moderator to explore its possible positive and negative impacts on the relationship between SSE and OTR and the Hayes (2017) Process Macro for SPSS was applied. The fourth objective focused on the influence of OTR on organisational citizenship behaviour (OCB); again, this was achieved by using the Hayes (2017) Process Macro for SPSS. Structural Equation Modelling (SEM) was also applied to help test the full research model.

5.2 Response Rate

From the methodology, the computation of the minimum sample size resulted in an optimal size of 380. From the data collection, 320 questionnaires were collected. Data cleaning was carried out and no cases were removed. The respective response rate is presented in Table 5.1 below. As discussed in Chapter 3, the high response rate was attributed to the following factors: (1) clear explanations as to the objectives and the topic of the study, (2) convenience and easy access due to its online nature, (3) the 15-20-minute short duration for the entire survey, (4) invitations with

consent forms were sent to every employee, (5) voluntary nature of the study and (6) the sending of the link ensured confidence that their participation will remain anonymous and confidential.

	Count	Percentage
Administered	380	100.00%
Returned	320	84.21%
Males	140	80.00%
Females	180	87.80%
Valid cases	320	84.21%

Table 5.1: Response Rate

5.3 Demographic Analysis

With respect to the demographic analysis, Creswell (2014) argues that an analysis of the demographic factors is very important as these factors often disclose certain socio-demographic factors and attributes that might not be explained well by the main research constructs. Gender, age group and years of service in the Bahrain Olympic Committee (BOC) were considered. The summary statistics are presented below.

		Frequency	Percent
Gender	Female	180	56.3
	Male	140	43.8
	Total	320	100.0
Age	18-25 Years	37	11.6
	26-36 Years	125	39.1
	37-47 Years	117	36.6
	48-60 Years	41	12.8
	Total	320	100.0
Years of Service	0-2 Years	50	15.6
	3-6 Years	88	27.5
	7-10 Years	103	32.2
	More than 10 Years	79	24.7
	Total	320	100.0

Table 5.2: Demographic Statistics

From these statistics, it is evident that females (56.3%) were more than males (43.8%) by 10%. The sample population studied was almost equal in terms of gender distribution. Therefore, the points of view were considered from both gender perspectives making it easier to consider gender perspectives within the BOC.

With respect to the age distribution, the respondents from the first category (18-25 years) totalled 11.6%, the second category (26-36 years) 39.1%, the third category (37-47 years) 36.6% and the fourth category (48-60 years) accounted for 12.8% of the total sample. This indicates that the BOC employees consisted mainly of young and middle-aged adults (26-47 years). Hence, their opinion does make a significant difference because the median age in Bahrain, according to Worldmeters in 2020, is 32.5 years (Worldmeters, 2021).

Lastly, regarding the years of service, the modal category was those with 7-10 years of experience (32.19%) and respondents with 3-6 years (27.50%) being the second most numerous. The third highest category (24.69%) comprised respondents who had more than ten years of experience while the smallest category (16.63%) consisted of respondents who had the experience of fewer than two years. Overall, these findings confirm that a cumulative total of 56.88% had the experience of 7 years or more and an even greater proportion of 84.37% had the experience of more than two years in the BOC. This finding indicates that most of the respondents had ample experience in the BOC and were able to respond efficiently to the questions raised in this study. This had a significant impact on affirming the validity of the responses as argued by Silverman (2016).

5.4 Validation of Social System Elements (SSE) and Factors of Trustworthiness (FoT) Relations

The first research objective sought to establish the validity of both social system elements (SSE) and factors of trustworthiness (FoT) among employees of the BOC. This step is important as these were the key dimensions that were used in the subsequent objectives to test the respective relationships within the extracted dimensions on organisational trust (OTR) and organisational citizenship behaviour (OCB).

In achieving this objective, it was imperative to extract and validate the constructs. This was done using a dimension reduction technique. For the SSE, a total of 37 items were used while, for the FoT, 17 items were employed; both had been collated from various extant literature sources (Appendix C). Because this study had adopted scales from other studies, construct was subjected to reliability analysis using Cronbach’s Alpha and construct validation was tested using confirmatory factor analysis (CFA).

5.4.1 Validity Testing - SSE and FoT

Each of the constructs, as mentioned, was tested for reliability using Cronbach’s Alpha, and all the constructs were confirmed to be reliable as illustrated in Appendix J. Confirmatory factor analysis (CFA) helped validate the constructs. CFA is an important multivariate statistical procedure that is carried out to establish how well the measured dimensions/constructs represent the number of constructs extracted. For this research, CFA tested the construct validity by estimating the convergent and discriminant validity (Bryman & Bell, 2015), and the items passed the respective discriminant validity test. Three Social System Elements were tested: Employee Involvement (EI), Organisational Justice (OJ) and Corporate Social Responsibility (CSR), while three factors of trustworthiness were also tested: integrity (INT), benevolence (BEN) and ability (ABL). To test for convergent validity, the Average Variance Explained (AVE) was tested and according to Hair et al. (2014), this must be greater than 0.60. On the other hand, discriminant validity was tested using HTMT and the recommended maximum threshold is 0.85. Table 5.3 below presents the results.

	AVE	HTMT				
		EI	OJ	CSR	ABL	BEN
EI	.741	-				
OJ	.687	.204	-			
CSR	.739	.478	.267	-		
ABL	.708	.358	.368	.457	-	
BEN	.794	.385	.355	.431	.537	-
INT	.665	.435	.403	.514	.622	.670

Table 5.3: Convergent and Discriminant Validity

From the outcome, the minimum AVE was 0.665 for integrity (INT), and therefore since none has a coefficient less than 0.60, this confirms that the convergent validity was not violated. With respect to the HTMT, the maximum observed was 0.670 between integrity and benevolence. Since this was less than 0.85, the discriminant validity was not violated. With both convergent validity and discriminant validity having been tested for the extracted dimensions, it was confirmed that the constructs were adequately validated and confirmed to be relevant. Hence, it is concluded that the BOC employees' questionnaire used in this research was viable and reliable.

5.5 Establishment of Relationship between Social System Elements (SSE) and Organisational Trust (OTR) through Factors of Trustworthiness (FoT)

The second research objective sought to establish the relationship between the social system elements (SSE) and organisational trust (OTR) as mediated by factors of trustworthiness (FoT). To achieve this, the respective aggregates for each of the identified trust factors were computed. Then, this study sought to establish the following relationships: (1) the effect of SSE on OTR, (2) the relationship between SSE and FoT and (3) the indirect effect of SSE on OTR as mediated by FoT.

This approach ensured the feasibility of determining the significance of the relationship between the effect of the FoT (integrity, benevolence and ability) and the SSE (perception of OJ, EI and perception of CSR) on OTR.

5.5.1 Descriptive Statistics

This section presents the descriptive statistics for the extracted and confirmed constructs and includes both the measures of central tendency and measures of dispersion. Additionally, the measures of central tendency used the mean statistics; however, the measures of dispersion used the standard deviation as prescribed by Sweet & Grace-Martin (2012) and Pallant (2013).

As a result of a 5-point Likert scale being used, the cut-off point (mid-point) for each dimension was 3.0 (Field, 2016). In other words, a mean less than 3.0 signalled that the items and/or overall construct were poorly rated. On the other hand, a mean greater than 3.0 signalled that the items

and/or overall construct were positively rated. Likewise, a mean statistic that approximated 3.0 meant that the aggregate rating was moderate. The summary statistics for the SSEs, FoT and OTR are presented below.

5.5.2 SSE, FoT and OTR

This section details the statistical summary for the SSE and FoT as well as OTR in Table 5.3 below.

	Mean	SD	SSE	FoT	TPG	OCB
1. SSE	3.83	.680	(.968)			
2. FoT	3.68	.723	.810**	(.936)		
3. TPG	3.73	.413	.385**	.269**	(.933)	
4. OCB	4.19	.596	.408**	.432**	.354**	(.961)

Note: n = 320. Coefficient alphas appear on the diagonal

*p<0.05, two sided. **p<0.01, two sided.

Table 5.4: Aggregate Statistics of SSE, FoT and OTR

The overall SSE had a mean of M = 3.83 (SD = 0.630, while the overall aggregate rating for FoT was M = 3.68 (SD = 0.723). For TPG, the aggregate mean was M = 3.73 (SD = 0.413) and, lastly, the aggregate mean for OCB was M = 4.19 (SD = 0.596). With respect to the correlations, there were positive correlations between all the four constructs, with the highest being between FoT and SSE (r = 0.810, p<0.05), followed by FoT and OCB (r = 0.432, p<0.05) and the third was between SSE and OCB (r = 0.408, p<0.05). The fourth highest correlation was between TPG and SSE (r = 0.385; p<0.05), while the fifth was between TPG and OCB (r = 0.354, p<0.05), and the least was between FoT and TPG (r = 0.269, p<0.05). To provide a better comprehension on SSE's and FoT's impact on OTR, the relationship between social system elements and organisational trust is illustrated in Table 5.4 and discussed below.

	B	SE	Beta	t	P	VIF
(Constant)	.323*	.138		2.336	.020	
Employee Involvement	.293***	.044	.333	6.682	.000	2.360
Organisational Justice	.360***	.032	.402	11.155	.000	1.236
CSR	.244***	.047	.262	5.173	.000	2.442

a. Dependent Variable: Organisational Trust

b. R = 0.817; R² = 0.667

c. * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$
Table 5.4: Regression Coefficients (SSE and OTR)

From the outcome above, the highest beta coefficient was observed with the perception of OJ ($\beta = 0.402$; $t = 11.155$; $p < 0.05$) indicating that, of all the factors considered, the perception of OJ had a significant positive relationship with OTR. Since the p-value was less than 0.05, the null hypothesis was rejected and, regarding the alternative hypothesis, it can be concluded that there was enough statistical evidence of the perception of OJ having a significant relationship with OTR.

The second most important predictor was EI ($\beta = 0.333$; $t = 6.682$; $p < 0.05$). Again, because the p-value was less than 0.05, the null hypothesis was rejected and it was confirmed that there was a statistically significant relationship between EI and OTR.

The least significant predictor was the perception of CSR whose beta coefficient was the lowest ($\beta = 0.262$; $t = 5.173$; $p < 0.05$). Despite having the least standardised coefficient, the p-value being less than 0.05 confirmed that the relationship between the perception of CSR and OTR was statistically significant.

This study also sought to establish whether there was a statistically significant indirect effect of the SSE on OTR mediated by the FoT. Effectively, the hypotheses that were tested were:

H1: SSE is positively related to the factors of FoT.

H2: SSE has a positive indirect effect on OTR through (mediated by) FoT.

Regarding the above hypotheses, the independent variable was the SSE, the dependent variable was OTR and the mediating variable was FoT. The Sobel test was utilised applying the Hayes SPSS Process Macro as prescribed by Hayes & Preacher (2013) and Hayes (2017). They all suggest the significant role of the Sobel test in evaluating the significance of any mediation form. The indirect effect of the independent variable (i.e., SSE) on organisational trust (OTR) as mediated by FoT is presented in Table 5.5.

	Organisational Trust	
	Step 1	Step 2
Social System Elements (SSE)	.556	.183**
Factors of Trustworthiness (FoT)		.461*

SSE*FoT		.416**
F	142.377**	98.230**
R ²	.309	.383
Adjusted R ²	.307	.379
ΔR ²	.309	.073**
Sobel		5.950**

* Statistically significant: *p < 0.05; ** p < 0.01

Table 5.5: Sobel Mediation - Indirect Effect of SSE on OTR

The indirect effect was $\beta = \mathbf{0.416}$ [0.279; 0.552], $z = \mathbf{5.950}$; $p < 0.001$ and, being less than 0.05, it follows that the indirect effect of the SSE on OTR, mediated by FoT, was statistically significant. In this regard, the null hypothesis was rejected and the conclusion was reached with the alternative hypothesis that SSE had a positive indirect effect on OTR mediated by FoT.

5.6 Impact of Social System Elements (SSE) on Organisational Trust (OTR) moderated by Third-Party Gossip (TPG)

The third research objective sought to evaluate the extent of the influence of social system elements (SSE) on organisational trust (OTR) moderated by third-party gossip (TPG). To achieve this, the Bahrain Olympic Committee (BOC) employees were asked to rate the extent to which they agreed with the questions on TPG, rated on a 5-point Likert scale. The summary statistics are presented in Table 5.6 below.

	N	Mean	SD	Skewness	Kurtosis
Negative third-party gossip	320	4.354	.697	-1.974	4.966
Positive third-party gossip	320	3.285	1.358	-.342	-1.287
Aggregate TPG	320	3.820	.790	-.298	-.265

Table 5.6: Descriptive Statistics – Third-party Gossip

From the outcome above, the prevalence of negative TPG was the highest with a high mean rating of 4.354 (SD = 0.697). The standard deviation was the least which was indicative of consensus among the respondents regarding the prevalence of negative TPG. As a result, the BOC employees

tended to be more engaged in negative than positive gossip. The prevalence of positive TPG had a mean rating of 3.285 (SD = 1.358).

Overall, the aggregate prevalence of TPG was rated with a mean of 3.820 (SD = 0.70). Since this mean rating was greater than the mid-point, it shows a generally high level of TPG in the BOC. In other words, both positive and negative TPG were evident in the organisation.

Having reviewed the descriptive statistics regarding the prevalence of TPG, the third research objective sought to establish whether contact with TPG would moderate, or in other words, influence the direct effect of SSE on OTR. The corresponding hypothesis being tested was:

H₃: The direct relationship between SSE and OTR is such that these two relationships will be weaker when contact with TPG is negative than when it is positive.

In this regard, the independent variable was the SSE, moderating variable was TPG and the dependent variable was OTR. Again, the Sobel test was carried out using the Hayes Process Macro for SPSS while the corresponding model that tested this hypothesis was Model 7, as attached in Appendix H. The results are shown in Table 5.7 below.

	Organisational Trust	
	Step 1	Step 2
Social system elements (SSE)	.556	.895**
Third-party gossip (TPG)		-.115 *
SSE*TPG		.128**
<i>F</i>	142.377**	86.755**
<i>R</i> ²	.309	.354
<i>Adjusted R</i> ²	.307	.350
<i>ΔR</i> ²	.309	.044**

* Statistically significant: *p < 0.05; ** p < 0.01

Table 5.7: Third-party gossip and SSE on OTR

The greatest influence on OTR was SSE ($\beta = .8948$; $t = 14.4026$; $p = 0.000 < 0.05$), followed by TPG ($\beta = -0.1152$; $t = -9.0233$; $p = \mathbf{0.000} < 0.05$). More important was the moderating effect of TPG on the influence of SSE on OTR ($\beta = 0.0913$; $t = 7.4028$; $p = \mathbf{0.001} < 0.05$); this was statistically significant.

The overall regression coefficient was 0.8225 while the R-square was 0.6765. This meant that **67.65%** of the variation in OTR was explained by the moderating effect of TPG.

The relationship tested was valid as evidenced by the significant F-ratio: $F(3, 316) = \mathbf{220.2958}$; $p < 0.05$. The F-ratio for the moderation effect was $F(1, 316) = \mathbf{12.1623}$; $p = \mathbf{0.0012}$ and, since the p-value was less than 0.05, the null hypothesis was rejected and it was concluded that contact with TPG moderated the effect of SSE on OTR. In other words, TPG significantly moderates SSE in influencing OTR.

The further test this relationship, Field (2016) suggests the transformation of two variables (Organisational Trust and TPG) into binary variables, i.e. high Trust/low Trust and negative TPG/positive TPG, respectively. The test for moderation was performed using interaction plots. The corresponding moderation effect is presented below.

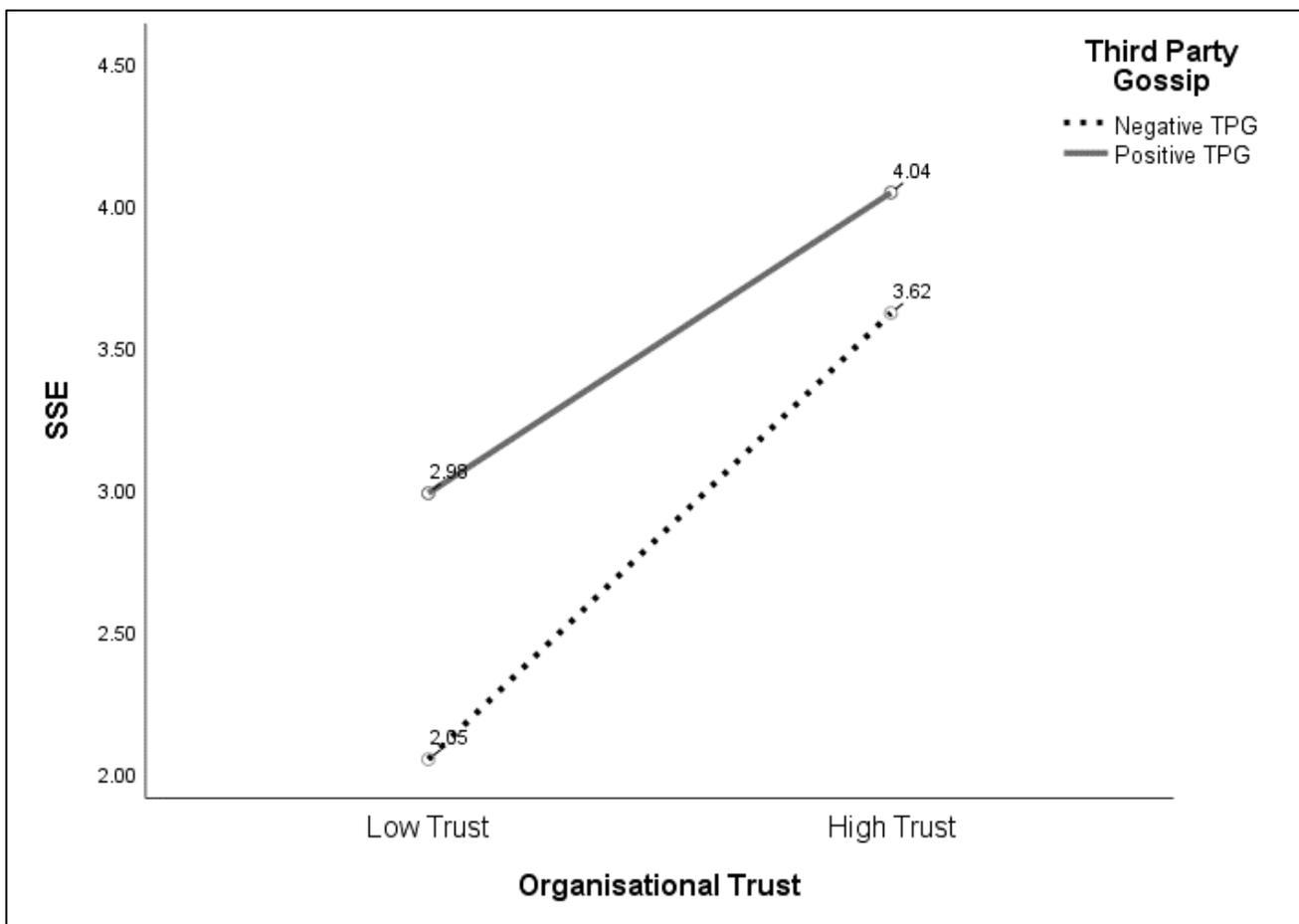


Figure 5.1: Moderation effect - TPG and OTR on SSE

The foregoing non-parallel interaction plot confirms that TPG was a significant moderating factor on the link between the independent variable organisational trust (OTR) and the dependent variable SSE and with higher OTR levels being associated with positive TPG and lower OTR being associated with negative TPG. The interaction plot shows that:

- low levels of SSE were associated with low levels of OTR;
- high levels of SSE were associated with high levels of OTR;
- high levels of negative TPG were associated with relatively low levels of OTR than positive TPG; and
- for low levels of OTR, the level of SSE was lower for both positive TPG (M = 2.98) and negative TPG (M = 2.05);
- for high levels of OTR, the level of SSE was higher for both positive TPG (M = 4.04) and negative TPG (M = 3.62); and
- for positive TPG, the levels of SSE were higher (M = 4.04) than negative TPG (M 2.98).

This non-parallel distribution confirms that TPG acted as a moderating factor and this finding is also supported by Poon (2012) who established similar findings.

The second approach used for moderation test was through the use of hierarchical multiple regression analysis as prescribed by Poon (2012). The results are presented in Appendix I and, from the outcome, the R-square change with and without TPG was 0.057 ($F(1, 316) = 12.1623$; $p = 0.000 < 0.05$). This meant that the moderation effect of TPG was statistically significant which also supports the findings by June & Poon (2012).

Moreover, the third approach demonstrated the overall regression coefficient was 0.813 while the r-square was 0.661. This meant that **66.1%** of the variation in OTR was explained by the moderating effect of TPG. The relationship tested was valid as evidenced by the significant F-ratio: $F(2, 317) = 309.154$; $p < 0.05$. The direct effect of SSE on OTR was statistically significant ($\beta = 0.809$; $t = 22.851$; $p < 0.05$) and the same applied to the direct effect of TPG ($\beta = 0.185$; $t = 7.264$; $p < 0.05$) on OTR. The F-ratio for the moderation effect was $F(1, 317) = 12.069$; $p =$

0.001 and, because the p-value was less than 0.05, the null hypothesis was rejected and it was concluded that contact with TPG moderated the effect of SSE on OTR.

Notably, all the three approaches used in testing the moderation effect have established the same findings. The findings indicated that the effect of SSE on OTR was enhanced by TPG with positive gossip having a greater effect on OTR than negative TPG. The findings illustrated that the relationship between SSE and OTR depended on TPG which further indicates that TPG was a significant moderating variable.

5.7 Impact of Organisational Trust (OTR) on Organisational Citizenship Behaviour (OCB)

The fourth objective sought to establish the impact of OTR on organisational citizenship behaviour (OCB), with OCB being measured by multiple items based on a 5-point Likert scale; this was adopted from the literature (Organ, 1988). Effectively, based on the literature, OCB comprises five dimensions and under each a number of sub-dimensions.

5.7.1 Organisational Citizenship Behaviour (OCB)

Five OCB dimensions were considered, that is: conscientiousness, altruism, sportsmanship, civic virtue and courtesy. Romaiha et al. (2019) conceptualised conscientiousness (first dimension) using the following keywords: performance of work with few errors, the performance of the job with extra care, the rarity of missing work and a high level of punctuality. A similar concept was applied for the second dimension which was labelled as altruism, the third dimension which was sportsmanship, the fourth dimension which was civic virtue, and the fifth dimension, courtesy.

To validate the reliability, the Alpha Cronbach was tested and the five dimensions were greater than 0.70. This meant that the five dimensions were all internally consistent and, therefore, reliable. Additionally, all the mean ratings were above 4.0 which indicated the fact that there were strong OCB levels in the BOC. The strongest OCB rating was civic virtue and this had the highest mean rating (M = 4.236; SD = 0.655); the second-highest rating was conscientiousness (M = 4.209; SD = 0.664); the third-highest rating was courtesy (M = 4.187; SD = 0.676); and sportsmanship was rated fourth (M = 4.162; SD = 0.722). The least rated mean rating, despite

being positive, was altruism which had a mean rating of 4.159 (SD = 0.697). Overall, it was confirmed that OCB was rated positively.

5.7.2 Indirect effect of Social System Elements (SSE) on Organisational Citizenship Behaviour (OCB) mediated by Organisational Trust (OTR)

As part of the fourth research objective, the study sought to establish whether there was a statistically significant indirect effect of the social system elements (SSE) on organisational citizenship behaviour (OCB) mediated by organisational trust (OTR). Therefore, the hypotheses that were tested were:

H4: SSE has a positive indirect effect on OCB through (mediated by) OTR.

H5: OTR has a positive effect on OCB.

The independent variable was the SSE and the dependent variable was OCB, while the mediating variable was OTR. The Hayes SPSS Process Macro was used to test the significance of the hypotheses. The direct effect (b(MX)) of the independent variable SSE on the mediating variable OTR is presented in Table 5.8.

	Organisational Trust	
	Step 1	Step 2
Social system elements (SSE)	.427	.357**
Organisational trust (OTR)		.365*
SSE*OTR		.212**
F	127.460**	87.315**
R ²	.448	.457
Adjusted R ²	.412	.379
ΔR ²	.448	.091**
Sobel		3.399**

* Statistically significant: *p < 0.05; ** p < 0.01

Table 5.8: Mediation test- Indirect Effect of SSE on OCB

Both the direct influence and total effect of SSE on OCB were statistically significant with results of ($\beta = 0.357$; $t = 7.959 > 1.96$; $p = \mathbf{0.000} < 0.05$).

In terms of mediation, the indirect effect of SSE on OCB was 0.212 [0.0896; 0.3336], $Z = 3.399$; $p < 0.05$ and, because the p-value was less than 0.05, this meant that indirect effect of the SSE on OCB mediated by OTR was statistically significant.

Therefore, the null hypothesis for the fourth hypothesis was rejected. It was concluded that the SSE had a positive and statistically significant indirect effect on OCB mediated by OTR. Again, it also emerged from earlier results that OTR had a statistically significant impact on OCB. To this effect, the null hypothesis was rejected and it was confirmed that OTR had a significant impact on OCB.

5.7.3 Overall Structural Equation Model (SEM) Model

Having carried out the statistical analyses that addressed the key research objectives and hypotheses, it was ultimately sought to model the research's conceptual framework as illustrated in Chapter 2. Tabachnick & Fidell (2007), as well as Gravetter & Forzano (2018), stated that to model the research the ideal statistical analysis is structural equation modelling (SEM). An overall SEM model shows all the key relationships and hypotheses that the study sought to establish. The assumption of multivariate normality was carried out (Table D14), allowing to test the overall SEM, which is presented in Figure 5.3 below.

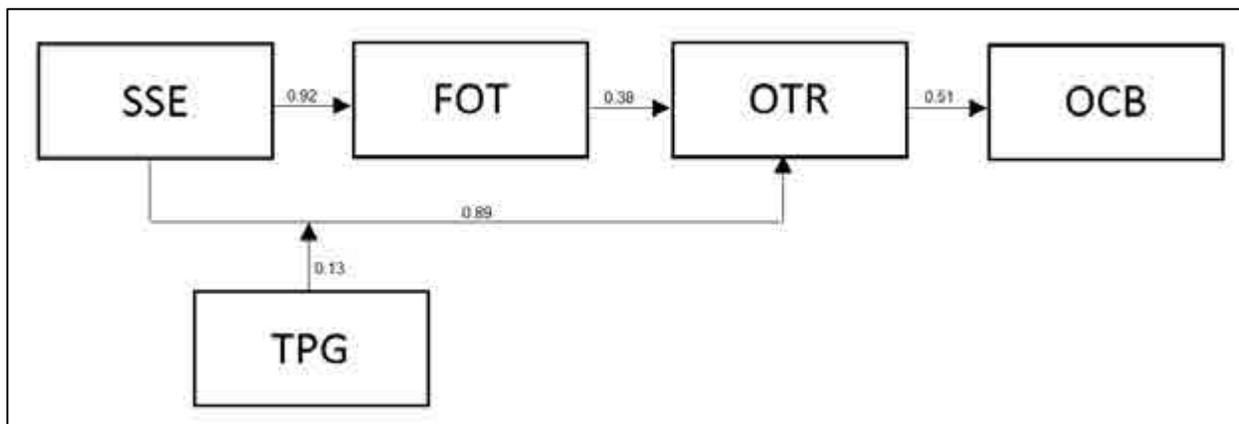


Figure 5.3: Structural Equation Model (SEM)

The path coefficients from the above model (Figure 5.3) are presented in Table D15. From the previous analysis, with respect to the relationship between SSE and OTR, the unstandardised path coefficient was 0.140 ($\beta = 0.251$; $CR = 2.237$; $p < 0.05$) and, for the relationship between SSE and

FoT, the unstandardised path coefficient was 0.923 ($\beta = 0.867$; CR = 15.907; $p < 0.05$). These results show that the relationship between the SSE on OTR and the FoT was statistically significant.

Moreover, the relationship between FoT and OCB, the unstandardised path coefficient was 0.02 ($\beta = 0.331$; CR = 5.716; $p < 0.05$). In both instances, the relationships between FoT and OTR, as well as FoT and OCB, were statistically significant. Furthermore, the direct impact of OTR on OCB was statistically significant with an unstandardised path coefficient of 0.510 ($\beta = 0.401$; CR = 5.486; $p < 0.05$).

Based on the results above, the critical ratio was greater than 1.96 (Tabachnick et al., 2007; Hair et al., 2018) so it followed that the relationships were all significant. The statistical significance was further validated by the p-values, all of which were less than 0.05. Thus, with the p-value being less than 0.05, the null hypothesis was rejected and it was decided that there was enough statistical evidence at alpha 0.05 to suggest that the linkages in the research model were all statistically significant. The r-square statistics are presented in Table B16.

The overall conceptual framework along with the Sobel Beta and p values of the study are in Figure 5.4 below.

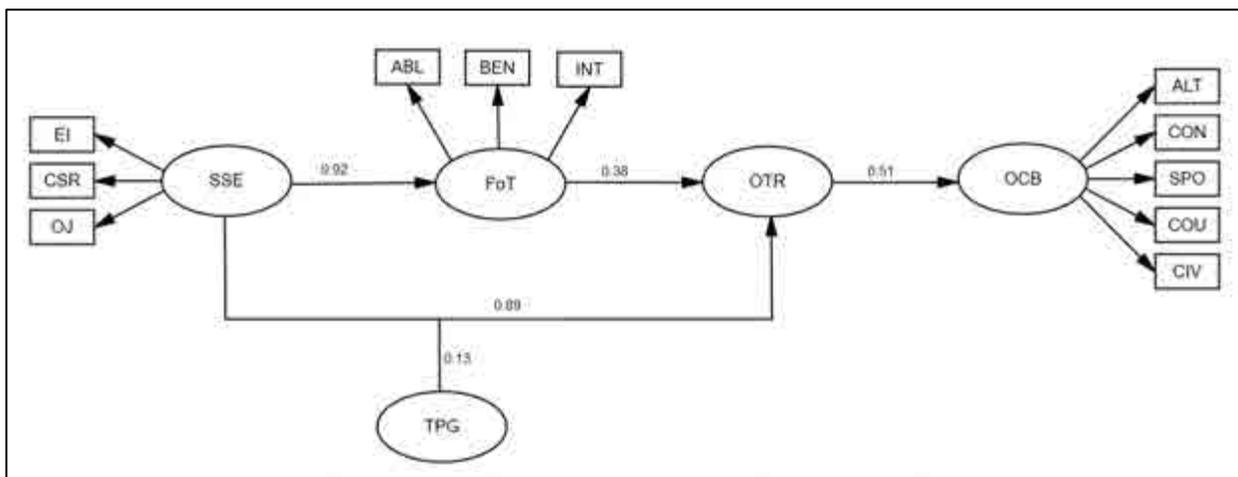


Figure 5.4: Conceptual Framework – Sobel, Beta and P-values

In general, the following illustrates the results of the test:

- The overall direct impact of the SSE on FoT had an r-square of 0.751, showing that 75.1% of the variation in FoT was explained by the SSE.

- The direct and indirect impact of the SSE as well as the FoT on OTR explained 50.4% of the variation in OTR.
- The indirect and direct impact of FoT, SSE and OTR on OCB had an r-square of 0.272 which implied that the total effect explained 27.2% of the variation in OCB.

According to Schmitt (2011), several goodness-of-fit tests ought to be carried out to validate the SEM above. These tests consist of three broad categories namely: absolute fit indices, relative fit indices and parsimonious fit indices (Hair et al., 2011). According to Wang and Wang (2019), it is imperative to evaluate the goodness-of-fit of the structural equation model. In this respect, several indices were reviewed. These comprised the χ^2/df , which according to Fox et al. (2012) and Arbuckle (2016) is supposed to be less than 3.0. The second was the baseline comparisons and these comprised of the normed fit index (NFI) as well as the comparative fit index (CFI), both of which ought to be greater than 0.90 (Boomsma, Hoyle and Panter, 2012; Hoyle, 2012; Arbuckle, 2016). Further, were the parsimony-adjusted measures comprised the parsimonious normed fit index ((PNFI) and the parsimonious comparative fit index (PCFI), which were all expected to be greater than 0.50 (Gefen, Rigdon and Straub, 2011; Wang and Wang, 2019). Lastly, was the Root Mean Square Error of Approximation (RMSEA) which is based on the non-centrality index, and ought to be less than 0.08. The model fit from the analysis is presented below.

CMIN	NPAR	CMIN	DF	P	CMIN/DF
Default model	9	42.009	26	.000	1.615
Saturated model	10	.000	0		
Independence model	9	78.324	45	.000	1.741
Baseline Comparisons	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.957	.926	.957	.926	.957
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000
Parsimony Measures	PRATIO	PNFI	PCFI		
Default model	.578	.553	.553		
Saturated model	.000	.000	.000		
Independence model	1.000	.000	.000		
RMSEA	RMSEA	LO 90	HI 90	PCLOSE	
Default model	.059	.059	.060	.000	
Independence model	.219	.218	.219	.000	

Table 5.9: SEM Model Fit Summary

From the findings, $\chi^2/df = 1.077 > 3.0$ and this was greater than the acceptable threshold largely due to the large sample size used. Hair et al. (2012) argue that this measure is not suitable for large samples since the Chi-square test that it is based on is largely sensitive to sample sizes. In this regard, this metric was not considered. For the baseline comparisons, NFI = 0.957 > 0.90, RFI = 0.926 > 0.90, IFI = 0.957 > 0.90, TLI = 0.926 > 0.90 and CFI = 0.987 > 0.90. Regarding the parsimony-adjusted measures, PNFI = 0.553 > 0.50, while the PCFI was also 0.553 > 0.50. Lastly, the RMSEA statistic was 0.059 < 0.08, and was within the expected threshold. Since all the fitness measures were not violated, the overall conclusion was that the SEM model and the results therefrom, as presented in this study, were valid.

5.8 Chapter Summary and Discussion

5.8.1 Findings of Objective 1

The first research objective sought to address the relationship between SSE and FoT. The findings to assess the relationship between SSE and FoT dimensions were consistent with prior research (Lance Frazier et al., 2010; Mahajan et al., 2012). All the SSEs were tested to be valid and the first tested SSE was the perception of OJ (Jung & Ali, 2017); the second was employee involvement (EI) (Mahajan et al., 2012); and the third was employees' perception of CSR (Saat & Selamat, 2014; Jung & Ali, 2017; Dekker, 2018). Similarly, the FoT (i.e., ability, benevolence and integrity) were also tested to be valid and consistent with prior research (Mayer et al., 1995; Colquitt et al., 2007; Colquitt & Salam, 2009; Lance Frazier et al., 2010). Therefore, all the constructs were confirmed to be internally consistent and valid, having met the criteria for both discriminant validity and convergent validity.

The construct validity and reliability for FoT revealed that ability ranked the highest, followed by benevolence and then integrity; this indicates that all the three factors of trustworthiness are determinants of the BOC employees' OTR. (Mayer et al., 1995; Heyns & Rothmann, 2015).

Among the SSEs, employees' perception of OJ was found to have the greatest variance thereby validating the findings of Chen et al. (2015) who recorded a cumulative variance of 84.15% for different dimensions of employees' perception of OJ.

Furthermore, two-thirds of the variance in OTR was explained by the three SSEs: namely, employees' perception of CSR, employees' perception of OJ, and EI. There was a high level of variance which shows that the three SSEs played a key role in OTR. Overall, the null hypothesis was rejected and concluded with the alternative hypothesis that there was a significant relationship between SSE and FoT. This confirms the extant literature which also argues that the two constructs are significantly related to each other (Saunders et al., 2014; Baer & Colquitt, 2018).

5.8.2 Findings of Objective 2

5.8.2.1 Relationship between SSE and OTR

The second objective sought to establish the relationship between the SSE, FoT and OTR. The first part under this objective aimed to determine whether the variability of OTR was affected by the SSE. In support of our findings above, the proposed SSE construct was found to have a statistically significant relationship with OTR through regression analysis.

From the findings, two-thirds of the overall high variance in the OTR is caused by three SSEs. Thus, this proves their key role in determining OTR. In addition, the reciprocity obtained through SSE highlights the statistically significant relationship of each independent SSE with OTR. It was found from the findings above that employees' perception of OJ is the most significant social element to yield and improve OTR and this was followed by EI and then Employees' Perception of CSR. This validates the prior findings of Yu et al. (2018) that reflect on the reciprocal relationship between each SSE and OTR well as the findings of Jiang et al. (2017) for employees' perception of OJ and OTR. The following section reflects how each SSE relates significantly to FoT to validate the findings in light of prior evidence.

5.8.2.2 Relationship Between the SSE and the FoT

The second part of the second research objective was to assess the relationship between each SSE and the FoT. The study elaborated on the direct and significant relationship of SSE on FoT (Colquitt & Rodell, 2011; Poon, 2013) to yield OTR (Jung & Ali, 2017).

Due to multiple independent and dependent variables within the conceptual framework, MANCOVA was applied and proved there is a statistically significant relationship between all three SSEs and FoT. For example, the findings show that the between-subject effect revealed that SSE produced the highest variance on integrity; this was followed by the second strongest influence in benevolence and then ability. Poon (2013), who tested FoT and trust in supervisors/organisations, indicated a consistent finding with this study. Poon (2013) further showed that the relationship between ability and trust in a supervisor was weaker when both benevolence and integrity were high.

Moreover, the findings above are also relevant to the findings of Colquitt & Rodell (2011), where a mix of FoT, employees' perception of OJ and overall OTR was tested through correlation analysis. Their work showed the most significant value for benevolence then integrity-based trust while showing a negative correlation for ability-based trust. However, this study demonstrated the significant value for integrity, then benevolence and ability.

Regarding the main interaction effect of SSE on each FoT individually, EI had the most significant impact on benevolence, employees' perception of OJ towards integrity, and employees' perception of CSR towards integrity with a detailed explanation provided below. It can be inferred that the strength of each SSE variable against each FoT revealed that this was statistically significant.

First, concerning EI's impact on benevolence, prior research does not provide evidence of the directly assessed impact of perceived EI on FoT but there were studies conducted on the significant impact of OTR and EI. For instance, Mahajan et al. (2012) reported a statistically significant impact of overall OTR and EI showing that these were positively related to the perceived trust of supervisors. Other previous studies have assessed the impact of EI on overall trust (e.g. Timming, 2012) so, the underlying study construct is a novel contribution to assess how EI has a statistically significant impact on perceived FoT in employees.

Second, as mentioned above, employees' perception of OJ was most significant on integrity; it also had a significant relationship with benevolence and a marginally significant relationship with

ability. The findings are consistent with supporting the underlying study constructs: e.g. perceived employees' perception of OJ was found to have a significant impact on FoT as in the extant literature addressed by Lewicki et al. (2005) and Lance Frazier et al. (2010). Lance Frazier et al. (2010) revealed that the strongest relationship of employees' perception of OJ was with integrity then with benevolence and with perceived ability consistent with this study's findings. Similarly, from prior evidence, Tehseen & Akhtar (2015) highlighted that perceptions of OJ enhanced overall trust through FoT. Through linear regression, higher levels of perceived employees' perception of OJ were found to be significantly and positively related to higher FoT: i.e. with benevolence and with integrity. Linear regression analysis revealed that perceived employees' perception of OJ values was significant and positive. However, the findings of Zhang & Surujlal (2015) revealed the positive impact of employees' perception of OJ on benevolence and competence (ability) in yielding overall trust.

Third refers to the relationship between employees' perception of CSR and FoT. The findings above illustrated that employees' perception of CSR has the strongest impact on integrity as it was the most significant. There is insufficient evidence in extant literature that has addressed the impact of CSR on FoT. However, the extant literature, such as Saat & Selamat 2014, reveals a statistically significant impact of CSR on competence and integrity.

From the foregoing relationships between the SSE and the FoT, the null hypothesis was rejected based on the MANCOVA results and it was confirmed with the alternative hypothesis that there were statistically significant relationships between SSE and FoT. This finding further supports the extant theories with studies such as Searle et al. (2011), McLeary & Cruise (2012), Wong & Williams (2016) as well as Pechar et al. (2018) also supports that there was a statistically significant relationship between each of the three SSE and each of the three FoT.

5.8.2.3 Overall Linkage between SSE, OTR and FoT

The third part of the second research objective sought to test three dimensions: first, the overall linkage between SSE, OTR and FoT; second, the total and direct effect of SSE on OTR; and third, the indirect effect of SSE on OTR mediated through FoT.

First, the regression model for the overall linkage between SSE, FoT and OTR revealed a strong regression co-efficient. Also, the direct impact of FoT produced statistically significant results with substantial variance caused by integrity, benevolence and then ability. These findings relate to those of Heyns & Rothmann (2015) who validated the same sequence in terms of the importance of FoT on overall OTR: i.e. the greatest variance on OTR was caused by integrity; this was followed by benevolence and then ability. Second, the direct effect of SSE on OTR was statistically significant. Third, the indirect impact of SSE on OTR was also statistically significant. Hence, this means that the theoretical proposition that FoTs are the primary antecedent of trust (Mayer & Davis, 1999) is valid.

Moreover, the findings of this study also highlighted the mediating character of FoT on SSE's impact on OTR. Hence, the findings revealed FoT's influence on the development of overall OTR between employees and the BOC. An interesting point in the findings was that all of the SSEs have the least significant impact on the perceived ability of the employees. However, this finding does not undermine the role of perceived ability-based trustworthiness in the organisation as Lance Frazier et al. (2010) explained that each FoT functions differently in different contexts. This was further supported by Tan & Lim (2009) who stated that each FoT has a unique character and their relative importance varies from one organisation to another (Poon, 2013).

Therefore, the null hypothesis was rejected and it can be concluded that the direct effect of SSE on OTR was statistically significant. This finding concurs with Yang & Mossholder (2010), Moody et al. (2014) and Kong (2018) who all confirm that there is a significant direct effect of SSE on OTR. On the other hand, with respect to the indirect mediation effect of SSE on OTR through FoT, the null hypothesis was as well rejected and that the mediation effect of FoT on the relationship between SSE and OTR was statistically significant. This finding is also supported by Moody et al. (2014), Kong (2018) as well as Kim et al. (2018) who also established that both the direct and indirect effect of SSE on OTR was statistically significant. Further, studies such as Zhu et al. (2013) as well as Thornley et al. (2015) pointed out the mediation effect of FoT and this position was confirmed by the current study.

5.8.3 Findings of Objective 3

The third research objective related to the moderating impact and was examined using the Process macro for SPSS. The finding concluded that TPG significantly moderated the effect of SSE on OTR. This validates the work of Zou et al. (2020) where their findings revealed a significant negative effect between workplace gossip and OTR.

The findings revealed the significant prevalence of TPG at the BOC and were consistent with prior findings (Kuo et al., 2018; Wu et al., 2016; Zou et al., 2020) where the magnitude of the influence of TPG was measured by its prevalence. Thus, the higher the levels of TPG prevalence, the higher its moderating effect on SSE and OTR. Consistent with the arguments of Kuo et al. (2018), organisational gossip is the perception that an employee holds towards his or her organisation. Also, the role of TPG in our findings corroborates with prior evidence on this factor (Wu et al., 2016) that examined gossip as an antecedent of different organisational behaviour (Kong, 2018), including OTR (Ellwardt et al., 2012). Despite the proclivity of employees to trust the BOC through SSE, gossip can serve as a socially undermining factor in an organisation creating distrust and hampering the productive behaviour of employees (Ellwardt et al., 2012; Kong, 2018).

Ellwardt et al. (2012) supported the notion that both negative and positive gossip produces consequences in terms of trust in an organisation, i.e. positive gossip reflects positive trust in management and negative gossip reflects a lower level of such trust. Regression analysis produced the negative beta value revealing that gossip is more likely to have a negative impact when general trust in managers is low and positive gossip is achieved when managers and employees have a significant relation (Ellwardt et al., 2012). Similar findings were revealed by Kuo et al. (2018) who predicted a positive relationship between positive supervisor gossip and overall employee-employer relations and a negative relationship between negative supervisor gossip and overall employee-employer relation. They produced a statistically significant value through correlation analysis. Also, the findings of Zou et al. (2020) produced statistically significant results to reveal the negative impacts of negative workplace gossip in terms of lowering the levels of overall OTR. For instance, hierarchical regression analysis revealed that negative workplace gossip induced a lower level of OTR and consequently led to a lower level of longing for positive workplace behaviour.

Another perspective on the prevalence of TPG is that employees tend to reciprocate any negative interactions or mistreatment from the BOC with deviance or negative gossiping that may intimidate the OTR construct (Decoster et al., 2013). Further relating the findings on gossip's role to the arguments of Kuo et al. (2018), the beneficial or detrimental influence of gossip is dependent primarily on the informal communication behaviour of managers. Therefore, the prevalence of TPG at the BOC reflects the fact that certain undesirable aspects of employer-employee interactions exist.

Based on the moderation effect, the null hypothesis was rejected and the study confirmed using the alternative hypothesis that TPG had a significant moderating effect on the effect of SSE on OTR. This moderation effect of TPG on the relationship between SSE and OTR was supported by Young (2010), McLeary & Cruise (2012), Nienaber et al. (2015) and Pechar et al. (2018). They argued that OTR was lower in cases where TPG and SSE were low while OTR was higher in instances where both TPG and SSE were high.

5.8.4 Findings of Objective 4

The fourth research objective sought to establish whether SSE had a positive indirect effect on organisational citizenship behaviour (OCB) mediated by OTR, as well as to establish whether OTR had a positive effect on OCB. Again, the PROCESS Macro for SPSS was used and the relationship between OTR and OCB was found to be significant. The findings revealed a positive indirect effect of SSE on OCB mediated by OTR and a positive direct effect of OTR on OCB. This corroborated the findings of Ismail et al. (2018).

Therefore, in response to previous studies that have assessed the impact of OTR on OCB (Tourigny et al., 2019), this study revealed the mediating role of OTR in yielding OCB (Ismail et al., 2018) through SSE. Hence, the findings of this study highlight the importance of SSE in influencing OCB and consequently validate prior findings that have also outlined the importance of SSE on OCB through OTR and, specifically, the impact of all dimensions of employees' perception of OJ on OCB (Ismail et al., 2018), the impact of EI on OCB (Soni & Mehta, 2020) and the impact of

perceived employees' perception of CSR on OCB (Tourigny et al., 2019; Singh & Srivastava 2016) mediated through OTR.

The null hypothesis of the direct effect of SSE on OCB was rejected and concluded with the alternative hypothesis that there was a significant relationship between SSE and OCB. This finding confirms already established findings by scholars such as Robbins & Judge (2011), Mohammad et al. (2014), Karriker (2015) as well as Haque & Aslam (2011) who also established that SSE attributes had a positive impact on OCB.

Regarding the indirect effect of SSE on OCB mediated by OTR, again, the null hypothesis was rejected and concluded with the alternative hypothesis that OTR positively mediated the indirect relationship between SSE and OCB. This outcome is adequately supported by extant literature with studies such as Podsakoff et al. (2009), Ahmadi et al. (2014), Guangling (2014), Williams & Anderson (2015) as well as Cho & Kim (2019) confirming this relationship.

Moreover, the null hypothesis on the direct relationship between OTR and OCB was rejected and confirmed that there was a statistically significant relationship and this finding was also confirmed by Ali et al. (2010b), Cohen-Charash & Spector (2011), Thibaut & Walker (2014), Karriker & Williams (2014), Nazir et al. (2011) and Pan et al. (2018).

In summary, the main implications of the quantitative findings above comprise the following. Firstly, OTR is vital because it engenders various antecedents and outcomes as referents with moderating and mediating impacts on organisational success (Mayer et al., 1995; Colquitt et al., 2007). Secondly, the trust-based social exchange relationships in the BOC are earned by a mix of SSE and FoT of the BOC, corroborating the views of Lamertz & Bhave (2017). Thirdly, FoTs are imperative in mediating the impact of SSE on overall trust and its reciprocity through OCB (Heyns & Rothmann, 2015). Fourthly, integrity-, benevolence- and ability-based trust are significant to the BOC employees, supporting the views of Colquitt & Salam (2009) and Poon (2013); this is through the prevalence and dominance of employees' perception of OJ at the BOC. Lastly, TPG was found to have a significant influence on the relationship between SSE and OTR. More specifically, higher levels of OTR were observed in instances where there was positive TPG than negative TPG. The highest OTR was observed where there was both high SSE and positive TPG, compared to where there was low SSE and positive TPG.

Chapter 6 Discussion

6.1 Introduction

This thesis focuses on the interrelationship between three groups of organisational trust variables, their contribution to organisational trust (OTR) and organisational citizenship behaviour (OCB) as illustrated in the Conceptual Framework (Figure 2.3). The first are the social system elements (SSE): employee involvement (EI), perception of organisational justice (OJ) and perception of corporate social responsibility (CSR). The second is the factors of trustworthiness (FoT) such as benevolence, integrity and ability and the final variable is third-party gossip (TPG).

These variables, which were identified in the literature review chapter, contribute to promoting and enhancing organisational citizenship behaviour (OCB).

To explore these interrelationships, this thesis aims to answer this main research question: How do certain essential variables in working relationships (i.e. SSE, FoT, and TPG) affect employees' trust in the Bahrain Olympic Committee (BOC) and promote OCB? To clearly establish the interconnectedness of these organisational trust variables, this overarching research question was broken down into four specific questions:

1. How do the three social system elements (SSEs) relate to factors of trustworthiness (FoT)?
2. How do the three social system elements (SSEs), together with the factors of trustworthiness (FoT), affect organisational trust (OTR) within the organisation?
3. How does third-party gossip (TPG) affect OTR?
4. How does employees' trust in the organisation determine their overall organisational citizenship behaviour (OCB)?

Specifically, the qualitative analysis in Chapter 4 was refined through the use of research questions as they are based on an in-depth interview of the managers and analysis of the BOC's 2015-2018 Annual Reports. However, the quantitative analysis in Chapter 5 was refined through the use of research objectives since the quantitative data were measurable in terms of numbers.

To get a holistic understanding of trust in the BOC, this study collected and analysed three sources of data: managers' and employees' perspectives and an analysis of the BOC's annual report. This

data was analysed using qualitative and quantitative analysis techniques as discussed in Chapters 4 and 5. Additionally, this study incorporated a methodological triangulation of data using mixed methods which Denzin & Lincoln (2008) emphasised would allow researchers to minimise the shortcomings of the individual research methods. Fusch et al. (2018) also supported this view by stressing that reducing the shortcomings could be done through an in-depth understanding of the qualitative and quantitative approaches. Triangulation is also beneficial in reducing the subjectivity of qualitative sources (Jonsen & Jehn, 2009; Nowell et al., 2017) and enhancing accomplishing data saturation through multiple data sources (Fusch et al., 2018).

To provide a comprehensive and clearer comprehension of the analysis, the findings of the qualitative analysis (Chapter 4) and quantitative analysis (Chapter 5) are brought together in the sections that follow.

6.2 Relation of the Three Social System Elements (SSEs) to Factors of Trustworthiness (FoT)

Research Question One focuses on the relationship of the three social system elements (perception of organisational justice (OJ), employee involvement (EI) and perception of corporate social responsibility (CSR) with factors of trustworthiness (benevolence, integrity and ability). The qualitative and quantitative findings established these two major constructs of the study, i.e. FoT and SSE and the nature of their connectedness absorbed a great deal of careful conceptual thinking (Colquitt & Rodell, 2011). The analysis of findings revealed different perspectives that contributed to overall trust development in light of SSE and FoT relations.

In light of primary qualitative findings for FoT, the managers' ranking order of FoT revealed that managers perceive benevolence as the most contributing dimension in yielding employee trust, which is consistent with the findings of Tan & Lim (2009). On the other hand, the quantitative findings revealed that employees ranked integrity as the most contributing FoT to trust-building. Managers' preference for benevolence might have been affected by the Gulf region exhibiting a collectivist cultural orientation where the cultural norm of a high degree of social cohesiveness motivates benevolence in the trust-formation process. Benevolence could also be perceived as a determinant of collective performance. Employees, however, consider integrity as an indicator of

managers' trustworthiness and reliability in terms of keeping their promises and following their words into action. Both benevolence and integrity are dimensions essential to the formation of trust, which can be inferred as happening at an interpersonal level, i.e. trust between managers and employees.

Notably, both perspectives (managers' and employees') ranked ability as the least significant which explains the managers' and perception of not considering expertise and competence as a major indicator of attaining trust. Colquitt & Salam (2009) explained that leaders' aptitude (ability) is vital in building trust in technical and management areas but the leaders' character, such as honesty, openness, concern for employees, supportiveness, and thoughtfulness (all identified sub-themes of benevolence) and respect, transparency, and responsibility (all identified sub-themes of integrity), accounts for most of the employees' trust.

Regarding the three SSEs, both qualitative and quantitative findings revealed that OJ was the most valued mechanism followed by EI and CSR. Further reflecting on the subthemes of OJ, distributive justice was found to be the most valued by the managers because they believe that justice exists in the fairness of equal distribution of opportunities as well as monetary and non-monetary rewards. The employees, on the other hand, indicated that justice is manifested in overall fairness, highlighting their belief that justice must occur in all its ways. As the FoT reflects interpersonal trust, SSEs indicate the formation of trust at the organisational level, revealing the importance of policies and regulations, which are underscoring fairness as the major indicator of managers' perception of employees' trust in them and employees' trust in the organisation.

Therefore, the analyses of the findings indicate that in the context of the BOC, FoT promotes interpersonal trust while SSEs encourage trust at the organisational level. Such findings enrich the trust literature that can prove beneficial to researchers and scholars in the field in terms of juxtaposing the type of trust occurring in the context of the West and the Middle East. Additionally, as mentioned above concerning the probability of culture playing a role in managers' preference for benevolence, the context of culture may be further explored in future studies to further expand the understanding of trust in the field.

The BOC Annual Reports, however, indicated an orientation towards informational justice, manifesting the importance it places on its objectives and goals as well as transparency in its

communication and operation. Moreover, this orientation towards informational justice for secondary qualitative data correlates to the building of benevolence- and integrity-based trust through the BOC's goals of transparency, equitable allocation of resources and objectivity of reward allocations (Choi & Rainey, 2014; Pan et al., 2018).

In the same manner, distributive justice also seems to contribute to benevolence- and ability-based trust at the BOC as reflected in the primary qualitative data manifested through the distribution of rewards, coupons, gifts and awards to hard-working, deserving and competent employees as well as equal development and academic facilities for employees. The preference for overall fairness indicated in the quantitative data suggest employees' perspective that they are being treated fairly and justice appears to have been effectively broadcasted at the BOC.

The findings from the BOC Annual Reports indicate the existence of SSEs, at least on paper, strengthening the analysis of trust occurring at organisational level. Additionally, the importance of these findings from the BOC Annual Reports supplements the findings of quantitative and primary qualitative findings suggesting consistency and strong relations between FoT and SSE relative to trust. Moreover, this study's inclusion of the annual reports predicates the vital significance of analysing the organisation's regulations and policies in relation to establishing the existence of trust. Such inclusion also provides insights to practitioners relative to the type of policies and regulations to be implemented in organisations similar to the subject of this study. By doing so, practitioners are already on the path of establishing and ensuring success relative to the most crucial organisation's resource, i.e. human resource.

Having mentioned that, the findings direct toward an important question, i.e. whether the SSE and FoT have a conditional relationship. As research has highlighted, the existence of different SSE assures the production of different reciprocal FoT and their interrelationship influences the level of trust reciprocity. Another important implication of findings to growing literature is to assess variations of SSE and consequent trust-based benevolence, ability and integrity. It can also be implied that different SSEs may not necessarily relate in the same order or extent; their significance may, therefore, change depending on the context which, consequently, also changes trust reciprocity dynamics. In other words, even though the findings of this study lean towards the perception of OJ, it does not in any way devalue the importance of EI and the perception of

CSR in terms of their significance in other contexts or settings. The relative importance of one preceding over the other is a function of different factors, e.g. variation in work environment, national and organisational culture and trust development stages (Shazi et al., 2015), to mention a few.

In summary, the findings established that FoT and SSE contribute to the development of OTR based on a reciprocal dyad between the employees and the BOC. The findings also validated that a series of successful reciprocal exchanges between SSE and FoT is productive in yielding a trustworthy dyadic relationship between managers, employees and the BOC (Cropanzano et al., 2017; Adongo et al., 2019; Alarcon et al., 2018; Yu et al., 2018; Wang et al., 2019). Considering the BOC's context, the impact and essence of reciprocity have been determined to understand the effects on the overall employee-organisation relationship (EOR).

6.3 The Effect of the Social System Elements (SSE) together with Factors of Trustworthiness (FoT) on Organisational Trust (OTR)

Research Question Two deals with the effects of SSE and FoT on OTR. The impact of SSE and FoT on overall OTR have been assessed through three scopes, i.e. (a) the direct impact of FoT on OTR; (b) the direct impact of SSE on OTR and (c) the indirect impact of SSE on OTR through the mediating impact of FoT. In assessing all these three scopes, reciprocal processes entailed developing the overall employee-organisation relationship (EOR) through SSE and FoT have been illustrated. As established by prior research, both SSE (Ertürk & Vurgun, 2015; Schoenherr et al., 2015; Jiang et al., 2017) and FoT (Mayer et al., 1995) are potential antecedents of OTR.

First, the employees' perspective of trust indicates the direct impact of FoT on OTR is seen in the possible interrelationship of the three FoT addressed through regression analysis in Chapter 5 (Quantitative Findings), revealing the highest OTR results from simultaneously high integrity followed by benevolence and then ability. This reveals the same views as Mayer et al. (1995) that each FoT seems to have a unique impact on trust levels (Mayer et al., 1995) and is important for fostering overall trust (Colquitt et al., 2011), particularly interpersonal trust.

Second, the direct impact of SSE on OTR is a potential addition to prior research that studied this interaction in a different mix, i.e. mediating role of trust on SSEs such as on the perception of OJ (Colquitt et al., 2014), EI and the perception of CSR (Xu et al., 2016) which is discussed in Chapters 4 and 5. The total and direct impact of each SSE on OTR affirms the fact that the perception of OJ, EI and the perception of CSR directly impact the trust-building process and reflect the legitimacy of SSEs in influencing overall organisational levels of trust (Lee et al., 2013). Similarly, managers' perceptions, including the BOC annual reports, indicated SSEs' impact on employees' trust happening at organisational level. Corresponding to past studies, these arguments support social exchange processes as a cornerstone through which employees associate themselves with the BOC and develop overall trust at interpersonal and organisational levels.

Third, Chapters 4 and 5 findings suggested that the indirect effect of SSE on OTR is mediated through FoT, which is supported by the study of De Roeck & Maon's (2018), claiming the influence of FoT on different SSEs mediating the impact on OTR. Consequently, in the context of this study, Chapter 4's themes and sub-themes and Chapter 5's strong regression co-efficient account for the mediating the indirect effect of SSEs on OTR through FoT. These findings are consistent with the views of Tourigny et al. (2019), Jiang et al. (2016), and Yu et al. (2018), indicating that SSE and FoT sustain an interactive relationship that is manifested as a social exchange in the BOC as OTR. The statistical evidence also asserted that each SSE element and even FoT are significant in producing an individual impact on overall OTR. In other terms, this perspective, in light of prior research, ascertained that manager's perception and expectations from employees to exhibit SSEs and FoT, if congruent and parallel to each other, enhance productive behaviour and are manifested as higher levels of OTR (Wu et al., 2018).

The findings on the mediation effect of FoT on the relationship between SSE and OTR are also validated. Consistent with the trust construct of Mayer et al. (1995), this study demonstrates that when employees perceive that their employer is just and fair in all aspects, involves them in every sphere and executes CSR initiatives, it leads employees to develop behaviour that demonstrates, integrity, benevolence and ability. These findings imply that both managers and employees of the BOC perceived the organisation as trustworthy projecting justice through fairness, and as a result, factors of trustworthiness are demonstrated. In other words, the BOC establishes trust at an

organisational level through the managers' and employees' perceptions of its SSEs, which ripples its effect on the relations of managers and employees as they demonstrate FoT, which is reflected at an interpersonal level. More importantly, this type of behaviour from the managers and employees further mediates the role of the SSE to develop trust and exhibit performance beyond the regular requirement of their job which is OCB.

Overall findings validated the variability of OTR that is significantly affected by the SSE. The increase or decrease of overall OTR depends on the BOC's SSEs consistent with prior findings (e.g. Schoenherr et al., 2015; Firmansyah et al., 2019). To see how this reciprocity worked, the regression analysis revealed that two-thirds of the overall high variance in the OTR is caused by three SSEs. These findings have corroborated with the views of prior scholars like Jiang et al. (2017), recognising the importance of SSE and FoT leading to the reciprocal relationship in organisational trust-building. Consistent with previous research (e.g. Tourigny et al., 2017; Jiang et al., 2016 and Yu et al., 2018), the major variance in OTR caused by SSE has been addressed. Given the similarity of findings with other studies, it is important to note that this study presents the perspectives of the Middle Eastern, particularly, the Gulf, context, thus, enriching the trust literature in terms of claiming that FoT and SSEs are important predictors of trust in both the Western and Middle Eastern contexts.

The overall linkage between SSE, FoT and OTR revealed a view of the collectively held trust orientation between employees and managers as termed by Svare et al. (2019). Also consistent with Yu et al.'s (2018) views are the overall relationship between managers and employees in terms of reciprocity, highlighting interpersonal trust, that explains the degree of social exchange relationship manifested through the direct and indirect roles of SSEs and mediating role of FoT. Consistent with Wu et al.'s (2018) views, the statistically significant overall linkage between SSE, FoT and OTR is based on the principle of mutual commitments and investments acting as a bridge to sustain overall OTR based on norms of reciprocity. The managerial authorities impact employee's trust by executing fair procedures (perception of OJ), involving them in different levels (EI) and exhibiting social initiatives (perception of CSR) and, in turn, expect employees to exhibit performance that is based on integrity, benevolence and ability.

In summary, both qualitative and quantitative findings indicate that FoT, as a major antecedent of OTR, has a direct effect on OTR. Similarly, SSE, a major dimension of OTR also impacts OTR. The dynamism of the interactive relationship between SSE and FoT establishes reciprocity. Further analysis of the findings indicates that SSE has a combined indirect effect on OTR as mediated by FoT, which supports the social exchange process leading to OTR-building in the BOC.

6.4 The Effect of Third-Party Gossip (TPG) on Employees' Trust Within the Bahrain Olympic Committee (BOC)

Research Question Three centres on the impact of third-party gossip (TPG) on employees' trust in the BOC. The BOC, just like any organisation, faces challenges that could negatively or positively impact employees' trust. For this reason, the conceptual framework of this study includes the significant moderating role of TPG.

TPG is a controversial and pervasive organisational phenomenon and, as evaluated by the qualitative and quantitative findings, it can be both positive and negative (Ellwardt et al., 2012; Grosser et al., 2010; Chang & Kuo, 2020). This study's current findings indicate the prevalence of negative TPG in the BOC. It can be inferred that the prevalence of negative TPG could be attributable to multiple situational and contextual factors and different experiences within the interpersonal relationship that determines the direction of employee-organisation relationship (EOR) (Lewicki et al., 1998; Lewicki et al., 2006), highlighting trust happening at organisational level.

The negative TPG has various psychological and attitudinal outcomes as managers mentioned in qualitative findings. This is supported by Yao et al. (2020) who stated that the potential impact of negative TPG on overall performance and OCB and socially undermining relationships, as well as developing hostile attribution bias in relationships. The managers perceive that negative TPG can undermine ability-based trust which leads to losing credibility and feeling of hatred and envy. Primary qualitative and quantitative findings also revealed that the spreading of misinformation about a manager's competencies leads to the manager's social image and reputation becoming questionable (Cui, 2020). Further analysis of qualitative findings presents the manager's negative view that gossips transmit more negative information than positive which relates to prior studies

of Coleman's (1990) analysis cited in Kramer & Tyler (1996). In addition, the BOC managers clarified that when employees spread misinformation about a manager, it reflects minimal or no interpersonal trust existing between the employee and the manager which can lead to complaints and criticism of the manager's abilities (Beersma et al., 2019; Nienaber et al., 2015). This also links to the view of Ellwardt et al. (2012) that spreading misinformation about managers misrepresents interpersonal trust and impedes the consequent performance of employees. In other words, the managers' views towards the demerits of TPG in the findings can also be inferred as a lack of interpersonal intimacy and involvement at different organisational levels.

Figure 5.1 in Chapter 5 illustrates the moderation effect of TPG, confirming that TPG moderated the link between OTR and SSE, indicating the finding that positive TPG predicates higher OTR levels and in contrast, negative TPG is associated with low OTR. Specifically, low SSEs are linked with low OTR, which is the same for the high SSE predicting high OTR. Concerning the level of SSE, positive TPG predicates a high level of SSE as compared to negative TPG.

Additionally, assessing the overarching moderating impact of negative TPG in current quantitative findings also points towards a strong connection in employees having a similar opinion about management. It has to be emphasised that the co-evolving phenomenon of negative TPG and distrust is attributed to the ability- and integrity-based trust of managers in the BOC's social context (Ellwardt, 2019). Similarly, it can be inferred that more prevalence of negative TPG in the BOC reflects low interpersonal trust between the employees and managers rather than the generalised employees' distrust towards the BOC which indicates consistency with the views of Ellwardt et al. (2012) and Grosser et al. (2010).

Qualitative findings demonstrated that managers are aware of the negative TPG prevalence at the BOC and, in this context, Grosser et al. (2010) imply that in knowing the functions of organisational gossip managers should effectively address it. Here, managers should play the role of trust initiator, should determine the cost and benefit of prevailing organisational gossip (Tan et al., 2020), adopt a more balanced view of workplace gossip and deviate from the perspective that workplace gossip is solely dysfunctional (Chang & Kuo, 2020). In a similar context, the views of Whitener et al. (1998) can be related to the role of the manager as the initiator of trust in overcoming negative TPG and initiating positive TPG and trust. Whitener et al. (1998) explained

that organisational, relational and individual factors, which are crucial factors in the initiation of trust, need to be taken into reconsideration to determine the issues triggering the negative prevalence of TPG that further moderates the overall OTR. Also, Lewicki et al. (1998) emphasised that when high trust and distrust coexist and there is a proclivity of negative affection between involved parties (i.e., managers and employees), the need for teams and alliances is enhanced (Lewicki et al., 1998; Lewicki et al., 2006). Therefore, managers at the BOC need to have a more balanced view of workplace gossip, removing the perception that it is solely dysfunctional. More importantly, it is imperative for managers to learn that they must initiate the trust, and as trust initiators, they have the potential to effectively increase the level of interpersonal trust and address the prevalence of negative TPG.

In contrast, it can also be interpreted that the low orientation of employees' perception in seeing CSR as a potential variable in overall SSE, FoT and OTR interaction reflects a gap in the organisation to pursue and aspire better positive image through CSR. In some cases, employees tend to exhibit negative TPG and demonstrate distrust towards the organisation (Christensen & Raynor, 2013). This implies the need for the BOC to continue engaging in and maintaining its CSR activities to lessen negative TPG and encourage positive TPG which consequently leads to OTR and then OCB. Additionally, this finding implies that positive TPG can increase trust at the organisational level, which is essential for the BOC to realise in order to invest time and resources to promote positive TPG in the organisation. Such finding provides insights for practitioners, particularly stakeholders and managers of any organisation to increase engagements or activities to promote positive TPG.

From another perspective, the merits achieved through the prevalence of positive TPG are moderated or even neutralised by concurrent negative TPG. The findings of this study highlighted the managerial perspective of positive TPG benefits. Positive TPG is found to have sound merits in engendering trust and positive workplace behaviour, i.e. OCB, based on prior studies (Tan et al., 2020). At the BOC, managers view positive TPG as a great influence on raising awareness of the BOC's achievements and employees' better performance in the BOC. Such a spread of information is viewed to be influential in employees' motivation to perform better as well as increase employees' sense of pride in belonging to the BOC. Qualitative findings also demonstrate how positive TPG can have an influence on the CSR element of the BOC. Findings revealed that

CSR activities executed by the BOC, specifically those with success stories improving the reputation of the BOC, generate positive TPG among employees which further produces improved employees' attitudes towards the BOC. Therefore, CSR, being one of the elements of SSE, is moderated by positive TPG resulting in high levels of OTR. In contrast, it can also be interpreted that the low orientation of employees' perception in seeing CSR as a potential variable in overall SSE, FoT and OTR interaction reflects on a gap of the organisation to pursue and aspire better positive image through CSR. In some cases, employees tend to exhibit negative TPG and demonstrate distrust towards the organisation (Christensen & Raynor, 2013). This implies the need for the BOC to continue engaging in and maintaining its CSR activities to lessen negative TPG and encourage positive TPG which consequently leads to OTR and then OCB. Additionally, this finding implies that positive TPG can increase trust at the organisational level, which is essential for the BOC to realise in order to invest time and resources to promote positive TPG in the organisation. The such finding provides insights for practitioners, particularly stakeholders and managers of any organisation to increase engagements or activities to promote positive TPG.

Furthermore, the quantitative findings revealed that negative TPG has a greater effect on OTR than positive TPG. Hence, this study assesses that the prevalence of more negative TPG is detrimental and likely to undermine the returns of SSE. This further implies that negative TPG motivates distrust more than the prevalence of conducive positive gossip towards trust (Bencsik & Juhasz, 2020). It can be stated that negative gossip prevalence is a stronger and an important moderator of the SSE's influence on OTR consistent with prior studies (Tan et al., 2020; Imada et al., 2020), and such awareness can aid the BOC in avoiding engagements that could encourage distrust and engaging in activities promoting trust.

The BOC seems to address the prevalence of negative TPG through its transparency, building of trust and enhancing its reputation towards key employees and stakeholders by making strategic public decisions and announcements as found in the BOC Annual Reports. However, the BOC's effort to direct positive TPG through informational justice to substantiate positive TPG and yield trust is less effective relative to patterns of negative TPG that are more prevalent. This is similar to implications set forth by Decoster et al. (2013) that employees are more strongly stimulated by, and reactive to, negative information and regulating elements of the organisation than to positive information and so is their inclination to trust in the organisation. However, linking this to

the studies conducted on organisational justice, findings revealed that improving procedural and informational justice can equate the negative reciprocity of TPG to positive TPG and trust (Colquitt et al., 2013; Tassiello et al., 2018; Wu et al., 2018). In the context of employee-manager relation and leader-member exchange relations, Kong (2018) views that open and effective communication channels should be advocated to improve interaction quality and turn negative TPG to positive because the prevalence of little broadcast and hearsay is the triggering feature of gossiping negatively privately informative features. As several scholars, (Meier et al. (2016), Bylok et al. (2015) and Vijay & Jagtap (2019)) stressed, the production of trust requires management's exchange of information and dissemination of roles effectively.

The findings represent an important addition, i.e. moderating role of TPG on overall SSE-OTR interaction or, interchangeably, it can be stated that TPG facilitates or mitigates the SSE and then impacts the reciprocity in the form of trust or distrust depending upon its positive or negative prevalence at the workplace as highlighted by prior studies (Grosser et al., 2012; Chang & Kuo, 2020). The potential importance of TPG for interpersonal trust and organisational trust is emphasised by Ellwardt et al. (2012) and Nugent (2018) also links to current findings that, regardless of whether negative or positive things are said about a manager or the BOC, TPG is an inherently social behaviour in the BOC. It is also prevalent and its direct and moderating impact on perception of OJ, EI, and perception of CSR moderates overall OTR as indicated in prior studies (Wu et al., 2018). This implies that the overall prevalence of TGP at the BOC moderated the impact of SSE on consequent OTR, i.e. the relationship between SSE and OTR relied on the effect of TPG.

In summary, these results provide encouraging support for the moderating role of TPG on OTR and have determined the influence of negative and positive aspects through quantitative as well as qualitative evidence to affirm prior research arguments (Kuo et al., 2018; Wu et al., 2018).

6.5 The Role of Organisational Trust (OTR) in determining Employees' Organisational Citizenship Behaviour (OCB)

This research question deals with the employees' high level of social working relations due to established organisational trust (OTR) as a factor affecting organisational citizenship behaviour (OCB). The following findings discuss OTR's positive effect on OCB.

This study's triangulation findings are consistent with prior research by Moorman et al. (2018) that demonstrates the existence of coherence between the mediated impact of OTR on OCB through the indirect effect from SSE. The SSEs are significant determinants of OTR that are reciprocated as OCB (Singh et al., 2016). This implies that if organisations facilitate SSE processes, leading to OTR, employees engage in productive behaviour exhibited in different dimensions of social working relations. Particularly, the BOC, sustaining significant SSEs, is more likely to engage employees in OCB, predominantly as civic virtue, altruism and conscientiousness as well as courtesy and sportsmanship to maintain their positive relations with the BOC.

The current findings address the causal impact of variables is addressed and, as illustrated in the current study, the indirect impact of SSE caused OCB as mediated by OTR. Hence, the findings also disclosed that based on social exchange theory and perceived OTR being established, the commitment of employees established through SSEs leads to certain behaviours such as considering the objectives and values of the BOC as their own, adopting the organisational risks, and choosing to remain committed to the BOC. This means that the indirect influence of SSEs as mediated by OTR serves as motivating factors for employees to engage in OCB. In other words, the three SSEs are considered the direct determinants of OTR and indirect determinants of OCB.

The findings further revealed that the BOC's SSEs influence the employee's inclinations to exhibit extra-role behaviour. This explains that SSE does more than relate to the interdependence between employees and the BOC through trust reciprocity which leads to better EOR that consequently results in OCB. Supporting this idea are the findings of Ismail et al. (2018) and Jung & Ali (2017), implying that to achieve co-operative employee relations and productive behaviour specific SSEs have significant implications for the social relations of an organisation.

The findings also draw on a study of Wahda et al. (2020) that the exhibition of extra-role behaviour, i.e. OCB, reflects the integrity-based trust of employees towards the managers

powered directly or indirectly through perception of organisational justice (OJ), effective employee involvement (EI) and the manifestation of the BOC's perception of corporate social responsibility (CSR). The perceived perception of OJ and organisational support provided, through beneficial activities (CSR) and involving employees at different tiers of management and decision-making process, produces unique outcomes in terms of employees' decision to perform diligently and increase employees' OTR that further motivates OCB (Moorman et al., 2018).

Additionally, the findings link to the view of attribution theory iterated by Janowicz-Panjaitan & Krishnan (2009) that relationship and consequent trust-orientated behaviour of employees is the function of a positive or negative social context of the organisation. Interchangeably, it means that having a positive relationship and a meaningful working environment improves employees' trust towards the BOC and their positive sense of the BOC directs them to exhibit OCB. This also connotes the notion of social exchange theory (SET) where, once mutual trust is established between managers and employees and overall OTR is accomplished, the reciprocity of this two-way trust is reflected as higher levels of employee's OCB. This sheds further light on the findings and views of previous studies, i.e. that visible practices and activities (SSEs) initiated by managers facilitate OTR. Furthermore, they direct employees to exhibit behaviour that will result in better EOR leading, in turn, to OCB (Singh et al., 2016; Amah, 2017). Once employees' expectations are fulfilled, they are inclined to reciprocate through creative ideas and productive behaviours (Yu et al., 2018). Connecting to the SET of Balu (1964), the findings also denote coherence with the views of Naami et al. (2020) who depicted OTR as a fully mediating variable to yield OCB in employees operating through the indirect impact of supportive organisational mechanism. Employees always reciprocate their actions in a positive and meaningful way when they experience a positive social context in the organisation (Kamil et al., 2015).

The quantitative findings also established that SSE attributes had a positive impact on OCB and also a statistically significant direct relationship between OTR and OCB. These suggest the sufficiency to alleviate impacts caused by negative TPG. This correlates to the views of Cui (2020) that the negative impact of TPG on OCB is nullified if organisations adhere to the people-orientated management procedures (OJ, EI and CSR), care about employees' feelings (benevolence), treat them fairly (OJ) and satisfy their needs for the sense of belonging and attachment (integrity) to

BOC. Thus, the emotional connection and bond between employees and the BOC are strengthened and reciprocated through productive behaviours.

In summary, the findings stated above imply the significance of SSEs' role in nurturing trust, which consequently leads to a better demonstration of OCB by employees and managers, as evident in their willingness to engage in work beyond working hours and performing extra-role behaviours. Therefore, the existence of SSE and FoT in the BOC generates employees' overall trust, further suggesting a strong relationship between managers and employees of the BOC. Notably, the occurrence of trust in the BOC through SSEs is crucial for decision-makers in the organisation to look at SSEs, engage and nurture them because the effects can lead to positive long-term relations with employees and ultimately achieve organisational success.

6.6 Conclusion

Organisational trust (OTR) is dependent upon the existence and interactions of organisational trust variables such as social system elements (SSE), factors of trustworthiness (FoT) and third-party gossip (TPG). Analysis of FoT revealed that the collectivist culture played an important role in the managers' preference of benevolence as the highest coded FoT while employees' ranking of integrity as first is related to their perception of the managers' characters as an important requirement for their OTR. Analysis of SSEs, on the other hand, revealed that both managers and employees, including the BOC Annual Reports, valued the perception of organisational justice (OJ) which has more influence on developing benevolence- and integrity-based trust as compared to ability-based trust. Specifically, the perception of OJ and the perception of corporate social responsibility (CSR) have a stronger impact on integrity while employee involvement (EI) has a stronger influence on benevolence. Consequently, it is clear that there is a direct link between SSEs and FoT.

Furthermore, the qualitative and quantitative findings established the significant direct influence of the three SSEs on OTR. Additionally, findings also established SSEs' indirect influence on OTR as mediated by FoT. This means that both SSEs and FoT are determinants of employees' overall OTR.

This study also investigated the moderating role of third-party gossip (TPG) in building OTR. The prevalence of negative TPG in an organisation, such as the BOC, is expected as it is a common phenomenon indicated by prior studies discussed above. Findings particularly revealed that negative TPG affects work performance and relationships, especially interpersonal trust. Its prevalence can undermine the recipient's credibility, reputation and job performance. In contrast, qualitative and quantitative findings revealed the significance of positive TPG, such as public acknowledgment of achievements of the BOC, employees and managers to boost the morale and counter negative TPG. Moreover, the BOC's efforts on successful CSR activities generate positive TPG among employees that lead to an increased OTR. Unfortunately, despite such efforts to generate positive TPG, findings indicated that negative TPG is still prevalent and has a greater impact on OTR compared to positive TPG; negative TPG also generates distrust (Beersma et al., 2019). Looking at the effect of negative TPG, it would be beneficial for the BOC to invest more in engagements that generate positive TPG to mitigate the existence of negative TPG. Also, this opens an opportunity for future research to investigate the role and impact of TPG on trust in different contexts.

In addition, both qualitative and quantitative findings revealed the positive effects of OTR on OCB. It is manifested in employees' willingness to perform work and roles beyond what is expected and the managers' commitment to fostering a good working relationship with their employees and building solidarity with the BOC. This phenomenon indicates a high level of interpersonal and organisational trust in the BOC. All these come as an effect of an established OTR due to the existence of SSEs in the BOC. Through the findings of this study, the perception of OJ, EI and perception of CSR (SSEs) indirectly influence OCB as mediated by OTR.

In summary, SSEs and FoT are interrelated which is essential in producing OTR and the existence of OTR impacts OCB among employees of the BOC. Moreover, SSE impacts OTR as moderated by negative and positive TPG. Also, this study established the indirect effect of SSEs' on OCB through OTR. Therefore, this study's conceptual framework's combination of variables establishes the interrelations of these significant variables to attaining and retaining trust in the organisation at interpersonal and organisational levels. As a result, the positive outcomes of attaining and retaining a high degree of organisational trust can impact employees' behaviour and productivity providing a very important contribution towards organisational success.

Chapter 7 Conclusion

7.1 Introduction

The findings, subsequent analyses and discussion presented in previous chapters provide and justify the contribution of this study in the field of organisational trust. Particularly, this study provides a holistic picture and understanding of trust, in the context of the Arabian Gulf region's collectivist culture. The study of trust in the Bahrain Olympic Committee (BOC) centring on the dynamic interrelationship among three groups of variables, social system elements (SSE), factors of trustworthiness (FoT), and third-party gossip (TPG), brings about essential insights relative to attaining and retaining employees' trust in an organisation and increasing their organisational citizenship behaviour (OCB).

In other words, the study establishes that SSEs, FOT, and TPG are interrelated impacting trust that influences OCB, which answers the overarching research question. Specifically, it presents evidence of the interrelations of SSEs and FoT relative to being strong predictors of trust, addressing the first research question. This study also proves that SSEs impact trust as well as SSEs indirectly influence trust through FoT, answering the second research question. Also, this study's conceptual framework includes TPG, establishing TPG's moderating effect on trust, which addresses the third research question. Finally, the influence of trust is further analysed proving its impact on employees' organisational citizenship behaviour (OCB).

To specifically highlight this study's importance, a discussion of its vital contribution to the study of trust is deliberated followed by the limitations faced by this study which then assisted in outlining the presentation of the recommendations for researchers. In addition, recommendations for practitioners for practical applications were presented.

7.2 Contributions

This study contributes to the literature on OTR in several ways.

As discussed in Chapter 2, there is a lack of extant literature on the study of trust in the context of the Arabian Gulf culture. Instead, extant literature presents a dominant Western culture's

theoretical perspectives highlighting their values and interests in international business research according to Jack et al. (2013) as cited by Cooke (2017). Consequently, this study is valuable in enriching literature in the study of OTR in the Middle East, particularly the Arabian Gulf region. Specifically, it provides insights into the Arabian Gulf's OTR which can assist researchers, scholars and experts in studying and comparing trust with the Western context, underpinning the impact of culture on OTR. As this is the first study conducted on an organisation in the Kingdom of Bahrain, this study can add to the extant literature, significantly enriching the discussion on the topic of trust within the region since there are very minimal studies conducted in the Arabian Gulf (Redman et al., 2011).

Another significant contribution is the questionnaire designed and used in this study which has been proven reliable through Cronbach's Alpha and has been used by other scholars in the field. The amalgamated questionnaire brings together seven scales measuring different variables. Therefore, for researchers and scholars in the field of trust, this study's questionnaire can be replicated and used in conducting further research on OTR, in the same context or another, which could, consequently, enrich trust literature.

Furthermore, as shown in Chapter 2, this study's conceptual framework is unique and distinctive as it brings all this framework's organisational trust variables (SSE, FoT, TPG and OCB) together in a single study. The comprehensiveness of the coverage focusing on the direct and indirect impact of each of these variables and their interrelationships contributes more and clearer insights and knowledge in the study of OTR and enriches the trust literature for researchers. Furthermore, researchers can use such a model as a guide for their future research. Additionally, the significance of studying these trust variables together is based on prior research established in Chapter 2 of this study indicating that extant literature revealed numerous studies of SSE as a single trust variable and analysing SSE dimensions individually. Consequently, this study is the first to bring three SSEs (perception of OJ, employee involvement and perception of CSR) together in a single study to determine its overall impact on OTR. As revealed in Chapters 4 and 5, SSE's perception of OJ is considered to have the most significant influence on OTR. Particularly, researchers can use the idea of combining all three SSEs to learn their impact on OTR in their own research to further determine whether the findings of this study (perception of OJ being the most significant)

apply in other similar cultures in the Arabian Gulf and the entire Middle East as well as different cultural contexts.

Additionally, this study also analysed and established the significant link between SSE and FoT which directly and indirectly influences OTR. Such knowledge from these findings can prove beneficial to researchers as it allows them to understand the SSE-FoT interrelationships dyad to attain and retain employees' trust in the Arabian Gulf culture and, in future research, they can use this study as a basis for their comparison. As indicated in the discussion of this study, the FoT-SSE dyadic interrelations foster trust at interpersonal and organisational levels. Such findings can be beneficial for managers and employees of an organisation to know how they can enhance interpersonal and organisational trust.

Trust in an organisation is a crucial factor determining organisational success in any cultural environment; therefore, discussions and research on this topic will continue because it is an essential factor in achieving organisational success. This study's findings will enhance understanding of the complex relationships that exist between organisational trust variables such as SSE, FoT, and TPG and their impact on OTR that affects OCB.

An important contribution to literature enrichment was the inclusion of third-party gossip (TPG) discussion as a mediating role that positively or negatively affects OTR and, consequently, OCB. As discussed in Chapter 4, TPG was perceived as a sensitive issue yet its inclusion was welcomed and appreciated by the interviewed managers. The findings in Chapters 4 and 5, showing the prevalence of negative TPG and the significant impact of negative and positive TPG on OTR and OCB, can be valuable to practitioners as it can provide them the background knowledge necessary in planning, preparing, and implementing measures that enhance positive TPG and mitigate negative TPG as suggested in Chapter 6. Moreover, the findings on TPG provide an explicit knowledge of the BOC's collectivist culture that would help organisations function in this kind of cultural environment.

Moreover, the test for the moderation effect in Chapter 5 was a valuable addition to identifying the moderating role of TPG on OTR (Figure 5.1) which helped to advance the theoretical understanding of SSEs by illustrating the link of SSE to OTR. The current research has further extended the knowledge of TPG in terms of its overall significant moderating effect on the

relationship between SSE and OTR, i.e. contact with any type of TPG (positive or negative) moderates the impact of SSE on OTR. This insight is crucial for any organisation's decision-makers to help them invest and exert effort in implementing the most relevant SSE measures that contribute to the organisation's success and plan to avoid and lessen negative TPG.

Furthermore, the understanding of the underpinning elements of social system elements (SSE) (Wilson & Eckel, 2011; Wang et al., 2019; Yu et al., 2018) by comprehending the potential effects and consequences of implementing and enforcing SSE, specifically perception of organisational justice (OJ) in relation to employees' TPG engagement, is advantageous for practitioners. Knowing the importance of SSEs in increasing trust at an organisation level, the organisation's decision-makers can wisely consider and plan to invest time, effort and money in SSEs because of their positive outcomes in overall OTR and OCB. Practitioners can also use these insights to make better decisions in terms of the best measures and regulations to be implemented to achieve organisational success. Similarly, the findings indicating benevolence as the most significant FoT for attaining trust can help practitioners. For the BOC, the findings provide them with knowledge as to what organisational policies and regulations should be enforced in order to attain and retain trust. For managers, the findings help them understand how they should treat their subordinates and the type of leadership they should adopt in order to bolster trust. For the employees, the findings provide them the knowledge as to how they can help the organisation in order to foster trust and increase the level of organisational trust.

The discussion on the limitations of this study is presented next.

7.3 Limitations

This thesis contains several distinctive features in the study of OTR as mentioned above. However, it is acknowledged that this thesis still contains some limitations, specifically in the research design.

Firstly, Chapter 5 discussed the sample size of this thesis and established meeting the research requirements, which is above 70%, considered sufficient to make conclusions and generalisations with certainty on OTR in the BOC. However, due to this study being a single case study, this

sample size is perceived to be insufficient to make generalisations regarding the existence of OTR in all Bahrain organisations in which the generalisations require multiple case studies (Yin, 2018).

Secondly, this thesis got a significant response rate of over 70%, as discussed in Chapter 3, implying that more than half of the BOC employees responded. It can be inferred that their response provided a holistic view of the organisation. Additionally, a pilot study was conducted that provided a good interaction in the focus group discussion of 10 BOC employees to test the reliability and validity of each variable in the questionnaire. However, this thesis would have benefitted more if an in-focus group or in-depth interviews of the research participants were conducted to get a more comprehensive understanding of their opinions and points of view.

Thirdly, this thesis utilised the three most significant SSEs (perception of OJ, employee involvement and perception of CSR), as discussed in Chapter 2. However, it would be considered beneficial if other SSEs, such as employee engagement and empowerment, were included to have more comprehensive findings. However, these could be considered for further post-doctoral research when more time and funding become available.

Fourthly, as mentioned earlier in the contribution of the study, this study's coverage is comprehensive due to the novel conceptual framework and the first-time integration of three organisational trust variables (SSE, FoT and TPG). However, despite this study's distinctiveness, integrating these variables required the creation of a bespoke questionnaire using seven different scales and ensuring that all passed the Alpha-Cronbach 0.7 reliability test. As the questionnaire demonstrated reliability and was administered cross-sectionally, surveying employees randomly, i.e. utilising a common method variance due to time constraints, it would be advisable to use a mixed-method case study approach in future research conducted in a different context to increase reliability.

Fifthly, due to the inclusion of qualitative research in this study, the researcher recognises the managers' responses to the interview might contain some personal bias as discussed in Chapter 4. However, the in-depth information gathered from the qualitative data provided substantial understanding and insights into the social working relations at the BOC which would not have been possible if the study only utilised the quantitative data.

Sixthly, in the literature review section in Chapter 2, as pointed out by Tu (2018), there are minimal mixed-method studies relative to managers' and employees' trust in organisations that could overcome the weaknesses of both quantitative and qualitative studies. This perceived limitation had a minimal influence on this study's thorough investigation of trust using a mixed method as there are no extensive bases for research conducted using this method.

Lastly, the researcher also acknowledges the primary limitation of the researcher's subjectivity in writing this thesis. As the researcher is a Bahraini who is conducting a study about a Bahraini organisation (the BOC), there is a possibility of unintentional personal bias from the researcher that might have influenced the writing of their thesis due to pride. With such acknowledgment, the researcher has attempted to exclude all personal feelings, beliefs and inclinations when writing the thesis. In order to mitigate such bias mentioned above, this study employed the use of data triangulation.

Overall, despite all the limitations enumerated this study's novel conceptual framework and its findings present valuable knowledge and insights on OTR and it is the first study of its kind in a Bahraini context providing valuable information on trust in the Arab Gulf culture. Taking all these limitations into consideration, the next section discusses recommendations for future research.

7.4 Recommendation for Future Research

The findings of this study suggest numerous recommendations for future research.

First, future research can be conducted on more than one organisation in the Kingdom of Bahrain, use a similar conceptual framework and make possible generalisations with a certain degree of confidence as the number of cases grows (Yin, 2018) from different types of organisations, especially those with mostly national or international employees. This perspective can also be extended in conducting research combining data from two or more organisations in the Arabian Gulf to provide a holistic view of OTR in the context of the Arabian Gulf.

Second, it is recommended to include in the research design an in-depth semi-structured interview sample of employees, not only of managers. This should be conducted not only to get a deeper understanding of their perspectives but also to provide chances for them to express their ideas

freely. In such cases, the data produces more comprehensive, conclusive and reliable findings as their opinion will be discussed, expanded and clarified.

Third, it is imperative for future research to reflect more on how trust, based on factors of trustworthiness (FoT), i.e. ability, integrity and benevolence, needs to be distinguished as they relate differently to different SSE. Also, they do not necessarily relate equally to determine overall trust as pointed out in Chapter 6 regarding FoT being context specific. The significance of one FoT may therefore be more in one context than others (Shazi et al., 2015).

Fourth, it is recommended that future research can add or use different SSEs. As pointed out in Chapter 2, there are numerous other SSEs that can be considered because this study only included the perceived three most related SSEs to OTR (Ozmen, 2018; Butler, 1991; Mishra, 1996; McKnight & Chervany, 2001; 2002). Considering other SSEs such as discreetness, fairness, integrity, loyalty, openness and empowerment, can produce a more comprehensive coverage and enhance the literature on OTR. This study has already initiated and proven that SSEs can be used to measure OTR and OCB to test their effectiveness which can serve as a foundation for considering using other SSEs in future research.

Fifth, future research can specifically focus on the study of TPG. This study has already established the existence of both positive and negative TPG as discussed in Chapters 4 and 5. Furthermore, the findings indicated the link of TPG's existence as culturally embedded. Therefore, researchers can take time to look into each positive TPG and negative TPG and its impact on OTR with implications on differentiating positive and negative TPG, decreasing negative TPG to increase trust and initiatives on deviating negative TPG to positive TPG to increase trust. In other words, based on the findings future research can include a recommendation on how organisations should also consider investing their time, efforts and money in promoting positive TPG to mitigate negative TPG. In doing so, organisations promote a positive working environment, achieve their set goals and promote OCB.

Lastly, another perceived limitation to consider is the fact that developments in communications, international travel and the Internet are constantly transforming Bahrain's culture by integrating beliefs and attitudes and expectations from other cultures. Culture is a moving target that changes

with time, even as it is observed and studied. Hence, it would be beneficial to conduct similar studies in the same setting after few years, focusing more on the impact of culture on OTR.

7.5 Recommendation for Practitioners

This study is also beneficial to the practitioners, especially for practitioners in the Kingdom of Bahrain or in the Arabian Gulf, as it provides more in-depth knowledge on OTR in the Arabian Gulf region that can greatly assist them in achieving organisational success.

Firstly, this study is helpful for managers in an organisation especially organisations operating in the Arabian Gulf. This study's findings have revealed the connection and importance of culture in building employees' trust as manifested in the analyses of the interrelations of SSE, FoT and the mediating role of TPG. Furthermore, OTR as a by-product of the existence of SSE and FoT, can influence OCB. Therefore, managers would be able to use this valuable knowledge in initiating, developing and implementing measures that enhance SSEs, FoT and positive TPG as well as mitigate negative TPG to increase employees' trust. International companies operating in a collectivist cultural environment can also look into the effects of culture in their organisation and utilise such knowledge to execute employee-friendly regulations and activities, such as social gatherings, to build harmony and strengthen relations.

Secondly, this study illustrated the vital significance of TPG (positive TPG increasing OTR; negative TPG decreasing OTR and affecting employee-manager relations). Managers should ensure that positive TPG prevails by managing it cleverly through initiatives and measures and find ways to discourage negative TPG. Managers should also consider that gossips are always part of the organisational dynamics and, as Fleig-Palmer et al. (2018) emphasised, managers should adopt a mentoring behaviour to enhance the perceived OTR and overcoming the impact of negative TPG.

Thirdly, the findings of this study highlighted the significance of the perception of OJ, specifically distributive justice. Leaders of organisations can benefit from this important insight by paying closer attention to rewards, benefits and salaries of employees, always ensuring a fair distribution of human and financial resources and compensation. This can ultimately assist in creating a

healthy and positive working environment with a very strong employee-organisation relation (EOR).

Fourthly, this study's findings also emphasised the importance of employees' involvement in the organisation's decision-making process. Employees' participation benefits the managers and the organisation by gaining employees' trust. It can also gather creative ideas from employees which can generate and increase employees' morale leading to higher productivity and engagement and higher-level of OCB. Therefore, managers in an organisation should always consider employees' participation as a valuable tool in effecting organisational success.

Lastly, another valuable insight from the findings of this study is the crucial importance of employee and organisational involvement in CSR activities. Managers should ensure their and employees' participation in CSR activities as it strengthens the ties with the community and builds sense of belonging, ultimately resulting in OCB. It is also important to consider that CSR activities enhance organisational reputation and image.

This study, with its comprehensive coverage, distinctive conceptual framework and being the first of its kind in the Kingdom of Bahrain, presented valuable contributions in relation to building, attaining and retaining trust in an organisation, including the impact of culture. Its findings provided in-depth knowledge on building and enhancing OTR which further leads to positive OCB. Additionally, this study presented findings that offer great ideas for future research as well as insights which can be used as best practices for practitioners.

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Appendices

Appendix A: Managers' interview Schedule

-	interview schedule for managers
1.	Please tell me about your job at the organisation?
2.	How does it feel to be part of your organisation?
3.	How would you describe the relationship between you and employees in your department? Elaborate.
4.	Do you think employees in your department trust you? Elaborate.
5.	Do employees talk to you about their personal issues? Why / why not?
6.	When employees come to you with work related issues, how do you support them?
7.	Do you trust employees in your department? Why/why not?
8.	Do you have social interactions with employees outside the work environment? Why/why not?
9.	Do you consider employees' in your department as friends? Why/why not?
10.	Do employees in your department follow your instructions and advice? If not, what are the consequences? Elaborate.
11.	What does organisational justice mean to you?

12.	How will you describe fair treatment when dealing with employees of your department?
13.	Are you fairly treated in your organisation? Elaborate.
14.	Do you give rewards in your organisation? What are they?
15.	Do you nominate employees from your department for these rewards? Why / why not?
16.	What do you think of the rules and regulations of the organisation? Do you think they are employee friendly? Elaborate.
17.	Does management take into consideration employees' well-being when strategically planning future company goals? Elaborate.
18.	Does management take into consideration CSR when strategically planning future company goals? Elaborate.
19.	Does your organisation have a clear set of organisational values/principles to guide employees' and management's decisions? Elaborate.
20.	What do you feel about positive and negative gossip? Are they detrimental or beneficial to the work environment? Elaborate.
21.	From your experience, how does gossip affect the social and work behaviour of employees? Elaborate.
22.	As a manager, do you care about gossip within the department? Elaborate.

Appendix B: Annual Reports Summary (Translated from Arabic to English)

1. President's Letter

His Royal Highness (HRH) Sheikh (Sh.) Nasser has always stressed on teamwork in all the four years he was heading the BOC. He has given motivational and specific titles to each year. For example, he named 2016 as the 'historical year', because of winning a gold and a silver medal in Rio Olympics 2016 for the first time in the history of the Kingdom. This reflects a systematic well-planned approach to success.

The president introduced CSR as a concept in 2017 to abide with in all BOC activities and proceedings. He emphasized on its importance and urged the sport associations to collaborate with BOC in order to raise awareness of living a healthy lifestyle.

2. Board Members

All annual reports discussed above have the same President and Secretary General (SG). However, the board of directors have changed their members in 2017 by 40% i.e. four out of ten new members have been appointed. The board members are elected each year based on a voting process by the different sport associations.

3. SG's Office

The SG 's office overlooks all financial and administrative matters and stresses on having signed legislations that benefit the overall vision of the BOC.

In each year BOC produces a long list of legislations, however, the researcher has chosen the extraordinary contributions that are seen as outstanding achievements. For example, in 2016 the BOC received 'The Most Improved Committee Award' in Rio 2016. In the same year the BOC signed for hosting a financial auditing company to audit its accounts by outsourcing a company to check and review its financial accounts. This shows BOC's strong belief in transparency.

The SG's office is responsible for the formation of internal sub-committees annually to improve and evaluate the performance of its employees and the quality of the services rendered by all sport associations. Some of these committees are the Medicine Centre Improving Committee and the Employee Self-Evaluation Committee. Thus, these committees have the power and the direction to recommend improvements and be heard.

Another interesting legislation agreement is the formation of the Research Committee in 2017 that discovers new local potential athletes and train them to be future champions. This shows the BOC's commitment in maximizing and empowering the participation of local talents.

Because of introducing CSR and wanting it to be a norm within BOC in 2018, the SG's office has signed an agreement with a local company, Clean-up Bahrain, to recycle obsolete machinery such as old computers and photocopy machines.

Furthermore, the well-being of sport association members is important, and teamwork is always addressed by senior management. Hence, in 2017 and 2018 a Dispute and Appeal Committee to overlook the financial matters of these sport associations has been created. The formation of this committee stressed on the fact that organisational justice is important to management. This committee will not have been formed if the management was not willing to bring justice and fairness into its BOC's organisational culture.

4. Strategic – Planning Department:

This department works on communicating BOC's strategic vision to public and private corporations and individuals. It also partners with 'Injaz', which is a voluntary and not for profit organisation. Injaz aims to empower students in private and public schools in Bahrain (Injazbh.org) to own their success and be prepared to face today's business and economics changing dynamics. BOC ask its employees in partnership with Injaz to teach school students. Thus, this involves employees in CSR activities to share their skills and transfer their knowledge to the community.

5. Sport Association Department

This department monitors all sport associations under the BOC. It keeps records of all home and away games and a list of all category attained medals (Gold, Silver and Bronze). This archiving system shows a detailed historical recording which helps to measure success and plan better for future targets.

In the year 2018, there was a significant increase in gold medals. Which justifies, the president's letter entitled 'Only Gold' as motivation for more to come and appreciation of what has been achieved.

41% increase in Gold medals achieved in 2018 over 2015 substituting Bronze and Silver medals. This is a clear illustration of the motivational factors and due to systematic training, motivational and inspiring leadership.

6. Olympic Committee Academy

2018 witnessed a 50% increase in the number of participants from the sport associations. The workshops have been opened to the public free of charge as a form of CSR awareness and initiative. The workshops recorded equal participation from both genders as equal opportunities where given for both male and females to attend. These workshops raise awareness on each sport and try to discover new local talents by attracting more participant to it.

Training and transfer of knowledge from local and international partners to existing sport members improves their existing talents. Retaining talent is significant in BOC as it gives the necessary training and ensure the academy involves all BOC members in this process.

7. Sport Medicine Centre

The Sport Medicine Centre looks over the training and awareness of athletes in sport associations. The annual reports give a list of all workshop that happened such as, Anti-Doping

and Heart Attack workshops. These workshops take place on a quarterly basis for each sport association. The list covers all local and international workshops attended by BOC.

Drastic improvement in the construction and the running staff of the Sport Medicine Centre took place in 2015. This led to its inauguration in 2016 with a big outpatient Clinic Section and a Physical Performance Lab to service local and international visitors on top of BOC employees and sport association members. This is a clear reflection of the caring culture of BOC and its commitment to not its employees but also to the good citizenship in the country.

8. Management and Finance Department

The annual report of this department breaks down into two sections. First, Human Resources (HR) Department. The HR has a systematic approach to employee management and development. This department shows noticeable achievements within the years. In 2015, it introduced a paperless monitoring (online) HR system and amended its organisational structure by adding new positions within BOC. The new structure shows a new era to be introduced and a new HR strategy taking place. Therefore, the president's letter titled 'New Developing Era' meant greater employee involvement and more precise job roles to be introduced to make sure people within BOC work within a specialized domain and maximize their involvement.

After new positions being introduced an increase in employee's allowances has taken place in 2016. Furthermore, improvements on internal job rotation scheme were done. This shows commitment of management in being fair to its employees. Subsequently to the creation of the new job positions which came in place in 2015, a job rotation and pacification of skill needs took place in 2017. New Legislations such as introduction of an incentive scheme for outstanding employees and the formation of a social activity committee to involve employees was organised.

After measuring employee satisfaction late in 2017, the year 2018 has overseen amendments in the organisational structure, management was keen on placing the right talents in their right

positions. Moreover, in the same year job description of each employee has been revised and improved. This is an important achievement, because it shows the change in the level awareness of the HR department and its willingness to bring in justice. This was illustrated in writing new job description creating new job roles and witnessing an overall restructuring of the HR system. All these changes required a revamp of BOC training and talent management strategy therefore, the BOC has signed two training contracts to achieve bridging the gap between the new and old structure in terms of talent by engaging two local training partners (Tamkeen and BIPA).

It is clear that the HR department is working hard to retain employees as they look forward to training programs and make drastic improvements to the organisational structure and job roles. It also aims to attract new employees by adding more benefits, training and health insurance schemes.

In 2018 the BOC started recording all interviews of employment by using a structured rubric which had to be filled in by writing. This is a very important step as previously interviews were verbal with no written records. This is a forward step towards fair employment. Written record now will ensure that the best person fit for the job is selected.

The second section of the annual reports overlooks the financial matters of BOC. Although there are no figures stated in the reports. There is a plan to change and reorganize financial accounts of BOC in 2015 which has been implemented in 2016 with a new accounting system that is further audited by an outsourced auditing company. Thus, all financial matters are regulated twice to ensure correct and fair use of budget.

9. IT Department

The IT department works as a supporting department to all BOC and its entities. It takes charge of all technological preparations of all events and workshops.

10. Public Relations (PR) and Marketing Department

This department proved to be in advance by increasing their media coverage over the years. 2015, had 190 press releases in local and international newspapers where as 2018 – 283 press releases have been issued locally and internationally. Another significant contribution of this department is their interest in digitalising news and using social media in communicating with the public. Posts on Instagram are daily in 2018 and can reach to more than one post per day. Moreover, films and movie production have increased significantly.

BOC interacts with the public through two main social media platforms which are Twitter and Instagram. Although BOC have joined Twitter in April 2011 and Instagram in February 2013. Instagram has more followers (25.6K followers) than Twitter (16.6K). Thus, posts and films created by this department have proven to be effective with the public as they are shared and posted on Instagram- a social media platform that share images and videos rather than Twitter- a social platform that interacts with messages.

11. International Affairs Department

This department works with International Olympic Committees on the international conferences throughout the world. It also manages the international guests' relation affairs of BOC.

12. Programs and Project Department

This department looks for new initiatives and works on new projects and implements approved ones. It works in partnership with local private and public corporations. In 2016, it has introduced the 'Long-Term Athlete Development' project which looks for new talents. This harvest was yielded in 2017, is selection of 6 Bahraini athletes to participate in Tokyo Olympics 2020. The early selection of athletes in 2017 gave much time to train and improve their capabilities. Hence, BOC gives plenty of time for the dedicated athletes and treats them fairly. This department introduced the 'Bahrain Baby Games' in 2018 as a CSR initiative. Thus, BOC involves all members of the Bahraini community regardless of their age, gender and religion.

The annual reports gave a brief description of the goals and objectives of BOC and its departments. Thus, management is keen in reviewing the achievement according to BOC procedures. Annual reports for the years 2017 and 2018 had more visuals than in the years 2015 and 2016 reports. Also, the page numbers of the annual reports are almost the same ranging between 100-125 pages.

Appendix C: Employees' Questionnaire

Bahrain Olympic Committee (BOC) Employees' Questionnaire draft						
This questionnaire is intended to collect data about the employees of BOC. Your answers will help to measure the trust between employees and the BOC thereby enhancing the working relationship between you and the organisation. Respondents will need approximately 15 minutes to finish answering all questions.						
Section One: Descriptive Information						
Please circle what is applicable to you.						
What is your gender?	Male			Female		
What is your age group?	18-25	26-36	37-47	48-60		
How many years of service in BOC do you have?	0-2	3-6	7-10	More than 10		
Section Two: Employee Involvement						
The following statements are concerned with the relationship between you and your direct manager. Please indicate how far you agree or disagree with the following statements. (Please circle.)						
		Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
1.	My management and I have a two-way exchange relationship.	1	2	3	4	5
2.	My relationship with my management is composed of comparable exchange of giving and taking.	1	2	3	4	5
3.	My efforts are reciprocated by my management.	1	2	3	4	5
4.	I do not have to specify the exact conditions to know the management will return a favour.	1	2	3	4	5
5.	My management and I and I have a sharing relationship.	1	2	3	4	5
6.	Management and I can freely share our ideas, feelings and hopes.	1	2	3	4	5
7.	My relationship with my management is based on mutual trust.	1	2	3	4	5
8.	If I do something for my manager, my manager will eventually repay me.	1	2	3	4	5

9.	My working relationship with my management is effective.	1	2	3	4	5
10.	I can talk freely to my management about difficulties I am having at work and know that my management will want to listen.	1	2	3	4	5
11.	If I shared my problems with my management, I know that my management would respond constructively and caringly.	1	2	3	4	5
12.	I would have to say that my management and I have both made considerable emotional investments in our working relationship.	1	2	3	4	5
13.	I have a balance of inputs and outputs with my management.	1	2	3	4	5

Section Three: Organisational Justice (overall fairness)

The following statements ask about the fairness of BOC as your employer. Please indicate how far you agree or disagree with the following statements. (Please circle.)

		Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
14.	In general, I am fairly treated in BOC.	1	2	3	4	5
15.	All in all, BOC treats me fairly.	1	2	3	4	5
16.	Overall, I believe I receive fair treatment from my management.	1	2	3	4	5
17.	The rewards I receive here are quite fair.	1	2	3	4	5
18.	I believe that I am being rewarded fairly at work.	1	2	3	4	5
19.	I receive fair rewards in BOC.	1	2	3	4	5
20.	BOC makes decisions in fair ways.	1	2	3	4	5
21.	The procedures used to handle organisational issues are fair.	1	2	3	4	5

22.	The rules and procedures to make decisions are fair.	1	2	3	4	5
23.	My management treats me fairly.	1	2	3	4	5
24.	In my interpersonal encounters, my management gives me fair treatment.	1	2	3	4	5
25.	The way my management treats me is fair.	1	2	3	4	5

Section Four: Employees' Perception of Corporate Social Responsibility

The following statements measure your perception as an employee towards the organisation's corporate social responsibility. Please indicate how far you agree or disagree with the following statements. (Please circle.)

		Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
26.	BOC has a procedure in place to respond to every stakeholder complaint.	1	2	3	4	5
27.	BOC continuously improves the quality of its events and activities.	1	2	3	4	5
28.	The managers of BOC try to comply with the laws and regulations.	1	2	3	4	5
29.	Top management establishes long-term strategies for business.	1	2	3	4	5
30.	BOC seeks to comply with all laws regulating the hiring of employees and their benefits.	1	2	3	4	5
31.	BOC has programs that encourage the diversity of its workforce.	1	2	3	4	5
32.	BOC has a comprehensive code of conduct.	1	2	3	4	5
33.	Members of BOC follow professional standards.	1	2	3	4	5
34.	Top managers monitor the potential negative impacts of its activities on our community.	1	2	3	4	5
35.	BOC encourages employees to join civic organisations that support our community.	1	2	3	4	5

36.	Flexible company policies enable employees to better coordinate their work and personal lives.	1	2	3	4	5
37.	BOC gives adequate contributions to charities.	1	2	3	4	5

Section Five: Trustworthiness Factors

The following statements ask about the direct manager's efforts to build mutual trust between you and them. Please indicate how far you agree or disagree with the following statement. (Please circle.)

		Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
38.	Management is very capable of performing its job.	1	2	3	4	5
39.	Management is known to be successful at the things it tries to do.	1	2	3	4	5
40.	Management has much knowledge about the work that needs to be done.	1	2	3	4	5
41.	I feel very confident about my management's skills.	1	2	3	4	5
42.	BOC has specialised capabilities that can increase our performance.	1	2	3	4	5
43.	Management is qualified.	1	2	3	4	5
44.	Management is very concerned with my welfare.	1	2	3	4	5
45.	My needs and desires are very important to the management.	1	2	3	4	5
46.	Management would not knowingly do anything to hurt me.	1	2	3	4	5
47.	Management really looks out for what is important to me.	1	2	3	4	5
48.	Management will go out of its way to help me.	1	2	3	4	5
49.	Management has a strong sense of justice.	1	2	3	4	5
50.	I never have to wonder whether management will stick to their word.	1	2	3	4	5
51.	Management tried hard to be fair in dealing with others.	1	2	3	4	5

52.	Management's actions and behaviour are not very consistent.	1	2	3	4	5
53.	I like the BOC's values.	1	2	3	4	5
54.	Sound principles seem to guide management's behaviour.	1	2	3	4	5

Section Six: Organisational Trust

The following statements ask about your trust in management. Please indicate how often you engage in the following behaviour. (Please circle.)

		Never	Rarely	Sometimes	Often	Always
55.	I rely on my manager's work-related judgement.	1	2	3	4	5
56.	I rely on my manager's task-related skills and abilities.	1	2	3	4	5
57.	I depend on my manager to handle an important issue on my behalf.	1	2	3	4	5
58.	I rely on my manager to represent my work accurately to others.	1	2	3	4	5
59.	I depend on my manager to back me up in difficult situations.	1	2	3	4	5
60.	I share my personal feelings with my manager.	1	2	3	4	5
61.	I confide in my manager about personal issues that are affecting my work.	1	2	3	4	5
62.	I discuss honestly my feelings about work, even negative feelings and frustration.	1	2	3	4	5
63.	I discuss work-related problems or difficulties that could potentially be used to my disadvantage.	1	2	3	4	5
64.	I share my personal beliefs with my manager.	1	2	3	4	5

Section Seven: Third-party Gossip

The following statements ask about work and non-work related gossip. Please indicate how far you agree or disagree with the following statement. (Please Circle)

		Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree

65.	I do not want others to gossip about me.	1	2	3	4	5
66.	People may have interesting conversations without gossiping.	1	2	3	4	5
67.	Gossiping is inappropriate behaviour	1	2	3	4	5
68.	I think that gossiping would damage my respect.	1	2	3	4	5
69.	People may have enjoyable conversations without gossip.	1	2	3	4	5
70.	I wouldn't want to be considered a "gossip".	1	2	3	4	5
71.	Gossiping is morally wrong.	1	2	3	4	5
72.	I feel excluded in gossip conversations.	1	2	3	4	5
73.	I am not invited to join the gossip conversations.	1	2	3	4	5
74.	People know that I don't get involved with gossip or rumours.	1	2	3	4	5
75.	Gossiping is a nice way to have a conversation with someone.	1	2	3	4	5
76.	Gossiping helps develop friendships with others.	1	2	3	4	5
77.	Gossiping helps people to better understand those they gossip about.	1	2	3	4	5
78.	Gossip is a form of communication which helps people to maintain relationships with other people.	1	2	3	4	5
79.	Gossiping makes people feel invigorated and excited.	1	2	3	4	5
80.	Sharing gossip makes people feel close to the people they gossip with.	1	2	3	4	5
81.	It feels good to hear of certain people's failures.	1	2	3	4	5
82.	People gossip about people who have done something wrong.	1	2	3	4	5

83.	People can feel some of their aggressions being released when they gossip.	1	2	3	4	5
84.	Gossiping is a way of making fun of people.	1	2	3	4	5
85.	Gossiping allows people to find out what they want to know about others.	1	2	3	4	5
86.	Gossiping allows people to discover others' interests.	1	2	3	4	5
87.	Gossiping allows people to gain information on rumours in the office.	1	2	3	4	5
88.	Gossiping allows people to give and receive information.	1	2	3	4	5
89.	Gossiping allows people to give and receive information about people who aren't liked.	1	2	3	4	5
90.	Gossiping allows people to know the values of others who are gossiped about.	1	2	3	4	5

Section Eight: Organisational Citizenship Behaviour

The following statements ask about your behaviour in work related issues. Please indicate how often you engage in the following behaviour. Please circle.

		Never	Rarely	Sometimes	Often	Always
91.	I go out of my way to help co-workers with work-related problems.	1	2	3	4	5
92.	I voluntarily help new employees settle into the job.	1	2	3	4	5
93.	I frequently adjusts my work schedule to accommodate other employees' requests for time-off.	1	2	3	4	5
94.	I always go out of my way to make newer employees feel welcome in the work group.	1	2	3	4	5
95.	I show genuine concern and courtesy toward co-workers, even under the most trying business or personal situations.	1	2	3	4	5

96.	For issues that may have serious consequences, I express opinions honestly even when others may disagree.	1	2	3	4	5
97.	I often motivate others to express their ideas and opinions.	1	2	3	4	5
98.	I encourage others to try new and more effective ways of doing their job.	1	2	3	4	5
99.	I encourage hesitant or quiet co-workers to voice their opinions when they otherwise might not speak up.	1	2	3	4	5
100	I frequently communicate to co-workers suggestions on how the group can improve.	1	2	3	4	5
101	I rarely miss work even when I have a legitimate reason for doing so.	1	2	3	4	5
102	I perform my duties with unusually few errors.	1	2	3	4	5
103	I perform my job duties with extra-special care.	1	2	3	4	5
104	I always meet or beat deadlines for completing work.	1	2	3	4	5
105	Defends the organisation when other employees criticize it.	1	2	3	4	5
106	I encourage friends and family to utilize BOC's services.	1	2	3	4	5
107	I defend the BOC when outsiders criticize it.	1	2	3	4	5
108	I show pride when representing the BOC in public.	1	2	3	4	5
109	I actively promote the BOC's activities and event to potential users.	1	2	3	4	5

Appendix D: SPSS Results

Table D1: KMO and Bartlett's Test – SSE and Factors of Trustworthiness

		SSE	Trustworthiness
KMO Measure of Sampling Adequacy.		.963	.964
Bartlett's	Chi-Square	12773.842	5610.130
Test of	Df	666	136
Sphericity	Sig.	.000	.000

Table D2: Communalities' Matrix - Social System Elements

	Extraction
My management and I have a two-way exchange relationship	.636
My relationship with my management involves an exchange of giving and taking	.751
My efforts are reciprocated by my management	.755
I do not have to specify the exact conditions to know the management will return a favour	.663
My management and I have a sharing relationship	.726
Management and I can freely share our ideas, feelings and hopes	.660
My relationship with my management is based on mutual trust	.770
If I do something for my manager, my manager will eventually repay me	.631
My working relationship with my management is effective	.804
I can talk freely to my management about difficulties I am having at work and they will listen	.737
If I shared my problems with my management, I know that my management would respond caringly	.747
My management and I have made considerable emotional investments in our working relationship	.748
I have a balance of inputs and outputs with my management	.798
In general, I am fairly treated in the organisation	.667
All in all, the organisation treats me fairly	.693
Overall, I believe I receive fair treatment from my management	.749

The rewards I receive here are quite fair	.715
I believe that I am being rewarded fairly at work	.758
I receive fair rewards in my organisation	.779
The organisation makes decisions in fair ways	.790
The procedures used to handle organisational issues are fair	.751
The rules and procedures to make decisions are fair	.761
My management treats me fairly	.818
In my interpersonal encounters, my management gives me fair treatment	.802
The way my management treats me is fair	.846
The organisation has a procedure in place to respond to every stakeholder complaint	.733
The organisation continuously improves the quality of its events and activities	.723
The managers of the organisation try to comply with the laws and regulations	.675
Top management establishes long-term strategies for business	.627
The organisation seeks to comply with all laws regulating the hiring of employees	.714
The organisation has programs that encourage the diversity of its workforce	.752
The organisation has a comprehensive code of conduct	.745
Members of the organisation follow professional standards	.752
Managers monitor the potential negative impacts of its activities on our community	.549
The organisation encourages employees to join civic groups that support our community	.701
Flexible company policies enable employees to better coordinate their work and personal lives	.735
The organisation gives adequate contributions to charities	.522

Extraction Method: Principal Component Analysis

Table D3: Total Variance Explained - Social System Elements

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	18.289	49.430	49.430	18.289	49.430	49.430	9.366	25.312	25.312
2	6.311	17.057	66.486	6.311	17.057	66.486	9.360	25.297	50.609
3	2.179	5.888	72.375	2.179	5.888	72.375	8.053	21.766	72.375
4	.826	2.231	74.606						
5	.730	1.973	76.579						
6	.649	1.754	78.333						
7	.560	1.513	79.846						
8	.522	1.411	81.257						
9	.480	1.299	82.556						
10	.460	1.243	83.799						
11	.434	1.173	84.973						
12	.421	1.138	86.111						
13	.387	1.045	87.156						
14	.351	.949	88.105						

15	.329	.888	88.9 93						
16	.317	.856	89.8 49						
17	.302	.816	90.6 65						
18	.287	.776	91.4 40						
19	.277	.749	92.1 89						
20	.246	.664	92.8 52						
21	.238	.643	93.4 95						
22	.230	.620	94.1 16						
23	.220	.594	94.7 10						
24	.201	.543	95.2 53						
25	.188	.507	95.7 60						
26	.176	.476	96.2 36						
27	.165	.445	96.6 81						
28	.159	.429	97.1 10						
29	.155	.418	97.5 28						
30	.148	.401	97.9 29						
31	.144	.390	98.3 19						

32	.133	.359	98.6 78						
33	.123	.332	99.0 11						
34	.113	.305	99.3 16						
35	.095	.256	99.5 72						
36	.087	.234	99.8 06						
37	.072	.194	100. 000						

Extraction Method: Principal Component Analysis

Table D4: Rotated Component Matrix - Social System Elements

	Component		
	1	2	3
The way my management treats me is fair	.897	.185	.088
My management treats me fairly	.884	.166	.098
In my interpersonal encounters, my management gives me fair treatment	.868	.199	.090
I receive fair rewards in my organisation	.852	.168	.159
The organisation makes decisions in fair ways	.845	.106	.255
Overall, I believe I receive fair treatment from my management	.840	.179	.111
The rules and procedures to make decisions are fair	.838	.076	.231
I believe that I am being rewarded fairly at work	.838	.155	.178
All in all, the organisation treats me fairly	.823	.034	.122
The rewards I receive here are quite fair	.814	.178	.146
In general, I am fairly treated in the organisation	.813	.076	.016
The procedures used to handle organisational issues are fair	.810	.141	.273
My relationship with my management is based on mutual trust	.197	.812	.268

My relationship with my management involves an exchange of giving and taking	.085	.810	.295
My working relationship with my management is effective	.239	.797	.334
My efforts are reciprocated by my management	.195	.792	.299
I have a balance of inputs and outputs with my management	.139	.780	.412
I can talk freely to my management about difficulties I am having at work and know that my management will want to listen	.184	.777	.315
I would have to say that my management and I have both made considerable emotional investments in our working relationship	.175	.764	.364
My management and I have a sharing relationship	.135	.758	.365
Management and I can freely share our ideas, feelings and hopes	.167	.753	.255
My management and I have a two-way exchange relationship	.008	.751	.270
I do not have to specify the exact conditions to know the management will return a favour	.120	.743	.311
If I shared my problems with my management, I know that my management would respond constructively and caringly	.191	.742	.399
If I do something for my manager, my manager will eventually repay me	.187	.688	.350
The organisation has a comprehensive code of conduct	.331	.123	.787
Members of the organisation follow professional standards	.360	.216	.758
The organisation has a procedure in place to respond to every stakeholder complaint	.384	.129	.754
The organisation has programs that encourage the diversity of its workforce	.381	.210	.750
Flexible company policies enable employees to better coordinate their work and personal lives	.388	.166	.746
The organisation continuously improves the quality of its events and activities	.341	.230	.744
The organisation encourages employees to join civic groups that support our community	.391	.103	.733

The organisation seeks to comply with all laws regulating the hiring of employees	.358	.269	.716
The managers of the organisation try to comply with the laws and regulations	.320	.292	.698
The organisation gives adequate contributions to charities	.230	.035	.684
Top management establishes long-term strategies for business	.361	.226	.667
Managers monitor the potential negative impacts of its activities on our community	.285	.188	.658

Extraction Method: Principal Component Analysis

Rotation Method: Varimax with Kaiser Normalization

Table D5: Communalities' Matrix – Factors of Trustworthiness

	Extraction
Management is very capable of performing its job	.743
Management is known to be successful at the things it tries to do	.794
Management has much knowledge about the work that needs to be done	.773
I feel very confident about my management's skills	.754
The organisation has specialised capabilities that can increase our performance	.722
Management is qualified	.745
Management is very concerned with my welfare	.608
My needs and desires are very important to the management	.693
Management would not knowingly do anything to hurt me	.550
Management really looks out for what is important to me	.787
Management will go out of its way to help me	.750
Management has a strong sense of justice	.778
I never have to wonder whether management will stick to their word	.788
Management tries hard to be fair in dealing with others	.767
Management's actions and behaviour are not very consistent	.529

I like the organisation's values	.518
Sound principles seem to guide management's behaviour	.626

Extraction Method: Principal Component Analysis.

Table D6: Total Variance Explained – Factors of Trustworthiness

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	11.273	66.313	66.313	11.273	66.313	66.313	7.044	41.437	41.437
2	1.994	5.844	72.157	1.994	5.844	72.157	5.088	29.932	71.369
3	1.923	5.427	77.584	1.923	5.427	77.584	1.057	6.215	77.584
4	.725	4.267	81.851						
5	.528	3.104	84.955						
6	.404	2.376	87.331						
7	.337	1.984	89.315						
8	.273	1.607	90.922						
9	.237	1.396	92.319						
10	.221	1.302	93.621						
11	.208	1.224	94.845						
12	.191	1.126	95.971						
13	.172	1.015	96.986						
14	.138	.810	97.796						
15	.132	.775	98.571						
16	.124	.731	99.302						
17	.119	.698	100.000						

Extraction Method: Principal Component Analysis

Table D7: Rotated Component Matrix – Factors of Trustworthiness

	Component		
	1	2	3
I like the organisation's values	.848	.110	.066
Management tries hard to be fair in dealing with others	.823	.055	.055
Management has a strong sense of justice	.811	.048	.072
Management's actions and behaviour are not very consistent	.797	.126	.075
I never have to wonder whether management will stick to their word	.746	.076	.080
Sound principles seem to guide management's behaviour	.670	.131	.137
My needs and desires are very important to the management	.066	.857	.043
Management will go out of its way to help me	.057	.841	.052
Management really looks out for what is important to me	.110	.809	.057
Management would not knowingly do anything to hurt me	.270	.743	-.049
Management is very concerned with my welfare	.180	.660	.016
Management is known to be successful at the things it tries to do	.215	.114	.819
Management has much knowledge about the work that needs to be done	.043	.070	.779
Management is qualified	.168	.055	.728
Management is very capable of performing its job	.164	.061	.691
I feel very confident about my management's skills	.038	.095	.681
The organisation has specialised capabilities that can increase our performance	.090	.065	.676

Extraction Method: Principal Component Analysis

Rotation Method: Varimax with Kaiser Normalization

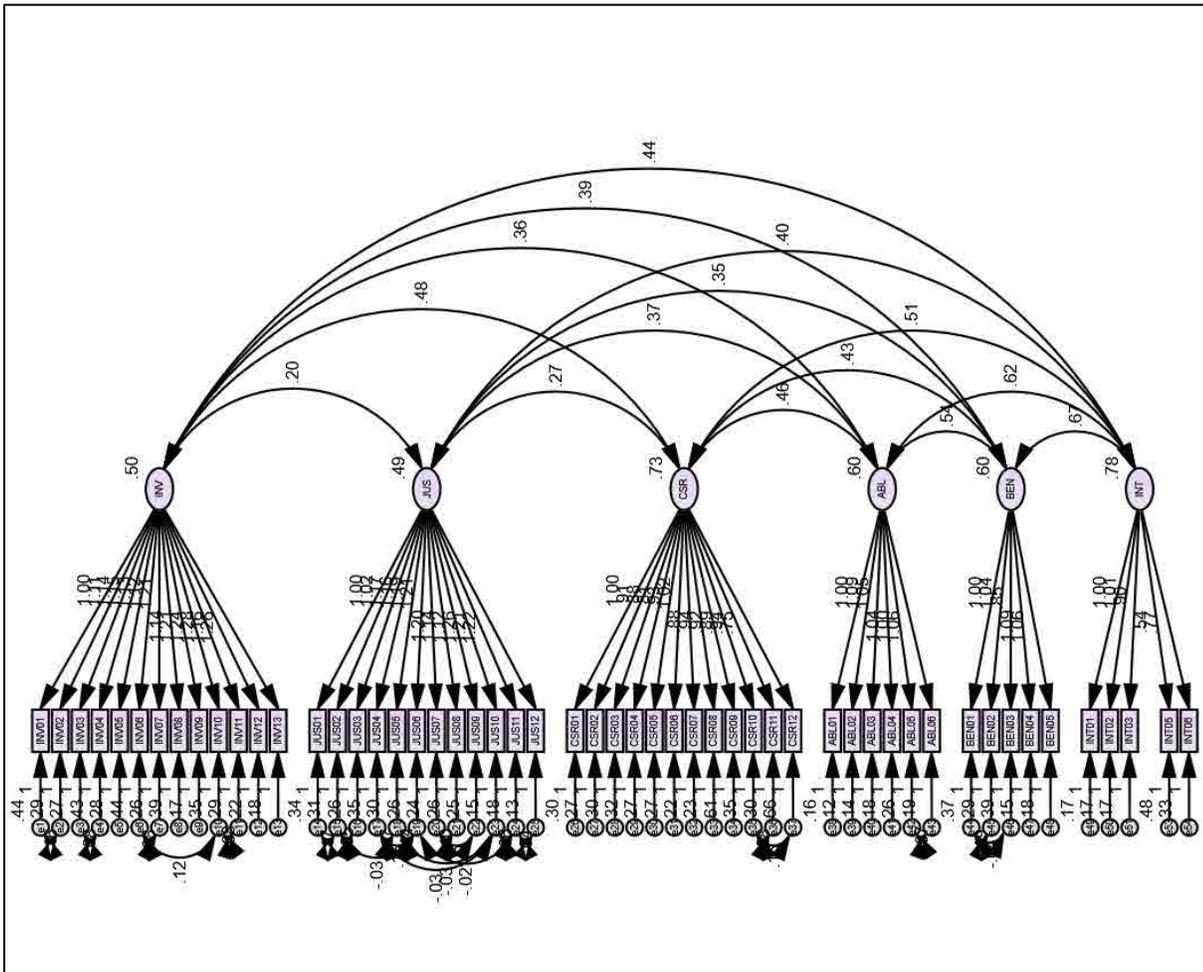


Figure D1: Confirmatory Factor Analysis - System Elements and Factors of Trustworthiness

Table D8: Confirmatory Factor Analysis - Convergent Validity

	Estimate	Standardised	S.E.	C.R.	P	Label
INV01 <--- INV	1.000	.728				
INV02 <--- INV	1.110	.826	.056	19.966	***	
INV03 <--- INV	1.140	.840	.074	15.338	***	
INV04 <--- INV	1.151	.780	.081	14.166	***	
INV05 <--- INV	1.132	.833	.074	15.209	***	
INV06 <--- INV	1.117	.765	.081	13.868	***	
INV07 <--- INV	1.208	.859	.077	15.718	***	

	Estimate	Standardised	S.E.	C.R.	P	Label
INV08 <--- INV	1.140	.791	.079	14.390	***	
INV09 <--- INV	1.208	.898	.073	16.498	***	
INV10 <--- INV	1.243	.829	.082	15.118	***	
INV11 <--- INV	1.285	.859	.082	15.712	***	
INV12 <--- INV	1.163	.868	.073	15.892	***	
INV13 <--- INV	1.263	.902	.076	16.573	***	
JUS01 <--- JUS	1.000	.767				
JUS02 <--- JUS	1.023	.790	.046	22.336	***	
JUS03 <--- JUS	1.173	.849	.070	16.772	***	
JUS04 <--- JUS	1.157	.807	.074	15.694	***	
JUS05 <--- JUS	1.189	.836	.073	16.394	***	
JUS06 <--- JUS	1.210	.857	.071	16.948	***	
JUS07 <--- JUS	1.202	.862	.070	17.099	***	
JUS08 <--- JUS	1.135	.840	.069	16.538	***	
JUS09 <--- JUS	1.118	.843	.067	16.620	***	
JUS10 <--- JUS	1.262	.914	.068	18.435	***	
JUS11 <--- JUS	1.207	.894	.068	17.859	***	
JUS12 <--- JUS	1.224	.922	.066	18.643	***	
CSR01 <--- CSR	1.000	.843				
CSR02 <--- CSR	.913	.835	.048	18.999	***	
CSR03 <--- CSR	.879	.809	.049	18.048	***	
CSR04 <--- CSR	.806	.774	.048	16.842	***	
CSR05 <--- CSR	.930	.839	.049	19.174	***	
CSR06 <--- CSR	1.025	.862	.051	20.061	***	
CSR07 <--- CSR	.881	.849	.045	19.555	***	
CSR08 <--- CSR	.940	.861	.047	20.031	***	

	Estimate	Standardised	S.E.	C.R.	P	Label
CSR09 <--- CSR	.920	.711	.062	14.853	***	
CSR10 <--- CSR	.890	.790	.051	17.360	***	
CSR11 <--- CSR	.944	.829	.050	18.787	***	
CSR12 <--- CSR	.751	.622	.061	12.383	***	
ABL01 <--- ABL	1.000	.889				
ABL02 <--- ABL	1.087	.928	.041	26.561	***	
ABL03 <--- ABL	1.048	.909	.042	25.244	***	
ABL04 <--- ABL	1.035	.883	.044	23.516	***	
ABL05 <--- ABL	.997	.837	.048	20.932	***	
ABL06 <--- ABL	1.062	.883	.045	23.521	***	
BEN01 <--- BEN	1.000	.788				
BEN02 <--- BEN	1.040	.833	.040	25.775	***	
BEN03 <--- BEN	.845	.725	.063	13.430	***	
BEN04 <--- BEN	1.087	.909	.057	19.127	***	
BEN05 <--- BEN	1.057	.889	.057	18.522	***	
INT01 <--- INT	1.000	.908				
INT02 <--- INT	1.005	.906	.038	26.436	***	
INT03 <--- INT	.897	.888	.036	25.008	***	
INT05 <--- INT	.537	.567	.047	11.492	***	
INT06 <--- INT	.769	.764	.042	18.121	***	

Table D9: Confirmatory Factor Analysis - Discriminant Validity

	Estimate	S.E.	C.R.	P	Label
INV <--> JUS	.204	.034	6.018	***	
INV <--> CSR	.478	.054	8.937	***	
INV <--> ABL	.358	.043	8.271	***	
INV <--> BEN	.385	.047	8.223	***	

	Estimate	S.E.	C.R.	P	Label
INV <--> INT	.435	.051	8.595	***	
JUS <--> CSR	.267	.041	6.532	***	
JUS <--> ABL	.368	.043	8.642	***	
JUS <--> BEN	.355	.044	8.101	***	
JUS <--> INT	.403	.048	8.482	***	
CSR <--> ABL	.457	.051	9.018	***	
CSR <--> BEN	.431	.052	8.305	***	
CSR <--> INT	.514	.057	8.984	***	
ABL <--> BEN	.537	.054	9.956	***	
ABL <--> INT	.622	.058	10.770	***	
BEN <--> INT	.670	.064	10.439	***	

Correlations: (Group number 1 - Default model)

	Estimate
INV <--> JUS	.415
INV <--> CSR	.791
INV <--> ABL	.652
INV <--> BEN	.702
INV <--> INT	.696
JUS <--> CSR	.448
JUS <--> ABL	.680
JUS <--> BEN	.656
JUS <--> INT	.654
CSR <--> ABL	.687
CSR <--> BEN	.648
CSR <--> INT	.679

	Estimate
ABL <--> BEN	.890
ABL <--> INT	.905
BEN <--> INT	.976

Table D10: Between-Subjects Effects - SSE and Factors of Trustworthiness

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	Ability	90.943 ^a	3	30.314	139.159	.000	.569
	Benevolence	130.997 ^b	3	43.666	162.822	.000	.607
	Integrity	135.665 ^c	3	45.222	172.530	.000	.621
Intercept	Ability	.176	1	.176	.670	.414	.002
	<i>Benevolence</i>	.216	1	.216	.804	.370	.003
	Integrity	4.536	1	4.536	20.823	.000	.062
INV	Ability	5.104	1	5.104	19.474	.000	.058
	<i>Benevolence</i>	15.631	1	15.631	58.285	.000	.156
	Integrity	5.786	1	5.786	26.562	.000	.078
JUS	Ability	11.445	1	11.445	52.537	.000	.143
	<i>Benevolence</i>	28.619	1	28.619	106.714	.000	.252
	Integrity	31.989	1	31.989	122.044	.000	.279
CSR	Ability	6.789	1	6.789	31.166	.000	.090
	<i>Benevolence</i>	1.472	1	1.472	5.490	.020	.017
	Integrity	8.143	1	8.143	31.068	.000	.090

Error	Ability	82.827	31 6	.262			
	<i>Benevolence</i>	84.745	31 6	.268			
	Integrity	68.838	31 6	.218			
Total	Ability	4534.417	32 0				
	<i>Benevolence</i>	4555.200	32 0				
	Integrity	4752.306	32 0				
Corrected Total	Ability	159.781	31 9				
	<i>Benevolence</i>	215.742	31 9				
	Integrity	218.492	31 9				

a. R Squared = .569 (Adjusted R Squared = .565)

b. R Squared = .607 (Adjusted R Squared = .603)

c. R Squared = .621 (Adjusted R Squared = .617)

Table D11: KMO and Bartlett's Test – OCB

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.949
Bartlett's Test of Sphericity	Approx. Chi-Square	5132.665
	df	171
	Sig.	.000

Table D12: Communalities Matrix – OCB

	Extraction
I go out of my way to help co-workers with work-related problems	.693
I voluntarily help new employees settle into the job	.847
I frequently adjust my work schedule to accommodate other employees' requests for time-off	.748
I always go out of my way to make newer employees feel welcome in the work group	.711
I show genuine concern and courtesy toward co-workers, even under the most trying business or personal situations	.750
For issues that may have serious consequences, I express opinions honestly even when others may disagree	.787
I often motivate others to express their ideas and opinions	.773
I encourage others to try new and more effective ways of doing their job	.822
I encourage hesitant or quiet co-workers to voice their opinions when they might not speak up	.870
I frequently communicate suggestions to co-workers on how the group can improve	.817
I rarely miss work even when I have a legitimate reason for doing so	.808
I perform my duties with unusually few errors	.801
I perform my job duties with extra-special care	.753
I always meet or beat deadlines for completing work	.750
I defend the organisation when other employees criticise it	.744
I encourage friends and family to utilise the organisation's services	.766
I defend the organisation when outsiders criticise it	.814
I show pride when representing the organisation in public	.792
I actively promote the organisation's activities and events to potential users	.814

Extraction Method: Principal Component Analysis.

Table D13: Total Variance Explained - OCB

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	11.209	58.993	58.993	11.209	58.993	58.993	4.395	23.132	23.132
2	9.472	7.747	66.740	9.472	7.747	66.740	3.099	16.308	39.440
3	4.868	4.569	71.308	4.868	4.569	71.308	2.628	13.833	53.273
4	2.750	3.947	75.255	2.750	3.947	75.255	2.373	12.487	65.760
5	1.561	2.953	78.209	1.561	2.953	78.209	2.365	12.449	78.209
6	.513	2.701	80.910						
7	.488	2.568	83.478						
8	.451	2.375	85.852						
9	.395	2.081	87.933						
10	.347	1.827	89.760						
11	.306	1.610	91.371						

12	.284	1.493	92.863					
13	.267	1.405	94.268					
14	.225	1.185	95.453					
15	.203	1.071	96.524					
16	.198	1.044	97.568					
17	.172	.905	98.473					
18	.150	.790	99.263					
19	.140	.737	100.000					

Extraction Method: Principal Component Analysis.

Table D14: Multivariate Normality – Main Model

Variable	min	max	skew	c.r.	kurtosis	c.r.
SSE*TPG	1.000	5.000	-.953	-6.962	.103	.376
OTR	2.077	4.500	-1.082	-7.905	1.639	5.984
ABL	1.000	5.000	-1.149	-8.388	1.703	6.217
BEN	1.000	5.000	-1.096	-8.001	1.448	5.286
INT	1.000	5.000	-1.181	-8.626	2.225	8.126
CIV	1.000	5.000	-1.134	-8.280	2.281	8.328
CON	1.000	5.000	-1.033	-7.543	1.986	7.250
SPO	1.000	5.000	-.891	-6.510	1.059	3.867
COU	1.333	5.000	-1.012	-7.393	1.526	5.574
ALT	1.500	5.000	-.903	-6.596	.851	3.109
CSR	1.000	5.000	-1.348	-9.842	2.201	8.038

Variable	min	max	skew	c.r.	kurtosis	c.r.
JUS	1.000	5.000	.019	.141	.074	.270
INV	1.000	5.000	-1.498	-10.941	2.280	8.326
Multivariate					65.823	29.812

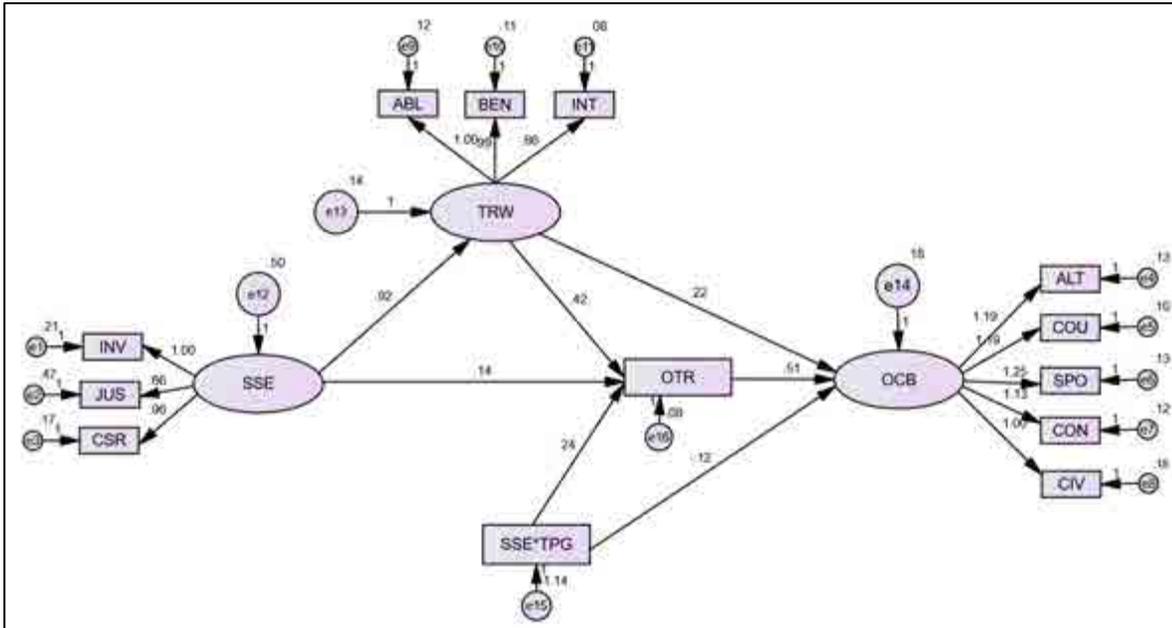


Figure D2: Structural Equation Model

Table D15: SEM Path Coefficients

	Estimate	β	S.E.	C.R.	P
TRW <--- SSE	.923	.867***	.058	15.907	.000
OTR <--- TRW	.422	.443***	.057	8.395	..000
OTR <--- SSE	.140	.251*	.062	2.237	.025
OTR <--- SSETPG	.239	.648***	.015	16.310	.000
OCB <--- TRW	.220	.331***	.039	5.716	.000
OCB <--- OTR	.510	.401***	.093	5.486	.000
OCB <--- SSETPG	-.117	-.250***	.032	-3.616	.000

a. * p<0.05, ** p<0.01, *** p<0.001

Table D16: Squared Multiple Correlations

Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
SSE	.000
SSETPG	.000
TRW	.750
OTR	.504
OCB	.174
ABL	.828
BEN	.834
INT	.849
CIV	.577
CON	.732
SPO	.763
COU	.780
ALT	.732
CSR	.724
JUS	.320
INV	.707

Appendix E: Assumptions Testing - SSE and Organisational Trust

Table E1: Test for Residual Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Standardized Residual	.111	320	.105	.936	320	.097
Studentized Residual	.111	320	.083	.934	320	.114

a. Lilliefors Significance Correction

Table E2: Test for Multicollinearity (Social System Elements)

Model	Dimension	Eigenvalue	Condition Index	Collinearity Statistics	
				Tolerance	VIF
1	(Constant)	3.932	1.000		
	Employee Involvement	.036	10.393	.724	2.360
	Organisational Justice	.023	13.200	.809	1.236
	Corporate Social Responsibility	.009	20.483	.710	2.442

a. Dependent Variable: OTR

Appendix F: MANOVA Assumptions

Table F1: Test for Normality – Factors of Trustworthiness

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	Df	Sig.
Standardized Residual for ABL	.100	320	.073	.956	320	.109
Standardized Residual for BEN	.178	320	.128	.958	320	.117
Standardized Residual for INT	.189	320	.112	.954	320	.107

a. Lilliefors Significance Correction

Table F2: Box's Test of Equality of Covariance Matrices

Box's M	6.281
F	1.036
df1	3
df2	624008.222
Sig.	.399

a. Design: Intercept + INT + JUS + CSR

Table F3: Levene's Test of Equality of Error Variances

	F	df1	df2	Sig.
Ability	1.491	1	318	.223
<i>Benevolence</i>	.217	1	318	.641
Integrity	.126	1	318	.723

a. Design: Intercept + INT + JUS + CSR

Appendix G: Model Fitness

Table G1: Model Fit Summary – Absolute Fit Indices - CMIN/DF

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	31	155.441	60	.000	2.591
Saturated model	91	.000	0		
Independence model	13	3362.065	78	.000	43.103

Table G2: Model Fit Summary – Relative Fit Indices

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.912	.863	.911	.883	.910
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Table G3: Model Fit Summary - Parsimonious Fit Indices- Parsimony Measures

Model	PRATIO	PNFI	PCFI
Default model	.769	.688	.700
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

Table G4: Model Fit Summary – RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.062	.051	.077	.000
Independence model	.363	.353	.374	.000

Appendix H: Mediation and Moderation

Model : 4

Y : OTR

X : SSE

M : TRW

Sample

Size: 320

OUTCOME VARIABLE:

TRW

Model Summary

R	R-sq	MSE	F	df1	df2	p
.9985	.9970	.0014	106540.273	1.0000	318.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	-.1663	.0124	-13.3810	.0000	-.1908	-.1419
SSE	1.0557	.0032	326.4051	.0000	1.0493	1.0621

OUTCOME VARIABLE:

OTR

Model Summary

R	R-sq	MSE	F	df1	df2	p
.8149	.6640	.1862	313.2698	2.0000	317.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.1680	.1805	.9309	.3526	-.1871	.5231
SSE	.8393	.6886	1.2188	.2238	-.5155	2.1940

TRW .0956 .6513 .1469 .8833 -1.1857 1.3770

***** DIRECT AND INDIRECT EFFECTS OF X ON Y *****

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
.8393	.6886	1.2188	.2238	-.5155	2.1940

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
TRW	.1010	.8742	-1.6105	1.8239

Model : 4

Y : OTR

X : SSE

M : TRW

Sample

Size: 320

OUTCOME VARIABLE:

TRW

Model Summary

R	R-sq	MSE	F	df1	df2	p
.8096	.6554	.1805	604.8046	1.0000	318.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.3810	.1362	2.7974	.0055	.1130	.6490
SSE	.8603	.0350	24.5928	.0000	.7915	.9292

OUTCOME VARIABLE:

OTR

Model Summary

R	R-sq	MSE	F	df1	df2	p
.9857	.9716	.0157	5424.7804	2.0000	317.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	-.0583	.0407	-1.4319	.1531	-.1384	.0218
SSE	.0485	.0176	2.7551	.0062	.0139	.0831
TRW	.9750	.0166	58.8937	.0000	.9424	1.0075

***** DIRECT AND INDIRECT EFFECTS OF X ON Y *****

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
.0485	.0176	2.7551	.0062	.0139	.0831

Indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
TRW	.8388	.0359	.7668 .9082

Model : 4

Y : OTR

X : SSE

M : TRW

Sample

Size: 320

OUTCOME VARIABLE:

TRW

Model Summary

R	R-sq	MSE	F	df1	df2	p
.8096	.6554	.1805	604.8046	1.0000	318.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.3810	.1362	2.7974	.0055	.1130	.6490
SSE	.8603	.0350	24.5928	.0000	.7915	.9292

Standardized coefficients

coeff

SSE .8096

OUTCOME VARIABLE:

OTR

Model Summary

R	R-sq	MSE	F	df1	df2	p
.9857	.9716	.0157	5424.7804	2.0000	317.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	-.0583	.0407	-1.4319	.1531	-.1384	.0218

SSE	.0485	.0176	2.7551	.0062	.0139	.0831
TRW	.9750	.0166	58.8937	.0000	.9424	1.0075

Standardized coefficients

coeff

SSE .0444

TRW .9494

Test(s) of X by M interaction:

F	df1	df2	p
11.7114	1.0000	316.0000	.0007

***** TOTAL EFFECT MODEL *****

OUTCOME VARIABLE:

OTR

Model Summary

R	R-sq	MSE	F	df1	df2	p
.8130	.6610	.1873	620.0529	1.0000	318.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.3132	.1387	2.2576	.0246	.0403	.5861
SSE	.8873	.0356	24.9009	.0000	.8172	.9574

Standardized coefficients

coeff

SSE .8130

***** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y *****

Total effect of X on Y

Effect	se	t	p	LLCI	ULCI	c_ps	c_cs
.8873	.0356	24.9009	.0000	.8172	.9574	1.1957	.8130

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI	c'_ps	c'_cs
.0485	.0176	2.7551	.0062	.0139	.0831	.0653	.0444

Indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
TRW	.8388	.0359	.7678 .9105

Partially standardized indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
TRW	1.1304	.0560	1.0298 1.2485

Completely standardized indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
TRW	.7686	.0232	.7169 .8087

VARIABLES IN SIMPLE MEDIATION MODEL

Y OT
 X SSE
 M TRW

DESCRIPTIVES STATISTICS AND PEARSON CORRELATIONS

	Mean	SD	OT	SSE	TRW
OT	3.2363	.7564	1.0000	.5561	.6092
SSE	3.8336	.6800	.5561	1.0000	.8096
TRW	3.6792	.7226	.6092	.8096	1.0000

SAMPLE SIZE

320

DIRECT AND TOTAL EFFECTS

	Coeff	s.e.	t	Sig(two)
b(YX)	.6186	.0518	11.9322	.0000
b(MX)	.8603	.0350	24.5928	.0000
b(YM.X)	.4830	.0787	6.1372	.0000

b(YX.M) .2031 .0836 2.4288 .0157

INDIRECT EFFECT AND SIGNIFICANCE USING NORMAL DISTRIBUTION

	Value	s.e.	LL95CI	UL95CI	Z	Sig(two)
Effect	.4155	.0698	.2786	.5524	5.9500	.0000

BOOTSTRAP RESULTS FOR INDIRECT EFFECT

	Data	Mean	s.e.	LL99 CI	LL95CI	UL95CI	UL99CI
Effect	.4155	.4180	.0964	.1822	.2288	.6119	.6590

NUMBER OF BOOTSTRAP RESAMPLES

1000

POINT AND INTERVAL ESTIMATES OF EFFECT SIZE FOR INDIRECT EFFECT

	Data	Mean	s.e.	LL99CI	LL95CI	UL95CI	UL99CI
ab	.4155	.4180	.0964	.1822	.2288	.6119	.6590
P_m	.6717	.6822	.1663	.2961	.3596	1.0315	1.1084
R_m	2.0456	1.6284	23.3366	-96.2224	-19.0446	17.3739	41.4356
R2_45	.2978	.2944	.0508	.1648	.1923	.3919	.4223
ab_ps	.5493	.5539	.1230	.2455	.3044	.7970	.8449
ab_cs	.3735	.3747	.0856	.1597	.2031	.5428	.5992

VARIABLES IN SIMPLE MEDIATION MODEL

Y OT
X SSE
M TRW

DESCRIPTIVES STATISTICS AND PEARSON CORRELATIONS

	Mean	SD	OT	SSE	TRW
OT	3.2363	.7564	1.0000	.5561	.6092
SSE	3.8336	.6800	.5561	1.0000	.8096
TRW	3.6792	.7226	.6092	.8096	1.0000

SAMPLE SIZE

320

DIRECT AND TOTAL EFFECTS

	Coeff	s.e.	t	Sig(two)
b(YX)	.6186	.0518	11.9322	.0000
b(MX)	.8603	.0350	24.5928	.0000
b(YM.X)	.4830	.0787	6.1372	.0000
b(YX.M)	.2031	.0836	2.4288	.0157

INDIRECT EFFECT AND SIGNIFICANCE USING NORMAL DISTRIBUTION

	Value	s.e.	LL95CI	UL95CI	Z	Sig(two)
Effect	.4155	.0698	.2787	.5523	5.9546	.0000

BOOTSTRAP RESULTS FOR INDIRECT EFFECT

	Data	Mean	s.e.	LL99 CI	LL95CI	UL95CI	UL99CI
Effect	.4155	.4158	.0951	.1603	.2318	.6013	.6605

NUMBER OF BOOTSTRAP RESAMPLES

1000

POINT AND INTERVAL ESTIMATES OF EFFECT SIZE FOR INDIRECT EFFECT

Data	Mean	s.e.	LL99CI	LL95CI	UL95CI	UL99CI
------	------	------	--------	--------	--------	--------

ab	.4155	.4158	.0951	.1603	.2318	.6013	.6605
P_m	.6717	.6747	.1618	.2783	.3712	.9924	1.1070
R_m	2.0456	3.3432	32.2546	-61.1842	.3202	17.4990	72.3994
R2_45	.2978	.2957	.0507	.1761	.1988	.3958	.4404
ab_ps	.5493	.5494	.1219	.2169	.3171	.7869	.8528
ab_cs	.3735	.3718	.0845	.1451	.2107	.5457	.5979

VARIABLES IN SIMPLE MEDIATION MODEL

Y OT
X SSE
M TRW

DESCRIPTIVES STATISTICS AND PEARSON CORRELATIONS

	Mean	SD	OT	SSE	TRW
OT	3.2363	.7564	1.0000	.5561	.6092
SSE	3.8336	.6800	.5561	1.0000	.8096
TRW	3.6792	.7226	.6092	.8096	1.0000

SAMPLE SIZE

320

DIRECT AND TOTAL EFFECTS

	Coeff	s.e.	t	Sig(two)
b(YX)	.6186	.0518	11.9322	.0000
b(MX)	.8603	.0350	24.5928	.0000
b(YM.X)	.4830	.0787	6.1372	.0000
b(YX.M)	.2031	.0836	2.4288	.0157

INDIRECT EFFECT AND SIGNIFICANCE USING NORMAL DISTRIBUTION

	Value	s.e.	LL95CI	UL95CI	Z	Sig(two)
Effect	.4155	.0698	.2786	.5524	5.9500	.0000

BOOTSTRAP RESULTS FOR INDIRECT EFFECT

	Data	Mean	s.e.	LL99 CI	LL95CI	UL95CI	UL99CI
Effect	.4155	.4185	.0935	.1780	.2425	.6149	.6721

NUMBER OF BOOTSTRAP RESAMPLES

1000

POINT AND INTERVAL ESTIMATES OF EFFECT SIZE FOR INDIRECT EFFECT

	Data	Mean	s.e.	LL99CI	LL95CI	UL95CI	UL99CI
ab	.4155	.4185	.0935	.1780	.2425	.6149	.6721
P_m	.6717	.6813	.1581	.2730	.3878	1.0209	1.1127
R_m	2.0456	1.9913	18.7832	-50.6361	-11.1310	15.8158	44.8303
R2_45	.2978	.2941	.0505	.1540	.1951	.3961	.4226
ab_ps	.5493	.5545	.1191	.2470	.3230	.7944	.8747
ab_cs	.3735	.3740	.0823	.1551	.2182	.5368	.5903

VARIABLES IN SIMPLE MEDIATION MODEL

Y OT
 X SSE
 M TRW

DESCRIPTIVES STATISTICS AND PEARSON CORRELATIONS

	Mean	SD	OT	SSE	TRW
OT	3.2363	.7564	1.0000	.5561	.6092
SSE	3.8336	.6800	.5561	1.0000	.8096
TRW	3.6792	.7226	.6092	.8096	1.0000

SAMPLE SIZE

320

DIRECT AND TOTAL EFFECTS

	Coeff	s.e.	t	Sig(two)
b(YX)	.6186	.0518	11.9322	.0000
b(MX)	.8603	.0350	24.5928	.0000
b(YM.X)	.4830	.0787	6.1372	.0000
b(YX.M)	.2031	.0836	2.4288	.0157

INDIRECT EFFECT AND SIGNIFICANCE USING NORMAL DISTRIBUTION

	Value	s.e.	LL95CI	UL95CI	Z	Sig(two)
Effect	.4155	.0698	.2786	.5524	5.9500	.0000

BOOTSTRAP RESULTS FOR INDIRECT EFFECT

	Data	Mean	s.e.	LL99 CI	LL95CI	UL95CI	UL99CI
Effect	.4155	.4185	.0935	.1780	.2425	.6149	.6721

NUMBER OF BOOTSTRAP RESAMPLES

1000

POINT AND INTERVAL ESTIMATES OF EFFECT SIZE FOR INDIRECT EFFECT

	Data	Mean	s.e.	LL99CI	LL95CI	UL95CI	UL99CI
ab	.4155	.4185	.0935	.1780	.2425	.6149	.6721
P_m	.6717	.6813	.1581	.2730	.3878	1.0209	1.1127
R_m	2.0456	1.9913	18.7832	-50.6361	-11.1310	15.8158	44.8303
R2_45	.2978	.2941	.0505	.1540	.1951	.3961	.4226
ab_ps	.5493	.5545	.1191	.2470	.3230	.7944	.8747
ab_cs	.3735	.3740	.0823	.1551	.2182	.5368	.5903

***** NOTES *****

----- END MATRIX -----

Model : 7

Y : OTR

X : SSE

M : TRW

W : TPG

Sample

Size: 320

OUTCOME VARIABLE:

TRW

Model Summary

R	R-sq	MSE	F	df1	df2	p
.8117	.6588	.1798	203.3976	3.0000	316.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	-.2456	.8067	-.3045	.7610	-1.8327	1.3415
SSE	1.1354	.2304	4.9286	.0000	.6821	1.5886
TPG	.1728	.2389	2.7232	.0103	-.2973	.6429
Int_1	-.0745	.0664	-2.1219	.0328	-.2051	.0561

Product terms key:

Int_1 : SSE x TPG

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	.0014	7.2586	1.0000	316.0000	.0328

OUTCOME VARIABLE:

OTR

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.9857	.9716	.0157	5424.7804	2.0000	317.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	-.0583	.0407	-1.4319	.1531	-.1384	.0218
SSE	.0485	.0176	2.7551	.0062	.0139	.0831
TRW	.9750	.0166	58.8937	.0000	.9424	1.0075

Test(s) of X by M interaction:

	F	df1	df2	p
	11.7114	1.0000	316.0000	.0007

***** DIRECT AND INDIRECT EFFECTS OF X ON Y *****

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
.0485	.0176	2.7551	.0062	.0139	.0831

Conditional indirect effects of X on Y:

INDIRECT EFFECT:

SSE -> TRW -> OTR

TPG	Effect	BootSE	BootLLCI	BootULCI
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3.3462	.8640	.0378	.7910	.9414
3.8077	.8305	.0491	.7325	.9232
4.1015	.8092	.0624	.6784	.9241

Index of moderated mediation:

	Index	BootSE	BootLLCI	BootULCI
TPG	-.0726	.0625	-.2117	.0316

Model : 8

Y : OTR

X : SSE

M : TRW

W : TPG

Sample

Size: 320

OUTCOME VARIABLE:

TRW

Model Summary

R	R-sq	MSE	F	df1	df2	p
.8117	.6588	.1798	203.3976	3.0000	316.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	-.2456	.8067	-.3045	.7610	-1.8327	1.3415

SSE	1.1354	.2304	4.9286	.0000	.6821	1.5886
TPG	.1728	.2389	.7232	.4701	-.2973	.6429
Int_1	-.0745	.0664	-1.1219	.2628	-.2051	.0561

Product terms key:

Int_1 : SSE x TPG

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	.0014	1.2586	1.0000	316.0000	.2628

OUTCOME VARIABLE:

OTR

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.9871	.9743	.0143	2989.8650	4.0000	315.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	-.2054	.2276	-.9025	.3675	-.6532	.2424
SSE	.0235	.0674	3.3485	.0077	-.1562	.1092
TRW	.9826	.0159	61.9235	.0000	.9514	1.0139
TPG	.0589	.0675	2.8737	.0107	.0738	.1916
Int_1	-.0122	.0188	-2.6491	.0168	-.0247	.0491

Product terms key:

Int_1 : SSE x TPG

Test(s) of X by M interaction:

F	df1	df2	p
8.9399	1.0000	314.0000	.0030

Test(s) of highest order unconditional interaction(s):

R2-chng	F	df1	df2	p
X*W .0240	8.4213	1.0000	315.0000	.0168

***** DIRECT AND INDIRECT EFFECTS OF X ON Y *****

Conditional direct effect(s) of X on Y:

TPG	Effect	se	t	p	LLCI	ULCI
3.3462	.0172	.0177	.9737	.3310	-.0176	.0521
3.8077	.0229	.0187	1.2252	.2214	-.0139	.0596
4.1015	.0264	.0212	1.2487	.2127	-.0152	.0681

Conditional indirect effects of X on Y:

INDIRECT EFFECT:

SSE -> TRW -> OTR

TPG	Effect	BootSE	BootLLCI	BootULCI
3.3462	.8708	.0407	.7918	.9536
3.8077	.8371	.0530	.7283	.9386
4.1015	.8156	.0668	.6732	.9386

Index of moderated mediation:

Index	BootSE	BootLLCI	BootULCI
TPG -.0732	.0644	-.2225	.0318

Model : 1

Y : OTR

X : SSE

W : TPG

Sample

Size: 320

OUTCOME VARIABLE:

OTR

Model Summary

R	R-sq	MSE	F	df1	df2	p
.8225	.6765	.1798	220.2958	3.0000	316.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.5177	.3334	1.5528	.1215	-.1382	1.1736
SSE	.8948	.0860	14.4026	.0000	.7256	1.0640
TPG	-.1152	.1126	-9.0233	.0007	-.8368	.1463
Int_1	.0913	.0280	7.4028	.0012	-.0439	.1165

Product terms key:

Int_1 : SSE x TPG

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	.1276	12.1623	1.0000	316.0000	.0012

Level of confidence for all confidence intervals in output:

95.0000----- END MATRIX -----

Appendix I: Hierarchical Regression

Model Summary

Model	R	R Square	Adjusted R Square	SE	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.813 ^a	.661	.660	.43273	.661	620.053	1	318	.000
2	.813 ^b	.661	.659	.43336	.124	12.069	1	317	.001

a. Predictors: (Constant), Social System Elements

b. Predictors: (Constant), Social System Elements, Third Party Gossip

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	116.108	1	116.108	620.053	.000 ^b
	Residual	59.547	318	.187		
	Total	175.655	319			
2	Regression	116.121	2	58.060	309.154	.000 ^c
	Residual	59.534	317	.188		
	Total	175.655	319			

a. Dependent Variable: Organisational Trust

b. Predictors: (Constant), Social System Elements

c. Predictors: (Constant), Social System Elements, Third Party Gossip

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	.313	.139		2.258	.025
	Social System Elements	.887	.036	.813	24.901	.000
2	(Constant)	.266	.227		1.169	.243
	Social System Elements	.883	.039	.809	22.851	.000
	Third Party Gossip	.117	.064	.185	7.264	.001

a. Dependent Variable: Organisational Trust

Appendix J: Reliability Testing

Table J1: Reliability Analysis - Organisational Justice (SSE)

	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
In general, I am fairly treated in the organization	.765	.970
All in all, the organisation treats me fairly	.790	.969
Overall, I believe I receive fair treatment from my management	.835	.968
The rewards I receive here are quite fair	.822	.968
I believe that I am being rewarded fairly at work	.851	.968
I receive fair rewards in my organization	.865	.967
The organisation makes decisions in fair ways	.858	.967
The procedures used to handle organisational issues are fair	.832	.968
The rules and procedures to make decisions are fair	.840	.968
My management treats me fairly	.882	.967
In my interpersonal encounters, my management gives me fair treatment	.867	.967
The way my management treats me is fair	.897	.966
Overall Cronbach's Alpha (12 items)		.970

Table J2: Reliability Analysis - Employee Involvement (SSE)

	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
My management and I have a two-way exchange relationship	.744	.966
My relationship with my management involves comparable exchange of giving and taking	.831	.964

My efforts are reciprocated by my management	.841	.964
I do not have to specify the exact conditions to know the management will return a favour	.779	.966
My management and I have a sharing relationship	.823	.965
Management and I can freely share our ideas, feelings and hopes	.773	.966
My relationship with my management is based on mutual trust	.849	.964
If I do something for my manager, my manager will eventually repay me	.762	.966
My working relationship with my management is effective	.874	.964
I can talk freely to my management about difficulties I am having at work and know that my management will want to listen	.833	.964
If I shared my problems with my management, I know that my management would respond constructively and caringly	.839	.964
I would have to say that my management and I have both made considerable emotional investments in our working relationship	.842	.964
I have a balance of inputs and outputs with my management	.872	.963
Overall Cronbach's Alpha (13 items)		.967

Table J3: Reliability Analysis - Corporate Social Responsibility (SSE)

	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
The organisation has a procedure in place to respond to every stakeholder complaint	.817	.950
The organisation continuously improves the quality of its events and activities	.811	.951

The managers of the organisation try to comply with the laws and regulations	.775	.952
Top management establishes long-term strategies for business	.752	.952
The organisation seeks to comply with all laws regulating the hiring of employees	.808	.951
The organisation has programs that encourage the diversity of its workforce	.837	.950
The organisation has a comprehensive code of conduct	.828	.950
Members of the organisation follow professional standards	.836	.950
Managers monitor the potential negative impacts of its activities on our community	.698	.955
The organisation encourages employees to join civic organisations that support our community	.800	.951
Flexible company policies enable employees to better coordinate their work and personal lives	.823	.950
The organisation gives adequate contributions to charities	.632	.956
Overall Cronbach's Alpha (12 items)		.955

Table J4: Reliability Analysis - Integrity (Trustworthiness)

	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Management has a strong sense of justice	.786	.766
I never have to wonder whether management will stick to their word	.793	.765
Management tries hard to be fair in dealing with others	.782	.771
Management's actions and behaviour are not very consistent	.157	.906
I like the organisation's values	.553	.816

Sound principles seem to guide management's behaviour	.733	.781
Overall Cronbach's Alpha (6 items)		.833

Table J5: Reliability Analysis - Benevolence (Factors of Trustworthiness)

	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Management is very concerned with my welfare	.799	.901
My needs and desires are very important to the management	.850	.890
Management would not knowingly do anything to hurt me	.641	.930
Management really looks out for what is important to me	.856	.889
Management will go out of its way to help me	.827	.895
Overall Cronbach's Alpha (5 items)		.917

Table J6: Reliability Analysis - Ability (Factors of Trustworthiness)

	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Management is very capable of performing its job	.859	.951

Management is known to be successful at the things it tries to do	.901	.946
Management has much knowledge about the work that needs to be done	.884	.948
I feel very confident about my management's skills	.853	.952
The organisation has specialised capabilities that can increase our performance	.829	.954
Management is qualified	.880	.949
Overall Cronbach's Alpha (6 items)		.958

Table J7: Reliability Analysis – Organisational Justice

	Mean	Std. Dev	α
Overall Fairness	Mean	Std. Dev	
In general, I am fairly treated in the organisation	3.50	.910	.842
All in all, the organisation treats me fairly	3.50	.913	
Overall, I believe I receive fair treatment from my management	3.44	.965	
Overall Fairness	3.48	.852	
Distributive Justice	Mean	Std. Dev	
The rewards I receive here are quite fair	3.22	1.003	.781
I believe that I am being rewarded fairly at work	3.18	.995	
I receive fair rewards in my organisation	3.20	.987	
Distributive Justice	3.20	.944	
Procedural Justice	Mean	Std. Dev	
The organisation makes decisions in fair ways	3.24	.981	.894

The procedures used to handle organisational issues are fair	3.26	.943	
The rules and procedures to make decisions are fair	3.29	.926	
Procedural Justice	3.27	.893	
Interactional Justice	Mean	Std. Dev	
My management treats me fairly	3.33	.964	.857
In my interpersonal encounters, my management gives me fair treatment	3.36	.946	
The way my management treats me is fair	3.33	.927	
Interactional Justice	3.34	.906	

Table J8: Reliability Analysis – Third Party Gossip (TPG)

	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I do not want others to gossip about me	.429	.932
People may have interesting conversations without gossiping	.373	.933
Gossiping is inappropriate behaviour	.303	.933
I think that gossiping would damage my respect	.395	.932
People may have enjoyable conversations without gossip	.273	.934
I wouldn't want to be considered a "gossip"	.399	.932
Gossiping is morally wrong	.345	.933
I feel excluded in gossip conversations	.363	.933
I am not invited to join the gossip conversations	.393	.932
People know that I don't get involved with gossip or rumours	.353	.933
Gossiping is a nice way to have a conversation with someone	.366	.933
Gossiping helps develop friendships with others	.725	.928
Gossiping helps people to better understand those they gossip about	.726	.928

Gossip is a form of communication which helps people to maintain relationships with other people	.722	.928
Gossiping makes people feel invigorated and excited	.697	.928
Sharing gossip makes people feel close to the people they gossip with	.700	.928
It feels good to hear of certain people's failures	.281	.935
People gossip about people who have done something wrong	.675	.929
People can feel some of their aggressions being released when they gossip	.743	.928
Gossiping is a way of making fun of people	.641	.929
Gossiping allows people to find out what they want to know about others	.785	.927
Gossiping allows people to discover others' interests	.786	.927
Gossiping allows people to gain information on rumours in the office	.758	.927
Gossiping allows people to give and receive information	.780	.927
Gossiping allows people to give and receive information about people who aren't liked	.750	.928
Gossiping allows people to know the values of others who are gossiped about	.731	.928

Table J9: Reliability Analysis – Organisational Citizenship Behaviour (OCB)

	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I go out of my way to help co-workers with work-related problems	.692	.959
I voluntarily help new employees settle into the job	.789	.958
I frequently adjust my work schedule to accommodate other employees' requests for time-off	.663	.959
I always go out of my way to make newer employees feel welcome in the work group	.725	.959
I show genuine concern and courtesy toward co-workers, even under the most trying business or personal situations	.775	.958

For issues that may have serious consequences, I express opinions honestly even when others may disagree	.726	.959
I often motivate others to express their ideas and opinions	.740	.958
I encourage others to try new and more effective ways of doing their job	.763	.958
I encourage hesitant or quiet co-workers to voice their opinions when they otherwise might not speak up	.798	.958
I frequently communicate to co-workers suggestions on how the group can improve	.775	.958
I rarely miss work even when I have a legitimate reason for doing so	.630	.960
I perform my duties with unusually few errors	.711	.959
I perform my job duties with extra-special care	.795	.958
I always meet or beat deadlines for completing work	.813	.957
Defends the organisation when other employees criticize it	.742	.958
I encourage friends and family to utilize the organisation's services	.699	.959
I defend the organisation when outsiders criticize it	.767	.958
I show pride when representing the organisation in public	.685	.959
I actively promote the organisation's activities and event to potential users	.697	.959