# TRUST IN CO-WORKERS AS A MEDIATOR OF CO-WORKERS' TRUSTWORTHINESS, SOCIAL UNDERMINING BEHAVIOUR, AND JOB PERFORMANCE

**ONG LIN DAR**

**FACULTY OF BUSINESS AND ACCOUNTANCY**
**UNIVERSITY OF MALAYA**
**KUALA LUMPUR**

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# TRUST IN CO-WORKERS AS A MEDIATOR OF CO-WORKERS' TRUSTWORTHINESS, SOCIAL UNDERMINING BEHAVIOUR, AND JOB PERFORMANCE

**ONG LIN DAR**

**THESIS SUBMITTED IN FULFILMENT
OF THE REQUIREMENTS
FOR THE DEGREE OF DOCTOR OF PHILOSOPHY**

**FACULTY OF BUSINESS AND ACCOUNTANCY
UNIVERSITY OF MALAYA
KUALA LUMPUR**

**2011**

**UNIVERSITY OF MALAYA**
**ORIGINAL LITERARY WORK DECLARATION**

| | | |
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| Name of Degree | : | Doctor of Philosophy |
| Title of Thesis ("this Work") | : | Trust in Co-workers as a Mediator of Co-workers' Trustworthiness, Social Undermining Behaviour, and Job Performance |
| Field of Study | : | Management |

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## ABSTRACT

This study tested whether the relationship between perceptions of co-workers' trustworthiness and employees' job performance is mediated by trust in co-workers. The study also examined the extent to which trust in co-workers mediates the relationships between co-workers' social undermining behaviour and employees' job performance. All the measures were adopted from the work of past authors. The items were altered slightly to reflect the reference to co-workers. Three structured questionnaires were designed to collect data from employees, their co-workers, and immediate supervisors. There were 502 employees from ten organisations in Malaysia that participated in the survey. The IBM SPSS Statistics 17 was used to perform the item-total correlations analysis, Exploratory Factor Analysis (EFA), reliability test and correlation analysis. The IBM SPSS AMOS 18 was also used to test the hypotheses of this study.

The SEM analysis showed that co-workers' benevolence, integrity, and social undermining behaviour had indirect relationships with employees' job performance via the mediating role of trust in co-workers. The findings suggested that co-workers' positive attributes and negative behaviour could influence employees' job performance through the mediating role of trust in co-workers. The results of this study highlighted the importance of being benevolent and possessing integrity as well as curbing social undermining behaviour in the workplace in order to instil trust among employees and better job performance. When employees perceived their co-workers as trustworthy, they would trust their co-workers, and in turn they would likely engage in more organisational citizenship behaviour and less counterproductive work behaviour, as well as give better task performance.

## ABSTRAK

Kajian ini mengenal pasti sama ada hubungan di antara persepsi kebolehpercayaan rakan sekerja dan prestasi pekerja dimediasi oleh kepercayaan pada rakan kerja. Penyelidikan ini juga mengkaji sejauh mana tahap kepercayaan terhadap rakan sekerja memediasi hubungan di antara tingkah laku sosial yang negatif dan prestasi pekerja. Semua item diadaptasi daripada hasil kerja para pengarang yang lepas. Item diubahsuaikan sedikit untuk menggambarkan rujukan pada rakan sekerja. Tiga borang soal selidik yang berstruktur direkabentuk untuk mengumpul data daripada pekerja, rakan sekerja, dan penyelia mereka. Seramai 502 pekerja dari sepuluh organisasi dalam Malaysia menyertai kajian ini. IBM SPSS Statistik 17 digunakan untuk membuat analisis korelasi item-total, analisis faktor eksploratori, analisis kebolehpercayaan dan ujian regresi. IBM SPSS AMOS 18 digunakan untuk menguji hipotesis kajian ini.

Analisis SEM menunjukkan bahawa kemurahan hati, integriti dan tingkah laku sosial rakan sekerja yang negatif mempunyai hubungan secara tidak langsung dengan prestasi pekerja melalui peranan mediasi kepercayaan terhadap rakan sekerja. Hasil kajian ini menyarankan bahawa sifat positif dan tingkah laku negatif boleh mempengaruhi prestasi pekerja melalui peranan mediasi kepercayaan terhadap rakan sekerja. Penyelidikan ini menonjolkan kepentingan bermurah hati dan berintegriti serta menghindari tingkah laku sosial yang negatif di tempat kerja demi mewujudkan kepercayaan di kalangan pekerja dan prestasi yang lebih cemerlang. Apabila pekerja menganggap rakan sekerjanya boleh diharap, maka pekerja akan mempercayai rakan sekerja mereka, dan selanjutnya pekerja akan lebih bercenderung untuk menunjukkan tingkah laku kewarganegaraan organisasi dan kurang mempamerkan perilaku kerja yang tidak produktif, serta mencapai prestasi tugas yang lebih cemerlang.

## DEDICATION

*To my parents, my brother,*

*my husband, and my daughter*.

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