

**MORAL FOUNDATIONS OF SUPERVISOR TRUSTWORTHINESS:
EVIDENCE FROM TWO COUNTRY CONTEXTS**

by
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MORAL FOUNDATIONS OF SUPERVISOR TRUSTWORTHINESS: EVIDENCE
FROM TWO COUNTRY CONTEXTS

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ABSTRACT

MORAL FOUNDATIONS OF SUPERVISOR TRUSTWORTHINESS: EVIDENCE FROM TWO COUNTRY CONTEXTS

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Management and Organization, Ph.D. Dissertation, July 2021

Thesis Supervisor: Prof. S. Arzu Wasti

Keywords: trustworthiness, moral foundations theory, manager, vignette study, culture

Ability, benevolence, and integrity are generally identified as the bases of trustworthiness evaluations in the workplace and considered the main antecedents of trust in various organizational referents, including managers. However, the moral underpinnings of benevolence and integrity are not well-articulated in extant literature and the conceptualization of integrity is dominated by ideas of fairness and justice. Though these concerns are emphasized in the West in terms of morality, non-Western cultures may have other moral values that also influence trust in managers. The primary aim of this thesis is to leverage the learning provided by the Moral Foundations Theory (Haidt & Joseph, 2007) to add nuance to one of the dominant models of cognitive trust in the organizational literature. To this end, five studies were conducted in the US and Turkey concurrently. In the first three studies, moral domains other than fairness and justice that may constitute parts of integrity, and their relation to benevolence were explored. The results indicated that managers' loyalty and authority in moral terms influence trustworthiness judgments and that they are distinct from benevolence. The fourth study provided experimental evidence of the impact of managers' loyalty and authority on trustworthiness judgments and trust intentions. The final experimental study focused on tradeoffs between fairness and either loyalty or authority, investigating their competing impact on trustworthiness judgments and trust intentions. The results suggest that fairness is more influential than these moral concerns in both countries but that these results may be subject to moderating influences of cultural values.

ÖZET

YÖNETİCİNİN GÜVENİLİRLİĞİNİN AHLAKİ TEMELLERİ: İKİ ÜLKE BAĞLAMINDAN BULGULAR

AFŞAR YEGİN

Yönetim ve Organizasyon, Doktora Tezi, Temmuz 2021

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kültür

Örgütsel yazında yetenek, iyi niyet ve dürüstlük işyerinde güvenilirlik değerlendirmelerinin temelleri olarak tanımlanmakta olup yöneticiler de dahil olmak üzere iş ilişkilerinde güvenin ana öncülleri olarak kabul edilir. Bununla birlikte, yazında iyi niyet ve dürüstlüğün ahlaki temelleri detaylı olarak tanımlanmamıştır ve dürüstlüğün kavramsallaştırılmasında ağırlıklı olarak adalet ve hakkaniyet ile ilgili meseleler yer almaktadır. Bunlar ahlaki açıdan Batı'da vurgulanan konular olsa da diğer kültürlerde yöneticilere güveni etkileyen başka ahlaki değerler olabilir. Bu tezin birincil amacı, Ahlaki Temeller Kuramı'nın (Haidt & Joseph, 2007) sağlayabileceği öğrenmeden yararlanarak örgütsel yazının önde gelen bilişsel güven modellerinden birinin kapsayıcılığını incelemektir. Bu amaçla, ABD ve Türkiye'de eş zamanlı olarak yürütülen beş çalışma gerçekleştirilmiştir. İlk üç çalışmada, dürüstlük kavramının hakkaniyet ve adalet dışındaki ahlaki karşılıkları ve bunların iyi niyet ile ilişkisi araştırılmıştır. Sonuçlar, yöneticilerin sadakatının ve otoritesinin kendilerine dair güvenilirlik yargılarını değerlendirmelerini etkilediğini ve iyi niyetten farklı olduklarını göstermiştir. Dördüncü çalışmada deneysel senaryo tasarımı kullanılmış, yöneticilerin sadakat ve otoritesinin güvenilirlik değerlendirmeleri ve güven niyetlerini olumlu etkilediği bulunmuştur. Son deneysel çalışmada, adalet ile sadakat veya otorite arasında tercihler incelenmiş, özellikle birinden feragati gerektiren çelişkili durumlar ele alınmıştır. Sonuçlar, her iki ülkede de adaletin güvenilirlik yargıları ve güven niyetleri üzerinde sadakat ve otoriteden daha etkili olduğunu, ancak bu tercihin kültürel değerlerin düzenleyici etkilerine tabi olabileceğini göstermektedir.

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LIST OF ABBREVIATIONS

ABI	Ability-Benevolence-Integrity Model of Interpersonal Trust	1
MFT	Moral Foundations Theory.....	3
CH	Care / harm.....	3
LB	Loyalty / betrayal	3
FC	Fairness / cheating.....	3
AS	Authority / subversion.....	3
SG	Sanctity / degradation.....	3
PTT	Propensity to Trust.....	7
MFQ	Moral Foundations Questionnaire.....	13
MTurk	Amazon Mechanical Turk.....	20
SE	Standard Error	30
EFA	Exploratory Factor Analysis	47
KMO	Kaiser-Meyer-Olkin (KMO) test for sampling adequacy	47
PAF	Principal Axis Factoring	47
MAC	Morality-as-Cooperation Framework	62
OSF	Open Science Framework	74
HR	Human Resources	76
RSC	Relational Self-Construal	88
ANOVA	Analysis of Variance	92
CI	Confidence Interval	93

1. INTRODUCTION

Trust has received wide and long-standing interest from different fields of the social sciences (e.g., Blau, 1964; Granovetter, 1985; Kramer, 1999; Rotter, 1967; Schilke et al., 2021; Williamson, 1993). In the management literature, the study of interpersonal trust gained momentum in the late 1990s, spurred on by two conceptual works (Mayer et al., 1995; Rousseau et al., 1998). Building on the definition proposed by Mayer and colleagues, Rousseau and colleagues have defined trust as “a psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behavior of another” (1998, p. 395). Further to the consensus on the conceptual definition, the model developed by Mayer et al. (1995) (ABI model) has become an influential and well-established framework in the efforts to explicate the antecedents of interpersonal trust in organizations. It identifies ability, benevolence, and integrity as the bases of trustworthiness evaluations, which lead to trust beliefs, ultimately resulting in trust behaviors under certain conditions. Ability refers to the skills, knowhow, competencies etc. necessary for the successful execution of tasks in a certain domain. Benevolence is “the extent to which the trustee is believed to want to do good to the trustor, aside from an egocentric profit motive” while integrity concerns “the perception that the trustee adheres to a set of principles that the trustor finds acceptable” (Mayer et al., 1995, pp. 718-719).

There is substantial empirical and meta-analytical support for these three trustworthiness bases (Colquitt et al., 2007; Ferrin et al., 2008; Fulmer & Gelfand, 2012; Kong et al., 2014). Yet, there may be room to sharpen our understanding and the conceptual boundaries of trustees’ characteristics, specifically pertaining to benevolence and integrity. Together, these two components represent “the “will-do” component of trustworthiness” (Colquitt et al., 2007, p. 910). That is, integrity and benevolence form

personalized assessments of the trustee and their character (Gabarro, 1978), constituting the basis of expectations regarding their “direct moral responsibility” (Barber, 1983, p. 165) toward the trustor.

While the ABI model identifies these two dimensions of relevance with respect to trustees’ character, extant work on morality suggests that moral concerns may be more numerous. A long line of scholarship on moral development in cultural and moral psychology points to the possibility that the moral domain may encompass three (Shweder et al., 1997), four (Rai & Fiske, 2011), five¹ (Haidt & Joseph, 2004), or seven (Curry, 2016) dimensions, and that the relative weight placed on different dimensions may vary across cultures. Some of these moral concerns include duty-based interpersonal norms (Miller, 1994), sanctity and purity concerns (Shweder et al., 1997), and deference to authority (Curry, Mullins, et al., 2019). While the current conceptualization of integrity references value congruence and, thus, is fairly broad, it also singles out fairness and justice as specific moral issues. Consequently, it and the concomitant conceptualization of benevolence may not be sufficiently nuanced to account for the totality of the moral evaluation of a trustee. Trustee behaviors that may not be as morally consequential in Western cultures, especially WEIRD populations (Western, educated, industrialized, rich, and democratic; (Henrich et al., 2010), where fairness and the minimization of harm constitute central moral principles (Graham et al., 2011) in terms of trustworthiness perceptions may be so elsewhere (Weaver et al., 2014). In addition, there are ambiguities with respect to the how and to what extent integrity and benevolence overlap with moral concerns. Put differently, which moral concerns relate to integrity and which, if any, relate to benevolence is unclear in the current conceptualizations of these constructs.

The concerns with the current conceptualizations of trustworthiness bases also imply that extant measures based on these definitions may be unreliable. Moral dimensions that are potentially relevant to trust but not accounted for in the current definitions are omitted from extant measures. The emphasis on justice, promise-keeping, and fairness to the exclusion of other morally relevant behaviors such as loyalty and respect may be insufficient to account for all aspects of morality. The current operationalization of

¹ A sixth dimension, liberty/oppression has been suggested as part of the Moral Foundations Theory (Iyer et al., 2012) but has not been fully adapted into ongoing work.

integrity, in particular, contains items that lack clarity with respect to the moral domain they are intended to measure. Specifically, items such as “I like [trustee]’s values” may be functional in measuring value congruence but do not serve to identify the content of congruent values. Similarly, “Sound principles seem to guide [trustee] behaviors” may be evaluated from a variety of perspectives, including principles that relate to purity concerns, hierarchical duties, or group obligations. Moreover, the extant measures embody a certain degree of construct overlap without taking morality into account. For example, in their review of trust measures, Dietz and Den Hartog (2006) identify several measures that include items which tap into both benevolence and integrity (e.g., “I trust that employees share important information with me” from Spreitzer and Mishra (1999)). Unpacking the different aspects that are grouped under integrity and identifying the moral domains which correspond to trustworthiness bases would alleviate concerns regarding the imprecision of our measurement instruments.

This thesis relies on the Moral Foundations Theory (MFT); (Graham et al., 2013; Haidt & Joseph, 2004; Haidt & Kesebir, 2010) to investigate three main questions. First, the question of whether evaluations of trustworthiness with respect to the moral character of trustees may be further refined by adding nuance to ABI’s integrity is explored. The particular focus of this exploration is on the identification of different moral domains that constitute parts of integrity, specifically loyalty and authority (Studies 1-3), and on determining how moral concerns relate to benevolence (Studies 2-3). Second, the effect of loyalty and authority on trustworthiness and whether they differ is examined in two country contexts, the US and Turkey (Study 4). Finally, the impact of competing moral concerns on trustworthiness assessments is investigated by focusing on tradeoffs between fairness and either of loyalty or authority (Study 5).

The primary aim of the present thesis is to leverage the possible learning provided by the MFT to add nuance to what has become one of the dominant models of cognitive trust in organizational literature. MFT is a universalist and pluralistic approach to morality (Graham et al., 2013), which views the ‘moral domain’ as being common to all cultures and composed of several dimensions. The set of moral concerns identified by MFT are care/harm (CH), fairness/cheating (FC), loyalty/betrayal (LB), authority/subversion (AS), and sanctity/degradation (SG). CH is primarily concerned with empathy, the protection of the defenseless and weak, the avoidance of harm, and the alleviation of suffering. FC

is related to issues of justice and equality. From an evolutionary perspective, it is concerned with reciprocity and serves to ensure effective cooperation within groups. FC and CH together represent the individualizing foundations. Cultures that focus on the individual as the locus of moral value, such as Western liberals, generally prioritize these dimensions (Graham et al., 2009). The remaining three address group-oriented concerns and have been categorized as binding foundations. LB pertains to ingroup/outgroup dynamics and prioritizes group welfare above that of the individual. SG stems from the drive to protect against harmful externalities (e.g., germs) but has taken on a holistic preference for cleanliness and purity. Finally, AS addresses the question of hierarchy. Deference and respect for status are at the core of this dimension. Though AS has also been linked to leaders' responsibilities toward subordinates (Haidt & Joseph, 2007; Weaver et al., 2014), current work including extant measures (Clifford et al., 2015; Gehman et al., 2021; Graham et al., 2011; Hopp et al. 2021; Weber et al., 2018) emphasizes obedience to and respect for authority, and the maintenance of the established hierarchical order.

As a result of its pluralistic universality, MFT framework is appropriate for the current research since it can accommodate diverse moral concerns that vary across cultures. Moreover, MFT has received empirical interest in the organizational literature (Egorov et al., 2019; Weaver & Brown, 2012) with a particular focus on integrating the framework to the study of ethical leadership. In this respect, it should help to refine the boundaries of integrity and benevolence as well as uncover additional trustworthiness bases in the workplace. In addition, this thesis also aims to contribute to the morality literature by responding to various calls to consider the importance of context in moral judgments (Schein, 2020) and integrates the effect of situational demands (Yudkin et al., 2021) and the relational context (Dungan et al., 2017) to this study of the role of moral concerns on trust assessments.

Trust in the workplace is a multi-level and multi-faceted concept (Fulmer & Gelfand, 2012; Schoorman et al., 2007), and factors that affect how trustors evaluate trustees have been shown to vary based on a multitude of factors (e.g., Everett et al., 2016; Linke et al., 2016; Yu et al., 2021). One important influence on the relative weight of factors that influence trustworthiness assessments is the formal relationship between the trustor-trustee dyad, as research has shown that the relative importance of ability, benevolence,

and integrity differs based on the hierarchical nature of the trust relationship. In particular, ability appears to play a more pronounced role when the trustee is a subordinate (Knoll & Gill, 2011) and meta-analytic evidence suggests that the relationship between trust and integrity is particularly strong when the trustee is a leader (Colquitt et al., 2007). This relatively stronger relationship may also imply that the breadth of concerns that are involved in integrity evaluations are likely to be broader and more nuanced for manager trustees. Thus, this hierarchical level presents a suitable relational context to undertake the first investigation into the moral components of integrity and this research is focused on managers.

In what follows, I first elaborate on the ABI Model. I discuss a number of concerns with respect to the conceptualization and operationalization of trustworthiness bases under the model. I conclude the section with the development of the hypotheses. Five studies have been conducted in US and Turkey concurrently. All data has been collected using a survey methodology though the design and analytical approach varies across studies and discussed in the relevant section. Following individual chapters for each study, I discuss the overall findings of this thesis, outline the limitations of the current research and propose some future directions.

2. THEORETICAL ARGUMENTS AND HYPOTHESIS DEVELOPMENT

2.1 Interpersonal Trust and the ABI Model

While there are several models of trust that in the management literature (e.g., (Lewicki et al., 1998; McAllister, 1995), Mayer and colleagues' ABI model (Mayer et al., 1995) has been the focus of a substantial volume of the research on interpersonal trust in organizational settings. The model purports to provide a comprehensive framework that extends from a trustee's perceived characteristics to trust outcomes. Representing "a cognitive approach to trust." (Schoorman et al., 2007, p. 348), it situates the basis of trust on cognitive evaluations of a trustee's trustworthiness by the trustor. These evaluations are based on the trustor's perceptions of the trustee's ability, integrity, and benevolence. According to the model, trustees who are perceived to have a combination of ability, benevolence and integrity are deemed trustworthy. The model does not impose conditions of necessity or sufficiency with respect to each element; different configurations and levels of ability, benevolence, and integrity may result in positive trustworthiness assessments. This assessment is also contingent upon the trustor's inherent "propensity to trust", a general willingness to trust others. Moreover, given their propensity to trust and their trustworthiness perception of the trustee, the perceived risk in a given situation will impact whether the trustor engages in trusting behaviors. Finally, the outcomes of trusting behaviors may result in a reassessment of trustworthiness perceptions. In the following section, these issues are discussed in further detail.

2.1.1 Trustor Characteristics

One key factor influencing interpersonal trust according to the ABI model is the trustor's propensity to trust (PTT), also referred to as generalized trust. Building on the work of Rotter (1967; 1980), the authors suggest that PTT is "a stable within-party factor that will affect the likelihood the party will trust" (Mayer et al., 1995, p. 715). As with all trait-like factors, the expression of PTT may vary with contextual factors such as culture and situation but is expected to show lower within-subject than between-subject variance across situations (Dalal et al., 2014; Gill et al., 2005; Tett & Burnett, 2003). Colquitt et al. (2007) have shown PTT to be positively correlated with assessments of others' trustworthiness, albeit at a lower magnitude than trustee characteristics.

2.1.2 Bases of Trustworthiness Perceptions

As noted earlier, the ABI model identifies three bases of trustworthiness. In the theoretical arguments that underpin the current set of studies, a distinction is made between ability on the one hand and integrity and benevolence on the other hand. This delineation is not novel (Tinsley, 1996) and prior work has also restricted the conceptualization of trust and trust antecedents to benevolence and integrity, excluding ability (e.g., Ferrin et al., 2007). That is not to say that ability is of secondary importance. Rather, the aim is to distinguish between two critical questions that trustors likely consider when evaluating a trustee: 'can they?' and 'will they?'. Ability generally responds to the former question whereas benevolence and integrity address latter. To that end, the present investigation is primarily concerned with the trustee's will to action rather than their capacity. Below, benevolence and integrity are discussed in detail, with a particular emphasis on issues that are intended to be addressed with the present research.

2.1.2.1 Benevolence

Benevolence “reflects benign motives and a personal degree of kindness toward the other party” (Dietz & Den Hartog, 2006, p. 560). Discussions of the construct in the ABI model emphasize the care and kindness of the trustee in relation to the trustor, as well as the lack of an instrumental egocentric motive on the part of the former. The emphasis is on the “positive orientation of the trustee toward the trustor” (Mayer et al., 1995, p. 719).

It has been suggested that benevolence aligns with values such as care, loyalty, and empathy (Moore et al., 2019). Indeed, Mayer et al. (1995) refer to loyalty as part of the benevolence construct in their seminal paper. For example, in their qualitative study, Breuer and colleagues (2019) report loyalty to team members’ decisions and obligations to be a determinant of trust in team members, classifying this type of behavior as team-related benevolence. Frazier et al. (2016) argue that benevolence extends to acts of loyalty as well as altruism and supportiveness on the part of the supervisor. Finally, while investigating subordinate trustees, Zapata et al. (2013) point to displays of loyalty to the supervisor as an exemplar of benevolence. It should be noted that while the latter two studies conceptually discuss loyalty, they rely on the established measure of ABI developed by Mayer and Davis (1999), which does not explicitly reference it.

However, the overlaps between benevolence on the one hand and loyalty and care (which have been identified as moral dimensions under MFT) on the other hand are not straightforward. Given that care and loyalty have been identified as moral dimensions (Curry, 2016; Gilligan, 1993; Gray & Schein, 2012; Haidt & Joseph, 2004), behaviors driven by loyalty concerns may involve acts that may be harmful to others (e.g., Kunst et al., 2019; Travaglino et al., 2014) even when such harm is arguably morally justifiable (i.e., for the greater good), which may conflict with care moralities.

Moreover, behaviors that imply high levels of benevolence (e.g., looking out for the interests of one person) may contradict group-oriented loyalty. Even though behaviors that have been identified as instantiations of benevolence (e.g., loyalty, supportiveness, kindness, and altruism) may be related to each other by virtue of being trustor-benefiting acts, it is likely that there are divergences with respect to the target(s) of these behaviors.

For example, Dungan et al. (2014) have suggested that the discussion of organizational corruption may be framed as a choice between group-oriented moral norms (i.e., loyalty) versus group-independent moral norms (i.e., fairness). This distinction may also apply to a comparison of benevolence and loyalty. While the latter is putatively group-oriented, benevolence is trustor-specific. Schoorman et al. (1996) refute the claim that benevolence has “ethical connotations” and view it as “a quality of a relationship” (p. 339). Indeed, the definition and measurement of the construct (e.g., “my needs and desires are important to [the trustor]”) emphasize behaviors that specifically benefit the trustee and are limited to a dyadic relationship. In this respect, benevolence may be more restrictive than loyalty.

Though the positioning of loyalty in the conceptual universe of trustworthiness assessments may not be clear, there is sufficient empirical evidence to consider it a distinct influence. For example, Bies and Tripp (1996) note that ‘insult to one’s self or collective (e.g., name calling, racist remarks) are perceived as trust violations and result in thoughts of revenge. It has been suggested that trustors may rely on group membership to engage in trusting behaviors in the absence of direct information regarding someone’s trustworthiness (Tanis & Postmes, 2005). In contrast to both benevolence and loyalty, care, and its counterpart harm, are discussed as universal moral concerns (Schein & Gray, 2018) that are group-independent. Given the foregoing, the possibility that benevolence, care and loyalty are conceptually differentiated to a greater extent than they are overlapping should not be overlooked.

The concerns regarding overlaps between domains of morality and the components of benevolence aside, the ABI model is also not sensitive to the effect of cultural norms on whether certain behaviors will be perceived as instantiations of benevolence or something else, e.g., fulfillment of duties. For example, in collectivist cultures such as China (a culture identified with familial collectivism (Bond & Hwang, 1986), interdependence among individuals extends beyond the instrumental to include socio-emotional support (Chua et al., 2009) and group-oriented sacrifices are normative (Morris et al., 2000). More generally, in Eastern cultures, other-centric behaviors that arise from role-related interpersonal responsibilities are seen as moral duties (Miller & Luthar, 1989), which are distinct from e.g., justice, and may not tap into the same construct domain as benevolence does in Western cultures.

Finally, prior research suggests that a substantial degree of variation may be expected across cultural contexts with respect to how benevolence is construed (cf. Wasti & Tan, 2010). In their comparative analysis of China and Turkey, (Wasti et al., 2011) found that the antecedents of trust categorized under benevolence in each country showed variation. While some behaviors such as support, being understanding, and cooperation were common to both countries, the authors found four benevolence-related antecedents emic to Turkey (intimacy, unselfish behavior, personalized generosity, and protection) and one emic to China (affability). Integrating a framework such as MFT, which accommodates cultural variation in moral concerns may help to clarify the boundaries of benevolence vis-à-vis proximate constructs including loyalty.

2.1.2.2 Integrity

Whereas ABI's benevolence encompasses issues of care, kindness, support, and loyalty, integrity is primarily concerned with justice and fairness. Notably, a monolithic construct definition of integrity is not available in the broader management literature (cf. Palanski & Yammarino, 2007). Extant uses include wholeness, authenticity, word-deed consistency, consistency in the face of adversity, and morality/ethics. Broadly, integrity may be said to have two components (Mayer et al., 1995; McFall, 1987), which is reflected in the ABI Model. The first, moral component concerns fairness and justice as well as value congruence, i.e., the trustor acting in accordance with a set of principles that are acceptable to the trustor, though these principles are not specified. The second, behavioral component concerns issues of behavioral consistency (cf. Simons, 2002).

Given the interest of the present research on the moral bases of trustworthiness perceptions, the focus is on integrity as a dimension of morality. Specifically, the components of the construct which are particularly relevant include "the belief that the trustee has a strong sense of justice" and "the belief that the counterpart adheres to a set of principles that the trustor finds acceptable." (Mayer et al., 1995, p. 719). Issues of justice and fairness are represented in MFT's fairness/cheating dimension (Haidt & Kesebir, 2010; Moore et al., 2019) and, more generally, an ethics of justice as first set forth by Kohlberg (1964). The weight of fairness and justice as a universal moral concern is well-established (Turiel, 1983) and trustworthiness has frequently been used as an

additional item in a list that includes integrity, fairness, and honesty (e.g., Brown & Treviño, 2006; Goodwin, 2015).

Thus, integrity under the ABI model and fairness in terms of a moral principle constitute relatively straightforward parallels until the issue of ‘acceptable set of principles,’ or value congruence is considered. The main concern therein arises from the lack of specification regarding the content of congruent values underlying integrity judgments. Neither conceptual discussions on integrity nor the extant measurement tool (Mayer & Davis, 1999) specify what may constitute the set congruent values. Since fairness and justice are explicitly specified in the construct definition and operationalization, this is not a material issue insofar as values that are congruent relate to these values. However, as noted earlier, the congruence of other values (e.g., power distance; Guzman & Fu, 2021) may also influence trust.

In fact, other norms and principles such as honor (Atari et al., 2020; Handfield & Thrasher, 2019), interpersonal obligations (Miller & Luthar, 1989), harm avoidance (Gray & Schein, 2012; Gray et al., 2012), or showing respect to authority or exhibiting courage to resolve conflicts (Curry, 2016) have been discussed as components of the moral domain. Moreover, societal norms and values may influence how trust is built (Doney et al., 1998), and it is well-documented that those norms and values differ across countries (e.g., Hofstede, 1984) or across groups within countries (e.g., Graham et al., 2009; Yılmaz, Sarıbay, et al., 2016). In support of a more generally populated set of moral values, various lines of work in cultural psychology and cross-cultural organizational psychology (Haidt & Joseph, 2004; Hofstede, 1984; House et al., 2004; Inglehart & Baker, 2000; Kaasa, 2021; Shweder et al., 1997) have suggested that people and cultures differ with respect to their dominant values and the relative weights of moral concerns (Curry, Mullins, et al., 2019; Graham et al., 2009; Graham et al., 2016). In fact, these have been shown to vary across multiple factors such as political views and partisan groups (Bayrak & Alper, 2021; Gehman et al., 2021; Nilsson & Erlandsson, 2015), relational contexts (Sunar et al., 2020), and socioeconomic status (Haidt et al., 1993). They may be influenced by situational (Yılmaz, Harma, et al., 2016; Yudkin et al., 2021) as well as broader societal factors (Alper et al., 2019; Ekici et al., 2021). Notably, while the individual and their rights are emphasized in WEIRD groups, values that concern

group-oriented duties and obligations are prioritized in non-WEIRD cultures (Graham et al., 2016).

Thus, the set of acceptable principles may extend to moral concerns other than fairness, especially when non-WEIRD populations are under investigation. In fact, the ABI model's emphasis on one moral dimension in the conceptualization of integrity, which is specifically concerned with individual rights, and which prioritizes justice, may be a result of its WEIRD origins. In social structures where collective welfare is prioritized over individual rights, moral and normative obligations may include other concerns, such as those related to observing hierarchical obligations, maintaining honor, or fulfilling group obligations.

Further to the foregoing, Moore and colleagues (2019) have suggested that integrity and benevolence can “be thought of as synonyms of justice (Kohlberg, 1964) and care (Gilligan, 1993), respectively, as conceptualized by the moral sentiments literature” (2019, p. 2). Notably, they identify loyalty as another parallel to benevolence, which is in line with the definitions and treatment of benevolence in the trust literature (e.g., Branzei et al., 2007; Breuer et al., 2019). In addition to the possible issues posed by regarding integrity and fairness as synonymous, the benevolence-care/loyalty overlap may also be problematic. First, care and loyalty may be distinct and separate moral concerns (Haidt & Joseph, 2007). Second, the current treatment of benevolence is not clear with respect to whether and how any moral concerns that it encompasses relates to value congruence conceptualized under integrity. Finally, Mayer et al. (1995) define benevolence as the trustee's desire to do good to the trustor and the measurement items evoke proactively beneficial treatment toward the trustor. Benevolence specifically targets the trustor, which restricts its object to a single individual, while care may include all sentient beings, and loyalty extends to other ingroup members. The exclusion of loyalty owed to the larger group from the conceptualization of benevolence is particularly significant in organizational contexts where the manager-subordinate relationship is almost always embedded in a work group structure. In short, when benevolence is conceptualized as trustee-oriented proactive help and support instead of general kindness, it may approach the warmth dimension of person perception (Weiss et al., 2020) rather than occupying a corner of the construct domain of morality (Goodwin, 2015; Goodwin et al., 2014).

The preceding suggests that the parallels between the ABI model and various moral concerns are not straightforward. Further conceptual clarity in terms of what moral values are encompassed by congruent values, whether moral values other than fairness are influential on trustworthiness, and how these are be situated with respect to benevolence and integrity may be beneficial. To guide the way, especially in cultures that differ from Western liberals, this research relies on the Moral Foundations Theory.

Haidt and colleagues' (Graham et al., 2011; Haidt & Graham, 2007; Haidt & Joseph, 2004, 2007) MFT builds on these preceding efforts in moral psychology as well as work in anthropology (e.g., Shweder, Much, Mahapatra, & Park, 1997), biology (e.g., Trivers, 1971), and primate sociality (e.g., De Waal, 1996). MFT is based on the argument that "moral systems are interlocking sets of values, practices, institutions, and evolved psychological mechanisms that work together to suppress or regulate selfishness and make social life possible." (Haidt, 2008, p. 70). It locates the source of morality in the need for cooperation in human societies and links it to the evolution of moral intuitions, which lead to moral judgments. Its account is universalist and pluralistic; the intuitions identified by MFT are common to all cultures, albeit with differing weights.

MFT has received widespread empirical interest and the measurement tool developed by Graham and colleagues (Moral Foundations Questionnaire (MFQ); Graham et al., 2009) has been validated in a large number of countries including Turkey (Yılmaz, Harma, et al., 2016). Though there are ongoing concerns with respect to its factor structure (Harper & Rhodes, 2021) and additional moral foundations may need to be considered in some cultures (Atari et al., 2020), the stability of the five-factor structure of moral foundations in WEIRD and non-WEIRD cultures has recently been validated (Doğruyol et al., 2019).

Moreover, MFT has been proposed as a valuable tool for work on organizations (Weaver et al., 2014; Weaver & Brown, 2012), especially regarding leadership (Fehr et al., 2015). Interpersonal trust may also benefit from integrating MFT into the investigation of trustworthiness antecedents, especially for trustees, who are in a superordinate position to the trustor (i.e., trustee being the manager of the trustor), by providing a framework that takes non-WEIRD morality and values into account.

2.2 Research Question and Hypothesis Development

The first goal of this thesis is to investigate whether moral foundations defined by MFT are relevant to trust and trustworthiness assessments of manager trustees, and to what extent they may augment our general understanding of the trustworthiness bases specified under the ABI model.

Though MFT presents a universal set of moral intuitions, every dimension may not be equally relevant to intraorganizational trust relationships. Specifically, given that the workplace represents a strong situation (Meyer et al., 2010), which is characterized by norms of professionalism, moral imperatives that do not directly concern work relationships may be de-prioritized and their effects muted, even when the overarching cultural setting is particularly sensitive to that particular dimension. This may be amplified in contexts where the Protestant relational ideology (Sanchez-Burks, 2002) is a dominant one such as the US. In this respect, the sanctity/degradation foundation, which is primarily concerned with bodily and spiritual cleanliness, is not expected to be a dominant concern with respect to trust evaluations of managers, which constitutes a formal relationship, even more so that other intraorganizational relationships (e.g., peer-to-peer) considerations of sanctity to bleed through.

In contrast to sanctity/degradation, the remaining moral dimensions are expected to be congruent with the workplace in general and with respect to the manager-subordinate trust dyad in particular. Research has already established a link between the congruence of loyalty/betrayal, fairness/cheating, and authority/subversion values of leaders and followers and perceptions of ethical leadership (Egorov et al., 2019), which may also be found in trust assessments of managers. Further, as argued above, there is a clear overlap between MFT's fairness/cheating foundation and ABI's integrity as well as various concepts in the management literature such as organizational justice (Colquitt, 2012; Colquitt & Zipay, 2015) and ethical behavior and leadership (Brown & Treviño, 2006). The extent to which managers' behaviors align with or violate moral norms concerning fairness is expected to influence their trust outcomes. Moreover, the relationship between

manager fairness and trust outcomes are expected to be positively related; higher fairness morals should result in higher trust outcomes.

With respect to authority/subversion, in view of the fundamental role of hierarchy and hierarchy relations in organizational settings (Weber, 1978; Williamson, 1991), the observance of moral imperatives concerning authority/subversion, which taps into the importance of hierarchies, are also expected to be relevant in interpersonal intraorganizational trust across different country contexts. In particular, the literatures on the effects of power distance on leadership and subordinate outcomes (e.g., Guzman & Fu, 2021; Kirkman et al., 2009) as well as paternalistic leadership (e.g., Aycan, 2006; Aycan et al., 2000; Hiller et al., 2019) and traditionality (Farh et al., 1997; Farh et al., 2007; Zhao et al., 2019) lend credence to the expectation that the aforementioned dimension will be influential in terms of managers' trust assessments. Power distance is of particular importance as it concerns the degree to which individuals accept power differences and hierarchical relations in a society while traditionality is associated with, *inter alia*, submission to authority. As an individual- and team-level variable, power distance has been shown to influence a variety of organizational outcomes (e.g., Hu et al., 2018; Lian et al., 2012) across different contexts. Moreover, while cultures differ with respect to their power distance, its effects do not necessarily vary across countries with respect to certain organizational outcomes (Kirkman et al., 2009).

The two remaining MFT dimensions, care/harm and loyalty/betrayal, were discussed above in terms of their possible overlaps with ABI's benevolence. While the extent and pattern of these overlaps is not clear, insofar as they are indeed present, both dimensions should be relevant to trust assessments of managers. Moreover, the salience of loyalty/betrayal to trust evaluations is also supported by a long and strong line of empirical and conceptual work on social identification, social categorization, and ingroup effects (Hogg & Terry, 2000; Tajfel & Turner, 1979). Organizations, by definition, represent groups nested in ever larger ones. Since "people derive part of their identity and sense of self from the organizations or work groups to which they belong," (Hogg & Terry, 2000, p. 121) and in light of the ease with which individuals are able to develop in-group behaviors and tendencies (Tajfel, 1970; Tajfel & Turner, 1979), this dimension should be especially relevant to organizational members.

In light of the foregoing, the first hypothesis of this thesis is as follows:

H1: The moral content of trust forming incidents in the context of a work relationship will include those related to care/harm, fairness/cheating, loyalty/betrayal, and authority/subversion in the US and Turkey.

Further to the above, loyalty/betrayal, and authority/subversion are expected to constitute distinct dimensions of trustworthiness assessments in addition to ability and the fairness-related concerns under integrity. Given the preceding arguments with respect to benevolence and care/harm, a specific expectation is not posited with respect to these constructs. Thus, the following proposition is posited:

P1: Loyalty/betrayal, authority/subversion, ability, and integrity conceptualized as fairness/cheating will constitute distinct dimensions of trustworthiness.

In light of the preceding arguments that trustworthiness assessments extend to trustees' moral character, violations of moral principles in a given moral foundation are expected to impact trust outcomes negatively. There is meta-analytical evidence in support of this expectation with respect to integrity, and thus fairness/cheating, as well as care/harm to the extent that it overlaps with benevolence (Colquitt et al., 2007). The effect is expected to be equally applicable to loyalty/betrayal and authority/subversion. Therefore, the following hypotheses are posited:

H2-A: Trustors' perceptions of managers' trustworthiness will decrease as managers' degree of loyalty violations increases.

H3-A: Perceptions of managers' trustworthiness will decrease as their degree of authority violations (violations of authority-conforming principles) increases.

According to MFT, cultures may vary with respect to which dimensions are prioritized in their respective moral systems. It is important to note that "issues related to harm, fairness, and justice appear to be found in all cultures, including non-Western ones (Hauser, 2006; Wainryb, 2006). Nonetheless, many moral systems do not strive to protect the welfare and autonomy of individuals above all else." (Haidt, 2008, p. 70) Further, it should be noted that Harm/care and Fairness/reciprocity dimensions have been conceptually grouped as "individualizing foundations" while loyalty/betrayal, authority/subversion, and sanctity/degradation have been grouped as "binding foundations." Graham et al. (2009) note that while some cultures focus on the individual as the locus of moral value others "try to suppress selfishness by strengthening groups and institutions and by binding individuals into roles and duties in order to constrain their

imperfect natures”, which places the group at the locus of moral value (Graham et al., 2009, p. 1030).

Though all MFT dimensions may show cross-cultural variation, of interest to the present thesis is loyalty/betrayal, which is likely to show cross-cultural variation in relation to individualism-collectivism (Hofstede, 1984) and the related individual-level issues of interdependent and independent self-construal (Cross et al., 2000; Markus & Kitayama, 1991). With respect to the latter, Oyserman, Klemmemeier, et al. (2002) rely on Hofstede’s earlier work in defining the core element of individualism as “the assumption that individuals are independent of one another [...] (and) a focus on rights above duties, a concern for oneself and immediate family, an emphasis on personal autonomy and self-fulfillment, and the basing of one’s identity on one’s personal accomplishments.” (p. 4) Moreover, as Markus and Kitayama (1991) argue, independent self-construal are bounded, unitary and associated with promoting own goals. Interdependent self-construal, on the other hand, is flexible based on the social context, prioritizes belonging and is concerned with promoting others’ goals. As such, loyalty/betrayal is expected to be of greater moral importance to collectivist cultures where interdependent self-construal is more prevalent.

In support of this proposition Yılmaz, Harma, et al. (2016) have shown that priming subjects for individualism and collectivism resulted in increased concern with, respectively, the care/harm and loyalty/betrayal dimensions as measured by the MFQ. Additionally, research on paternalistic relationship, which is a leadership style predominantly found in cultures identified as collectivist (e.g., Turkey, China, Taiwan) indicates that the benevolent paternalism facet of the construct (related to holistic and individualized concern for employee well-being) relates positively to trust in leader (Hiller et al., 2019). Finally, a large stream of research on China, a collectivistic culture, and the emic concept of *guanxi* identify loyalty as a core value (Hwang, 1999; Zhang & Zhang, 2006) and is related various employee outcomes including trust in supervisor (Wong et al., 2003) and increased fairness perceptions (but only when *guanxi* is at an interpersonal, not group level) (Chen et al., 2011).

The foregoing suggests that moral concerns related to loyalty/betrayal may be more impactful in collectivist cultures such as Turkey (House et al., 2004; Wasti & Tan, 2010). Thus, as a whole, members of the Turkish culture may be more likely to trust managers

who espouse loyalty-related morals than members of cultures who are less collectivistic and more individualistic, such as the US (Ayçiçeği-Dinn & Caldwell-Harris, 2011; Hofstede, 1984). Thus, the following hypothesis is posited:

H2-B: The decrease in perceptions of managers' trustworthiness as their degree of loyalty violation increases will be larger in Turkey compared to the US.

In a similar vein, trust evaluations arising from authority/subversion are also expected to vary cross-culturally. This expectation is primarily driven by power distance (Hofstede, 1984), which concerns how cultures and individuals approach power inequalities. To the extent that these inequalities are accepted and seen natural, cultures and individuals are deemed to have higher power distance. Notably, this conceptualization of power indifference aligns with MFT's authority/subversion dimension in terms of the emphasis on hierarchical relationships and the implicit dynamics of deference and obedience. Thus, the more a culture views power inequalities as acceptable and natural, the more likely that embodiments of authority-related behaviors will be seen as preferable. In high power distance cultures, leaders' displays of power and authority may be seen as appropriate (Hu et al., 2018), supervisors are expected to make reliable decisions, provide top-down direction, and receive expected obedience from subordinates (Cole et al., 2013; Javidan, Dorfman, et al., 2006), and subordinates are more inclined to view supervisors' decisions as fair and to trust their leaders (Kirkman et al., 2009).

As such, it is expected that authority/subversion as a moral dimension will be more impactful in high power distance cultures such as Turkey (House et al., 2004). As a whole, managers who espouse authority-related morals are expected to be seen as more morally upstanding, and hence trustworthy than managers who violate these norms in high power distance cultures, compared to low power distance cultures, such as the US. Thus, the following hypothesis is posited:

H3-B: The decrease in perceptions of managers' trustworthiness as their degree of authority violation increases will be larger in Turkey compared to the US.

While it is possible to indicate clear preferences when faced with the presence or absence of apparent endorsements of a specific moral dimension, real-life situations often involve situations that tap into different moral concerns (Crone et al., 2018; McCurrie et al., 2018) and may sometimes be in conflict (Dungan et al., 2015; Hildreth & Anderson, 2018; Hildreth et al., 2016). For example, in work situations, individuals may be faced with a

choice to uphold principles of justice and fairness or remain loyal to their groups. In their study of whistleblowing, Waytz et al. (2013) have demonstrated that “individual differences in valuing fairness over loyalty predict willingness to report unethical behavior” (p. 1027). Moreover, individuals’ group memberships may influence how they react to situations with potential conflict, such as whether they perceive supreme court decisions to be just (Armaly, 2020) or if obedience to authority is morally good (Frimer et al., 2014). Given the foregoing as well as the implications of value congruence for trust (Sitkin & Roth, 1993; Tomlinson et al., 2014), it is expected that cultural tendencies will interact with moral dimensions to determine the trust outcomes of managers who vary in the moral principles they espouse.

Thus, the following hypotheses are posited:

H4A: When faced with a trade-off between managers who espouse loyalty morals and fairness morals, collectivist cultures (Turkey) will show a preference for loyalty-espousing managers while individualist cultures (the US) will show a preference for fairness-espousing managers.

H4B: When faced with a trade-off between managers who espouse authority morals and fairness morals, high power distance cultures (Turkey) will show a preference for authority-espousing managers while low power distance cultures (the US) will show a preference for fairness-espousing managers.

3. STUDY 1

Study 1 undertakes an exploratory investigation of trust formation incidents described by a sample of American and Turkish adults with work experience to determine whether assessments of trustworthiness are broader than benevolence and integrity, to encompass care/harm, fairness/cheating, loyalty/betrayal, and authority/subversion. Its primary aim is to provide a test of Hypothesis 1. To that end, it employs a survey methodology and uses vignettes constructed from critical incidents that resulted in trust formation for the narrator.

3.1 Method

3.1.1 Sample

In the US, data was collected on Amazon Mechanical Turk (MTurk) in multiple waves between January 2019 and May 2020, though primary data collection occurred in the first six months ($n = 290$). Participants were paid 1.30 USD² for their participation. Participation was restricted to US citizens residing in the US who held Master worker status on MTurk (Amazon Mechanical Turk, n.d.). The choice of using Master workers was also influenced by rising concerns regarding the prevalence of ‘bots’ and use of virtual private servers by non-American workers (Chmielewski & Kucker, 2020; Kennedy et al., 2020) since workers who have received Master status are those who “have

² MTurk workers who participated multiple times were paid for each time they completed the full survey. For the shorter version, payment amount was 0.50 USD.

consistently demonstrated a high degree of success in performing a wide range of HITs [Human Intelligence Tasks] across a large number of Requesters” (Amazon Mechanical Turk, n.d.). It should be noted, however, that recent evidence suggests there is no notable performance difference between Master and non-Master workers (Rouse, 2020).

In addition to MTurk’s screening, two additional steps were undertaken to eliminate responses from non-Americans. First, in line with recommendations (Aguinis et al., 2020) and previous practice (Necka et al., 2016), respondent IP addresses and, when available, geocode data were screened to confirm they were located within the USA. Qualtrics, which was used as the survey platform, automatically records IP addresses and provides this information as well as respondent latitude and longitude as part of the survey meta-data. Second, respondents were asked to indicate their birthplace and the place where they lived longest. Any participant who was born or lived longest outside of the USA was discarded.

MTurk workers could respond to the survey multiple times or participate in a shorter version (see below in Procedures) after concluding the full-length survey. However, if any vignette was evaluated more than once by the same worker, only the initial response was retained. In addition, for repeating workers, only the earliest provided information and responses were used for demographic and individual difference variables.

In Turkey, participants were recruited with the aid of a research company ($n = 96$) and via graduate students in an executive program who participated as well as distributed the survey to friends and family ($n = 104$). These participants accessed the survey through an anonymous link and responded on their personal devices. Graduate students received course credit for their participation. The research company recruited participants with a field team operating in Istanbul. Field workers approached prospective participants, informed them about a research project being conducted by Sabancı University researchers, and solicited their participation. If an individual agreed to participate, they were handed a tablet on which they could access the Qualtrics survey. These participants were not given any monetary or other rewards.

Since data was collected using newly developed vignettes, non-naivete and familiarity with measurement tools (Buhrmester et al., 2018) were not particular concerns. However, respondents’ attentiveness to the vignettes were screened by including an attention item

halfway through the series of vignettes. This item was presented in the same manner as the other vignettes but asked the respondent to make a specific choice in the subsequent questions. 46 participants who did not follow the instructions were eliminated. Data from participants who discontinued the study before reaching the attention item were included in the analyses.

All descriptive statistics and analyses results are reported for the remaining sample. Summary demographic information is reported in Table 3-1. Information regarding race was only requested for the American sample. Most participants self-identified as white or Caucasian ($n = 213$), followed by black or African American ($n = 21$), Asian American ($n = 18$), Latino/a or Hispanic American ($n = 5$), and multi-racial or other ($n = 8$). 25 participants did not respond. There were notable differences in work experience and age across the samples; American participants were significantly older, $t(483) = 8.289$, $p < .001$, and more experienced, $t(415) = 8.626$, $p < .001$, than Turks. In addition, men were more heavily represented in the Turkish sample compared to the US sample.

Table 3.1 Summary Demographic Information for Study Samples

Variable	TR	US
Work Experience	10.1 ($SD = 8.1$)	17.9 ($SD = 10.6$)
Age	32.1 ($SD = 7.7$)	39.3 ($SD = 10.6$)
Gender		
Female ^a	78 (39.2%)	152 (52.4%)
Male	121 (60.8%)	138 (47.6%)
<i>N</i>	200	290
<i>Note.</i> Summary statistics are reported on respondent basis. Means may vary when weighted by number of ratings.		
^a . Includes three participants who indicated their gender as other / non-binary.		

3.1.2 Materials

The vignettes used in the study were developed from descriptions of critical incidents (Flanagan, 1954) provided by working adults in Turkey and the US. In Turkey, critical incidents were collected for prior studies (Wasti et al., 2021) from a sample of MBA students as well as the families of undergraduate students who volunteered to distribute the survey ($n = 150$). Data was collected in Turkish, using a printed survey form or the Qualtrics platform. In the US, participants were mainly solicited through Amazon MTurk

($n = 124$) but also distributed via snowballing ($n = 17$). The survey was open to workers with a Master qualification on MTurk. The procedure was similar for both samples. Participants were first asked to define the meaning of trust in the workplace. Subsequently, i) they were instructed to think of someone they trusted and to describe the incident that led to their trusting the person, and ii) to think of someone they distrusted and to describe the incident that led to their not trusting the person. In each case, they also wrote about how the incidents impacted their emotions, thoughts, and behavior. For the American sample, the order of trust and distrust incidents was randomized. In Turkey, participants first described a trust incident, then a distrust incident. Participants were free to describe incidents relating to any coworker, including subordinates, peers, and managers.

Only trust forming incidents were used in the study. An incident was used as the basis of a vignette if it concerned an intraorganizational workplace relationship where the trustee was a subordinate, a peer, or a direct supervisor with respect to the trustor. Responses that were unintelligible, that did not describe the particulars of a trust forming (e.g., “she did something trustworthy”), incidents that focused on the narrator’s private life or where the trustee was an extra-organizational party (e.g., third-party contractor) were discarded.

In constructing the vignettes using the incidents, several guidelines were observed. First, the original narrations varied widely regarding the amount of context and background information available, length, and whether more than one incident was recounted. Variations in the complexity of stimuli may introduce a potential confound to the results (Clifford et al., 2015). To avoid these potential issues, vignettes were constructed to constitute one or two sentence statements of similar structure.

Second, some incidents described either a series of interconnected events or several different episodes that were not related. In the first case, the interconnected events were preserved as much as practicable since they constituted a chain resulting in trust change. However, if the narrative involved different and unrelated episodes, which potentially tapped into different moral domains, different vignettes were constructed.

Third, the hierarchical proximity of the trustee to the trustor may influence trustworthiness perceptions (Frazier et al., 2010). Thus, all vignettes were constructed such that the trustee was a direct manager. Incidents involving a business owner and their

employee (or vice versa), trustees who were more than one hierarchical level removed from the trustor, or parties who were no longer in a current hierarchical relationship (e.g., former supervisor) were adjusted to ensure vignettes were uniform in terms of hierarchical proximity and concerned events that took place in the scope of an ongoing and current relationship. In addition, trustee's hierarchical relationship to the trustor was clearly identified in each incident (e.g., "Your MANAGER counsels you and supports you in your career").

Fourth, all information regarding relationship particulars (e.g., length, level of intimacy) were eliminated as these may influence the impact of trustworthiness antecedents (e.g., Frazier et al., 2016). In some cases, the incident involved particulars specific to nascent relationships. These incidents were used as the basis of a vignette only if they could be revised or adapted without changing the nature of the event. Similarly, qualifying information on the trustee, such as their seniority was removed, except if it was particularly salient to the vignette (e.g., helping a trustor even though they are no more experienced or qualified). Task-related details that were profession-specific were replaced with generic terminology (e.g., project, presentation, task).

Vignettes were constructed in the original language of the narration and translated after they were finalized. Each vignette was reviewed and revised multiple times. Revisions were made based on discussions with the thesis supervisor. Finally, two doctoral students blind to the study as well as at least two working professionals fluent in one or both languages were asked to read the original narratives and the vignettes and comment on whether the vignettes were comprehensible and whether they captured the essence of the narrative.

Since the critical incidents contained narratives with trustees at different relational positions (i.e., subordinates, peers, or managers), these levels were represented in the vignettes. The final set contained 20 manager vignettes from each originating country randomly selected from a total of 58 vignettes. One vignette was later dropped from the analyses due to an unintended repetition concerning the underlying critical incident. The full list of vignettes with English and Turkish versions is available in Appendix I.

3.1.3 Procedure

Data was collected using a survey form, distributed via Qualtrics. Participants accessed the survey through an anonymous link. In the first section, they provided brief demographic information. In the main section of the survey, they read and evaluated up to 7 vignettes. For the MTurk sample and part of the Turkish sample collected via snowballing, vignette assignment was randomly made from a pool containing subordinate, peer, and manager vignettes. The vignettes concerning non-manager trustees were included as part of a broader research undertaking that was not included within the scope of this thesis. Turkish participants who were recruited by the research company only participated within the scope of the thesis. Thus, they were only presented with manager vignettes. Only manager ratings are analyzed in this study.

After each vignette, participants indicated whether they considered the behavior described in the incident to be related to being moral (0: *Completely unrelated*, 4: *Extremely related*). They were then asked to consider how relevant each MFT dimension was to the behavior of the trustee. The order of presentation for the dimensions was randomized for each vignette. The specific items used for each of the dimensions are presented in Table 3-2. A 10-point slider scale was used to measure relevance.

Table 3.2 MFT Measurement Items

TR	US
Kutsallık (örn., saflık ve edep normlarına uygun davranmak, tiksindirici veya küçültücü davranışlarda bulunmamak)	Sanctity (e.g., observing standards of purity and decency, not engaging in disgusting or degrading acts)
Otorite (örn., toplumun geleneklerine uymak, otoriteye hürmet etmek)	Authority (e.g., conforming to traditions of society, respecting authority)
Adalet (örn., adil davranmak, hile/haksızlık yapmamak)	Fairness (e.g., acting fairly, not cheating)
Sadakat (örn., ait olduğu gruba ihanet etmemek)	Loyalty (e.g., not betraying one's group)
İlgi/ihtimam (örn., acı/zarar vermeme, güçsüz ve savunmasız kişileri önemseme)	Care (e.g., not inflicting harm, caring for the weak and vulnerable)

Participants were then provided with a list of additional factors they could indicate as being relevant to the trustee's behavior, including ability, being humble, treating others with respect, protecting subordinates, honesty, and conscientiousness. These items were binary selections, yielding dummy variables. Finally, they indicated how their trustworthiness of the trustee would be affected (*-5-Extremely negatively, 0-None, 5-Extremely positively*), how much the trustee's behavior would affect them emotionally (*1-Not at all, 5-Extremely*), and how frequently they or people around them were likely to encounter behavior similar to what was described (*1-Never, 5-Extremely frequently*). The vignette was repeated between each block of questions for the convenience of the participants.

Across all data collections, surveys concluded with demographic items and PTT, which was measured with six items (Yamagishi & Yamagishi, 1994). The scale exhibited good reliability in both countries ($\alpha_{TR} = .891$, $\alpha_{US} = .958$).

3.2 Analyses and Results

Below, a descriptive overview of mean ratings and general observations related to these ratings are provided first, followed by the results of mixed-effects linear regression analyses. Since vignettes were presented randomly, the number of ratings per vignette varies. In Turkey, all vignettes were rated at least 14 times with median rating count being 18. In the US, all vignettes were rated at least 11 times with a median rating count of 21. There were only 2 statements in each country that were rated by less than 15 people, but they differed in Turkey and the US. These were retained in the analyses.

Though trustworthiness was measured with a scale that allowed for movement in both directions, the expectation is that mean trustworthiness ratings will be positive, since the underlying narratives concern trust-forming incidents. The results supported this expectation. The mean trustworthiness impact of all vignettes is 3.51 ($SD = 1.88$) in the US and 3.00 ($SD = 2.16$) in Turkey. Mean ratings range between 1.00 and 4.52 with a median rating of 3.72 in the US but only four vignettes have a mean trust rating less than

2.00. In Turkey, the range of trustworthiness assessments is between 0.13 and 4.28 with a median rating of 3.06 and five vignettes below 2.00.

Next, the correlation of trustworthiness assessments with the moral foundations and moral relevance was investigated (Table 3-3 and Table 3-4). Notably, while all variables correlated significantly and positively in Turkey, there was one exception in the US. The correlation between trust and Authority/Subversion was not significant. Meta-analytical evidence suggests that leaders who embody authoritarian characteristics are generally viewed unfavorably (Hiller et al., 2019). It is possible that this generally negative relationship may have restricted the representation of authority in the critical incidents underlying the narratives. However, given that there was a small but significant positive correlation between authority ratings and trust in Turkey, the lack of a correlational relationship may be due to Americans' higher ambivalence toward managers who exhibit authority-related behaviors, providing partial support for one of the core assumptions underlying this research.

Table 3.3 Intercorrelations for Moral Foundations, Trust, Moral Relevance (US)

Measures	I	II	III	IV	V	VI
I. Trust	--					
II. Moral Relevance	.366**	--				
III. Care	.397**	.518**	--			
IV. Fairness	.343**	.441**	.470**	--		
V. Loyalty	.382**	.401**	.472**	.434**	--	
VII. Authority	.045	.163**	.244**	.355**	.309**	--
VIII. Sanctity	.153**	.442**	.444**	.404**	.413**	.425**

** $p < .001$, two-tailed tests.

Table 3.4 Intercorrelations for Moral Foundations, Trust, Moral Relevance (TR)

Measures	I	II	III	IV	V	VI
I. Trust	--					
II. Moral Relevance	.425**	--				
III. Care	.372**	.435**	--			
IV. Fairness	.405**	.474**	.483**	--		
V. Loyalty	.335**	.479**	.539**	.538**	--	
VII. Authority	.176**	.326**	.351**	.444**	.460**	--
VIII. Sanctity	.342**	.529**	.482**	.548**	.575**	.512**

** $p < .001$, two-tailed tests.

In line with the fairly high correlation between trust and moral relevance, inspection of the mean ratings of moral relevance indicated respondents found trust formation stimuli derived from real-life events to be highly morally relevant. This finding supports Hypothesis 1 and also provides additional support for the proposition that trust evaluations are at least partially dependent on moral character assessments. Mean aggregate moral relevance rating of all statements was 3.37 ($SD = 1.31$) and 3.60 ($SD = 1.27$) in the US and Turkey, respectively. Moral relevance ratings were comparable across the countries and the differences only reached statistical significance ($p < .05$) for seven vignettes (Table 3-5), of which six related to vignettes which were rated more morally relevant by Turks than by Americans. The item that was rated higher in moral relevance by Americans compared to Turks concerned an incident where a manager makes an extraordinary effort to provide flexibility to an employee due to a personal problem. The norms governing the American workplace distinguish between professional and personal domains and emphasize avoiding ‘bleed through’ from the personal domain to the professional (Dumas & Sanchez-Burks, 2015). Thus, the manager’s behavior described in the vignette may have been seen as particularly morally good and desirable, the more so for being counter normative. In contrast, getting involved in nonwork related issues is a characteristic of paternalistic leadership (Aycaan, 2006), on which Turkey scores notably high (Aycaan et al., 2000). In this respect, such behavior may have been seen as run-of-the-mill for Turkish respondents.

With respect to the remaining vignettes, which were rated as more morally relevant in Turkey compared to the US, the dominant theme that emerged reflected organizational justice elements, particularly interpersonal justice (Colquitt, 2012), with an emphasis on treating the trustor with consideration. The emphasis on interpersonal justice may be a

consequence of the high power distance practices in Turkey (House et al., 2004) and the negative association between individuals' level of power and their justice behaviors toward others (Blader & Chen, 2012). In a workplace context that is characterized by high power distance practices, which may lead to lower justice behaviors by managers, interpersonal justice behaviors may be seen as particularly desirable and morally relevant.

Table 3.5 Vignettes with Significant Differences in Moral Relevance Ratings

	US	TR	Difference
During your performance review, you feel that you can be open and honest, that your MANAGER takes your feedback and suggestions fully on board.	2.72	4.21	1.49***
The supervisor of another department tells your MANAGER you said various things about an issue even though you didn't actually say any of it. Your MANAGER asks to hear your side of the story before he/she makes a decision.	3.46	4.67	1.21**
During the performance review meeting, your MANAGER tells you what you did right or wrong, what you need to improve, and how you can work together to make these improvements.	2.29	4.11	1.83***
You have a problem outside of work that requires you to have some flexibility in your work schedule. Your MANAGER goes above and beyond to make sure your needs are met and that your job will be waiting for you once you clear things up.	4.20	3.47	-.73*
When your MANAGER receives some negative feedback about you from outside the company, he/she asks to listen to your side before responding.	3.58	4.45	.88**
When you are at fault and have caused harm, although unintentionally, your MANAGER supports you and stands by you.	3.33	4.15	.82*
You are past the deadline on a project you are preparing for another department and you start receiving worrisome emails from that department. Instead of saying 'you are the one responsible for the project' and leaving you alone to deal with them, your MANAGER defends you against that department.	3.15	4.20	1.05*

*** $p < .001$. ** $p < .01$. * $p < .05$. Two-tailed tests.

In terms of the relevance of moral dimensions, care/harm, fairness/cheating, and loyalty/betrayal were generally the highest rated dimensions across statements. However, there were notable differences between Turkey and the US. First, fairness/cheating was the highest rated dimension for 19 of 39 vignettes in the US. However, it was only second after care/harm in Turkey. Care/harm dimension was the highest rated moral dimension in 22 of 39 vignettes for Turks while fairness/cheating was the highest rated moral dimension for 12 (of which one was equally rated for sanctity/degradation). The high number of items linked to care/harm in Turkey may possibly suggest that the dimension was taken as a broad ‘goodness’ measure without being discerning. Even for the rest of the 17 vignettes, care/harm was the second highest rated moral dimension for seven. To assess how care/harm ratings varied between countries, multi-level linear regression analyses were conducted. Since each observation was cross-nested within participant as well as vignette, these were entered as the level-two crossed random effects. Care/harm ratings were predicted using the country variable. No other controls were entered. The coefficient estimate was significant such that Turks had higher mean ratings across all statements ($\beta_{TR} = .593$, $SE = .213$, $z = 2.78$, $p < .001$; LR $\chi^2(2) = 307.96$, $p < .001$). Controlling for trustworthiness and moral relevance assessments, the effect of country persisted is still present ($\beta_{TR} = .588$, $SE = .182$, $z = 3.23$, $p < .001$, LR $\chi^2(2) = 153.57$, $p < .001$). Relatedly, Turks’ sanctity/degradation ratings were also higher than Americans, even after controlling for trustworthiness and moral relevance ($\beta_{TR} = 1.577$, $SE = .242$, $z = 6.52$, $p < .001$; LR $\chi^2(2) = 344.97$, $p < .001$).

Second, while loyalty/betrayal was the highest rated dimension for only four vignettes in Turkey, there were 11 such vignettes for the American sample (though one of these had equal ratings for fairness/cheating). Given the small set of vignettes in Turkey, an overall theme was not discernible. However, in the US, managers’ explicit show of support, such as “[overhearing] your manager defending you to others” and felt trust were common themes in these vignettes. Three vignettes overlapped in both countries’ sets. For the remaining eight vignettes in the US group, the highest rated dimension in Turkey was generally care/harm, followed either by fairness/cheating or loyalty/betrayal.

Recent work comparing collectivist and individualist cultures has suggested that interpersonal relationships may not be as prized in the former (compared to the latter) as previously thought and that individualists’ ingroup interactions may be more positive (Liu

et al., 2020) and less vigilant about perceived threats from ingroup members (Liu et al., 2019). These findings may indicate that Americans were more comfortable attributing managers' positive, trust-forming behaviors depicted in the vignettes to group-related motives whereas Turks considered these behaviors as demonstrating care. Alternatively, it is possible that Turks interpreted care ("ilgi / ihtimam") as a dyadically beneficial behavior in comparison to loyalty, which may have been seen as more appropriate for group-related behaviors.

Third, sanctity/degradation was not represented, which was expected. However, surprisingly, there were six vignettes that had mean sanctity/degradation ratings of seven or above. Though not reported in detail here, these vignettes all concern incidents where a manager uses their managerial power to protect and support the trustor. Taken together with the measurement item used in Turkey (particularly the reference to standards of decency / "edep normları"), it is possible that participants regarded these vignettes as representative of appropriate and normative fulfillment of managerial duties.

Authority/subversion was unexpectedly underrepresented. In Turkey, the weighted mean rating of authority/subversion was 4.71 ($SD = 3.40$), which was markedly below care/harm ($M = 6.96$, $SD = 2.85$), fairness/cheating ($M = 6.48$, $SD = 3.20$), and loyalty/betrayal ($M = 6.23$, $SD = 3.20$). The results were similar for the American sample ($M_{CH} = 6.28$, $SD_{CH} = 3.31$, $M_{FC} = 6.52$, $SD_{FC} = 3.27$, $M_{LB} = 6.36$, $SD_{LB} = 3.27$, $M_{AS} = 4.44$, $SD_{AS} = 3.48$). These figures suggest that the vignettes were generally not seen to relate to the authority/subversion dimension. Table 3-6 presents five vignettes with the highest authority/subversion ratings in each country, though in most of these, AS is not the highest rated dimension. Notably, these vignettes predominantly originated from Turkey, suggesting that the Turkish culture may provide a greater degree of affordance (Kitayama & Markus, 1999; Kitayama et al., 1997; Ramstead et al., 2016) to authority-related issues than American culture, which aligns with the expectations in this thesis. Moreover, the content of the vignettes in Turkey generally concerns situations where the manager trustee wields their managerial power and authority whereas the vignettes in the US concern empowerment of the subordinate trustor. In this respect, they diverge from MFT's emphasis on deference, obedience, and traditions as the core themes of this dimension. This is especially surprising given the specific reference to tradition and respect for authority, which was used in the measurement item. Possibly, issues concerning tradition

may have been seen as irrelevant to the workplace and thus disregarded as part of the measurement.

Finally, inspection of the box plots for each country showed that ratings frequently overlapped across multiple dimensions, especially with respect to care/harm, fairness/cheating, and loyalty/betrayal (Appendix II). A notable example of an exception was “Your MANAGER gives you a game console as a present for the holidays because he/she wants to, even though he/she doesn't have to,” which was generally seen as unrelated to fairness/cheating in the US ($M_{FC} = 1.40$). The fact that the vignettes were adapted from real-life incidents with an effort to preserve the core characteristics of the narrative may account for this apparent multidimensionality. Indeed, research on MFT in media indicates that several domains may be simultaneously relevant to a single narrative (Crone et al., 2018; McCurrie et al., 2018; Tamborini, 2013).

Table 3.6 Vignettes with Highest Authority / Subversion Ratings

Vignette Text (US)	O	MR	CH	FC	LB	AS	SG	TI
You submit several options for an improvement in the production process to your MANAGER and he/she chooses the cheaper option against your advice. When production defects increase after implementation and senior management is furious, your MANAGER explains the situation and tells them you did a great job.	TR	3.87	5.93	8.27	6.53	6.20	2.73	2.80
Your company has to apply for a certification. Even though it is not really your area, your MANAGER entrusts you with the process from the start to finish.	TR	2.30	2.80	3.25	4.85	6.00	3.10	1.90
Your MANAGER assigns you some responsibility in an important presentation, ensuring that your name is also attached to it.	TR	2.68	3.73	6.45	5.68	5.91	2.86	3.50
After bringing you in on a tough and important project, your MANAGER keeps all promises of professional support to help you implement it.	TR	3.81	6.43	7.86	7.00	5.76	3.33	3.52
During the performance review meeting, your MANAGER tells you what you did right or wrong, what you need to improve, and how you can work together to make these improvements.	TR	2.29	4.43	6.81	3.33	5.57	2.62	1.90
When you make a mistake that might lead to customer complaints, your MANAGER immediately accepts your apology and helps you figure out the next steps.	US	3.68	7.50	7.95	7.36	5.50	5.27	4.05

Note. O denotes the country of the original critical incident. MR denotes the moral relevance rating of the vignette. TI denotes the impact on trustworthiness.

Vignette Text (TR)	O	MR	CH	FC	LB	AS	SG	TI
A subcontractor starts dragging out the work on a project you are leading and insults you. Even though you should be held responsible since you are the project lead, your MANAGER repeatedly tells you it is not your fault and puts your mind at ease.	TR	3.95	8.47	8.26	7.74	6.79	7.89	3.32
You are past the deadline on a project you are preparing for another department and you start receiving worrisome emails from that department. Instead of saying 'you are the one responsible for the project' and leaving you alone to deal with them, your MANAGER defends you against that department.	TR	4.20	7.87	7.40	7.93	6.60	7.27	3.73
After bringing you in on a tough and important project, your MANAGER keeps all promises of professional support to help you implement it.	TR	4.24	7.06	7.53	7.47	6.18	6.71	4.06
Your MANAGER fights alongside you upward in the organization to secure better funding for the bonuses for your division. Then -as previously agreed- he hands over the bonus pool to you to divide up among your subordinates.	US	3.61	6.67	7.28	7.11	6.17	6.56	2.78
During your performance review, you feel that you can be open and honest, that your MANAGER takes your feedback and suggestions fully on board.	US	4.21	7.74	8.26	7.00	6.11	6.74	3.53

Note. O denotes the country of the original critical incident. MR denotes the moral relevance rating of the vignette. TI denotes the impact on trustworthiness.

The foregoing provides some evidence that trust-forming behaviors are related to morality in general and moral dimensions outlined by MFT in particular. However, this evidence is descriptive in nature. While a formal hypothesis was not posited with respect to the detection of moral foundations in manager trust vignettes, the related proposition was further explored by undertaking two sets of multi-level linear regressions (Raudenbush & Bryk, 2002) on an exploratory basis. The regressions were conducted for each country with crossed random effects entered for participant and statement, and moral relevance and trustworthiness ratings treated as dependent variables. Multi-level modeling is more appropriate for the data since observations are nested within statements and participants, leading to the violation of the normality assumption with respect to the error terms. The analyses were conducted with gender as a covariate. When ability was entered as a control variable in the regression models predicting trustworthiness (Mayer et al., 1995), the pattern of results did not change. The results without this covariate are reported.

In Turkey, when moral relevance was the outcome variable and each dimension was modeled individually with gender as a covariate, all dimension coefficients were statistically significant (Table 3-7). When all moral dimensions were entered to the regression equation simultaneously, the coefficient estimates of care/harm ($\beta = .058$, $SE = .017$, $z = 3.48$, $p < .001$), fairness/cheating ($\beta = .069$, $SE = .015$, $z = 4.49$, $p < .001$), loyalty/betrayal ($\beta = .060$, $SE = .016$, $z = 3.78$, $p < .001$), and sanctity/degradation ($\beta = .104$, $SE = .015$, $z = 6.99$, $p < .001$) remained statistically significant. However, authority/subversion ($\beta = -.004$, $SE = .014$, $z = -.32$, $p = .751$) was no longer significant, suggesting that when the remaining moral foundations are accounted for, authority-related concerns have no impact on moral relevance judgments.

Table 3.7 Multi-level Regression Summary Results for Moral Relevance (TR)

	CH	FC	LB	AS	SG
Coefficient	.175	.171	.172	.107	.181
estimate	(.015)**	(.014)**	(.013)**	(.014)**	(.012)**
$\sigma^2_{\text{vignette}}$	.156	.119	.127	.179	.111
$\sigma^2_{\text{participant}}$	.136	.151	.147	.180	.116
$\sigma^2_{\text{residual}}$	1.02	.989	.976	1.086	.939
Log					
Likelihood	-1095.46	-1084.70	-1080.65	-1125.63	-1059.36
Chibar2	58.52**	46.15**	50.66**	63.65**	40.66**

Note. Standard errors are presented in parentheses.

** $p < .001$

The results were similar in the US with the exception of the authority/subversion dimension (Table 3-8). When all moral dimensions were entered to the regression equation simultaneously, coefficient estimates of care/harm, $\beta = .097$, $SE = .014$, $z = 6.96$, $p < .001$, fairness/cheating, $\beta = .070$, $SE = .014$, $z = 5.03$, $p < .001$, loyalty/betrayal, $\beta = .054$, $SE = .014$, $z = 3.90$, $p < .001$, and sanctity/degradation, $\beta = .080$, $SE = .013$, $z = 6.17$, $p < .001$) remained statistically significant as was the case in Turkey. In contrast to Turkey, the coefficient estimate for authority/degradation, $\beta = -.040$, $SE = .012$, $z = -3.25$, $p = .001$) was also significant. However, the simple effect of authority/subversion after controlling for the remaining moral foundations was negative. This may indicate that as Americans' estimation of manager behaviors' relatedness to authority concerns increases, they are regarded as less relevant to morality.

Table 3.8 Multi-level Regression Summary Results for Moral Relevance (US)

	CH	FC	LB	AS	SG
Coefficient	.173	.149	.142	.046	.143
estimate	(.012)**	(.013)**	(.013)**	(.013)**	(.012)**
$\sigma^2_{\text{vignette}}$	.101	.174	.175	.265	.185
$\sigma^2_{\text{participant}}$	.254	.271	.318	.375	.263
$\sigma^2_{\text{residual}}$	.899	.924	.908	1.003	.911
Log					
Likelihood	-1208.79	-1229.33	-1233.41	-1282.89	-1223.72
Chibar2	63.29**	95.53**	114.80**	144.45**	108.54**

Note. Standard errors are presented in parentheses.

** $p < .001$

When the outcome variable was trustworthiness assessments, in Turkey, the pattern of results was similar to the regressions predicting moral relevance. Entering each moral

dimension as the predictor variable individually with gender as the covariate yielded positive and significant coefficient estimates (Table 3-9) and when all moral dimension ratings were entered in the same model, the direction or significance levels for care/harm, $\beta = .104$, $SE = .030$, $z = 3.47$, $p = .001$, fairness/cheating, $\beta = .169$, $SE = .027$, $z = 6.27$, $p < .001$, loyalty/betrayal, $\beta = .083$, $SE = .028$, $z = 2.94$, $p = .003$, and sanctity/degradation, $\beta = .102$, $SE = .026$, $z = 3.83$, $p < .001$, did not change. However, authority/subversion, $\beta = -.031$, $SE = .026$, $z = -1.16$, $p = .245$, was no longer significant, indicating that when the effect of the remaining dimensions is accounted for, authority/subversion does not influence trustworthiness assessments for the managers depicted in these vignettes.

The results for the American sample differed from Turkey as well as the preceding analyses (Table 3-10). First, authority/subversion was no longer statistically significant, ($\beta = 0.025$, $SE = .208$) when it predicted trustworthiness assessments, indicating that the dimension is not influential in how managers depicted in the present vignettes are evaluated is not influenced by the authority-related content of their behaviors. However, when all moral dimension ratings were entered in the regression model, only the coefficient estimate for sanctity/degradation ($\beta = -0.034$, $SE = .020$, $z = -1.65$, $p = .099$) was not significant. Authority/subversion had a small but negative significant coefficient estimate ($\beta = -0.060$, $SE = .019$, $z = -3.14$, $p = .002$). Care/harm ($\beta = 0.118$, $SE = .022$, $z = 5.39$, $p < .001$), fairness/cheating ($\beta = 0.107$, $SE = .022$, $z = 4.91$, $p < .001$), and loyalty/betrayal ($\beta = 0.146$, $SE = .022$, $z = 6.77$, $p < .001$) had positive and significant effects on trustworthiness assessments. The change in the direction of the coefficient estimate for authority/subversion may indicate the presence of a suppression effect (MacKinnon et al., 2000) whereby the predictor's effect is dampened due to the confounding / suppressing effects of the other moral dimensions, which are omitted from the first regression equation³.

³ Multi-collinearity was tested using variance inflation factor by conducting OLS regressions on the entire data set, as well as data aggregated to the respondent and statement levels. VIF estimates obtained following these regressions were acceptable in all three cases.

Table 3.9 Multi-level Regression Summary Results for Trustworthiness (TR)

	CH	FC	LB	AS	SG
Coefficient estimate	.259 (.027)**	.277 (.023)**	.240 (.024)**	.136 (.025)**	.231 (.023)**
$\sigma^2_{\text{vignette}}$	.088	.098	.133	.207	.107
$\sigma^2_{\text{participant}}$	.963	1.031	1.210	1.230	1.182
$\sigma^2_{\text{residual}}$	2.952	2.707	2.755	3.022	2.784
Log likelihood	-1501.88	-1479.97	-1496.56	-1528.92	-1496.54
Chibar2	53.36**	73.36**	84.95**	82.60**	79.11**

Note. Standard errors are presented in parentheses.

** p<.001

Table 3.10 Multi-level Regression Summary Results for Trustworthiness (US)

	CH	FC	LB	AS	SG
B (SE)	.197 (.019)**	.184 (.020)**	.208 (.019)**	.025 (.208)	.082 (.019)**
$\sigma^2_{\text{vignette}}$	.192	.356	.258	.406	.345
$\sigma^2_{\text{participant}}$	.614	.567	.621	.759	.807
$\sigma^2_{\text{residual}}$	2.145	2.157	2.065	2.301	2.233
LL	-1559.093	-1564.611	-1550.861	-1605.283	-1596.986
LR χ^2	61.46**	84.26**	78.78**	104.10**	103.66**

Note. Standard errors are reported in parentheses.

** p<.001.

3.3 Discussion

Study 1 explored whether the moral dimensions identified by MFT could be identified in trust forming events. By using vignettes derived from real-life narratives, the study provided a textured look into how construals of moral foundations may differ across contexts and how they may relate to manager trustees. First, while care/harm appears to be ubiquitous in the context of manager trust in Turkey -a not surprising outcome given arguments regarding the centrality of harm to moral judgment (Schein & Gray, 2018), the current results may also indicate that its generality renders it somewhat undiscerning in an organizational context in terms of predictive power. Second, the study results also point to qualitative differences in how much weight different types of behaviors are given in terms of moral relevance across the countries. In this respect, organizational justice in Turkey and managerial support in the US appear to be seen as particularly delicate issues.

Finally, the overlaps and differences observed in the content of behaviors that were rated particularly high in the loyalty/betrayal, fairness/cheating, and authority/subversion dimensions provides valuable empirical tools to integrate MFT into the work context.

In interpreting the foregoing analyses several issues should be considered. First, critical incident narratives were used as the basis of the vignettes. It is possible that behaviors, which comply with dominant norms are not represented in critical incidents. For example, hierarchy is pervasive in organizations and members are expected to comply with and endorse its requirements. In such a situation dominated by professional norms of conduct, hierarchy-abiding, authority-respecting behaviors may be ‘hygiene factors’ (Herzberg, 2017); their presence, though normative and important, may not generate trust forming critical incidents. In addition, formal settings such as the workplace may yield few -if any- purity-related incidents. Using measures that specifically address each moral dimension, including purity and authority, may delineate between lack of relevance and lack of impact.

Second, the present design measured the relatedness of moral dimensions, and their moral relevance with respect to the described manager behaviors. However, it did not distinguish between positive relatedness and negative relatedness. For example, one vignette described an incident where a manager “takes care of everything” after the trustor commits a serious policy violation, ensuring that the trustor doesn’t get in trouble. The mean moral relevance rating for this vignette was 3.61 ($SD = 1.20$) in the US and 3.47 ($SD = 1.01$) in Turkey while the mean fairness/cheating rating was 5.72 ($SD = 3.56$) in the US and 5.88 ($SD = 3.64$) in Turkey. Since the items used in the MFT rating portion cued positive behaviors (i.e., upholding fairness principles), it is possible that a portion of respondents may have assessed the manager’s behavior as ‘covering up’ and thus violating fairness principles but upholding care and loyalty principles. Hence, the multidimensional nature of the vignettes and the possibility that they may embody apparent conflicts between competing moral dimensions means that it may not be clear which dimension influences the outcome ratings. This possibility is especially impactful in interpreting the results for the second set of regressions, which predict trustworthiness. The varying reactions to moral conflict situations may have attenuated the mean impact on trustworthiness. Moral relevance ratings, on the other hand, may have been heightened

in the face of a perceived moral conflict, thus overestimating the predictive power of the moral dimensions.

In addition, though the vignettes were rated with respect to whether or not ability was relevant, benevolence and integrity were not separately presented as alternative concerns. As such, it is not possible to draw any conclusions regarding whether and to what extent MFT augments the ABI model or our understanding of trustworthiness bases.

Third, there were significant differences between the samples in terms of age and experience. Since Americans were generally older and had longer work experience, they may have a broader range of experiences with managers' behaviors and the implications of these behaviors on their own outcomes. In addition, more Americans had supervisory experience ($n = 146$) than Turks ($n = 72$), which may have allowed them to empathize with the managers described in the vignettes. In addition to these demographic differences, Americans were recruited through MTurk and received monetary compensation for their participation, which was not the case for Turks. Though empirical evidence suggests that the level of monetary compensation does not affect data quality for American MTurk workers, it also reveals that monetary compensation rather than intrinsic motivation may be the primary reason underlying participation (Litman et al., 2015). In contrast, most Turkish participants' motivation was intrinsic, which may have led to systematic differences across the samples over and above the effect of culture.

It is also possible that the ratings are influenced by systematic differences in response styles across the samples (Spector et al., 2015). Though within-subject standardization has been suggested as a measure to deal with this issue (e.g., Gelfand, Raver, & Ehrhart, 2004), problems with this approach have also been discussed (cf. Venaik et al., 2021). These problems relate to the lack of interpretability and potential creation of spurious correlations among within-subject standardized items. The present study was exploratory in nature and primarily concerned with similarities and differences in the patterns of ratings in each country rather than mean differences. Thus, standardization was not employed. However, all between-country differences should be interpreted with caution.

Finally, while the current study provides initial evidence that trust-forming behaviors have a moral aspect and are related to MFT's dimensions, it does not allow a comparative analysis of MFT and ABI. Though ability was measured as a binary variable, vignettes

were not rated for benevolence or integrity. Thus, it is not possible to comment on whether there are overlaps between the models or their additive potential. For this purpose, a different approach that integrates both models in the design and measurement tools is necessary.

4. STUDY 2

While the results of the first study provide some evidence that moral concerns impact assessments of trustworthiness, they also raise additional questions the study design is not equipped to answer. Primarily, while the study provides evidence that loyalty, care, and fairness may be influential on trustworthiness assessments, potential overlaps and parallels between various moral values and the ABI model cannot be ascertained. Thus, a more straightforward test of how MFT's moral foundations relate to benevolence and integrity, the nature of any overlap, and thus their possible influence on trustworthiness assessments should be beneficial. The study undertakes to do so and to provide a test of Proposition 1.

4.1 Method

4.1.1 Sample

In Turkey, participants were recruited via a research company ($n = 77$), snowballing ($n = 9$), and from graduate students in an executive business degree in a private university in Istanbul ($n = 43$). Graduate students received class credit for their participation. The remaining participants did not receive monetary or other rewards. Participants were recruited by the research company in the same manner as Study 1, in Istanbul, and accessed the survey using an anonymous link on a tablet provided to them by the company employee.

In the US, participants were recruited through Amazon MTurk and paid 1 USD for their participation. The survey was open to workers whose approval rate was at least 95% and

who had at least 100 approved HITs (Peer et al., 2014). Participants accessed the survey through an anonymous link and responded on their personal devices. Most participants self-identified as white or Caucasian ($n = 94$), followed by black or African American ($n = 12$), Latino/a or Hispanic American ($n = 6$), Asian American ($n = 5$), and multi-racial or other ($n = 1$). Only participants who were currently working and responded to all attention questions correctly were included in the analyses. Summary of key demographic information is provided in Table 4.1. The samples differed with respect to age and experience; Americans were significantly older, $t(242) = 3.217$, $p = .002$, and more experienced, $t(244) = 3.528$, $p = .001$, than Turks.

Table 4.1 Summary Demographic Information for Study Samples

Variable	TR	US
Work Experience	11.4 ($SD = 9.2$)	15.9 ($SD = 10.8$)
Age	33.9 ($SD = 9.1$)	38.2 ($SD = 11.5$)
Gender		
Female	50 (38.8%)	54 (45.8%)
Male	78 (60.5%)	64 (54.2%)
Education		
Highschool	5 (3.9%)	30 (25.4%)
University deg.	88 (68.2 %)	65 (55.1%)
Graduate deg.	5 (3.9%)	22 (18.6%)
N	129	118

Note. Highschool includes participants who indicated some college experience; University degree includes 2- and 4- year degrees; graduate degree includes master, professional, and doctorate degrees.

4.1.2 Materials

The Turkish translation of Mayer and Davis' (1999) ABI scale (Wasti et al., 2007) and the Moral Foundations Questionnaire (MFQ; Graham et al., 2011; Yilmaz, Harma, et al., 2016) were adapted for the purposes of this study. The ABI scale is composed of 17 items and measures respondents' trustworthiness evaluation of a trustee on the basis of the trustee's perceived ability, benevolence, and integrity. Original items include "[Trustee] would not knowingly do anything to hurt me" and "[Trustee] has a strong sense of justice," and "[Trustee] is very capable of performing their job". Though the original scale was used to measure top management trustworthiness, it has subsequently been adapted

for numerous referent levels and is a well-established measure in the trust literature (Dietz & Den Hartog, 2006; McEvily & Tortoriello, 2011).

MFQ is composed of two sections. The moral judgment section requires participants to indicate their agreement with statements representing the core concern of each dimension, such as “Respect for authority is something all children need to learn”. The moral relevance section asks participants to consider how relevant certain considerations are when they decide whether something is right or wrong. Sample items include “Whether or not some people were treated differently than others” and “Whether or not someone conformed to the traditions of society.”

In adapting ABI and MFQ for the purposes of this study, the items were amended following three main concerns. First, to maintain consistency across items and ensure that the items were not indicative of one-off incidents, ABI’s approach was adopted, and all considerations were phrased to refer to tendencies and stable characteristics of the manager. Second, all items were phrased such that the performing agent (trustee) was the respondent’s manager. ABI and MFQ’s moral relevance items were amenable to such revision. However, the moral judgment section of MFQ are declarative statements that concern moral transgressions (or endorsements) in different contexts. Since the current study is focused on one specific context and these items could not be adapted in each case, they were excluded. Finally, one item of the ABI ability subscale, “I feel very confident about [trustee]’s skills” was excluded because the same word corresponds to both ‘confident’ and ‘trust’ in Turkish. Surveys also contained filler items (e.g., “good at math”), which were excluded from all analyses.

4.1.3 Procedure

The study was conducted using the Qualtrics platform. After providing their informed consent, participants responded to a series of demographic questions. They were then presented with the ABI-MFQ scale and asked to read and evaluate a series of statements with respect to how much each consideration described in the statement would impact their assessment of their manager’s trustworthiness using a 6-point Likert scale (0-Not at all, 5-Extremely). All adapted items are presented in Table 4.2.

Table 4.2 Survey Items Adapted From MFQ and ABI

Measure	US	TR
Ability	Whether or not my manager has much knowledge about the work that needs done.	Yöneticimin yapılması gereken işler konusunda çok bilgi sahibi olup olmadığı
Ability	Whether or not my manager has specialized capabilities that can increase our performance.	Yöneticimin performansımızı arttırabilecek özel kabiliyetleri olup olmadığı
Ability	Whether or not my manager is capable of performing their job.	Yöneticimin işinde yetkin olup olmadığı
Ability	Whether or not my manager is successful at the things they try to do.	Yöneticimin yapmaya çalıştığı işlerde başarılı olup olmadığı
Ability	Whether or not my manager is well qualified.	Yöneticimin işinin ehli olup olmadığı
Benevolence	Whether or not my manager is very concerned about my welfare.	Yöneticimin iyiliğimi kollayıp kollamadığı
Benevolence	Whether or not my manager really looks out for what is important to me.	Yöneticimin benim için önemli olan şeyleri gerçekten gözetip gözetmediği
Benevolence	Whether or not my manager will go out of their way to help me.	Yöneticimin bana yardımcı olmak için zahmetlere girip girmeyeceği
Benevolence	Whether or not my manager would knowingly do anything to hurt me.	Yöneticimin bile bile beni mağdur edecek bir şey yapıp yapmayacağı
Benevolence	Whether or not my needs and desires are very important to my manager.	İhtiyaçlarımın ve isteklerimin yöneticim için çok önemli olup olmadığı
Integrity	Whether or not I like my manager's values.	Yöneticimin değerlerini beğenip beğenmediğim
Integrity	Whether or not my manager has a strong sense of justice.	Yöneticimin güçlü bir adalet duygusunun olup olmadığı
Integrity	Whether or not my manager sticks to their word.	Yöneticimin verdiği sözleri tutup tutmadığı
Integrity	Whether or not my manager tries hard to be fair in dealings with others.	Yöneticimin ilişkilerinde adil olmak için uğraşıp uğraşmadığı
Integrity	Whether or not my manager's actions and behaviors are very consistent.	Yöneticimin hareketlerinin ve davranışlarının tutarlı olup olmadığı

Measure	US	TR
Integrity	Whether or not sound principles seem to guide my manager's behavior.	Yöneticimin davranışlarını sağlam ilkelerin yönlendirip yönlendirmediği
CH	Whether or not my manager cares for those who are weak or vulnerable.	Yöneticimin güçsüz ve incinebilir olan birini koruyup korumadığı
CH	Whether or not my manager is cruel.	Yöneticimin zalim olup olmadığı
CH	Whether or not my manager's actions cause someone to suffer emotionally.	Yöneticimin davranışlarının birilerine duygusal olarak acı çektirip çektirmediği
FC	Whether or not my manager acts unfairly.	Yöneticimin adaletsiz davranıp davranmadığı
FC	Whether or not my manager denies someone their rights.	Yöneticimin birinin haklarını elinden alıp almadığı
FC	Whether or not my manager treats some people differently than others.	Yöneticimin birilerine diğerlerine göre farklı muamele edip etmediği
LB	Whether or not my manager betrays their group.	Yöneticimin ekibine ihanet edecek bir şey yapıp yapmadığı
LB	Whether or not my manager shows a lack of loyalty.	Yöneticimin sadakatsizlik gösterip göstermediği
LB	Whether or not my manager's actions shows love for their country.	Yöneticimin ülkesine sevgi gösterip göstermediği
AS	Whether or not my manager conforms to the traditions of society.	Yöneticimin toplumun geleneklerine uyup uymadığı
AS	Whether or not my manager shows a lack of respect for authority.	Yöneticimin otoriteye saygısızlık edip etmediği
AS	Whether or not my manager's actions cause chaos or disorder.	Yöneticimin eylemlerinin kaosa ya da düzensizliğe neden olup olmadığı
SG	Whether or not my manager acts in a way that God would approve of.	Yöneticimin Tanrı'nın onaylayacağı bir şekilde davranıp davranmadığı
SG	Whether or not my manager does disgusting things.	Yöneticimin iğrenç bir şey yapıp yapmadığı
SG	Whether or not my manager violates standards of purity and decency.	Yöneticimin namus ve edep konusundaki normları ihlal edip etmediği

4.2 Analyses and Results

The data was analyzed for each country individually. In each case, ABI and MFQ items were first factor analyzed separately, followed by the analysis of the combined set of items. Though the study used existing measures, they were adapted to address managers' trustworthiness and the aim was to explore the interrelations and overlaps between MFT and ABI. Exploratory factor Analysis (EFA) procedures are appropriate when the aim is primarily exploratory and a priori model is not present (Fabrigar et al., 1999). Thus, EFA procedures were used, and the analysis was conducted on IBM SPSS (version 27). Extractions were performed using principal axis factoring (PAF) computation. Results were similar when maximum likelihood extraction was employed. Only PAF extraction results are reported below. Since the underlying factors are expected to be correlated, oblique rotation was used to interpret the results (Conway & Huffcutt, 2016; Fabrigar et al., 1999).

4.2.1 Turkey

The Kaiser-Meyer-Olkin (KMO) index indicated good sampling adequacy for ABI items ($KMO = 0.838$), MFQ items ($KMO = 0.828$), and the combined set ($KMO = 0.819$). Bartlett's test of sphericity indicated that the correlation matrices were not identity matrices in any of the three cases, ABI items $\chi^2(120) = 812.072, p < .001$, MFQ items $\chi^2(105) = 658.593, p < .001$, and Pooled set $\chi^2(465) = 1835.295, p < .001$.

For the ABI items, initial extraction using the Kaiser criterion of retaining factors with Eigenvalues greater than 1.0 resulted in a 4-factor solution, which does not align with theoretical expectations. Pattern coefficient matrix showed several items to have cross-loadings or loadings below 0.400. Furthermore, the scree plot indicated that a three-factor solution may be more appropriate and parallel analysis (Horn, 1965) using the rawpar program by O'Connor (2000) with principal axis/ common factor analysis and permutations of raw data comparing 95th percentile and mean values indicated a three-

factor solution. Three items continued to yield loadings below 0.40 when only three factors were extracted. Of these, “Whether or not I like my manager's values” had a coefficient below 0.20 in the three-factor solution. It was dropped and the extraction was repeated. A three-factor solution generally representative of the ABI model was obtained. However, “Whether or not my manager would knowingly do anything to hurt me” continued to load onto the unintended factor of integrity and had cross-loadings above 0.30. This item was also dropped before repeating the extraction. The resulting three-factor solution, accounting for 59.8% of total and 49.5% of common variance is presented in Table 4.3. The obtained solution aligns with the theoretical structure of the ABI model, with distinct factors representing integrity, ability, and benevolence. Notably, the results did not vary when maximum likelihood extraction was used instead of principle axis factoring.

Table 4.3 Final Solution for ABI Items (TR)

ITEM	I	II	III
Whether or not (my manager)...			
...has a strong sense of justice.	.725		
...tries hard to be fair in dealings with others.	.659		
...sound principles seem to guide my manager's behavior.	.547		
...actions and behaviors are very consistent.	.466		
...sticks to their word.	.410		
...is capable of performing their job.		-.933	
...is well qualified.		-.722	
...has much knowledge about the work that needs done.		-.698	
...is successful at the things they try to do.		-.651	
...has specialized capabilities that can increase our performance.		-.454	
...really looks out for what is important to me.			-.690
...will go out of their way to help me.			-.680
...my needs and desires are very important to my manager.			-.670
...is very concerned about my welfare.			-.615

Note. Pattern coefficient loadings below 0.400 are suppressed.

Analysis of MFQ items suggested a 3-factor solution using the Kaiser criterion but the extraction could not be completed as it yielded a Heywood case. Moreover, the third factor had an eigenvalue of 1.022, which is sufficiently low as to be considered for

exclusion (Thompson, 2004). Parallel analysis results comparing 95th percentile and mean values suggested a two-factor solution, which is in line with extant research on the categorization of the moral foundations into individualizing and binding foundations whereby the foundations of care/harm and fairness/cheating emphasize values about individual rights and duties while loyalty/betrayal, sanctity/degradation, and authority/subversion emphasize group-related rights and duties. When two factors were extracted, three items (“Whether or not my manager’s actions cause chaos or disorder,” “Whether or not my manager does disgusting things,” and “Whether or not my manager shows a lack of loyalty”) had pattern coefficients less than 0.40. Dropping these items yielded a two-factor solution. An additional item (“Whether or not my manager cares for those who are weak or vulnerable”) was also eliminated since it was the only item from an individualizing foundation to be represented in the factor, and thus diverged from the remaining. The final solution is presented in Table 4.4. The presented solution accounts for 55.2% of total and 45.6% of common variance.

Table 4.4 Final Solution for MFQ Items (TR)

Item	I	II
Whether or not (my manager)...		
...acts unfairly.	.804	
...denies someone their rights.	.740	
...actions cause someone to suffer emotionally.	.679	
...is cruel.	.640	
...treats some people differently than others.	.570	
...betrays their group.	.560	
...actions shows love for their country.		.717
...conforms to the traditions of society.		.711
...acts in a way that God would approve of.		.642
...violates standards of purity and decency.		.591
...shows a lack of respect for authority.		.560

Note. Pattern coefficient loadings below .400 are suppressed.

The first factor, primarily including fairness/cheating and care/harm items, represents the individualizing foundations while the second factor, dominated by authority/subversion and sanctity/degradation dimensions represents the binding foundations. Notably, items belonging to the loyalty/betrayal foundation do not behave consistently and one loyalty/betrayal item (“Whether or not my manager betrays their group”) is situated with the individualizing items. It is possible that participants view managers’ obligations to

their group as an issue of rights; by betraying their group, managers may be seen to violate the rights of individual group members.

The binding factor, on the other hand, includes an acknowledgment of entities greater than the self and obligations that arise from subservience to these entities. These items highlight fundamental hierarchical relationships and respect for authority. Further, the emerging dimension is related to traditionality, which has been proposed to incorporate deference to parental authority, male-dominant social organization, importance of family life, authoritarianism, and an emphasis on religion (Inglehart & Baker, 2000). Notably, respect for traditions is also a facet of MFT's authority foundation, reinforcing the interconnectedness between concepts. In addition, in more recent investigations of the factor structure of MFQ, traditionality has been identified as a distinct dimension, which combines different aspects of the binding foundations in more recent investigations of the factor structure of MFQ (Harper & Rhodes, 2021).

In analyzing the combined MFQ-ABI set, those items that had been eliminated from the final solutions of the single-scale analyses were omitted, primarily since these items also appeared to be poor in terms of face validity. Thus, the initial set contained 25 items (11 items from MFQ, 14 items from ABI). The Kaiser criterion indicated a six-factor solution with multiple low and cross-loading items. Iterative extractions were performed to eliminate low-loading and cross-loading items as well as items that loaded onto incongruent factors. A total of six items were eliminated to obtain the final solution. These were "Whether or not sound principles seem to guide my manager's behavior", "Whether or not my manager sticks to their word", "Whether or not my manager betrays their group", "Whether or not my manager is cruel", "Whether or not my manager shows a lack of respect for authority", and "Whether or not my manager violates standards of purity and decency".

The final solution with four factors is presented in Table 4.5 and accounts for 62.7% of total and 52.7% of common variance. Scale reliabilities are reported using Cronbach's alpha. When the order of item elimination was varied or the analyses were performed with maximum likelihood extraction, four-factor solutions with similar structures were obtained. Specifically, the dimensions extracted in these solutions corresponded to those presented below, though the specific item compositions showed slight variation. Further, parallel analysis pointed to a five-factor solution comparing mean and 95th percentile

values. However, when five factors were extracted, several items had very low loadings (less than .300). Eliminating these and iteratively performing the extractions ultimately obtained the solution presented below.

Table 4.5 Final Solution – Pooled Item Set (TR)

ITEMS ^{a,b}	I	II	III	IV
Whether or not (my manager)...				
...is capable of performing their job ^a	.914			
...has much knowledge about the work that needs done ^a	.741			
...is well qualified ^a	.731			
...is successful at the things they try to do ^a	.657			
...has specialized capabilities that can increase our performance ^a	.446			
...acts unfairly ^b		-.812		
...actions cause someone to suffer emotionally ^b		-.722		
...tries hard to be fair in dealings with others ^a		-.659		
...has a strong sense of justice ^a		-.607		
...denies someone their rights ^b		-.584		
...treats some people differently than others ^b		-.563		
...conforms to the traditions of society ^b			.769	
...acts in a way that God would approve of. ^b			.719	
...actions show love for their country ^b			.568	
...will go out of their way to help me ^a				-.711
...really looks out for what is important to me ^a				-.679
...my needs and desires are very important to my manager ^a				-.633
...is very concerned about my welfare ^a				-.495
Cronbach's alpha	.859	.820	.722	.795

Note. Pattern coefficient loadings below .400 are suppressed.

^a Items derived from the ABI scale. ^b Items derived from the MFQ.

The first factor represents ability. The second factor, labeled justice, is composed of six items that incorporate issues related to just behavior and fairness. The third factor seems to represent traditionality. Notably, its mean score is lower than the other dimensions. Finally, the fourth factor concerns benevolence and is represented by four items of the ABI benevolence subscale. When the factor variables are taken together, the underlying factor may be seen as a potent and agentic expression of benevolence with a specific and targeted beneficiary, the trustee. The mean trustworthiness impact and intercorrelations are presented in Table 4.6.

Table 4.6 Means, SDs, and Intercorrelations for Extracted Factors (TR)

	M	SD	I	II	III
I. Ability	4.64	1.00	--		
II. Justice	5.01	0.85	.431**	--	
III. Traditionality	3.18	1.33	.292**	.101	--
IV. Benevolence	4.66	0.93	.494**	.495**	.231**

* $p < .05$. ** $p < .01$. Two-tailed tests.

4.2.2 US

Sampling adequacy was assessed for each scale as well as for the pooled item set and results indicated data fit for factor analysis. KMO index indicated good sampling adequacy for MFQ items ($KMO = 0.816$), ABI items ($KMO = 0.836$), and the combined set ($KMO = 0.820$). Bartlett's test of sphericity indicated that the correlation matrices were not identity matrices in any of the three cases, Pooled set, $\chi^2(465) = 1844.316$, $p < .001$, ABI items, $\chi^2(120) = 784.722$, $p < .001$, and MFQ items, $\chi^2(105) = 672.529$, $p < .001$.

For the ABI items, initial extraction using the Kaiser criterion yielded a 4-factor solution, which was also the case when parallel analysis was performed with 100 permutations of raw data and comparing mean Eigenvalues (but not 95th percentile, which suggested a three-factor solution. This finding does not align with theoretical expectations. However, inspection of the rotated pattern matrix showed that one benevolence item ("Whether or not my manager would knowingly do anything to hurt me."), which was problematic in the Turkish sample as well, was loading to the same factor as integrity items. Once it was eliminated, a three-factor solution was obtained. An additional item was dropped due to low loadings ("Whether or not my manager has a strong sense of justice"; less than 0.40) and, as in Turkey, an integrity item ("Whether or not I like my manager's values") was eliminated because it was loading onto the unintended dimension of benevolence. The final solution with 13 variables accounts for 64.3% of total, 53.8% of common variance. The factors constitute ability, benevolence, and integrity dimensions as represented in the underlying measure. The pattern coefficients are presented in Table 4.7. The results were

identical when maximum likelihood extraction was performed or when the initial extraction was restricted to three factors following the results of the parallel analysis.

Table 4.7 Final Solution for ABI Items (US)

ITEMS	I	II	III
Whether or not (my manager) ...			
...has much knowledge about the work that needs done	.809		
...is capable of performing their job	.763		
...has specialized capabilities that can increase our performance	.678		
...is well qualified	.650		
...manager is successful at the things they try to do	.631		
...my needs and desires are very important to my manager		-.805	
...is very concerned about my welfare		-.688	
...really looks out for what is important to me		-.681	
...will go out of their way to help me		-.681	
...sticks to their word.			.754
...sound principles seem to guide my ...manager's behavior			.662
...tries hard to be fair in dealings with others			.650
...actions and behaviors are very consistent			.592

Note. Pattern coefficient loadings less than .400 are suppressed.

The MFQ-only analysis yielded a three-factor solution with the Kaiser criterion and one item had a pattern coefficient less than 0.40. This item was eliminated, which resulted in a two-factor solution. Subsequent iterative extractions resulted in dropping three more items due to cross-loadings. The pattern coefficient matrix of the final solution is presented in Table 4.8. This structure accounted for 57% of total and 48.8% of common variance. Similar to the results in the Turkish sample, the emerging factors represent individualizing and binding dimensions, with loyalty concerns also being included in the former factor (except “Whether or not my manager’s actions show love for their country”). The binding morality dimension is represented by the items associated with traditionality in the Turkish sample. It should be noted that, when retained despite cross-loading, the items “Whether or not my manager violates standards of purity and decency” and “Whether or not my manager does disgusting things” load onto this factor.

Table 4.8 Final Solution for MFQ Items (US)

ITEMS	I	II
Whether or not (my manager) ...		
...acts unfairly	.782	
...is cruel	.719	
...betrays their group	.641	
...actions cause chaos and disorder	.629	
...treats some people differently than others	.627	
...actions cause someone to suffer emotionally	.619	
...shows a lack of loyalty	.590	
...denies someone their rights	.574	
...actions show love for their country		.833
...acts in a way that God would approve of		.806
...conforms to the traditions of society		.654

Note. Pattern coefficient loadings below .400 are suppressed.

In the next step, items adapted from both scales were pooled and analyzed together. As earlier, items eliminated in the single-scale analyses above were not included in the pooled item set. Five factors were retained by the Kaiser criterion. One item had pattern coefficients less than 0.40 and was dropped. Parallel analysis and Kaiser criterion both indicated a five-factor solution for the remaining 23 items. The pattern coefficient matrix for the final solution is presented in Table 4.9, including scale reliabilities.

The first factor includes morality items that emphasize loyalty as well as fair and non-injurious treatment. One possible interpretation of this factor is as a representation of organizational justice and specifically procedural justice (Colquitt, 2012). There is ample evidence on the relationship between justice and trust (Colquitt et al., 2013) and taking a social exchange perspective to organizational justice provides an explanation for the inclusion of items invoking group loyalty. In differentiating procedural justice from distributive justice, Tyler and Lind (1992) suggest that respectful and considerate treatment acts as an indicator of standing within the group. It is possible that managers' loyalty to their team is an indication of the group's standing, thereby relating these to organizational justice and the rest of the items in the factor.

The remaining factors align with the results of the Turkish sample. Specifically, ability, traditionality, and benevolence form distinct dimensions. Finally, a fifth factor emerges in the US sample, which is primarily associated with behavioral integrity. Mean trustworthiness scores for each factor and their intercorrelations are reported in Table

4.10. Mean ratings suggest the emerging factors are comparable in terms of impact excepting traditionality.

Table 4.9 Final Solution – Pooled Item Set (US)

ITEMS	I	II	III	IV	V
Whether or not (my manager) ...					
...is cruel. ^a	.734				
...betrays their group. ^a	.688				
...actions cause someone to suffer emotionally. ^a	.617				
...actions cause chaos or disorder ^a	.581				
...acts unfairly. ^a	.544				
...shows a lack of loyalty ^a	.544				
...denies someone their rights ^a	.419				
...is capable of performing their job. ^b		.775			
...has much knowledge about the work that needs done ^b		.764			
...is well qualified ^b		.672			
...has specialized capabilities that can increase our performance. ^b		.671			
...is successful at the things they try to do. ^b		.640			
...actions shows love for their country. ^a			.883		
...acts in a way that God would approve of. ^a			.770		
...conforms to the traditions of society. ^a			.632		
...my needs and desires are very important to my manager. ^b				-.760	
...is very concerned about my welfare. ^b				-.687	
...really looks out for what is important to me. ^b				-.663	
...will go out of their way to help me. ^b				-.653	
...actions and behaviors are very consistent. ^b					.605
...sound principles seem to guide my manager's behavior. ^b					.596
...tries hard to be fair in dealings with others. ^b					.546
...sticks to their word. ^b					.516
Cronbach's alpha	.840	.840	.806	.833	.775

Note. Pattern coefficient loadings below 0.400 are suppressed.

^a Items derived from MFQ. ^b Items derived from ABI.

Table 4.10 Means, SDs, Intercorrelations for Extracted Factors (US)

	M	SD	I	II	III	IV
I. Justice & Loyalty	4.70	0.88	--			
II. Ability	4.44	0.93	.173	--		
III. Traditionality	2.93	1.38	-.221*	.08	--	
IV. Benevolence	4.27	0.93	.235*	.432**	.157	--
V. Behavioral Integrity	4.96	0.83	.578**	.282**	-.239**	.377**

** $p < .01$. * $p < .05$. Two-tailed tests.

4.3 Discussion

The results presented above provide initial support to continue the present investigation into extending trustworthiness bases by integrating perspectives from moral psychology such as MFT. They also point to potentially fruitful ways to adapt (or contextualize) frameworks from moral psychology to the organizational context.

First, the results show that benevolence emerges as a distinct factor of trustworthiness that does not include items originating from the care/harm and loyalty/betrayal scales of MFQ. It is possible that this is a result of phrasing differences in the underling ABI and MFQ scales. However, Weiss et al. (2020) have recently suggested that benevolence parallels the warmth dimension of person perception (Cuddy et al., 2008) rather than being associated with the morality dimension (Goodwin, 2015; Goodwin et al., 2014).

Second, and relatedly, though care and fairness items are retained in both samples and all loyalty items are present in the final solution for the US sample, none represent distinct factors. The lack of context specificity in the MFQ may account for the clustering of the items under a single factor. Thus, absent contextual particulars, these items may not differentiate sufficiently into component parts of morality to yield correlational patterns that would allow the emergence of distinct factors. Extant research indicates that the relational context influences affective responses (Sunar et al., 2020), wrongness judgments (Simpson et al., 2016), and behavioral intentions (Weidman et al., 2020) following moral violations and transgressions. In addition, while items such as “shows love for country” may be appropriate to measure individuals’ general loyalty/betrayal

tendencies, they are likely to be ineffectual for perceptions of a manager's loyalty since they may be too distal to the subject at hand. Overall, the failure to provide sufficient contextual grounding may have rendered the present items concerning loyalty/betrayal too broad and indeterminate to emerge as a singular factor distinct from fairness.

Along the same lines, care items were generally absent from the final solutions and may have loaded onto the justice and loyalty factor due to the wide breadth of the dimension, which was also observed in Study 1. It is possible that care/harm is too generalized or indistinct to be relevant to the consideration of managers' trustworthiness. For example, Egorov et al. (2019) have found that leader-follower congruence in care/harm values does not account for followers' perceptions of ethical leadership.

Third, sanctity and authority items are almost entirely excluded from the extracted solutions. With respect to sanctity, it is possible that the emphasis on the sacred and the disgusting is alien to a context governed by professional norms of conduct, thus resulting in sanctity being discarded. Study 1 results also provide some support for this claim, revealing substantially lower scores on sanctity than all other foundations. However, the absence of authority items from the final solution is surprising given the central role it and hierarchy relations play in organizations in general. Moreover, leadership styles that emphasize authority have been linked to important outcomes. For example, under certain conditions, autocratic leadership may be associated with increased trust in them (Rast et al., 2013) or foster psychological safety (De Hoogh et al., 2015). Further adapting the measurement tool and enhancing the granularity of the authority items to match the organizational context may allow both downward (such as expectation of obedience, protection of subordinates, enforcement of managerial fiat) (Fehr et al., 2015) and upward looking (such as showing respect to authority figures and rule obedience) (Weaver et al., 2014) concerns of the authority/subversion dimension to be represented. Unaddressed in the ABI model, the emphasis of the authority foundation on hierarchical social structure may prove particularly influential on trust in the workplace.

Furthermore, while authority does not emerge as a distinct dimension, a factor relating to traditionality is observed in both samples. Though this finding is unexpected, previous work has found that traditionality is positively related to identification-based trust (Zhao et al., 2019). While traditionality incorporates deference to parental authority, male-dominant social organization, importance of family life, authoritarianism, and an

emphasis on religion (Inglehart & Baker, 2000), much of the empirical work on organizations (e.g., Liu et al., 2010; Xie et al., 2008) has focused on the emphasis is on ‘submission to authority’ (Farh et al., 1997; Farh et al., 2007)., which aligns with the dimension emerging in the foregoing analyses. Notably, the mean score of traditionality is lower than the other extracted factors while its standard deviation is higher. Moreover, the dimension does not appear to correlate with the more conventionally expected trustworthiness bases. Thus, while traditionality may be a distinct dimension, its impact may be contingent on individual values. Specifically, and unlike the other factors that were identified, there may be within-culture variance with respect to its impact on trustworthiness assessments, which may account for the lower mean scores.

Fourth, the analyses reveal similarities as well as differences between Turkish and American samples. With one exception, the overall factor structures are remarkably comparable. Ability, benevolence, and traditionality emerge as distinct factors in both samples and the item contents of these factors are also consistent and comparable. The points of divergence in the extracted factor structures relate to the degree of differentiation in integrity, and fairness and justice as well as their conceptual content. In the US, items that reference behavioral integrity (Simons, 2002; Simons et al., 2015) form a separate factor while fairness/cheating, care/harm, and loyalty/betrayal issues are combined under the justice and loyalty factor. In Turkey, by contrast, behavioral integrity is omitted, and loyalty/betrayal items are eliminated. Fairness items alone are retained, constituting a single dimension. Tomlinson et al. (2014) argue that behavioral integrity is one of two components of moral integrity, the other being value congruence, and empirically demonstrate the distinctiveness of these components. It is possible that, as members of a culture characterized by individualism, Americans are more prone to differentiating facets of individualizing moral concerns, thus distinguishing between behavioral integrity and issues of justice.

The results of the study also point to a potential area of improvement with respect to the authority/subversion and loyalty/betrayal dimensions. The items currently used to represent these dimensions are undercontextualized. However, the nested structure of organizations emphasizes the importance of specifying the object of loyalty, especially since some loyalty targets, such as immediate team members or direct managers, will be necessarily more impactful for employees than others. Supporting this expectation,

Yudkin et al. (2021) have found that binding values (loyalty/betrayal, authority/subversion, and sanctity/degradation) gain differentially higher importance in the presence of close others. In the context of the workplace, the manager-subordinate dyad connotes two types of direct loyalty obligations: those oriented toward the trustee exclusively and those oriented toward the team to which both parties belong. Benevolence items appear to represent the former orientation. However, only one item from the MFQ-Rel loyalty set approaches a representation of the latter. Additional items, explicitly referencing the team as the object of loyalty may be beneficial in this respect, especially in light of the manifest salience of loyalty and its conflicts with fairness to organizations (Waytz et al., 2013; Weaver & Brown, 2012).

In a similar vein, broad statements such as “causing chaos or disorder” may not be uniformly understood or sufficiently clear as exemplifying instantiations of authority/subversion in a workplace situation. Given the essential role of hierarchy in organizations and the diverse rights and obligations that arise from organizational hierarchies, appropriately granular measurement items that acknowledge the importance of context is necessary. The results of the present study suggests that issues related to traditionality may form a distinct dimension in terms of trustworthiness. However, the items that constitute the traditionality factor in Study 2 are drawn from multiple morality dimensions and do not allow a conclusion to be drawn in terms of the extent to which they represent respect for authority or respect for / maintenance of tradition. Enhanced contextualization may reveal whether strictly hierarchy-related concerns are differentiated from issues related to traditionality.

Finally, it should be noted that the sample sizes in the current study were below recommendations concerning exploratory factor analysis. Hair et al., (2010) have suggested that the ratio of observations per variable should be five with a minimum absolute sample size of 50. Given that the total number of variables explored in the factor analysis was 31, this ratio was not attained. Thus, the results should be interpreted with caution.

5. STUDY 3

The results of Study 2 suggest that using a morality framework to delineate the moral content of trustworthiness assessments may be beneficial. However, as discussed earlier, the results may also indicate that enhancing the contextualization of items related to authority/subversion and loyalty/betrayal may be beneficial. Thus Proposition 1 is investigated further in this study using revised measures.

5.1 Method

5.1.1 Sample

In Turkey, participants were partially recruited via a research company ($n = 191$). Participants were recruited in the same manner as Study 1 and Study 2. However, due to pandemic-related restrictions, part of the recruitment was conducted via telephone and an anonymous link was sent to individuals who agreed to participate. In addition, undergraduate participants in an introductory research course recruited working adults as part of their project work ($n = 105$). All Turkish participants were solicited on a voluntary basis and were not given payment or gifts in exchange for their participation. In the US, participants were recruited through Prolific and paid 1.25 GBP for their participation. Any participant who responded incorrectly to one or more attention questions, indicated being unemployed, retired, or on extended leave, or had less than one year experience, was eliminated. In the US sample, participants were additionally screened for birthplace and current residency. Race information was only collected for the US sample; 154 (73.7%) participants self-identified as Caucasian or White, 18 (8.6%) as African

American or Black, 17 (8.1%) as Hispanic or Latinx, and 12 (5.7%) as Asian American with the remaining 8 (3.8%) indicating they were multi-racial or other.

Key demographic information concerning age, experience, gender, and education for both country samples are reported in Table 5.1. Though the difference in mean age across the samples was significant, $t(409) = -2.797$, $p = .005$, the nominal difference was small. In addition, there was no significant difference in terms of work experience, $t(408) = .531$, $p = .596$, and the gender compositions were generally similar in both samples. However, the Turkish sample had higher overall education levels.

Table 5.1 Summary Demographic Information for Study Samples

	TR	US
Age	36.8 (SD = 8.8)	34.1 (SD = 11.3)
Work Experience	13.7 (SD = 9.1)	14.4 (SD = 10.9)
Gender		
Female ^a	108 (53.5%)	119 (56.9%)
Male	94 (46.5%)	90 (43.1%)
Education		
Highschool	24 (11.9%)	84 (40.2%)
University deg	148 (73.3%)	99 (47.4%)
Graduate deg	29 (14.3%)	26 (12.4%)
<i>N</i>	202	209

Note. Highschool includes participants with a high school degree or below, or some college experience. University degree includes 2- and 4-year degrees.

^a. Includes five participants who indicated their gender as other / non-binary.

5.1.2 Materials

Most statements from Study 2 were retained with some exceptions. First, with respect to the ABI scale, two items that consistently underperformed in Study 2 and had been eliminated from the final solutions in both countries were eliminated (“Whether or not my manager would knowingly do anything to hurt me” and “Whether or not I like my manager’s values”). In addition, given the previously discussed ubiquity of the care/harm dimension and the fact that these items failed to form a coherent factor in Study 2 results, all care/harm items were excluded from the analyses. Third, most items from the authority/subversion, loyalty/betrayal, and sanctity/degradation subscales were eliminated and new items were generated with respect to the first two dimensions (see

below). Though the main concern of this study is to enhance the contextuality of the items measuring loyalty/betrayal and authority/subversion, those items from the MFQ subscales, which formed the traditionality factor were retained and an additional item measuring religious observance was added for exploratory purposes. Specifically, one item from the sanctity/degradation subscale (“Whether or not my manager acted in a way that God would approve of”), one item from the loyalty/betrayal subscale (“Whether or not my manager’s actions showed love for their country”) and one item from the authority/subversion subscale (“Whether or not my manager conformed to the traditions of society”) were included in this analysis.

As mentioned above, two groups of new items -a total of 10 items- were generated. One group referenced establishing and maintaining order, with the intention of contextualizing the measurement of the authority/subversion dimension. Though issues related to authority, order, and deference are not represented in ABI, propositions and empirical work from the leadership and organizational literature (Fehr et al., 2015; Hiller et al., 2019; Weaver & Brown, 2012) as well as Study 2 results suggest that it may form a distinct dimension in terms of trustworthiness and adjusting measurement tools to match the work context may enable a more accurate exploration of the issue. The second group of items referenced group loyalty, again with the aim of enhancing contextuality. In generating these items, examples from the critical incidents in Study 1, extant work on MFT, and the Morality-as-Cooperation (MAC) Questionnaire’s (Curry, 2016; Curry, Jones Chesters, et al., 2019) deference subscale were relied upon. MAC presents a universalistic approach to morality that bases its propositions on the need for cooperation within human societies. The specific subscales adapted herein concern the deference and kinship subscales. The former, deference, concerns address showing respect and obedience toward authority. The kinship items were adapted to reference the work team. The newly added items are presented in Table 5.2. The total number of items included in the study was 30.

5.1.3 Procedure

The study was conducted using the Qualtrics platform and was generally in the same form as Study 2. After providing their informed consent, participants responded to a series of

demographic questions. They were then presented with the adapted scales in randomized order. They evaluated each statement with respect to how much it would affect their consideration of their manager's trustworthiness on a 6-point Likert scale (0-*Not at all*, 5-*Extremely*). Finally, they responded to demographic and individual values measures.

Table 5.2 Newly Developed Items

Scale	Adapted Item	
AS	Whether or not my manager defers to those in authority.	Yöneticimin otorite sahibi kişilere saygı gösterip göstermediği
AS	Whether or not my manager disobeys orders.	Yöneticimin emirlere itaatsizlik edip etmediği
AS	Whether or not my manager shows respect for authority.	Yöneticimin otoriteye saygı gösterip göstermediği
LB	Whether or not my manager protects their team	Yöneticimin ekibini başkalarına karşı koruyup korumadığı
LB	Whether or not my manager stands by their team	Yöneticimin ekibinin arkasında durup durmadığı
LB	Whether or not my manager's actions show their commitment to the team	Yöneticimin davranışlarının ekibine olan bağlılığını yansıtır yansıtmadığı
AS	Whether or not my manager applies the rules	Yöneticimin kuralları uygulayıp uygulamadığı
AS	Whether or not my manager establishes authority	Yöneticimin otorite sağlayıp sağlamadığı
AS	Whether or not my manager maintains order	Yöneticimin düzeni sağlayıp sağlayamadığı
SG	Whether or not my manager observes their religion	Yöneticimin dini vecibelerini/yükümlülüklerini yerine getirip getirmediği

5.2 Analyses and Results

5.2.1 Turkey

EFAs were first conducted for the MFQ and ABI scales independently. KMO and Bartlett's test of sphericity indicated data was fit for factor analysis ($KMO_{ABI} = .916, \chi^2$

(91) = 1181.54, $p < 0.001$; $KMO_{MFQ} = .871$, $\chi^2(120) = 1440.43$, $p < .001$). Exploratory factor analyses were conducted on SPSS (Version 27) using Principal Axis Factoring extraction with oblique rotation (direct oblimin). Kaiser criterion was used in determining the number of factors to be extracted in each iteration. Given the large number of items, items with pattern coefficients less than .30 in the first extraction were dropped simultaneously. Thereafter, items pattern coefficients less than .40 or loadings onto more than one factor were eliminated. The final solutions are presented in Table 5.3 and Table 5.4.

The result generally aligned with Study 2 findings with ability, benevolence, and integrity being represented as three distinct dimensions. Three items were eliminated from the final solution, including those which had consistently performed poorly in the earlier study “Whether or not sound principles seem to guide my manager’s behavior,” “Whether or not my manager has specialized capabilities that can increase our performance,” and “Whether or not my manager is successful at the things they try to do”). The resulting solution accounted for 67.9% of the total variance and 56.4% of the extracted variance.

Table 5.3 Final Solution for ABI Items (TR)

ITEMS	I	II	III
Whether or not (my manager) ...			
...has a strong sense of justice	.906		
...tries hard to be fair in dealings with others.	.690		
...actions and behaviors are very consistent.	.563		
...sticks to their word.	.548		
...my needs and desires are very important to my manager.		.796	
...is very concerned about my welfare.		.751	
...will go out of their way to help me.		.653	
...really looks out for what is important to me.		.628	
...has much knowledge about the work that needs done.			-.787
...is well qualified.			-.785
... is capable of performing their job.			-.664
Cronbach's alpha	.815	.826	.806
	5.29	4.82	5.08
<i>Mean (SD)</i>	(.66)	(.85)	(.83)

Note. Pattern coefficient loadings below 0.400 are suppressed.

The extracted solution for MFQ including the newly developed items yielded a three-factor solution, accounting for 60.6% of the total variance and 50.6% of the extracted variance. No items were discarded as they all yielded sufficiently high pattern coefficients and did not exhibit cross-loadings or incongruencies. The first factor represents a broad conceptualization of the authority/subversion dimension, including items that reference both deference and maintenance of authority. The second factor is composed of the newly added group loyalty items but also includes the fairness items, possibly indicating that managers' treatment of their team and their justice behaviors belong to a single latent construct. Finally, traditionality concerns are represented by the third factor. This initial analysis partially aligns with the expectation that authority and team loyalty will be relevant to manager trustworthiness if the measurement is sufficiently contextualized.

Table 5.4 Final Solution for MFQ Items (TR)

ITEMS ^a	I	II	III
Whether or not my manager('s)...			
...shows respect for authority *	.887		
...defers to those in authority *	.758		
...disobeys orders *	.726		
...actions show love for their country.	.591		
...establishes authority *	.564		
...applies rules *	.522		
...maintains order *	.489		
...stands by their team *		-.742	
...acts unfairly		-.718	
...actions show their commitment to the team *		-.667	
...treats some people differently than others		-.607	
...protects their team *		-.603	
...denies someone their rights		-.543	
...acts in a way that God would approve of			.738
...observes their religion *			.572
...conforms to the traditions of society			.461
Cronbach's alpha	.871	.823	.691
Mean	4.29	5.21	2.48
(SD)	(.96)	(.65)	(1.10)

Note. Pattern coefficient loadings below 0.400 are suppressed.

^a Items denoted with an asterisk are new additions.

In the next step, ABI and MFQ were entered into the analysis together, excluding the items that had been eliminated in the preceding analyses. The initial extraction identified 6 factors using the Kaiser criterion but there was one items with a pattern below 0.40 ("Whether or not my manager denies someone their rights"). Dropping this item yielded the final solution presented in Table 5.5, accounting for 65.8% of total variance and 55.8% of extracted variance. Means and intercorrelations are reported in Table 5.6.

Six distinct dimensions emerged in the final solution. These factors related to team loyalty, traditionality, benevolence, fairness, ability, and authority. Notably, the team loyalty factor also included items regarding non-differential treatment, suggesting that favoritism toward members of the team may be part of this dimensions.

Table 5.5 Final Solution - Pooled Item Set (TR)

ITEMS ^{a,b,c}	I	II	III	IV	V	VI
Whether or not my manager('s)...						
...stands by their team ^c	.705					
...protects their team ^c	.671					
...actions show their commitment to the team ^c	.661					
...acts unfairly ^b	.486					
...treats some people differently than others ^b	.446					
...acts in a way that God would approve of ^b		.745				
...observes their religion c		.563				
...conforms to the traditions of society ^b		.552				
... my needs and desires are very important to my manager ^a			.691			
...is very concerned about my welfare a			.679			
...really looks out for what is important to me ^a			.656			
...will go out of their way to help me a			.653			
...has a strong sense of justice ^a				.817		
...tries hard to be fair in dealings with others ^a				.615		
...actions and behaviors are very consistent ^a				.438		
...sticks to their word ^a				.437		
...is well qualified ^a					-.782	
...has much knowledge about the work that needs done ^a					-.769	
...is capable of performing their job ^a					-.654	
...shows respect for authority ^c						-.794
...disobeys orders ^c						-.711
...defers to those in authority ^c						-.677
... actions show love for their country ^b						-.582
...establishes authority ^c						-.517
...applies the rules ^c						-.515
...maintains order ^c						-.467
Cronbach's alpha	.822	.691	.826	.815	.806	.871

Note. Pattern coefficient loadings below .40 are suppressed.

^a Items from the ABI scale. ^b Items from the MFQ scale. ^c Newly developed items.

Table 5.6 Means, Standard Deviations and Intercorrelations of Extracted Factors (TR)

	Mean	SD	I	II	III	IV	V
I. Team Loyalty	5.21	0.68	--				
II. Traditionality	2.48	1.10	.093	--			
III. Benevolence	4.82	0.85	4.27**	.210**	--		
IV. Fairness	5.29	0.66	.592**	.150*	.481**	--	
V. Ability	5.08	0.83	.475**	.105	.486**	.531**	--
VI. Authority	4.29	0.96	.453**	.526**	.438**	.411**	.446**

Two-tailed tests. ** $p < .01$, * $p < .05$

5.2.2 US

The same analytical approach was used in the US. EFAs were first conducted for the MFQ and MAC-Q scales independently. KMO and Bartlett's test of sphericity indicated data was fit for factor analysis ($KMO_{ABI} = .872$, $\chi^2(91) = 1350.59$, $p < 0.001$, $KMO_{MFQ} = .827$, $\chi^2(120) = 1474.21$). Kaiser criterion was used in determining the number of factors to be extracted in each iteration. Iterative extractions were performed until all pattern coefficients were above .40 and no cross-loadings remained. The final solutions are presented in Table 5.7 and Table 5.8.

With respect to the ABI, one item ("Whether or not my manager has a strong sense of justice") was eliminated due to low loadings. Three factors were extracted, accounting for 65.6% of total variance and 55.4% of extracted variance. The dimensions corresponded to the theoretical structure of the ABI model.

Table 5.7 Final Solution for ABI Items (US)

ITEMS	I	II	III
Whether or not (my manager) ...			
...my needs and desires are very important to my manager.	.805		
...will go out of their way to help me.	.804		
...really looks out for what is important to me.	.786		
...is very concerned about my welfare.	.779		
...is capable of performing their job.		-.861	
...has much knowledge about the work that needs done.		-.821	
...is well qualified.		-.778	
...has specialized capabilities that can increase our performance.		-.624	
...is successful at the things they try to do.		-.567	
...sticks to their word.			.637
...tries hard to be fair in dealings with others.			.544
... actions and behaviors are very consistent.			.502
...sound principles seem to guide my manager's behavior.			.410
Cronbach's alpha	.893	.857	.675
Mean	4.43	4.65	6.00
(SD)	(1.06)	(.95)	(5.09)

Note. Pattern coefficient loadings below .400 are suppressed.

When MFQ items were analyzed independently, a four-factor solution was obtained. One item ("Whether or not my manager disobeys orders") had pattern coefficients over .400 for two separate dimensions but since its primary loading was congruent with the item content, it was retained for further exploration in the pooled item set. The final solution accounts for 66.1% of total variance and 55.5%. The extracted factors represent maintenance of authority, fairness, team loyalty, and tradition.

Table 5.8 Final Solution for MFQ Items (US)

ITEMS	1	2	3	4
Whether or not (my manager) ...				
...shows respect for authority	.723			
...establishes authority	.642			
...disobeys orders	.614	.401		
...defers to those in authority	.599			
...maintains order	.528			
...applies the rules	.460			
...acts unfairly		.861		
...denies someone their rights		.724		
...treats some people differently than others		.587		
...protects their team			-.765	
...stands by their team.			-.692	
...actions show their commitment to the team			-.663	
...observes their religion				.825
...acts in a way that God would approve of				.796
...actions show love for their country				.663
...conforms to the traditions of society				.598
Cronbach's alpha	.807	.794	.794	.835
Mean (SD)	4.21 (.88)	5.08 (1.05)	5.08 (.82)	2.40 (1.21)

Note. Pattern coefficient loadings below .400 are suppressed.

In the next step, items remaining from the preceding analyses for ABI and MFQ were entered into a pooled EFA. Initially a seven-factor solution was obtained. However, there were several items with pattern coefficients below 0.40. These were eliminated and iterative extractions were undertaken until there were no low-loading or cross-loading items. Three items (“Whether or not my manager's actions and behaviors are very consistent”, “Whether or not my manager applies the rules”, and “Whether or not my manager establishes authority”) were eliminated. The final solution extracted seven factors (Table 5.9) and accounted for 69.6% of total variance and 60.0% of extracted variance.

Table 5.9 Final Solution - Pooled Item Set (US)

ITEMS ^{a,b,c}	I	II	III	IV	V	VI
Whether or not (my manager)...						
...is capable of performing their job ^a	.843					
...is well qualified ^a	.827					
...has much knowledge about the work that needs done ^a	.793					
...has specialized capabilities that can increase our performance ^a	.518					
...is successful at the things they try to do ^a	.508					
...maintains order ^c	.487					
...acts unfairly ^b		.793				
...treats some people differently than others ^b		.669				
...denies someone their rights ^b		.593				
... tries hard to be fair in dealings with others ^a		.454				
...my needs and desires are very important to my manager ^b			.816			
...really looks out for what is important to me ^b			.764			
...will go out of their way to help me ^b			.764			
...is very concerned about my welfare ^b			.744			
...disobeys orders ^c				.818		
...defers to those in authority ^c				.582		
...shows respect for authority ^c				.520		
...protects their team ^c					-.873	
...stands by their team ^c					-.665	
...actions show their commitment to the team ^c					-.646	
...acts in a way that God would approve of ^b						.835
...observes their religion ^c						.787
...actions show love for their country ^b						.623
...conforms to the traditions of society ^b						.514
Cronbach's alpha	.865	.774	.893	.740	.794	.835

Note. Pattern coefficient loadings below .400 are suppressed.

^a Items from the ABI scale. ^b Items from the MFQ scale. ^c Newly developed items.

The first factor pertained to ability. However, in addition to the usual items, it also included “whether or not my manager maintains order”. This result is not surprising since maintaining order in the workplace may be seen as one of the core responsibilities of a manager and thus may signal competence. The second factor represented of the fairness dimension of MFT. The third factor pertained to benevolence while the fourth factor may be said to represent deference, which was distinguished from traditionality. Team loyalty emerged as a distinct factor while three items that may be said to represent behavioral integrity formed the final dimension. Notably, maintenance of authority was not represented in the final solution except for the aforementioned item. Means and correlations are presented in Table 5.10.

Table 5.10 Means, SDs, and Intercorrelations of Extracted Factors (US)

	Mean	SD	I	II	III	IV	V
I. Ability	4.64	0.91	--				
II. Fairness	5.12	0.84	.051	--			
III. Benevolence	4.43	1.06	.415**	.315**	--		
IV. Authority	3.95	1.10	.415**	.181**	.299**	--	
V. Team Loyalty	5.08	0.82	.484**	.224**	.480**	.346**	--
VI. Traditionality	2.40	1.21	.324**	-.264**	.247**	.349**	.193**

** $p < .01$. Two-tailed test.

5.3 Discussion

The results of the analyses reveal a number of commonalities across the samples. First, ability and benevolence continued to represent distinct dimensions of manager trustworthiness in both samples. Second, team loyalty and authority also emerged as separate dimensions of manager trustworthiness. However, while the dimension was restricted to items regarding deference in the US, maintenance of authority was also included in Turkey. It is possible that managerial duty and the preservation of the established order may account for the presence of these additional items; as a country characterized by higher power distance norms and practices (Hofstede, 1984, 1991; House et al., 2004), managers may be expected to not only obey hierarchy but also to enforce it.

Finally, factor representing fairness and traditionality, respectively, emerged in both samples. Moreover, the fairness factor had the highest mean score in both samples while traditionality had the lowest mean score. In light of similar findings in Study 2, these results may indicate two points. First, fairness may have a strong influence on trustworthiness assessments that supersedes within- and cross-cultural differences. Second, the influence of traditionality may vary across individuals and be contingent on person-specific values.

Further to the above, the results lend strong support to the central contentions of this research. Both team loyalty and authority concerns emerge as distinct factors of manager trustworthiness. Moreover, team loyalty is clearly distinct from benevolence as defined under the ABI, which is limited to the trustee and does not extend to a larger collective. In fact, the mean scores for the extracted factors in both countries suggest that team loyalty may be more impactful on a manager's overall trustworthiness than targeted benevolence to a focal individual. Finally, though there appear to be differences in how authority-related concerns are viewed in the two samples, a common thread concerning deference and respect toward authority can be found in both.

Despite the qualitative similarities of the findings in both countries, the results should be interpreted with caution, especially in terms of generalizability, for two reasons. First, as noted earlier, the overall education level of the Turkish sample was higher than the US, with more participants indicating they had a university degree or higher. The similarity of the findings may be partially driven by the impact of higher education. Since most participants were Istanbul residents with a formal higher education degree, their values may have converged with Western values more than the overall Turkish population. Second, the recruitment process in both countries was undertaken on convenience basis. Specifically, country representative sampling was not undertaken in either country. Though non-naiveté is not considered a substantial threat to the present research given the use of novel measurement items, the use of Prolific in the US and the differences in compensation methods may have confounded the results.

6. STUDY 4

The next set of studies was conducted with two aims. First, the influence of managers' loyalty/betrayal (Study 4-A) and authority/subversion (Study 4-B) levels on trustworthiness assessments with respect to, and trust intentions toward, these managers was investigated. Second, these studies served as a pilot test of the vignette design intended to be used in Study 5 to investigate Hypotheses 4 and 5 related to tradeoffs between competing moral dimensions. Specifically, the vignette scenario as a whole and the treatment manipulations for loyalty/betrayal and authority/subversion were tested.

To that end, Studies 4-A and 4-B employed a 2 (country) x 3 (moral dimension level) between-subjects experimental vignette design. In Study 4-A, participants were randomly assigned to one of three loyalty conditions: no-violation (high loyalty), low violation (medium loyalty), and high violation (low loyalty). Each participant evaluated three managers in the same loyalty condition who were described as comparable in performance. In Study 4-B, participants were randomly assigned to one of three authority conditions no-violation (high authority), low violation (medium authority), or high violation (low authority). The studies were conducted consecutively, with data collection on Study 4-A being completed prior to commencing data collection on Study 4-B. Both studies were pre-registered on the Open Science Framework (OSF) and embargoed until 31 July 2023 for loyalty and 31 December 2023 for authority. The preregistrations are included in Appendix III. In addition to minor revisions for phrasing, the registered hypotheses also included trust intentions as an outcome of interest. In line with this revision, the study hypotheses tested herein are as follows:

H2-A: Perceptions of managers' trustworthiness, and trust intentions toward managers, will decrease as their degree of loyalty violations increases.

H3-A: Perceptions of managers' trustworthiness, and trust intentions toward managers, will decrease as their degree of authority violations (violations of authority-conforming principles) increases.

H2-B: The decrease in perceptions of managers' trustworthiness and trust intentions toward them as managers' degree of loyalty violation increases will be larger in Turkey compared to the US.

H3-B: The decrease in perceptions of managers' trustworthiness and trust intentions toward them as managers' degree of authority violation increases will be larger in Turkey compared to the US.

6.1 Method (4-A)

6.1.1 Sample

US participants were recruited through Prolific and paid 1.70 GBP for their participation. The study was made available to US citizens living in the U.S. and who had an approval rate of 95% or higher. In Turkey, participants were recruited using the services of a local research company in the same manner as the preceding studies. No payment was provided to participants. In both samples, any respondent who failed three comprehension questions regarding the study scenario and failed to correctly respond to attention questions was discarded. Two additional screening criteria were used for the US sample. First, participants were asked to state where they were born and grew up. Anyone who provided a non-US location was eliminated. Second, using the automatically logged Prolific ID numbers, multiple attempts from the same ID were discarded.

Key demographic information on gender, work experience, and age for the final sample is summarized in Table 6.1. Ethnicity information was only collected in the US. 148 (75.9%) self-identified as white, 16 (8.2%) as Asian, 16 (8.2%) as black or African American, 10 (5.1%) as Hispanic or Latinx, and 2 (1.0%) as American Indian or Alaskan Native. 4 (2.0%) participants selected other.

Table 6.1 Summary Demographic Information for Study Samples

Variable	TR	US
Age	38.9 (<i>SD</i> = 9.6)	37.3 (<i>SD</i> = 10.5)
Work Experience	14 (<i>SD</i> = 8.7)	15.6 (<i>SD</i> = 10.8)
Gender		
Female ^a	59 (51.3%)	83 (42.1%)
Male	56 (48.7%)	113 (57.4%)
Education		
High school	16 (13.8%)	35 (17.8%)
University deg..	80 (69.0%)	111 (56.3%)
Graduate deg.	18 (15.5%)	51 (25.9%)
Sample Size	115	197

Note. High school includes participants with some college experience. Undergraduate degree includes 2- and 4-year degrees.

^a Includes three participants who indicated other / non-binary as their gender.

6.1.2 Procedure

Participants accessed the study through an anonymous survey link. After reading and approving the consent form, they were presented with the scenario introduction, which asked them to imagine that they were a human resources (HR) and strategic planning specialist in a mid-sized company. They were put in charge of evaluating mid-level managers currently employed in the company for a posting in a new production facility. The introduction informed participants that candidates had been short-listed based on their performance score (being above 8.5 on a 10-point scale) as calculated by the HR team and had been administered a communication skills test. To ensure that the profiles only differed with respect to morality but not warmth and competence, information on performance and communication skills were included to emphasize the profiled managers' equivalence in terms of these two dimensions. Together with morality, competence and warmth represent the three dimensions of social perception (Goodwin, 2015) and research has shown that information regarding one of these dimensions may influence how individuals are perceived with respect to the others (e.g., Chen & Guo, 2020; Stellar & Willer, 2018). In addition, participants were informed that each candidate's managerial qualifications had been evaluated by their subordinates, peers, and managers, who responded to a survey and provided open-ended remarks. The results

of this evaluation and the accompanying remarks were used to manipulate manager loyalty.

Instructions indicated that participants were to review summary profiles (i.e., the results of the above-mentioned performance and communication skills scores as well as co-worker evaluations) of three managers and evaluate each with respect to their suitability for the new position. Once they finished reading the introduction, participants responded to three comprehension questions regarding the scenario to test their understanding of their organizational role, their task, and the pre-selection criterion for the managers. If they failed to correctly respond to all three questions, they were shown a final reminder summarizing this information.

In the main section, each participant first viewed a dummy profile, followed by two treatment manager profiles who were representative of either the no-violation (high loyalty), low violation (medium loyalty), or high violation (low loyalty) condition. The treatment profiles were presented in random order. The dummy profile was used to familiarize participants with the task, though it was presented as an actual profile. For each manager, participants were shown the profile summary, responded to the outcome measures in the subsequent page, were again shown the profile summary, and finally responded to manipulation check questions. After completing this section, participants were asked to respond to the comprehension questions once more, rephrased to refer to what they did (e.g., “which role did you play?”). In the final section, participants provided demographic information and completed cultural value scales, which were used to explore potential moderators (discussed below).

6.1.3 Materials

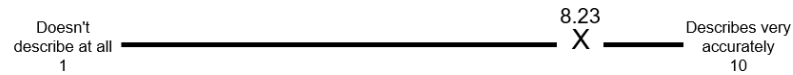
The set of profiles each participant viewed were identical across conditions except with respect to the loyalty manipulation. Each profile included a first name and last initial, occupation, work experience, and a communication skills score. In addition, a performance score was provided for each profile. All managers were male. The dummy profile (Michael W. / Serhat K.) had 11 years of experience, was a computer engineer, had a performance score of 8.74, and communication skills score of 4.30 (out of five).

Treatment profile 1 (John W. / Ahmet T.) had 13.5 years of experience, was a civil engineer, had a performance score of 8.65, and communication skills score of 4.15. Treatment profile 2 (Robert S. / Kemal B.) had 12.5 years of experience, was a mechanical engineer, had a performance score of 8.83 and communication skills score of 4.10. Treatment profile presentation order was randomized. The mean experience of the two treatment profiles was 13 years and mean performance score was 8.74. The details on occupation, communication skills, and performance were primarily included to attenuate the demand effect and to reinforce the comparability of profiles in terms of competence and warmth. Appendix IV presents one example of each profile.

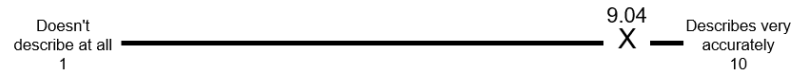
The loyalty manipulation was presented using a set of two cues presented simultaneously in Figure 6.1 for the US and Figure 6.2 for Turkey. Specifically, each manager profile included a quantitative rating communicated with a graphic and two statements reflecting qualitative assessments. These evaluations were reported to be collected via a survey administered to the managers' coworkers. The graphic was a representation of the mean ratings of the manager's subordinates, peers, and supervisors on three items relating to loyalty. The mean ratings were slightly different across the three items. However, the mean score of the three items for the profile was 8.5 for the high condition, 5.9 for the medium condition, and 3.75 for the low condition.

Figure 6.1 Manager Loyalty Rating Items (English)

Highly committed to their team and their organization.



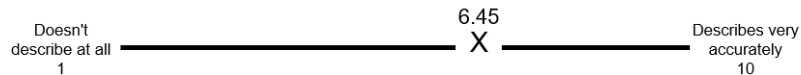
Views concerns of the organization as their own personal concerns.



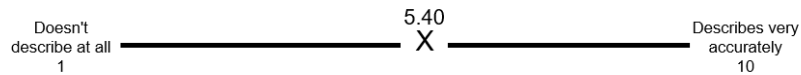
Always looks out for their team's interests.



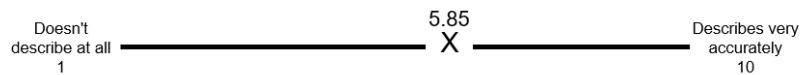
Highly committed to their team and their organization.



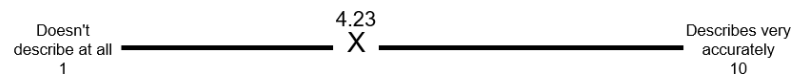
Views concerns of the organization as their own personal concerns.



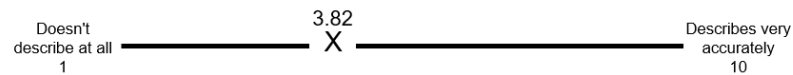
Always looks out for their team's interests.



Highly committed to their team and their organization.



Views concerns of the organization as their own personal concerns.



Always looks out for their team's interests.

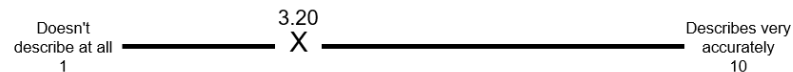
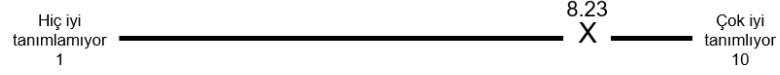
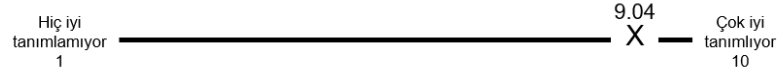


Figure 6.2 Manager Loyalty Ratings Items (Turkish)

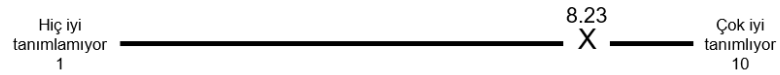
Ekibine ve şirkete çok bağlıdır.



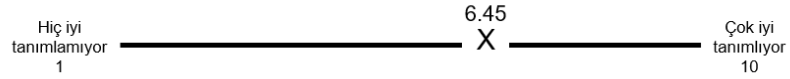
Şirket meselelerini kendi meselesi gibi sahiplenir.



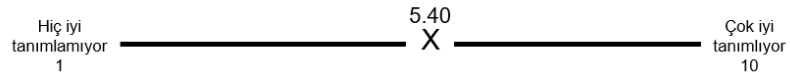
Ekibinin menfaatini her zaman gözetir.



Ekibine ve şirkete çok bağlıdır.



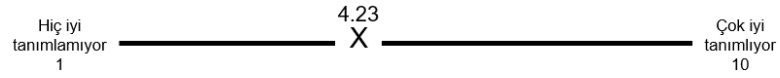
Şirket meselelerini kendi meselesi gibi sahiplenir.



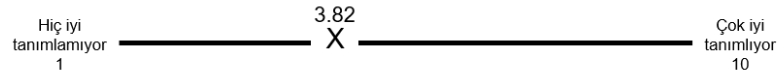
Ekibinin menfaatini her zaman gözetir.



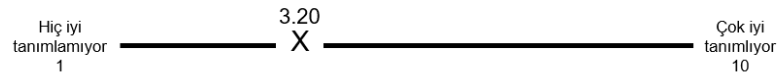
Ekibine ve şirkete çok bağlıdır.



Şirket meselelerini kendi meselesi gibi sahiplenir.



Ekibinin menfaatini her zaman gözetir.



The statements reported to be common remarks made by these coworkers in the survey with respect to the manager are presented in Table 6.2. The open-ended remarks and the three rating items used in the study were developed using the critical incident descriptions in Study 1 as well as extant work on MFT including the Moral Foundations Vignettes (Clifford et al., 2015; Hofmann et al., 2014; Weber et al., 2018). The target of loyalty in these prompts was defined as the team (though the mean rating items referenced the organization as well). Thus, the prompts primarily included behaviors that expressed commitment to and loyalty for the immediate team. Several pilot tests were conducted in Turkey (total $n = 176$) and via Prolific (total $n = 157$) throughout the process to test the open-ended remark drafts. These pilot tests also included fairness and authority cues in preparation for Study 4B and Study 5. Though the format varied for the pilots, participants were generally asked to rate the open-ended remarks for the moral dimension (e.g., how loyal do you think this manager is?) or morality in general (e.g., how moral do you think this manager is?). The open-ended remarks were iteratively revised or refined to ensure that the levels differentiated meaningfully, and the mean ratings were comparable in the US and Turkey.

To the extent possible, the same type of behavior was used across each condition for the open-ended remarks. For example, having a sense of responsibility toward the team was used to manipulate loyalty in all three conditions. For the high condition, the phrasing used in the profile was “has a *deep* [emphasis added] sense of responsibility and belonging toward his team.” For the medium condition, the phrasing was revised to “his sense of responsibility and belonging toward his team is *fairly limited* [emphasis added].” Finally, for the low condition, the phrasing was “has *no* [emphasis added] sense of responsibility or belonging toward his team.”

Table 6.2 Open-ended Remarks Presented with Manager Profiles

Profile Name	US	TR
High Loyalty (No Violation) Condition		
Serhat K. / Michael W.a	Doesn't hesitate to go out of his way for the well-being of his team Treats everyone on his team as if they were members of his family	Ekibinin her türlü iyiliği için kendinden fedakarlık etmekten kaçınmadığı Ekibindeki herkese ailesinin bir üyesi gibi davrandığı
Ahmet T. / John R.	Is committed to his team like they are family Always stands by his team, in good days well as bad ones Has a deep sense of responsibility and belonging toward his team	Ekibine ailesiymişçesine bağlı olduğu Ekibinin iyi gününde, kötü gününde hep yanlarında olduğu
Kemal B. / Robert S.	Attends to the professional or personal problems of members of his team as if they were his own	Ekibine yönelik çok büyük sorumluluk ve aidiyet hissettiği Ekibindekilerin profesyonel ve kişisel her türlü meselesiyle ilgilendiği
Medium Loyalty (Low Violation) Condition		
Serhat K. / Michael W.a	Shows modest concern for his team when something goes wrong Looks out for the welfare of his team every now and then When there are problems, his concern for his team goes only so far	Herhangi bir sorunda ekibini çok olmasa da biraz desteklediği Her zaman olmasa da bazen ekibinin çıkarlarını kolladığı
Ahmet T. / John R.	Is somewhat attentive to the professional and personal problems of members of his team	Ekibinin profesyonel veya kişisel meseleleriyle orta seviyede ilgilendiği Bir problem olduğunda ekibine ancak bir yere kadar destek verdiği
Kemal B. / Robert S.	Displays a mediocre level of commitment to his team His sense of responsibility and belonging toward his team is fairly limited	Ekibindekilere bağlılığının vasat düzeyde olduğu Ekibine yönelik hissettiği sorumluluk ve aidiyetin orta seviyede olduğu

Low Loyalty (High Violation) Condition

Serhat K.	/	Never goes out of his way for the well-being of his team	Ekibinin iyiliği için hiçbir fedakarlık yapmadığı
Michael W.a		Never looks out for the interests of people on his team	Ekibindekilerin çıkarlarını asla kollamadığı
		Isn't at all attentive to the professional or personal problems	Ekibindekilerin ne profesyonel ne de kişisel meseleleriyle hiç
Ahmet T.	/	of members of his team	ilgilenmediği
John R.		When things go wrong, he has an attitude of 'everyone out for themselves'	Sıkıntılı durumlarda 'herkes kendini kurtarsın' havasında olduğu
Kemal B.	/	Has no sense of responsibility or belonging toward his team	Ekibine yönelik hiçbir sorumluluk veya aidiyet hissetmediği
Robert S.		Displays no commitment to his team	Ekibindekilere hiçbir bağlılık göstermediği

6.1.4 Measures

6.1.4.1 Outcome measures

Three trust outcomes were measured. They were presented in a single block in quasi-random order. Specifically, a single-item measure of trustworthiness was always presented first. This question was followed by four items, two measuring disclosure intentions and two measuring reliance intentions. Adapted from (Gillespie, 2003), reliance and disclosure are dimensions of trusting behaviors, which have also been used to measure cognitive and affective trust, respectively (Tomlinson et al., 2020). Thus, these are intended to measure different types of trust. Reliance is defined as depending on “another’s skills, knowledge, judgments or actions, including delegating and giving autonomy’ whereas disclosure refers to “sharing work-related or personal information of a sensitive nature” (Gillespie, 2003, p. 10). These items were included to broaden the scope of the outcome measurement by including measures intended to capture “willingness to be vulnerable”, which defines trust.

In addition, the order of the items within each intention scale was randomized. However, items relating to the same type of intention were always presented consecutively. Reliability for the reliance and disclosure items were assessed using the Spearman-Brown coefficient, which has been suggested as more appropriate to use with two-item scales (Eisinga et al., 2013). Rho values (Reliance: $\rho_{us} = .938$, $\rho_{tr} = .954$, Disclosure: $\rho_{us} = .911$, $\rho_{tr} = .934$) indicated very good reliability when all experimental profiles were pooled, and the coefficient values remained adequate for all but one profile (Table 6.3). All scales used in the study are presented in Appendix V.

Table 6.3 Scale Reliabilities for Trust Intentions

	US		TR	
	Reliance	Disclosure	Reliance	Disclosure
High 1	0.61	0.86	0.88	0.87
High 2	0.78	0.87	0.90	0.88
Medium 1	0.81	0.85	0.89	0.81
Medium 2	0.83	0.92	0.87	0.90
Low 1	0.87	0.93	0.69	0.88
Low 2	0.87	0.93	0.80	0.86

Note. Spearman-Brown coefficient is reported for all scales.

6.1.4.2 Manipulation check measures

In addition to outcome measures, participants rated each manager with respect to how well 13 characteristics described the person. The characteristics were presented in random order and included i) loyalty to team, ii) commitment to team, iii) sense of belonging to team, iv) warmth, v) being sociable, vi) kindness, vii) compassion, viii) being virtuous, ix) being moral, x) respect for order and authority, xi) empowering and pro-autonomy to team, xii) fairness, xiii) competence. A number of items, including those with respect to warmth and benevolence, had been included to attenuate the demand effect and to test for possible confounds. These attributes did not relate to explicit information presented in the profile and feedback from pilot tests indicated that these items created confusion because relevant information was not available to the participants. Thus, an 8-point Likert response scale was employed for the manipulation check items ranging from 1 (*not at all*) to 7 (*extremely*) with a final option for “Can’t say.” Responses that indicated 8 (Can’t say) were treated as missing in the data analyses. Items measuring loyalty and morality had good reliability across profiles (Table 6.4).

Table 6.4 Scale Reliabilities for Loyalty and Morality Items

Profiles	US				TR			
	Loyalty	# of items	Morality	# of items	Loyalty	# of items	Morality	# of items
High 1	.85	3	.77	2	.96	3	.78	2
High 2	.89	3	.74	2	.96	3	.85	2
Medium 1	.96	3	.72	2	.93	3	.73	2
Medium 2	.94	3	.91	2	.89	3	.92	2
Low 1	.81	3	.87	2	.97	3	.80	2
Low 2	.92	3	.93	2	.98	3	.93	2

Note. Cronbach's alpha coefficients are reported for loyalty and Spearman-Brown coefficients are reported for morality.

While the same organizational context was specified in both countries, 6 items were included immediately after the end of the scenario portion of the study to assess whether participants' conceptualization of the described workplace was similar. The aim was to obtain further information as to whether variables were manipulated similarly across the two countries (Gelfand et al., 2004). Two items were adapted from Aycan (2001) to measure the degree of benevolent paternalism, 2 items were adapted from Koçak et al. (2014) to measure arbitrariness in processes, and 2 items were adapted from Alpay et al. (2008) to assess the degree of formalization. The respondents were asked to consider the sort of company presented the scenario and evaluate each statement with respect to how well it described such companies (1-*Not at all*, 7-*Definitely*). The two-item subscales exhibited very low reliability but nonetheless point to some informative differences across the samples that are raised in the final discussion. Mean values for each item and the subscale reliabilities are reported below (Table 6.5).

Table 6.5 Means, Standard Deviations, Reliabilities for Formalization Items

	US		TR	
	M	SD	M	SD
Performance appraisal criteria are applied consistently to everyone.*	4.54	1.52	4.10	1.68
Pay and promotion decisions are determined by employees' personal relationships with top management.	3.89	1.53	3.95	1.75
Cronbach's alpha	.421		.248	
There are specific written rules for organizational processes.**	5.27	1.32	4.35	1.70
Employees' task responsibilities or discretion in decision making are unclear.*	3.60	1.45	4.07	1.72
Cronbach's alpha	.072		.128	
Top management gives importance to creating a family environment in the workplace.	3.99	1.66	3.97	1.58
If needed, top management is ready to help employees with their non-work problems (e.g. housing, education of the children, health etc.).	3.47	1.61	3.38	1.56
Cronbach's alpha	.869		.590	

* $p < .05$. ** $p < .001$. Two-tailed tests.

6.1.4.3 Cultural values and individual difference measures

Participants responded to a total of seven scales, measuring cultural values and individual differences. All measures used a 7-point Likert response scale (*1-strongly disagree, 7-strongly agree*). PTT was measured using three items from Yamagishi & Yamagishi (1994). A sample item is “Most people are basically good-natured and kind.” The original form of the relational self-construal (RSC) measure developed by Cross et al. (2000) consists of eleven items. For brevity, only five of these items were selected based on item loadings in pilot tests. A sample item is “In general, my close relationships are an important part of my self-image.” For exploratory purposes, based on the results of Studies 2 and 3, a measure of traditionality, using a five-item scale developed by Farh et al. (1997) was included. A sample item is “The best way to avoid mistakes is to follow the instructions of senior persons.” To measure individual level power distance, the six-item scale by Dorfman and Howell (1988) was used. A sample item includes “Managers should make most decisions without consulting subordinates.”

Though the selfhood construal measure (Vignoles et al., 2016) constitutes seven components, only two (self-interest vs commitment to others, self-expression vs harmony) were used in the study, selected based on relevance and a concern for respondent fatigue. Each component is measured with two sets of three items corresponding to the individualistic and collectivistic ends of the represented aspect. For the purposes of the discussion herein, each set of three items is referred to as a subscale. Samples items include “You try to adapt to people around you, even if it means hiding your feelings” and “You prefer to express your thoughts and feelings openly, even if it may sometimes cause conflict” for the preserving harmony and self-expression subscales, respectively, and “You usually give priority to others, before yourself” and “You usually give priority to your personal goals, before thinking about the goals of others” for the self-interest and commitment to others subscales, respectively. In light of recent socio-ecological arguments underlining the role ecological factors in explaining observed cultural differences (e.g., Liu et al., 2019; Thomson et al., 2018), two items were included, which asked participants to indicate how much they trusted the economic and justice systems in their country for exploratory purposes. These items were used to form a

composite measure of system trust. The selfhood scale translation was obtained from the original author and slightly revised. The remaining scales were adapted from previous research. Scale reliabilities are reported in Table 6.6 and means and intercorrelations for these measures are presented in Table 6.7 and Table 6.8.

Table 6.6 Scale Reliabilities of Cultural and Individual Difference Measures

	# of Items	TR	US
PTT ^b	3	.90	.92
Relational Self-Construal ^b	5	.89	.92
Preserving Harmony (SC) ^b	3	.65	.75
Self-Expression (SC) ^b	3	.67	.79
Self-interest (SC) ^b	3	.68	.69
Commitment to Others (SC) ^b	3	.65	.65
Power Distance ^b	6	.71	.74
Traditionality ^b	5	.83	.82
System Trust ^a	2	.78	.82

^a Reports Spearman-Brown coefficient. ^b Reports Cronbach's alpha

Table 6.7 Means, SDs, Intercorrelations for Cultural Value Measures (US)

	Mean	SD	I	II	III	IV	V	VI	VII	VIII
I. PTT	4.42	1.26	--							
II. RSC	4.93	1.27	.111	--						
III. Preserving Harmony (SC)	4.29	1.32	.205**	.154*	--					
IV. Self-Expression (SC)	4.25	1.32	-.071	.162*	-.448**	--				
V. Self-Interest (SC)	3.97	1.22	-.108	-.080	-.112	.312**	--			
VI. Commitment to Others (SC)	4.73	1.19	.080	.334**	.323**	.059	-.401**	--		
VII. Power Distance	3.16	0.97	.070	-.093	.145*	-.014	.079	.086	--	
VIII. Traditionality	3.24	1.28	.062	.185**	.230**	.067	.114	.172*	.454**	--
IX. System Trust	3.69	1.44	.350**	.180*	.083	.086	-.033	.100	.155*	.335**

Note. SC indicates a subscale of the selfhood measure.

* $p < .05$. ** $p < .01$. Two-tailed tests.

Table 6.8 Means, SDs, Intercorrelations for Cultural Value Measures (TR)

	Mean	SD	I	II	III	IV	V	VI	VII	VIII
I. PTT	3.56	1.46	--							
II. RSC	4.47	1.40	.229*	--						
III. Preserving Harmony (SC)	4.06	1.36	.217*	.131	--					
IV. Self-Expression (SC)	4.73	1.22	-.057	-.118	-.393**	--				
V. Self-Interest (SC)	3.63	1.35	-.028	.065	-.089	.321**	--			
VI. Commitment to Others (SC)	4.48	1.27	.173	.305**	.487**	-.216*	-.302**	--		
VII. Power Distance	2.92	1.05	.189*	.075	.094	.239*	.233*	-.015	--	
VIII. Traditionality	3.11	1.42	.267**	.182	.344**	-.245**	.182	.170	.460**	--
IX. System Trust	2.57	1.34	.353**	.129	.209*	-.040	-.094	.083	.228*	.532**

Note. SC indicates a subscale of the selfhood measure.
 * $p < .05$. $p < .01$. Two-tailed tests.

6.2 Analyses and Results (4-A)

6.2.1 Manipulation Check Tests

Prior to the main analysis, manipulation check items were examined to determine the effectiveness of the treatment across countries. Since scale reliabilities were above the recommended threshold for all profiles, only composite loyalty ratings are reported in Table 6.9.

Table 6.9 Means and SDs for Loyalty and Morality Items

	US						TR					
	Loyalty			Morality			Loyalty			Morality		
	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>
High 1	6.28	0.73	66	5.75	0.82	60	6.12	1.02	34	5.28	1.39	30
High 2	6.51	0.58	66	5.87	0.87	59	6.35	0.97	35	5.23	1.49	28
Medium 1	3.77	1.45	72	4.23	1.08	59	4.11	1.21	38	4.18	1.45	30
Medium 2	3.90	1.44	72	4.39	1.08	61	3.25	1.31	36	3.54	1.29	34
Low 1	1.90	1.00	58	2.98	1.14	48	2.11	1.41	41	2.57	1.05	34
Low 2	1.78	0.86	58	3.04	1.14	45	2.28	1.38	40	2.89	1.31	31

Note. Cronbach's alpha coefficients are reported for loyalty and Spearman-Brown coefficients are reported for morality.

To test the treatment effect of condition on loyalty ratings, a 2 (Country) x 3 (Condition) full factorial repeated measures analysis of variance (ANOVA) was conducted using IBM SPSS Statistics (Version 27). The candidate profile was modeled as the within-subject effect. Condition had a significant effect, $F(2,300) = 419.78$ $p < .001$, but neither country, $F(1,300) = .011$, $p = .915$, nor the interaction term, $F(2,300) = 2.20$, $p = .112$, were statistically significant. Tukey post-hoc comparisons showed all differences between conditions were significant at $p < 0.05$ (Table 6.10).

Within-subject tests did not indicate a significant effect for profiles within a condition, $F(1, 300) = .547$, $p = .460$. However, the two-way interactions of profile and condition, $F(2, 300) = 7.25$, $p = .001$, and profile and country, $F(1, 300) = 3.90$, $p = .049$, as well as

the three-way interaction of profile, condition, and country, $F(2, 300) = 8.81$, $p < .001$, were significant. Investigation of estimated marginal means and the interaction plots suggested that the difference was primarily driven by the two medium profiles. When the analysis was repeated for high and low conditions only, there was no within-subject effects.

Table 6.10 Post-Hoc Comparison of Condition Means

Condition		Mean Difference	SE	95% CI	
High	Medium	2.554*	.14	2.23	2.88
	Low	4.348*	.14	4.01	4.69
Medium	High	-2.554*	.14	-2.88	-2.23
	Low	1.793*	.14	1.46	2.13
Low	High	-4.348*	.14	-4.69	-4.01
	Medium	-1.793*	.14	-2.13	-1.46

Note. The error term is Mean Square (Error) = 1.018. *SE* = standard error of mean difference estimation; *CI* = confidence interval.

* $p < .05$ level.

6.2.2 Main Analyses

To test for the hypothesized effects, a 2 (Country) x 3 (Condition) full factorial repeated measures ANOVA was conducted using IBM SPSS Statistics (Version 27) with trustworthiness evaluations, disclosure intentions, and reliance intentions treated as separate dependent variables. Where estimated means of main effects were compared, confidence intervals were corrected using Bonferroni adjustment. In each case, the candidate profile was modeled as the within-subject effect. Condition, country, and gender were specified as between-subject effects. Individuals who self-identified as non-binary ($n = 3$) were included in the female group for the analyses. PTT was entered as a covariate. Gender was controlled to account for differences in response patterns since all manager profiles were males and demographic similarity has been shown to influence trustworthiness assessments (Levin et al., 2006). PTT is a trait-like measure of an individual's tendency or willingness to rely on people; it has been shown to have a weak but significant impact on trust and trust-related outcomes, and to correlate significantly with the three bases of trustworthiness specified by ABI (Colquitt et al., 2007).

Since there were only two repeated measures in each condition, there was only one difference measure, and sphericity was not a consideration. Inspection of the standardized residuals revealed outliers, which resulted in deviations from the normal distribution in some cases as indicated by the Shapiro-Wilk test of normality. Thus, the results should be treated with caution. Condition had a significant main effect on trustworthiness, $F(2,302) = 221.90, p < .001, \eta^2 = .595$, disclosure intentions, $F(2,302) = 191.86, p < .001, \eta^2 = .559$, and reliance intentions, $F(2,302) = 219.17, p < .001, \eta^2 = .591$, such that trust outcomes were highest for high loyalty managers and lowest for low loyalty managers. Mean differences between each level were significant after adjusting for multiple comparisons using the Bonferroni correction. In addition, Americans' ratings were significantly higher than Turks for disclosure intentions, $F(1,303) = 9.059, p = .003, \eta^2 = .029$, and reliance intentions, $F(1,303) = 13.522, p < .001, \eta^2 = .043$, but a statistically significant difference was not observed for trustworthiness evaluations. The interaction of country and condition was not significant for any of the outcome measures. Finally, gender had a significant main effect on disclosure intentions such that men had expressed significantly higher disclosure intentions than women ($F(1,303) = 7.066, p = .008$). Estimated marginal means for each outcome measure by country and condition are reported in Table 6.11.

Table 6.11 Estimated Marginal Means of Outcome Variables by Country

		Trustworthiness				Disclosure				Reliance			
		<i>M</i>	<i>SE</i>	<i>95% CI</i>		<i>M</i>	<i>SE</i>	<i>95% CI</i>		<i>M</i>	<i>SE</i>	<i>95% CI</i>	
US	High	5.82	.12	5.58	6.06	5.40	.14	5.13	5.67	5.80	.13	5.55	6.05
	Med	4.07	.11	3.85	4.30	3.44	.13	3.19	3.70	3.95	.12	3.72	4.18
	Low	2.97	.13	2.72	3.22	2.15	.15	1.86	2.44	2.63	.13	2.37	2.89
TR	High	5.71	.17	5.38	6.04	4.87	.19	4.49	5.24	5.23	.17	4.89	5.57
	Med	4.06	.16	3.75	4.38	3.09	.18	2.74	3.45	3.51	.16	3.19	3.84
	Low	2.62	.15	2.32	2.92	1.80	.17	1.46	2.14	2.26	.16	1.95	2.57

Note. PTT is evaluated at 4.10. *M* = mean of outcome measure; *SE* = standard error of *M*; *CI* = confidence interval.

These results confirm the prediction that managers' perceived loyalty impacts trust intentions toward them as well as their trustworthiness evaluations. However, contrary to Hypothesis 2-B, this effect does not differ across the US and Turkey. Notably, Americans generally expressed higher trust intentions -but not trustworthiness evaluations- than

Turks for all conditions despite controlling for PTT. This may suggest that behavioral intentions are susceptible to contextual factors not captured in the current design. It is also possible that trustworthiness, as an abstract concept measured with a single item, may have been construed differently than trust intentions, which refer to concrete behavioral exemplars.

6.2.3 Exploratory Analyses

Although practical concerns usually render two-country comparative studies inevitable, such designs are often limited in identifying the influence of culture. Numerous points of caution have been noted with respect to conducting multi- and cross-country research (Cohen, 2007; Spector et al., 2015). Of particular note for the current study are the likely presence of multiple factors that differ between Turkey and the US and issues related to within-country variance. With respect to the first point, a large number of factors differentiate between the US and Turkey, and differences in the rule of law (World Justice Project, 2020), trust in organizations and formal institutions (Hotho, 2013; Tayşir & Erdoğan, 2019), and norms that characterize the workplace (Sanchez-Burks, 2004) may influence the effect of the treatment variables on trust outcomes. Though the study adopts an experimental vignette design with the aim of ensuring equivalence of treatments, it is not possible to control for all differences between the countries.

Second, individual members of a culture may not espouse cultural values to the same extent and there may be substantial variation in the degree to which a cultural syndrome translates to individual cultural values (Leung & Cohen, 2011; Uskul et al., 2015). That is, even when mean scores for a cultural value variable between two countries differ substantially, individuals embedded in each may vary in the degree to which they personally espouse the said value. To accommodate these within-country variations, studying “psychological culture” (Gelfand et al., 2008), i.e., individual-level values, attitudes, and beliefs may be a worthwhile endeavor.

Thus, as a follow-up exploratory analysis, the effect of individualistic vs collectivistic values on trust outcomes was explored in each country separately using linear regression. Since the data was multi-level such that profile ratings were nested within participants,

multi-level linear regression with maximum likelihood estimation (Gelman & Hill, 2006; Rabe-Hesketh & Skrondal, 2012; Raudenbush & Bryk, 2002) was used on Stata (Version 17.1). For these exploratory analyses, relational self-construal, self-interest, self-expression subscales, and traditionality were explored. Individual-level traditionality measure was included in the exploratory analyses in light of the findings of Study 2 and Study 3, which indicated that it may constitute a distinct influence on perceptions of manager trustworthiness. The items measuring the collectivistic pole of the selfhood dimensions were not used due to their lower scale reliabilities.

For each outcome measure, the model was specified with loyalty condition, cultural variable, gender, and PTT as fixed effects. High loyalty condition was the baseline. Participant was modeled as the level-2 random effect. Centering is not a critical issue for level-2 predictors (Cohen et al., 2003; Raudenbush & Bryk, 2002). To that end, results without centering are reported here. In all results, condition had a significant effect on the relevant trust outcome when PTT, the relevant cultural variable, and gender were controlled. In addition, relational self-construal positively predicted trustworthiness assessments ($\beta = .161$, $SE = .066$, $z = 2.43$, $p = .015$), and reliance intentions ($\beta = .176$, $SE = .071$, $z = 2.49$, $p = .013$) in Turkey. Finally, traditionality had a positive main effect on disclosure intentions ($\beta = .187$, $SE = .060$, $z = 3.09$, $p = .002$) in the US. The main effect of relational self-construal in Turkey suggests that individuals with higher interdependent construals generally have higher trust in managers.

At the next step, the interaction term of condition and the cultural variable was also entered into the specified models. The results are summarized in Table 6.12 and Table 6.13. Though likelihood ratio tests indicated that the addition of the interaction term did not improve model fit for any of the models, the coefficient estimates for the interaction terms were inspected for direction and significance. With respect to the cultural value variables (interdependent self-construal, traditionality, and selfhood measures), the coefficient estimates for medium and low conditions were almost always significant after controlling for individual differences and the interaction term such that trust outcomes were lower for the medium condition and lowest for the low condition. In addition, gender was a significant predictor of trust intentions in the US such that American men expressed significantly higher trust intentions than American women all conditions. However, a

significant moderating effect was not found for any of the individual-level cultural variables.

Table 6.12 Multi-level Regression Results Summary (US)

	Self-Interest			Self-Expression			RSC			Traditionality		
	TW	D	R	TW	D	R	TW	D	R	TW	D	R
Medium	-1.96 (.55)***	-2.12 (.63)**	-2.17 (.56)***	-1.42 (.56)*	-2.16 (.65)**	-1.81 (.59)**	-1.27 (.67)	-1.79 (.75)*	-1.45 (.67)*	-2.23 (.44)***	-2.61 (.48)***	-2.50 (.44)***
Low	-2.31 (.58)***	-3.96 (.66)***	-3.67 (.59)***	-2.02 (.58)***	-3.54 (.66)***	-3.27 (.60)***	-2.63 (.66)***	-2.82 (.75)***	-2.09 (.67)**	-3.09 (.48)***	-3.85 (.53)***	-3.13 (.49)***
Values	.03 (.08)	.01 (.09)	.01 (.08)	-.01 (.09)	-.08 (.10)	-.02 (.09)	.08 (.09)	.02 (.10)	.04 (.09)	-.06 (.09)	.06 (.10)	-.01 (.09)
Medium x Values	.05 (.13)	.04 (.15)	.08 (.13)	-.08 (.12)	.04 (.14)	-.01 (.13)	-.10 (.13)	-.04 (.15)	-.08 (.13)	.15 (.13)	.21 (.14)	.21 (.13)
Low x Values	-.14 (.14)	.19 (.16)	.14 (.15)	-.22 (.13)	.06 (.15)	.02 (.13)	-.05 (.13)	-.09 (.15)	-.22 (.13)	.07 (.13)	.16 (.15)	-.01 (.14)
Gender ^a	.18 (.14)	.46 (.15)**	.29 (.14)*	.17 (.14)	.48 (.16)**	.30 (.14)*	.18 (.14)	.47 (.16)**	.28 (.14)*	.16 (.14)	.36 (.15)*	.25 (.14)
PTT	.06 (.06)	-.13 (.06)	.00 (.06)	.04 (.05)	-.02 (.06)	-.00 (.06)	.05 (.05)	-.01 (.06)	.01 (.06)	.05 (.05)	-.03 (.06)	-.01 (.05)
σ^2 (ID)	.63	.95	.74	.60	.96	.75	.63	.96	.74	.63	.90	.73
σ^2 (res)	.53	.37	.37	.53	.37	.37	.53	.37	.37	.53	.37	.37
LL	-550.1	-538.7	-518.4	-547.8	-539.6	-519.4	-550.6	-539.8	-517.5	-550.2	-534.2	-517.1
LR chibar ²	68.2***	144.0***	116.6***	65.7***	145.3***	117.9***	68.7***	145.5***	115.5***	68.4**	134.5***	114.9***

Note. Standard errors presented in parentheses. Individual value measures are presented in the first table row. Dependent variables are presented in the second table row. LL = log likelihood of estimation; LR chibar² = Likelihood ratio; σ^2 (ID) = variance estimation of respondent (level-2 random effect); σ^2 (res) = residual variance estimation; TW = trustworthiness; D = disclosure intentions; R = reliance intentions. Omitted category in gender is female including participants who identified as non-binary.

***. $p < .001$ | **. $p < .01$ | *. $p < .05$

Table 6.13 Multi-level Regression Results Summary (TR)

	Self-Interest			Self-Expression			RSC			Traditionality		
	TW	D	R	TW	D	R	TW	D	R	TW	D	R
Medium	-1.64 (.69)*	-1.39 (.79)	-.86 (.73)	-1.62 (.97)	-2.31 (1.11)*	-1.87 (1.03)	-1.78 (.74)	-2.02 (.87)**	-1.98 (.80)**	-1.64 (.56)**	-1.28 (.64)*	-1.76 (.60)**
Low	-3.21 (.68)***	-2.26 (.78)**	-2.37 (.72)**	-2.83 (.89)**	-3.73 (1.03)***	-3.67 (.95)***	-2.47 (.75)*	-2.12 (.88)**	-2.92 (.81)***	-2.62 (.54)***	-2.10 (.62)**	-2.75 (.59)***
Values	-.01 (.12)	.18 (.14)	.18 (.13)	-.04 (.12)	-.15 (.14)	-.13 (.13)	.20 (.11)	.19 (.13)	.16 (.12)	.12 (.12)	.26 (.13)	.06 (.13)
Medium x	-.01 (.17)	-.10 (.20)	-.22 (.18)	-.01 (.20)	.10 (.23)	.02 (.21)	.02 (.16)	.01 (.18)	.06 (.17)	-.02 (.16)	-.17 (.18)	.01 (.17)
Low x	.03 (.18)	-.23 (.20)	-.15 (.19)	-.07 (.18)	.12 (.21)	.14 (.19)	-.15 (.16)	-.22 (.19)	-.02 (.17)	-.16 (.17)	-.33 (.19)	-.07 (.18)
Values	.00 (.19)	.15 (.22)	.19 (.20)	-.01 (.19)	.08 (.22)	.12 (.20)	-.06 (.19)	.07 (.22)	.08 (.20)	-.02 (.19)	.08 (.22)	.16 (.21)
Gender	.05 (.07)	.07 (.07)	-.00 (.07)	.05 (.06)	.04 (.07)	-.03 (.07)	.01 (.06)	.02 (.07)	-.06 (.07)	.04 (.06)	.04 (.07)	-.03 (.07)
PTT	.70 (.07)	.94 (.07)	.81 (.07)	.69 (.06)	.95 (.07)	.83 (.07)	.64 (.06)	.90 (.07)	.78 (.07)	.68 (.06)	.91 (.07)	.83 (.07)
$\sigma^2(\text{ID})$	.48	.59	.48	.48	.59	.48	.48	.59	.48	.48	.59	.48
$\sigma^2(\text{res})$	.48	.59	.48	.48	.59	.48	.48	.59	.48	.48	.59	.48
LL	-319.4	-347.7	-327.2	-318.9	-348.3	-327.6	-315.8	-346.1	-325.2	-318.4	-346.5	-328.0
LR chibar ²	49.1***	54.6***	58.1***	48.6***	55.3***	58.5***	45.0***	52.6***	55.5***	47.9***	53.1***	59.1***

Note. Standard errors presented in parentheses. Individual value measures are presented in the first table row. Dependent variables are presented in the second table row. LL = log likelihood of estimation; LR chibar² = Likelihood ratio; σ^2 (ID) = variance estimation of respondent (level-2 random effect); σ^2 (res) = residual variance estimation; TW = trustworthiness; D = disclosure intentions; R = reliance intentions. Omitted category in gender is female including participants who identified as non-binary.

***. $p < .001$ | **. $p < .01$ | *. $p < .05$

6.3 Discussion (4-A)

Overall, the results suggest that managers who are seen to espouse loyalty-related morals in their behaviors engender higher trust compared to managers who either occasionally or habitually violate these moral principles. Even when the manager is manifestly competent, the willingness to be vulnerable by relying on their “skills, knowledge, judgments or actions” (Gillespie, 2003, p. 10) is severely hampered. In addition, Americans generally express higher trust toward managers compared to Turks and trust outcomes for men are higher than women, even when PTT is controlled. The former effect may be a product of systemic differences between the countries whereas the latter may arise from the fact that the profiled managers were all males. Men may feel more at ease than women when the manager is a male. Finally, the study reveals no evidence that the effect of managers’ moral loyalty on trust outcomes differs between the US and Turkey or that there may be a moderating effect of the relevant cultural variables measured at the individual level on trust outcomes.

6.4 Method (4-B)

6.4.1 Sample

All screening criteria were identical with Study 4-A. In the US, participant recruitment was undertaken in the same manner as Study 4-A ($n = 139$). In Turkey, participants were primarily recruited through the services of a local research company ($n = 103$) in the same manner as the preceding studies, though a small number of participants were recruited from the researchers’ network using snowballing ($N = 13$). As with previous studies, no payment was made to participants in Turkey.

Key demographic information is summarized in Table 6.14 for each country sample. Ethnicity information was only collected in the US. 103 (74.1%) self-identified as White, 24 (17.3%) as Black or African American, 7 (5.0%) as Asian, 4 (2.9%) as Hispanic or Latinx, and 1 (.7%) as other. The samples were comparable in terms of age, experience, and education levels.

Table 6.14 Summary Demographic Information for Study Samples

	TR	US
Age	37.6 (<i>SD</i> = 8.6)	36.0 (<i>SD</i> = 9.1)
Work Experience	14.8 (<i>SD</i> = 8.8)	14.4 (<i>SD</i> = 9.5)
Gender		
Female	58 (50.4%)	80 (57.6%)
Male	57 (49.6%)	59 (42.4%)
Education		
High school	19 (16.4%)	21 (15.1%)
University deg.	88 (75.9%)	81 (58.3%)
Graduate deg.	9 (7.8%)	37 (26.6%)
<i>N</i>	116	139

Note. High school includes those with some college experience. University degree includes those with 2- and 4-year degrees. Graduate degree includes masters, professional, and doctorate degrees.

6.4.2 Procedure

The procedure was identical to Study 4-A.

6.4.3 Materials

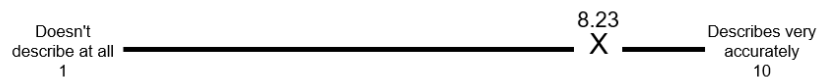
The manipulation cues differed in content. Appendix IV presents one of the high-authority condition profiles as an example. All other measures were as reported in Study 4-A. As with the previous study, the manipulation was presented using a set of two simultaneous cues. The English versions of the mean ratings graphics are presented in Figure 6-3 and the Turkish versions are presented in Figure 6-4. The mean score was 8.5 for the high condition, 5.9 for the medium condition, and 3.75 for the low condition.

The open-ended remarks were developed, and pilot tested concurrently with, and in a similar fashion, to those pertaining to Study 4-A. Pilot tests were conducted with convenience and Prolific samples at several points until the desired perceptions of low, medium, and high levels of each level of authority was achieved.

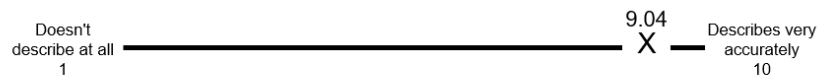
As before, the descriptive comments used in the study were variants of the same type of behaviors. For example, all three dummy profiles referred to behaving appropriate to one's position but differed in the degree to which this behavior was espoused. For the high condition, the phrasing used in the profile was "Considers it [emphasis added] *extremely* important that he behaves in a manner appropriate for his position." For the medium condition, the phrasing was revised to "Considers it [emphasis added] *somewhat* important that he behaves in a manner appropriate for his position." Finally, for the low condition, the phrasing was "Considers it [emphasis added] *quite unimportant* that he behaves in a manner appropriate for his position." The full list is presented in Table 6.15.

Figure 6.3 Manager Authority Rating Items (English)

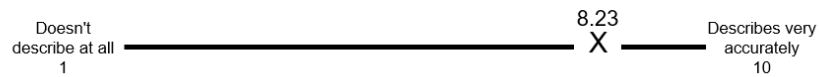
Respects the rules and order of the organization



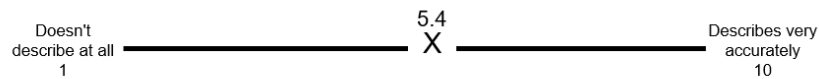
Expects decisions by superiors to be carried out without question



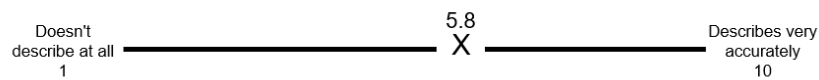
Shows due respect to people's titles, ranks, and seniority



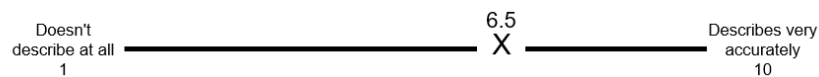
Respects the rules and order of the organization



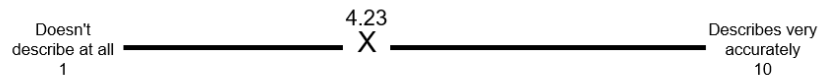
Expects decisions by superiors to be carried out without question



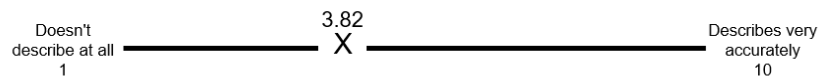
Shows due respect to people's titles, ranks, and seniority



Respects the rules and order of the organization



Expects decisions by superiors to be carried out without question



Shows due respect to people's titles, ranks, and seniority

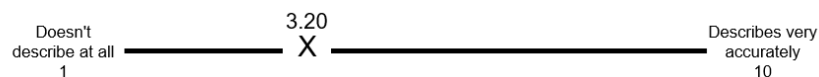
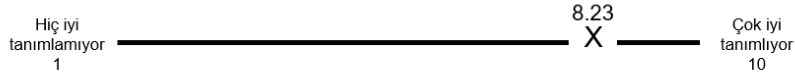
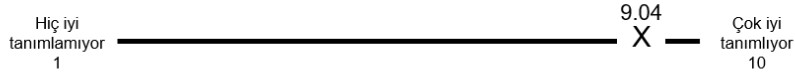


Figure 6.4 Manager Authority Rating Items (Turkish)

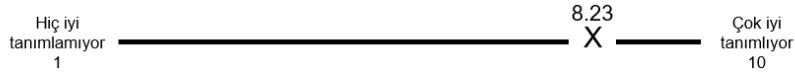
Şirket kurallarını ve düzenini gözetir.



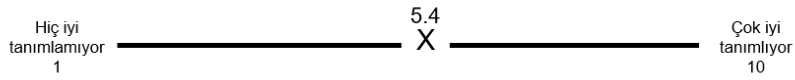
Yukarıdan gelen kararların sorgulanmadan uygulanmasını bekler.



Kişilerin unvanlarına, makamlarına ve kıdemlerine gereken saygıyı gösterir.



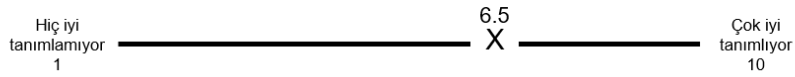
Şirket kurallarını ve düzenini gözetir.



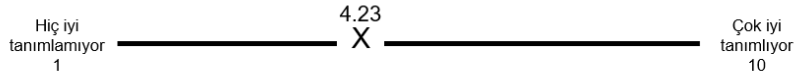
Yukarıdan gelen kararların sorgulanmadan uygulanmasını bekler.



Kişilerin unvanlarına, makamlarına ve kıdemlerine gereken saygıyı gösterir.



Şirket kurallarını ve düzenini gözetir.



Yukarıdan gelen kararların sorgulanmadan uygulanmasını bekler.



Kişilerin unvanlarına, makamlarına ve kıdemlerine gereken saygıyı gösterir.

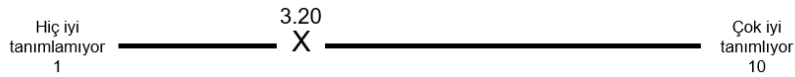


Table 6.15 Open-ended Remarks Presented with Manager Profiles (Authority)

Condition	Name	US	TR
No Violation (High Authority)	Serhat K.	Always provides guidance to his team to ensure they are never without direction	Ekibini hep yönlendirerek asla başıboş bırakmadığı
	Michael W. ^a	Considers it extremely important that he behaves in a manner appropriate for his position	Mevkine uygun davranmaya son derece önem verdiği
	Ahmet T. / John R.	Is very careful to always preserve the formality dictated by the hierarchical relationship between himself and his team	Ekibiyle arasında ast-üst ilişkilerinin gerektirdiği resmiyeti her zaman muhafaza etmeye çok dikkat ettiği
		Strongly believes in the merit of discipline in supervising his team	Ekibinin yönetiminde disiplinin kıymetine kuvvetle inandığı
	Kemal B. / Robert S.	Cares highly that the customs of the company are respected	Şirketin kabul görmüş teamüllerine saygı gösterilmesini çok önemseydiği
Medium Violation (Medium Authority)		When someone meddles with his team's business, immediately intervenes as the manager	Ekibinin işine karışan olduğunda yönetici olarak hemen müdahale ettiği
	Serhat K.	Occasionally provides limited guidance to his team, leaving them without direction	Bazen ekibini tam yönlendirmeyerek başıboş bıraktığı
	Michael W. ^a	Considers it somewhat important that he behaves in a manner appropriate for his position	Mevkiine uygun davranmaya kısmen önem verdiği
	Ahmet T. / John R.	Somewhat believes in the merit of discipline in supervising his team	Ekibinin yönetiminde disiplinin kıymetine az çok inandığı
		Is moderately careful to preserve the formality dictated by the hierarchical relationship between himself and his team	Ekibiyle arasında ast-üst ilişkilerinin gerektirdiği resmiyeti muhafaza etmeye şöyle-böyle dikkat ettiği
	Kemal B. / Robert S.	Somewhat cares that the customs of the company are respected	Şirketin kabul görmüş teamüllerine saygı gösterilmesini çok değilse de biraz önemseydiği
		When someone meddles with his team's business, occasionally doesn't intervene as the manager	Ekibinin işine karışan olduğunda yönetici olarak ara sıra müdahale etmediği

Condition	Name	US	TR
High Violation (Low Authority)	Serhat K. / Michael W. ^a	Never provides guidance to his team and constantly leaves them without direction Considers it quite unimportant that he behaves in a manner appropriate for his position	Ekibini hiç yönlendirmeyerek her zaman başıboş bıraktığı Mevkine uygun davranmayı oldukça önemsiz gördüğü
	Ahmet T. / John R.	Isn't careful in the slightest about preserving the formality dictated by the hierarchical relationship between himself and his team Doesn't believe at all in the merit of discipline in supervising his team	Ekibiyle arasında ast-üst ilişkilerinin gerektirdiği resmiyeti muhafaza etmeye zerre kadar dikkat etmediği Ekibinin yönetiminde disiplinin kıymetine hiç inanmadığı
	Kemal B. / Robert S.	Doesn't care one bit that the customs of the company are respected When someone meddles with his team's business, never intervenes as the manager	Şirketin kabul görmüş teamüllerine saygı gösterilmesini bir nebze bile önemsemediği Ekibinin işine karışan olduğunda yönetici olarak asla müdahale etmediği

6.4.4 Measures

6.4.4.1 Outcome measures

Spearman-Brown coefficients for reliance intentions ($\rho_{us} = .932$, $\rho_{tr} = .936$) and disclosure intentions ($\rho_{us} = .838$, $\rho_{tr} = .932$) indicated good reliability when all experimental profiles were pooled. The coefficient values remained adequate for all but one profile as summarized in Table 6.16 below.

Table 6.16 Reliabilities for Trust Intention Measures

Profile	# of Items	Reliance		Disclosure	
		US	TR	US	TR
High 1	2	.731	.919	.772	.916
High 2	2	.653	.830	.794	.854
Medium 1	2	.859	.891	.804	.921
Medium 2	2	.850	.932	.492	.896
Low 1	2	.950	.865	.903	.949
Low 2	2	.963	.863	.908	.905

6.4.4.2 Manipulation check measures

Measures: In addition to outcome measures, participants rated each manager with respect to how well 12 characteristics described the person: i) loyalty to team ii) commitment to team, iii) warmth, iv) being sociable, v) being virtuous, vi) being moral, vii) respect for order, viii) empowering and pro-autonomy for team, ix) fairness, x) competence, xi) valuing respect for authority, xii) prizing obedience. Authority was measured using three items and had good reliability across profiles (Table 6.17). Scale reliabilities were also good when profiles were pooled.

Table 6.17 Reliabilities for Authority and Morality Items

Profile	Authority Items Cronbach's alpha			Morality Items Spearman-Brown Coefficient		
	# of Items	US	TR	# of Items	US	TR
High 1	3	.666	.857	2	.744	.883
High 2	3	.901	.823	2	.762	.848
High condition	3	.806	.842	2		
Medium 1	3	.887	.726	2	.916	.846
Medium 2	3	.872	.858	2	.740	.825
Medium Condition	3	.882	.803	2		
Low 1	3	.809	.945	2	.829	.779
Low 2	3	.926	.852	2	.956	.954
Low condition	3	.887	.947	2		

Similar to Study 4-A, the perceived formalization of the scenario context (i.e., the hypothetical organization) was measured with 6 items. Item means and subscale reliabilities are reported below in Table 6.18.

Table 6.18 Means, Standard Deviations, Reliabilities for the Formalization Scales

Item	US		TR	
	M	SD	M	SD
Performance appraisal criteria are applied consistently to everyone.	4.94	1.40	4.68	1.83
Pay and promotion decisions are determined by employees' personal relationships with top management.*	3.30	1.68	3.38	2.04
<i>Cronbach's alpha</i>	.210		.388	
There are specific written rules for organizational processes.*	5.83	0.93	5.27	1.75
Employees' task responsibilities or discretion in decision making are unclear.	3.30	1.68	3.38	2.04
<i>Cronbach's alpha</i>	.280		.452	
Top management gives importance to creating a family environment in the workplace.	4.07	1.76	3.98	1.92
If needed, top management is ready to help employees with their non-work problems (e.g. housing, education of the children, health etc.).	3.76	1.67	3.65	1.73
<i>Cronbach's alpha</i>	.799		.527	

Note. Asterisk denotes a significant difference between countries ($p < .05$)

6.4.4.3 Cultural values and individual difference measures

Participants responded to the same cultural values and individual difference scales as Study 4-A. Scale reliabilities are reported in Table 6.19 below. The subdimensions of selfhood adapted from (Vignoles et al., 2016) are reported individually. All measures were adequately reliable except the selfhood subscales that target collectivist values, which demonstrate marginal alpha values. Intercorrelations among the cultural variables are presented in Table 6.20 for the US sample, and Table 6.21 for the Turkish sample.

Table 6.19 Reliability Coefficients for Cultural Value Measures

Scale	# of Items	TR	US
Power Distance	6	.691	.772
Traditionality	5	.778	.863
Relational Self-Construal	5	.892	.930
PTT	3	.894	.949
System Trust	2	.593	.853
Commitment to Others	3	.526	.560
Self-interest	3	.619	.767
Preserving Harmony	3	.630	.637
Self-Expression	3	.643	.878

Note. Cronbach's alpha values are reported for all measures except system trust, which reports the Spearman-Brown coefficient for a split-half reliability.

Table 6.20 Means, SDs, Intercorrelations for Cultural Value Measures (US)

	Mean	SD	I	II	III	IV	V	VI	VII	VIII
I. PTT	4.64	1.38	--							
II. Relational Self-Construal	5.31	1.27	.439**	--						
III. System Trust	3.83	1.65	.367**	.407**	--					
IV. Traditionality	3.67	1.54	.192*	.477**	.593**	--				
V. Power Distance	3.25	1.06	.064	.139	.287**	.482**	--			
VI. Preserving Harmony (SC)	4.46	1.21	.181*	.333**	.063	.339**	.116	--		
VII. Self-Expression (SC)	4.38	1.43	.125	.063	.215*	.152	.270**	-.343**	--	
VIII. Commitment to Others (SC)	4.95	1.07	.108	.349**	.089	.201*	.135	.357**	-.032	--
IX. Self-Interest (SC)	4.06	1.32	.011	-.037	.099	.093	.233**	-.056	.498**	-.270**

^a (SC) indicates subscale of the selfhood measure.

** $p < .01$. * $p < .05$. Two-tailed tests.

Table 6.21 Means, SDs, Intercorrelations for Cultural Value Measures (TR)

	Mean	SD	I	II	III	IV	V	VI	VII	VIII
I. PTT	3.63	1.41	--							
II. Relational Self-Construal	4.42	1.45	.258**	--						
III. System Trust	2.84	1.23	.091	.011	--					
IV. Traditionality	3.19	1.28	.035	.236*	.446**	--				
V. Power Distance	2.77	.92	.142	.160	.267**	.488**	--			
VI. Preserving Harmony (SC)	3.60	1.27	-.095	.342**	.082	.330**	.239**	--		
VII. Self-Expression (SC)	4.86	1.26	.101	-.131	-.051	-.030	.024	-.450**	--	
VIII. Commitment to Others (SC)	4.37	1.30	-.076	.062	-.040	.080	-.145	.465**	-.145	--
IX. Self-Interest (SC)	3.59	1.31	.146	.072	.036	.035	.247**	-.196*	.530**	-.171

^a(SC) indicates subscale of the selfhood measure.

** $p < .01$. * $p < .05$. Two-tailed tests.

6.5 Analyses and Results (4-B)

6.5.1 Manipulation Check Tests

Prior to the main analysis, manipulation check items were examined to determine the effectiveness of the treatment across countries. Given adequate scale reliabilities, only composite authority ratings are reported in Table 6.22 below.

Table 6.22 Scale Reliabilities for Authority and Morality Measures

	US						TR					
	Authority			Morality			Authority			Morality		
Profile	M	SD	N	M	SD	N	M	SD	N	M	SD	N
High 1	6.52	0.56	46	5.69	0.98	42	6.45	0.67	44	5.31	1.21	39
High 2	6.55	0.70	47	6.11	0.71	44	6.14	0.75	42	5.50	1.20	40
Medium 1	5.41	1.03	58	4.99	1.02	51	4.49	1.07	35	4.52	1.06	29
Medium 2	4.83	1.23	58	4.61	0.95	52	4.38	1.26	35	4.24	1.15	29
Low 1	2.50	1.19	34	3.10	1.34	30	2.50	1.46	37	3.11	1.50	36
Low 2	2.65	1.55	34	3.23	1.63	28	2.57	1.67	37	2.75	1.49	34

Differences in authority ratings across conditions were tested with a 2 (Country) x 3 (Condition) full factorial repeated measures ANOVA using IBM SPSS Statistics (Version 27). The candidate profile was modeled as the within-subject effect and did not reach significance, $F(1,246) = 2.55$, $p = .112$, $\eta^2 = .01$. In terms of between-subjects factors, condition, $F(2,246) = 320.96$, $p < .001$, $\eta^2 = .72$, and country, $F(1,246) = 7.11$, $p = .008$, $\eta^2 = .03$, had significant effects on profiles' authority ratings but their interaction did not significant, $F(2,246) = 2.429$, $p = .090$, $\eta^2 = .02$. Post-hoc tests (adjusted for multiple comparisons with Tukey) showed that all differences between conditions were in the expected direction and significant at $p < 0.05$ (Table 6.23). With respect to country, Americans had higher authority ratings though estimated marginal means suggested that the difference is mainly driven by the medium condition (Figure 6-5). When the analysis was repeated excluding the medium condition, the effect for country was no longer significant, $F(1,155) = .857$, $p = .356$.

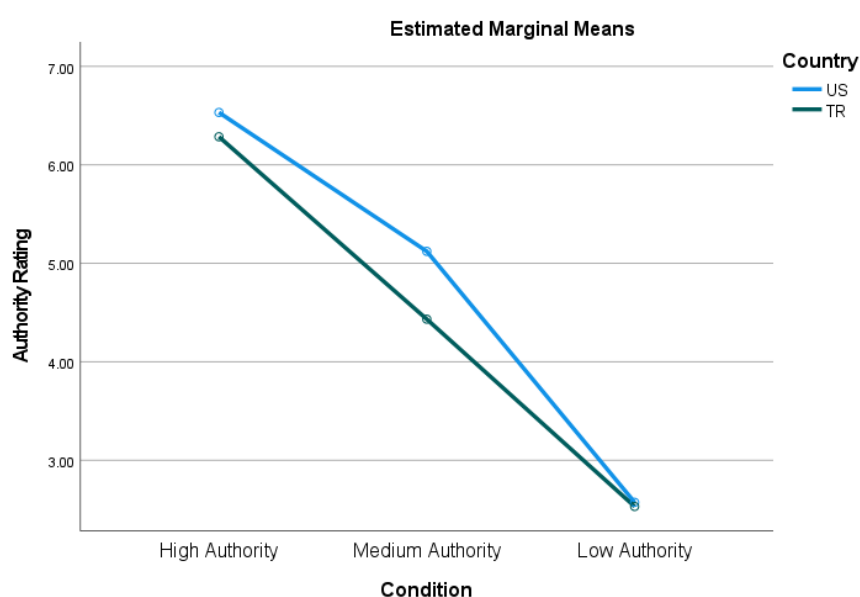
Table 6.23 Post-hoc tests of condition

Condition	Mean Difference	SE	95% CI	
High – Medium	1.55*	.142	1.22	1.89
High – Low	3.86*	.152	3.50	4.22
Medium - Low	2.31*	.150	1.96	2.67

Mean Square(Error) = .863.

* $p < .05$

Figure 6.5 Authority Ratings of Countries by Manager Profile



6.5.2 Main Analyses

The same analytical strategy was used as before. Sphericity was not relevant since there was only one difference measure. Furthermore, Shapiro-Wilk test for normality using standardized residuals suggested that the normality assumption was met in most cases, except for one group of profiles for trustworthiness and one group of profiles for reliance intentions in the US. Inspection of the Q-Q plots suggested the presence of a small number of outliers.

Condition had a significant effect on reliance intentions, $F(2,244) = 121.73$, $p < .001$, $\eta^2 = .50$, disclosure intentions, $F(2,244) = 52.69$, $p < .001$, $\eta^2 = .30$, and trustworthiness: $F(2,246) = 168.18$, $p < .001$, $\eta^2 = .58$. Pairwise comparisons of conditions, adjusting for

multiple comparisons with the Bonferroni correction, were significant for all pairs across outcome measures. Overall, trust outcomes were highest for high authority managers and lowest for low authority managers. In addition, there was a significant country effect for reliance intentions ($F(1,244) = 10.65, p = .001, \eta^2 = .04$, and trustworthiness evaluations, $F(1,246) = 4.98, p = .027, \eta^2 = .20$, such that US outcomes were generally higher than Turkish outcomes. The effect was in the same direction but not significant for disclosure intentions, $F(1,244) = 3.41, p = .066, \eta^2 = .01$. The interaction of country and condition did not approach significance for any outcome measure. Estimated marginal means are reported in Table 6.24.

Table 6.24 Estimated Marginal Means for Outcome Variables

		Trustworthiness				Disclosure				Reliance			
		<i>M</i>	<i>SE</i>	<i>95% CI</i>		<i>M</i>	<i>SE</i>	<i>95% CI</i>		<i>M</i>	<i>SE</i>	<i>95% CI</i>	
US	High	5.62	.14	5.34	5.89	4.83	.19	4.47	5.20	5.71	.16	5.39	6.02
	Med	4.57	.13	4.32	4.82	3.86	.17	3.52	4.19	4.49	.15	4.21	4.78
	Low	3.10	.16	2.78	3.42	2.85	.22	2.43	3.28	2.85	.19	2.49	3.22
TR	High	5.71	.14	5.43	5.99	4.65	.19	4.27	5.03	5.16	.17	4.83	5.48
	Med	4.02	.16	3.70	4.34	3.48	.22	3.05	3.92	3.91	.19	3.54	4.29
	Low	2.69	.16	2.37	3.01	2.46	.22	2.03	2.90	2.53	.19	2.16	2.90

Note. Covariates appearing in the model are evaluated at PTT = 4.2

These results confirm the prediction that trust intentions and trustworthiness evaluations will positively relate to the degree to which managers conform to authority. However, the study does not provide significant evidence with respect to moderation.

Given the statistically significant difference in authority ratings between Americans and Turks for the medium profiles, the analyses were repeated after excluding the group assigned to the medium condition. Conducting 2 (country) x 2 (condition: high, low) full factorial repeated measures ANOVA showed that condition remained significant for all outcome measures (Trustworthiness: $F(1,156) = 298.650, p < .001$; Reliance: $F(1,154) = 286.584, p < .001$; Disclosure: $F(1, 154) = 91.052, p < .001$). In addition, country remained a significant factor for reliance intentions ($F(1,154) = 4.437, p = .037$) but not trustworthiness ($F(1, 156) = .701, p = .404$). The interaction of country and condition was not significant for any outcome measure. Thus, Hypothesis H3-B was not supported.

6.5.3 Exploratory Analyses

In line with Study 4-A, additional analyses were undertaken to explore whether the effect of cultural values may have predictive validity at the individual level rather than the societal level. These analyses were conducted for each country to explore the moderating effect of power distance as well as traditionality, which appears to be conceptually proximate, on trust outcomes. As with Study 4-A, multi-level linear regression with maximum likelihood estimation (Hox et al., 2017; Rabe-Hesketh & Skrondal, 2012; Raudenbush & Bryk, 2002) was used on Stata (Version 17.1). For each outcome measure, the model was first specified with authority condition, cultural variable, gender, and PTT as fixed effects. Participant was modeled as the level-two random effect. In all results, condition had a significant effect on the relevant trust outcome as expected. In addition, PTT positively predicted trust outcomes in the US but not Turkey. In terms of the simple effect of power distance and traditionality on trust outcomes, the effects were sporadic. In the US, traditionality positively predicted disclosure intentions, $\beta = .172$, $SE = .065$, $z = 2.67$, $p = .008$, but not trustworthiness assessments, $\beta = .075$, $SE = .049$, $z = 1.54$, $p = .124$, or reliance intentions, $\beta = .020$, $SE = .057$, $z = .36$, $p = .721$. In Turkey, the effect on disclosure intentions, $\beta = .189$, $SE = .099$, $z = 1.92$, $p = .055$, reliance intentions, $\beta = .147$, $SE = .085$, $z = 1.72$, $p = .085$, and trustworthiness, $\beta = .108$, $SE = .074$, $z = 1.47$, $p = .142$ was not significant. Similarly, there were no significant findings with respect to power distance in either country.

As a next step, the interaction term of condition and the cultural difference variable was entered into the models. The estimation results are reported in Table 6.25 and Table 6.26. Likelihood ratio tests indicated that the model fit was not meaningfully improved. Nonetheless, the results of the unconstrained models were investigated with respect to the direction and significance of the interaction term coefficients. The results varied but did not provide strong evidence of moderation. There was only one instance where the interaction of condition and the cultural variable was significant. In the US, when disclosure intentions were the outcome variable, modeling both direct effects and the interaction of condition and traditionality resulted in a positive and significant coefficient estimate for traditionality, $\beta = .328$, $SE = .114$, $z = 2.87$, $p = .004$, for the interaction of

traditionality and condition for low authority, $\beta = -.345$, $SE = .168$, $z = -2.05$, $p = .040$ when the baseline was high authority. However, condition means did not meaningfully differentiate ($\beta_{\text{med}} = -.286$, $SE = .594$, $z = -.48$, $p = .565$; $\beta_{\text{low}} = -.631$, $SE = .676$, $z = -.94$, $p = .348$). This result suggests that managers in all conditions were evaluated similarly by individuals low in traditionality. As participants' traditionality increased, disclosure intentions expressed toward managers became increasingly more differentiated such that highest disclosure intentions were expressed toward high authority managers and lowest disclosure intentions were expressed toward low authority managers. However, the difference between low and medium loyalty managers was not meaningful.

Table 6.25 Multi-level Regression Results Summary (US)

		Power Distance			Traditionality		
		TW	D	R	TW	D	R
Medium Profile		-1.51 (.56)**	-.64 (.76)	-1.19 (.66)	-1.41 (.45)**	-.29 (.59)	-1.70 (.53)**
Low Profile		-2.97 (.65)***	-.96 (.87)	-3.13 (.76)***	-2.27 (.51)***	-.63 (.68)	-2.95 (.61)***
Values		-.05 (.12)	.24 (.17)	-.06 (.15)	.04 (.09)	.33 (.11)**	-.05 (.10)
Medium Profile x Values	x	.14 (.17)	-.09 (.22)	-.01 (.20)	.10 (.11)	-.16 (.15)	.13 (.13)
Low Profile x Values	x	.14 (.18)	-.30 (.25)	.09 (.21)	-.06 (.13)	-.35 (.17)*	.03 (.15)
Gender ^a		.08 (.15)	.39 (.20)*	.18 (.17)	.07 (.15)	.34 (.19)	.17 (.17)
PTT		.19 (.06)	.22 (.07)**	.17 (.06)**	.18 (.05)**	.20 (.07)**	.18 (.06)**
$\sigma^2(\text{ID})$		.33	.81	.56	.31	.74	.56
$\sigma^2(\text{res})$		.79	.99	.87	.79	.99	.87
LL		-404.55	-460.47	-432.73	-403.01	-456.52	-432.32
chibar ²		12.49***	31.69***	23.28***	11.60***	28.21***	22.96***

Note. Standard errors are presented in parentheses. TW indicates trustworthiness, D indicates disclosure intentions, R indicates reliance intentions.

^a Omitted category is female including participants who self-identified as. non-binary

Table 6.26 Multi-level Regression Results Summary (TR)

			Power Distance			Traditionality		
			TW	D	R	TW	D	R
Medium Profile			-.71 (.68)	-.33 (.92)	-.26 (.78)	-1.24 (.61)*	-1.07 (.83)	-.28 (.71)
Low Profile			-3.17 (.77)***	-2.49 (1.04)*	-2.50 (.89)	-3.53 (.61)***	-2.76 (.82)**	-2.69 (.70)***
Values			.30 (.15)	.26 (.21)	.32 (.18)	.10 (.12)	.14 (.1)	.23 (.0)
Medium Profile	x							
Values			-.39 (.25)	-.32 (.33)	-.38 (.28)	-.15 (.18)	-.02 (.25)	-.30 (.21)
Low Profile	x							
Values			-.02 (.25)	.04 (.34)	-.10 (.29)	.13 (.17)	.16 (.23)	.01 (.20)
Gender ^a			.09 (.19)	.15 (.25)	.09 (.21)	.08 (.19)	.12 (.25)	.06 (.21)
PTT			.05 (.07)	.13 (.09)	.11 (.08)	.07 (.07)	.14 (.09)	.13 (.08)
σ ² (ID)			.56	1.36	.97	.57	1.34	.96
σ ² (res)			.79	.72	.57	.79	.72	.57
LL			-349.75	-373.38	-342.49	-350.44	-372.68	-341.80
chibar2			21.87***	63.43***	52.72***	22.44***	62.54***	56.85***

Note. Standard errors are presented in parentheses. TW indicates trustworthiness, D indicates disclosure intentions, R indicates reliance intentions.

^a Omitted category is female including participants who self-identified as. non-binary

6.6 Discussion (4-B)

Overall, the results suggest that managers who conform to authority norms garner higher trust compared to managers who violate these norms, whether such violation is occasional or habitual. In addition, Americans exhibit higher trust outcomes toward managers compared to Turks. However, the study reveals no evidence that the effect of authority condition on trust outcomes is moderated by country or by relevant cultural variables measured at the individual level.

6.7 Study 4 General Discussion

There are several issues to consider in interpreting the results of the studies. First, while the profiles were clearly identified as managers, participants played the role of human resources specialists and their relationship to the trustee was unclear. It is possible that evaluations of the profiles may differ when participants evaluate their own direct managers rather than any mid-level manager. Specifically, the impact of loyalty and authority, both of which are binding foundations, may be more robust when the context constitutes a closer relationship (Yudkin et al., 2021). Further outlining the relational context and specifying a direct connection may enhance the clarity of evaluations (Sunar et al., 2020) and, consequently, measurement precision. Put differently, managers' loyalty and authority (in moral terms) may be more consequential for trust outcomes if they are, or are expected to be, trustors' immediate supervisors rather than general management figures. Interpersonal trust concerns a willingness to be vulnerable. When a direct relationship is not specified, this vulnerability may not be readily apparent or applicable, thereby diminishing the importance and results of trustworthiness evaluations.

Second, two different types of information were used to manipulate the relevant morality in the studies. Though this approach was taken to enhance realism by 'fleshing out' the

profiles, it may have contributed to unintended variance in measurements if some participants anchored wholly on the ratings while others on the open-ended remarks. Since the ratings were quasi-numerical manipulations and essentially identical across profiles within a condition while within-subject tests revealed differences between profiles, indicating that the verbal cues may have differed, it is possible that participants who relied solely on the ratings information may have evaluated managers differently than participants who relied on both types of information, or only on the open-ended remarks.

Third, participants in each condition evaluated three profiles that were fairly similar to each other. While this design element was selected to account for “start-up effects” (Aiman-Smith et al., 2002) and enhance measurement reliability, the repetitiveness may have led to unintentional boredom and fatigue. Given the amount of information participants are asked to read and digest as part of the scenario, a less repetitive design may be beneficial.

While the preceding methodological factors may provide a partial account of the failure to find the expected relationships, the fact remains that the studies do not provide evidence of a differential preference for higher loyalty or authority (or against lower loyalty or authority) in Turkey compared to the US. This may be due to the fact that the hypothesized relationships do not exist. It should also be noted that cultural values measured in the scope of the study did not align with expectations based on previous research (Hofstede, 1984; House et al., 2004). Americans generally expressed higher power distance values and higher interdependent self-construal than Turks. As discussed elsewhere in cross-cultural research (Oyserman, Coon, et al., 2002; Uskul et al., 2015), self-report ratings of individual-level cultural value variables may be non-significant across country-contexts, despite expectations to the contrary. The reference group effect has been proposed to explain the lack individual-level mean score difference across cultures whereby “[p]eople from different cultures adopt different standards when evaluating themselves on subjective Likert scales. Comparing [these] measures conceals the very cultural differences that confound the comparisons with the reference-group effect” (Heine et al., 2002, p. 913).

One alternative explanation for the unexpected direction of differences in mean scores as well as the lack of findings in both studies is the effect of context. In terms of situational

strength (Meyer & Dalal, 2009; Meyer et al., 2010), the workplace depicted in the study scenario may be seen as a relatively strong situation, with a certain degree of formalization and procedure, which was further emphasized by the use of a human resources selection process as part of the scenario. In that particular context, individuals' own preferences for power distance or individualism-collectivism may be displaced by imposing situational norms. The strength of the situation may thus attenuate the effect of individual power distance values and individualism on trust outcomes.

The foregoing notwithstanding, two related explanations may partially account for the results, especially with respect to Study 4-B, in Turkey may be the 'deprivation hypothesis' (Javidan, House, et al., 2006) whereby high power distance practices at the societal level result in a greater desire to have less of them. Research has shown that Turkey scores particularly high in power distance practices but low on power distance values (House et al., 2004). This may indicate that, day-to-day interaction with a context replete with normative power inequalities and associated behaviors such as obedience and deference to authority may lead Turks to crave more empowering, less authoritarian leadership.

Finally, there were consistent differences in the way Americans and Turks construed the study context, with Americans' responses indicating that they expected a higher degree of formalization and less arbitrariness in performance evaluations. In addition, Americans expressed higher trust in economic and financial systems in their country compared to Turks. Taken together, these perceived differences in structural factors may point to another explanation that may account for the lack of support for the hypotheses. Recalling the old adage, "too much of a good thing," it is possible that Turks' evaluations of managers in the high (no violation) condition are tempered by caution. When coupled with low trust in the system and low organizational formalization, Turks may have approached managers who exhibit high authority or loyalty values more cynically such that they were seen to have a potential for authoritarianism and favoritism, respectively. Moreover, Turks' lower ratings for the low condition (high violation) managers may indicate that they are additionally cautious toward these managers because of a lack of structural protections. This possible explanation is tested in the next set of studies by presenting participants with manager profiles that describe negative as well as positive moral attributes.

7. STUDY 5

Though the results of Study 4 converge with the findings from Study 1 and Study 2 in terms of the effect of loyalty and authority on trust outcomes, they do not provide additional support for a differential preference for loyalty or authority in a cross-cultural comparison between Turkey and the US, or by individuals who are high in cultural values generally associated with collectivism and power distance. As discussed in the conclusion to Study 4, it is possible that the pattern of results is partially driven by perceived differences in the structural characteristics of the institutional and study context. Specifically, mechanisms, which may normally curb the potential, adverse side effects of high authority or loyalty managers are seen as to be weaker in Turkey (indicated by lower formalism expectations and lower system trust). Thus, the positive influence of these managers' moral characteristics on trust outcomes may have been attenuated.

Furthermore, the managers in Study 4 were portrayed as high-performing employees and the profiles in the high condition in particular were described without apparent faults. This may have exacerbated the effect of lower system trust and lack of formalization of the study context for Turks, heightening their potentially cynical assessment of the high-condition managers. Presenting participants with different profiles who vary in terms of moral dimensions and embody both positive and negative characteristics may enhance the groundedness of the profiles and alleviate the need for vigilance on the part of Turkish participants.

Nevertheless, the lack of significant findings with respect to moderation in Study 4 call Hypotheses 4-A and 4-B into question. In the absence of within-country moderating effects of individual-level cultural values, observing such effects at the country level may not be possible. Moreover, there is reason to expect fairness to be the utmost consideration across contexts. Especially in the context of organizations, where justice has been shown

to influence numerous outcomes including trust (Colquitt & Rodell, 2011; Colquitt et al., 2007), fairness may persistently trump the competing effect of loyalty/betrayal and authority/subversion on manager trust outcomes (but see Matta et al. (2017) for a potential boundary condition on the impact of fairness on outcomes).

Keeping these concerns in mind, this chapter will test the originally proposed hypotheses with the following considerations. Regarding Hypothesis 4A-4B, there is some empirical support for a general trade-off between loyalty and fairness where loyalty may be preferred. For example, Hildreth et al. (2016) found that under high competition conditions, loyal group members or individuals primed with loyalty cheated more. In a subsequent study, Hildreth and Anderson (2018) found that people evaluated their own dishonesty in the service of their group as ethical, thereby establishing a preference for loyalty over honesty. When endorsement of fairness versus loyalty is experimentally manipulated, individuals' willingness to report unethical behavior increases and decisions regarding reporting or not reporting unethical behavior are recalled as being related to fairness or loyalty, respectively (Waytz et al., 2013). Finally, though limited to differences across partisan groups within the US, Armaly (2020) studied evaluations of Supreme Court decisions and showed that individuals do not censure the court for unfairness if their group benefits from this unfairness. Taken together, these provide sufficient justification to posit the following hypothesis⁴:

Hypothesis 4: When faced with a trade-off between loyalty and fairness, managers' level of loyalty (in MFT terms) will positively influence trust outcomes for Turks more than it does for Americans such that:

H4-A) trust outcomes of managers high in loyalty but low in fairness will be higher in Turkey than the US,

H4-B) trust outcomes of managers high in fairness but low in loyalty will be lower in Turkey than the US,

H4-C) In each country, individual-level variables will moderate the effect of manager morality on trust outcomes such that trust outcomes of high loyalty low fairness managers will be higher for participants high in interdependent selfhood than those who construe themselves as more independent.

⁴ The current set of studies were preregistered on OSF and include additional hypotheses to those presented here. The preregistration details including the original hypotheses are presented in Appendix III.

With respect to the effect of authority, the main argument for differential preferences for fairness versus authority in Turkey and the US was previously argued in the first chapter of this thesis. This argument is fundamentally driven by the effects of power distance, which should be equally relevant at the individual level. Regarding fairness versus authority preferences at the individual level, albeit scant, there is evidence to suggest that individuals' partisan loyalties influence their reactions to social events. For example, Monroe et al. (2021) showed that individuals who valued respect for authority over fairness perceived social justice protestors as having bad moral character. Bayrak and Alper (2021) analyzed the content of tweets posted during the 2008 elections in Turkey and found that supporters of the conservative government were more likely to endorse, inter alia, authority foundation of morality. Moreover, the content of this group's tweets also had a higher moral emphasis. Given the foregoing, the following hypotheses are posited:

Hypothesis 5: When faced with a trade-off between authority and fairness, managers' level of authority (in MFT terms) will positively influence trust outcomes for Turks more than it does for Americans such that:

H5-A) trust outcomes of managers high in authority but low in fairness will be higher in Turkey than the US,

H5-B) trust outcomes of managers high in fairness but low in authority will be lower in Turkey than the US,

H5-C) In each country, individual-level variables will moderate the effect of manager morality on trust outcomes such that high authority – low fairness managers will be evaluated lower in trust outcomes by individuals with lower (vs higher) power distance / traditionality whereas low authority – high fairness managers will be evaluated higher in trust outcomes by individuals with lower (vs higher) power distance / traditionality,

H5-D) the difference in trust outcomes between high authority – low fairness managers and low authority – high fairness managers will smaller in Turkey than the US.

The hypotheses were tested with two studies, employing a mixed design with omitted cells. Manager profiles were modeled as the within-subject factor while country was the between-subjects factor. Since the main concern being investigated is the differential influence of fairness and loyalty / authority on trust outcomes, only profiles where these differed were included. Thus, managers high or low in both fairness and loyalty / authority were not included in the study materials. Further information is provided in the materials section below.

7.1 Method (5-A)

7.1.1 Sample

In the US, participants were recruited through Prolific and paid 1.40 GBP for their participation. The study was made available to US citizens living in the U.S., whose first language was English, and who had an approval rate of 95% or higher. In Turkey, participants were recruited in two ways. First, the services of a local research company were used. These participants were offered a 30 TL gift certificate for a national supermarket chain. Second, an anonymous survey link was distributed through the participant's own network. No payment or other monetary rewards were offered to these participants. Any responses that failed to correctly respond to four comprehension questions regarding the study scenario, or any of the attention questions were discarded. Two additional screening criteria were used for the US sample. First, participants were asked to state where they grew up. Anyone who provided a non-US location was eliminated. Second, using the automatically logged Prolific ID numbers, second and third attempts from the same ID were discarded.

Key demographic information on gender, work experience, age, and managerial experience for the final sample ($N_{US} = 145$, $N_{TR} = 125$) is summarized in Table 7.1. Ethnicity information was only collected in the US; 119 (82.1%) self-identified as white, 11 (7.6%) as black or African American, 8 (5.5%) as Asian, 4 (2.8%) as Hispanic or Latinx, and 3 (2.1%) as other.

Table 7.1 Summary Demographic Information for Study Samples

	TR	US
Age	37.3 (<i>SD</i> = 9.6)	35.8 (<i>SD</i> = 10.3)
Work Experience	12.6 (<i>SD</i> = 8.7)	12.0 (<i>SD</i> = 9.9)
Managerial Experience	71 (56.8 %)	106 (71.6%)
Gender		
Female ^a	51 (40.8%)	84 (57.9%)
Male	74 (59.2)	61 (42.1%)
Education		
High school	12 (9.6%)	24 (16.6%)
University deg.	94 (75.2%)	61 (42.1%)
Graduate deg.	17 (13.6%)	58 (40%)
<i>N</i>	125	145

Note. High school includes those with some college experience. University degree includes those with 2- and 4-year degrees. Graduate degree includes masters, professional, and doctorate degrees.

^a Includes one participant who indicated their gender as other / non-binary.

7.1.2 Procedure

The procedure was generally similar to the Study 4. For brevity, only changes are reported here. First, the title of the participants' role was revised as a human resources and strategic planning manager (instead of specialist) to augment the sense of responsibility participants may feel in making their assessments. Second, the scenario clearly indicated that the final selection decision would belong to the facility manager and that once the new facility became operational, they (the participant) would directly report to the selected mid-level manager(s). Thus, the future relationship of the participant to the profiled manager was explicitly defined, facilitating the evaluation of the profiles as trustor's manager rather than unrelated others. Third, after reading the introduction, participants were shown a final reminder summarizing the information in the introduction and started the study directly, without responding to comprehension questions. These changes were made to enhance the study immersion.

In the main section, each participant viewed and evaluated three separate manager profiles, starting with a dummy profile. Each manager profile was presented twice, first succeeded by the outcome measures, then succeeded by the manipulation check block. Each profile contained information on the manager's loyalty and fairness attributes. The order of presentation was randomized between participants. After completing the main

section, participants responded to four comprehension questions regarding their role in the scenario, who they evaluated, the pre-selection criteria for the manager candidates, and whether the participant would report directly to the selected managers after the facility became operational. In the final section, participants provided demographic information and completed cultural value scales.

7.1.3 Materials

The study employed a within-subjects design such that all participants saw the same three profiles including one dummy profile and two treatment profiles. The profile presentations were identical to Study 4 except the manipulations. In this study, the dummy profile was presented as a medium fairness, medium loyalty manager. The experimental profiles crossed high and low levels of the manipulated dimensions such that participants saw one high loyalty - low fairness manager and one low loyalty - high fairness manager. The manipulations were presented using ratings graphics only. Turkish version of the high loyalty – low fairness manager profile is presented in Figure 7-1 and English version of the low loyalty – high fairness manager profile is presented in Figure 7-2. For both moral dimensions, the mean of low ratings was adjusted to 2.4 out of 10. The decrease was based on the results of pilot tests and was undertaken to ensure that the manipulated dimension was perceived as sufficiently low.

The open-ended remarks were excluded in this study. One purpose for this change was to ensure that the profiles remained relatively easy and quick to read. With two treatment effects, including both the ratings information and the open-ended remarks may have made the profile lengths untenably long and verbose. More importantly, while the open-ended remarks were useful in ‘fleshing out’ the manager profiles, they yielded an unexpected complication when loyalty and fairness treatments were combined. When fairness and loyalty / authority remarks were combined at differing levels, the holistic consistency of the manager profiles suffered. For example, low loyalty – high fairness managers’ open-ended remarks included not showing favoritism or giving everyone equal opportunities as well as not looking out for team interests, or not being committed to the team. At this level of exemplifying detail (e.g., giving equal opportunities but not looking out for team interests), the manager profiles might have appeared incoherent. By

refraining from using specific behaviors, loyalty and fairness were manipulated conceptually.

Figure 7.1 Rating presentation for the high loyalty – low fairness profile (TR)

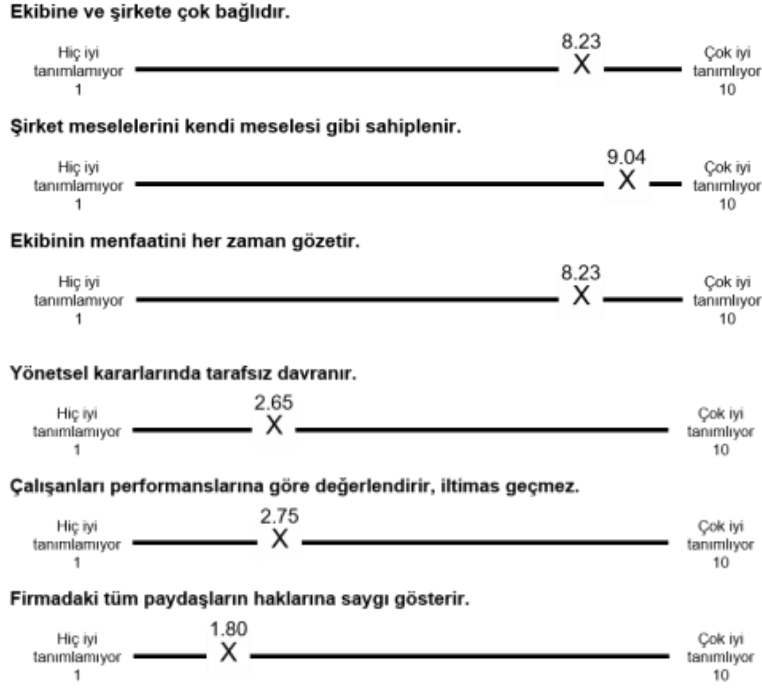
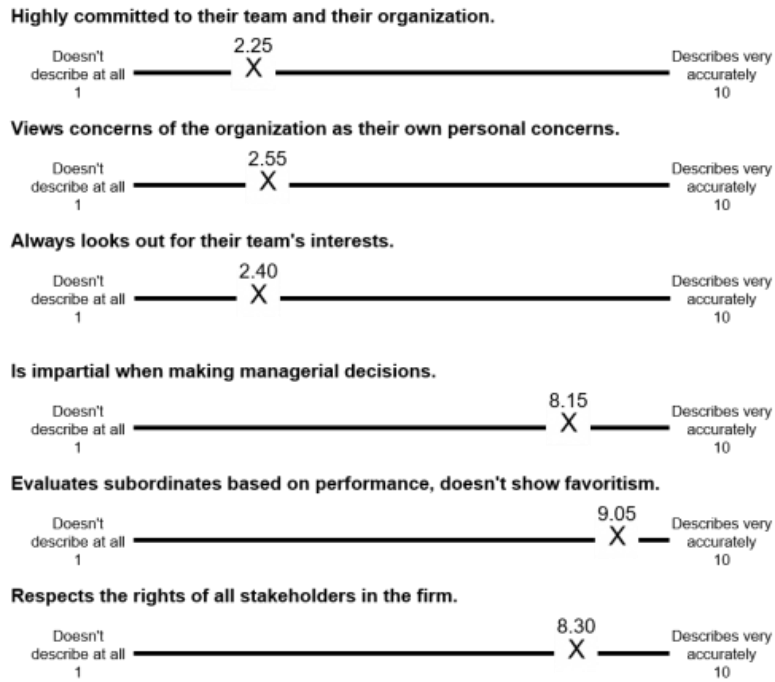


Figure 7.2 Rating presentation for the high loyalty – low fairness profile (US)



7.1.4 Measures

7.1.4.1 Outcome measures

Trustworthiness, reliance, and disclosure intentions were measured in the same manner as Study 4. Participants were asked to indicate whether they would recommend the candidate and how likely they thought the candidate would be preferred as a manager in a typical workplace. These questions always followed the main trust outcome measures. Spearman-Brown coefficients for trust intentions measures indicated very good reliability for both profiles (Table 7.2).

Table 7.2 Reliability Coefficients for Trust Intention Scales

	US		TR	
	Disclosure	Reliance	Disclosure	Reliance
High Loyalty – Low Fairness	0.911	0.833	0.857	0.823
Low Loyalty – High Fairness	0.893	0.827	0.819	0.808

Note. Spearman-Brown coefficients are reported.

7.1.4.2 Manipulation check measures

In addition to outcome measures, participants rated each manager with respect to how well nine characteristics described the person. The characteristics were presented in random order and included i) loyalty to team, ii) commitment to team, iii) being just, iv) being fair, v) being moral, vi) competence, vii) warmth, viii) typical ix) trustworthiness. A single-item trustworthiness measure was included in this section to assess the reliability of the outcome measure in the previous block. The two trustworthiness items were significantly and highly correlated ($\rho = .622$) across the two experimental profiles. As with Study 4, an 8-point Likert response scale was employed for the manipulation check items ranging from 1 (not at all) to 7 (extremely) with a final option for “Can’t say,” which were treated as missing values in the analyses. Mean ratings and Spearman-Brown coefficients for each profile are presented in Table 7.3.

Table 7.3 Means, SDs, Reliability Coefficients of Profiles for Loyalty, Fairness

	US						TR					
	Loyalty			Fairness			Loyalty			Fairness		
	<i>M</i>	<i>SD</i>	ρ	<i>M</i>	<i>SD</i>	ρ	<i>M</i>	<i>SD</i>	ρ	<i>M</i>	<i>SD</i>	ρ
High L –												
Low F	5.87	1.26	.88	3.30	1.63	.88	5.78	.98	.81	4.24	1.68	.93
Low L –												
High F	3.00	1.70	.87	5.32	1.39	.83	4.33	1.76	.89	5.34	1.15	.86

Note. Spearman-Brown coefficients are reported for reliability.

7.1.4.3 Cultural values and individual difference measures

Participants responded to several cultural values and individual difference scales, including power distance (Dorfman & Howell, 1988), traditionality (Farh et al., 1997), and two dimensions from the selfhood scale (Vignoles et al., 2016). Scale reliabilities are reported in Table 7.4 below. All scales demonstrated good reliability. Intercorrelations among the cultural variables are presented in Table 7.5 for the US sample, and Table 7.6 for the Turkish sample.

Table 7.4 Reliability Coefficients for Cultural Value Measures

Scale	# of Items	TR	US
Power Distance	6	.835	.810
Self-Expression	3	.771	.813
Self-interest	3	.715	.857
PTT	3	.802	.919
Traditionality	5	.856	.884

Note. Cronbach's alpha coefficient is reported.

Table 7.5 Means, SDs, Intercorrelations for Cultural Value Measures (US)

Scale	Mean	SD	I	II	III	IV
I. Power Distance	3.03	1.12	-			
II. Self-Expression	4.17	1.34	.174*	--		
III. Self-Interest	3.92	1.41	.249**	.574**	--	
IV. PTT	4.54	1.26	.115	.104	.039	--
V. Traditionality	3.49	1.50	.692**	.116	.101	.199*

** $p < .01$. * $p < .05$. Two-tailed tests.

Table 7.6 Means, SDs, Intercorrelations for Cultural Value Measures (TR)

Scale	Mean	SD	I	II	III	IV
I. Power Distance	2.85	1.12	-			
II. Self-Expression	4.48	1.15	-.085	--		
III. Self-Interest	3.66	1.11	.230**	.327**	--	
IV. PTT	3.56	1.27	.104	.119	.332**	--
V. Traditionality	3.39	1.41	.722**	-.163	.234**	.358**

** $p < .01$. * $p < .05$. Two-tailed tests.

In addition, five items intended to assess the level of formalization in the organization presented in the scenario were included in the study (revised from Study 4). A sample item includes “There are specific written rules for organizational processes”. The scale exhibited good reliability in Turkey ($\alpha = .918$) and the US ($\alpha = .838$). The mean country scores indicated that Americans, $M = 5.44$, $SD = .81$ construed the scenario context as significantly more formal than Turks, $M = 4.80$, $SD = 1.17$, $t(268) = 5.312$, $p < .001$.

7.2 Analyses and Results (5-A)

7.2.1 Pre-Test Manipulation Check Tests

Several pre-tests were conducted in Turkey and the US to assess the levels of loyalty and fairness manipulations.

7.2.1.1 Loyalty

In the US, participants were recruited through Prolific and paid 0.85 GBP ($n = 75$). As always, all participants saw a dummy profile (medium level) first, followed by one low and one high profile in random order. Overall, two high and three low profiles were tested to choose the final manipulation. T-tests did not reveal significant mean differences in loyalty ratings within condition (High: $t(36) = -.8470$, $p = .403$), Low: $t(30) = -.103$, p

= .919)). In Turkey, participants were recruited via a research company, and rated one high and one low profile ($n = 25$) in random order.

Condition effects were only tested for high and low profiles rated by both samples. A one-way ANOVA was conducted for the US sample ($n = 35$) since high and low profiles were rated by different samples. The results revealed a significant condition effect ($F(1,33) = 31.678, p < .001$). In Turkey, participants rated both profiles. Therefore, the condition effect was tested as a between-subjects factor. Once again, there was a significant difference between high and low profiles ($F = (1, 24) = 138.205, p < .001$). Mean loyalty ratings of the corresponding profiles in Turkey and the US were not significantly different (High: $t(39) = -0.895, p = .376$, Low: $t(42) = 0.463, p = .646$). Profile details and means are reported in Table 7.7.

Table 7.7 Means, SDs for Profile Loyalty

Profile	Ratings	US			TR		
		<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>
High Loyalty	8.23 – 9.04 – 8.23	5.96	1.21	16	6.27	1.02	25
Low Loyalty	2.25 – 2.55 – 2.40	2.93	1.84	19	2.73	1.17	25

Note. Rating items are 1) Highly committed to their team and their organization, 2) Views concerns of the organization as their own personal concerns, and 3) Always looks out for their team's interests.

7.2.1.2 Fairness

Participants were recruited through Prolific in the US ($n = 18$) and the research company in Turkey ($n = 17$). In each case, participants viewed a dummy medium profile, followed by one high and one low profile in random order. Profile details and mean ratings are reported in Table 7.8. Condition and country effects were tested with a repeated measures ANOVA, with the profiles modeled as the within-subjects factor and country modeled as the between-subjects factor. There was a significant condition effect ($F(1,30) = 365.94, p < .001$) but the interaction of country and condition was not significant ($F(1, 30) = 4.017, p = .054$). The between-subjects country factor was also significant ($F(1,30) = 10.957, p = .002$). Marginal mean estimates suggest the difference was in the low condition wherein Turkish participants rated the low profile lower in fairness than American participants. The study hypotheses posit that the binding foundations will have a greater impact on

Turks than fairness. Lower fairness perceptions of profiled managers in Turkey should constitute a harder test. When loyalty levels are comparable, lower fairness in one country will render the aggregate morality of the profiled manager lower for that country compared to the other. Thus, the positive effect of loyalty is tested against a more difficult downside. Therefore, no changes were made to the fairness manipulation.

Table 7.8 Means, SDs for Profile Fairness

Profile	Ratings	<i>N</i>	US			TR		
			<i>M</i>	<i>SD</i>		<i>N</i>	<i>M</i>	<i>SD</i>
High Fairness	8.15 – 9.05 – 8.30	17	6.37	.45		15	6.22	.54
Low Fairness	2.65 – 2.75 – 1.80	17	2.84	1.08		15	1.87	.76

Note. Rating items are 1) Is impartial when making managerial decisions, 2) Evaluates subordinates based on performance, doesn't show favoritism, 3) Respect the rights of all stakeholders in the firm.

7.2.2 Cross-Country Analyses

Hypotheses 4-A and 4-B were tested using a repeated measures ANOVA on SPSS (version 27). Manager profile was modeled as the within-subject effect. Country and gender were the between-subject effects. As before, non-binary participants were included in the female group. PTT was entered as a control variable. Results are reported for the predictor variables. It should be noted that while inspection of the Q-Q plots for the standardized residuals suggested error terms were normally distributed, Shapiro-Wilk tests indicated the samples deviated from a normal distribution. Thus, the following results should be treated with caution.

When trustworthiness was the outcome variable, there was a significant within-subject effect for profile, $F(1, 265) = 14.145, p < .001, \eta^2 = .51$, such that high loyalty – low fairness managers ($M = 4.03, SE = .084$) were rated lower in trustworthiness than low loyalty – high fairness managers ($M = 4.57, SE = .08$). The interaction of profile and country was not significant, $F(1, 265) = .164, p = .686$, but country had a small but significant effect, $F(1, 265) = 9.487, p = .002, \eta^2 = .035$. When adjusted for multiple comparisons (Bonferroni), Turks' trustworthiness ($M = 4.51, SE = .09$) assessments were higher than Americans ($M = 4.12, SE = .08$) and the difference was significant ($SE = .126, p = .002$).

The results varied somewhat when reliance intentions were the predicted outcomes. Manager type continued to have a significant within-subject effect, $F(1, 265) = 8.341, p = .004, \eta^2 = .031$, but did not significantly interact with country, $F(1, 265) = 1.307, p = .254$. Reliance intentions toward high loyalty – low fairness managers ($M = 3.85, SE = .08$) were generally lower than low loyalty – high fairness managers ($M = 4.13, SE = .08$). Notably, there was a significant difference between countries, $F(1, 265) = 7.396, p = .007, \eta^2 = .027$, such that Americans ($M = 4.14, SE = .08$) indicated higher reliance intentions than Turks ($M = 3.80, SE = .09$) and the difference was statistically significant after adjusted for multiple comparisons using Bonferroni correction, $p = .007$, in direct contrast to the findings when trustworthiness was the dependent variable.

Similarly, manager profile continued to have a significant effect, $F(1, 265) = 6.530, p = .011, \eta^2 = .024$, on disclosure intentions with lower outcomes for high loyalty – low fairness managers ($M = 3.42, SE = .09$) compared to low loyalty – high fairness managers ($M = 3.63, SE = .09$) and the interaction of country and profile was not significant, $F(1, 265) = .012, p = .914$. Unlike the preceding, however, the results also did not vary between countries, $F(1, 265) = 2.526, p = .113$.

The foregoing indicates that managers' loyalty level did not have a differential effect on Turks. Thus, the hypotheses were not supported.

7.2.3 Country-Specific Tests

Within country tests were conducted using multi-level linear regression on Stata (version 17.1). Participant and manager profile were modeled as the level-2 random effects. In each case, manager profile and the relevant cultural value variable were entered into the model first with gender and PTT as covariates. In the next step, the interaction term was added. The high loyalty – low fairness manager profile was specified as the base-level comparison.

In the US, when self-expression and manager profile were entered into the regression without the interaction term, only profile had a significant effect on trustworthiness, $\beta = .38, SE = .15, z = 2.48, p = .013$. When the interaction term was also added to the regression, none of the variables of interest were significant. When disclosure intentions

were the dependent variable, neither self-expression nor manager profile significantly predicted the outcome. Similar to trustworthiness, including the interaction term yielded no significant coefficients. Finally, when reliance intentions were the outcome variable, self-expression values had a significant and positive effect, $\beta = .13$, $SE = .06$, $z = 2.03$, $p = .042$, but manager profile was not significant. Including the interaction term in the second step yielded nonsignificant coefficient estimates for the interaction term. In summary, irrespective of the dependent variable, the interaction of self-expression and manager profile was found to be nonsignificant.

For self-interest, a significant positive effect for profile was found for trustworthiness ($\beta = .38$, $SE = .15$, $z = 2.48$, $p = .013$) but there was no main effect for self-interest. When the interaction term was added, none of the coefficient estimates were significant. For disclosure intentions, manager profile did not have a significant main effect, but self-interest values significantly and positively predicted the outcome ($\beta = .13$, $SE = .07$, $z = 1.98$, $p = .014$). When the interaction term was added, its coefficient estimate was not significant. Finally, neither manager profile nor self-interest had significant coefficients when predicting reliance intentions without the interaction term. When it was included in the model, the results did not change, and the interaction was not significant. Overall, no significant interaction was found for self-interest and manager profile across outcome measures.

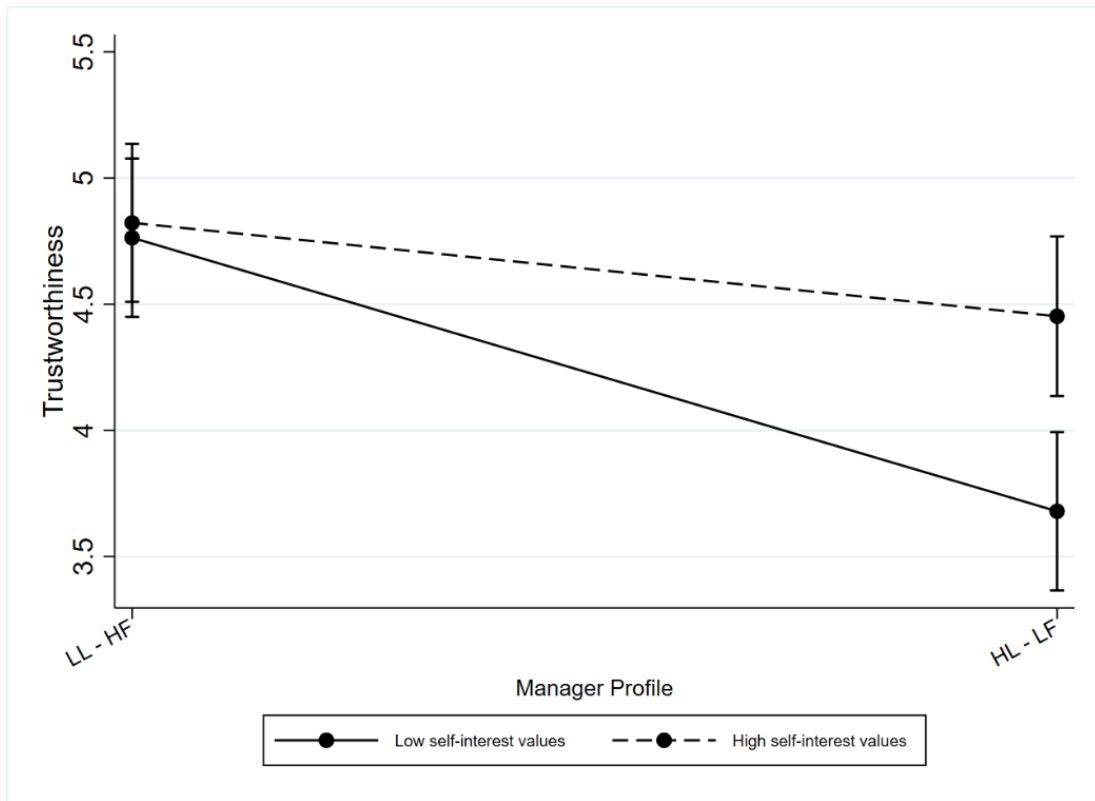
For traditionality, there were significant main effects for manager profile ($B = .38$, $SE = .15$, $z = 2.56$, $p = .011$) and the cultural value ($B = .26$, $SE = .05$, $z = 5.05$, $p < .001$) for trustworthiness. Traditionality (but not manager profile) also significantly predicted disclosure intentions ($B = .34$, $SE = .06$, $z = 5.49$, $p < .001$) and reliance intentions ($B = .23$, $SE = .05$, $z = 4.11$, $p < .001$). However, when the interaction of traditionality with manager profile was included in the mode, the coefficient was not significant for any of the outcome variables. Thus, Hypothesis 4-C is not supported for the US.

In Turkey, self-expression did not have a main effect on trustworthiness, but the coefficient estimate of manager profile was significant ($\beta = .73$, $SE = .16$, $z = 4.57$, $p < .001$). When the interaction was included in the regression model, the coefficient estimate for the interaction term approached significance ($\beta = .25$, $SE = .14$, $z = 1.77$, $p = .077$). For trust intentions both manager profile (Reliance: $\beta = .57$, $SE = .14$, $z = 3.93$, $p < .001$; Disclosure: $\beta = .35$, $SE = .14$, $z = 2.54$, $p = .011$) and self-expression values (Reliance: -

.14, $SE = .07$, $z = -2.12$, $p = .034$; Disclosure: $\beta = -.18$, $SE = .08$, $z = -2.27$, $p = .023$) had significant main effects. The results when the interaction term was added to the model indicated that the moderation was not significant for disclosure intentions or reliance intentions.

The direction of results was different for self-interest values. Only manager profile was significant for reliance ($\beta = .56$, $SE = .14$, $z = 3.91$, $p < .001$). When the interaction term was added, there was no evidence of moderation. For disclosure intentions, manager profile had a main effect ($\beta = .35$, $SE = .14$, $z = 2.52$, $p = .012$), but when the interaction term was added in the next step, none of the coefficients of interest were significant. Finally, for trustworthiness, entering self-interest and manager profile into the regression model yielded significant coefficient estimates for both variables (Self-interest: $\beta = .73$, $SE = .16$, $z = 4.58$, $p < .001$; Manager profile: $\beta = .19$, $SE = .08$, $z = 2.43$, $p = .015$). When the interaction term was added, the results indicated that there was a significant moderating effect of self-interest ($\beta = -.32$, $SE = .14$, $z = -2.26$, $p = .02$). Specifically, Turks with higher self-interest values assessed high loyalty – low fairness managers as more trustworthy (Figure 7.3). Overall, Hypothesis 4-C is not supported in the Turkish sample.

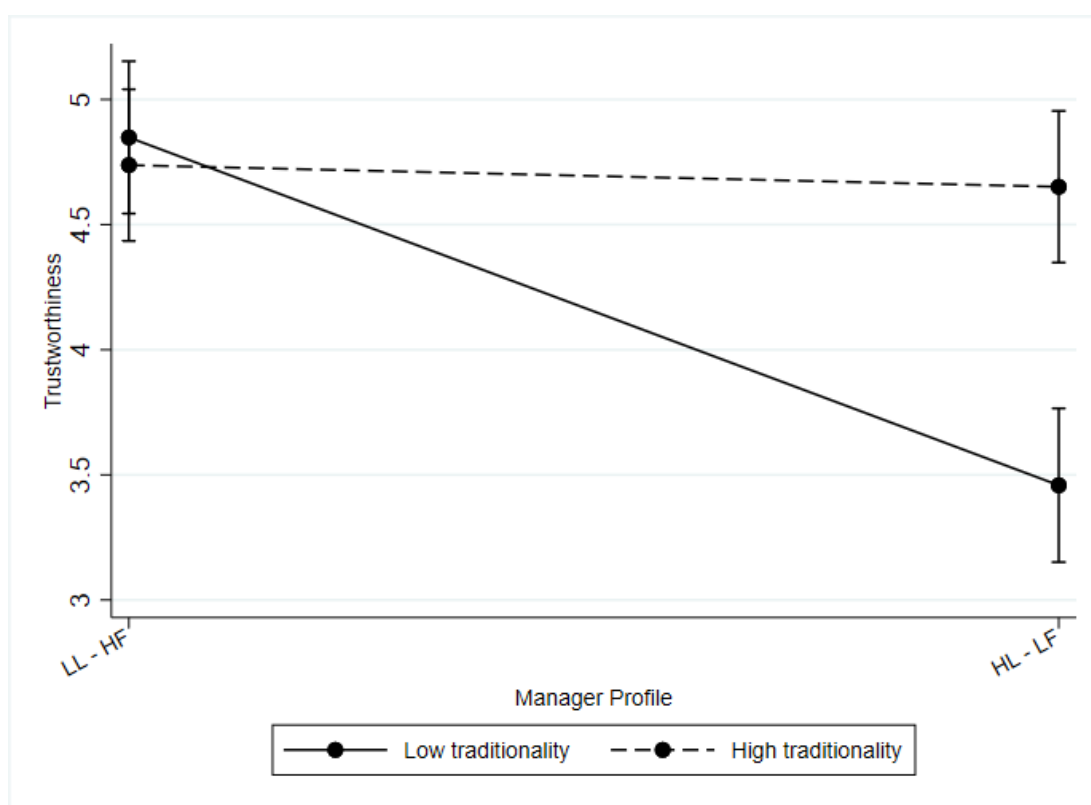
Figure 7.3 Effect of Self-interest - Profile Interaction on Trustworthiness in TR



Note. LL – HF indicates low loyalty – high authority managers; HL – LF indicates high loyalty – low authority managers. Low self-interest values evaluated at country mean – 1 SD; high self-interest values evaluated at country mean + 1 SD.

Finally, traditionality ($\beta = .19$, $SE = .06$, $z = 3.17$, $p = .002$), and manager profile ($\beta = .73$, $SE = .16$, $z = 4.65$, $p < .001$) had significant main effects on trustworthiness as well as on disclosure intentions (Traditionality: $\beta = .17$, $SE = .07$, $z = 2.61$, $p = .009$; Manager profile: $\beta = .35$, $SE = .14$, $z = 2.53$, $p = .011$) but only manager profile was significant for reliance intentions ($\beta = .56$, $SE = .14$, $z = 3.91$, $p < .001$). When the interaction term was added, profile ($\beta = 2.31$, $SE = .40$, $z = 5.77$, $p < .001$), traditionality ($\beta = .42$, $SE = .08$, $z = 5.31$, $p < .001$), and their interaction term ($\beta = -.46$, $SE = .11$, $z = -4.26$, $p < .001$) significantly predicted trustworthiness in Turkey (Figure 7-4). Traditionality values moderated the effect of manager profile such that mean trustworthiness of high loyalty – low fairness managers was below low loyalty – high fairness managers for individuals who were lower in traditionality whereas the reverse was the case for individuals who were higher in traditionality.

Figure 7.4 Effect of Traditionality - Profile Interaction on Trustworthiness in TR



Note. LL – HF indicates low loyalty – high authority managers; HL – LF indicates high loyalty – low authority managers. Low self-interest values evaluated at country mean – 1 SD; high self-interest values evaluated at country mean + 1 SD.

The results were similar for trust intentions. All three variables of interest were significant for reliance intentions (Manager profile: $\beta = 1.44$, $SE = .37$, $z = 3.90$, $p < .001$; Traditionality: $\beta = .15$, $SE = .08$, $z = 1.97$, $p = .05$; Interaction term: $\beta = -.26$, $SE = .10$, $z = -2.57$, $p = .01$) as well as disclosure intentions (Manager profile: $\beta = 1.10$, $SE = .36$, $z = 3.08$, $p < .001$; Traditionality: $\beta = .29$, $SE = .08$, $z = 3.44$, $p < .001$; Interaction term: $\beta = -.22$, $SE = .10$, $z = -2.27$, $p = .02$). For both types of intentions, the pattern of the interaction was similar to trustworthiness.

7.3 Discussion (5-A)

Overall, cross-country tests showed that trust outcomes of low loyalty – high fairness managers were generally higher, and this effect did not vary across the two countries.

Moreover, country simple effects did not yield a consistent pattern. Turks' trustworthiness ratings were higher than those of Americans, but the reverse was the case for reliance intentions, and the differences were not significant in terms of disclosure intentions.

The contrasting effects of self-interest and self-expression in Turkey are also noteworthy but not necessarily surprising. In the Turkish context self-expression values may be a more apt measurement of individualistic tendencies than self-interest, given that the latter may also be influenced by structural factors such as strength of institutions and rule of law (see above). Thus, Turks who value self-interest more may prefer high loyalty managers with the expectation that these managers will be beneficial to their own interests.

Finally, though not hypothesized, traditionality yielded significant moderating effects on trust outcomes in Turkey. Taken together with the findings in Studies 2 and 3 with respect to a trustworthiness factor, the results point to the need to further explore this cultural variable and its effects on trust.

7.4 Method (5-B)

7.4.1 Sample

Recruitment was undertaken in the same manner as Study 5-A except for Turkey where all participants were recruited with the help of two local research companies. One was the company employed in the preceding studies and undertook recruitment in the same manner. The second company distributed the anonymous study link to its database of participants. In the US, participants were paid 1.40 GBP for their participation. In Turkey, each person completed the survey received a 30 TL gift certificate for a national supermarket chain. Screening criteria were identical to Study 5-A.

Key demographic information on gender, work experience, age, and education for the final sample ($N_{US} = 125$, $N_{TR} = 114$) are summarized in Table 7.9. Ethnicity information was only collected in the US; 93 (74.4%) self-identified as white, 16 (12.8%) as black or

African American, 8 (6.4%) as Hispanic or Latinx, 6 (4.8%) as Asian, and 2 (1.6%) as other.

Table 7.9 Summary Demographic Data for the Samples

	TR	US
Age	34.8 (<i>SD</i> = 9.2)	36.1 (<i>SD</i> = 11.5)
Work Experience	12.3 (<i>SD</i> = 8.4)	13.1 (<i>SD</i> = 11.5)
Managerial Experience	73.7%	72.0%
Gender		Female: 60 (48.0%)
	Female: 62 (54.4%)	Male: 16 (48.0%)
	Male: 52 (45.6%)	Non-binary ^a : 3 (2.4%)
Education	High school: 3 (2.7%)	High school ^b : 25 (20.2%)
	Undergrad. ^c : 98 (87.5%)	Undergrad. ^c : 68 (54.8%)
	Graduate deg.: 11 (9.8%)	Graduate deg.: 31 (25.0%)
Total	114	125

^a Non-binary respondents are included with the female group in analyses where gender is entered as a covariate. ^b Includes participants with some college education. ^c Includes participants with 2- and 4- year degrees.

7.4.2 Procedure

The procedure was identical to Study 5-A.

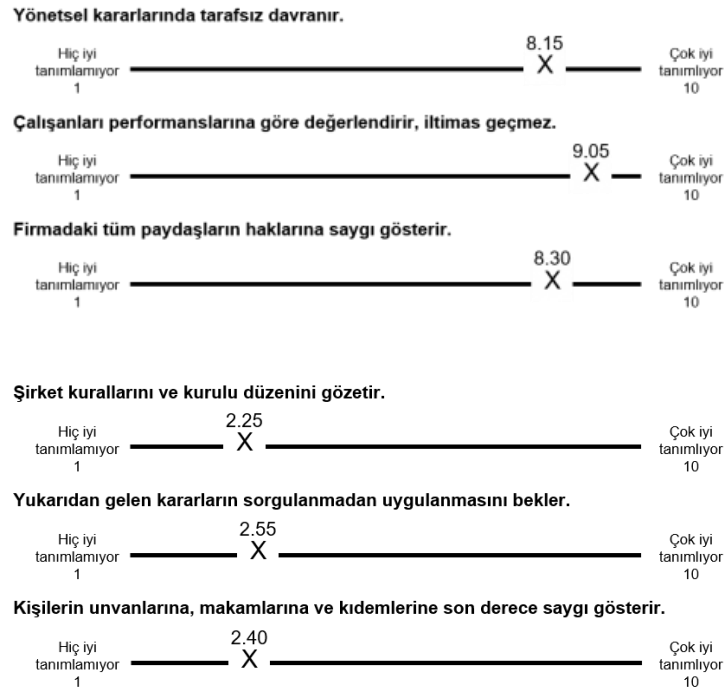
7.4.3 Materials

All materials were identical to Study 5-A except the authority/subversion information for each manager. Figure 7-5 presents the English version of the high authority – low fairness profile and Figure 7-6 presents the Turkish version of the low authority – high fairness profile.

Figure 7.5 Rating Presentation for the High Authority - Low Fairness Profile (US)



Figure 7.6 Rating Presentation for the Low Authority - High Fairness Profile (TR)



7.4.4 Measures

7.4.4.1 Outcome measures

Trustworthiness, reliance, and disclosure intentions were measured in the same manner as Study 5-A. Spearman-Brown coefficients for trust intentions measures indicated very good reliability for both profiles (Table 7.10).

Table 7.10 Reliability Coefficients of Trust Intention Measures

Profile	US		TR	
	Disclosure	Reliance	Disclosure	Reliance
High authority – Low fairness	.937	.908	.907	.934
Low authority – High fairness	.932	.929	.867	.908

Note. Spearman-Brown coefficients are reported.

7.4.4.2 Manipulation check measures

In addition to outcome measures, participants rated each manager with respect to how well 10 characteristics described the person. The characteristics were presented in random order and included i) being just, ii) being fair, iii) being moral, iv) competence, v) warmth, vi) typical/common vii) trustworthiness, viii) values respect for authority, ix) respect for the established order, x) prizes obedience. A single-item trustworthiness measure was included in this section to assess the reliability of the outcome measure in the previous block. The two trustworthiness items were significantly and highly correlated ($p = .686$) across the two experimental profiles. In line with the previous studies, an 8-point Likert response scale was employed for the manipulation check items ranging from 1 (not at all) to 7 (extremely) with a final option for “Can’t say,” which were treated as missing values in the analyses. Mean ratings are presented in Table 7.11. Scale reliabilities are presented in Table 7.12.

Table 7.11 Means, SDs of Authority, Fairness for Manager Profiles

Profile	US				TR			
	Authority		Fairness		Authority		Fairness	
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>
High authority – Low fairness	5.77	1.19	3.32	1.61	5.66	1.21	3.55	1.72
Low authority – High fairness	3.10	1.36	5.44	1.19	4.31	1.87	5.43	1.13

Table 7.12 Reliability Coefficients of Fairness, Authority Items

Profile	US			TR	
	Morality Dimension	# of Items	Reliability Coefficient	# of Items	Reliability Coefficient
High authority – Low fairness	Fairness	2	.864	2	.919
Low authority – High fairness	Authority	3	.788	3	.816
High authority – Low fairness	Fairness	2	.809	2	.738
Low authority – High fairness	Authority	3	.902	3	.942

Note: Cronbach's alpha coefficients are reported for authority and Spearman-Brown coefficients are reported for fairness.

7.4.4.3 Cultural values and individual difference measures

Participants responded to the same cultural values and individual difference scales as Study 5-A. Cronbach's alphas are reported in Table 7.13 below. All scales demonstrated adequate to good reliability. Intercorrelations among the cultural variables are presented in Table 7.14 for the US sample, and Table 7.15 for the Turkish sample.

Table 7.13 Reliability Coefficients of Cultural Difference Measures

	# of Items	TR	US
Power Distance	6	.859	.750
Self-Expression	3	.764	.813
Self-interest	3	.643	.797
PTT	3	.848	.944
Traditionality	5	.824	.858

Note. Cronbach's alpha coefficients are reported.

Table 7.14 Means, SDs, Intercorrelations of Cultural Value Measures (US)

	Mean	SD	I	II	III	IV
I. Power Distance	3.08	1.05	--			
II. Self-Expression	4.46	1.35	.057	--		
III. Self-Interest	3.99	1.41	.218*	.482**	--	
IV. PTT	4.33	1.34	.038	-.117	-.136	--
V. Traditionality	3.50	1.39	.588**	.109	.065	.145

** $p < .01$. * $p < .05$. Two-tailed tests.

Table 7.15 Means, SDs, Intercorrelations of Cultural Value Measures (TR)

	Mean	SD	I	II	III	IV
I. Power Distance	3.75	1.54	--			
II. Self-Expression	5.09	1.37	-.305**	--		
III. Self-Interest	3.94	1.35	.198*	.281**	--	
IV. PTT	3.65	1.35	.079	.076	.147	--
V. Traditionality	4.02	1.51	.635**	-.330**	.251**	.312**

** $p < .01$. * $p < .05$. Two-tailed tests.

The formalization scale was included in Study 5-B as well. Though the scale exhibited good reliability ($\alpha_{TR} = .865$, $\alpha_{US} = .815$), the mean differences diverged from Study 5-A. Turks indicated a higher level of formalization ($M = 5.66$, $SD = 1.15$) than Americans ($M = 5.50$, $SD = .88$) in terms of the scenario context but the difference was not significant ($t(237) = -1.202$, $p = .231$).

7.5 Analyses and Results (5-B)

7.5.1 Pre-Test Manipulation Check Tests

Several pre-tests were conducted in Turkey and the US to assess the levels of authority manipulations. The tests with respect to fairness are reported in the scope of Study 5-A.

In the US, participants were recruited through Prolific and paid 0.75 GBP ($n = 18$). In Turkey, participants were recruited via a research company, and rated one high and one

low profile ($n = 23$) in random order. As always, all participants saw a dummy profile (medium level) first. This was followed by one high and two low profiles presented in random order. Each profile was rated with respect to respect for, *inter alia*, valuing respect for authority, prizing obedience, and respect for order.

Paired t-tests did not reveal significant differences in the composite authority ratings for the low profiles (TR: $t(22) = -0.764$, $p = .453$; US: $t(16) = -0.085$, $p = .933$). Thus, condition effects were tested by pooling the low profiles. A two-way repeated measures ANOVA with profile and country entered as the factors and profile specified as the repeated measure was conducted. As expected, there was a significant effect of profile ($F(1,39) = 114.06$, $p < .001$) on composite authority ratings such that the high authority profile was higher in authority than the low profile. There was no effect for country or the interaction of country and manager profile.

Table 7.16 Mean Authority Ratings for Pre-Test Profiles

Profile	Ratings	US			TR		
		<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>
High Authority	8.23 – 9.04 – 8.23	18	6.41	.75	23	5.96	.96
Low Authority 1	2.65 – 2.75 – 1.80	18	2.77	1.61	23	3.16	1.46
Low Authority 2	2.25 – 2.55 – 2.40	17	2.58	1.28	23	3.32	1.60

Note. Rating items are: 1) Respects the rules and order of the organization, 2) Expects decisions by superiors to be carried out without question, 3) Shows due respect to people's titles, ranks, and seniority.

7.5.2 Cross-Country Differences

The cross-cultural hypotheses posited at the outset of this thesis were tested using repeated measures ANOVA on SPSS (version 27). When trustworthiness was the outcome variable, there was a significant within-subjects effect for manager profile. $F(1, 234) = 16.417$, $p < .001$, $\eta^2 = .066$; low authority – high fairness managers ($M = 4.83$, $SE = .09$) were rated higher in trustworthiness than high authority – low fairness managers ($M = 3.72$, $SE = .10$). Moreover, country had a significant effect, $F(1, 234) = 7.298$, $p = .007$, $\eta^2 = .030$, with Turks ($M = 4.47$, $SE = .10$) indicating a significantly higher trustworthiness than Americans ($M = 4.08$, $SE = .10$) after adjusting for multiple comparisons using Bonferroni correction ($\Delta = .385$, $SE = .143$, $p = .007$). There was no indication of a significant interaction of manager profile and country, $F(1, 234) = 3.406$,

$p = .120$, $\eta^2 = .014$. The country effect was not significant for trust intentions however and only manager profile significantly differed in terms of reliance intentions, $F(1, 235) = 10.968$, $p = .001$, $\eta^2 = .045$, and disclosure intentions, $F(1, 235) = 12.090$, $p = .001$, $\eta^2 = .049$. In both cases, low authority – high fairness profiles had higher trust outcomes. Thus, there was no evidence for an interaction and H5-A and H5-B were not supported.

To test H5-D, paired t-tests were performed for each outcome measure and the effect size between the profiles was calculated using Cohen's d (Table 7.17). The results indicated that high authority – low fairness profiles had lower outcomes in both countries, but that the difference to low authority – high fairness profiles was smaller in Turkey. Thus, hypothesis H5-D is supported.

Table 7.17 Effect Size Estimates for Paired t-tests

	US	TR
Trustworthiness	-.644	-.446
Reliance Intentions	-.664	-.555
Disclosure Intention	-.689	-.532

Note. Reported Cohen's d estimates are calculated using sample standard deviation of the mean difference.

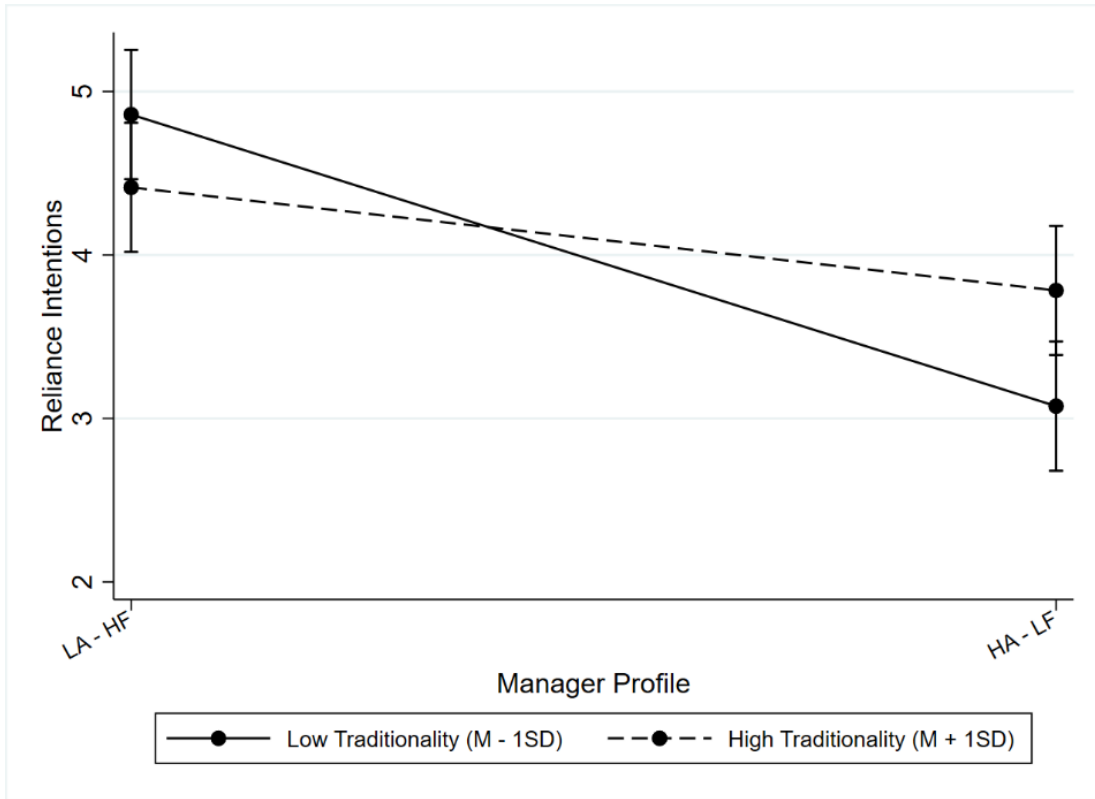
7.5.3 Country Specific Tests

The country-specific hypotheses were tested using multi-level linear regression with Stata (version 17.1), with participant and profile as crossed-level random effects. High authority – low fairness manager profile was the baseline. In the first step, manager profile was entered together with the cultural value variable with gender and PTT as covariates. In Turkey, both manager profile ($\beta = .93$, $SE = .19$, $z = 4.81$, $p < .001$) and power distance ($\beta = .16$, $SE = .07$, $z = 2.27$, $p = .023$) were significant in predicting trustworthiness. However, only manager profile had a significant effect on reliance intentions ($\beta = 1.21$, $SE = .20$, $z = 6.01$, $p < .001$) and disclosure intentions ($\beta = 1.14$, $SE = .20$, $z = 5.70$, $p < .001$). When the interaction term was added, it was significant and negative for reliance intentions ($\beta = -.32$, $SE = .13$, $z = -2.49$, $p = .013$) and for disclosure intentions ($\beta = -.26$, $SE = .13$, $z = -2.01$, $p = .044$). Though the effect was in the same direction for trustworthiness, it was not significant ($\beta = -.22$, $SE = .13$, $z = -1.76$, $p = .078$). Specifically, compared to Turks with low power distance values, higher trust intentions

were expressed toward high authority – low fairness managers by those with high power distance values. In contrast, high power distance Turks' trust intentions were lower than low power distance Turks when the manager was low authority – high fairness.

The effect of traditionality was generally similar. Manager profile had a main effect on trustworthiness ($\beta = .94$, $SE = .19$, $z = 4.82$, $p < .001$), reliance intentions ($\beta = 1.21$, $SE = .20$, $z = 6.01$, $p < .001$), and disclosure intentions ($\beta = 1.14$, $SE = .20$, $z = 5.70$, $p < .001$). However, traditionality did not have a significant main effect. Adding the interaction of traditionality and profile yielded negative and significant coefficients for all outcome measures (Trustworthiness: $\beta = -.29$, $SE = .13$, $z = -2.28$, $p = .023$; Disclosure intentions: $\beta = -.30$, $SE = .13$, $z = -2.32$, $p = .020$; Reliance intentions: $\beta = -.38$, $SE = .13$, $z = -2.94$, $p = .003$). The interaction of traditionality and manager profile for reliance intentions is presented in Figure 7.8. These results indicate that the trust outcomes for high authority – low fairness managers were higher for Turks who valued traditionality compared to those with low traditionality values. In contrast, low-traditionality Turks rated low authority – high fairness managers higher in trust outcomes compared to Turks who were high in traditionality.

Figure 7.7 Effect of Traditionality - Profile Interaction on Reliance Intentions (TR)

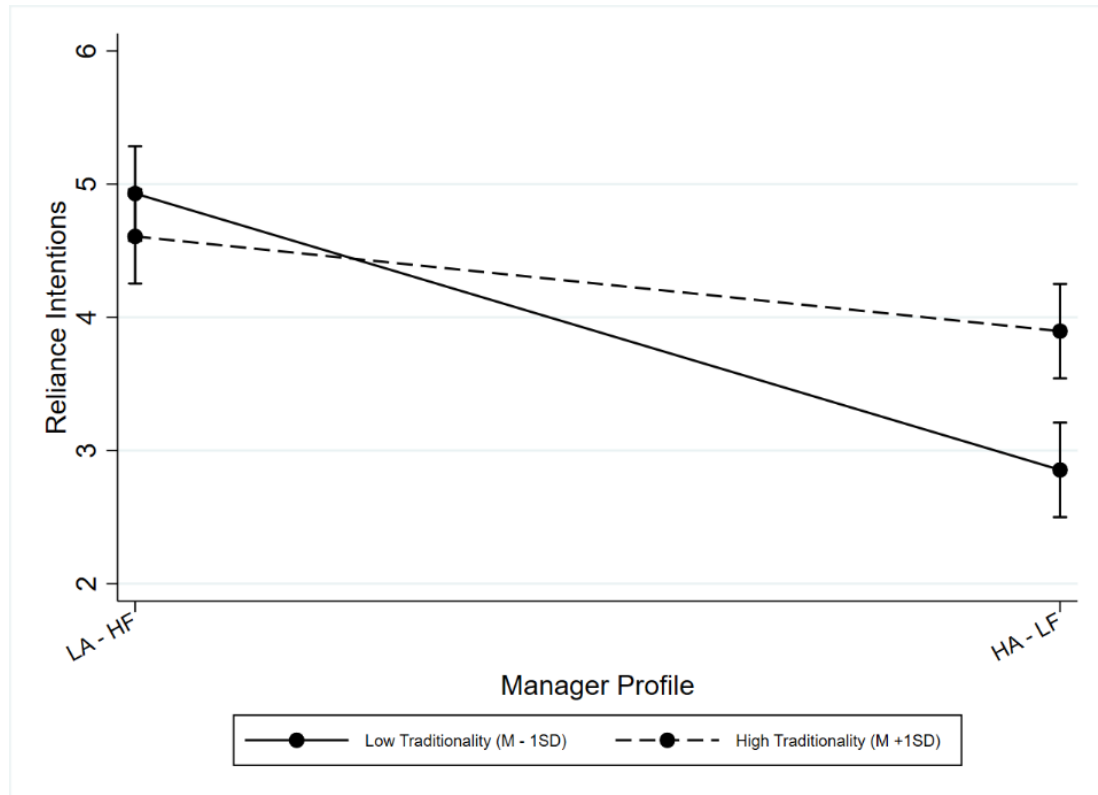


Note. LA – HF indicates low authority – high fairness manager; HA – LF indicates high authority – low fairness manager. Low traditionality evaluated at country mean – 1 SD; high traditionality evaluated at country mean + 1 SD.

In the US, when power distance and manager profile were included in the model in the first step, both power distance (Trustworthiness: $\beta = .17$, $SE = .18$, $z = 2.6$, $p = .04$; Disclosure: $\beta = .20$, $SE = .09$, $z = 2.31$, $p = .021$; Reliance: $\beta = .23$, $SE = .09$, $z = 2.57$, $p = .010$) and manager profile (Trustworthiness: $\beta = 1.33$, $SE = .18$, $z = 7.52$, $p < .001$; Disclosure: $\beta = 1.46$, $SE = .19$, $z = 7.91$, $p < .001$; Reliance: $\beta = 1.39$, $SE = .18$, $z = 7.61$, $p < .001$) had significant main effects for all outcome variables. Moreover, adding the interaction, the coefficient estimate of the term was negative and significant for reliance ($\beta = -.41$, $SE = .17$, $z = -2.38$, $p = .017$) and disclosure ($\beta = -.43$, $SE = .17$, $z = -2.47$, $p = .014$). Though the effect was in the same direction, the estimate was not significant when predicting trustworthiness ($\beta = -.31$, $SE = .17$, $z = -1.86$, $p = .064$). The results indicate that Americans low in power distance evaluate high authority – low fairness managers lower in trust outcomes than Americans high in power distance. However, the reverse is the case such that high power distance Americans indicate lower trust outcomes for low authority – high fairness managers.

Finally, for traditionality, main effects were found for manager profile with respect to trustworthiness ($\beta = 1.33$, $SE = .18$, $z = 7.49$, $p < .001$), reliance intentions ($\beta = 1.39$, $SE = .18$, $z = 7.56$, $p < .001$), and disclosure intentions ($\beta = 1.46$, $SE = .19$, $z = 7.91$, $p < .001$) when the interaction term was not included. In addition, traditionality had a significant main effect for disclosure intentions ($\beta = .15$, $SE = .07$, $z = 2.20$, $p = .028$). Moreover, the interaction of profile and traditionality was significant (Trustworthiness: $\beta = -.36$, $SE = .13$, $z = -2.88$, $p = .004$; Reliance intentions: $\beta = -.49$, $SE = .13$, $z = -3.85$, $p < .001$; Disclosure intentions: $\beta = -.50$, $SE = .13$, $z = -3.91$, $p < .001$). The interaction of traditionality and manager profile is presented in Figure 7.8. Specifically, Americans high in traditionality rated high authority – low fairness managers higher in trust outcomes compared to Americans low in traditionality but the reverse was the case for low authority – high fairness managers. In that case, high traditionality Americans rated low authority – high fairness managers lower in trustworthiness than high traditionality Americans. These results provide good evidence for the hypothesized moderating effect of power distance and traditionality on trust outcomes of managers in both countries.

Figure 7.8 Effect of Traditionality - Profile Interaction on Reliance Intentions (US)



Note. LA – HF indicates low authority – high fairness manager; HA – LF indicates high authority – low fairness manager. Low traditionality evaluated at country mean – 1 SD; high traditionality evaluated at country mean + 1 SD.

7.6 Discussion (5-B)

Overall, these results suggest that individuals who express higher levels of traditionality or power distance tend to evaluate high authority – low fairness managers more favorably in terms of trust compared to those who express low levels of traditionality or power distance. In contrast, low traditionality or low power distance individuals express higher trust outcomes toward low authority – high fairness managers compared to high traditionality or power distance individuals. This effect is consistent across the US and Turkey. In terms of the hypothesized effects, within-country analyses support the predictions. Moreover, trust outcomes of managers high in fairness but low in authority were indeed greater in the US. However, the same was also true in Turkey, where participants generally indicated higher trustworthiness assessments of and trust intentions toward low authority – high fairness managers.

7.7 Study 5 General Discussion

An important finding of both studies is the moderating influence of traditionality on trust outcomes of managers who differ in terms of fairness and loyalty/authority. Across both studies, traditionality values positively influenced the trust outcomes of managers who were portrayed as low in fairness but high in a binding morality. These results suggest that subordinates who hold a broadly positive view of traditional values, customs, and the established cultural dynamics tend to view managers who espouse binding morals as better candidates to trust. When viewed in light of the current schisms between liberal and conservative world views across the globe, the results are particularly noteworthy. Thus, traditionality, which has been well-established in organizational studies in the Chinese context (e.g., Farh et al., 2007; Li et al., 2018), may present a fertile area of research in the integration of moral frameworks and intraorganizational trustworthiness in a greater number of contexts.

One point to consider with respect to the results of the present study is the higher trustworthiness assessments of Turks compared to Americans in both Study 5-A and Study 5-B, which was not the case in Study 4. It was previously argued that presenting manager profiles with only one dimension may have led Turks to evaluate these profiles with heightened cynicism when the manager was portrayed as high in a specific moral dimension. Although this is a mere speculation, it is possible that when asked to evaluate managers who exhibited both positive and negative attributes, the previously proposed “too good to be true” attenuation effect may have subsided, thus accounting for this difference between the studies.

The results also suggest, however, that this leniency did not transmit to trust intentions, possibly indicating that Turks’ trustworthiness evaluations do not necessarily translate to trust-related behaviors. Even when Turks view managers to be trustworthy, they appear to be less inclined to express trust intentions toward them. Structural factors may explain this discrepancy. Given lower institutional trust (Hotho, 2013) and lower rule of law (World Justice Project, 2020), Turks may be less inclined to exhibit trust behaviors even when they perceive the trustee to be deserving.

8. GENERAL DISCUSSION, LIMITATIONS, FUTURE DIRECTIONS

8.1 Discussion and Contributions

The current thesis contributes to the ABI and MFT literatures in a number of ways and provides indications as to how these models may overlap and interlace in the workplace context. First, contrary to the treatment of loyalty as a possible facet of benevolence (e.g., Breuer et al., 2019; Mayer & Norman, 2004) and, together with care, as corresponding to benevolence (Moore et al., 2019), studies 2 and 3 provide a clear indication that benevolence as a trustworthiness antecedent is distinct from both care/harm and loyalty/betrayal. These results may point to the need to better understand the distinctions between dyadic and group-oriented obligations of trustees. While benevolence may relate to the former, it is likely that loyalty concerns the latter set of obligations. In the work domain, trustors may evaluate trustworthiness not only in terms of whether a trustee fulfills their dyadic duties but also their group-related ones. This distinction may be especially significant in organizations that emphasize commitment or team orientation, such as family firms or organizations with clan-type cultures (Quinn & Rohrbaugh, 1983). In contrast, when organizations are characterized by high levels of competition, dyadic obligations arising from instrumental reciprocity rather than group-related obligations may be more salient to trust assessments.

Second, Studies 4 and 5 provide evidence that both loyalty and authority concerns impact trustworthiness assessments as well as trust intentions toward managers. Moreover, the moral relevance measures from these studies indicate that contextualized exemplars of loyalty and authority related behaviors are also seen to be moral. Loyalty has been part of discussions of benevolence in prior work (Mayer et al., 1995; Moore et al., 2019). However, the conclusions drawn from Studies 2 and 3 noted above, as well as the manner

of operationalization employed in Studies 4 and 5, which specified the work team rather than the trustor as the focus of loyalty, points to the fact that manager behaviors that espouse or violate principles of group loyalty have real implications for their trust outcomes. The same also appears to be true for manager behaviors related to authority and hierarchy concerns; those managers who appear to uphold deference, order, and tradition related principles are evaluated as more moral and trustworthy.

In addition, as discussed earlier, results of Study 5 point to the importance of traditionality as a potential moderator of trust outcomes. When taken together with Studies 2 and 3, which identified traditionality as a distinct factor of manager trustworthiness, the significance of the findings is more pronounced. A broad concern and preference for conservative values, the importance of maintaining traditional structures, and possibly religiosity has implications to the study of not only trust but other organizational outcomes such as commitment and turnover intentions (Juma & Lee, 2012) and organizational citizenship behaviors (Farh et al., 1997). In this respect, the findings related to traditionality represent a valuable contribution of the present research.

Research on trust and related concepts in cross-cultural psychology and organizational behavior (e.g., Bohnet et al., 2010; Doney et al., 1998; Ferrin & Gillespie, 2010; Zaheer & Zaheer, 2006) provides evidence that cultures may show variance with respect to understandings and manifestations of trust. For example, interpersonal ties may play a role in trust formation in Eastern cultures in a way that is not paralleled in the West (Yuki et al., 2005) and representative behaviors of trustworthiness antecedents may differ across cultures (Wasti et al., 2011). Especially in contexts where individuals from different cultures interact, it is possible that “culture influences the formation of trust cues in relationships, and serves as a filter for cues encountered from another culture.” (Dietz et al., 2010, p. 21) These and similar findings indicate that understandings and manifestations of trust may vary across cultures. Hence, integrating a cultural perspective of morality to extend understandings of trustworthiness bases should be beneficial.

A third contribution of the current research is with respect to these arguments, for which the results of the first study provide tentative support. The ratings in the two countries show that manager behaviors that embody support, justice, wielding of authority may be construed in different ways and related to different moral concerns across cultural groups. The findings are especially important for the cultural generalizability of the ABI model

since authority and loyalty may be differentially important in non-Western cultures. Though the present thesis did not find extensive evidence of country differences between the US and Turkey in terms of a differential effect, other cultures and countries may provide more robust evidence. While merely speculative at this point, India and China, which have been particularly linked to thematically related practices such as paternalistic leadership (Hiller et al., 2019) and where hierarchy obligations may be more pronounced should be investigated with respect to the present findings.

In terms of potential contributions to research on MFT and morality, one of the notable outcomes of the thesis, in particular with respect to Study 1, is the seeming ubiquity of care/harm related judgments in assessing positively valenced behaviors, especially in Turkey. The frequency with which participants tended toward care/harm and the size of their relatedness measures suggests that care/harm may be at once ‘everything and nothing’ in applications of MFT to other substantive areas. The results of Studies 2 and 3 also indicate that care/harm may have low predictive power with respect to certain organizational phenomena. Together, Studies 1 through 3 align with previous assertions that care/harm may hold a unique position in morality (Gray & Schein, 2012; Schein & Gray, 2018).

The studies in this thesis further contribute to the morality literature by highlighting the need to consider the situational and relational context in investigations concerning moral judgment (Schein, 2020), moral values (Alper et al., 2019; Van de Vyver et al., 2016), and moral decision-making (Ekici et al., 2021), especially in integrating morality frameworks such as MFT with other areas including organizational behavior and management studies. For example, while MFT has delineated between individualizing and binding foundations (Graham et al., 2013; Graham et al., 2011), the ratings of trust vignettes in Study 1 showed significant and high correlations between loyalty/betrayal (of binding foundations) and fairness/cheating (of individualizing foundations). This finding aligns with previous empirical findings that show significant positive correlations between the individualizing and binding foundations in Turkey and the US (Yılmaz & Sarıbay, 2019). The fact that trustees were specified in a superordinate position to the trustor may account for this pattern. In the context of supervisor-subordinate relationships, managers’ justice-related behaviors may serve a dual role as fulfillment of both fairness and loyalty obligations toward their team members. For conceptual clarity,

further work is needed to ascertain whether and how multiple domains may overlap in terms of organizational constructs, especially in the context of the hierarchical nature of intraorganizational relationships. In this respect, the findings also support the emphasis on relational context argued in alternative morality frameworks (Rai & Fiske, 2011).

The current thesis also presents additional evidence for the long-standing argument that fairness is a core moral concern (Turiel, 1983), and that this applies to trustworthiness bases as well. Across the studies, fairness concerns exhibit a consistent and strong impact on trust outcomes of managers.

The findings of the first three studies also indicate that moral foundations may be restricted in the extent to which they may be applied to substantive areas of organizational literature. For example, the expected sparsity of sanctity/degradation in the vignette ratings in Study 1 and the elimination of the relevant items from the factor analyses in Study 2 suggests that the utility of this foundation may be limited to particular organizational phenomena such as ‘dirty work’ (Ashforth et al., 2007; Fehr et al., 2015), stigmatization (Paetzold et al., 2008), and the delineation of the work and non-work domains (Uhlmann et al., 2013; Uhlmann & Sanchez-Burks, 2014). Similarly, care/harm may be particularly suited to the study of e.g., workplace incivility (Schilpzand et al., 2016) or emotional labor (Ashforth & Humphrey, 1993). Prior theorizing (e.g., Fehr et al., 2015; Weaver & Brown, 2012; Weaver et al., 2014) as well as the results of empirical work on MFT within organizations (e.g., Cook & Kuhn, 2020; Egorov et al., 2019), including the present thesis should provide a useful tool in delineating the research areas where MFT may be most useful to organizational scholars.

A particular point of difficulty in conducting the studies in this thesis concerns the current conceptualization of the authority/subversion dimension. Earlier conceptualizations of this foundation refer to “[...] a two-way street: subordinates must show respect and deference, but superiors must then protect them from external threats and maintain order within the group” (Haidt & Joseph, 2007, p. 18). This view is reflected in earlier measurements of the authority/subversion foundation, which include references to protection of subordinates as well as obedience and duty fulfillment (Graham et al., 2009). However, current discussions of MFT refer to ‘concerns with hierarchy’ without explicating the implications of such concerns in terms of upward and downward obligations of parties (e.g., Kivikangas et al., 2020; Koleva et al., 2016). Moreover, MFQ

exclusively uses items relating to obedience and respect. Unfortunately, this apparent migration toward a more restricted conceptualization -or at least measurement- of the foundation renders its application to organizational settings and studies of leadership difficult. This difficulty is compounded by the fact that superiors' duties toward subordinates do not appear to have a clearly defined place in the MFT, unlike alternative approaches to morality (Curry, 2016; Rai & Fiske, 2011). To the extent that the current studies contribute to the literature on MFT, they may serve as a starting point for further discussions on the conceptualization of the authority/subversion domain.

The foregoing also suggest that scholars should be sensitive to how MFT and its measurement tools are adapted to and used in investigations of organizational phenomena. Specifically, the established contextual boundaries of MFT and the associated measurement tools may need to be refined, qualified, or restricted in connection with organizations. The results of Study 2 and Study 3 especially point to the need to enhance the contextual grounding of MFQ in relation to loyalty/betrayal and authority/subversion. In both cases, overly broad statements that do not specify the focus of loyalty or authority behaviors (whether positive or negative) in terms of organizational actors are unable to capture the true impact of these moral concerns within organizations. In fact, MFQ has been criticized for “poor operationalization to represent the lay notion of morality” (Yilmaz et al., 2021), and may be equally suboptimal for capturing moral concerns in the workplace. The work undertaken in Studies 2 and 3 represent a first step to developing the measurement tools necessary for integrating MFT to the management literature. For future work in this vein, other moral frameworks such as the Relationship Regulation Model (RRT; Rai & Fiske, 2011) and the Morality-as-Cooperation framework (Curry, 2016) may provide the tools to enhance the contextualization of measurement tools and integrate concerns that are particularly related to the work context (e.g., hierarchy and deference). For example, RRT may be particularly useful in investigations regarding how the influence of trustworthiness bases vary for trustees at different hierarchical levels (e.g., subordinate vs manager) since the model explicitly integrates the role of relationships into the study of morality. Alternatively, given its emphasis on cooperation and game theory, MAC may be a valuable tool to understanding trust at more macro levels, such as between organizations, or in the intersection of conflict management and trust.

8.2 Limitations and Future Directions

There are a number of limitations that should be considered in interpreting the results of the studies. First, the findings relate to trust in managers. Given previous work on the differential impact of ability, benevolence, and integrity across trustee foci and cultures (Frazier et al., 2010; Knoll & Gill, 2011; Wasti et al., 2011), these findings may not be generalizable to all trust dyads. It is also possible, however, that cultural differences in terms of loyalty may be more apparent in a peer-to-peer trust relationship or when the trustee is a subordinate. With respect to the former, in the absence of the added complexity of hierarchical differences between the parties, cultural milieus that emphasize group obligations and interrelatedness may render loyalty-related moral concerns more visible and powerful. In a similar vein, work on leadership in Asian contexts suggests that followers are expected to show high levels of loyalty to their leaders in exchange for leader support (Takeuchi et al., 2020). Moreover, this expectation also extends to obedience, which suggests that the differential effect of authority-related moral concerns across cultures may also be more pronounced when the trustee is in a subordinate position.

Furthermore, research has also indicated that the length of a relationship may also impact how different concerns influence trustworthiness assessments (Frazier et al., 2010). While the studies in this thesis differed covertly in terms of whether the supervisor-subordinate relationship was current (Studies 1 through 3) or not (Studies 4 and 5), this distinction was made clearly and explicitly. Specifically, the first three studies asked respondents to make their evaluations as pertaining to their own managers while the latter two studies required participants to evaluate a prospective manager. In this respect, the findings should be applied with caution across nascent versus established relationships.

Second, while sanctity/degradation may not have been found to relate to trust assessments in the current studies, this may be due to the designs employed. As discussed in relation to Study 1 earlier, the vignettes were derived from critical incidents describing trust forming behaviors, which may not be particularly well-suited to obtaining examples of sanctity related behaviors for two reasons. First, these may be low in frequency, and second the dimension may be more relevant when its principles are violated (e.g., cases

of sexual harassment, adultery, bodily excretions). Investigating violation incidents may be necessary in this respect. Moreover, while similar results were found for authority/subversion in Study 1 as well as Study 2, developing contextualized items enabled it to emerge as distinct trustworthiness factor in Study 3. However, new items were not generated for sanctity/degradation since the foundation not expected to be particularly relevant to the workplace. It is possible that the influence of the dimension on trust assessments may be unveiled if behavioral and contextualized measures (such as those in the moral foundations vignettes developed by Clifford et al. (2015) but adapted to the workplace) are used.

Third, Studies 2 and 3 are essentially exploratory and the results do not provide a full-fledged measurement model. Additional theoretical and empirical work is needed if a valid measurement tool of moral foundations of trust is to be developed. As noted earlier, it may be necessary to integrate alternative moral frameworks to future theoretical endeavors, of which Morality-as-Cooperation (Curry, 2016; Curry, Jones Chesters, et al., 2019) and the Relational Regulation Theory (Rai & Fiske, 2011) are particularly noteworthy. These frameworks take a more nuanced approach with respect to the effects of hierarchy (MAC) and relational context (RRT) and may alleviate some of the previously discussed concerns with respect to lack of contextualization that characterizes MFT.

Moreover, additional work on MFT and morality has identified self-control and honesty (Hofmann et al., 2014), as well as liberty/oppression (Iyer et al., 2012) as potential additional domains. Though these possibilities were not explored in the present research, self-control and honesty in particular should be investigated in the context of intraorganizational trust. For example, evidence suggests that employees who feign happiness are seen as more competent (measured as, *inter alia*, high in self-control) and are trusted more (Levine & Wald, 2020) and honesty has had a central role in the conceptual definition of integrity (Bosson et al., 2021). Thus, both represent potential areas of investigation.

It should also be noted that the current studies, particularly Studies 4 and 5, focused on values as determinants of trust outcomes across cultural contexts. However, the relative importance of values, schemas, and norms may differ across different types of situations, with values playing a more important role in weak situations (Leung & Morris, 2014). In

light of the lack of significant findings for a moderating effect of cultural values on trust outcomes in Study 4 in particular, it may be worthwhile to investigate the effect of cultural norms rather than values.

In a similar vein, recent socio-ecological investigations of collectivism have suggested that interpersonal relationships may not be as prized as formerly thought in collectivist cultures because of the tightness of ingroup relations (Liu et al., 2019; Liu et al., 2020). The socio-ecological approach investigates the linkages between the physical (natural) and social environments of humans and the resulting cognitive, emotional, and behavioral adaptations (Oishi, 2014). Work in this vein suggests that while collectivist cultures have been generally viewed as having harmonious interpersonal ties, the interconnectedness and stability of social ties in collectivist cultures may play paradoxical role by rendering interpersonal ties less prized due to their taken-for-grantedness. The American culture is characterized by high relational mobility (Schug et al., 2010), which may have enhanced the desirability of managers' loyalty comparative to Turkey, which is low in relational mobility (Thomson et al., 2018) and may have attenuated the desirability of high loyalty managers.

Relatedly, the target of loyalty was specified as the team in the open-ended remarks in Study 4-A. However, the ratings items included both team and company. Any differences between groups of respondents with respect to the primary information they relied upon may have been further impacted by this difference in the loyalty target. Since the team is a more proximal and potentially consequential loyalty target, participants who relied on the ratings instead of the open-ended remarks may have been less affected by the treatment. Moreover, any interpretation of the results is contingent on managers' loyalty being defined in terms of loyalty to team and, to a lesser extent, in terms of loyalty to the company and broader loyalty targets are likely to have lesser impact on trust outcomes.

Furthermore, there are structural differences between Turkey and the US such as the extent to which governments facilitate business (Rao et al., 2004). These differences were also apparent in the measures system trust and scenario context formalization included in Study 4 and 5. As discussed earlier, these differences may partially account for the results. In these studies, participants assessed managers who were selected based on performance and their evaluations were based on information ostensibly from third parties. In the Turkish sample, participants' evaluations of the study context indicated that they believed

performance appraisals were influenced by personal relationships. Thus, they may have considered the performance evaluation provided in the context of the study as being less reliable.

There are a number of methodological issues that should be considered in interpreting the results. A number of potential threats to validity have been discussed in relation to crowdsourced recruitment (Aguinis et al., 2020; Newman et al., 2020) such as inattentiveness, fraudulent behavior, and non-naiveté. The studies herein employed various measures to minimize these threats to the extent possible, including the employment of pre-screening, IP controls, and attention checks. However, the US data in particular is susceptible to the limitations arising from these issues.

In addition, recruitment strategies differed between the countries. In the US, participants were recruited through MTurk or Prolific and were paid monetary compensation, whereas only Study 5 participants were given monetary benefits in Turkey. Moreover, the survey was accessible from all geographic locations in the US whereas Turkish participants were recruited in Istanbul, which is the most populated and industrialized city of Turkey. Representative sampling was not targeted for either group, and samples differed in key demographic characteristics in several studies. All cross-country results discussed herein should be considered in light of above as these sample differences may partially or fully account for any observed differences between the countries. Moreover, since the samples may not be representative of their respective populations, the results may be limited in terms of generalizability.

Further to the above, the Turkish samples in the studies were composed of groups recruited using different strategies. While a sizeable portion was recruited by the research company and were intrinsically motivated, except for Study 5, the remaining participants were recruited either by snowballing or via advertisement in courses. Similar to recruitment by the research company in Studies 1 through 4, Turks who were recruited by snowballing participated in the research were intrinsically motivated. The remainder of the samples received tangible benefits. These differences in the recruitment approaches is likely to introduce additional variance to the data. Taken together with low sample sizes discussed below, the studies may suffer from type II error.

Studies 4 and 5 employed a vignette design, which was intended to control for performance. It is possible that these manipulations were perceived as indications of differences in ability. High authority managers may have been seen as being better equipped to deal with the demands of hierarchy and maintaining. High loyalty managers, on the other hand, may have been seen as more competent in terms of fulfilling their managerial duty to protect their team. Consequently, the treatment effect may have been confounded by perceived differences in ability. However, in both studies, managers' morality ratings were influenced by the condition. Thus, the manipulations were perceived as being moral in kind, suggesting that the profiles were differentiated with respect to their moral character and variations in perceptions of ability may have arisen from a 'halo effect' (Stellar & Willer, 2018).

A second consideration with respect to the vignette design is the issue of realism. Experimental vignette methodology has been discussed as a valuable tool to enhance realism (Aguinis & Bradley, 2014). However, the stimuli used to communicate the treatment effect was limited to a few points of information, which may have restricted the realism of the scenario, since participants were asked to make their evaluations based on this limited information. Moreover, the profiles were presented as high performers, which may have been seen as contradictory when the managers were in a low condition. Specifically, managers' moral failures in terms of authority or loyalty may have been seen to contradict their ostensible high performance, thus negatively impacting study realism. Finally, in Study 5, the profiles included differing levels of authority or loyalty, and fairness. In practical terms, especially in relation to Study 5-A, participants may have had difficulty imagining managers who were very loyal but failed to engage in fairness-related behaviors toward their team, such as treating everyone on the team justly. When the focus of fairness and loyalty behaviors are both specified as the team, real-world instantiations where managers have differing levels of these moralities may be sparse.

Throughout this study, trustworthiness was measured with a single item. Though these decisions were made in view of practicality concerns and to minimize survey length, future studies are necessary to validate the results on trustworthiness in particular. This is especially salient in view of the fact that country-level patterns in trustworthiness ratings and trust intentions differed across Studies 4 and 5. While Americans generally indicated higher trust outcomes across conditions in Study 4, the differences were not significant

in most cases in Study 5, except with respect to trustworthiness where Turks expressed higher trustworthiness assessments. These differences may be partially accounted for by the differences in manager profiles, previously discussed subsequent to each study. However, it is also possible that measuring an abstract concept such as trustworthiness with a single item may have led to unintended variance.

A further limitation of the studies in this thesis pertains to sample size and sample composition. In Study 1, vignettes were rated by approximately 20 individuals, with several having considerably lower number of raters. Similar work on MFT (e.g., Clifford et al., 2015) has employed 30 raters. Studies 2 and 3 employed an exploratory factor approach, for which various guidelines have been offered with respect to sample size determination (e.g., Thompson, 2004; Hair et al., 2010) including at least 100 and at least 5 per variable. Though both studies had sample sizes of at least 100 participants per country, they fell short of per variable guidelines. Finally, Studies 4 and 5 were preregistered with sample size determinations based on a priori calculations with a medium (i.e., 0.25) effect size, conventional alpha error (i.e., .05) and 95% power. However, practical difficulties arising from data collection during the pandemic - especially in terms of the speed of data collection- resulted in premature termination in all cases. Thus, the studies in the current thesis may suffer from inadequate sample sizes.

Finally, the current studies employed online surveys in a cross-sectional, cross-cultural design. The limitations associated with two-country studies (Spector et al., 2015) apply to the current investigation. These limitations were partially offset by conducting within-country investigations of the effects of cultural values differences. However, as discussed earlier, reference group effects may result in non-significant differences across countries such that individuals across cultural groups evaluate themselves based on different standards, obscuring the real differences between these groups (Heine et al., 2002, p. 913; Oyserman, Coon, et al., 2002; Uskul et al., 2015). Further studies utilizing other-referencing measures (e.g., descriptive norms) should be undertaken. In addition, future work using different methodologies, such as priming participants with different moral concerns to isolate the causal effect, using longitudinal data and field studies is necessary to build on the findings in this thesis.

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APPENDIX I

Vignettes used in Study 1

Source country	English	Turkish
TR	Your MANAGER assigns you some responsibility in an important presentation, ensuring that your name is also attached to it.	YÖNETİCİNİZ hazırladığı önemli bir sunumda size de görev veriyor ve böylece sizin de adınızın geçmesini sağlıyor. Müşteri şikayetlerine yol açabilecek bir hata yaptığınızda YÖNETİCİNİZ özrünüzü hemen kabul edip bir sonraki adımda ne yapmanız gerektiği ile ilgili size yardımcı oluyor.
US	When you make a mistake that might lead to customer complaints, your MANAGER immediately accepts your apology and helps you figure out the next steps.	
US	Your MANAGER gives you a game console as a present for the holidays because he/she wants to, even though he/she doesn't have to.	YÖNETİCİNİZ mecbur olmadığı halde yılbaşında size bir oyun konsolu hediye ediyor.
US	You prepare a report and submit it to your MANAGER for review before sending it out. When mistakes are later discovered in the report, your MANAGER makes it clear to people that even though the figures you submitted were wrong, he/she would have spotted the mistakes if he/she had taken a couple more minutes to confirm your numbers.	Hazırladığınız raporu gönderilmeden önce gözden geçirmesi amacıyla YÖNETİCİNİZE iletiyorsunuz. Daha sonra raporda hatalar tespit edildiğinde YÖNETİCİNİZ ilgililere kullandığınız rakamların hatalı olduğunu, ancak kendisi birkaç dakika daha harcayıp veriyi kontrol etmiş olsaydı hataları bulmuş olacağını söylüyor.
US	When you let your MANAGER know that someone from upper management keeps pushing their work off on you, he/she keeps it confidential as you asked and tries to get you compensated for the extra work and shields you from future issues.	YÖNETİCİNİZE üst yönetimden birinin kendi işlerini sürekli size yıktığını söylediğinizde bu konuyu talebiniz doğrultusunda kendisine saklıyor ancak o güne kadar yaptığınız işlerin karşılığını almanız için uğraşıyor ve sizi benzer durumlara karşı koruyor.
US	Your MANAGER praises you in front of everyone for good work.	YÖNETİCİNİZ başkaları önünde iyi iş çıkardığınızı söyleyerek sizi övüyor.
US	You miss 2 weeks of work when you have to get emergency surgery. Your MANAGER finds other people to cover your responsibilities while you recuperate, so you don't experience anything punitive from	Acil bir ameliyat sebebiyle 2 hafta işe gelemiyorsunuz. YÖNETİCİNİZ iyileşme döneminizde sizin yerinize bakmaları için birilerini bularak insan kaynakları ile şirket tarafından cezai bir uygulamayla karşılaşmamanızı sağlıyor.

the company in regard to your illness or absence from work.

TR	Your MANAGER is given the helm for a big and very important project. He/she asks you to come on board as his/her deputy.	YÖNETİCİNİZ şirket için çok önemli ve büyük bir projenin başına getiriliyor ve size projede yardımcısı statüsünde çalışmanızı teklif ediyor.
US	During your performance review, you feel that you can be open and honest, that your MANAGER takes your feedback and suggestions fully on board.	Performans görüşmeniz sırasında YÖNETİCİNİZLE açıkça ve dürüstçe konuşabileceğinizi, görüş ve önerilerinizi ciddiye aldığını hissediyorsunuz.
TR	Your MANAGER gives you moral and material support when you are going through an emotionally and financially bad time.	YÖNETİCİNİZ ekonomik ve duygusal olarak kötü bir dönem yaşadığınız bir zamanda size maddi ve manevi destek oluyor.
TR	You submit several options for an improvement in the production process to your MANAGER and he/she chooses the cheaper option against your advice. When production defects increase after implementation and senior management is furious, your MANAGER explains the situation and tells them you did a great job.	YÖNETİCİNİZE üretim sürecinin geliştirilmesi ile ilgili çeşitli alternatifler sunuyorsunuz ve YÖNETİCİNİZ sizin tavsiye ettiğiniz yerine ucuz olanı seçiyor.
US	When you realize that the location of a meeting might pose a health risk for the attendants, you go against company policy and change the location on the spot. Seeing what you've done, your MANAGER shows you support instead of responding in anger.	Uygulamaya geçildikten sonra defolu ürün sayısında artış olup üst yönetim çok sinirlendiğinde YÖNETİCİNİZ durumu açıklayıp sizin çok iyi bir iş çıkardığınızı söylüyor.
US	You tell your MANAGER that something came up on your medical screening, which will require you to take time off for further testing. You ask him/her to keep it private and your MANAGER vows that he/she will not tell anyone.	Bir toplantının yerinin katılımcıların sağlığı açısından tehlikeli olabileceğini düşündüğünüz için şirket politikasına aykırı olduğu halde hemen o sırada yer değişikliği yapıyorsunuz. YÖNETİCİNİZ size sinirlenmek yerine destekliyor.
US	You overhear your MANAGER defending you to others, telling them everyone has bad days here and there.	YÖNETİCİNİZE sağlık kontrolünüzde ek tetkikler gerektirecek bazı bulgular olduğu için izin almanız gerekeceğini söylüyorsunuz. Bu konuyu saklı tutmasını istediğinizde YÖNETİCİNİZ kimseye bahsetmeyeceğine söz veriyor.
US		YÖNETİCİNİZİN 'herkesin arada bir kötü bir günü olabilir' diyerek sizi başkalarına karşı savunduğuna kulak misafiri oluyorsunuz.

TR	A subcontractor claims they made a mistake because you gave them incomplete information. Your MANAGER tells you he/she doesn't need to review your emails to check and that he/she is certain you relayed all the necessary information to the subcontractor. The supervisor of another department tells your MANAGER you said various things about an issue even though you didn't actually say any of it. Your MANAGER asks to hear your side of the story before he/she makes a decision.	İmalatçınız siz kendisine eksik bilgi ilettiğiniz için hata yaptığını söylediğinde YÖNETİCİNİZ epostalarınızı kontrol etmeye gerek olmadığını, bilgileri imalatçıya ilettiğinize inandığını belirtiyor.
TR	During the 2007-8 financial crisis, your MANAGER provides sincere and honest explanations in the one-on-one meetings he/she conducts with you.	Farklı bir birimin yöneticisi sizin YÖNETİCİNİZE yapmadığınız yorumları yapmışsınız gibi anlatıyor. YÖNETİCİNİZ konuyu bir de sizin ağzınızdan dinlemeyi talep edip kararını bundan sonra veriyor.
TR	Your MANAGER fights alongside you upward in the organization to secure better funding for the bonuses for your division. Then -as previously agreed- he hands over the bonus pool to you to divide up among your subordinates.	YÖNETİCİNİZ 2007-8 finansal krizi sırasında sizinle birebir görüşmeler organize ediyor ve samimi ve dürüst açıklamalar yapıyor. YÖNETİCİNİZ, ekibinizin primleri için daha yüksek bir bütçe almak amacıyla sizinle beraber üst yönetime karşı çabalıyor. Prim bütçesi geldikten sonra da daha önce mutabık kaldığınız üzere dağıtımını size bırakıyor.
US	You tell your MANAGER that you need a day off the next week for some tests. Even though the schedule is already out, he/she makes a few changes and ensures you can get the day off.	YÖNETİCİNİZE bazı tıbbi testler yaptırmak için bir sonraki hafta bir gün izne ihtiyacınız olduğunu söylüyorsunuz. İş takvimi yayınlanmış olduğu halde YÖNETİCİNİZ programda birkaç değişiklik yaparak izin alabilmenizi sağlıyor.
US	While you are out sick, the person who is covering for you makes a 3-million-dollar mistake and you are called in to appear in front of upper management the next day. Even though you have been constantly clashing with your MANAGER until that day, he/she defends you during the meeting with upper management and explains why the incident happened.	Hastalanıp işe gidemediğiniz bir gün yerinize bakan kişi 3 milyon dolarlık bir hata yapınca ertesi gün üst yönetimin karşısına çıkıyorsunuz. O güne kadar sürekli gerginlik ve tartışmalar yaşadığınız YÖNETİCİNİZ sizi müdafaa ediyor ve olayın neden kaynaklandığını açıkça anlatıyor.
TR		

US	You need to get emergency medical tests done but the schedule is already out for the day you need off. You tell your MANAGER about it and he/she ends up switching days with someone else for you.	Acilen bazı testler yaptırmanız gerekiyor ancak izin almanız gereken gün için iş programı ilan edilmiş durumda ve uygun değil. YÖNETİCİNİZE konuyu iletiyorsunuz ve kendisi sizin için bir başkasıyla günleri değiştiriyor. Başka birimin yöneticisiyle terimde gönderilemeyen bir sipariş konusunda tartışıyorsunuz ve duruma şahit olan genel müdür sizin suçlu olduğunuza karar veriyor. YÖNETİCİNİZ müdahale ederek olanları ayrıntıları ile genel müdüre aktarıyor ve temize çıkmanızı sağlıyor.
TR	You get into an argument with the head of a different department about a delayed order and the general manager, who witnesses it, decides you are at fault. Your MANAGER steps in and explains everything in detail to the general manager, ensuring that you are cleared.	Performans değerlendirme görüşmesinde YÖNETİCİNİZ size neyi doğru, neyi yanlış yaptığınızı, neleri düzeltmeniz gerektiğini anlatıyor ve düzeltmeniz gerekenler için nasıl birlikte çalışabileceğinizden bahsediyor. Kendisiyle farklı düşünce yapılarına sahip olduğunuz YÖNETİCİNİZ farklı bir göreve tayin oluyor. Kendisinden böyle bir beklentiniz olmadığı ve o görevi sizden daha iyi yapacak birileri bulunduğu halde yerine sizi öneriyor. YÖNETİCİNİZ işten ayrılma kararınızda size maddi ve manevi destek oluyor.
TR	During the performance review meeting, your MANAGER tells you what you did right or wrong, what you need to improve, and how you can work together to make these improvements.	Şahsınıza özel bir olayı YÖNETİCİNİZLE paylaşıyorsunuz ve kendisi bunu bilmemesi gereken kişilere söylemiyor. YÖNETİCİNİZ çalışmanızı ne kadar takdir ettiğini göstererek size hediye çeki veriyor.
TR	Your MANAGER, who has a very different outlook than you, is appointed to a new position. Even though there are others who would do a better job and you had no such expectations, he/she puts your name forward as his/her replacement.	Kişisel bir sorununuz sebebiyle çalışma saatlerinizde esnekliğe ihtiyaç duyuyorsunuz. YÖNETİCİNİZ bu ihtiyacınızı karşılamak ve iş güvencenizi de sağlamak için beklenenin ötesinde uğraş veriyor.
TR	Your MANAGER supports you both materially and emotionally when you decide to quit.	
TR	When you tell your MANAGER about a personal issue, he/she doesn't repeat it to anyone who shouldn't know.	
US	Your MANAGER shows you he/she appreciates your work and gives you a gift card.	
US	You have a problem outside of work that requires you to have some flexibility in your work schedule. Your MANAGER goes above and beyond to make sure your needs are met and that your job will be waiting for you once you clear things up.	

TR	A subcontractor starts dragging out the work on a project you are leading and insults you. Even though you should be held responsible since you are the project lead, your MANAGER repeatedly tells you it is not your fault and puts your mind at ease. When your MANAGER receives some negative feedback about you from outside the company, he/she asks to listen to your side before responding.	Bir proje için dışardan çalıştığınız taşeron işi yapmamaya başlayıp size hakaret ediyor. Proje yöneticisi olduğunuz için sizin sorumlu tutulmanız gerekirken YÖNETİCİNİZ sizin hatanız olmadığını tekrarlayarak içinizi rahatlatıyor.
TR	Your MANAGER takes you at your word and defends you when you are blamed for something at work.	YÖNETİCİNİZ, sizinle ilgili şirket dışından gelen olumsuz bir geri bildirim tepki/yanıt vermeden önce sizi dinlemek istiyor.
TR	You mistakenly start your shift half an hour earlier for the first two days of the new schedule, which is a policy violation that might get you fired. Your MANAGER takes care of everything for you, so you don't get in trouble.	İşyerinde bir konuda suçlandığınızda YÖNETİCİNİZ sadece sözünüze inanarak sizi savunuyor.
US	You are promised a very lucrative project for an important client with the potential to lead to other work and you are relying on the income to pay for a family vacation. After it gets cancelled at a time when you have nothing else on your plate, your MANAGER promises that he/she will secure you something else and allocates an equivalent project in a short time.	Yeni vardiya programının ilk iki günü yanlışlıkla işe yarım saat erken başlıyorsunuz. Bu, kovulmanıza sebep olacak olan bir prosedür ihlali olduğu halde YÖNETİCİNİZ duruma el koyuyor ve başınız derde girmiyor.
US	When someone criticizes your work, your MANAGER backs you up on it. He/she explains to the rest of the team why your solution makes sense.	Epey kârlı, peşinden yeni işler de getirebilecek bir projenin size atanacağı sözü veriliyor ve aile tatiliniz için bu projeden alacağınız paraya güveniyorsunuz. Elinizde başka iş de olmadığı sırada proje iptal edildiğinde, YÖNETİCİNİZ size yeni bir proje bulacağına söz veriyor ve çok kısa bir zamanda denk başka bir projeyi size yönlendiriyor. Ekiptekiler yaptığınız bir işi eleştirdiğinde YÖNETİCİNİZ size arka çıkıyor. Herkese sizin çözümünüzün neden mantıklı olduğunu açıklıyor.
US	After bringing you in on a tough and important project, your MANAGER keeps all promises of professional support to help you implement it.	Sizi zor ve önemli bir projeye dahil eden YÖNETİCİNİZ, projenin gerçekleştirilebilmesi için size verdiği tüm profesyonel destek ve yardım sözlerini yerine getiriyor. Şirketin faaliyetleri ile ilgili bir sertifika almak için başvurulması gerektiğinde, YÖNETİCİNİZ konu sizinle çok ilgili olmasa da bu sürecin sorumluluğunu baştan sona size veriyor.
TR	Your company has to apply for a certification. Even though it is not really your area, your MANAGER entrusts you with the process from the start to finish.	

TR	When you are at fault and have caused harm, although unintentionally, your MANAGER supports you and stands by you.	YÖNETİCİNİZ hatalı olduğunuz ama istemeden zarar verdiğiniz bir konuda size destek oluyor ve arkanızda duruyor.
US	When upper management wants to give you more work than you are responsible for, your MANAGER sticks up for you and reminds everyone that you are part-time and what your job description is.	Üst yönetim size sorumlu olduğunuzdan fazla iş vermek istediğinde YÖNETİCİNİZ size arka çıkıyor ve iş tanımınızı ve yarı zamanlı bir çalışan olduğunuzu herkese hatırlatıyor.
TR	You are past the deadline on a project you are preparing for another department and you start receiving worrisome emails from that department. Instead of saying 'you are the one responsible for the project' and leaving you alone to deal with them, your MANAGER defends you against that department.	Başka bir birim için hazırladığınız bir projenin tesliminde geciktiğinizde, karşı taraftan tedirgin edici mesajlar almaya başlıyorsunuz.
US	You have a minor disagreement with your MANAGER. He/she pays attention to your point of view during the disagreement, doesn't hold it against you, and doesn't bring it up again.	YÖNETİCİNİZ sorumluluğun size ait olduğunu söyleyerek diğer birime karşı sizi yalnız bırakmak yerine savunuyor. YÖNETİCİNİZLE ufak bir görüş ayrılığı yaşıyorsunuz. YÖNETİCİNİZ görüşlerinizi dikkate alıyor, tartışma bittikten sonra da konuyu bir daha açmıyor ve yüzünüze vurmuyor / gazezlenmiyor.

APPENDIX II

Box plots of care, loyalty, and fairness ratings for all vignettes

Figure 8.1 Box Plots of CH, FC, LB Ratings for Each Vignette (US)

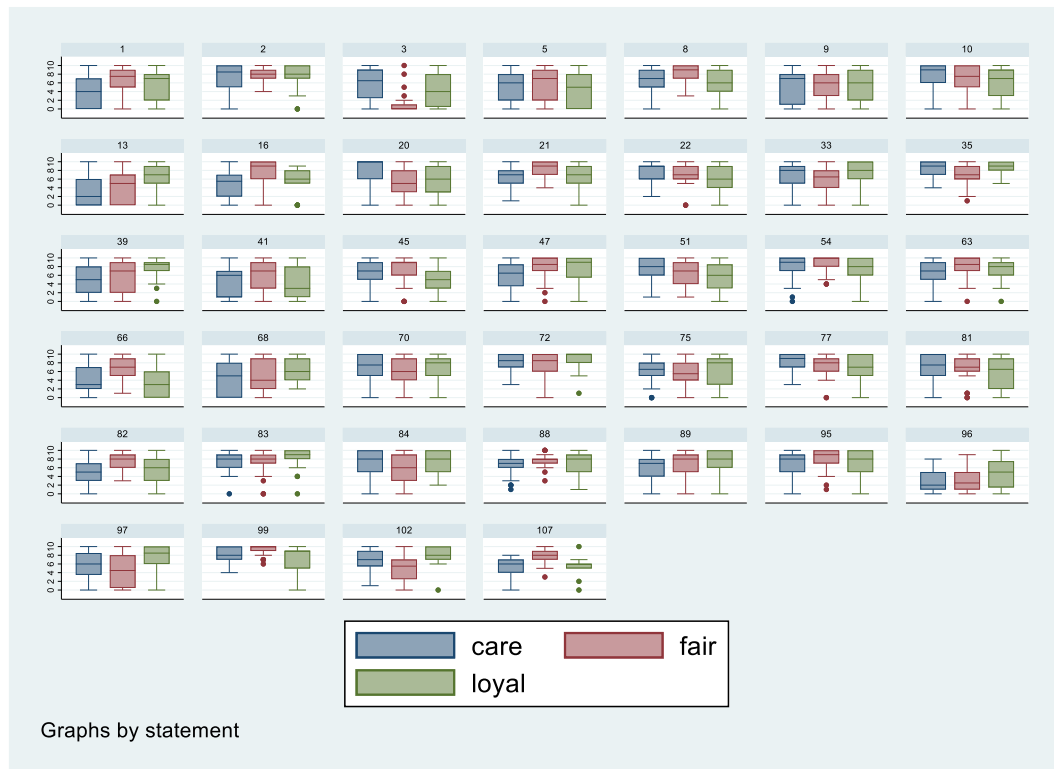
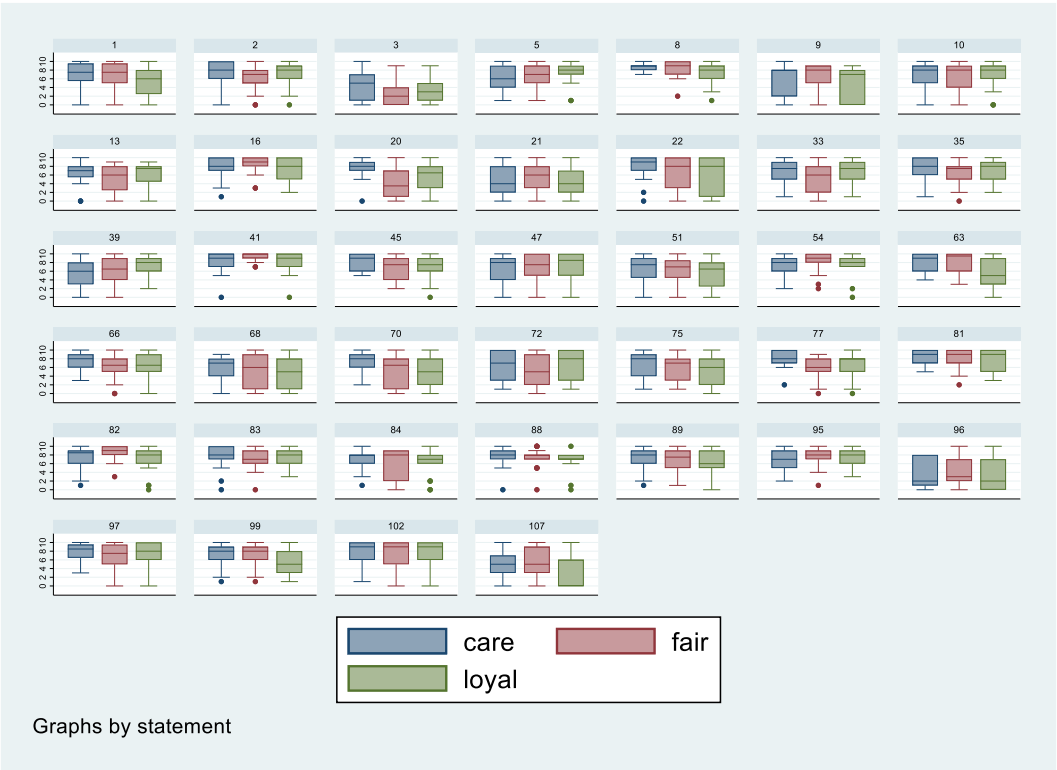


Figure 8.2 Box Plots of CH, FC, LB Ratings for Each Vignette (TR)



APPENDIX III

A3.1 Study 4-A Preregistration Form

Study Description: This project aims to integrate Moral Foundations Theory (Haidt & Joseph, 2007) to the study of trust and trustworthiness evaluations in organizations and is part of an ongoing research project. In this study, we focus on the loyalty foundation. We aim to investigate the effect of managers' loyalty violations on trust intentions toward these managers and their perceived trustworthiness. The study will be conducted in Turkey and the USA.

Hypotheses

Perceptions of managers' trustworthiness and trust intentions toward managers will decrease as their degree of loyalty violations increases. This decrease will be larger in Turkey compared to the US.

Study type

Experiment - A researcher randomly assigns treatments to study subjects, this includes field or lab experiments. This is also known as an intervention experiment and includes randomized controlled trials.

Blinding

For studies that involve human subjects, they will not know the treatment group to which they have been assigned.

Study design

A factorial 2 (country) x 3 (violation level) design will be used where violation level is between-subjects. Participants will be randomly assigned to a violation level and view 2 manager profiles, which they will rate for outcome variables. To ensure that participants are familiar with their task and the role they will play, they will first view and rate a dummy profile. Profiles within the condition will be presented in random order. Participants will be instructed that they will pretend to be Human Resources specialists who are evaluating a number of middle-level managers from their company for being recommended to a post at a new facility (lateral movement). For each profile, they will view the profile details and then respond to questions measuring the outcome variables. The profile will be repeated prior to the manipulation check questions. Thus, participants will view each profile twice. All profiles will ostensibly belong to male managers with

engineering degrees. Each profile will include a name, degree information, education and performance information in addition to the treatment effect information. Performance and other demographic information will be comparable across profiles and conditions. The dummy profile will be similar in the treatment effect to the actual condition, i.e., low condition participants will view a dummy profile that is also low on loyalty.

Randomization

The study will be conducted using Qualtrics. Participants will be randomly assigned to a violation level by the platform's randomization tool. Each new launch of a response will trigger a random condition assignment which will be embedded to that response. All survey flow will be based on this.

Existing Data

Registration prior to creation of data

Data collection procedures

In Turkey, participants will be recruited using the services of a market research company. The company will solicit participants and distribute an anonymous link to the survey-based study. To confirm data quality (i.e., that real individuals responded to the survey), spot checks may be performed by the company following data collection. However, no other services will be performed. No monetary or other material rewards will be provided to participants in Turkey. In the US, participants will be recruited through Prolific. Subject to study length, 2 USD (or equivalent GBP) will be paid to each participant upon completion of the study without substantial attention failures. All participants must be at least 18 years old and have paid full-time work experience. Participants will be screened for current country of residence, country of birth, and citizenship. Only individuals born and raised in Turkey/the US respectively will be included.

Sample size

Our target sample is 150 participants in each country. We will attempt to recruit up to 220 participants in each country to be able to accommodate attrition and low attention responses.

Sample size rationale

We used G*Power to calculate the required sample size to test the interaction effect of a 2x3 ANCOVA design given a medium effect size (0.25) at 0.05 alpha error probability with 0.95 power (total sample size: 250). We are targeting a slightly higher sample than calculated to allow us to perform post hoc analyses using individual-level culture variables in each study.

Variables

Manipulated variables

Loyalty violation (study 1): 1) Low/No violation 2) Occasional / Medium violation 3) Habitual / high violation. Participants will see a manager profile that will include: - Mean rating on 3 items related to loyalty (scored not at all to extremely, out of 10) - 2 summary feedback comments ostensibly from co-workers of the profiled manager The mean of all 3 items will be 3.75 for a high-violation profile, 5.7-5.9 for a medium-violation profile, and 8.5 for a low-violation profile. The rating items and pool of feedback comments are attached.

Measured variables

Outcome Variables:

Trustworthiness: Participants will evaluate the target profile's trustworthiness with a single item (7-point Likert, Not at all trustworthy to Extremely trustworthy)

Trust intentions: Participants will respond to 2 disclosure-related and 2 reliance-related trust intention questions adapted from Gillespie's Behavioral Trust Inventory (2003). A composite of these items will be used, subject to sufficient reliability.

Manipulation Check Questions (8-point Likert, 1-not at all, 7-extremely, 8-no idea): - Loyalty - Commitment - Competence - Professionalism - Warmth - Congeniality - Morality - Virtuousness

Covariates & other: - Basic demographic variables (gender, age, experience, education, upbringing, birthplace etc) - Religiosity, political orientation, socioeconomic status - Propensity to trust (3 items from Yamagishi & Yamagishi, 1994; 7-point Likert) - Honor concerns (3 items adapted the social status / respect subscale of the measure from Cross et al., 2014; 7-point Likert) - Individual power distance orientation (Dorfman & Howell, 1988; 7-point Likert) - Interdependent vs independent selfhood (4 subscales adapted from Vignoles et al., 2016; 2 subscales are adapted for use as descriptive norm measures; 7-point Likert) - Traditionality (Farh et al., 1997; 7-point Likert)

Indices

Reliance and Disclosure intentions will be calculated by taking the mean of the relevant questions.

Analysis Plan

Statistical models

We will use a 2x3 ANCOVA to analyze the results. The outcome variable will be computed as the mean trustworthiness or trust intentions of the stimuli for each

participant. Both factors are between-subjects. Gender, age, and generalized trust will be controlled. Main effect of both factors as well as their interaction is of interest. Subsequent to omnibus tests, planned contrasts between the following levels will be undertaken: - Within-country comparison of levels - Within-level comparison of countries - Cross-country comparison of differences between levels, specifically between high and medium (slope comparisons) If the reliability of the stimuli within each condition are lower than desirable, hierarchical linear modeling will be used instead of the ANCOVA methodology, with observations (level1) nested in respondents (level2). Since country and level factors are limited in number, these will be included in the model as fixed effects instead of level 3 groups.

Transformations

Centering the outcome variables within each country to adjust for differences in response scale use may be necessary. We will mean-center data if we use HLM (Raudenbush & Bryk, 2002) to analyze data, since it will facilitate interpretation of coefficients.

Inference criteria

Standard $p < 0.05$ criteria will be used. For post-hoc analyses, we intend to adjust for multiple comparisons.

Data exclusion

Any participant who fails two or more attention questions will be excluded automatically. We do not intend to exclude outliers.

Missing data

For the exploratory factor analysis of the trust intentions items, we will delete missing data listwise. No other adjustments are planned.

Exploratory analysis

We intend to measure individual-level differences in selfhood, power distance, and traditionality. We will test the interaction of these variables and the treatment level on the outcome variables. Standard linear modeling will be used in these tests with country, gender, generalized trust as covariates.

Bibliography

Dorfman, P. W., & Howell, J. P. (1988). Dimensions of national culture and effective leadership patterns: Hofstede revisited. *Advances in international comparative management*, 3(1), 127-150.

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A3.2 Study 4-B Preregistration Form

Study Description: This project aims to integrate Moral Foundations Theory (Haidt & Joseph, 2007) to the study of trust and trustworthiness evaluations in organizations and is part of a larger research endeavor. In this project, we are focused on investigating the effect of managers' perceived authority/subversion on perceptions of managers' trustworthiness and trust intentions toward managers.

Hypotheses

Perceptions of managers' trustworthiness and trust intentions toward managers will decrease as their degree of authority violations (violations of authority-conforming principles) increases. This decrease will be larger in Turkey compared to the US.

Study type

Experiment - A researcher randomly assigns treatments to study subjects, this includes field or lab experiments. This is also known as an intervention experiment and includes randomized controlled trials.

Blinding

For studies that involve human subjects, they will not know the treatment group to which they have been assigned.

Study design

A factorial 2 (country) x 3 (authority level; high - medium - low) design will be used where authority level is between-subjects. Participants will be randomly assigned to an authority level and view 2 manager profiles, which they will rate for outcome variables. To ensure that participants are familiar with their task and the role they will play, they will first view and rate a dummy profile. Profiles within the condition will be presented in random order. Participants will be instructed that they will pretend to be Human Resources specialists who are evaluating a number of middle-level managers from their company for being recommended to a post at a new facility. For each profile, they will view the profile details and then respond to questions measuring the outcome variables. The profile will be repeated prior to the manipulation check questions. Thus, participants will view each profile twice. All profiles will ostensibly belong to male managers with engineering degrees. Each profile will include a name, degree information, education and performance information in addition to the treatment effect information. Performance and other demographic information will be comparable across profiles and conditions. The

dummy profile will be similar in the treatment effect to the actual condition, i.e., low condition participants will view a dummy profile that is also low on authority. The authority information will be presented using i) ostensible ratings from subordinates, peers, and managers of the target, ii) common remarks made by these raters about the target. The list of common remarks and the rating items shown to participants is attached. Two illustrative rating presentations for a high Authority (low violation) manager are attached (English and Turkish versions)

Randomization

The study will be conducted using Qualtrics. Participants will be randomly assigned to a violation level by the platform's randomization tool. Each new launch of a response will trigger a random condition assignment which will be embedded to that response. All survey flow will be based on this.

Existing Data

Registration prior to creation of data

Data collection procedures

In Turkey, participants will be largely recruited using the services of a market research company. Additional data may be collected via the researchers' network, using snowballing. The research company will solicit participants and distribute an anonymous link to the survey-based study. To confirm data quality (i.e., that real individuals responded to the survey), spot checks may be performed by the company following data collection. However, no other services will be performed. No monetary or other material rewards will be provided to participants in Turkey. In the US, participants will be recruited through Prolific. Subject to study length, 2-3 USD (or equivalent GBP) will be paid to each participant upon completion of the study without substantial attention failures. Each participant will receive the same amount of payment. All participants must be at least 18 years old and have paid full-time work experience. For the US participants, the survey will include screener questions regarding current country of residence, country of birth, and citizenship.

Sample size

Our target sample is approximately 175 participants in each country. We will attempt to recruit up to 300 participants in each country to be able to accommodate attrition and low attention responses.

Sample size rationale

We used G*Power to calculate the required sample size to test the interaction effect of a 2x3 ANCOVA design given a medium effect size (0.25) at 0.05 alpha error probability with 0.95 power (total sample size: 250). We are targeting a higher sample than calculated to allow us to perform post hoc analyses using individual-level culture variables in each study.

Stopping rule

Data collection for this study will occur during the COVID-19 pandemic. Since local and governmental authorities institute various measures including shelter-in-place measures, curfews, and other restrictions to physical activity, data collection may be slower in Turkey. If that is the case, we may terminate data collection before 175 participants are recruited, subject to speed of collection.

Variables

Manipulated variables

Authority level: 1) Low/No violation of authority principles 2) Occasional / Medium violation of authority principles 3) Habitual / high violation of authority principles. Participants will see a manager profile that will include: - Mean rating on 3 items related to authority (scored not at all to extremely, out of 10) - 2 summary feedback comments ostensibly from co-workers of the profiled manager The mean of all 3 items will be 3.75 for a high-violation (3) profile, 5.7-5.9 for a medium-violation (2) profile, and 8.5 for a low-violation (1) profile. The rating items and pool of feedback comments are attached.

Measured variables

Outcome Variables:

Trustworthiness: Participants will evaluate the target profile's trustworthiness with a single item (7-point Likert, Not at all trustworthy to Extremely trustworthy)

Trust intentions: Participants will respond to 2 disclosure-related and 2 reliance-related trust intention questions adapted from Gillespie's Behavioral Trust Inventory (2003).

Manipulation Check Questions (8-point Likert, 1-not at all, 7-extremely, 8-no idea): - Respect for order - Valuing respect for authority - Prizing obedience - Loyalty to team - Commitment to team - Competence - Pro-autonomy & empowerment - Warmth - Sociability - Morality - Virtuousness - Fairness

Covariates & other: - Basic demographic variables (gender, age, experience, education, upbringing, birthplace etc) - Religiosity, political orientation, socioeconomic status - Propensity to trust (3 items from Yamagishi & Yamagishi, 1994; 7-point Likert) - Honor concerns (3 items adapted the social status / respect subscale of the measure from Cross

et al., 2014; 7-point Likert) - Individual power distance orientation (7-point Likert / Earley & Erez, 1997) - Interdependent vs independent selfhood (The subscales for self-expression vs harmony and self-interest vs commitment to others, adapted from Vignoles et al., 2016) - Interdependent vs independent selfhood cultural norms (The subscales for self-expression vs harmony and self-interest vs commitment to others, adapted from Vignoles et al., 2016 as descriptive norm measures; 7-point Likert) - Traditionality (Farh et al., 1997; 7-point Likert)

Indices

Reliance and Disclosure intentions will be calculated by taking the mean of the relevant questions.

Analysis Plan

Statistical models

Subject to sufficient within-condition reliability of the measures, we will use a 2x3 ANCOVA to analyze the results. The outcome variable will be computed as the mean trustworthiness or trust intentions of the stimuli for each participant. If the reliability of the stimuli within each condition are less than satisfactory, repeated-measures ANCOVA (with profiles as the repeated measure) or hierarchical linear modeling will be used. Country and condition will be included in the model as fixed effects. Both country and condition are between-subjects factors. Gender, age, and generalized trust will be controlled. Main effect of both factors as well as their interaction is of interest. Subsequent to omnibus tests, planned contrasts between the following levels will be undertaken: - Within-country comparison of levels - Within-level comparison of countries - Cross-country comparison of differences between levels, specifically between high and medium (slope comparisons)

Transformations

Centering the outcome variables within each country to adjust for differences in response scale use may be necessary. In addition, the data may be mean-centered if we use HLM (Raudenbush & Bryk, 2002) to analyze data, since it will facilitate interpretation of coefficients.

Inference criteria

Standard $p < 0.05$ criteria will be used. For post-hoc analyses, we intend to adjust for multiple comparisons.

Data exclusion

Any participant who fails two or more attention questions will be excluded automatically. We do not intend to exclude outliers.

Missing data

For the exploratory factor analysis of the trust intentions items, we will delete missing data listwise. No other adjustments are planned.

Exploratory analysis

We intend to measure individual-level differences in selfhood, power distance orientation, honor concerns, and traditionality. We will test the interaction of these variables and the treatment level on the outcome variables. Standard linear modeling will be used in these tests with country, gender, generalized trust as covariates.

Bibliography:

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Yamagishi, T., & Yamagishi, M. (1994). Trust and commitment in the United States and Japan. *Motivation and emotion*, 18(2), 129-166.

A3.3 Study 5-A Preregistration Form

Study Information

Hypotheses

Hypothesis 1: When faced with a trade-off between loyalty and fairness, Turks will show a preference for loyalty while Americans will show a preference for fairness such that:

H1-A) in Turkey, trust outcomes of managers high in loyalty but low in fairness will be higher than trust outcomes of managers low in loyalty but high in fairness

H1-B) in the US, trust outcomes of managers high in loyalty but low in fairness will be lower than trust outcomes of managers low in loyalty but high in fairness.

Hypothesis 2: In each country, individuals that express high (low) independent self-hood norms will evaluate high fairness-low loyalty managers as being more (less) trustworthy, and indicate higher (lower) trust intentions toward these managers, than low fairness-high loyalty managers.

Hypothesis 3: In each country, individuals low (high) in independent self-hood construal will evaluate high fairness-low loyalty managers as being more (less) trustworthy, and indicate higher (lower) trust intentions toward these managers, than low fairness-high loyalty managers.

Hypothesis 4: In each country, individuals low (high) in traditionality will evaluate high fairness-low loyalty managers as being more (less) trustworthy, and indicate higher (lower) trust intentions toward these managers, than low fairness-high loyalty managers.

Hypothesis 5: The individual-level variables will moderate the effect of manager morality on trust outcomes such that trust outcomes of high fairness low loyalty managers will be lower for participants high in traditionality, interdependent selfhood construal, or interdependent selfhood norms than those who are less traditional or construe themselves and their social environment as more independent.

Study type

Experiment - A researcher randomly assigns treatments to study subjects, this includes field or lab experiments. This is also known as an intervention experiment and includes randomized controlled trials.

Blinding

For studies that involve human subjects, they will not know the treatment group to which they have been assigned.

Study design

We employ a 2 (country) x 2 (condition) mixed design with omitted cells. Country is a between-subject factor while condition is a within-subject factor. Each participant will view two treatment profiles (I: high loyalty, low fairness; II: low loyalty, high fairness). To ensure that participants are familiar with their task and the role they will play, they will first view and rate a dummy profile. Profiles for the conditions will be presented in random order. Participants will be instructed that they will pretend to be Human Resources managers who are evaluating a number of middle-level managers from their company for being recommended to a post at a new facility. For each profile, they will view the profile details and then respond to questions measuring the outcome variables. The profile will be repeated prior to the manipulation check questions. Thus, participants will view each profile twice. All profiles will belong to male managers with engineering degrees. Each profile will include a name, degree information, education and performance information in addition to the treatment effect information. Performance and other demographic information will be comparable across profiles and conditions. The dummy profile will be a manager who is at the medium-point for both fairness and loyalty. Fairness and loyalty information will be presented as mean survey ratings from subordinates, peers, and managers of the target on three items for each independent variable. The mean of high ratings will be 8.5 and the mean of low ratings will be 2.4 (out of 10). For fairness, the survey items are: - Is impartial when making managerial decisions. - Evaluates subordinates based on performance, doesn't show favoritism. - Respects the rights of all stakeholders in the firm. For loyalty, the survey items are: - Highly committed to their team and their organization. - Views concerns of the organization as their own personal concerns. - Always looks out for their team's interests.

Randomization

Since only country is a between-subjects factor, random assignment to condition is not part of the study.

Existing Data

Registration prior to creation of data

Explanation of existing data

Some data has been partially collected in the US (n = 43) using slightly different rating graphics for fairness as a pilot to ascertain survey length and to verify that the combined fairness and loyalty ratings graphics were performing as expected. This data has only been analyzed in terms of descriptive statistics related to manipulation checks. No

advanced statistical analysis has been conducted and the individual cultural values related to hypotheses 2-4 have not been processed. The pilot data will not be included in the analyses.

Data collection procedures

In Turkey, participants will be recruited using snowballing methods via researchers' network and the services of up to two market research companies, which will solicit participants and distribute an anonymous link to the survey-based study. To confirm data quality (i.e., that real individuals responded to the survey), spot checks may be performed by the companies following data collection. However, no other services will be performed. No monetary or other material rewards will be provided to participants in Turkey. In the US, participants will be recruited through Prolific. Subject to study length, 2-3 USD (priced in British Pounds at a set level) will be paid to each participant upon completion of the study. Submissions by participants who fail two or more attention checks will be rejected and no payment will be paid. Each participant whose submission is approved will receive the same amount of payment. All participants must be at least 18 years old and have paid full-time work experience. For the US participants, the survey will include screener questions regarding current country of residence, country of birth, and citizenship.

Sample size

Our target sample is 200 participants in each country.

Sample size rationale

We used G*Power to calculate the required sample size for a repeated measures ANOVA to test the interaction of a within-between factor given a medium effect size (0.10) at 0.05 alpha error probability with 0.80 power and zero correlation between repeated measures (as indicated by the pilot tests). Total calculated sample size is 396.

Variables

Manipulated variables

Loyalty level:

- 1) Low/No violation of loyalty principles (High loyalty)
- 2) Habitual / high violation of loyalty principles (Low loyalty).

Participants will see manager profiles that will include:

- Mean rating on 3 items related to loyalty
- Mean ratings on 3 items related to fairness . (Scored not at all to extremely, out of 10 in each case.)

The mean of all 3 items will be 2.40 for a high-violation (low loyalty/fairness) profile, and 8.5 for a low-violation (high loyalty/low fairness) profile.

Measured variables

Outcome Variables:

- 1) Trustworthiness: Participants will evaluate the target profile's trustworthiness with a single item (7-point Likert, Not at all trustworthy to Extremely trustworthy)
- 2) Trust intentions: Participants will respond to 2 disclosure-related and 2 reliance-related trust intention questions adapted from Gillespie's Behavioral Trust Inventory (2003).
- 3) Recommendation decision
- 4) Likelihood that others in similar positions would prefer him as a manager

Manipulation Check Questions (8-point Likert, 1-not at all, 7-extremely, 8-no idea): - Loyalty to team - Commitment to team - Sense of belonging to team - Fairness - Impartialty - Honesty - Competence - Being moral

Covariates & other:

- Basic demographic variables (gender, age, experience, education, upbringing, birthplace etc) - Religiosity, political orientation, socioeconomic status - Propensity to trust (3 items from Yamagishi & Yamagishi, 1994; 7-point Likert) - Individual power distance orientation (Earley & Erez, 1997; 7-point Likert) - Interdependent vs independent selfhood (Self-Expression and Self-Interest subscales adapted from Vignoles et al., 2016; the items are also adapted for use as descriptive norm measures; 7-point Likert) - Traditionality (Farh et al., 1997; 7-point Likert) - 3 items intended to measure system trust, - 4 items adapted from Alpay et al. (2008) and Kocak et al. (2014) to measure the degree of formalization imagined by participants as part of the scenario.

Indices

Reliance and Disclosure intentions will be calculated by taking the mean of the relevant questions.

Statistical models

We will use a 2x2 ANCOVA with repeated measures to analyze the results for each outcome variable. Gender, age, and generalized trust will be entered as covariates, along with the relevant cultural difference variable when applicable. Main effect of both factors (country, condition) as well as their interaction is of interest. Planned contrasts include within-country and within-condition means. Additional analyses will be conducted using linear regression (either using HLM (Raudenbush & Bryk, 2002) or OLS with standard error correction for clustering to account for multiple ratings from each participant) to

investigate the effect of cultural variables on the outcome measures, especially with respect to the moderation hypothesis. As a secondary analysis, the difference in each outcome measure for the two condition profiles may be used as a dependent variable in linear regression to test the effect of individual-level cultural variables.

Transformations

As part of the secondary analyses, delta scores will be calculated for each outcome measure per participant as the difference between the profiles. It is possible that outcome variables may need to be centered within each country to adjust for differences in response scale use. In addition, the data may be mean-centered if we use HLM (Raudenbush & Bryk, 2002) to analyze data, to facilitate interpretation of coefficients.

Inference criteria

Standard $p < 0.05$ criteria will be used.

Data exclusion

Any participant who fails two or more attention questions will be excluded automatically. We do not intend to exclude outliers unless there is evidence of straight-lining in the response patterns.

Missing data

If a participant fails to respond to respond to the outcome measures for both treatment profiles, they will be excluded.

Exploratory analysis

We intend to measure individual-level differences in power distance orientation, system trust, and perceived formalisation. We will explore the possible role of these on the outcomes using the same approach as that used in testing the effect of selfhood and traditionality.

Bibliography

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A3.4 Study 5-B Preregistration Form

Hypotheses

Hypothesis 1: When faced with a trade-off between authority and fairness, managers' level of authority (in MFT terms) will positively influence trust outcomes for Turks more than it does for Americans such that:

H1-A) trust outcomes of managers high in authority but low in fairness (Type I) will be higher in Turkey than the US,

H1-B) trust outcomes of managers high in fairness but low in authority (Type II) will be lower in Turkey than the US,

H1-C) the difference in trust outcomes between Type I and Type II managers will smaller in Turkey than the US

Hypothesis 2: In each country, power distance / traditionality will moderate the impact of managers' level of authority (in MFT terms) on trust outcomes such that

H2A) Type I managers will be evaluated lower in trust outcomes by individuals with lower (vs higher) power distance / traditionality.

H2B) Type II managers will be evaluated higher in trust outcomes by individuals with lower (vs higher) power distance / traditionality.

Study type

Experiment - A researcher randomly assigns treatments to study subjects, this includes field or lab experiments. This is also known as an intervention experiment and includes randomized controlled trials.

Blinding

For studies that involve human subjects, they will not know the treatment group to which they have been assigned.

Study design

We employ a 2 (country) x 2 (condition) mixed design with omitted cells. Country is a between-subject factor while condition is a within-subject factor. Each participant will view two treatment profiles (I: high authority, low fairness; II: low authority, high fairness). To ensure that participants are familiar with their task and the role they will play, they will first view and rate a dummy profile (though they will not know it is a dummy). Profiles for the conditions will be presented in random order. Participants will be instructed that they will pretend to be Human Resources managers who are evaluating

a number of middle-level managers from their company for being recommended to a post at a new facility. For each profile, they will view the profile details and then respond to questions measuring the outcome variables. The profile will be repeated prior to the manipulation check questions. Thus, participants will view each profile twice. All profiles will belong to male managers with engineering degrees. Each profile will include a name, degree information, education and performance information in addition to the treatment effect information. Performance and other demographic information will be comparable across profiles and conditions. The dummy profile will be a manager who is at the medium-point for both fairness and authority. Fairness and authority information will be presented as mean survey ratings from subordinates, peers, and managers of the target on three items for each independent variable. The mean of high ratings will be 8.5 and the mean of low ratings will be 2.4 (out of 10). For fairness, the survey items are: - Is impartial when making managerial decisions. - Evaluates subordinates based on performance, doesn't show favoritism. - Respects the rights of all stakeholders in the firm. For authority, the survey items are: - Respects the rules and established order of the organization. - Expects decisions by superiors to be carried out without question. - Shows utmost respect to people's titles, ranks, and seniority.

Randomization

Since only country is a between-subjects factor, random assignment to condition is not part of the study. However, the order of presentation for authority and fairness will be random for each participant (but constant within each subject).

Existing Data

Registration prior to creation of data

Data collection procedures

In Turkey, participants will be recruited using snowballing methods via researchers' network and the services of up to two market research companies, which will solicit participants and distribute an anonymous link to the survey-based study. To confirm data quality (i.e., that real individuals responded to the survey), spot checks may be performed by the companies following data collection. However, no other services will be performed. A gift e-certificate will be given to any participant who is recruited by the research companies and completes the study. We will control for differences in data collection strategies. In the US, participants will be recruited through Prolific. Subject to study length, 2-3 USD (priced in British Pounds at a set level) will be paid to each participant upon completion of the study. Submissions by participants who fail two or

more attention checks will be rejected and no payment will be paid. Each participant whose submission is approved will receive the same amount of payment. All participants must be at least 18 years old and have paid full-time work experience. For the US participants, the survey will include screener questions regarding current country of residence, country of birth, and citizenship.

Sample size

Our target sample is 200 participants in each country.

Sample size rationale

We used G*Power to calculate the required sample size for a repeated measures ANOVA to test the interaction of a within-between factor given a medium effect size (0.10) at 0.05 alpha error probability with 0.80 power and zero correlation between repeated measures (as indicated by the pilot tests). Total calculated sample size is 396.

Variables

Manipulated variables

Authority level: 1) Low/No violation of authority principles (High authority) 2) Habitual / high violation of authority principles (Low authority). Participants will see manager profiles that will include: - Mean rating on 3 items related to authority - Mean ratings on 3 items related to fairness . (Scored not at all to extremely, out of 10 in each case.) The mean of all 3 items will be 2.40 for a high-violation (low authority/fairness) profile, and 8.5 for a low-violation (high authority/low fairness) profile.

Measured variables

Outcome Variables:

- 1) Trustworthiness: Participants will evaluate the target profile's trustworthiness with a single item (7-point Likert, Not at all trustworthy to Extremely trustworthy)
- 2) Trust intentions: Participants will respond to 2 disclosure-related and 2 reliance-related trust intention questions adapted from Gillespie's Behavioral Trust Inventory (2003).
- 3) Recommendation decision
- 4) Likelihood that others in similar positions would prefer him as a manager

Manipulation Check Questions (8-point Likert, 1-not at all, 7-extremely, 8-no idea): - Respect for the established order - Values respect for authority - Prizes obedience - Fairness - Being just - Being moral - Competence - Warmth - Typical / common - Trustworthiness

Covariates & other: - Basic demographic variables (gender, age, experience, education, upbringing, birthplace etc) - Religiosity, political orientation, socioeconomic status -

Propensity to trust (3 items from Yamagishi & Yamagishi, 1994; 7-point Likert) - Individual power distance orientation (Earley & Erez, 1997; 7-point Likert) - Interdependent vs independent selfhood (Self-Expression and Self-Interest subscales adapted from Vignoles et al., 2016) - Traditionality (Farh et al., 1997; 7-point Likert) - 3 items intended to measure system trust, - 5 items adapted from Alpay et al. (2008) and Kocak et al. (2014) to measure the degree of formalization imagined by participants as part of the scenario.

Indices

Reliance and Disclosure intentions will be calculated by taking the mean of the relevant questions.

Statistical models

We will use a 2x2 ANCOVA with repeated measures to analyze the results for each outcome variable. Gender, age, and generalized trust will be entered as covariates. The relevant cultural difference variable at the individual level may also be included in the specified model. Main effect of both factors (country, condition) as well as their interaction is of interest. Planned contrasts include within-country and within-condition means. Analyses will also be conducted using linear regression (either using HLM (Raudenbush & Bryk, 2002) or OLS with standard error correction for clustering to account for multiple ratings from each participant). The latter method will be primarily used to investigate the effect of cultural variables measured at the individual level on the outcome measures, especially with respect to the moderation hypotheses.

Transformations

In addition to actual ratings, delta scores will also be calculated for each outcome measure per participant as the difference between the profiles, primarily to test for H1-C. It is possible that outcome variables may need to be centered within each country to adjust for differences in response scale use. In addition, the data may be mean-centered if we use HLM (Raudenbush & Bryk, 2002) to analyze data, to facilitate interpretation of coefficients.

Inference criteria

Standard $p < 0.05$ criteria will be used.

Data exclusion

Any participant who fails the comprehension questions posed at the end of the main portion of the study will be excluded automatically. Additional controls for attention will

be included and may be used for exclusion. We do not intend to exclude outliers unless there is evidence of straight-lining in the response patterns.

Missing data

If a participant fails to respond to the outcome measures for both treatment profiles, they will be excluded.

Exploratory analysis

We intend to measure individual-level differences in selfhood construals, system trust, and perceived formalization. We will explore the possible impact of system trust and formalization on trust outcomes in lieu of internalized values, in line with recent socioecological arguments (Liu et al., 2021). The same approach as that used in testing the effect of power distance and traditionality will be used. In addition, we will explore whether the country effect on trust outcomes is mediated by internalized values using a moderated mediation approach.

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APPENDIX IV

Manager profiles used in Study 4-A

Manager Profiles (US)

Please review the candidate information. You will proceed to the next page for your assessment.

John R.
Profession: Civil Engineer
Work Experience: 13.5 years
Performance Score: 8.65
(Mean of multiple performance dimensions adjusted to a scale of 10.)

Survey Scores and Common Remarks That Stand Out:
(Response scale between 1 and 10.)

Survey Scores:

Highly committed to their team and their organization.
Doesn't describe at all 1 8.23 X Describes very accurately 10

Views concerns of the organization as their own personal concerns.
Doesn't describe at all 1 9.04 X Describes very accurately 10

Always looks out for their team's interests.
Doesn't describe at all 1 8.23 X Describes very accurately 10

Common Remarks That Stand Out:

- Always stands by his team, on good days as well as bad ones
- Is committed to his team like they are family

Communication Skills Score:
(Scored out of 5.)

1 4.15 X 5

Please proceed to the next page to evaluate the candidate. We would like to remind you that it

Manager Profiles (TR)

Lütfen adayla ilgili bilgileri inceleyin. Değerlendirmek için sonraki sayfaya ilerleyeceksiniz.

Ahmet T.
Meslek: İnşaat Mühendisi
Deneyim: 13.5 yıl
Performans Skoru: 8.65
(Farklı performans boyutlarının 10 üzerinden ortalamasıdır.)

Anket Değerlendirmeleri ve Yorumlarda Öne Çıkan Ortak Noktalar:
(1 ila 10 üzerinden değerlendirilmiştir.)

Değerlendirme Puanları:

Ekibine ve şirkete çok bağlıdır.
Hiç iyi tanımlanıyor 1 8.23 X Çok iyi tanımlanıyor 10

Şirket meselelerini kendi meselesi gibi sahiplenir.
Hiç iyi tanımlanıyor 1 9.04 X Çok iyi tanımlanıyor 10

Ekibinin menfaatini her zaman gözétir.
Hiç iyi tanımlanıyor 1 8.23 X Çok iyi tanımlanıyor 10

Yorumlarda Öne Çıkan Ortak Noktalar:

- Ekibinin iyi gününde, kötü gününde hep yanlarında olduğu
- Ekibine ailesiymişçesine bağlı olduğu

İletişim Becerileri Puanı:
(Değerlendirme 5 üzerinden yapılmıştır.)

1 4.15 X 5

Adayı değerlendirmek için sonraki sayfaya ilerleyin. Bu ankette bir önceki sayfaya dönmen

Lütfen adayla ilgili bilgileri inceleyin. Değerlendirmek için sonraki sayfaya ilerleyeceksiniz.

Ahmet T.
Meslek: İnşaat Mühendisi
Deneyim: 13.5 yıl
Performans Skoru: 8.65
(Farklı performans boyutlarının 10 üzerinden ortalamasıdır.)

Anket Değerlendirmeleri ve Yorumlarda Öne Çıkan Ortak Noktalar:
(1 ila 10 üzerinden değerlendirilmiştir.)

Değerlendirme Puanları:

Ekibine ve şirkete çok bağlıdır.
Hiç iyi tanımlanıyor 1 6.45 X Çok iyi tanımlanıyor 10

Şirket meselelerini kendi meselesi gibi sahiplenir.
Hiç iyi tanımlanıyor 1 5.40 X Çok iyi tanımlanıyor 10

Ekibinin menfaatini her zaman gözétir.
Hiç iyi tanımlanıyor 1 5.85 X Çok iyi tanımlanıyor 10

Yorumlarda Öne Çıkan Ortak Noktalar:

- Bir problem olduğunda ekibine ancak bir yere kadar destek verdiği
- Ekibinin profesyonel veya kişisel meseleleriyle orta seviyede ilgilendiği

İletişim Becerileri Puanı:
(Değerlendirme 5 üzerinden yapılmıştır.)

1 4.15 X 5

Adayı değerlendirmek için sonraki sayfaya ilerleyin. Bu ankette bir önceki sayfaya dönmenin m

Please review the candidate information. You will proceed to the next page for your assessment.

John R.
Profession: Civil Engineer
Work Experience: 13.5 years
Performance Score: 8.65
(Mean of multiple performance dimensions adjusted to a scale of 10.)

Survey Scores and Common Remarks That Stand Out:
(Response scale between 1 and 10.)

Survey Scores:

Highly committed to their team and their organization.
Doesn't describe at all 1 6.45 X Describes very accurately 10

Views concerns of the organization as their own personal concerns.
Doesn't describe at all 1 5.40 X Describes very accurately 10

Always looks out for their team's interests.
Doesn't describe at all 1 5.85 X Describes very accurately 10

Common Remarks That Stand Out:

- When there are problems, his concern for his team only goes so far
- Is somewhat attentive to the professional and personal problems of his team

Communication Skills Score:
(Scored out of 5)

1 4.15 X 5

Please proceed to the next page to evaluate the candidate. We would like to remind you that it

Manager Profiles (US)

Please review the candidate information. You will proceed to the next page for your assessment.

John R.

Profession: Civil Engineer

Work Experience: 13.5 years

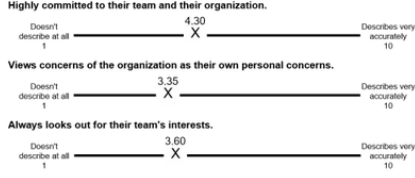
Performance Score: 8.65

(Mean of multiple performance dimensions adjusted to a scale of 10.)

Survey Scores and Common Remarks That Stand Out:

(Response scale between 1 and 10.)

Survey Scores:



Common Remarks That Stand Out:

- He definitely doesn't approach his team with a "team spirit"
- Takes zero interest in the professional or personal problems of members of his team

Communication Skills Score:

(Scored out of 5)



Please proceed to the next page to evaluate the candidate. We would like to remind you that it w

Manager Profiles (TR)

Lütfen adayla ilgili bilgileri inceleyin. Değerlendirmek için sonraki sayfaya ilerleyeceksiniz.

Ahmet T.

Meslek: İnşaat Mühendisi

Deneyim: 13.5 yıl

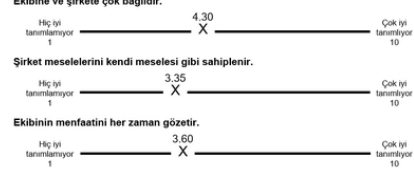
Performans Skoru: 8.65

(Farklı performans boyutlarının 10 üzerinden ortalamasıdır.)

Anket Değerlendirmeleri ve Yorumlarda Öne Çıkan Ortak Noktalar:

(1 ile 10 üzerinden değerlendirilmiştir.)

Değerlendirme Puanları:



Yorumlarda Öne Çıkan Ortak Noktalar:

- Ekiğine kesinlikle bir takım olma anlayışıyla yaklaşmadığı
- Ekibindekilerin ne profesyonel ne de kişisel meseleleriyle hiç ilgilenmediği

İletişim Becerileri Puanı:

(Değerlendirme 5 üzerinden yapılmıştır.)



Adayı değerlendirmek için sonraki sayfaya ilerleyin. Bu ankette bir önceki sayfaya dönmeyin

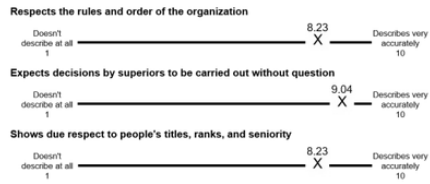
Manager profiles used in Study 4-B

Please review the candidate information. You will proceed to the next page for your assessment.

John R.
Profession: Civil Engineer
Work Experience: 13.5 years
Performance Score: 8.65
(Mean of multiple performance dimensions adjusted to a scale of 10.)

Survey Scores and Common Remarks That Stand Out: (Response scale between 1 and 10.)

Survey Scores:



Common Remarks That Stand Out:

- Is very careful to always preserve the formality dictated by the hierarchical relationship between himself and his team
- Strongly believes in the merit of discipline in supervising his team

Communication Skills Score: (Scored out of 5.)



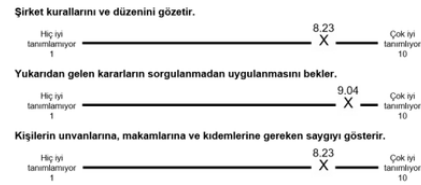
Please proceed to the next page to evaluate the candidate. We would like to remind you that it

Lütfen adayla ilgili bilgileri inceleyin. Değerlendirmek için sonraki sayfaya ilerleyeceksiniz.

Ahmet T.
Meslek: İnşaat Mühendisi
Deneyim: 13.5 yıl
Performans Skoru: 8.65
(Farklı performans boyutlarının 10 üzerinden ortalamasıdır.)

Anket Değerlendirmeleri ve Yorumlarda Öne Çıkan Ortak Noktalar: (1 ila 10 üzerinden değerlendirilmiştir.)

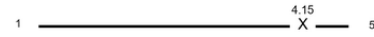
Değerlendirme Puanları:



Yorumlarda Öne Çıkan Ortak Noktalar:

- Ekipleri arasında ast-üst ilişkilerinin gerektirdiği resmiyeti her zaman muhafaza etmeye çok dikkat ettiği
- Ekinin yönetiminde disiplinin kıymetine kuvvetle inandığı

İletişim Becerileri Puanı: (Değerlendirme 5 üzerinden yapılmıştır.)



Adayı değerlendirmek için sonraki sayfaya ilerleyin. Bu ankette bir önceki sayfaya dönmek

APPENDIX V

Measures used in Study 4-A and Study 4-B

Dependent Measures:

How trustworthy a manager is [Manager]?	Not at all trustworthy 1	2	3	4	5	6	Extremely trustworthy 7
How willing would you be to depend on [Manager] to handle an important issue on your behalf?	Not at all willing 1	2	3	4	5	6	Extremely willing 7
How willing would you be to rely on [Manager]'s advice on important issues?	Not at all willing 1	2	3	4	5	6	Extremely willing 7
How willing would you be to confide in [Manager] about personal issues that are affecting your work?	Not at all willing 1	2	3	4	5	6	Extremely willing 7
How willing would you be to discuss work-related problems or difficulties with that could potentially be used to disadvantage you with [Manager]?	Not at all willing 1	2	3	4	5	6	Extremely willing 7

[Yönetici] ne kadar güvenilir bir yönetici??	Hiç güvenilir değil 1	2	3	4	5	6	Son derece güvenilir 7
Önemli konularda [Yönetici]'nin tavsiyesine göre hareket etmeye ne kadar istekli olurdunuz?	Hiç istekli olmazdım 1	2	3	4	5	6	Son derece istekli olurdum 7
[Yönetici]'nin önemli bir meseleyi sizin adınıza ele almasına ne kadar istekli olurdunuz?	Hiç istekli olmazdım 1	2	3	4	5	6	Son derece istekli olurdum 7
[Yönetici] ile işinizi etkileyen kişisel sorunlarınızı paylaşmaya ne kadar istekli olurdunuz?	Hiç istekli olmazdım 1	2	3	4	5	6	Son derece istekli olurdum 7
İşle ilgili yaşadığınız problem ve zorlukları aleyhinize kullanılabilecek olsa bile [Yönetici] ile paylaşmaya ne kadar istekli olurdunuz?	Hiç istekli olmazdım 1	2	3	4	5	6	Son derece istekli olurdum 7

Cultural Values Measures:

Selfhood – Self referent

Below are some statements that someone might use to try to describe you. For each statement, please use the scale to indicate **how well it describes you**. (1-Doesn't describe me at all, 7-Describes me exactly)

- You try not to express disagreement with members of your family.
- You prefer to preserve harmony in your relationships, even if this means not expressing your true feelings.
- You try to adapt to people around you, even if it means hiding your feelings.
- You like to discuss your own ideas, even if it might sometimes upset the people around you.
- You show your true feelings even if it disturbs the harmony in your family relationships.
- You prefer to express your thoughts and feelings openly, even if it may sometimes cause conflict.
- You would sacrifice your personal interests for the benefit of your family.
- You value good relations with the people close to you more than your personal achievements.
- You usually give priority to others, before yourself.
- Your own success is very important to you, even if it disrupts your friendships.
- You protect your own interests, even if it might sometimes disrupt your family relationships.
- You usually give priority to your personal goals, before thinking about the goals of others.

Aşağıda sizi anlatmak için kullanılabilecek bazı ifadeler yer alıyor. Bu ifadelerin her biri için **sizi ne kadar doğru yansıttığını** ölçeği kullanarak belirtin. (1-Hiç doğru yansıtmıyor, 7-Son derece doğru yansıtıyor)

- Ailenizin içindeki uyumu bozsa bile gerçek duygularınızı gösterirsiniz.

- Gerçek duygularınızı göstermemek anlamına gelse de ilişkilerinizde uyumu korumayı tercih edersiniz.
- Kendi duygularınızı saklamak pahasına da olsa etrafınızdaki kişilere ayak uydurmaya çalışırsınız.
- Bazen anlaşmazlığa neden olsa da kendi fikirlerinizi ve hislerinizi açıkça ifade etmeyi tercih edersiniz.
- Ailenizdeki kişilerle fikir ayrılığına düştüğünüzde bunu onlara söylememeye çalışırsınız.
- Bazen etrafınızdaki insanları üzse de kendi fikirlerinizi tartışmaktan hoşlanırsınız.
- Ailenizin çıkarları için kendi çıkarlarınızı feda edersiniz.
- Kişisel başarılarınızdan daha çok, yakın olduğunuz insanlarla iyi ilişkilere sahip olmaya önem verirsiniz.
- Çoğunlukla kendinizden önce başkalarına öncelik verirsiniz.
- Arkadaşlarınızla ilişkinize zarar verse bile kendi kişisel başarınız sizin için çok önemlidir.
- Bazen ailenizle olan ilişkilerinize zarar verebilecek olsa da kendi çıkarlarınızı gözetirsiniz.
- Başkalarının hedeflerini düşünmeden önce genellikle kendi kişisel hedeflerinize öncelik verirsiniz.

Selfhood – Descriptive norms

Please evaluate each statement below in terms of **how well it describes most people in your society**. Use the scale to indicate your opinion. ***Most people in my society...*** (1- Doesn't describe most people in my society at all, 7- Describes most people in my society exactly)

- Try not to express disagreement with members of their family.
- Prefer to preserve harmony in their relationships, even if this means not expressing their true feelings.
- Try to adapt to people around them, even if it means hiding their feelings.

- Like to discuss their own ideas, even if it might sometimes upset the people around them.
- Prefer to express their thoughts and feelings openly, even if it may sometimes cause conflict.
- Show their true feelings even if it disturbs the harmony in their family relationships.
- Sacrifice their personal interests for the benefit of their family.
- Value good relations with the people close to them more than their personal achievements.
- Usually give priority to others, before themselves.
- Their own success is very important to them, even if it disrupts their friendships.
- Protect their own interests, even if it might sometimes disrupt their family relationships.
- Usually give priority to their personal goals, before thinking about the goals of others.

Aşağıdaki ifadeleri **yaşadığınız toplumdaki insanların çoğunu** ne kadar iyi tanımladığı açısından değerlendirdin. Her ifade için ölçeği kullanarak görüşünüzü belirtin. **Bu toplumdaki insanların çoğu...** (1- Hiç iyi tanımlamıyor, 7- Son derece iyi tanımlıyor)

- Ailesindeki kişilerle fikir ayrılığına düştüğünde bunu onlara söylememeye çalışır.
- Gerçek duygularını göstermemek anlamına gelse de ilişkilerinde uyumu korumayı tercih eder.
- Kendi duygularını saklamak pahasına da olsa etrafındaki kişilere ayak uydurmaya çalışır.
- Bazen etrafındaki insanları üzse de kendi fikirlerini tartışmaktan hoşlanır.
- Bazen anlaşmazlığa neden olsa da kendi fikirlerini ve hislerini açıkça ifade etmeyi tercih eder.
- Ailesinin içindeki uyumu bozsa bile gerçek duygularını gösterir.
- Ailesinin çıkarları için kendi çıkarlarını feda eder.
- Kişisel başarılarından daha çok, yakın olduğu insanlarla iyi ilişkilere sahip olmaya önem verir.
- Çoğunlukla kendisinden önce başkalarına öncelik verir.

- Arkadaşlarıyla ilişkisine zarar verse bile kendi kişisel başarısı çok önemlidir.
- Bazen ailesiyle olan ilişkilerine zarar verebilecek olsa da kendi çıkarlarını gözetir.
- Başkalarının hedeflerini düşünmeden önce genellikle kendi kişisel hedeflerine öncelik verir.

Generalized Trust

Please indicate how much you **agree** with each statement using the scale. (1-Strongly disagree, 4-Neither agree nor disagree, 7-Strongly agree)

- Most people are basically honest.
- Most people are basically good-natured and kind.
- Most people are trustworthy.

Lütfen ölçeği kullanarak aşağıdaki ifadelere ne kadar katıldığınızı belirtiniz. (1- Hiç katılmıyorum, 4-Ne katılıyorum ne katılmıyorum, 7-Kesinlikle katılıyorum)

- Çoğu insan temelde dürüştür.
- Çoğu kişi temelde iyi huylu ve iyi yüreklidir.
- Çoğu kişi güvenilirirdir.

Power Distance Values

Please indicate how much you **agree** with each statement using the scale. (1-Strongly disagree, 4-Neither agree nor disagree, 7-Strongly agree)

- Managers should make most decisions without consulting subordinates.
- It is frequently necessary for a manager to use authority and power when dealing with subordinates.
- Managers should seldom ask for the opinions of employees.
- Managers should avoid off-the-job social contacts with employees.
- Employees should not disagree with management decisions.
- Managers should not delegate important tasks to employees.
- In work-related matters, managers have a right to expect obedience from their subordinates.

Lütfen ölçeği kullanarak aşağıdaki ifadelere ne kadar katıldığınızı belirtiniz. (1- Hiç katılmıyorum, 4-Ne katılıyorum ne katılmıyorum, 7-Kesinlikle katılıyorum)

- Yöneticiler kararlarının çoğunu astlarına danışmadan almalıdır.
- Bir yöneticinin astlarını yönetirken sık sık otorite ve güç kullanması gereklidir.
- Yöneticiler çalışanlarının fikirlerini nadiren sormalıdır.
- Yöneticiler çalışanlarla iş dışı sosyal görüşmeden kaçınmalıdır.
- Çalışanların, yönetimin kararlarıyla uyumsuzluğu ve fikir ayrılığı olmamalıdır.
- Yöneticiler önemli görevler için çalışanlarına yetki devretmemeli, çalışanlarını görevlendirmemelidir.
- İşle ilgili konularda bir yöneticinin astlarından itaat beklemeye hakkı vardır.

Traditionality Values

Please indicate how much you **agree** with each statement using the scale. (1-Strongly disagree, 4-Neither agree nor disagree, 7-Strongly agree)

- The chief government official is like the head of a household. The citizen should obey his decisions on all matters.
- The best way to avoid mistakes is to follow the instructions of senior persons.
- Before marriage, a woman should subordinate herself to her father. After marriage, to her husband.
- When people are in dispute, they should ask the most senior person to decide who is right.
- Those who are respected by parents should be respected by children.
- It is better to be good than to be bad.

Aşağıda ifadelere ne kadar **katıldığınızı** verilen ölçeği kullanarak belirtiniz. (1- Hiç katılmıyorum, 4-Ne katılıyorum ne katılmıyorum, 7-Kesinlikle katılıyorum)

- İnsanlar fikir anlaşmazlıklarında son sözü en kıdemli kişiye bırakmalıdır.
- Hata yapmayı önlemenin en iyi yolu büyüklerin sözünü dinlemektir.
- Bir kadın evlilikten önce babasına, evlilikten sonra kocasına tabi olmalıdır.
- Devletin başkanı evin babası gibidir, tüm memleket meselelerinde vatandaş ona itaat etmelidir.

- Çocuklar, anne-babalarının saygı duyduğu insanları saymalıdır.

Honor Values (Social Respect)

How important do you consider feeling valued by society? (1-Not at all important, 7-Extremely important) // Çevrenizde değerli bulunmak sizin için ne kadar önemlidir? (1-Hiç önemli değil, 7-Son derece önemli)

How important do you consider being highly regarded by others? (1-Not at all important, 7-Extremely important) // Başkaları tarafından itibar görmek sizin için ne kadar önemlidir? (1- Hiç önemli değil, 7-Son derece önemli)

How important do you consider being appreciated by others? (1-Not at all important, 7-Extremely important) // Başkaları tarafından takdir edilmek sizin için ne kadar önemlidir? (1- Hiç önemli değil, 7-Son derece önemli)

Interdependent Self-construal

Please indicate how much you **agree** with each statement using the scale. (1- Strongly disagree, 7-Strongly agree)

- My close relationships are an important reflection of who I am.
- When I feel very close to someone, it often feels to me like that person is an important part of who I am.
- I think one of the most important parts of who I am can be captured by looking at my close friends and understanding who they are.
- In general, my close relationships are an important part of my self-image.
- When I establish a close friendship with someone, I usually develop a strong sense of identification with that person.

Aşağıdaki ifadelerin sizi ne derece yansıttığını verilen ölçeği kullanarak belirtiniz. (1- Hiç katılmıyorum, 7-Kesinlikle katılıyorum)

- Yakın ilişkilerim kim olduğumun önemli bir yansımasıdır.
- Kendimi birine çok yakın hissettiğimde, sık sık o kişinin kendi kimliğimin önemli bir parçası olduğunu hissederim.
- Benim nasıl biri olduğum önemli ölçüde yakın arkadaşlarımın kim olduğuna bakıp anlaşılabilir.

- Genellikle yakın ilişkilerim kendimi nasıl biri olarak gördüğümün önemli bir parçasıdır.
- Birisiyle yakın bir ilişki kurduğumda, kendimi genellikle o kişiyle kuvvetli bir şekilde özdeşleştiririm.

Demographic and Other Measures

Formalism of the scenario context:

Please think about the sort of company we described (mid-sized manufacturing company with multiple shareholders). Evaluate each statement below in terms of how well it describes such companies? In such companies... (1-Not at all, 7-Definitely)

- Performance appraisal criteria are applied consistently to everyone.
- Pay and promotion decisions are determined by employees' personal relationships with top management.
- There are specific written rules for organizational processes.
- Employees' task responsibilities or discretion in decision making are unclear.
- Top management gives importance to creating a family environment in the workplace.
- If needed, top management is ready to help employees with their non-work problems (e.g. housing, education of the children, health etc.).

Size göre değerlendirdiğiniz tipteki firmalar (orta büyüklükte çok ortaklı üretim şirketleri) aşağıdaki konular bakımından nasıl özellikler göstermektedir? Her ifadenin bu tip firmaları tanımlamak açısından ne kadar uygun olduğunu belirtin.

- Performans değerlendirme kriterleri her çalışana aynı şekilde uygulanır.
- Çalışanların maaş artışı ve terfisi gibi konular üst yönetim ile kurdukları kişisel ilişkilere belirlenir.
- Şirket içi süreçlerle ilgili yazılı kurallar bulunmaktadır.
- Çalışanlar karar alma yetkilerinin veya iş sorumluluklarının nerede başlayıp nerede bittiği net değildir.
- Üst yönetim işyerinde aile ortamı yaratmaya önem verir.
- Üst yönetim ihtiyaçları olduğu zaman, çalışanlara iş dışı konularda (örn., ev kurma, çocuk okutma, sağlık, vs.) yardım etmeye hazırdır.

Demographic Variables:

- What is your family's socioeconomic status? (1-Very poor, 5-Middle class, 9-Very wealthy) // Ailenizin sosyoekonomik düzeyi nedir? (1-Çok yoksun, 5- Ne çok yoksun, ne çok varlıklı, 9-Çok varlıklı)
- How would you describe the place you grew up? (1-Very rural, 9-Very urban) // Büyüdüğünüz yeri nasıl tanımlarsınız? (1-Çok kırsal, 9-Çok kentsel)
- How would you define your political views? (Very left-wing / left-wing / slightly left-wing / center / Slightly right-wing / Right-wing / Very right-wing) // Politik görüşünüzü nasıl tanımlarsınız? (Son derece sol görüşlü / Sol görüşlü / Biraz sol görüşlü / Merkez / Biraz sağ görüşlü / Sağ görüşlü / Son derece sağ görüşlü)
- Overall, how much do you trust the economic system in the country you reside? (1-Not at all, 7-Very much) // Genel olarak, ekonomik sisteme ne kadar güveniyorsunuz? (1-Hiç güvenmiyorum, 4-Ne güveniyorum ne güvenmiyorum, 7- Çok güveniyorum)
- Overall, how much do you trust the justice system in the country you reside? (1-Not at all, 7-Very much) // Genel olarak, adalet sistemine ne kadar güveniyorsunuz? (1-Hiç güvenmiyorum, 4-Ne güveniyorum ne güvenmiyorum, 7- Çok güveniyorum)
- How religious are you? (1-Not at all religious, 9-Very religious) // Kendinizi dine bağlılık açısından nasıl tanımlarsınız? (1- Hiç bağlı değilim, 7- Son derece bağlıyım)