

What do employees attend to? The power of own & other's negative organisational experience as a catalyst in altering employee behaviour



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Institute of Employment Studies HR Network Event: 'Collective ethical leadership',
Tuesday 21 June 2016

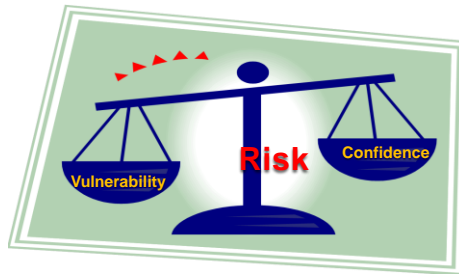
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Our agenda today...

- Unethical practices of leaders
 - How do they impact on trust?
 - What do employees attend to?
 - Where should we focus attention?
- Please note some of the slides I used are not included here due to it being very new work. Please do contact me for more information Rosalind.searle@coventry.ac.uk

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What is trust?



- *Trust is a 'willingness to be **vulnerable** to the actions of another party based on the **positive expectations** that the other will act **beneficially**, or at least **not inflict harm**, irrespective of any monitoring or control mechanism'* (Mayer et al, 1995; Rousseau et al, 1998)

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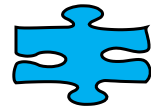
HOW IS TRUST BUILT?

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Trust = trustworthiness

(Colquitt et al 2012; Searle et al 2014, 2015)



Confidence in...



Cognitive-based -

Track record/ Reputation –

Dependability, Reliability,

Professionalism.

Weak trust – derived from predictability



Affect-based

Emotional investment,

Genuine care & concern,

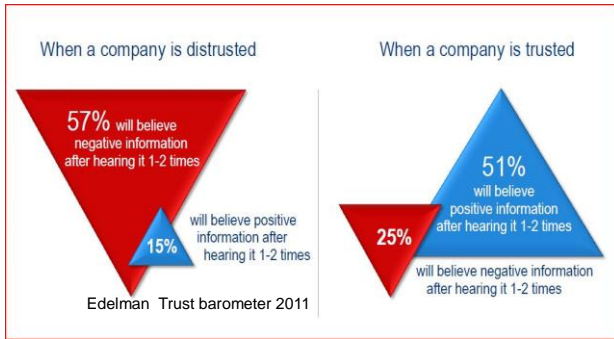
**Stronger trust – belief in other's goodwill –
discount occasional expectation violations**



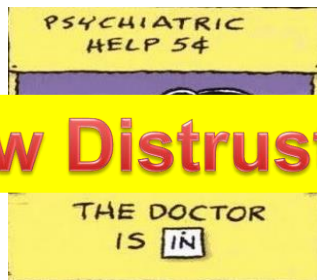
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What happens when a leader is trusted?

Searle, Den Hartog, Weibel, Gillespie, Six, Hatzakis & Skinner. (2011). Sniderman, Fenion-O'Creivy & Searle (forthcoming), Weibel, Den Hartog, Gillespie, Searle, Skinner & Six. (2016), Nienaber, Romeike, Searle, & Schewe. (2015). R&R - Verburg, Searle, Nienaber, den Hartog, Weibel, and Rupp; Nerstad, Searle, Cerne, Dysvik, & Skerlavaj; Six, Skinner, Searle, Weibel, Gillespie & Den Hartog



Low trust

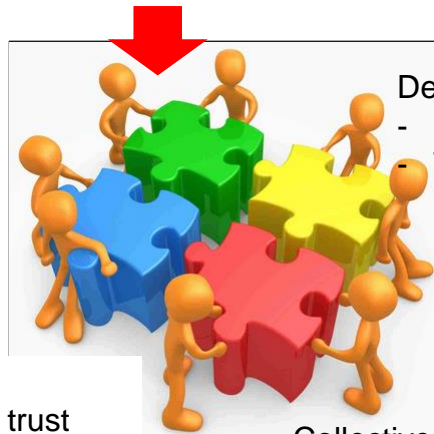


Low Distrust?



Understanding trust in org Searle

Org systems & practices



Delivery through
- relationships
- Top & line managers

Individuals
Propensity to trust
& Professional identity

Collective Experiences

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Trusting others



Feeling trusted



**"Actors engaged in reciprocal exchanges trust their partners more, evaluate them more positively, & feel more committed to them than actors engaged in negotiated exchanges".
Molm et al 2009**

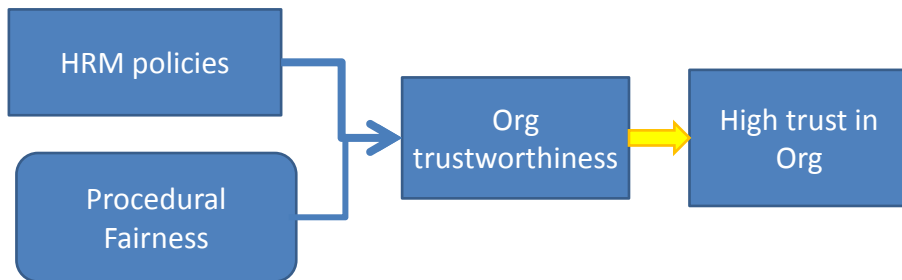
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What matters most?



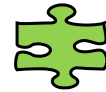
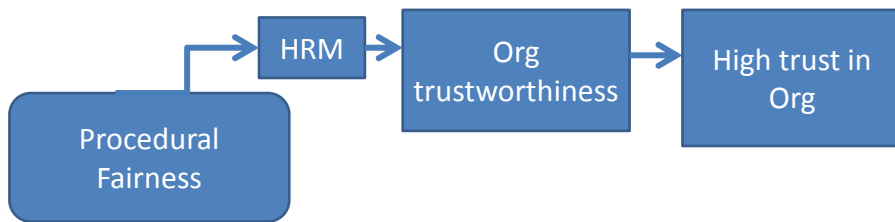
Searle et al 2011



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T'ain't What You Do (It's the Way That You Do It) Searle et al 2011



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Trust and control Weibel, et al. 2015



- Balanced control systems relates positively to strong employee trust

"the way we work together and treat our customers and suppliers".

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What type of control matters?

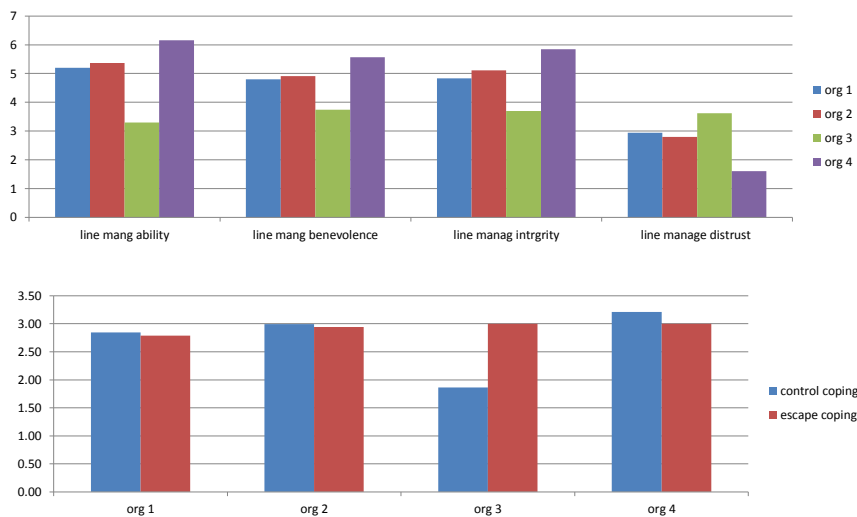


al. 2015

- Input control - degree & variety of core knowledge, skills & experiences and attitudes” of workers (Cardinal 2001:22) WLP Searle & Patent (2012) – training interventions & standards “trusted to look after Grannie test”
- Output controls – clear performance expectations
 - Employees can navigate and determine their “destiny”
- Process controls - clear, well-defined standards & monitoring of the adherence to such standards.
 - Controls inherent to organisation’s reliability & integrity
- Normative control
 - Sanctions & punishments for those who deviate

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The dividend of being trust in coping with change



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What matters in leader's communication?

Sniderman, Fenton O'Creevy & Searle in



press



Continuum confirm to disconfirming? or 2 distinct types of manager beh? (Sieburg 1973)

Confirming Managerial Communication

- Affirms & values other person,
- Builds on their ideas,
- Attending to what is said
- 8 item scale



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Disconfirming Managerial Communication

- Makes other feel inferior & not respected,
- Criticize them
- Ignores them
- 3 subgroups of b

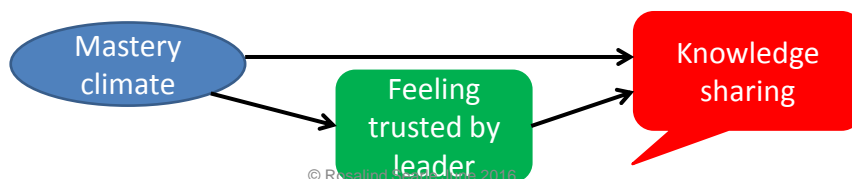


Motivational Climate, Felt Trust, & Knowledge Sharing

Nerstad, Searle, Černe, Dysvik & Škerlavaj under review



- Leader key role as climate engineer
 - Multi-source multi-wave study 1122 employees 5 Org



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What do staff attend to? Searle et al under review

	Positive event	Negative event
Frequency	28	28
Male	16	11
Female	12	17
New employee (<1 year of service)	10	4
Experienced employee	18	24

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Anchoring events

Event type	Positive event	Negative event
Change to new context	8	0
HR-employee cycle incidence	19	2
Org change large scale in objectives or services	2	14
Relationship conflict	0	12
Resource breakdown	0	9

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Take homes

- Ethical behaviour from top down
- Trusting is based on experience
- Fair processes matter for current & future trust
- Care and respect build & preserve trust
- Control processes enhance trust
- People attend more to negative experiences

Thank you & any questions

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