

## **The Effects of Trust Characteristics on Managerial Trust**

### **ABSTRACT**

This study gauged the effects of trustworthiness characteristics (i.e., competency, benevolence, integrity, relationship and job position) on managerial trust. There were 818 participants (343 females, 449 males; 26 unknown) from both public and private organization sectors in Kota Kinabalu, Sabah, Malaysia who participated in this study. Their ages ranged between 19 to 67 years old (mean = 34.55, SD = 9.17). We predicted that each characteristic would show a significant effect on managerial trust. A set of questionnaires which was comprised of three sections; Section A: Demographic scale; Section B: Employer Trust Scale<sup>4</sup> which consisted of 49 items measured five characteristics of trustworthiness (i.e., competency (11 items), benevolence (8 items), integrity (13 items), job position (11 items) and relationship (6 items) Section C: measured Managerial Trust which was adapted from Mishra<sup>5</sup> and Mayer and Gavin (2005) scales. Hierarchical Multiple Regression was used to analyze the survey data. Our study revealed that only four trust characteristics (i.e., competency, benevolence, integrity and relationship) showed positive and significant effects on managerial Trust. Conversely, job position did not reveal any significant effects on Managerial Trust. This might be due to contexts such as the type of job or the way jobs connect between the leader and followers. Our study also revealed that when benevolence and integrity analyzed together, it showed positive significant effect on managerial trust.