

## CHAPTER 6

### DISCUSSION AND CONCLUSION

#### 6.1 Introduction

Chapter 6 reports the research findings and discusses their theoretical and managerial implications. It also presents the limitations of this study and concludes with recommendations for further research.

#### 6.2 Discussions of the Research Findings

The objectives of this study were to investigate how co-workers' ability, benevolence, integrity, and social undermining behaviour were related to employees' job performance. Trust in co-workers was also examined as the mediating mechanism that explains these relationships. The main findings of this study are discussed in the following sub-sections.

##### 6.2.1 Antecedents of Trust in Co-workers

Co-workers' ability, benevolence, integrity, and social undermining behaviour were proposed as the antecedents of trust in co-workers. Co-workers' benevolence, integrity appeared to be particular significant factors that were significantly and positively related to trust in co-workers. Thus, the results supported Hypotheses 1b and 1c. The findings implied that being helpful, sensitive to the needs of others, honesty, and fairness were critical for the development of trust in co-workers. The results from this study affirmed the Tan and Lim's (2009) findings that co-workers' benevolence and integrity were significantly and positively linked to trust in co-workers. The findings

also supported Yakovleva et al.'s (2010) contention that perceptions of an individual's benevolence and integrity have significant relationships with trust in the individual.

The participants in this study were Malaysians from pluralistic cultures which are less "masculine" compared to other countries such as the United States, Australia, and Ireland (Hostede, 1984). Individuals from pluralistic cultures place more value on positive qualities like modesty, humility, benevolence, interpersonal relationships and they are concerned for the weak (Hostede, 1984). The author also considered Malaysia as a collectivist society whereby, "...the relationship has precedence over the task" (p. 394). As expected, the results from this study showed that the employees emphasized more on the co-workers' benevolence and integrity instead of their ability in determining the level of trust.

Although Mayer et al. (1995) considered ability as one of the important determinants of trust, the results from this study showed that co-workers' ability did not play a significant role in predicting trust in co-workers. Hence, Hypothesis 1a was not supported. The results supported Tinsley's (1996) contention that ability is not in itself a guarantee of trust; a person could be competent but he or she may not be trusted by others whereas a person with low abilities may gain trust from others. Tinsley also suggests that benevolence and integrity have ethical connotations and asserts that these ethical aspects of trust should be separated from ability of a trustee.

According to Dirks and Skarlicki (2009), perceived co-workers' benevolence and integrity are particularly important concern in social exchange compared to perceived ability. They explain that the perceived level of benevolence and integrity of a trustee could suggest whether he or she would reciprocate. In Yakovleva et al.'s (2010) view, the perceptions of another party's ability are primarily based on objective indications, and thus they were less likely to involve reciprocal effects. However, the

benevolence and integrity of a trustee are likely to involve reciprocal obligations because they are based more on social exchange relationships. Since employees generally do not have substantial information about their co-workers' abilities or skills, they would perceive that co-workers' benevolence and integrity as more important factors in determining the level of trust.

As predicted in Hypothesis 2, the results of this study revealed that co-workers' social undermining behaviour was significantly and negatively related to employees' trust in co-workers. The findings suggested that co-workers' negative behaviour would diminish trust in co-workers. Co-workers' social undermining behaviour could negatively influence the employees' social work environment. Mistreatment in the workplace, according to Barling (1996), could create the feelings of fear and distrust among one another. Cole et al. (2008) affirm that the presence of dysfunctional behaviour in a team creates team-members' negative emotional reactions such as anger and disgust.

Langred (2007) reveals that relationship conflict in self-managing teams is negatively related to trust in team members. Similarly, Lau and Cobb (2010) suggest that relationship conflicts among the co-workers have a negative relationship with trust in co-workers. As interpersonal conflicts include the rude and social undermining behaviour (Ilies et al., 2011), the findings of this study tend to suggest a negative relationship between co-workers' social undermining behaviour and trust in co-workers.

In summary, co-workers' benevolence, integrity, and social undermining behaviour were significantly related to trust in co-workers. The results of this study tend to indicate that both the co-workers' positive and negative attributes have influential relationships with trust in co-workers.

### **6.2.2 Trust in Co-workers and Employees' Job Performance**

The results of this study showed that trust in co-workers was related to employees' organisational citizenship behaviour (OCB), counterproductive work behaviour (CWB), and task performance. Trust in co-workers was found significantly and positively related to both co-workers directed OCB (OCBC) and organisation-directed OCB (OCBO). Hence, Hypotheses 3a and 3b were supported. These findings are consistent with the past research that supports the relationship between trust and OCB (e.g., Love & Forret, 2008; Yakovleva et al., 2010). According to Choi (2006), trust in co-workers is significantly and positively related to employees' helping behaviour (i.e., a sub-dimension of OCB). Lau and Cobb (2010) explain that trust is necessary for reciprocal exchange among the individuals at work as it would lead to more organisational citizenship behaviour.

According to Konovsky and Pugh (1994), employees are likely to engage in OCB as long as they expect that their co-workers would fulfil their obligations and provide reciprocal benefits over time. This study thus extended findings of previous research by suggesting that trust in co-workers not only has a positive relationship with co-workers directed OCB (OCBC), but also with organisation-directed OCB (OCBO). The results tend to indicate that the presence of trust among employees would benefit the organisations and their members.

As predicted in Hypotheses 4a and 4b, the findings of this study showed that trust in co-workers was significantly and negatively related to both co-workers targeted CWB (CWBC) and organisation-targeted CWB (CWBO). Colquitt et al.'s (2007) meta-analysis reveals that trust has a significant and negative relationship with employees' CWB. Bowler and Brass (2006) posit that employees would engage less in co-workers targeted CWB (CWBC) and organisation-targeted CWB (CWBO) when they view their

co-workers favourably. When employees trust their co-workers, they would hesitate to harm their co-workers and organisations. Trust is perhaps important to build and maintain long-term social exchange relationships (Konovsky & Pugh, 1994; Settoon & Mossholder, 2002).

Consistent with prior work, the findings of this study showed that trust in co-workers was also significantly and positively related to task performance. Therefore, Hypothesis 5 was supported. Parker et al. (2006) reveal that trust in co-workers could facilitate employees' proactive work behaviour (i.e., a behaviour which encompasses both employees' OCB and task performance).

According to Flynn (2003), employees who maintain reciprocal exchange with co-workers tend to develop greater trust, and this helps to increase the employees' ability to perform their assigned tasks effectively. This is perhaps because they could focus on their work when they trust their co-workers rather than worry about whether their co-workers will or will not take advantage of them.

Taken together, the results of this study tend to suggest that when there is trust in co-workers, employees are more likely to do their tasks more effectively, exhibit more co-workers directed OCB (OCBC) and organisation-directed OCB (OCBO) as well as engage less co-workers targeted CWB (CWBC) and organisation-targeted CWB (CWBO).

### **6.2.3 Antecedents of Trust in Co-workers and Employees' Job Performance**

This study showed that the co-workers' ability was significantly and positively related to organisation-directed OCB (OCBO) and task performance. In addition, co-workers' ability was significantly and negatively related to co-workers targeted CWB (CWBC) and organisation-targeted CWB (CWBO). Accordingly, Hypotheses 6b, 9a,

9b, and 12 were supported. The findings suggested that perceptions of co-workers' ability was related to positive work outcomes probably because employees view that co-workers' skills and qualifications are important in assisting them to perform their assigned tasks better. Employees may be hesitant to engage in neither CWBC nor CWBO since the competence of their co-workers could give them performance advantages.

The results of this study supported the positive and significant relationship between co-workers' benevolence and co-workers directed OCB (OCBC). Hence, Hypothesis 7a was supported, while Hypotheses 7b, 10a, and 10b were not supported. This concurred with Blau's (1964; as cited in Konovsky & Pugh, 1994) suggestion that individuals would strive to reciprocate those who benefit them.

According to Settoon and Mossholder (2002), employees tend to return the favour by exhibiting more co-workers directed citizenship behaviour. McNeely and Meglino (1994) also report that the value of concern for others is significantly related to the prosocial behaviour like assisting others with their personal problems and doing them a personal favour. Empirical results from this study also suggested that co-workers' benevolence was significantly and positively related to employees' task performance. Therefore, Hypothesis 13 was supported. This is in line with Liden et al.'s (2000) findings that co-workers' support and guidance could facilitate employees' excellent job performance. It is possible that the resources and assistance from co-workers could help employees to carry out their tasks more effectively. Co-workers' integrity had no significant relationships with employees' job performance. Thus, Hypotheses 8a, 8b, 11a, 11b, and 14 were not supported.

The results of this study revealed that co-workers' social undermining behaviour was not significantly related to employees' job performance. Therefore, Hypotheses

15a-e were not supported. As predicted in Hypotheses 19a-e, the relationships were fully mediated by employees' trust in co-workers. Similarly, Duffy et al. (2002) find that co-workers' social undermining behaviour is not significantly related to employees' outcomes such as self-efficacy, organisational commitment, and passive counterproductive behaviour.

To sum up, the findings of this study showed there were some significant relationships between co-workers' trustworthiness and employees' job performance. The relationships between the antecedents of trust in co-workers and employees' job performance were mostly indirect via the mediating role of trust in co-workers. The mediation results are described in the following sub-section.

#### **6.2.4 The Mediating Role of Trust in Co-workers**

The potential roles of co-workers' trustworthiness and trust in co-workers have not been examined simultaneously in relation to employees' job performance. This study adds to previous literature by showing that co-workers' benevolence itself is not enough to motivate employees to engage themselves more in organisation-directed OCB (OCBO) and to commit less co-workers targeted CWB (CWBC) and organisation-targeted CWB (CWBO). Hence, Hypotheses 17b, 17c, and 17d were supported.

As predicted in Hypotheses 18a-e, co-workers' integrity itself was also not sufficient to encourage employees to engage in more co-workers directed OCB (OCBC) and organisation-directed OCB (OCBO), commit less co-workers targeted CWB (CWBC) and organisation-targeted CWB (CWBO), as well as perform better in their tasks. Employees need to trust their co-workers in order to perform well. The results tend to support the mediating role of trust in co-workers.

This research also revealed that trust in co-workers partially mediated the relationships between co-workers' benevolence and co-workers directed OCB (OCBC) as well as between co-workers' benevolence and task performance. Therefore, Hypotheses 17a and 17e were supported. However, since the relationship between co-workers' ability and trust in co-workers was not significant, trust in co-workers therefore did not mediate the relationships between co-workers' ability and employees' job performance. Hypotheses 16a-e were thus not supported.

Previous studies showed that the relationship between leadership behaviour and employees' performance was mediated by trust in supervisor (e.g., Jung & Avolio, 2000; Schaubroeck et al., 2011). The findings of this study revealed that perceptions of co-workers' benevolence and integrity would predict trust in co-workers, and in turn facilitate employees' motivation to perform their jobs better and to engage in more OCB and less CWB. The results are consistent with Dirks and Skarlicki's (2009) findings that employees' trustworthiness could enhance trust, and in turn increases their willingness to share resources with their co-workers.

Although the previous studies affirmed that favourable exchanges between employees and their co-workers could improve their work performance and behaviour (e.g., Bowler & Brass, 2006; Flynn, 2003; Kamdar & Van Dyne, 2007), this study helps to explain why co-workers' benevolence and integrity might not be sufficient for employees to be willing to engage in certain types of job performance.

Trusting one another could unlock the potentials in each employee to perform better. This is because they would be more willing to spend more time and efforts in doing their work, engage more in OCB, and commit less CWB when they have positive expectations that their co-workers would not do anything to hurt them. As trust allows the employees to interact more frequently and freely with one another, they are more



likely to engage in favourable exchanges that would enhance their ability to perform even better and engage in more positive work behaviour.

The results of this study also showed that co-workers' social undermining behaviour has indirect relationships with employees' job performance. Hence, Hypotheses 19a-e were supported. The relationships were fully mediated by trust in co-workers. These findings supported the important role of trust in co-workers in the relationships between co-workers' social undermining behaviour and employees' job performance. The findings corroborated a similar work by Robinson and Morrison (1995) who indicate that the relationship between perceived contract violation and civic virtue is mediated by trust in one's employer. They warn that a sense of unfair treatment could lead to an erosion of trust, and thereby increased the likelihood that the employees would engage in more CWB and less OCB.

The results of this study are consistent with Miner-Rubino and Reed's (2010) findings that trust mediated the relationship between workplace incivility and a range of employees' work outcomes such as job satisfaction, turnover intentions, and burnout. The co-workers' social undermining behaviour could cause employees to distrust the co-workers, and distract them from focusing on performing well at work.

In summary, the findings of this study tend to suggest that the more trustworthy the co-workers were, the more employees trust them, and the more they were perceived to engage in more OCB and perform better task performance. They were also less likely to engage in CWB. Apart from that, the results indicated that co-workers' social undermining behaviour could diminish trust in co-workers, and thereby negatively affect employees' job performance. Theoretical and managerial implications of this study are discussed in the following sections.

### **6.3 Implications of the Study**

There are several theoretical and practical insights that could be drawn from the research findings.

#### **6.3.1 Theoretical Implications**

Much of trust research was based on Mayer et al.'s (1995) integrative trust model, which posits that the ability, benevolence, and integrity of the trustees are the important determinants of trust. Previous research on trust has primarily focused mainly on trust in supervisors and provided empirical evidence that the abilities, benevolence, and integrity of supervisors were significantly related to trust in supervisors (e.g., Mayer & Davis, 1999; Poon et al., 2006; Tan & Tan, 2000). This study focused on trust in co-workers and found that only co-workers' benevolence and integrity were significantly related to trust in co-workers. The results were consistent with those of Tan and Lim (2009). This study also affirmed the Tinsley's (1996) suggestion that ability should be separated from other factors of trustworthiness and it should not be considered as a trust antecedent.

The findings of this study extended existing research on the relationship between co-workers' social undermining behaviour and trust in co-workers. In the past, researchers tend to focus more heavily on the relationships between trustworthiness or positive attributes of a trustee and trust. Chiaburu and Harrison (2008) suggest that studies on the relationship between employee and their co-workers could be broadened by examining both the co-workers' positive and negative behaviours in a single study. Although Lau and Cobb (2010) have called for empirical investigations of the link between relationship conflict between co-workers and trust for one another, little research has answered this call. To the best of my knowledge, this is perhaps the first

study to show that co-workers' social undermining behaviour was significantly and negatively related to trust in co-workers.

Lau and Cobb (2010) propose that relationship based trust (i.e. trust based more on the interpersonal ties) would lead to increase reciprocal exchange between co-workers, and it might increase both in-role and extra-role behaviour among them. Past research has showed that trust in co-workers result in positive outcomes such as trust in organisation (Tan & Lim, 2009), and prosocial behaviour (Parker et al., 2006). In this study, I hypothesized that trust in co-workers was related to three broad components of job performance as identified by Rotundo and Sackett (2002), namely task, citizenship, and counterproductive performance. This issue was explored further by including the behaviour-related performance measures of Lee and Allen's (2002) co-workers directed OCB (OCBC) and organisation-directed OCB (OCBO) as well as Bennett and Robinson's (2000) co-workers targeted CWB (CWBC) and organisation-targeted CWB (CWBO).

The results of this study showed that there were significant relationships between trust in co-workers and co-workers directed OCB (OCBC), organisation-directed OCB (OCBO), co-workers targeted CWB (CWBC), organisation-targeted CWB (CWBO), and task performance. Of these, trust in co-workers was found to have the most significant relationship with co-workers directed OCB (OCBC). This demonstrated the merit of incorporating different components of job performance.

Past trust researchers tend to use supervisors' ratings compared to co-workers-ratings to rate the outcome variables (e.g., Huang et al., 2010; Lester & Brower, 2003; Schaubroeck et al., 2011). In this study, co-workers' ratings were used to rate employees' co-workers directed OCB (OCBC) and co-workers targeted CWB (CWBC) because they have the most frequent interactions with the employees and their

assessments may be more representative compared to self- and supervisors-ratings (Van Dyne & Ang, 1998). Nonetheless, supervisors' ratings were used to rate employees' organisation-directed OCB (OCBO), organisation-targeted CWB (CWBO), and task performance as they may be in a better position than co-workers in observing co-workers' task performance and behaviour directed at the organisation. Using multi-source data, the results showed that trust in co-workers can significantly predict the multiple components of job performance.

Past studies tend to examine the antecedents of trust in co-workers and the outcomes of such trust in separate studies (e.g., Lau & Liden, 2008; Parker et al., 2006; Settoon & Mossholder, 2002). Although empirical research has supported the mediating role of trust in supervisors (Aryee et al., 2002; Huang et al., 2010) and trust in organisations (e.g., Kiefer, 2005; Tan & Lim, 2009), little attention has been given to the mediating role of trust in co-workers. The results of this study revealed that trust in co-workers mediated the relationships between co-workers' benevolence and employees' job performance. The results also showed that trust in co-workers mediated the relationships between co-workers' integrity and employees' job performance. Future research could incorporate the mediating role of trust in co-workers in examining the relationships between co-workers' behaviour and employees' outcomes.

This study is probably the first to broaden the focus of social undermining behaviour research and present a scenario of how co-workers' social undermining behaviour indirectly influences employees' job performance. Duffy et al. (2002) did not find significant relationships between co-workers' social undermining behaviour and employees' outcomes such as self-efficacy and organisational commitment. The results of this study demonstrated that that trust in co-workers fully mediated the relationships between co-workers' social undermining behaviour and employees' job performance.

This finding was important because it suggested that co-workers' social undermining behaviour could have indirect effects on employees' outcomes, via the mechanism of trust in co-workers.

### **6.3.2 Managerial Implications**

The results of this study showed that the co-workers' benevolence and integrity have indirect relationships (i.e., through the mediating role of trust in co-workers) with employees' job performance. To improve trust among the employees and their job performance, management could formulate appropriate human resource practices to inculcate the moral values of benevolence and integrity in them. These values include helping others, showing concerns towards others' welfare and being fair in dealing with others. Management should develop training, performance appraisal, and reward systems that emphasize on high quality co-workers exchanges and promote trust-building among employees.

Besides that, the results of this study revealed that co-workers' ability was significantly related to employees' job performance. This implied that co-workers' qualifications, skills, knowledge, and specialised capabilities are important attributes to others at work as they could seek help from co-workers to improve their performance. Hence, management should provide their employees with relevant training, resources, and support to widen their job knowledge and skills. Other than that, the management should encourage them to cultivate specialised expertise and share task-relevant knowledge, ideas, and opinions in order to collaborate with one another. Management may apply more teamwork so as to encourage knowledge sharing and capitalizing on its beneficial effects.

Also, the findings highlighted the importance of reducing social undermining behaviour in the workplace. The presence of social undermining behaviour would weaken the relationships between employees and their co-workers because they will lose trust among themselves. In addition, co-workers' social undermining behaviour could negatively affect employees' job performance. Managers should therefore take the appropriate strategies to prevent the occurrence of social undermining behaviour in the workplace by promoting trust among the employees. Preventive actions may include proactively resolving conflicts at work, communicating positive behavioural norms, encouraging employees to engage in productive activities, and eliminating unsavoury role models. Management could provide training programmes to equip managers with the necessary skills to effectively intervene and overcome social undermining behaviour in the workplace.

The results of this study indicated that trust in co-workers could improve employees' job performance. The findings suggested that when employees trust their co-workers, they would engage more in citizenship behaviour, commit less in counterproductive behaviour, and show better task performance. Trust creates an environment whereby individuals tend to assist others at work and showing concern towards them. Trust allows them to focus their attention on tasks allotted to them as they believe that their co-workers will not take advantage of them. Therefore, it is reasonable for organisations to develop and embrace a climate of greater trust among employees. Management may create an awareness of collective goals, use team-based rewards instead of individual reward systems, and provide team building training to facilitate the emergence of trust among employees.

In summary, this study suggested that employees' work behaviour and task performance can be improved by promoting positive values and trust among employees

as well as curbing social undermining behaviour in the workplace. Organisations thus should invest considerable time and money to build trusting relationships among employees.

#### **6.4 Limitations of the Study**

Some limitations of this study must be taken into consideration. One of the limitations is that this study used cross-sectional survey methodologies which limit inferences of causality about the relationships among the variables. This study was vulnerable to the problem of reverse causality. For example, it is difficult to ensure that if co-workers' integrity was positively related to trust in co-workers or the reverse. It could be that employees with more trust in co-workers have higher perceptions of the co-workers' integrity. Further support on the relationships among variables would be necessary by using longitudinal or experimental design to address issues of causality.

Despite having collected data from employees, their co-workers and supervisors to eliminate any concern with same-source bias, there are still some limitations in using multi data sources. Supervisors and co-workers are not necessarily the best sources of information about the work behaviour or performance of employees. Employees could report their work behaviour more accurate than others. Besides, favouritisms may cause some supervisors and co-workers to provide biased information. There were also potential weaknesses when using subjective ratings. The subjective assessments of employees' job performance might be influenced by rating errors like leniency, central tendency, halo and similarity errors (Hauenstein, 1992; Siders, George, & Dharwadkar, 2001).

This study was carried out at various private organisations located in Kuala Lumpur and the state of Selangor. Therefore, the attitudes of the individuals are unlikely

to be representative of those working in government sectors or other parts of the country. Hence, the extent to which the results can be generalised across a wider population is compromised. How the results concerning the relationships studied might differ in another cultural setting is a question for future research.

Despite these limitations, this study suggested that co-workers' benevolence, integrity, and social undermining behaviour had significant relationships with trust in co-workers, and such trust was significantly related to different categories of employees' performance. This study demonstrated that trust in co-workers is the mechanism through which co-workers' attributes and behaviours affect employees' job performance. Structural Equation Modeling (SEM) was used to analyze the data collected from multiple organisations and industries. The variables in this research were measured by using reliable scales. Ratings of co-workers' trustworthiness and trust in co-workers were provided via self-ratings, whereas employees' job performance was evaluated by their supervisors and co-workers. Multi-source data were used to reduce potential response bias.

This study was able to reach some conclusions about the effects of co-workers' influence on trust in co-workers and employees' job performance. However, it also raises some interesting issues that could be explored further in subsequent research. The following section discusses other interesting directions for future research.

## **6.5 Recommendations for Further Research**

Instead of co-workers' trustworthiness and social undermining behaviour, future research may also explore other antecedents of trust in co-workers. Future research should explore variables such as the length of relationships, workplace friendships, work conditions, and team-member exchange (TMX) as antecedents of trust in co-



workers. Future studies could also extend this study by identifying potential moderator effects for the relationship among co-workers' behaviour, trust in co-workers, and work outcomes. It may be worth investigating the conditions under which moderator variables influence these relationships. Future research that include moderator variables such as organisational climate, task interdependence, severity of co-workers' negative behaviour, social intensity of task context, and outcome favourability would make a valuable contribution.

It would also be worthwhile to consider other mechanisms or types of mediators such as affective commitment (Colquitt et al., 2007) and learning behaviour (Edmondson, 1999) instead of trust in co-workers as the mediators could improve prediction of co-workers' attributes and employees' job performance.

Future studies could also extend this study by examining the relationships between trust in co-workers and other types of employees' work attitudes and behaviour. The dependent variables could include employees' withdrawal intentions, employee commitment, employee engagement, job satisfaction, job involvement, intent to quit, turnover, role ambiguity, and role conflict. Another avenue for future research is to include objective measures of employee's job performance such as sales volume, sales growth rate, and sales from new accounts (Siders, George, & Dharwadkar, 2001) in the research model developed in this study.

This study measured a general perception of trust in a specific type of referent, i.e., the co-workers in general. Future studies could measure specific trust in a particular person. Researchers could determine how work trust in co-workers and employees' outcomes are influenced by the positive and negative behaviours originating from a specific co-worker. Future research may also investigate the role of trust for co-workers who were working with the employees in the same team. It would be interesting to

determine if such trust would be related to team performance and employees' work behaviour directed at fellow team members.

Other research should replicate this study by collecting data from single-industry sample like the banking, retailing, manufacturing, and consulting industries. The single-industry research may yield high internal validity benefits as its results could perhaps be generalised with greater confidence within the same industry (Keck & Tushman, 1993). In addition, future researchers should establish the causality of the relationships among the variables by using longitudinal or experimental research designs.

Finally, it would be interesting to explore whether the findings of this study can be replicated in other countries with different work values and cultural contexts. Studies conducted in different cultures may indeed prove fruitful. In summary, future research should consider using a more rigorous approach to examine the relationships of the variables in this study.

## **6.6 Conclusion**

The primary purpose of this study was to test hypotheses that co-workers' ability, benevolence, integrity, and social undermining behaviour have effects on job performance of employees through the mechanism of trust in co-workers. The results of this study affirmed that co-workers' benevolence, integrity, and social undermining behaviour had indirect effects (i.e., via the mediating role of trust in co-workers) on employees' job performance. However, co-workers' ability had only direct relationships with employees' OCBO, CWBC, CWBO, and task performance.

It seemed 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 suggested several promising avenues for future research and

urged management scholars to continue examining the role of trust among the employees and the relationships between employees and their co-workers. The findings also depicted that the management should instil and promote trust among their employees because it would ultimately benefit their organisations.