TRADITIONALITY AND TRUSTWORTHINESS IN TURKEY: A VIGNETTE EXPERIMENT IN THE CONTEXT OF EMPLOYEE SELECTION

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ABSTRACT

TRADITIONALITY AND TRUSTWORTHINESS IN TURKEY: A VIGNETTE EXPERIMENT IN THE CONTEXT OF EMPLOYEE SELECTION

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CONFLICT ANALYSIS AND RESOLUTION M.A. THESIS, JULY 2021

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Keywords: Traditionality, Trustworthiness, Vignette Study

This thesis examined a trustee's (a job applicant's) competence and individualizing versus binding (or traditionality) morality on the trustor's assessment of trustee trustworthiness, trustor's selection intention, and Behavioral Trust Intentions towards the trustee in the employee selection process. The first hypothesis expected a positive association between trustee's competence and trustor's reliance intentions toward the trustee. The second set of hypotheses were built upon social identity theory and predicted a moderation effect of trustor's individualizing/binding moralities on the relationship between trustee's individualizing/binding morality and trustor's trustworthiness assessment, selection intention, and behavioral trust intentions. Experimental vignette methodology was used to test the hypotheses. Respondents responded to an online survey consisting of a selection scenario providing a fictive job candidate and his CV and reference call notes to manipulate the trustee's competence, morality, and warmth information. A pilot study with the data from 166 respondents provided support for the competence, morality, and warmth manipulations. The main study was conducted with the data from 164 respondents. ANOVA results did not support the first hypothesis. For the second set of hypotheses, twelve hierarchical regression analyses were conducted. Although the Delta R-squared was not significant when the interaction terms were entered, the results showed that the moderation effect of traditionality, which captured binding morality was statistically significant for dependent variables. Also, moderating effect of individualizing morality was statistically significant for trustworthiness perception and selection intention. However, overall, the second set of hypotheses was not supported either as the effects were not significant for the proposed candidate profiles. The results are discussed in terms of methodological limitations as well as future directions.

ÖZET

TÜRKIYE'DE GELENEKSELLIK VE GÜVENILIRLIK: İŞE ALIM BAĞLAMINDA VINYET DENEY ÇALIŞMASI

BEGÜM ATEŞSAÇAN

UYUŞMAZLIK ANALİZİ VE ÇÖZÜMÜ YÜKSEK LİSANS TEZİ, TEMMUZ 2021

Tez Danışmanı: Prof. Dr. Syeda Arzu Wasti

Anahtar Kelimeler: Geleneksellik, Güvenilirlik, Vinyet Çalışması

Bu tez, bir güvenilenin (bir iş başvurusunda bulunanın) yetkinliğini ve bireyselci ve bağlayıcı (veya geleneksellik) ahlakını, güvenenin güvenilene olan güvenilirliği, güvenenin seçim niyetini ve güvenilene yönelik davranışsal güven niyetlerini çalışan seçim sürecinde incelemiştir. İlk hipotez, güvenilenin yetkinliği ile güvenenin güvenme niyeti (reliance) arasında pozitif bir ilişki beklemektedir. İkinci hipotez grubu, sosyal kimlik teorisi üzerine kurulmuş ve güvenenin bireyselci/bağlayıcı ahlaklarının, güvenilenin bireyselci/bağlayıcı ahlakı ile güvenenin güvenilirlik değerlendirmesi, seçim niyeti ve davranışsal güven niyetleri arasındaki ilişki üzerinde ılımlayıcı bir etki öngörmüştür. Hipotezleri test etmek için deneysel vinyet metodolojisi kullanıldı. Katılımcılar, güvenilenin yetkinliği, ahlakı ve canayakınlık (warmth) bilgilerini manipüle etmek için hayali bir iş adayı ve özgeçmişini ve referans çağrı notlarını sağlayan bir seçim senaryosundan oluşan bir çevrimiçi ankete yanıt verdi. 166 katılımcının verileriyle yapılan bir pilot çalışma, yeterlilik, ahlak ve canayakınlık manipülasyonları için destek sağladı. Ana çalışma, 164 katılımcının verileriyle yürütülmüştür. ANOVA sonuçları ilk hipotezi desteklemezken, ikinci hipotez grubu için on iki adet hiyerarşik (sıralı) regresyon analizi yapıldı. Bağımsız değişkenler arası etkileşim modele eklendiğinde Delta R-kare anlamlı olmasa da, sonuçlar bağlayıcı ahlakı olarak ölçülen geleneksekliğin ılımlayıcı etkisinin bağımlı değişkenler için istatistiksel olarak anlamlı olduğunu göstermiştir. Ayrıca, bireyselci ahlakın ılımlayıcı etkisi, güvenilirlik algısı ve seçme niyeti için istatistiksel olarak anlamlıydı. Ancak, genel olarak, etkiler önerilen aday profilleri için anlamlı olmadığından, ikinci hipotez grubu da desteklenmedi. Sonuçlar metodolojik sınırlamalar ve gelecekteki araştırmalar açısından tartışılmıştır.

ACKNOWLEDGEMENTS

To my beloved father and mother...

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1.   INTRODUCTION

This chapter will present the background of the study, the research question, and provide the thesis outline.

The selection process has long-term impacts on the work relationships, healthy communication, and organizational environment, so it bears importance for the future of the organizations and employees. The congruence and similarity between employees and the organization are referred to as Person-Environment Fit (P-E fit) (Edwards 2008), and it is considered vital in recruitment and selection decisions (Muchinsky and Monahan 1987). The employee selection process aims to choose the best candidate possible for the job. In general, Human Resources (HR) specialists and line managers want to get to know the candidates as much as possible in terms of a candidate's abilities, personality and fit to the organization. However, at the first stage of the employee selection process, the information collection is typically restricted to Curriculum Vitae (CV)s and references. Thus, the recruiters and candidate's trustworthiness perceptions are formed during the pre-entry process, Klotz et al. (2013) underline the role of factors of trustworthiness perception, namely ability, benevolence and integrity of the applicants in the process via reviewing the selection tests.

Thus, the questions arouse "What kind of information might generate a perception of trustworthiness and trust intentions?", "Would these information lead to making an offer?" For this thesis, my aim is to explore whether there is an effect of candidate information regarding competence and traditionality on participants' selection intention, perception of trustworthiness, and trust intentions (reliance and disclosure).

The concept of trust has been at the center of social sciences and studied by various sociologists (e.g., Giddens 2013), economists (e.g., Williamson 1993), and psychologists (e.g., Todorov et al. 2005). The significant role of trust is acknowledged at the individual, team, and organizational levels in the Organizational Behavior (OB) literature (Fulmer and Gelfand 2012). In the interpersonal relationship individual

who trusts is called the trustor, and an individual who is trusted is the trustee. The antecedents of trust, in other words, attributes of the trustee that influence trustworthiness perceptions, are the crucial variables to study in this thesis.

Morality is an important concept that explains and affects every part of individuals lives. Morality affects social perceptions such as liking, respecting, and knowing a person (Goodwin, Piazza, and Rozin 2014; Hartley et al. 2016). Especially in the selection context, moral characteristics such as integrity (Sackett, Burris, and Callahan 1989) affect the selection decision. Thus, it is proposed that a candidate's morality might have an impact on an HR specialist's or a manager's selection intention, perception of applicant trustworthiness, and trust intentions towards the applicant. This thesis builds on the Moral Foundations Theory (MFT; Haidt and Joseph 2004), which has been found to have two factors, namely, individualizing versus binding morality bases. While MFT has not been integrated to the OB literature, the Chinese traditionality concept which I argue represents a conceptualization of binding morality, has been popular in organizational behavior research (e.g., Farh, Earley, and Lin 1997). Thus, the traditionality concept will be employed an alternative to the binding morality conceptualization (Haidt and Joseph 2004) in this thesis.

The main aim of this thesis is to explore whether the information on a trustee's, i.e., job applicant's competence and individualizing versus binding morality (or traditionality) has an impact on the trustworthiness assessments, selection intention, and trust intentions (reliance and disclosure) of the trustor in the context of employee selection. In the trust literature, the effect of competence has been shown to be related to trust behavior (Colquitt, Scott, and LePine 2007; Mayer and Gavin 2005; Mayer, Davis, and Schoorman 1995; Schoorman, Mayer, and Davis 2007). Moreover, the Social Identity Theory (SIT) by Tajfel (1970) and self-categorization theory (Tajfel and Turner 1979) suggest that in-group favoritism and out-group antagonism are apparent when various social groups interact (Tajfel 1970). I expect trustee's endorsement of a particular foundation of morality to interact with the trustor's endorsement of that morality foundation to positively predict trust outcomes. In other words, I expect individuals to see people with similar moral sensitivities as an ingroup member. To this end, an experimental vignette study is conducted giving respondents a managerial role in the employee selection scenario. The data was collected in Turkey with an online survey.

This thesis consists of six chapters. The following chapter summarizes the previous studies on trustworthiness, moral foundations theory, and traditionality. In the last section of the literature review, traditionality is further explained in the context

of Turkey. In the third chapter, I build my hypotheses on the moral foundations theory, and social identity theory. The fourth chapter focuses on the details of the vignette design, sample, procedures, and measures. Furthermore, the fourth chapter presents the overview of the findings for the pilot study. The fifth chapter focuses on the empirical findings of the main study. In the last chapter, a discussion of the main study's findings, limitations, and future research suggestions are presented.

2.   LITERATURE REVIEW

This chapter will review the literature on trust, morality, and traditionality, beginning with the definitions. The trust subsection will briefly cover the interpersonal trust models and the cross-cultural differences in trust formation. Following that an overview of the moral foundations theory and its relationship with trust and traditionality will be explained.

2.1 Trust

Trust is extensively studied in the organizational behavior arena, with implications ranging from cooperation and competition (e.g., Kee and Knox 1970; Williamson 1993) to the resolution of conflicts or disputes (e.g., Balliet and van Lange 2013; Chen and Ayoko 2012; Hempel, Zhang, and Tjosvold 2009; Simons and Peterson 2000. Trust is a multilevel construct, existing at the individual, team, and organizational levels, and it is also a multi-referent concept (e.g., trust in leader, trust in coworker; Fulmer and Gelfand 2012).

Despite the importance of other levels such as team level (e.g., Brahm and Kunze 2012; Breuer et al. 2020; Costa, Fulmer, and Anderson 2018; de Jong et al. 2020) and organizational level (e.g., Shockley-Zalabak, Ellis, and Winograd 2000; Stahl et al. 2011), the individual level of trust, that is trust between individuals has been at the center of the organizational trust research (e.g., Mayer and Davis 1999; Mayer, Davis, and Schoorman 1995; Rotter 1980; Rousseau et al. 1998). At the individual level, the development of trust might have multiple referents in the organizational context, such as trust in coworker (e.g., Morris, Podolny, and Sullivan 2008; Tan and Lim 2009) and trust in a leader (e.g., Burke et al. 2007; Dirks and Ferrin 2002; Mayer and Gavin 2005; Qian et al. 2014; Sánchez, Ospina, and Salgado 2020; Yao et al. 2019). There are multiple definitions and measures of trust; nonetheless, the

organizational trust literature has largely converged on the definition of trust as

> "The willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party" (Mayer, Davis, and Schoorman 1995, 712).

The definition highlights the vulnerability and the risk associated with the act of trust. In the trust relationship, 'trustor' refers to the party who does the act of trust, and 'trustee' refers to the other party to be trusted. Furthermore, the meaning of trust is highlighted as a psychological condition or a state rather than a behavior or a choice that can result in cooperation or risk-taking actions (Rousseau et al. 1998).

Interpersonal Trust Models. The trust literature has two primary and empirically supported models that aim to explain interpersonal trust. One of the most popular trust models is a multidimensional model of trust by (McAllister 1995), who differentiated between Affect-Based Trust (ABT) versus Cognition-Based Trust (CBT). McAllister (1995) model borrowed and built on Lewis and Weigert (1985) definitions of interpersonal trust development's cognitive and affective foundations. CBT refers to trustee's rationality and competence and is linked to task orientation, whereas ABT refers to the emotional bond and is related to a relationship orientation between trusting parties (see Lewicki, Tomlinson, and Gillespie 2006).

The second model is Mayer, Davis, and Schoorman (1995) model of trust, and the model categorizes the factors of perceived trustworthiness as 'bases of trust', namely, Ability, Benevolence, Integrity (ABI). Ability of a trustee is defined as a "group of skills, competencies, and characteristics that enable a party to influence within some specific domain (Mayer, Davis, and Schoorman 1995, 717)". Benevolence refers to the goodwill of the trustee that has synonyms with loyalty, openness, caring, or supportiveness. Finally, integrity refers to "the trustor's perception that the trustee adheres to a set of principles that the trustor finds acceptable that has synonyms with fairness, justice, consistency, and promise fulfillment (Mayer, Davis, and Schoorman 1995, 719)". Each trustworthiness factor separately affects the trustworthiness perceptions of the trustor (Colquitt, Scott, and LePine 2007). According to this model, the trustor has a stable propensity to trust, which is the dispositional tendency to trust the other party. However, trust is not a static concept that is either present or absent; the level of trust changes over time (Lewicki, Tomlinson, and Gillespie 2006; Rousseau et al. 1998) also the willingness to take risks changes with time as the perception of integrity, ability, and benevolence of a trustee changes

(Schoorman, Mayer, and Davis 2007). Furthermore, Schoorman, Mayer, and Davis (2007) clarify that trust has a domain-specific nature; for instance, a manager might trust an employee to work hard but not to behave ethically.

Colquitt, Scott, and LePine (2007) reviewed the empirical research on interpersonal trust while clarifying the concepts of trust, trustworthiness, and propensity to trust (or generalized trust) that are commonly misused as synonyms of each other. ABI was significantly related to trust propensity. Further, they proposed that some trustworthiness factors have a more significant relationship with trust in some jobs such as managerial, service, and manufacturing jobs. For instance, the findings for managerial jobs showed that the integrity-trust relationship was significantly stronger for leader-based trust than coworker-based trust referents. Thus, as Rousseau et al. (1998) summarized, the conditions of risk and interdependence differ across referents.

2.1.1 Trust and Culture

The mainstream trust literature has largely supplied Western, Educated, Industrial, Rich, Democratic (WEIRD) countries' understanding of the trust context (e.g., Colquitt, Scott, and LePine 2007. However, along with the development of the cultural perspectives (e.g., Hofstede [1980]2001; House 2004, the role of cultural differences on trust became a topic in the trust literature. Although Mayer, Davis, and Schoorman (1995) did not include cultural values in their integrative model of organizational trust, but they did indicate cultural effects on the propensity to trust, which Hofstede ([1980]2001). Further, Schoorman, Mayer, and Davis (2007) discussed the possibility of a cultural effect on the development of trust.

In one of earlier, theoretical pieces on trust and culture, Doney, Cannon, and Mullen (1998) discussed how differences in norms and values influence the initiation of trust in the business context. They proposed that trust-building processes, which are calculation, prediction, intentionality, capability, and transference, differ across cultures. The calculative process emerged from the economics discipline and described the trustor's cost-benefit calculation towards the trustee to decide the trustee's trustworthiness. The prediction and intentionality processes have emerged from the social psychology discipline. Prediction is the process where the trustor gains confidence in the ability to foresee the trustee's behavior whereas intentionality means the trustor's ability to assess the trustee's motivations. Finally, capability and transference processes have emerged from the sociology discipline. Capability can be ex-

plained through Mayer, Davis, and Schoorman (1995) 'ability' where the trustee can fulfill his or her promises. Transference means trustor transfers trust from another or third party. All of these five trust-building processes were discussed with using Hofstede ([1980]2001), which posits cultural dimensions such as power distance (the degree of equality/inequality between individuals), collectivism-individualism (emphasis on collective versus individual goals), uncertainty avoidance (endurance to unpredictability) and masculinity-femininity (emphasis on duality of gender roles). Doney, Cannon, and Mullen (1998) argued that individualism and masculinity influence the calculative and capability trust-building process while collectivism and femininity influence prediction, intentionality, and transference processes. Similarly, high power distance influences calculative, prediction, and capability processes, while low power distance influences intentionality and transference processes. Finally, high uncertainty avoidance influences prediction, intentionality, capability, and transference; in contrast, low uncertainty avoidance influences calculative processes.

Other studies have also used Hofstede ([1980]2001) to explain that the development of trust differs across cultures. For instance, Tan and Chee (2005) studied the meaning of trust and trustworthiness in Confucian societies such as China, Japan, Korea, Taiwan. They interviewed 17 local Chinese entrepreneurs. They found that ABT is more salient than CBT across three referents, that are the trustor's subordinates, managerial peers, key business associates and their general perception on interpersonal trust in the work context. Moreover, they found that the trustee's family values have a significant role in the decision of trust, a trustworthiness factor not found in Western literature. Wasti et al. (2007) tested the measurement invariance of Mayer, Davis, and Schoorman (1995) factors of trustworthiness and trust scales with the US, Singapore, and Turkish samples and found that the ABI operationalizations vary across cultures. For instance, they speculated that supervisor benevolence may encompass both personal and professional life domains for subordinates in Turkey and Singapore samples, in contrast to the US samples.

In sum, this brief review of the literature on trust and culture shows that different cultures operationalize ABI differently, give differential weight to ABI, and also take into account factors of trustworthiness other than ABI.

2.2 Morality

Moral systems are defined as "interlocking sets of values, virtues, norms, practices, identities, institutions, technologies, and evolved psychological mechanisms that work together to suppress or regulate selfishness and make social life possible" (Haidt 2008, 70). Based on this definition, MFT was initially developed by Haidt and Joseph (2004) to understand moral disparities across cultures. MFT suggested four moral antecedents that are *preventing suffering* (care), *respecting hierarchies* (authority), *acting reciprocally* (fairness), and *behaving purely* (purity/sanctity). Later, *affinity to one's group* (loyalty) was added as a fifth moral antecedent (Haidt and Graham 2007). Finally, Iyer et al. (2012) described a sixth moral antecedent: *a desire for autonomy and freedom* (liberty); yet, this dimension is less studied and much of the extant work is built around the five dimensions. Morality affects the social perception in interpersonal relations. For instance, Hartley et al. (2016) hypothesized that morality was the most critical aspect in liking, respecting, and knowing somebody else. However, it was significantly more critical in liking and respecting than knowing. Also, honesty, compassion, and fairness traits were found to be more critical than others.

According to Graham, Haidt, and Nosek (2009) the five moral foundations portray two different bases, namely, individualizing foundations and binding foundations. Care and fairness comprise the individualizing morality category, whereas authority, loyalty, and purity are under the binding morality category. Individualizing morality emphasizes the rights and welfare of individuals, while binding morality is based on the strong groups and institutions that bind the individuals together (Nilsson and Erlandsson 2015). Furthermore, the dominant morality foundations differ across cultures. For instance, binding moralities are mainly valued in collectivist cultures such as China because of the society's relationship-oriented and group-oriented culture (Yang 2006). Relatedly, the Chinese sample in Singapore was found to be highly respecting traditional values (Tan and Chee 2005), which include five clusters of values: submission to authority, filial piety and ancestral worship, conservatism and endurance, fatalism and defensiveness, and male dominance (Yang, Yu, and Yeh, 1980; cited in Qian et al. 2014). Later, Yang (2003, 265) provided a new definition of the individual Chinese traditionality: "The typical pattern of more or less related motivational, evaluative, attitudinal and temperamental traits that are most frequently observed in people in traditional Chinese society and can still be found in people in contemporary Chinese societies such as Taiwan, Hong Kong, and mainland China". According to Yang (2003), the opposite constructs for

traditionality are: *(a)* egalitarian modernity factors and open-mindedness, *(b)* social isolation and self-reliance, *(c)* optimism and assertiveness, *(d)* affective hedonism, and *(e)* sex equality.

Yang (2003) further differentiated between individual and societal traditionality and modernity defining individual traditionality as a set of traditional psychological characteristics or traits and individual modernity as a set of modern psychological characteristics or traits. Societal traditionality versus modernity, in contrast, is a set of traditional versus modern economic, political, societal, and cultural features. Individual traditionality and modernity are in enduring interaction with social traditionality and modernity. Thus, according to Yang (2003), discussion on the individual and societal levels of traditionality is required.

The binding morality foundations coincide with traditionality, especially in terms of respect for authority and in-group loyalty. In their test of the moral foundations theory in Iran, Atari, Graham, and Dehghani (2020) found an additional binding moral foundation called "*Qeirat*" which is a type of honor associated with family values, protection of female kin, and guarding the country in the Iranian culture. Thus, honor and family values focus on the binding morality foundation shows a relation to traditionality's male dominance and conservatism.

Research on moral foundations theory in the organizational context is relatively scarce (see Fehr, Yam, and Dang 2015 for a notable exception). In contrast, the importance of traditionality in the Chinese society has generated considerable research from China that explicates the role of traditionality in organizational life. The existing literature has explored the moderating effect of traditionality on job-related stress (Qian et al. 2014), job insecurity (Wang, Lu, and Lu 2014), trust in leaders, and work outcomes (Li, Huo, and Long 2017), the effectiveness of transformational leadership (Spreitzer, Perttula, and Xin 2005), delegation and employee outcomes (Chen and Aryee 2007) and justice and organizational citizenship (Farh, Earley, and Lin 1997). For instance, Spreitzer, Perttula, and Xin (2005) studied the moderating role of traditionality to test whether the effectiveness of transformational leadership differed across two divergent cultural groups: The U.S. and Taiwan. Their findings showed that the relationship between leadership effectiveness and four variations of transformational leadership was moderated by the cultural value of traditionality. For the cultural aspect of transformational leadership, they discussed that traditional subordinates value harmonious relationships more than task achievements.

Regarding trust and traditionality, Li, Huo, and Long (2017) studied the relationship between differentiated empowering leadership, which is the situation where the leader allocates autonomy, authority, and job privileges to followers unequally, and

followers' trust in leaders. They hypothesized and found that the endorsement of Chinese traditionality moderated this relationship. They used Mayer, Davis, and Schoorman (1995) trust model and explain benevolence and integrity as moral values. According to their findings, in a situation where differentiated empowering leadership is high, and followers have low levels of Chinese traditionality, trust in leaders is eradicated. Within this cultural context, the low Chinese traditional individual penalized the violation of moral duty. This shows that followers who are low in Chinese traditionality are more inclined to evaluate differentiated empowering leadership as unjust and inadequate in benevolence. On the contrary, traditional followers who respect and obey the authority and do not question the leader's decisions are more inclined to accept differentiated empowering leadership. In another study on trust and traditionality, Qian et al. (2014) examined the relationship between workplace mentoring (between a protégé -a less experienced employee- and the mentor -a more experienced employee) and job-related stress. They examined the moderating effects of traditionality and trust in mentor factors separately and together. Similar to Yang (2003) rationale, their results suggested that the negative relationship between mentoring and job-related stress is moderated by traditionality, such that protégés' traditionality made the negative relationship stronger. While protégé's trust in mentor solely did not significantly affect the relationship between mentoring and job-related stress, when the protégé's traditionality and trust in the mentor were both high, the mentoring effect was stronger.

Finally, Zhao et al. (2019) studied the effect of traditionality/modernity on identification-based trust and calculus-based trust in China. Identification-based trust is similar to the affect-based trust and calculus-based trust is similar to cognition based-trust in the trust model by McAllister (1995). In other words, identification-based trust occurs when the trustor identifies with the trustee and develops when parties share common values and goals (see Lewicki, Tomlinson, and Gillespie 2006). Identification-based trust is about the trustors' judgments of trustee rather than the cost-benefit calculations. Zhao et al. (2019) tested the role of traditionality/modernity on trust by priming participants into modernity and traditionality via scenarios and images. Their results show that traditionality is positively correlated with identification-based trust, and modernity is associated with calculus-based trust. All things considered, this example presents a relation between traditionality and trust-building.

Drawing on the evidence that traditionality or binding moralities have implications for trust relations in certain cultural contexts such as China, this thesis will explore whether trustees that signal endorsing traditionality or binding morality foundations will be perceived as more trustworthy to trustors who hold similar moralities.

Similarly, the thesis will also test whether trustees that signal endorsing individualizing morality foundations will be perceived as more trustworthy to trustors who hold similar moralities. The data for this thesis comes from the Turkish context. In what follows, I summarize the literature on traditionality in Turkey.

2.2.1 Traditionality in Turkish Context

According to Hofstede ([1980]2001) taxonomy, Turkey is considered collectivist, with high-power distance, a high level of uncertainty avoidance, and a moderate level of femininity. Also, Turkey scores high on power distance and in-group and societal institutional collectivism values on the Global Leadership and Organizational Behavior Effectiveness study (GLOBE; House 2004).

The concept of traditionality has been studied in Turkey in two approaches. The first is based on a sociological perspective that mainly explains Turkey's traditional-modern transition. In particular, non-Turkish scholars have explored Turkey's economic, political and social modernization from The Ottoman Empire to The Republic of Turkey. For instance, Schnaiberg (1970) used data of married women from Ankara and four villages in its vicinity to evaluate the modernizing process in Turkey. His central inquiry was on urbanism, education, and family structures. His traditionality-modernity scale included mass media, extended family ties, nuclear-family role structure, religiosity, environmental orientation, and production/consumption indexes. Although some indexes such as mass media (e.g., "listens to the radio daily") and production/consumption (e.g., "owns a sewing machine") might be outdated for Turkey today or not directly relevant to this study, the concepts around family ties and urbanism can be considered valid and current operationalizations of traditionality. In another study with 670 high school students from İzmir, Kağıtçıbaşı (1973) reported that socio-economic variables and family's emotional atmosphere, namely control or affection, are essential factors in modernity and openness to change for Turkish people.

The second approach emerged after the 2000s, and it focused on the individual rather than the society. This approach is dominated by the adaptation or testing of the values survey research, including Schwartz (1992) Values Survey SVS that is based on Rokeach (1973) values list. The pioneering work for this approach is Kuşdil and Kağıtçıbaşı (2000) adaptation of SVS with a sample of 183 Turkish teachers. Their results showed that religiosity is a fundamental value in the Turkish culture. Following that, Sümer and Demirutku (2010) tested Schwartz and Bardi

(2001) Portrait Values Questionnaire (PVQ) in a Turkish sample and found that conformity and traditionality values are joint in line with the findings of Kuşdil and Kağıtçıbaşı (2000). Marcus, Ceylan, and Ergin (2017) recently conducted a study in Turkey that explored changes in values. Their work described the change from 1998 to 2009 with two different samples to observe generational change. They measured four dimensions of the SVS and the PVQ that entail "self-transcendence (personal values related to universalism and benevolence), self-enhancement (personal values related to power and achievement), conservation (personal values related to tradition, conformity and security), and openness to change (personal values related to stimulation, self-direction, hedonism)Marcus, Ceylan, and Ergin (2017, 3)". They found that self-enhancement has risen while self-transcendence and conservation values have declined through time.

More recently, the role of traditionality has aroused interest in organizational behavior scholars. Kaner (2020) tested the moderating role of employee traditionality on the relationship between perceived injustice and organizational trustworthiness. She found that traditionality moderated the negative relationship between perceived injustice on trustworthiness such that for employees with high traditionality perceived injustice was less detrimental for perceived trustworthiness. Öztürk (2018) found a relationship between individual traditionality-modernity levels and comprehension of professionalism. For his study, he developed a new Turkish Individual Traditionality Scale (TITS), which consists of five- factors such as local/cosmopolitan, secularism, future-orientation, independence from family and individual independence. To sum, it is meaningful to study traditionality/modernity variance in Turkey.

3.   THEORETICAL MODEL AND HYPOTHESES

This thesis will try to contribute to the scarce literature by examining the role of individualizing versus binding moralities or traditionality in the context of employee selection. According to Klotz et al. (2013), the role of trustworthiness is essential during recruitment and selection, namely the pre-entry process, due to its long-term effects on job satisfaction, employee performance, leadership effectiveness, teamwork, and organizational conflict (e.g., Hempel, Zhang, and Tjosvold 2009). Also, they discuss the importance of the pre-entry process as the primary and essential step regarding trust-building. Thus, this thesis captures a snapshot of perceptions of trustworthiness and the selection decision of the respondent (recruiter). Building on Mayer, Davis, and Schoorman (1995)'s integrative model of organizational trust, this thesis aims to examine whether the congruence between the moral sensitivities of recruiters and candidates affects the trustor's (recruiter's) perception of candidate trustworthiness. Thus, this chapter will present the rationale behind the thesis and extend hypotheses in line with the appropriate theories and models.

3.1 The Present Study

An overview of the trust literature shows that interpersonal trust is a complex concept and process (Lewicki, Tomlinson, and Gillespie 2006). Accordingly, the measurement of trust had been fragmented as well (McEvily and Tortoriello 2011). Concerning the fragmentation in the literature, this thesis takes an approach to measure the different phases of the trust process, such as the trustor's trustworthiness perceptions regarding the trustee and the trustor's trust intentions towards the trustee, to capture an accurate evaluation. In the dyadic relationship between a trustor and a trustee, the trustworthiness perception of the trustor regarding the trustee does not have to lead to the trust behavior (Mayer, Davis, and Schoor-

man 1995). Thus, trust intentions were included to identify behavioral expressions of trust. Trust intentions consist of reliance and disclosure, as explained in Zand (1972) trust model. Based on that model, Gillespie (2003) defined reliance as a trustor's reliance on trustees' abilities, expertise, decisions, or actions, including authority and autonomy. Disclosure is defined as sharing sensitive information in the workplace or personal life. Thus, the hypotheses are built on multiple trust outcomes.

3.2 Hypotheses

Ability reflects the skills and resources of the trustee to perform the work (e.g., Butler 1991; Sitkin and Roth 1993). Amongst the trustworthiness factors,ABI in short, ability defined as a collection of skills, competencies, and work-related characteristics of a trustee (Mayer, Davis, and Schoorman 1995). In an organizational context, the ability factor is practically measured through the competence or performance of the trustee. Literature shows that ability is related to trust behavior (e.g., Colquitt, Scott, and LePine 2007; Mayer and Gavin 2005; Schoorman, Mayer, and Davis 2007). Hence, I expect that the higher levels of competence of the trustee will positively impact reliance intentions by the trustor.

Hypothesis 1: A trustee's competence is positively associated with trustor's reliance intentions towards the trustee.

The social identity approach, which consists of Social Identity Theory (SIT) and self-categorization theory (Tajfel and Turner 1979), describes the cognitive aspects of how individuals position themselves in diverse social contexts and how it influences their perception of others. Although there might be contrary cases, in general, individuals are more likely to be around individuals who have similar characteristics as themselves. Several studies (e.g., Dovidio, Kawakami, and Gaertner 2002; Pettigrew and Tropp 2006; Tajfel 1970; Voci 2006) have presented that when there is an ingroup-outgroup divide, individuals are more likely to trust members of their ingroup. SIT literature suggests several mechanisms that may function here to endorse trust among ingroup members, such as perceived ingroup homogeneity (Brewer, Dull, and Lui 1981), positive evaluations of the ingroup (Yamagishi and

Kiyonari 2000), and low risk of cooperation (Brewer and Roccas 2001; Tanis and Postmes 2005). Thus, the hypothesis follows the argument that individuals form relationships with other individuals who have similar values, norms and perform similar practices based on perceived group membership.

Within the person-organization fit concept in organizational behavior research, supplementary fit reflects the similarity between the employee and the organizational environment or interpersonal relations. Kristof (1996) reviewed P-O fit studies and explained the benefits of matching employees to the environment. The P-O fit has various concepts, and more relatedly, supplementary fit occurs when individuals have traits comparable to the organizational setting or environment (Muchinsky and Monahan 1987). In other words, supplementary fit requires a candidate to have values, attitudes, personality traits, and goals similarities. Thus, selecting a candidate with value congruence is the major fit for the organization (Chatman 1989).

Consequently, I expect that trustee's (binding or individualizing) morality to have a moderating effect on the trustor's (binding or individualizing) morality and trust outcomes. In other words, I expect that trustors who endorse higher binding (individualizing) morality will hold greater (a) trustworthiness perceptions and (b) trust intentions towards trustees who endorse binding (individualizing) morality.

Hypothesis 2a: The trustee's endorsement of binding morality moderates the relationship between trustor's binding morality and trustor's a) perceived trustworthiness of and b) trust intentions (reliance and disclosure).

Hypothesis 2b: The trustee's endorsement of individualizing morality moderates the relationship between trustor's individualizing morality and trustor's a) perceived trustworthiness of and b) trust intentions (reliance and disclosure).

4.   METHODOLOGY

This chapter will explain the design of this research in general and the experimental vignette methodology employed in particular. Following that, the pilot study and the main study with their samples and procedures will be described. Finally, independent, dependent, and control variables will be explained, and the scales will be presented.

4.1 Research Design

4.1.1 Vignette Study

This thesis implements an Experimental Vignette Methodology (EVM) to test the hypotheses presented above. According to Finch (1987, 105), a vignette consists of "short stories about hypothetical characters in specified circumstances...". In essence, vignettes are purposefully designed realistic scenarios, which allow researchers to manipulate and control variables to explain the dependent variable (Aguinis and Bradley 2014). Compared to traditional survey items EVM is a compelling method that allows researchers to provide more sophisticated explanations with its realistic scenarios (Atzmüller and Steiner 2010).

4.1.2 Vignette Design

An employee selection vignette was chosen to explore the relationship between competence, binding versus individualizing moralities and perceived trustworthiness, selection intention and trust intentions in an organizational setting. The context of employee selection and individualizing versus binding morality concepts are suitable to measure with a vignette. In reference to Mayer, Davis, and Schoorman (1995)'s definition, trustor refers to respondents of the survey, and trustee refers to the job candidate in the scenario. Concerning the Covid-19 pandemic, time constraints, and financial costs, this research was designed as an online survey by the Qualtrics software system. The study material is available in the Appendices (A, B, C, D) section of the thesis.

Vignette. The respondents were asked to be in the role of a sales department senior manager and select an employee to their team. The scenario below was presented to the respondents:

> In this study, you will be evaluating a job application. We would like
> you to imagine yourself as a senior manager in the sales department of
> a "Fast Moving Consumer Goods (FMCG)" company. The candidate
> you will review is being considered for the position of Regional Sales
> Manager and will report to you. In what follows, you will be reviewing
> the following information, respectively: the job advert, candidate's CV,
> and notes from the call to the candidate's reference person.

Next, the job advert, the applicant's CV, and notes from the call to the applicant's reference were presented respectively in a written format to the respondents. To increase realism, a regional sales manager job advert was prepared. The job advert was prepared by analyzing three real adverts in LinkedIn. Also, a Ph.D. student with job experience provided feedback in the job advert and the CV preparation process. The objective was to tailor for typical qualifications and job requirements. The job advert was kept short and straightforward, with only the general qualifications presented to the respondents. Moreover, a note saying "A CV and a reference are required to apply to the job" was added to the job advert. After reviewing the job advert, the respondent saw one CV and reference call notes. Competence was manipulated in the CV information as well as in the reference call notes. Individualizing versus binding morality was manipulated only by the reference call notes. The reference call notes were presented to the respondents with the following informa-

tion: "The candidate's previous manager is the reference, and here we present the notes taken from the call made to the reference person by the HR department." No gender information was provided regarding the reference. The reference call notes included the information that the manager had made several business trips with the candidate and thereby knew him well. The reference call notes also controlled for information regarding the candidate's warmth as detailed below.

Competence and warmth. In line with the person perception theory, the two universal dimensions of human social cognition are warmth and competence (Cuddy, Fiske, and Glick 2008; Fiske, Cuddy, and Glick 2007). Cuddy, Fiske, and Glick (2008) found that warmth and competence perceptions might affect each other for instance, high competence predicting low warmth. Therefore, it was necessary to control for respondents' perception of warmth. The adjectives to describe warmth were adapted from Rudman and Glick (1999). The literature explains that warmth is akin to trustworthiness and sincerity (Cuddy, Fiske, and Glick 2008). Thus, I kept the candidates' warmth level constant for each profile. In profiles, the warmth information was "During his time at the company he established warm and sincere relationships with his colleagues, customers, and the institutions he served."

Competence was manipulated through the information on the performance of the candidate. Only medium and high competence level candidates were generated because in reality, an employee of low competence would not receive a reference. Manipulation was done through the CVs and the reference call notes. The CVs served mainly two aims. The first was to provide the name of the candidate that signaled the gender, which was male in all conditions. Secondly, it provided the work experience and the education information about the candidate to indicate the high versus medium competence levels. Two different CVs were prepared to present the name, birth date, education, and work experience information. Although the exact dates are slightly different, the age and total 10-year work experience are kept constant across conditions. The competence manipulated via education, language skills, certifications, and work experience. First, the candidates' educational background was manipulated according to the Measuring, Selection, and Placement Center (MSPC) (ÖSYM; *Ölçme, Seçme ve Yerleştirme Merkezi*) Turkish university success rankings. Based on MSPC 2020 success rankings for industrial engineering program, Boğaziçi University (with general placement score between 537,916 - 557,634) was chosen for high competent candidate's CV and Marmara University (with general placement score between 476,240 – 490,510) was chosen as an average university for medium competent candidate's CV. Also, the high competent candidate had an MBA degree from Koç University which is another high-ranking university in Turkey. The high competent candidate had 3.94 GPA for his MBA and both high and medium com-

petent candidates had 3.00 GPA. The high competence candidate had an advanced level of English and German, while the medium competence candidate had only a good level of English. Finally, the high competence candidate had certifications in leadership and sales subjects; in contrast, medium competence candidate did not have any certificates.

The reference call notes consisted of five bullet points and aimed to manipulate individualizing versus binding moralities, competence, and controlled for warmth. The competence manipulation in the reference notes was adapted from Paunonen, Jackson, and Oberman (1987). The notes from the reference person for the high competence mentioned that the candidate *(a)* was highly motivated with high business knowledge and *(b)* did not require constant monitoring and directing. On the contrary, a medium competence profile was described as the candidate *(a)* had sufficient knowledge and motivation, and *(b)* sometimes needed to be monitored and directed.

Morality. As discussed in the literature on Confucian ideology (e.g., Tan and Chee 2005) as well as on morality (e.g., Atari, Graham, and Dehghani 2020; Curry, Jones Chesters, and van Lissa 2019), candidates who endorsed binding morality were manipulated mainly through family values. Also, "openness to change" versus "turning his back on new things" statements were used to manipulate binding morality (or traditionality) versus individualizing morality. Openness to change is proposed as a contrasting value to tradition values/conservatism in the psychology literature (Schwartz and Bardi 2001). Similarly, open-mindedness is also an opposite construct regarding traditionality in the Chinese literature on traditionality (Yang 2003). Finally, the traditionalism/modernism scale by Chunnual and Marsella (1974) includes openness to new experience, places and people as part of the modernism sub-dimension.

High binding morality profiles had two items in the reference call notes: *(a)* the candidate internalizes the traditional family values and beliefs even if it meant turning his back on some innovations, and *(b)* the candidate conducted a social responsibility project called "The Foundation of The Society is Family" in which employees from different departments gathered and shared their ideas. In contrast, individualizing morality profiles had two items: *(a)* the candidate embraces universal values and is open to innovations even though it is against traditional family values and beliefs, and *(b)* the candidate conducted a social responsibility project called "The Foundation of The Society is Equality", in which employees of different genders, beliefs/creeds and opinions gathered and shared their ideas. Both reference to family values and the social responsibility project were deemed a realistic way to signal an

individual's worldview along the lines of morality in the context of a reference call. In the control condition, which was only used in the pilot study, the reference note had neutral information regarding the candidate's morality and consisted of two items: *(a)* the candidate is interested in music and sports, and *(b)* the candidate conducted a social responsibility project called "Blue Cap Collection Campaign." The Blue Cap Campaign was considered a typical project in Turkey that was not expected to signal a perspective in terms of binding or individualizing morality. All of the manipulations were tested with a pilot study which is detailed in the following sub chapter.

4.2 Pilot Study

The objective of the pilot study was to test for the competence, endorsement of individualizing versus binding moralities manipulations and the warmth control. Six male profiles were included in the pilot study with 2 (high versus medium competence) x 3 (high versus low versus neutral individualizing versus binding morality) between-subjects design (For profiles: see Table 4.1 below). Gender was signaled through the name of the candidate in the CV. A typical male name (Ömer) is picked for the candidate for the pilot study, and it was not expected to have any traditional or modern connotations.

Table 4.1 Profile Manipulation Lists

	CV and Reference Call Notes	Reference Call Notes		CV
Profiles	Competence	Traditionality	Warmth	Gender
1	Medium	Low	Constant	M
2	Medium	High	Constant	M
3	High	Low	Constant	M
4	High	High	Constant	M
5	Medium	None	Constant	M
6	High	None	Constant	M

After reviewing candidate information, respondents answered eight manipulation check items. Manipulation check was done through seven-point Likert response scales (1= Not at all, 7= Very Much and "I do not know" option). Manipulation check items were: "How modern do you think the candidate is?", "How competent

do you think the candidate is?", "How benevolent do you think the candidate is?", "How traditional do you think the candidate is?", "How skilled do you think the candidate is?", "How honest do you think the candidate is?", "How moral do you think the candidate is?" and "How warm do you think the candidate is?".

Manipulation check hypotheses were as follows:

H1: Binding morality profiles are expected to score higher on mean ratings of "traditionality" and lower on mean ratings of "modernity" than individualizing morality profiles.

H2: High competence profiles are expected to score higher on mean ratings of "competence" and "skilled" than medium competence profiles.

H3: The profile means are not expected to differ on "warmth", "benevolence", "honesty", and "moral".

In the final section, demographics including age, gender, education, job experience were asked. Additionally, socio-economic, political orientation, religiosity, trust in the economic system, and trust in justice system items were asked with seven-point Likert response scales (1= Not at all, 7= Very much).

The sampling method for the pilot study was snowballing. First, the survey link was distributed through social media (Twitter, LinkedIn, and Instagram) and personal networks. For each profile, the target number was a minimum of 20 responses.

4.2.1 Pilot Study Results

The data was compiled from 266 respondents. When the missing data was dropped, the final sample consisted of 166 respondents (60% Women, 39% Men, 0.6% Other). The age of respondents ranged between 21-69 ($M_{age} = 29.20$, $SD_{age} = 8.96$). In terms of education, the majority of the respondents had a university degree (71.52%). (See Table 4.2)

Table 4.2 Descriptive Statistics of the Pilot Study

Variables		Frequency	Percent	Cumulative
	Women	99	60	60.00
Gender	Men	65	39.39	99.39
	Other	1	0.61	100.00
	21-25	83	50.92	50.92
	26-30	40	24.54	75.46
	31-35	14	8.59	84.05
Age	36-40	5	3.07	87.12
	41-45	10	6.13	93.25
	46-50	4	2.45	95.71
	51-55	4	2.45	98.16
	61-69	3	1.84	100.00
	Primary School	0	0	0
	Middle School	0	0	0
	High School	10	6.06	6.06
Education	Two-year college	5	3.03	9.09
	University degree	118	71.52	80.61
	Master's degree	31	18.79	99.39
	Ph.D.	1	0.61	100.00
	İstanbul	106	64.63	96.95
	Ankara	12	7.32	8.54
City	Kocaeli	8	4.88	24.39
	Antalya	6	3.66	12.20
	Siirt	5	3.05	29.88

"I do not know" responses ($N=363$) are coded as missing at the beginning of the analysis. Therefore, it is essential to note that respondents may have used this option to indicate what manipulations do not provide (i.e., control profiles).

Analysis of Variance (ANOVA) was conducted to compare the profiles on competence, being skilled, traditionality, and modernity. Firstly, binding morality profiles were found to have relatively high means on traditionality ($M_2=5.42$, $M_4=5.8$) compared to individualizing morality profiles' means ($M_1=3.75$, $M_3=3.94$) and control profiles' means ranged between individualizing and binding morality profiles ($M_5=3.89$, $M_6=4.47$). However, the difference of traditionality means between high versus medium competence profiles across the two control profiles, though not significant, suggests that the information on competence may be interacting with the information on morality. Nonetheless, the difference between the means of individualizing and binding morality profiles were statistically significant $F(5,114)=$ 6.56, $p<.001$. Post-hoc analysis using Bonferroni correction comparing across profiles with same levels of competence indicate that traditionality significantly differs among profiles 1 and 2 (mean difference= -1.68, $p<.0009$), 3 and 4 (mean difference= -1.85, $p<.003$). Regarding ratings of "modern", the results show that binding morality profiles have relatively lower means ($M_2=4.21$, $M_4=4.55$), but individualizing morality and control profiles do not differ much ($M_1=5.38$, $M_3=5.50$, $M_5=5.04$, $M_6=5.44$). Also, the difference regarding "modern" ratings across individualizing and binding morality profiles are statistically significant $F(5,115)=2.93$, $p<.016$. However, the results of a post hoc Bonferroni test showed no significant difference between profiles for modern manipulation, therefore, H1 is partially supported.

Concerning ratings of competence, Table 4.3 shows that high competence profiles have relatively high means ($M_3=6.12$, $M_4=6.28$ and $M_6=6.12$) compared to medium competence profiles' means (M1= 5.92, M2= 5.5, and $M_5=5.36$). The ANOVA results confirm that the difference between means of high competence and medium competence profiles are statistically significant $F(5,155)=3.88$, $p<.002$. In addition to that, post hoc comparisons were calculated with Bonferroni correction and given the morality information may interact with perceptions of competence, the competence manipulations were compared between the two control groups. The results show that competence significantly differs among the control profiles 5 and 6 (mean difference= -0.76, $p<.043$). The means for the rating of "being skilled" ranged between 5.17 and 6.07 across the profiles. The difference between means of high competence profiles and medium competence profiles and skilled were significant $F(5,143)=3.19$, $p<.009$. Also, a post hoc Bonferroni test was performed, and the results showed that control profiles 5 and 6 did not have significant mean difference (-.78, $p<.059$). Therefore, H2 is partially supported.

Lastly, the profile means for warmth ranged between 5.00 and 5.73. Also, the results for the ANOVA indicted that the means did not differ across groups (F(5,113) = .84, $p<$ .52). Similarly, benevolence (F(5,98)= .96, $p<$ .44), moral (F(5,77) = .46, $p<$ .80) and honesty (F(5,101)= 1.797, $p<$ .12) do not differ between profiles, thereby supporting H3.

4.2.2 Pilot Study Discussion

ANOVA test results suggested that competence and binding versus individualizing morality manipulations statistically differed between profiles as intended. Interestingly, the individualizing morality and control profiles did not differ much. Because the control profile does not have further traditionality inferences, reference solely to a social project and friendliness might have signaled to individualizing morality for respondents.

Although ANOVA's F values for manipulation items regarding "being skilled" and "being modern" were statistically significant, post hoc Bonferroni tests did not show any significance. There are two issues at this point. First, Bonferroni is a conservative type of correction among post hoc tests which provides a guaranteed control over type 1 error but with the risk of reducing statistical power. Secondly, since there is already a lack of statistical power in this sample due to the small number of respondents in the sample coupled with missing values, profiles has even less number of respondents. Yet, these concerns apply for all manipulation items in the ANOVA and Bonferroni tests. It is possible that the labels "modern" and "skilled" might not mean the same thing for everyone. In addition, although the different levels of traditionality and competence manipulations were more explicit, it is possible that information as to being modern and skilled was not as clear in the scenarios. Finally, ANOVA results suggest that warmth, benevolence, moral, and honesty manipulation checks did not differ between profiles as intended. Thus, based on these findings, the scenario manipulation was considered adequate to proceed with the main study.

4.3 Measures

Demographics. Demographic questions included gender (with the options: man, woman, and other), age (multiple-choice with ranged between 18-24, 25-34, 35-44, 45-54, 55-64, 65 and above), city that respondent lived in, education (multiple-choice with the options starting from primary school graduate to doctorate), managerial experience (with options: yes or no) and total work experience.

4.3.1 Trust

The main dependent variable was interpersonal trust. Respondents were asked to answer the dependent variable measures after reviewing the scenario, job advert, and candidate information (including CV and reference call notes). Three trust measures were used. All of the scales in Turkish can be found in the Appendix C. First, an item measuring perceived trustworthiness was included. "How trustworthy do you think the candidate is?" *("Sizce aday ne kadar güvenilir?").* Next, the two-factor Behavioral Trust Intentions (BTI) by Gillespie (2003) was used and adapted to fit the employee selection context. This scale aims to capture trust-related behavioral expressions between an employee and a manager or colleague, and the scale has two different trust intentions: reliance and disclosure. Three items measuring reliance were adapted as the first scale. An original item is "How willing are you to depend on your leader to handle an important issue on your behalf?" The adopted sample item of the scale is "How willing are you to be to have the candidate make a decision for you in your absence?" and the translation of the item was *"Sizin yokluğunuzda adayın sizin adınıza da karar almasına ne kadar istekli olurdunuz?".* Three items of the disclosure scale were adapted as the second scale. A sample item of the scale is "How willing would you be to share your sincere feelings about your workplace with the candidate?" and the translation of the item was *"Aday ile işyeriniz hakkında samimi hislerinizi paylaşmaya ne kadar istekli olurdunuz?".* A seven-point Likert response scale was used (1= None, 7= A lot).

Aside from these scales, one more item was included in the main survey. "Assuming that the interview with the candidate smoothly, how willing would you be to hire the candidate based on this information?" *(Adayla yapılan mülakatın sorunsuz geçtiğini farzederek bu bilgiler ışığında adayı işe almaya ne kadar istekli olurdunuz?).* The

response scale for this item was again the same six-point Likert.

4.3.2 Morality

Moral judgments of the Moral Foundations Questionnaire (MFQ) developed by Haidt and Joseph (2004) was used. Although designed to capture five bases of morality, the MFQ has been found to yield a two-factor structure (Graham, Haidt, and Nosek 2009). Individualizing morality consists of care and fairness morality items while binding morality consists of authority, loyalty and purity morality items. Since two-factor MFQ scale has not always shown a successful fit in previous research, (Doğruyol, Alper, and Yılmaz 2019) four fairness items from Graham, Haidt, and Nosek (2009)'s moral judgment scale was included in the survey. A sample item is "When the government makes laws, the number one principle should be ensuring that everyone is treated fairly" and Turkish version was *"Hükümet kanunları yaptığında, ilk teminat altına alınması gereken kural herkese adil davranılmasıdır"*. The translated versions for some of the items were available online (see MoralFoundations.org 2021). For the rest of the items, a two-staged translation was conducted in which I translated the items to Turkish then my thesis advisor checked and approved. For both of the scales, the response scale was six-point Likert (1= Strongly Disagree *"Kesinlikle Katılmıyorum "*, 6= Strongly Agree *"Kesinlikle Katılıyorum"*). The items are available in the Appendix C.

4.3.3 Traditionality

In addition to the binding morality foundations by Graham, Haidt, and Nosek (2009), traditionality was also measured as an alternative operationalization of binding morality. Given the complex nature of the construct, a few different scales were considered in this research. The five-item Chinese Individual Traditionality Scale (CITS) developed by Yang, Yu, and Yeh (1989) and accessed through Spreitzer, Perttula, and Xin (2005) and Farh, Hackett, and Liang (2007) articles was used. An item of the scale is "The best way to avoid mistakes is to follow the instructions of senior persons." The Turkish version is *"Hata yapmayı önlemenin en iyi yolu büyüklerin sözünü dinlemektir"*. A six-point Likert response scale was used (1= Strongly Disagree, 6= Strongly Agree). The rest of the items can be found in Appendix C.

To capture religiosity as a manifestation of traditionality, I culled items from various sources. Öztürk (2018) developed a new traditionality/modernity scale claiming that Western Europe and American scales were not applicable in Turkey today. I included one item from his TITS in the scope of this thesis. The item is *"Din olmazsa ahlak da olmaz."* "If there is no religion, then there is no morality." The response scale was six-point Likert (1= Strongly disagree, 6= Strongly Agree). Two items (QV194 and QV156) from the Sixth wave of the World Values Survey (WVS), carried out in 2011 in Turkey, were used. Items were "We depend too much on science and not enough on faith." and "People who belong to different religions are probably just as moral as those who belong to mine". The WVS website provides items' translation (see *WVS Database* 2010). A six-point response scale was applied (1= Strongly Disagree, 6= Strongly Agree).

Finally, the status of the male and female sub-dimension of the Traditionalism-Modernism Attitude Questionnaire by Chunnual and Marsella (1974) was used. The three items were "If women do the same work as men, the pay should be the same.", "Men are better than women in every way, and it is proper for a man to assert his authority over a woman" and "It goes against nature to place women in positions of authority over men.". A six-point response scale was applied (1= Strongly Disagree, 6= Strongly Agree).

Control Variables. Among demographic questions, gender and education and total years of job experience information were added as control variables to the analyses.

Second, three-items from Yamagishi and Yamagidhi (1994) general trust scale or Propensity to Trust (PTT) was used to measure respondents' disposition to trust. A sample item of the scale "Most people are trustworthy" and translation of the item was *"Çoğu kişi güvenilirdir.".* A six-point Likert response scale was used for all of these three scales (1= Strongly Disagree, 6= Strongly Agree).

Similar to the pilot study, manipulation check items were included in the main study as well. Manipulation check items were: "How competent do you think the candidate is?", "How knowledgeable do you think the candidate is?", "How traditional do you think the candidate is?", "How conservative do you think the candidate is?", "How warm do you think the candidate is?", "How friendly do you think the candidate is?". The seven-point response scale was used (1= Not at All, 7= Very Much and "I do not know" option).

Table 4.3 Profiles' Mean, Standard Deviation and N with Respect to Manipulations

Profiles	Competence	Traditional	Warmth	Modern	Skilled	Benevolence	Moral	Honesty
Profile 1	5.92	3.75	5	5.380952	5.416667	5.444444	5.571429	5.25
Medium Competence	.9966611	1.650359	1.371989	1.532194	1.212854	1.293523	1.283881	1.251315
Individualizing Morality	25	20	18	21	24	18	14	20
Profile 2	5.5	5.428571	5.3	4.210526	5.173913	5.153846	5.3	4.57142
Medium Competence	.8846517	1.599107	1.080935	1.397575	.9367339	.898717	1.337494	.9376145
Binding Morality	24	21	20	19	23	13	10	14
Profile 3	6.12	3.947368	5.526316	5.5	5.791667	5.588235	5.461538	5.3125
High Competence	1.201388	1.840099	1.020263	1.317893	.9770927	.9393364	1.126601	.9464847
Individualizing Morality	25	19	19	20	24	17	13	16
Profile 4	6.28	5.8	5.25	4.555556	5.826087	4.928571	5.153846	5.375
High Competence	.7916228	1.321881	1.208522	1.503808	.9840627	.9168748	1.068188	.9574271
Binding Morality	25	20	20	18	23	14	13	16
Profile 5	5.366667	3.894737	5.434783	5.04	5.285714	5.565217	5.055556	5.5
Medium Competence	1.098065	.9941348	1.27301	1.206924	.9759001	.9920634	1.109967	.6725927
No Morality	30	19	23	25	28	23	18	22
Profile 6	6.125	4.47619	5.736842	5.444444	6.074074	5.263158	5.466667	5.368421
High Competence	.870669	1.536849	1.147079	1.149026	.8738036	1.147079	1.060099	.9551339
No Morality	32	21	19	18	27	19	15	19
Total	5.881988	4.566667	5.378151	5.033058	5.597315	5.355769	5.325301	5.261682
	1.027003	1.684	1.186017	1.407917	1.032705	1.051289	1.138125	.984181
	161	120	119	121	149	104	83	107

Notes: Every profile has 3 rows: each row respectively presents the Mean, Standard Deviation and n.

5. RESULTS

This chapter will present the results of the hypotheses testing process.

5.1 Procedures

The main survey was designed in the same order as the pilot study, as follows: *(1)* the selection scenario, *(2)* job advert, *(3)* CV, *(4)* reference call notes, and *(5)* questionnaire (including dependent variables, manipulation checks, moderator variables and control variables). The main study vignette instruction was the same as the pilot study. Given the 2 (high versus medium competence) x 2 (high versus medium individualizing versus binding morality) between-subjects design, the main study had four profiles. In terms of the content, the names in the CVs were adopted to signal individualizing versus binding morality in the main study. No other changes were made. The Qualtrics software system was set to randomly assign the four conditions to the respondents.

The survey question format was designed such that items were grouped and randomized. The item randomization aims to minimize the bias from question order. Given survey length, two attention check items were placed into the survey. Moreover, one open-ended question was added for respondents to support the cover story, to give them an opportunity to add input and to ease the transition from candidate-related questions to personal, morality related questions about the respondent. The question was, "Limited information about candidates makes hiring decisions difficult. In your opinion, what are the three main features that must be known about the candidate in order to make effective employee selection in such positions?".

Data collection took two weeks after the approval of the Sabancı University Research

Ethics Council (SUREC; see Appendix A). The informed consent form that describes the subject of the study, the process, and the data anonymity and confidentiality terms was included at the beginning of the survey (see Appendix B). The survey took approximately fifteen minutes, and respondents were debriefed at the end of the survey. Within the same page, respondents were asked to give feedback or their evaluations or criticisms, if any. The survey questionnaire is included in the Appendix C.

5.2 Sample

The data collection method was an online survey which is the most economical and the quickest survey method (Neuman 2014). Data was collected by a professional research company (Optimist Araştırma, ISO 20252:2012) through the Qualtrics software system. The company carried out the following process. First, they telephoned the potential respondents to ask if they would like to take an online survey. Following that the company sent the survey link to the respondents who agreed to take the survey. They had a tracking system via telephone to remind the respondents to fill out the survey. The sample was general population. All respondents were native Turkish speakers, and the language of the survey was Turkish. Total data consisted of 250 respondents and the number of the respondents who did not miss any attention checks was 164 . A posthoc sensitivity power analysis conducted by using G*power and results in effect size $f=$ .25, n= 164 and power obtained for 4 number of groups was $1 - \beta = .76$ for ANOVA.

The raw data consisted of 250 respondents. The number of the respondents who completed the entire survey was 201 (48.76% women and 51.24% men) with the highest frequency of age range of 25-34 years (32.33%). Respondents were recruited from thirty-seven different cities with higher response rates from three big cities of Turkey: Istanbul (26.36%), Ankara (18.91%), and Izmir (13.93%) (see Table 5.1). Further, a distribution check of the education and managerial experience revealed that among 68 high school graduates, 29 reported managerial experience, and among 75 university graduates, 45 reported managerial experience.

Table 5.1 Descriptive Statistics of the Main Study N= 164

Variables		Frequency	Percent	Cumulative
Gender	Women	82	50.00	50.00
	Men	82	50.00	100.00
Age	18-24	20	12.20	12.20
	25-34	51	31.10	43.29
	35-44	53	32.32	75.61
	45-54	31	18.90	94.51
	55-64	8	4.88	99.39
	65 years and above	1	0.61	100.00
Education	Primary School	3	1.84	1.84
	Middle School	8	4.91	6.75
	High School	56	34.36	41.10
	Two-year college	28	17.18	58.28
	University degree	60	36.81	95.09
	Master's degree	7	4.29	99.39
	Ph.D.	1	0.61	100.00
City	İstanbul	49	29.88	87.80
	Ankara	25	15.24	16.46
	İzmir	20	12.20	100.00
	Kocaeli	8	4.88	35.98
	Malatya	7	4.27	44.51
Work Experience	0.75-5 years	41	25.00	25.00
	6-10 years	42	25.61	50.61
	11-15 years	22	13.41	64.02
	16-20 years	19	11.59	75.61
	21-25 years	22	13.41	89.02
	26-30 years	11	6.71	95.73
	31-40 years	7	4.27	100.00
Managerial Experience	Yes	79	48.17	48.17
	No	85	51.83	100.00

Notes: N= 201 version is in Appendix E, Table E.1

5.3 Results

All of the analyses were conducted with the respondents who did not miss any attention checks ($N=$ 164). The first step was to conduct a manipulation check. The manipulation check consisted of six items measuring the perceived competence, knowledge, traditionality, conservativeness, warmth, and friendliness of the candidate. With these six items, three two-item scales were formed. The alphas of the scales as follows: *(a)* competence and knowledge had Cronbach α of .81, *(b)* traditionality and conservative had Cronbach α of .85, *(c)* warmth and friendliness had Cronbach α of .85. Thus, the alphas of the scales were at an acceptable level.

Using these scales, ANOVA was conducted for manipulation checks. There were no significant differences between profile means with respect to the competence and knowledge scale $F(3,194)=$ 1.30, $p=$ .28, $\eta^2=$ .020. Similarly, there were no significant differences between profile means with respect to the traditionality and conservative scale $F(3,177)=$ 1.76, $p=$ .16, $\eta^2=$ .029 . Lastly, as was expected, there were no significant differences between profile means with respect to the warmth and friendliness scale $F(3,183)=$ .01, $p=$ .99, $\eta^2=$ 2.205. Thus, ANOVA results did not provide evidence of the effectiveness of the competence and traditionality/morality manipulations.

Because my manipulation check measures were susceptible to halo effects typical in person perception (Stellar and Willer 2018), I sought to find some support by looking at two-by-two comparisons using the full data to ensure a larger sample size. To observe the manipulation effect regarding one attribute, two profiles with the same level of the other manipulation in profiles were tested. Specifically, the two profiles with individualizing morality were compared with respect to the competence and knowledge scale ($M=$ 5.39, $SD=$ 1.07, $N=$ 52 for medium competence profile and $M=$ 5.32, $SD=$ 1.21, $N=$ 52 for high competence profile). However, no significant differences were found ($t=$ .30, $df=$ 102 and $p=$ .76). Second, the two binding morality profiles were compared regarding competence and knowledge ($M=$ 5.03, $SD=$ 1.19, $N=$ 45 for medium competence profile and $M=$ 5.46, $SD=$ .99, $N=$ 49 for high competence profile), and although the results were in the expected direction, they were not significant ($t=$ -1.90, $df=$ 92 and $p=$ .06). Further, the same procedure was repeated for respondents who did not miss any attention checks; and comparable results were obtained.

The traditionality and conservatism scale manipulation was tested in high (Profiles 3 and 4) versus medium (Profiles 1 and 2) competence profiles. The medium compe-

tence profiles were tested for traditionality ($M=$ 4.04, $SD=$ 1.42, $N=$ 47 for individualizing morality and $M=$ 4.49, $SD=$ 1.29, $N=$ 41 for binding morality profile) and although the differences were in the expected direction, they were not statistically significant ($t=$ -1.53, $df=$ 86 and $p=$ .13). Similarly, high competence profiles were tested for traditionality ($M=$ 4.01, $SD=$ 1.46, $N=$ 47 for individualizing morality profile and $M=$ 4.47, $SD=$ 1.06, $N=$ 46 for high binding morality profile) in which results were not significant ($t=$ -1.72, $df=$ 91 and $p=$ .08). Although the results were not significant when the same tests were repeated for respondents who did not miss any attention checks, combined with the pilot test results and the difficulty of ruling out halo effect in the manipulation checks, I proceeded with hypothesis testing. However, I was cautious about interpreting the results particularly regarding medium competence individualizing morality profile (Profile 1), for which the results were not even in the expected direction.

Concerning the scales measuring the dependent variables and the moderators, Exploratory Factor Analysis (EFA) was conducted with respondents who did not miss any attention checks ($N=$ 164). EFA with parallel analysis and oblique (Promax) rotation were conducted using JASP Team (2020) in EFA analyses. The results of the EFA conducted with the Moral Foundations Questionnaire (MFQ) with the additional four fairness/cheating items are reported in Table 5.2, which shows two factors: Factor 1 had eight items consisting of one fairness/cheating (*F2*), two loyalty/betrayal (*I1* and *I2*), two purity (*P2* and *P3*), and all of the authority/subversion items (*A1*, *A2*, and *A3*). Factor 2 had six items consisting of four fairness/cheating (*F1*, *F3*, *F4*, and *F5*) and two care/harm (*H1* and *H2*) items. Apart from one fairness/cheating item (*F2*), the factor structure supported the distinction between individualizing versus binding morality bases. Four items (*P1*, *H3*, *F6*, and *I3*) had factor loadings less than .40 and were dropped from the analysis. Moreover, one item ("It is better to do good than to do bad.") from the MFQ was not included in the survey due to logistical issues.

Table 5.2 Factor Loadings of Moral Foundations Questionnaire Items

	Factor 1	Factor 2	Uniqueness
[F2] In the fight against terrorism, some people's rights will have to be violated. [R]	-0.587		0.688
[I1] I am proud of my country's history.	0.684		0.547
[A1] Respect for authority is something all children need to learn.	0.639		0.612
[I2] People should be loyal to their family members, even when they have done something wrong.	0.428		0.834
[A2] Men and women each have different roles to play in society.	0.593		0.651
[P2] I would call some acts wrong on the grounds that they are unnatural.	0.434		0.818
[A3] If I were a soldier and disagreed with my commanding officer's orders, I would obey anyway because that is my duty.	0.463		0.709
[P3] Chastity is an important and valuable virtue.	0.692		0.509
[F1] If a friend wanted to cut in with me on a long line, I would feel uncomfortable because it wouldn't be fair to those behind me.		0.506	0.763
[F3] Justice, fairness and equality are the most important requirements for a society.		0.871	0.271
[F4] When the government makes laws, the number one principle should be ensuring that everyone is treated fairly.		0.558	0.707
[H1] Compassion for those who are suffering is the most crucial virtue.		0.429	0.751
[H2] One of the worst things a person could do is hurt a defenseless animal.		0.631	0.619
[F5] Justice is the most important requirement for a society.		0.800	0.398
[P1] People should not do things that are disgusting, even if no one is harmed.	0.369		0.817
[I3] It is more important to be a team player than to express oneself.	0.289		0.893
[H3] It can never be right to kill a human being.		0.306	0.794
[F6] I think it's morally wrong that rich children inherit a lot of money while poor children inherit nothing.		0.075	0.992

Notes: Applied rotation method is promax.

Loadings less than .40 are not included in the scale.

A= Authority/subversion; H= Harm/Care; P= Purity; F= Fairness/Justice; I= Ingroup/Loyalty; T= Traditionality Scale Items

*[R] Denotes reverse-coded items.

Reliability analysis of factor 1 (binding morality factor) resulted in Cronbach α of .79, and factor 2 (individualizing morality factor) resulted in Cronbach α of .75.

The EFA analysis for the traditionality scale resulted in a one-factor solution (see Table 5.3). The traditionality scale had a Cronbach α of .80, indicating an acceptable reliability level.

Table 5.3 Factor Loadings of Traditionality Scale Items

	Factor 1	Uniqueness
When people are in dispute they should ask the most senior person to decide who is right.	0.500	0.750
The best way to avoid mistakes is to follow the instructions of senior persons.	0.796	0.367
Before marriage, a women should subordinate herself to her father; after marriage, to her husband.	0.740	0.453
The chief of government official is like the head of a household, the citizen should obey his decisions on all state matters.	0.675	0.545
Children should respect those people who are respected by their parents.	0.663	0.561

Notes: Applied rotation method is promax.
Loadings less than .40 are not included in the scale.

Also, EFA analysis was conducted for MFQ and traditionality items together (see Table 5.4). The results show that traditionality and binding morality load on the same factor (Factor 1), suggesting that both scales measure binding morality. Therefore, I tested my hypotheses with two different binding morality operalization in the regressions.

Table 5.4 Factor Loadings of Moral Foundations Questionnaire and Traditionality Items

	Factor 1	Factor 2	Uniqueness
[F3] Justice, fairness and equality are the most important requirements for a society.		0.855	0.284
[F4] When the government makes laws, the number one principle should be ensuring that everyone is treated fairly.		0.577	0.679
[H1] Compassion for those who are suffering is the most crucial virtue.		0.473	0.748
[F1] If a friend wanted to cut in with me on a long line, I would feel uncomfortable because it wouldn't be fair to those behind me.		0.486	0.758
[H2] One of the worst things a person could do is hurt a defenseless animal.		0.598	0.644
[F5] Justice is the most important requirement for a society.		0.747	0.453
[H3] It can never be right to kill a human being.		0.318	0.833
[F2] In the fight against terrorism, some people's rights will have to be violated. [R]	-0.575		0.682
[I1] I am proud of my country's history.	0.631		0.582
[A1] Respect for authority is something all children need to learn.	0.592		0.642
[P1] People should not do things that are disgusting, even if no one is harmed.	0.364		0.810
[I2] People should be loyal to their family members, even when they have done something wrong.	0.493		0.765
[A2] Men and women each have different roles to play in society.	0.540		0.684
[P2] I would call some acts wrong on the grounds that they are unnatural.	0.442		0.801
[F6] I think it's morally wrong that rich children inherit a lot of money while poor children inherit nothing.	0.128		0.981
[I3] It is more important to be a team player than to express oneself.	0.274		0.897
[A3] If I were a soldier and disagreed with my commanding officer's orders, I would obey anyway because that is my duty.	0.363		0.760
[P3] Chastity is an important and valuable virtue.	0.631		0.558
[T1] When people are in dispute they should ask the most senior person to decide who is right.	0.497		0.762
[T2] The best way to avoid mistakes is to follow the instructions of senior persons.	0.757		0.447
[T3] Before marriage, a women should subordinate herself to her father; after marriage, to her husband.	0.737		0.433
[T4] The chief of government official is like the head of a household, the citizen should obey his decisions on all state matters.	0.700		0.509
[T5] Children should respect those people who are respected by their parents.	0.673		0.550

Notes: Applied rotation method is promax.

Loadings less than .40 are not included in the scale.

A= Authority/subversion; H= Harm/Care; P= Purity; F= Fairness/Justice; I= Ingroup/Loyalty; T= Traditionality Scale Items

*[R] Denotes reverse-coded items.

The EFA for trust intentions, namely reliance intentions and disclosure intentions, was contrary to general expectations and resulted in a one-factor score with the α of .83 (see Table 5.5). However, in line with the theoretical distinctions, trust intentions items were calculated as two different scales consisting of three items. The three-item reliance intentions scale had a Cronbach α of .80, and the three-item disclosure intentions scale had a Cronbach α of .75, both indicating an acceptable level of reliability. However, given the factor analyses results, I have tested all of the hypotheses using reliance, disclosure, and a combined behavioral trust intentions scales.

Table 5.5 Factor Loadings of Behavioral Trust Intentions

	Factor 1	Uniqueness
[R1] How willing would you be to have the candidate make a decision for you in your absence.	0.699	0.511
[R2] How willing would you be to rely the candidate with an important project.	0.647	0.581
[R3] How willing would you be to make a decision based on the candidate's assessment or recommendations about the job.	0.781	0.390
[D1] How willing would you be to share your personal views with the candidate.	0.677	0.542
[D2] How willing would you be to tell the candidate about your life outside of work.	0.589	0.653
[D3] How willing would you be to share your sincere feelings about your workplace with the candidate.	0.686	0.529

Notes: Applied rotation method is promax.

Loadings less than .40 are not included in the scale.

R= Reliance; D= Disclosure

The EFA analysis for Propensity to Trust (PTT) scale resulted in one factor solution without any item scoring under .40 (see Table 5.6). Also, the Propensity to Trust (PTT) scale had a Cronbach α of .80, which shows a satisfactory reliability.

Table 5.6 Factor Loadings of Propensity to Trust Items

	Factor 1	Uniqueness
Most people are trustworthy.	0.594	0.648
Most people are basically good and kind.	0.800	0.360
Most people are basically honest.	0.873	0.239

Note. Applied rotation method is promax.

Loadings less than .40 are not included in the scale.

Gender roles scale EFA analysis resulted in one factor, but one gender role item loaded under the .40 threshold (see Table 5.7). The Cronbach α for the gender roles scale was .55 thus, failed the α test.

Table 5.7 Factor Loadings of Gender Roles Items

	Factor 1	Uniqueness
It goes against nature to place women in positions of authority over men.	0.754	0.432
Men are better than women in every way, and it is proper for a men to assert his authority over a woman.	0.567	0.679
If women do the same work as men, the pay should be the same. [R]	-0.317	0.900

Notes: Applied rotation method is promax.

Loadings less than .40 are not included in the scale.

*[R] Denotes reverse-coded items.

Religiosity scale EFA analysis resulted in one factor, but two items had loadings under the .40 threshold (see Table 5.8). Religiosity scale Cronbach α was .49, so α was not at an acceptable level. Thus, both gender roles and religiosity scales were dropped from the rest of the analysis.

Table 5.8 Factor Loadings of Religiosity Items

	Factor 1	Uniqueness
If there is no religion, then there is no morality.	0.998	0.004
We depend too much on science and not enough on faith.[R]	-0.323	0.896
People who belong to different religions are probably just as moral as those who belong to mine	0.279	0.922

Notes: Applied rotation method is promax.

Loadings less than .40 are not included in the scale.

*[R] Denotes reverse-coded items.

Table 5.9 presents the descriptive statistics and correlations of the variables along with the means and standard deviations. Gender was a binary variable in which men were coded as 0 and women were coded as 1.

Table 5.9 Cross-correlation Table

Variables	Mean (Sd. Dev.)	1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.
1.Gender													
2.Education		0.20**											
3.Work Experience	13.45(9.25)	-0.41***	-0.32***										
4.Propensity to Trust	3.63(1.29)	-0.08	-0.09	0.13									
5.Traditionality	3.25(1.29)	-0.24**	-0.19*	0.11	0.42***								
6.Binding Morality	4.14(.84)	-0.22**	-0.23**	0.10	0.23**	0.58***							
7.Individualizing Morality	5.56(.62)	0.09	0.06	-0.02	-0.09	-0.13	0.18*						
8.Trustworthiness	5.02(1.18)	0.18*	-0.05	-0.00	-0.06	0.08	0.07	0.09					
9.Selection Intention	5.39(1.09)	0.20**	0.03	-0.11	-0.00	-0.12	0.06	0.21**	0.64***				
10.Reliance	4.72(1.07)	0.11	-0.11	0.01	0.07	0.14	0.20**	0.00	0.77***	0.57***			
11.Disclosure	4.22(1.27)	0.01	-0.11	0.12	0.09	0.18*	0.05	-0.13	0.48***	0.31***	0.58***		
12. BTI	4.47 (1.04)	0.06	-0.12	0.08	0.09	0.18*	0.13	-0.08	0.69***	0.48***	0.87***	0.91***	

* p<.05, ** p < .01, *** p < .001

Standard deviations in parentheses

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ANOVA. One-way ANOVA test was used to assess hypothesis 1, which proposed a positive association between trustee's competence and trustor's reliance intentions. I expected medium competence profiles to differ from high competence profiles (medium competence profiles 1 and 2; high competence profiles 3 and 4).

The ANOVA conducted to observe differences between medium competence (Profiles 1 and 2) and high competence profiles (Profiles 3 and 4) for reliance as the dependent variable revealed no significant difference across the profiles ($F(3,160)= 2.11$, $p= .100$, $\eta^2= .038$). By the evidence at hand, hypothesis 1 is not supported.

To understand why Hypothesis 1 was not supported, I observed the patterns in the data. Although it was not statistically significant, both of the medium competence profiles (individualizing morality profile (Profile 1) and binding morality profile (Profile 2)) showed a difference in means more than was expected such that profile 1 has $M_1= 5.048$ and profile 2 has $M_2= 4.63$ for trustworthiness variable. This might suggest that the respondents perceived or evaluated the competence of the profiles according to morality information provided through reference call notes (i.e., projects).

Hierarchical regression analysis. Twelve regressions were conducted using STATA Corp. (2021). The regression analyses tested hypotheses 2a and b, which proposed the moderating role of participant traditionality/morality on predicting trust outcomes. Specifically, I proposed high traditionality/binding morality respondents (trustors) were more likely to prefer high traditionality/binding morality profiles (trustees) which I will test with profiles 2 and 4. Similarly, I proposed that low traditionality/individualizing morality respondents (trustors) would prefer low traditionality/individualizing morality profiles (trustee), which I will test with profiles 1 and 3.

The hierarchical regression analysis was conducted with the respondents who did not miss any attention check item. The control variables were gender, education, total years of job experience, and mean-centered Propensity to Trust (PTT) scale. The main effects were profiles (dummy coded), mean-centered scales of traditionality, MFQ's binding factor, and individualizing factor. Each dependent variable (trustworthiness, selection intention, reliance intentions and disclosure intentions) were regressed on traditionality, binding morality and individualizing morality scales sequentially, resulting in twelve regression analyses. Each regression consisted of three steps. In the first step of the hierarchical regression analysis, the control variables were entered in the regression. In the second step, the main effects, i.e., the profile dummies and the traditionality/morality measure was entered. In the final step, the interaction terms with the profile dummies and the traditionality/morality were

entered. In all of the hierarchical analyses high competence binding morality profile (profile 4) was taken as the base profile.

Table 5.10 below presents the hierarchical regression analysis, which tested the moderating effect of respondent's traditionality on outcome variables. For trustworthiness as the outcome, although the ΔR^2 was not significant when the interaction terms were entered, the interaction between respondent's traditionality and medium competence binding morality profile (Profile 2) was significant ($\beta = .41$, $t = 1.99$, $p = .048$). Coupled with the Figure 5.1 this regression suggests that respondents who scored high on the traditionality scale were more likely to express higher perceived trustworthiness of the medium competence and high traditionality/binding morality profile than the high competence and high traditionality/binding morality profile.

When the outcome variable was selection intentions, entering the interactions in step 3 yielded a ΔR^2 of .046, $p = .051$. The interaction between traditionality and the medium competence binding morality profile (Profile 2) was significant ($\beta = .44$, $t = 2.42$, $p = .017$). More importantly, the interaction effect between traditionality and the high competence individualizing morality profile (Profile 3) was significant ($\beta = .40$, $t = 2.20$, $p = .029$). Thus, respondents who scored high on the traditionality scale were more likely to select high competence low traditional/individualizing morality profile (Profile 3) compared to the high competence high traditionality/binding morality profile (Profile 4). Also, traditional respondents were more likely to select the medium competence high traditionality/binding morality profile (Profile 2) compared to the high competence high traditionality/binding morality profile (Profile 4). These results are contrary to my second hypothesis.

When the outcome variable was reliance intentions, step 3 did not result in significant ΔR^2. However, the interaction of traditionality with the medium competence binding morality profile (Profile 2) was significant ($\beta = .39$, $t = 2.09$, $p = .039$). This suggests that traditional respondents were more likely to rely on the medium competence high traditionality/binding morality candidates about the work than they would rely on the high competence high traditionality/binding morality profile.

When the outcome variable was disclosure intentions, the regression results showed that the interaction effect between traditionality and the medium competence and binding morality profile (Profile 2) was significant ($\beta = .48$, $t = 2.18$, $p = .031$). This result was similar to the reliance regression, which suggests that traditional respondents were more likely to disclose their personal opinions or personal life experiences to the medium competence high traditionality/binding morality candidates than they would to a high competence high traditionality/binding morality profile.

Table 5.10 Moderation Effect of Traditionality

Regression Steps		Dependent Variables							
		Trustworthiness		Selection Intention		Reliance		Disclosure	
		β	ΔR^2	β	ΔR^2	β	ΔR^2	β	ΔR^2
Step 1: Controls	Gender	.531**		.451*		.337		.251	
	Education	-.078	.024	-.015	.021	-.117	.011	-.087	.009
	Total Experience	.01		-.002		.003		.017	
	Propensity to Trust	-.051		.012		.053		.072	
Step 2: Main effects	Medium Competence Individualizing Morality (Profile 1)	-.126		-.345		-.110		.112	
	Medium Competence Binding Morality (Profile 2)	-.612*	.041	-.442	.038	-.474*	.053	.003	.031
	High Competence Individualizing Morality (Profile 3)	-.070		-.113		.066		-.211	
	Traditionality	-.052		-.106		.124		.159	
Step 3: Two-way Interaction	Profile 1 X Traditionality	.208		.157		.183		.394	
	Profile 2 X Traditionality	.413*	.023	.457*	.046	.393*	.026	.489*	.032
	Profile 3 X Traditionality	.215		.406*		.138		.310	

Table 5.11 below presents the second set of hierarchical regression analysis, which tested the moderating effect of respondent's binding morality endorsement on the outcome variables. In the last step of the regression, the interaction terms with binding morality were entered. Step 3 did not produce a significant ΔR^2, and there were no significant results in the last step. Thus, there is not a moderating effect of binding morality for trustworthiness.

Similarly, when the outcome variables were selection, reliance, and disclosure intentions, the regressions did not yield any significant results for the interactions between the profiles and binding morality in the last step, revealing no support for Hypothesis 2.

Table 5.11 Moderation Effect of Binding Morality

Regression Steps		Dependent Variables							
		Trustworthiness		Selection Intention		Reliance		Disclosure	
		β	ΔR^2	β	ΔR^2	β	ΔR^2	β	ΔR^2
Step 1: Controls	Gender	.531**		.451*		.337		.251	
	Education	-.078	.024	-.015	.021	-.117	.011	-.087	.009
	Total Experience	.01		-.002		.003		.017	
	Propensity to Trust	-.051		.012		.053		.072	
Step 2: Main effects	Medium Competence Individualizing Morality (Profile 1)	-.155		-.372		-.137		.124	
	Medium Competence Binding Morality (Profile 2)	-.626*	.056	-.440	.038	-.534*	.082**	-.028	.011
	High Competence Individualizing Morality (Profile 3)	-.039		-.070		.056		-.255	
	Binding morality	.198		.150		.293**		.003	
Step 3: Two-way Interaction	Profile 1 X Binding morality	-.041		.089		-.091		-.266	
	Profile 2 X Binding morality	.432	.025	.228	.004	.297	.027	.373	.028
	Profile 3 X Binding morality	-.076		.125		-.236		-.167	

Lastly, as presented in Table 5.12 hierarchical regression was used to test the interaction of respondent's individualizing morality with candidate profiles to predict outcome variables. Similar to the regressions above, in the last step interaction term was entered in the regression. The first outcome variable was perceived trustworthiness which in Step 3 did not produce a significant ΔR^2; however, the interaction between respondent's individualizing morality and the medium competence individualizing morality profile (Profile 1) was significant for the (β= -1.16, t= -2.15, p= .033). This result suggests that respondents with high individualizing morality were less likely to express perceived trustworthiness towards targets who endorse medium competence and individualizing morality compared to high competence and binding morality/traditionality profile.

When the outcome variable was selection intentions, the ΔR^2 was not significant in the step 3. However, the interaction between individualizing morality and the medium competence individualizing morality profile (Profile 1) (β= -.98, t= -2.01, p= .046) and the high competence low traditional/individualizing morality profile (Profile3) (β= -1.08, t= -2.54, p= .012) were significant for selection.

Finally, when the outcome variables were reliance and disclosure intentions, the interaction terms were not significant in the last step. This shows that individualizing morality did not moderate the reliance and disclosure intentions of the respondents. Again, the analyses did not support Hypothesis 2.

In addition to the above analyses, since the EFA resulted in one factor for Behavioral Trust Intentions scale I also tested for reliance and disclosure as a single outcome variable. Three additional hierarchical regression analyses were conducted with the BTI scale and results did not differ from the regression above (see Tables 5.13, 5.14, 5.15).

The sample had an outlier and same tests were run after removing the outlier. The results did not change. The Figure 5.2 below presents the individualizing morality scatter plots.

Table 5.12 Moderation Effect of Individualizing Morality

Regression Steps		Trustworthiness		Selection Intention		Reliance		Disclosure	
		β	ΔR²	β	ΔR²	β	ΔR²	β	ΔR²
Step 1: Controls	Gender	.531**	.024	.451*	.021	.337	.011	.251	.009
	Education	-.078		-.015		-.117		-.087	
	Total Experience	.01		-.002		.003		.017	
	Propensity to Trust	-.051		.012		.053		.072	
Step 2: Main effects	Medium Competence Individualizing Morality (Profile 1)	-.122	.043	-.330	.076*	-.097	.037	.107	.031
	Medium Competence Binding Morality (Profile 2)	-.606*		-.435		-.500		-.017	
	High Competence Individualizing Morality (Profile 3)	-.013		-.036		.050		-.344	
	Individualizing morality	.142		.399**		.061		-.295	
Step 3: Two-way Interaction	Profile 1 X Individualizing morality	-1.164*	.030	-.983*	.037	-.456	.006	-.498	.005
	Profile 2 X Individualizing morality	-1.035		-.877		.111		.352	
	Profile 3 X Individualizing morality	-.683		-1.084*		-.189		-.176	

Dependent Variables

Figure 5.1 Scatter Plots of Dependent Variables
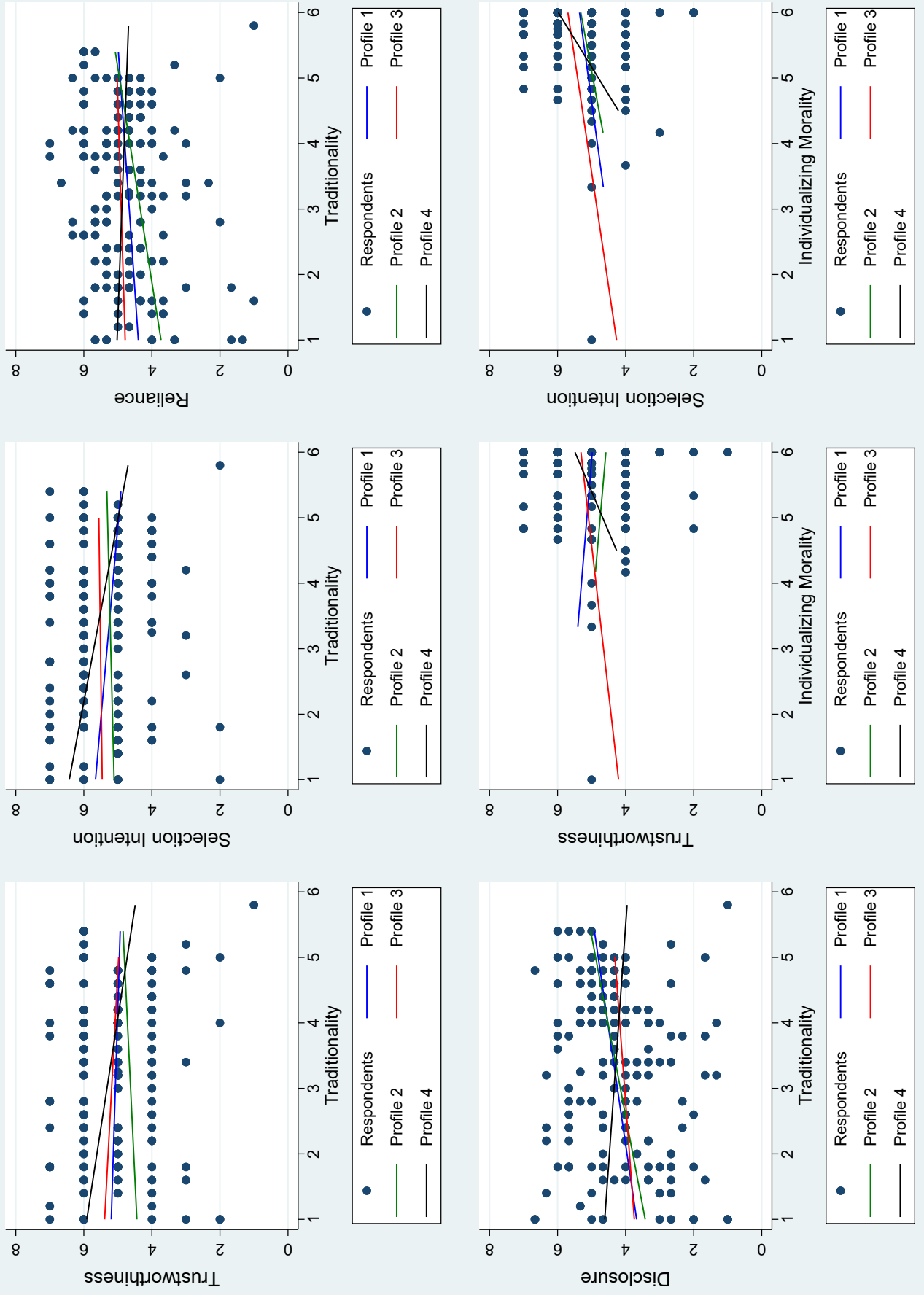
Figure 5.2 Scatter Plots of Individividualizing Morality Without the Outlier
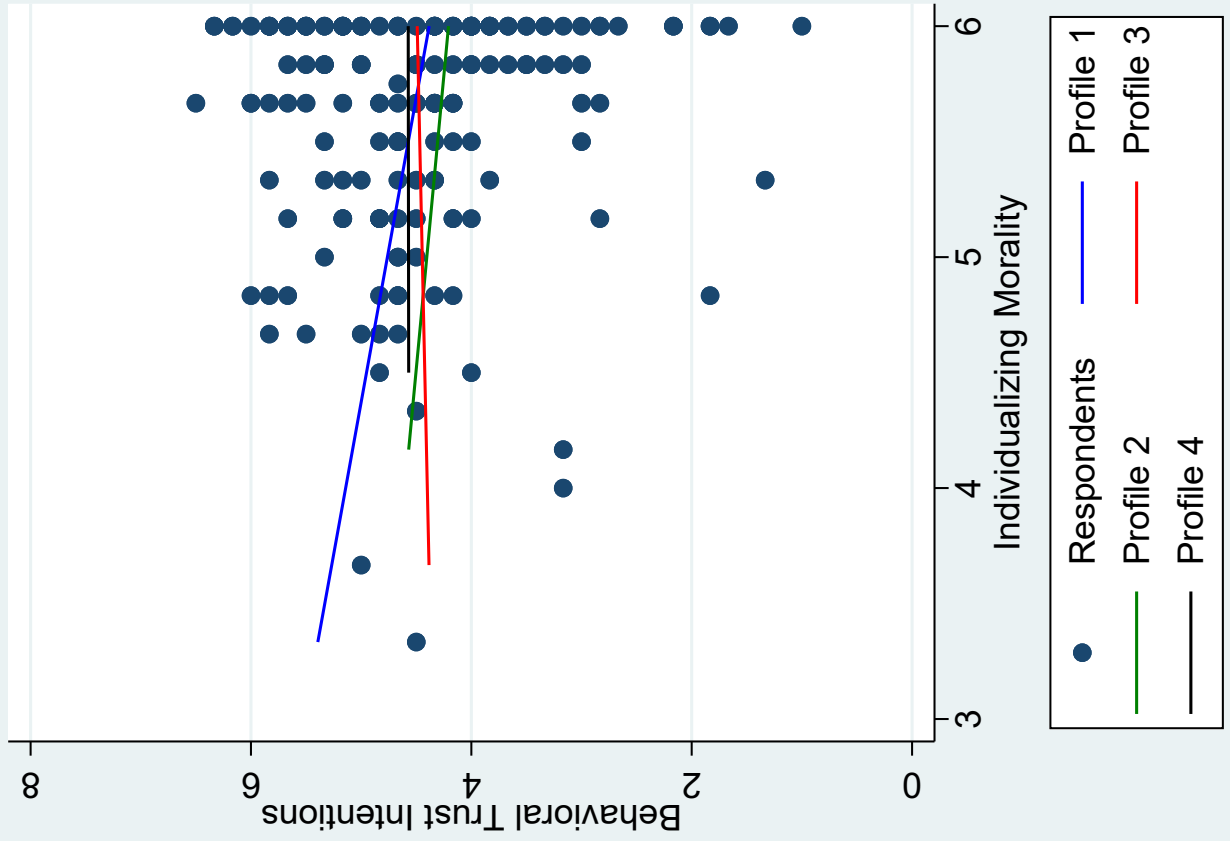
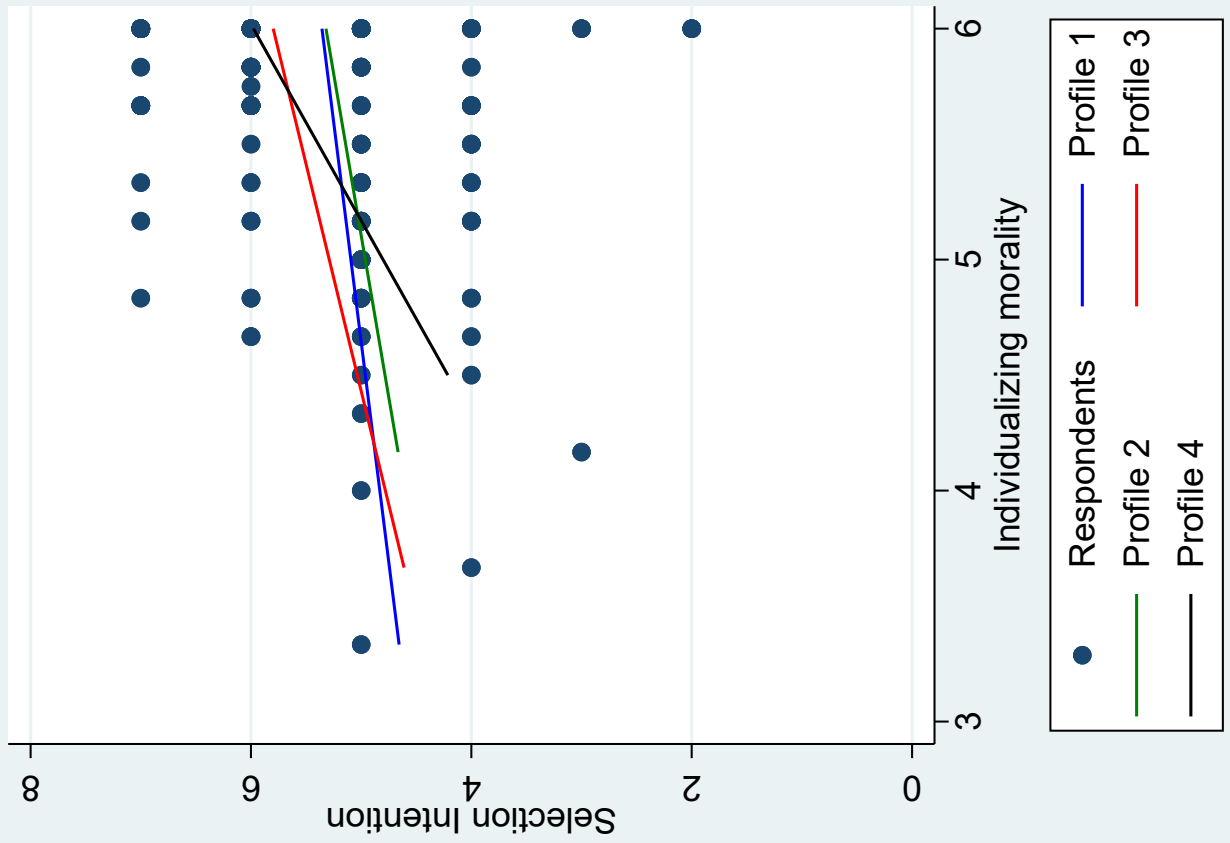Table 5.13 Moderation Effect of Traditionality with BTI Variable

	Trustworthiness	Selection Intention	BTI
Gender	0.531*	0.419*	0.399*
	(0.205)	(0.187)	(0.182)
Education	-0.075	-0.007	-0.070
	(0.086)	(0.078)	(0.076)
Work Experience	0.005	-0.006	0.010
	(0.011)	(0.010)	(0.010)
Propensity to Trust	-0.040	0.043	0.006
	(0.078)	(0.071)	(0.069)
Profile 1	-0.160	-0.369	-0.045
	(0.256)	(0.234)	(0.227)
Profile 2	-0.611*	-0.447	-0.240
	(0.261)	(0.238)	(0.231)
Profile 3	-0.102	-0.133	-0.110
	(0.253)	(0.231)	(0.224)
Traditionality	-0.260	-0.359*	-0.097
	(0.153)	(0.139)	(0.135)
P1 X Traditionality	0.209	0.157	0.289
	(0.203)	(0.185)	(0.180)
P2 X Traditionality	0.414*	0.457*	0.442*
	(0.207)	(0.189)	(0.184)
P3 X Traditionality	0.215	0.406*	0.225
	(0.202)	(0.184)	(0.179)
Constant	5.214**	5.529**	0.086
	(0.467)	(0.425)	(0.413)
N	163.000	163.000	163.000
R^2	0.112	0.129	0.108

Standard errors in parentheses

Two-tailed tests.

* $p < 0.05$, ** $p < 0.01$

Table 5.14 Moderation Effect of Binding Morality with BTI Variable

	Trustworthiness	Selection Intention	BTI
Gender	0.616**	0.482*	0.373*
	(0.202)	(0.191)	(0.182)
Education	-0.041	0.017	-0.075
	(0.086)	(0.081)	(0.077)
Work Experience	0.008	-0.004	0.010
	(0.011)	(0.011)	(0.010)
Propensity to Trust	-0.083	-0.021	0.050
	(0.073)	(0.068)	(0.065)
Profile 1	-0.141	-0.370	0.013
	(0.253)	(0.239)	(0.228)
Profile 2	-0.649*	-0.448	-0.304
	(0.257)	(0.243)	(0.232)
Profile 3	-0.056	-0.072	-0.117
	(0.249)	(0.235)	(0.224)
Binding Morality	0.101	0.031	0.141
	(0.228)	(0.215)	(0.205)
P1 X Binding Morality	-0.041	0.090	-0.179
	(0.333)	(0.314)	(0.299)
P2 X Binding Morality	0.433	0.228	0.336
	(0.299)	(0.281)	(0.269)
P3 X Binding Morality	-0.077	0.125	-0.202
	(0.305)	(0.287)	(0.274)
Constant	4.969**	5.336**	0.088
	(0.463)	(0.436)	(0.416)
N	163.000	163.000	163.000
R^2	0.128	0.087	0.096

Standard errors in parentheses

Two-tailed tests.

* $p < 0.05$, ** $p < 0.01$

Table 5.15 Moderation Effect of Individualizing Morality with BTI Variable

	Trustworthiness	Selection Intention	BTI
Gender	0.560**	0.446*	0.342
	(0.203)	(0.183)	(0.186)
Education	-0.101	-0.013	-0.115
	(0.086)	(0.077)	(0.078)
Work Experience	0.005	-0.006	0.009
	(0.011)	(0.010)	(0.010)
Propensity to Trust	-0.062	0.043	0.053
	(0.073)	(0.066)	(0.067)
Profile 1	-0.050	-0.248	0.030
	(0.256)	(0.231)	(0.234)
Profile 2	-0.516	-0.365	-0.243
	(0.265)	(0.239)	(0.242)
Profile 3	0.054	0.063	-0.121
	(0.256)	(0.231)	(0.234)
Individualizing Morality	0.876*	1.304**	0.106
	(0.424)	(0.382)	(0.387)
P1 X Individualizing Morality	-1.164*	-0.984*	-0.477
	(0.542)	(0.489)	(0.495)
P2 X Individualizing Morality	-1.035	-0.877	-0.232
	(0.592)	(0.534)	(0.541)
P3 X Individualizing Morality	-0.683	-1.085*	-0.183
	(0.474)	(0.428)	(0.433)
Constant	5.195**	5.388**	0.263
	(0.465)	(0.420)	(0.425)
N	163.000	163.000	163.000
R^2	0.122	0.158	0.061

Standard errors in parentheses

Two-tailed tests.

* $p < 0.05$, ** $p < 0.01$

6.   DISCUSSION AND CONCLUSION

This chapter will discuss the results of the analyses above, the strengths and limitations that emerged from the theory, methodology, and analysis. Following that, the future research, theoretical and practical implications will be explained. Finally, a summary with the conclusion will take place.

6.1 Discussion of the Results

Firstly, although there is reason to suspect the manipulation checks were not as expected due to halo effects, they are an essential caveat in interpreting the results and should be addressed first. Despite the fact that a pilot study was done, and I did not encounter major problems in the manipulations, the manipulation checks in the main study did not produce satisfactory results. Apparently, the scenario or the manipulations were not adequate for every individual in the main study sample. In contrast to the pilot study, the main study sample had higher variance in education and city of residency, and therefore some employee selection practices such as reference notes for an employee might not have been meaningful. Keeping these concerns in mind, below I discuss my main findings.

The first hypothesis of the study *(1) A trustee's competence is positively associated with the trustor's reliance intentions towards the trustee*, is not supported by the analysis. Overall, high/medium competence profiles were not evaluated as expected. Halo effect might have caused this result. The candidate profiles with individualizing versus binding morality and high/medium competence might have produced this cognitive error. In particular, engaging in a social project on "Equality" and gathering people from different walks of life appears to have raised competence perceptions. Furthermore, as the regression analysis suggested, the perceived trustworthiness of the medium competence binding morality profile (Profile 2) was higher than the high

competence binding morality profile (Profile 4) by the respondents who scored high on the traditionality scale. An alternative explanation may be that there have been changes in the perception regarding the Boğaziçi University and its students and graduates at the time of this research. The news in the mainstream national media, which reflected the conflict between the appointed rector and Boğaziçi university members by negatively presenting the university members, might have affected the respondents to evaluate the Boğaziçi graduate candidates negatively.

The second set of hypotheses on the interaction of respondent's morality/traditionality endorsement and the candidate's apparent morality/traditionality endorsement were not supported by the hierarchical regression analysis. Based on social identity theory, I expected that trustors who endorse higher binding (or individualizing) morality would express greater *(a)* trustworthiness perceptions and *(b)* trust intentions (reliance and disclosure) towards trustees who endorse binding (or individualizing) morality. However, the regression analysis results suggest that there is no statistically significant relationship when MFQ's binding morality scale is used. When MFQ's individualizing morality scale and the Chinese traditionality scale are employed, there are some significant interactions, although the ΔR^2 for the interaction terms was never significant. Nonetheless, when I interpreted these significant interactions for exploratory purposes, I observed the following: the medium competence binding morality profile was generally rated higher on trust outcomes than the high competence and binding morality profile. In other words, the more traditional the respondents were, they mostly preferred medium competence binding morality/traditionality profile. Considering the sample, it is arguable that the majority of the respondents have a similar educational background to the medium competent profile. Thus, the respondent's preference of medium competence binding morality profile may be considered in line with the SIT.

Furthermore, in the light of the selection scenario, the high competence candidates might have been perceived as hard to manage, not ideal to be a subordinate, or overqualified. Also, respondents might have penalized and not preferred high competent profiles for having a strong educational background compared to themselves. Similarly, the reliance is relatively low for high competence profiles compared to medium competence profiles.

The above argument is also in line with Tanis and Postmes (2005), who explain that individuals rely on group identification to determine the perception of trustworthiness of a new person when there are no individual cues. Nevertheless, when there are individual cues, as was the case in this study, they do not rely on group identification to form their opinions. Thus, competence information may have trumped

morality information.

6.2 Limitations and Future Research

This thesis has many strengths, such as examining the relationship between individualizing versus binding morality and trust in the employee selection context with the general Turkish population. It also used an experimental vignette methodology to enhance internal validity; however, this study has a number of limitations, as with every empirical study.

First, this sample was presumably limited in recruiting and selection experience. Considering the pilot study's results, the main study's sample may not have been very well suited. The main study sample had 37.31% university graduates, whereas the pilot study sample had 71.5% university graduates with many university students as well. Since the university graduates and students are more accustomed to the CV and reference notes the manipulation may have been more effective in the pilot study. More generally, the results would have been different and accurate if the HR specialists were surveyed.

Measurement limitations. In general, the previous studies on MFT used a 5 factor or 2 factor model; however, there are other proposed models, and there is no established one model. The studies show that the questionnaire varies across cultures (Doğruyol, Alper, and Yılmaz 2019; Iurino and Saucier 2020). Also, MFQ has internal consistency issues, and its validity needs to improve. Supporting this concern, the individualizing morality factor resulted in low variance. However, the inclusion of the traditionality scale was suitable for the research.

Future Research. Although at first it was one of my aims to investigate the gender differences in this context and the generalizability and the scope of this thesis is limited to a male candidate. A closer look in the Turkish context revealed that the managerial roles are still male dominant; according to World Economic Forum's Global Gender Gap 2021 report, only 38.5% of women participate in the labor force, and 6.2% are in managerial positions, while men hold 83.8% (World Economic Forum 2021). Thus, this thesis aimed to analyze the current situation rather than the ideal and conducted the survey only with the male candidate scenario. However, future research should examine the effect of gender because gender stereotypes affect the high vs low competence and warmth perceptions against women (Cuddy, Fiske, and

Glick 2008) and hiring decisions (e.g., Gorman 2005). Further, the number of women in Science, Technology, Engineering, and Mathematics (STEM) is still deficient due to gender inequalities and 'gendered work practices' (Miner et al. 2018). Dicke, Safavian, and Eccles (2019) found that the discrimination against women in the workplace is related to traditional work/family-related gender role beliefs, which are learned or developed in adolescence. By recognizing the problem, future research should look into this in more detail.

Although it was not in the scope of this thesis, the role of religiosity and trustworthiness in the employee selection process might be worthwhile to study. For instance, the Turkish culture is predominantly Muslim, and in general, the traditional societal values are according to Islam (Kâğıtçıbaşı 1996). The religiosity is intertwined in nature with the binding moral foundations (Graham and Haidt 2010; Yalçındağ et al. 2019), and those moralities might be influential in the employee selection process as well. Some studies (e.g., Di Stasio et al. 2021; Weichselbaumer, Doris 2016) show that the religiosity of the candidate affects the selection/recruiting decision. However, I did not include any direct questions about religiosity due to the possibility of the demand effect. Asking straightforward religiosity questions might have decreased the sincerity of the answers, especially in the employee selection scenario. Also, providing a religious candidate was not suitable in this method because providing that type of personal information might have been evaluated strangely, and it might have been detrimental to the realism of the scenarios. Further research should be undertaken to explore whether religiosity and trust or selection decision is related.

Moreover, in future studies, a different approach can be taken for the operalization of individualizing morality. Signaling individualizing morality with a freedom-based project rather than an equality project might have produced a different effect. For instance, a project about the inclusiveness of LGBTQ+ individuals might have resulted in a reaction from highly traditional respondents.

Finally, I did not account for any dispositional individual differences. Future research might check for the role of personality variables. For instance, openness to change (Hough, Oswald, and Ock 2015), need for closure (Roets and van Hiel 2011) can be included in the questionnaire.

6.3 Conclusion

This thesis aimed to explore whether the trustor's perception of a trustee's (in this context, a job applicant's) trustworthiness, trustor's selection intention, and trust intentions (reliance and disclosure) are influenced by the trustee's competence and individualizing versus binding morality (or traditionality) in the employee selection context. Using the experimental vignette methodology, I manipulated the competence and morality information of a fictive job applicant and analyzed whether trustor's individualizing and binding morality moderated the relationship between the job applicant's characteristics and trust outcomes. Even though this thesis could not reach significant results for its hypotheses, this thesis suggests that individuals who endorsed binding morality mostly preferred candidates who had medium-level competence and endorsed binding moralities. given the sample demographics, these results may be attesting to individuals' preference to select candidates who are more similar to themselves as would be predicted by social identity theory.

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APPENDIX A

Ethic SUREC Approval Page

Sabancı University Research Ethics Council (SUREC)

Date: March 3, 2021

To: Prof. Syeda Arzu Wasti (Principal Investigator), Begüm Ateşsaçan (CO-Investigator-MA Student)
From: Prof. Mehmet Yıldız, Chair of the Research Ethics Committee

Protocol Number: SOM-2021-19
Protocol Name: The role of trust in work relationships: Turkish case

Subject: SUREC Approval
Official Approval Date: March 25th, 2021

Sabancı University Research Ethics Council has approved the above named and numbered protocol through expedited review. You are responsible for promptly reporting to the SUREC:

- any severe adverse effects
- any unanticipated problems involving risks to subjects or others;
- any proposed changes in the research activity

Enclosed you can find the below noted approved documents.

☒ Protocol Application

☒ Informed Consent Form

If you have any questions please feel free to contact me via phone at 216-483 9010 or via e-mail at mehmet.yildiz@sabanciuniv.edu

Best Regards,

Prof. Mehmet Yıldız
Chair of the Ethics Committee

Sabancı University Research Ethics Council (SUREC)

Date: March 3, 2021

To: Prof. Syeda Arzu Wasti (Principal Investigator), Begüm Ateşsaçan (CO-Investigator-MA Student)
From: Prof. Mehmet Yıldız, Chair of the Research Ethics Committee

Protocol Number: SOM-2021-19
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☒ Protocol Application

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If you have any questions please feel free to contact me via phone at 216-483 9010 or via e-mail at mehmet.yildiz@sabanciuniv.edu

Best Regards,

Prof. Mehmet Yıldız
Chair of the Ethics Committee

SABANCI UNIVERSITY RESEARCH ETHICS COUNCIL
APPLICATION FOR RESEARCH STUDY

For SUREC Use Only	
Protocol No: SOM-2021-19	Approval Date: March 25th, 2021
Modification Requested Date:	Modification Approval Date:

1. **Title**: The role of trust in work relationships: Turkish case

2. **Principal Investigator(s)** (The Principal Investigator must be a faculty member or equivalent); **Co-Investigator (s)** (The Co-Investigator must be Master's or Phd Student)

Principal Investigator Prof. S. Arzu Wasti / SOM Thesis Advisor	**E-mail** awasti@sabanciuniv.edu	**Phone** 0216 483 9662
Co-Investigator Begüm Ateşsaçan / FASS - MA Student	batessacan@sabanciuniv.edu	+90507 142 57 16

Note: This application must be submitted by the Principal Investigator, who assumes full responsibility for compliance with this research study.

3. Programme:
Conflict Analysis and Resolution Program / MA (Faculty of Arts and Social Sciences)

Please answer all questions below:

4. **Will this be funded by an external sponsor?** ☐Yes ☒No

If yes, list sponsor/funding agency:
Proposal Number:

5. Proposed Start Date (actual date may not precede SUREC approval date)

(tentative) March 2021

6. **Describe the purpose of the research**

The proposed research aims to test the effect of traditionality on interpersonal trust in work relationships. This study builds on recent arguments that instead of the five (later six) foundations of morality as proposed by the Moral Foundations Theory (Graham et al., 2009; Haidt and Joseph, 2007), there might be three meaningful clusters of traditionalism, compassion and liberty (Harper & Rhodes, 2021). Traditionality as an individual value that emphasizes respect for hierarchy (Spreitzer, Perttula, & Xin, 2005) is already a popular topic for organizational behavior emerging from China. However, the concept has been also broadly studied in psychology in relation to traditional gender roles, family values, religiosity, and patriotism. This research aims to understand whether traditionality is relevant in in trusting an employee, and thereby a factor in work-related decisions (e.g., hiring).

7. Describe procedures to be used and any associated risks or discomforts.

The proposed sample is expected to be between 200-250 participants. The sample for the pilot (n=50) will be a snowball sample through personal contacts. The participant criteria

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will be adults who have full-time or part-time work experience. Participants will answer the survey online, through their personal computers or phones, whenever and wherever they want. The consent form and the survey questions are included at the end of this application form. The language of the survey is Turkish. The sample for the main study will be obtained through the services of a professional research company. The participants will be solicited on a voluntary basis and will not be reimbursed for their participation.

In the first phase of the survey, participants will be participate in a vignette experiment where they will imagine themselves to be making a recruitment decision. Participants will be asked to read reference letters of (hypothetical) job applicants written by their previous managers. The reference letters consist of information regarding the candidate's job performance (competence), warmth and traditionality. In view of the 2 (high versus low competence) x 2 (high versus low traditionality) x 2 (gender) between-subjects design, there will be eight profiles of reference letters. Prior to the actual manipulation, the participant will respond to a "filler" job applicant as a way to familiarize themselves to the survey format. After reviewing the reference letter, participants will be asked to rate the trustworthiness of the job applicant. A sample reference letter and the trustworthiness items also attached at the end of this application form. In the second phase, participants will evaluate their own traditionality and respond to demographic questions. The traditionality scales that are being evaluated are also added to the Appendix; however, in the final version, a shorter list of items are likely to be included. Overall, the survey is expected to take no longer than 15 minutes.

In the context of the proposed research, investigators will not collect any personal information such as TC number, name and surname, signature or phone number.

8. Describe in detail any safeguards to minimize risks or discomforts, including any measures to render the data anonymous (you will not know the identity of the research subject) or confidential (subjects' identity or personal identifying information will not be disclosed).

At the beginning of each study, the written consent of participants will be obtained and the purpose of the research will be briefly explained. The fact that participation is voluntary will be emphasized and we will assure participants that their answers will only be used for research purposes and their identities will not be disclosed to anyone. The data will be used in aggregate form hence it will be impossible to identify any individual information. Researcher's email and cell phone will be given to participants and they will be encouraged to contact whenever they have any concern or questions regarding the study. Participants will be free to leave questions blank. We will emphasize that they may skip any item on the questionnaire that they do not wish to answer or component of the study that makes them feel uncomfortable without receiving any penalty. Moreover, at the end of the study participants will have an opportunity to share their opinions and give feedback and suggestions.

Data will be stored in a password-protected computer or cloud-based storage systems such as Dropbox and will only be available to the research personnel. Any physical forms (e.g., consent forms) will be kept in a locked cabinet in the Principal Investigator's office. The third-party company the researchers intend to work with in Turkey is certified by GAB 2014 Management System (set of standards developed by Turkish Researchers Association (TUAD)) and ISO 20252:2012 (Market, Opinion, and Social Research. Accordingly, it is subject to the relevant audits and controls. As per these standards, the company enters into confidentiality agreements with its employees and its subcontractors to protect all information and documents obtained during the project. At the end of the data collection, all documents will be transferred to us and/or archived under confidentiality measures by the company if we so request. The full details of the requirements imposed on the company by ISO and GAB are not available to us. The ISO certificate details can only be obtained by payment.

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Issues relating to confidentiality are addressed in the attached Informed Consent Forms. The relevant clause may be subject to revision based on the requirements of the company. However, these changes will not render the provisions with respect to confidentiality less strict than they currently are. Any other commercial company the researchers may employ in Turkey is also expected to be bound by the same certifications.

9. Describe any financial compensation or other potential benefits to the subjects associated with this research activity.

Participation will be voluntary. The proposed research will not have any financial compensation or other potential benefits to the subjects.

10. Does the proposed human subject research pose a financial conflict of interest to the PI. ☐Yes ☒No If yes, please explain.

11. Is the consent form attached? ☒Yes ☐No If no, please justify the need to waive this requirement. (If subjects under the age of 18 are to participate in the study, a parental consent form will also be required.)

12. Benefits and Risks: Do the potential benefits to the subjects and/or the anticipated gain in research knowledge outweigh the risks to the subjects? Explain. (Be specific and succinct - do not "justify" the research.)

Although traditionality might be a sensitive issue for the participants, the anticipated discomfort should not be more than real-life situations.

13. If another institution(s) is involved in the proposed research, please list each institution, the protocol number, and SUREC approval date. ☐Yes ☒No

14. After reviewing the University Research Ethics Council Instruction
http://mysu.sabanciuniv.edu/surecharitasi/tr/yonerge/irg-a410-02
I believe this protocol to be:

☐ Exempt from further SUREC review   ☒Expedited   ☐ Full Council review required.

Applicants Signature

S. Arzu Wasti

FRG-A410-01-03

Title: The role of trust in work relationships: Turkish case
Principal Investigator:Prof. Syeda Arzu Wasti / SOM (Thesis Advisor)
Co-Investigator:Begüm Ateşsaçan (MA Student)

<div align="center">

THIS SPACE FOR SUREC USE ONLY

</div>

☐ The protocol has been determined to be exempt from SUREC review in accordance with Sabancı University Research Ethics Council procedure.

☒ The protocol has been approved through expedited review in accordance with Sabancı University Research Ethics Council procedure.

☐ The Institutional Review Board has been approved the protocol through full review review in accordance with Sabancı University Research Ethics Council procedure.

The SUREC approval is valid for two years after the given approval date.

<div align="center">

APPROVED BY THE SABANCI UNIVERSITY RESEARCH ETHICS COUNCIL

Prof. Mehmet Yıldız
SUREC Chair

</div>

Assoc. Prof. Sabahat Çiğdem Bağcı Hemşinlioğlu SUREC Member	Assist. Prof. Nedim Nomer SUREC Member	Assist. Prof. Ogün Adebali SUREC Member

Assist. Prof. Ömer İleri SUREC Member	Prof. Zafer Gedik SUREC Member

FRG-A410-01-03

APPENDIX B

Informed Consent Form

Main Study's Questionnaire

Following scenario, CVs and reference call notes the questionnaire below was presented to the respondents.

Size verilen bilgiler ışığında adayla ilgili aşağıdaki soruları cevaplayınız.

With response scale 1 "Hiç" to 7 "Çok"

1. Sizce aday ne kadar güvenilir?
2. Sizin yokluğunuzda adayın sizin adınıza da karar almasına ne kadar istekli olurdunuz?
3. Adaya önemli bir projeyi emanet etmeye ne kadar istekli olurdunuz?
4. Adayın işle ilgili yaptığı değerlendirmelere veya önerilere dayaranak karar almaya ne kadar istekli olurdunuz?
5. Aday ile kişisel görüşlerinizi paylaşmaya ne kadar istekli olurdunuz?
6. Adaya iş dışındaki hayatınızdan bahsetmeye ne kadar istekli olurdunuz?
7. Aday ile işyeriniz hakkında samimi hislerinizi paylaşmaya ne kadar istekli olurdunuz?
8. Adayla yapılan mülakatın sorunsuz geçtiğini farzederek bu bilgiler ışığında adayı işe almaya ne kadar istekli olurdunuz?

Size verilen bilgiler ışığında adayla ilgili aşağıdaki soruları cevaplayınız.

With response scale 1 "Hiç" to 7 "Çok" and 8 "Fikrim Yok" option

1. Sizce aday işinde ne kadar yetkin?
2. Sizce aday işi konusunda ne kadar bilgili?
3. Sizce aday ne kadar geleneksel?
4. Sizce aday ne kadar muhafazakar?
5. Sizce aday ne kadar sıcakkanlı?
6. Sizce aday ne kadar cana yakın?

Adaylar hakkındaki bilgilerin kısıtlı olması işe alım kararlarını zorlaştırmaktadır. Size göre bu tip pozisyonlarda etkin eleman seçimi yapılması için aday hakkında muhakkak bilinmesi gereken üç ana özellik nedir?

1. ___
2. ___
3. ___

Bu sayfada lütfen demografik bilgilerinizi doldurunuz.

Cinsiyetiniz?

___ Kadın

___ Erkek

___ Diğer

Age?

_____

Hangi şehirde yaşıyorsunuz?

_____

En son tamamladığınız eğitiminiz nedir?

___ İlkokul mezunu

___ Ortaokul mezunu

___ Lise mezunu

___ Üniversite (Ön Lisans)

___ Üniversite (Lisans)

___ Yüksek Lisans (Master)

___ Doktora

Yöneticilik tecrübeniz var mı?

___ Evet

___ Hayır

Toplam iş deneyiminiz? (Yıl)

*1 yıldan azsa ay olarak belirtebilirsiniz. _____

İş yerinde gerçekleşen personel seçimleri, performans değerlendirmeleri, ekip çalışmaları gibi konuların kişiliğimizden ve değerlerimizden etkilendiği gösterilmiştir. Lütfen aşağıdaki soruları kendi değer yargılarınıza göre yanıtlayınız.

Bu soruların doğru ya da yanlış cevabı yoktur. Aşağıdaki ifadelere ne kadar katıldığınızı ya da ne kadar katılmadığınızı işaretleyiniz.
With response scale from 1 "Kesinlikle Katılmıyorum" to 6 "Kesinlikle Katılıyorum"

1. Eğer bir arkadaşım uzun bir kuyrukta bana yanaşarak araya girmek isteseydi, kendimi rahatsız hissederdim çünkü arkamdakiler için adil olmazdı.

2. Terörle mücadelede bazı insanların haklarının ihlal edilmesi gerekecektir.

3. Adalet, hakkaniyet ve eşitlik bir toplum için en önemli gereksinimdir.

4. Hükümet kanunları yaptığında, ilk teminat altına alınması gereken kural herkese adil davranılmasıdır.

5. Acı ve ızdırap çekenleri anlayabilmek çok önemli bir özelliktir.

6. Ülkemin tarihiyle gurur duyarım.

7. Otoriteye saygı duyulması bütün çocukların öğrenmesi gereken bir şeydir.

8. Hiç kimseye zarar vermese de insanlar iğrenç şeyler yapmamalıdırlar.

9. Birisinin yapabileceği en kötü şeylerden biri savunmasız hayvanlara eziyet etmesidir.

10. Adalet bir toplum için en önemli gereksinimlerden biridir.

11. İnsanlar, aile üyeleri yanlış yapmış olsa da onlara karşı sadık olmalıdır.

12. Erkek ve kadınların toplum içinde değişik görevleri vardır.

13. Doğal olmayan bazı hareketleri yapmak yanlıştır.

14. Bir insanı öldürmek hiçbir zaman doğru değildir.

15. Bence fakir çocuklar miras olarak hiçbir şey alamazken zengin çocukların miras olarak çok para almaları ahlaki olarak yanlıştır.

16. Bir takım oyuncusu olmak birisinin kendisini bireysel olarak ifade etmesinden daha önemlidir.

17. Eğer bir asker olsaydım ve komutanımın emirleriyle aynı fikirde olmasaydım, yine de itaat ederdim çünkü bu benim görevimdir.

18. İffet çok önemli ve değerli bir erdemdir.

19. İnsanlar fikir anlaşmazlıklarında son sözü en kıdemli kişiye bırakmalıdır.

20. Hata yapmayı önlemenin en iyi yolu büyüklerin sözünü dinlemektir.

21. Bir kadın evlilikten önce babasına, evlilikten sonra kocasına tabi olmalıdır.

22. Devletin başkanı evin babası gibidir, tüm memleket meselelerinde vatandaş ona itaat etmelidir.

23. Çocuklar, anne-babalarının saygı duyduğu insanları saymalıdır.

24. Kadınlar erkeklerle aynı işi yaparsa ücret aynı olmalıdır.

25. Otorite posizyonlarında kadınları erkeklerin üzerine yerleştirmek doğaya aykırıdır.

26. Erkekler her bakımdan kadınlardan daha iyidir ve bir erkeğin otoritesini kadına karşı ortaya koyması uygundur.

1. Bilime gereğinden fazla, imana ise gereğinden az güveniyoruz.

2. Çoğu kişi güvenilirdir.

3. Çoğu kişi temelde iyi huylu ve iyi yüreklidir.

4. Benim inandığımdan farklı bir dine inananlar da benim kadar iyi ve ahlaklı insanlardır.

5. Çoğu insan temelde dürüsttür.

6. Din olmazsa ahlak da olmaz.

Bu çalışmada iş başvurusu yapan adayların CV'lerinde yetkinlik ve beceri bilgilerinin ötesindeki özelliklerinin ve referans bilgilerinin işe alımlardaki göreceli etkisi ve bu etkide kişilik ve değerlerin rolü incelenmiştir.

Ankete dair herhangi bir geri bildiriminiz var mı?

———————————————————

Main Study CV's

Mehmet P***

KİŞİSEL BİLGİLER
08.10.1988
GSM: (***) *** ** **
MAIL: MEHMETP***@GMAIL.COM

Eğitim

Koç Üniversitesi
MBA

2018-2019

ANO: 3,94

Boğaziçi Üniversitesi
Endüstri Mühendisliği

2005 – 2010

ANO: 3,00

Kadıköy Anadolu Lisesi

2001 -2005

Yabancı Diller

Ingilizce – Çok iyi

Almanca – Çok iyi

Bilgisayar becerileri

MS Office Programları

Sertifikalar

Liderlik

Satış Gücünü Genişletmek

Satış Süreçleri Yönetimi

Deneyim

01.2017 – 03.2021 Ege, Akdeniz ve Marmara Kilit Müşteri Grup Sorumlusu

- Piyasa rekabeti analizlerini tamamlayarak stratejilerin belirlenmesi ve uygulanması,
- Kısa, orta ve uzun vadeli satış bütçelerinin planlanması ve gerçekleştirilmesi, satış takımının marka ve ürün eğitimlerinin planlanması,
- Görev süresi boyunca %7 yeni müşteri kazanımı ve %2 portföy büyümesi,
- 25 milyon USD hacminde satış portföyü için iş planlaması, ürün ve müşteri yönetilmesi.

-2019 FMCG Sektörü ***** Ödülleri kapsamında "En Başarılı Bölge Grup Sorumlusu" ödülü.
-2018 şirket içi "En İyi Performans Gösteren Satış Grubu" ödülü

01.2015 – 01.2017 Yerel Kilit Müşteri Satış Yöneticisi

- Pazarda hedef müşterilerin belirlenmesi,
- Mevcut kilit müşterilerin anlaşma ve satış süreçlerinin yönetilmesi,
- Düzenli müşteri ziyaretleri gerçekleştirilerek mevcut müşteri ihtiyaçlarının tespit edilmesi ve sorunlarının giderilmesi,
- Gerekli yönetim raporlarının hazırlanması.

09.2012 – 01.2015 Satış Planlama Uzmanı

- Aylık rutin üst yönetim ve saha ekibi satış raporlarının oluşturulması,
- Performans takip sistemlerinin geliştirilmesi ve etkin yönetilmesinin kontolü,
- Satış saha ekibinin ziyaretleri ve müşteri kazanım takip sistemlerinin oluşturulması ve devamlılığının sağlanması.

06.2010 – 07.2012 Satış Sorumlusu

- Müşteri memnuniyetinin ve sürekliliğinin sağlanması,
- Aktif çalışma temposu içinde yeni müşteri kazanma faaliyetlerinin yürütülmesi.

Cenk S*****

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Eğitim

Marmara Üniversitesi Endüstri Mühendisliği

2005 - 2010

ANO: 3,00

Kağıthane Anadolu Lisesi

2001-2005

Yabancı Diller

Ingilizce - İyi

Bilgisayar becerileri

MS Office Programları

Deneyim

01.2018 – 03.2021 İç Anadolu Kilit Müşteri Grup Sorumlusu

- Müşteri ihtiyaçlarının analiz edilmesi, yeni ve mevcut ürünlerin satışının sorunsuz ve en iyi müşteri deneyimiyle gerçekleştirilmesinin sağlanması,
- Potansiyel müşterilerin belirlenmesi ve verilerinin kontrolünün sağlanması, bütçenin kontrolünün sağlanması,
- 5 milyon USD hacminde satış portföyü için iş planlaması, ürün ve müşterilerin yönetilmesi.

06.2014 – 01.2018 İstanbul Avr. Yak. Kilit Müşteri Satış Sorumlusu

- Şirketin satış hedeflerine sadık kalarak mevcut müşterilerle düzenli ve sağlıklı iletişimin sağlanması,
- Yeni satış kanallarının geliştirilmesi ve müşteri portföylerinin hazırlanması.

12.2012 – 02.2014 Satış Planlama Uzmanı

- Aylık rutin üst yönetim ve saha ekibi satış raporlarının oluşturulması,
- Performans takip sistemlerinin geliştirilmesi ve etkin yönetilmesinin kontolü,
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06.2010 – 07.2012 Satış Sorumlusu

- Müşteri memnuniyetinin ve sürekliliğinin sağlanması,
- Aktif çalışma temposu içinde yeni müşteri kazanma faaliyetlerinin yürütülmesi.

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2005 - 2010

ANO: 3,00

Kağıthane Anadolu Lisesi

2001-2005

Yabancı Diller

Ingilizce - İyi

Bilgisayar becerileri

MS Office Programları

Deneyim

01.2018 – 03.2021 İç Anadolu Kilit Müşteri Grup Sorumlusu

- Müşteri ihtiyaçlarının analiz edilmesi, yeni ve mevcut ürünlerin satışının sorunsuz ve en iyi müşteri deneyimiyle gerçekleştirilmesinin sağlanması,
- Potansiyel müşterilerin belirlenmesi ve verilerinin kontrolünün sağlanması, bütçenin kontrolünün sağlanması,
- 5 milyon USD hacminde satış portföyü için iş planlaması, ürün ve müşterilerin yönetilmesi.

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- Yeni satış kanallarının geliştirilmesi ve müşteri portföylerinin hazırlanması.

12.2012 – 02.2014 Satış Planlama Uzmanı

- Aylık rutin üst yönetim ve saha ekibi satış raporlarının oluşturulması,
- Performans takip sistemlerinin geliştirilmesi ve etkin yönetilmesinin kontolü,
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06.2010 – 07.2012 Satış Sorumlusu

- Müşteri memnuniyetinin ve sürekliliğinin sağlanması,
- Aktif çalışma temposu içinde yeni müşteri kazanma faaliyetlerinin yürütülmesi.

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Eğitim

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2005 - 2010

ANO: 3,00

Kağıthane Anadolu Lisesi

2001-2005

Yabancı Diller

Ingilizce - İyi

Bilgisayar becerileri

MS Office Programları

Deneyim

01.2018 – 03.2021 İç Anadolu Kilit Müşteri Grup Sorumlusu

- Müşteri ihtiyaçlarının analiz edilmesi, yeni ve mevcut ürünlerin satışının sorunsuz ve en iyi müşteri deneyimiyle gerçekleştirilmesinin sağlanması,
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06.2014 – 01.2018 İstanbul Avr. Yak. Kilit Müşteri Satış Sorumlusu

- Şirketin satış hedeflerine sadık kalarak mevcut müşterilerle düzenli ve sağlıklı iletişimin sağlanması,
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12.2012 – 02.2014 Satış Planlama Uzmanı

- Aylık rutin üst yönetim ve saha ekibi satış raporlarının oluşturulması,
- Performans takip sistemlerinin geliştirilmesi ve etkin yönetilmesinin kontolü,
- Satış saha ekibinin ziyaretleri ve müşteri kazanım takip sistemlerinin oluşturulması ve devamlılığının sağlanması.

06.2010 – 07.2012 Satış Sorumlusu

- Müşteri memnuniyetinin ve sürekliliğinin sağlanması,
- Aktif çalışma temposu içinde yeni müşteri kazanma faaliyetlerinin yürütülmesi.

Reference Notes [Same for Pilot and Main Study]

[Medium Competence – Low Traditionality/Individualizing Morality]:
Ek olarak, İnsan Kaynakları departmanı adayın referans olarak gösterdiği önceki müdürüyle telefonda görüştü. Görüşmenin notları aşağıdaki gibidir.

- Müdürü adayı iş bilgisi yeterli, oldukça motive biri olarak tanımladı.

- Çoğu zaman titiz çalıştığını, bazen yönlendirilmesi ve kontrol edilmesi gerektiğini ama sorumluluklarını genellikle yerine getiren biri olduğunu söyledi.

- Kurumda çalıştığı sürede hem iş arkadaşlarıyla hem de müşteriler ve hizmet verdiği kurumlarla sıcak ve samimi ilişkiler kurmuş.

- Adayla beraber çok sık iş seyahatlerine çıktığı için kendisini yakından tanıyabilmiş; adayı geleneksel aile değerlerine veya inançlara ters düşse de evrensel değerleri benimsemiş ve yeniliklere açık biri olarak tanımladı.

- Aday, firmanın sosyal sorumluluk faaliyetleri kapsamında "Toplumun Mayası Eşitlik" adlı bir projeyi yürütmüş. Projede farklı cinsiyet, inanç ve görüşlerden çalışanların bir araya gelip fikirlerini paylaştığı bir ortam sağlamış.

[Medium Competence – High Traditionality/Binding morality]:
Ek olarak, İnsan Kaynakları departmanı adayın referans olarak gösterdiği önceki müdürüyle telefonda görüştü. Görüşmenin notları aşağıdaki gibidir.

- Müdürü adayı iş bilgisi yeterli, oldukça motive biri olarak tanımladı.

- Çoğu zaman titiz çalıştığını, bazen yönlendirilmesi ve kontrol edilmesi gerektiğini ama sorumluluklarını genellikle yerine getiren biri olduğunu söyledi.

- Kurumda çalıştığı sürede hem iş arkadaşlarıyla hem de müşteriler ve hizmet verdiği kurumlarla sıcak ve samimi ilişkiler kurmuş.

- Adayla beraber çok sık iş seyahatlerine çıktığı için kendisini yakından tanıyabilmiş; adayı bazı yeniliklere sırt çevirmek anlamına gelse de geleneksel aile değerlerini ve inançları özümsemiş biri olarak tanımladı.

- Aday, firmanın sosyal sorumluluk faaliyetleri kapsamında "Toplumun Mayası Aile" adlı bir projeyi yürütmüş. Projede farklı departmanlardan çalışanların bir araya gelip fikirlerini paylaştığı bir ortam sağlamış.

[High Competence – Low Traditionality]:
Ek olarak, İnsan Kaynakları departmanı adayın referans olarak gösterdiği önceki

müdürüyle telefonda görüştü. Görüşmenin notları aşağıdaki gibidir.

- Müdürü adayı iş bilgisi son derece yüksek, çok motive biri olarak tanımladı. Her zaman titiz çalıştığını, sürekli kontrol etmeye ve yönlendirmeye gerek olmadığını söyledi.

- Kurumda çalıştığı sürede hem iş arkadaşlarıyla, hem de müşteriler ve hizmet verdiği kurumlarla sıcak ve samimi ilişkiler kurmuş.

- Adayla beraber çok sık iş seyahatlerine çıktığı için kendisini yakından tanıyabilmiş; adayı geleneksel aile değerlerine veya inançlara ters düşse de evrensel değerleri benimsemiş ve yeniliklere açık biri olarak tanımladı.

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[High Competence – High Traditionality]:
Ek olarak, İnsan Kaynakları departmanı adayın referans olarak gösterdiği önceki müdürüyle telefonda görüştü. Görüşmenin notları aşağıdaki gibidir.

- Müdürü adayı iş bilgisi son derece yüksek, çok motive biri olarak tanımladı. Her zaman titiz çalıştığını, sürekli kontrol etmeye ve yönlendirmeye gerek olmadığını söyledi.

- Kurumda çalıştığı sürede hem iş arkadaşlarıyla, hem de müşteriler ve hizmet verdiği kurumlarla sıcak ve samimi ilişkiler kurmuş.

- Adayla beraber çok sık iş seyahatlerine çıktığı için kendisini yakından tanıyabilmiş; adayı bazı yeniliklere sırt çevirmek anlamına gelse de geleneksel aile değerlerini ve inançları özümsemiş biri olarak tanımladı.

- Aday, firmanın sosyal sorumluluk faaliyetleri kapsamında "Toplumun Mayası Aile" adlı bir projeyi yürütmüş. Projede farklı departmanlardan çalışanların bir araya gelip fikirlerini paylaştığı bir ortam sağlamış.

[**Scenario**]:

Bu çalışmada iş başvurusu yapanların farklı özelliklerinin onların iş ortamına hızlı adaptasyonunu sağlayıp sağlayamadığını inceliyoruz.

Bu doğrultuda sizden bir iş başvurusu değerlendirmenizi istiyoruz. Size adayın deneyim ve eğitim geçmişi ile ilgili teknik bilgilerle beraber daha önce birlikte çalıştığı yöneticisinin kendisi hakkındaki kişisel görüşlerini sunacağız.

Bir "Hızlı Tüketim Ürünleri" şirketinin Satış departmanında üst düzey yönetici olarak çalıştığınızı hayal edin.

İnceleyeceğiniz aday Bölge Satış Müdürü pozisyonuna alınacak ve size raporlama yapacaktır.

Adayın bütün bilgileri özet halinde sırasıyla; iş ilanı, CV ve referans görüşmesi notları olarak size sunulacaktır.

Size bağlı çalışacak Bölge Satış Müdürü adaylarını değerlendiriyorsunuz. Şirketinizin ilanı aşağıdaki gibidir.

Kurumumuzun Türkiye Satış Direktörlüğüne bağlı olarak Marmara bölgesinden sorumlu görevlendirmek üzere aşağıdaki niteliklere sahip "Bölge Şatış Müdürü" arayışımız bulunmaktadır. Başvurularda CV ve referans iletişim bilgilerinin paylaşılması zorunludur.

Gerekli Nitelikler:

- Üniversitelerin dört yıllık bölümlerinden mezun,

- Sektörde en az 10 yıllık tecrübeli,

- Yüksek seviye ekip yönetimi, takım çalışmasını teşvik etme ve takımı motive edebilme becerilerine sahip,

- Yüsek seviye raporlama ve analiz becerilerine sahip,

- Pazar ve rekabet analizi becerilerine sahip,

- MS Office programlarını etkin olarak kullanabilen,

- B sınıfı sürücü belgesine sahip,

- Seyahat esnekliğine sahip.

Şimdi başvurular arasından rastgele bir adayın CV'sini görüntüleyeceksiniz.

Gizlilik kuralları gereğince adayın fotoğraf, iletişim bilgileri ve çalıştığı şirketlerin isimlerini gösteremiyoruz.

*Bu ankette bir önceki sayfaya dönmenin mümkün olmadığını, CV ve referans bilgilerini tek sefer göreceğinizi hatırlatırız.

Ömer Y****

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20.04.1988

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Eğitim

Marmara Üniversitesi Endüstri Mühendisliği

2005 - 2010

ANO: 3,00

Kağıthane Anadolu Lisesi

2001-2005

Yabancı Diller

Ingilizce - İyi

Bilgisayar becerileri

MS Office Programları

Deneyim

01.2018 – 03.2021 İç Anadolu Kilit Müşteri Grup Sorumlusu

- Müşteri ihtiyaçlarının analiz edilmesi, yeni ve mevcut ürünlerin satışının sorunsuz ve en iyi müşteri deneyimiyle gerçekleştirilmesinin sağlanması,
- Potansiyel müşterilerin belirlenmesi ve verilerinin kontrolünün sağlanması, bütçenin kontrolünün sağlanması,
- 5 milyon USD hacminde satış portföyü için iş planlaması, ürün ve müşterilerin yönetilmesi.

06.2014 – 01.2018 İstanbul Avr. Yak. Kilit Müşteri Satış Sorumlusu

- Şirketin satış hedeflerine sadık kalarak mevcut müşterilerle düzenli ve sağlıklı iletişimin sağlanması,
- Yeni satış kanallarının geliştirilmesi ve müşteri portföylerinin hazırlanması.

12.2012 – 02.2014 Satış Planlama Uzmanı

- Aylık rutin üst yönetim ve saha ekibi satış raporlarının oluşturulması,
- Performans takip sistemlerinin geliştirilmesi ve etkin yönetilmesinin kontolü,
- Satış saha ekibinin ziyaretleri ve müşteri kazanım takip sistemlerinin oluşturulması ve devamlılığının sağlanması.

06.2010 – 07.2012 Satış Sorumlusu

- Müşteri memnuniyetinin ve sürekliliğinin sağlanması,
- Aktif çalışma temposu içinde yeni müşteri kazanma faaliyetlerinin yürütülmesi.

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Eğitim

**Koç Üniversitesi
MBA**

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ANO: 3,94

**Boğaziçi Üniversitesi
Endüstri Mühendisliği**

2005 – 2010

ANO: 3,00

Kadıköy Anadolu Lisesi

2001 -2005

Yabancı Diller

Ingilizce – Çok iyi

Almanca – Çok iyi

Bilgisayar becerileri

MS Office Programları

Sertifikalar

Liderlik

Satış Gücünü Genişletmek

Satış Süreçleri Yönetimi

Deneyim

01.2017 – 03.2021 Ege, Akdeniz ve Marmara Kilit Müşteri Grup Sorumlusu

- Piyasa rekabeti analizlerini tamamlayarak stratejilerin belirlenmesi ve uygulanması,
- Kısa, orta ve uzun vadeli satış bütçelerinin planlanması ve gerçekleştirilmesi, satış takımının marka ve ürün eğitimlerinin planlanması,
- Görev süresi boyunca %7 yeni müşteri kazanımı ve %2 portföy büyümesi,
- 25 milyon USD hacminde satış portföyü için iş planlaması, ürün ve müşteri yönetilmesi.

-2019 FMCG Sektörü ***** Ödülleri kapsamında "En Başarılı Bölge Grup Sorumlusu" ödülü.
-2018 şirket içi "En İyi Performans Gösteren Satış Grubu" ödülü

01.2015 – 01.2017 Yerel Kilit Müşteri Satış Yöneticisi

- Pazarda hedef müşterilerin belirlenmesi,
- Mevcut kilit müşterilerin anlaşma ve satış süreçlerinin yönetilmesi,
- Düzenli müşteri ziyaretleri gerçekleştirilerek mevcut müşteri ihtiyaçlarının tespit edilmesi ve sorunlarının giderilmesi,
- Gerekli yönetim raporlarının hazırlanması.

09.2012 – 01.2015 Satış Planlama Uzmanı

- Aylık rutin üst yönetim ve saha ekibi satış raporlarının oluşturulması,
- Performans takip sistemlerinin geliştirilmesi ve etkin yönetilmesinin kontolü,
- Satış saha ekibinin ziyaretleri ve müşteri kazanım takip sistemlerinin oluşturulması ve devamlılığının sağlanması.

06.2010 – 07.2012 Satış Sorumlusu

- Müşteri memnuniyetinin ve sürekliliğinin sağlanması,
- Aktif çalışma temposu içinde yeni müşteri kazanma faaliyetlerinin yürütülmesi.

Pilot Study Questionnaire

After the scenario, CV and reference notes

1. Sizce aday ne kadar yetkin?
2. Sizce aday ne kadar geleneksel?
3. Sizce aday ne kadar sıcakkanlı?
4. Sizce aday ne kadar modern?
5. Sizce aday ne kadar becerikli?
6. Sizce aday ne kadar iyi niyetli?
7. Sizce aday ne kadar ahlaklı?
8. Sizce aday ne kadar dürüst?

Cinsiyetiniz?

___ Kadın

___ Erkek

___ Diğer

Age?

_____

Hangi şehirde yaşıyorsunuz?

_____

En son tamamladığınız eğitiminiz nedir?

___ İlkokul mezunu

___ Ortaokul mezunu

___ Lise mezunu

___ Üniversite (Ön Lisans)

___ Üniversite (Lisans)

___ Yüksek Lisans (Master)

___ Doktora

Şu anda öğrenci misiniz?

___ Evet, öğrenciyim

___ Hayır, öğrenci değilim

Mesleğiniz nedir?

_____

Toplam iş deneyiminiz? (Yıl)
*1 yıldan azsa ay olarak belirtebilirsiniz. _____

Aktif olarak bir işte çalışıyor musunuz?
___ Evet, çalışıyorum
___ Hayır, çalışmıyorum

Yöneticilik tecrübeniz var mı?
___ Evet
___ Hayır

Şu anki işinizde hangi ünvanla çalışıyorsunuz? _____

Düzenli olarak iş yerine gidiyor musunuz?
___ Her gün
___ Dönüşümlü
___ Tamamen uzaktan
___ Ücretsiz izin
___ Kısmi çalışma

Size bağlı çalışan astlarınız var mı?
___ Evet
___ Hayır

Daha önce size bağlı çalışan astlarınız oldu mu?
___ Evet
___ Hayır

Büyüdüğünüz yeri nasıl tanımlarsınız?
With response scale from (1) Çok Kırsal to (7) Çok Kentsel

Ailenizin sosyoekonomik düzeyi nedir?

With response scale from (1) Çok Yoksul to (7) Çok Varlıklı

Politik görüşünüzü nasıl tanımlarsınız?

With response scale from (1) Son Derece Sol Görüşlü to (7) Son Derece Sağ Görüşlü

[With response scale from 1 "Hiç" to 7 "Son Derece"]

Kendinizi dindar biri olarak tanımlıyor musunuz?

Genel olarak ekonomik sisteme ne kadar güveniyorsunuz?

Genel olarak adalet sistemine ne kadar güveniyorsunuz?

Ankete dair herhangi bir geri bildiriminiz var mı?

———————————————

Descriptive Statistics of The Main Study N= 201

Table E.1 Descriptive Statistics of The Main Study N= 201

Variables		Frequency	Percent	Cumulative
Gender	Women	98	48.76	48.76
	Men	103	51.24	100.00
Age	18-24	24	11.94	11.94
	25-34	65	32.34	44.28
	35-44	64	31.84	76.12
	45-54	38	18.91	95.02
	55-64	8	3.98	99.00
	65 years and above	2	1.00	100.00
Education	Primary School	3	1.50	1.50
	Middle School	9	4.50	6.00
	High School	68	34.00	40.00
	Two-year college	36	18.00	58.00
	University degree	75	37.50	95.50
	Master's degree	8	4.00	99.50
	Ph.D.	1	0.50	100.00
City	İstanbul	53	26.63	85.93
	Ankara	38	19.10	19.60
	İzmir	28	14.07	100.00
	Antalya	9	4.52	19.60
	Malatya	9	4.52	46.73
Work Experience	0.75-5 years	41	25.00	25.00
	6-10 years	42	25.61	50.61
	11-15 years	22	13.41	64.02
	16-20 years	19	11.59	75.61
	21-25 years	22	13.41	89.02
	26-30 years	11	6.71	95.73
	31-35 years	4	2.44	98.17
	36-40 years	3	1.83	100.00
Managerial Experience	Yes	101	50.25	50.25
	No	100	49.75	100.00