



GORDON INSTITUTE  
OF BUSINESS SCIENCE

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**The Influence of diversity on the perception of inter-  
personal trust, and work group performance in South  
African organisation**

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## **Abstract**

The research aimed to investigate the influence of diversification on inter-personal trust, and how the perceptions of inter-personal trust affects work group performance in South African organisations.

Experiments were used to determine the effects of demographic differences on inter-personal trust and to stimulate the perceptions certain demographic groups have regarding inter-personal trust. Data was collected from a representative sample using both in-depth interviews in conjunction with a standardised questionnaire.

Research findings indicated that demographics still influence inter-personal trust in South African organisations, even 17 years after the demise of apartheid. It was evident that especially for white individual's race and culture differences influenced their perception of inter-personal trust. The study also determine that inter-personal trust has a significant role to play on the performance of work groups in South African organisations, and that the level of diversity correlates with the level of inter-personal trust. An unexpected result from the study was the influence that age-diversification had on inter-personal trust perceptions.

It is evident that there are still lots of work to be done in South Africa, and that race continues to play a role in the country. A lot of responsibility lies with the organisations themselves and there are a number of solutions that they have at their disposal. The result of these solutions could be beneficial for these organisations and the country as a whole.

## Keywords

- ❖ Inter-personal Trust
- ❖ Diversification (Diversity)
- ❖ Group, Department and team Performance
- ❖ Perceptions

## Declaration

I declare that this research is my own work. It is submitted in partial fulfilment of the requirements for the degree of Masters of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

Benjamin Alexander Walters

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# 1 Definition of Problem and Purpose

## 1.1 Research Title

The Influence of diversity on the perception of inter-personal trust, and work group performance in South African organisation.

## 1.2 Introduction:

In 1994 South Africa saw the demise of the era called “apartheid”. After the demise of this era, individuals were exposed to many people from different races to whom they had not been exposed to before especially in the business environment. Also, with this demise, came increased awareness and social disparities between the different racial groups. A lot of emphasis was being placed on policies and initiatives that would enable the playing field to be levelled, by bringing individuals into the mainstream economy. These individuals were mostly black South African males and females; and they were acknowledged as individuals who had come from a previously disadvantaged background (Burns, 2005).

South Africa is also seen as a country with massive cultural and racial diversification. Hence, the fact that race, according to Burns (2005), continues to have a huge impact in South Africa, is because of the social inequalities that still remain between the different racial groups.

### 1.3 Background of South Africa:

Since 1994, a new demographic workforce pattern has emerged. Many companies are being pushed to become B.E.E. (Black Economic Empowerment) compliant. Before 1994, the workforce in South Africa was mostly dominated by the cultural group recognised as “Whites”, and more specifically, white males. Since the introduction of the so-called “New South Africa”, the country has become increasingly exposed to global economic movements and pressures, according to Zaaiman (2006).

This has led to South African organisations being exposed to a new phenomenon called “transformation”. According to Zaaiman (2006), this was introduced to make South African organisations more representative of the actual population of the country. The aim of the African National Congress (ANC) is to have approximately 80% of upper management positions filled by previously disadvantaged individuals.

At the time, Zaaiman (2006) acknowledged that approximately 65% of these positions were still being filled by white individuals. These white individuals are recognised as not coming from a previously disadvantaged background.

Zaaiman (2006) goes further by mentioning that resistance to enforced transformation in South African organisations leads to racial and gender diversification difficulties. Cohen (2006) mentioned that South Africa is currently

attempting to launch one of the largest affirmative action programmes in the world. This is bound to have an impact on the performance of these organisations. According to Zaaiman (2006), relationships between employees have a big role to play in organisations. She mentioned that when an organisation is able to develop comprehensive relationships within the organisation between the employees, these relationships will enhance the organisation's ability to remain agile, adaptive and innovative. One of the main impacts that healthy relationships in an organisation should produce is trust. This is because trust feeds on good relationships.

#### **1.4 Motivation for the research**

The motivation for this research is mainly to determine whether South Africa has grown as a country since the demise of apartheid, or whether race still plays a major role in organisations. This has caused a number of questions to arise: Why do/don't people trust one another in their respective organisations? Does race have an impact on why people do/don't trust one another? If there is a lack of trust in organisations, does this have an impact on the performance of such organisations; and if so, what is being done by management to rectify this problem? Mtizira-Nondo (1997) mentioned that black Africans mostly interacted amongst themselves. Has this changed over the last fourteen years?

#### **1.5 The aims of the research**

Luhmann (1988) mentioned that trust holds social systems together; and that trust is necessary for people to leave their houses in the morning without a weapon.

According to Paxton (2000) and Putnam (2000), trust has an impact on democracy and economic development (Tolbert, Lyson, & Irwin, 1998). According to Paxton (2007), the social capital theory states that the most important aspect of trust is voluntary association membership, and that prior research does not acknowledge diversity across various types when they associate. South Africa is enriched by diverse cultures, and by individuals from different ethnic groups. This is likely to aggravate social cleavages and interfere with the production of general trust, according to Paxton (2007).

Thus, this research aims to establish the following:

- ❖ Whether there is a lack of trust amongst colleagues in South African organisations;
- ❖ If so, what are the implications of this lack of trust on the performance of the organisation as a whole;
- ❖ Whether race is a contributing factor to the lack of trust in organisations;
- ❖ How does cross-racial trust compare with trust amongst individuals from the same race?
- ❖ What is the impact of diversification on trust and group performance in South African Organisations?

## 2 Theory and Literature Review

### 2.1 Introduction

The main purpose of this chapter is to present a review of previous studies that are believed to be relevant to the particular research. Consistent in the literature review is an explanation of the phenomena that are relevant to the research. This includes a definition of trust, the impact of trust on the performance of an organisation, and most importantly, the impact of racial diversity on trust within an organisation.

Publications, articles and journals were used as the literature source from which any relevant information will be drawn.

### 2.2 Defining Trust:

Mayer, Davis, and Schoorman, (1995) defines trust in their integrative model as the willingness of a trustor to be vulnerable to the actions of a trustee, based on the expectation that the trustee will perform a particular action. A similar definition is that of Rousseau, Sitkin, Burt, and Camerer (1998). This mentions trust as a psychological state comprising the intentions to accept vulnerability, based on positive expectations of the actions of the trustee.

According to Colquitt, Scott and LePine, (2007), these definitions have two principal components. The first component is the intention to accept vulnerability, while the other component is positive expectations. According to Colquitt *et al.* (2007), these components are present in a number of earlier concepts of trust.

According to Simmel (1992), trust can be seen as a mental process that consists of three elements, namely: Expectation, interpretation and suspension. Simmel (1992) suggests that expectation is the outcome at the end of the process; and that this is preceded by a mixture of interpretation and suspension (Möllering, 2001). Because any form of interpretation is limited and does not necessarily result in expectation, according to Möllering (2001), an extra element must be introduced, namely suspension; this in turn, enables the leap of trust.

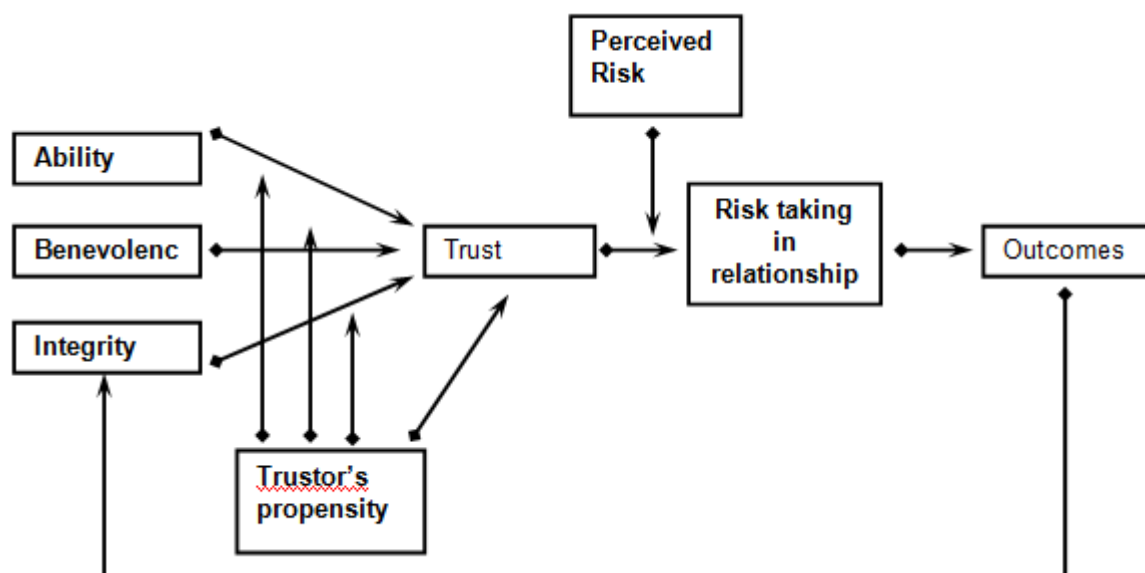


Figure 2.1: Mayer *et al* (1995) integrated model of inter-personal trust.

### 2.3 Organisational Trust and Distrust

With the advancement of women and other people from previously disadvantaged backgrounds into professional positions in South Africa, work teams as we know them, now include both males and females from different racial backgrounds. According to studies conducted by Keller (2001) and Williams (2001), trust levels are higher amongst members of the same gender. Jones and Kavanagh (1996) and, Patterson and Kim (1991) mentioned that women tend to be perceived as being more ethical and trustworthy than men.

According to Kramer (1999), trust may be seen as a trait within an organisation that holds a number of important benefits for organisations and their members. Kramer (1999) also noted that there were different forms of trust that are found in organisations; and there are precursor conditions that produce them. During the study conducted by Kramer (1999), the author delved into some of the psychological, social and institutional barriers that produce trust and distrust in organisations

Over time, according to Kramer (1999), trust theorists have failed to come up with a clear definition of trust, but theorists have agreed that trust is predominantly a psychological state. Kramer (1999) stated that when trust is conceived as a psychological state, it is defined in terms of several cognitive processes and orientations.



These processes and orientations mention that trust entails a state of perceived vulnerability that is derived from individuals, uncertainty regarding motives, intentions, as well as the prospective actions of others, on whom they depend.

Another acknowledgement of Kramer (1999) is that trust can be conceived as a term of choice. Within the literature of Kramer (1999), he mentions that two contrasting images of choice have gained prominence. Firstly, the representation of choice is noted as being moderately rational; and secondly, trust is weighted to the social and relational underpinnings of choice. One of the advantages of acknowledging trust in terms of choice is that the decisions of individuals are observable behaviours. Another advantage, according to Kramer (1999), is that organisational theorists are able to develop a clearer understanding of the empirical implications of trust as an issue of choice.

According to McAllister (1995), interpersonal trust within organisations enhances and enables the better implementation of strategies, greater co-ordination from managers and more effective work teams (Lawler, 1992).

## **2.4 Improvement of Trust in Organisations**

In the model used by Brien (1998), he mentioned that there are a number of implications for establishing and maintaining trusting relationships in a workplace that is not culturally and racially homogeneous. Brien (1998) also mentions that organisations must develop training programmes to enhance and achieve the benefits of trust among employees and other stakeholders in the organisation.

Trust is also seen as a very important key to success, as organisations become more involved with cross-national strategic alliances; hence, making it very important for us to understand what the impacts of culture is on trust.

Brien (1998) argues that the goal for professionals and organisations is not to aim directly for ethical norms, but rather to aim their focus indirectly on trust. He noted that trust was a goal that could only be achieved through ethical actions. However, he also mentions that the best way to attain trust in organisations is to develop a professional culture inside the organisation that is based on trust.

According to Argandona (1999), trust has always been an important contributing factor in business; and the emergence of alliances has underscored its importance. Argandona (1999) also noted that alliances would be established and could grow only under certain conditions that produce and increase trust. He also mentioned that the establishment, growth and loss of trust in organisations, are mainly ethical issues.

Argandona (1999) mentioned, furthermore, that trust is when a partner realises that the corresponding party is willing to behave in accordance with the terms of the alliance, and in the most appreciated fashion.

## 2.5 Behavioural Integrity

Behavioural integrity (BI) is defined by Simons (2002) as the pattern of alignment between an individual's words and his/her deeds. Behavioural integrity includes the possible match between espoused and enacted values, and also the degree to which promises are kept. Simons and McLean Parks (2000) found that behavioural integrity has an impact on trust in managers and organisations.

According to them, trust in managers and organisations has an impact on employee retention, customer service and company profitability. These three outcomes can, understandably, have a significant impact on the performance of any organisation.

According to Simons, Friedman, Liu and Parks, (2007), subjective perception and interpretation processes play a significant role in the behavioural integrity construct. This means that different employees will evaluate the various levels of behavioural integrity differently within a particular organisational context (Simons, 2002). Simons *et al.* (2007) found that black individuals were more sensitive to managers' behavioural integrity than were non-black employees.

They also found that because the black individuals themselves had less behavioural integrity towards their managers, this appeared to impact the issue of employees' trust in their managers, interpersonal justice, global satisfaction, affective commitment and the intention to stay in an organisation.

They also mentioned that behavioural integrity can be carried down from top-tier management all the way down to first-line employees. This indicates that an inconsistent top-tier manager can cause and create terrible consequences in an organisation, since such an individual undermines any trust that those under him would normally have had.

## **2.6 The Relationship between Business Ethics and Trust, and the Impact of Ethics on Trust**

In a study conducted by Bews and Rossouw (2002), they mentioned that the correlation between trust and ethics is vague, but that ethics can promote trust. They also found that trust can be altogether abused, resulting in unethical behaviour. According to Bews and Rossouw (2002), ethics has a major role to play in facilitating trust or distrust.

According to Bews and Rossouw (2002), there are a number of factors that can be recognised as “facilitators of trustworthiness”. These factors are openness, integrity, benevolence, competency, and a history of interactions together with a perception of personality characteristics. These factors will be critically discussed below.

### **2.6.1 OPENNESS**

According to Hay (1999), openness is an important contributing factor to trust. Bews and Rossouw (2002) mention that openness can take place on at least two levels. The first being on a level where only the necessary amount of information is conveyed that would ensure a healthy relationship; and secondly, at the level where the information conveyed is more related to a personal and deeper form of information.

This impacts the intensity of the relationship. They also mention that the two levels will have different impacts on the level of trust between the parties.

### **2.6.2 INTEGRITY**

The second facilitator of trustworthiness, according to Bews and Rossouw (2002) consists of three main concepts. These concepts are: consistency, reliability and fairness. According to these authors, for a person to be classified as someone with “integrity” he/she must also be seen as moral. In the case of integrity, the morality that is here implied is fairness. Bews and Rossouw (2002) define fairness as an “...equal moral consideration of the interests of others”.

When individuals show consistency in applying these principles, a higher level of employer-employee trust will be generated; and employees will then be prone to show loyalty towards the organisation.

### 2.6.3 BENEVOLENCE

According to Bews and Rossouw (2002), benevolence is an issue of concern for someone else. This includes acts that are done in the interests of another, and are not limited to resisting the exploitation and the vulnerability of another party for one's own advantage. Thus, Bews and Rossouw (2002) maintain that benevolence can be viewed as a facilitator of trust.

According to the model of Mayer, *et al.*, 1995 trust is of significant importance for a trustee; and it is necessary to show concern and a balanced interest in the welfare of others (Mishra, 1996). Meyer *et al.* (1995) mention that benevolence is a precursor of trust. They also state that when dealing with benevolence, it is necessary to take loyalty, altruism and good will into consideration (Mayer *et al.*, 1995).

Mishra (1996) states that there are two levels of concern: The first is at a passive level that relies on fairness. Here, the trustor expects the trustee not to take advantage of the trustor in a manner that could be best described as inequitable. The second element of concern that Mishra (1996) explains is seen as having an active nature. This refers to a deeper level of concern, which could be better described as benevolence.

## 2.6.4 COMPETENCY

Brews and Rossouw (2002) claim that Mayer *et al.* (1995) define ability as a combination of skills, competencies and characteristics that allow a party to have influence within a specific field. This definition indicates why certain individuals might be trusted in a specific field, while others might not achieve the same level of trust or even none at all. Furthermore, they state that when a manager or even an individual is perceived to lack competence in a domain, then it is likely that trust in that person will decrease because of his/her incompetence.

Mayer *et al.* (1995) determined through their research on trust and management that where high levels of competency are present, the relevant managers tend to attain higher levels of confidence, support and, most importantly, trust.

## 2.6.5 HISTORY OF INTERACTIONS

In Bews and Rossouw (2002), it is mentioned that Lewicki and Bunker (1996) stated that in the introductory stages, when a relationship is based on little or no history of interactions, the trust that is present is referred to as “calculus-based-trust”. This is a form of trust that Lewicki, Bunker, Kramer and Tyler (1996) believe is based on economics and the theory of deterrence. The second phase that Lewicki *et al.* (1996) refer to is known as “knowledge-based trust”.

This takes place as the relationship between parties grows, and is based on the trustor collecting enough information on the trustee, to enable the trustor to foresee the actions of the trustee. Once able to determine the actions of the trustee, the trustor is more likely to expect, understand and rationalise any different acts or behavioural quirks.

Bews and Rossouw (2002) state, according to Lewicki *et al* (1996), that as knowledge increases, and therewith the history of positive interactions, the relationship between the two parties may eventually reach a stage referred to as “identification-based trust”. At this level, the trustee internalises the needs, goals and aspirations of the trustor, and takes over the role of his “agent”.

Bews and Rossouw (2002) state that at this level there is a mutual understanding of each other’s needs and wants, to the extent that parties are capable of acting on each other’s behalf. They also maintain that this level of trust leads to a level of group identification and co-operative behaviour, initiated when individuals identify the goals of the organisation. Identification-based trust is established when individuals from the organisation defend their organisation, and other colleagues, even in the absence of one another.



## 2.6.6 PERCEPTION OF PERSONALITY INTERACTIONS

Bews and Rossouw (2002) also state that another factor that influences trust is the personality characteristics of an individual. Personality, in this case, is mainly a trait that cannot be easily changed; and it seems to have an impact on the perceptions of trustworthiness. Martins, Watkins, Von der Ohe, and De Beer (1997) refer to the “Big Five” of personality traits or characteristics. These five include:

1. Agreeableness. This is listed as an individual’s good naturedness, co-operation and courtesy.
2. Conscientiousness: this refers to the persistency, determination, hard work and dependability of a person.
3. Emotional stability: Martins *et al.* (1997) define emotional stability as being calm, enthusiastic, and free from anxiety, depression and insecurity.
4. Extroversion: Refers to sociability, friendliness and talkativeness.
5. Openness to experience or resourcefulness: This is the last of the so-called “Big Five” (Martins *et al.*, 1997). They describe this as broad-mindedness, creativity, imagination, artistic sensitivity and intellectual ability.

Bews and Rossouw (2002) lastly mention that these factors, and/or a combination of these factors, may enhance or decrease trust. Up to this point, according to Bews and Rossouw (2002), the facilitators of trustworthiness have either an explicit or implicit moral dimension. This indicates that ethical behaviour in business can significantly improve the levels of trust in any organisation. Bews and Rossouw

(2002) mention a number of ethical interventions in organisations that can promote intra-organisational trust.

According to Bews and Rossouw (2002), the following ethical interventions should be put in place to enhance trust in organisations: Firstly, individuals in managerial positions must ensure that their employees are exposed to the phenomenon of trust, so that they will be able to develop a clear understanding of what trust entails. Bews and Rossouw (2002) state that this will only be achieved through “trust training”.

The second ethical intervention an organisation should put in place is “procedural transparency”. This enables organisations to strengthen the hand of their managers, because they are perceived as being open (Openness). This, according to Bews and Rossouw (2002), is a facilitator of trustworthiness.

Thirdly, Bews and Rossouw (2002) refer to “management competency” as an important ethical intervention that will have an impact on trustworthiness. For managers to enhance trust in their subordinates, they must maintain the desired level of competence in their fields of expertise. It is especially important as regards people-management skills, because this is usually lacking in managers. Fourthly, managers are able to increase their trustworthiness by adhering to a clear set of moral principles and guidelines.

If their company does not have a clear code of ethics, managers should take the initiative, and create an ethical code for themselves and their relevant subordinates. According to Bews and Rossouw (2002) this is what subordinates perceive as another facilitator of trustworthiness; and this is called “integrity”.

According to Bews and Rossouw (2002), their study indicated that communication, together with the ability of management to inform employees, is an important factor in enhancing trust among peers. Then, the fifth ethical intervention that they mention is “communication”. They also make mention of the fact that managers should continuously communicate and inform their subordinates in an open manner, if they rely on them to improve their performance. The sixth ethical intervention that they refer to is “reputation”.

Their study indicated that the history of interaction sculpts a person’s reputation; and, as mentioned in the facilitators of trust, (Bews and Rossouw, 2002), the history of interaction is not only necessary for the building of trust, but also for the intensity of trust.

The last ethical intervention that Bews and Rossouw refer to is that of “restructuring”, and more specifically, organisational restructuring. They mention that it is especially important for managers to show sensitivity towards their subordinates during times of restructuring, as this is a time that can be full of disruptions and insecurities. Bews and Rossouw (2002) also claim that Mishra and Spreitzer (1998) stated that it is of

extreme importance to reinforce trust in managers amongst those employees who survive during downsizing (restructuring) operations.

## 2.7 The Effects of Trust on Organisational Performance

According to Atuahene-Gima and Li (2002), supervisee trust increases performance, and more specifically sales performance, when there is output control present. They also mention that the effect of supervisee trust on sales performance in organisations has been viewed differently in different contexts. The first case is in terms of an inter-organisational context. Here, Geyskens, Steenkamp and Kumar (1998) measure performance as commitment, satisfaction or as long-term orientation.

In a business-to-customer context, performance can be measured in terms of the customer's decision to purchase a product or service, according to Doney and Cannon (1997), or as a customer whose expectations have been exceeded (and satisfied), according to Moorman, Zaltman, and Deshpande (1992).

In a study by Atuahene-Gima and Li (2002), it was found that there is a positive relationship between trust and sales performance – for the following reasons:

1. When a salesperson has the desired level of trust in a supervisor, he/she believes that they will receive fair treatment and a just reward. Thus, trust in

the supervisor would increase the motivation for the salesperson to perform his/her job.

2. For a supervisor to increase an employee's sales performance, he/she must continuously give the employee advice and set goals that the employee can reasonably achieve. Supervisor trust is likely to increase the employee's acknowledgement of the advice and goals from the supervisor thereby, motivating them to work harder.

In this study, Atuahene-Gima and Li (2002) stated that supervisee trust may impact sales performance more, in a country like China, than in the United States of America. According to Atuahene-Gima and Li (2002), people in China are more likely to value supervisor benevolence, and have less chance of misusing trust. In countries like the United States of America, people are renowned for not having a lot of fear for the future; and consequently, they can tolerate risk more easily.

Such people are from a low uncertainty-avoidance culture, and such individuals might abuse trust – no matter what the influence is on the exchange relationship. Atuahene-Gima and LI (2002) concluded that supervisor trust does not directly translate into an improved sales performance of an organisation under all circumstances, but rather that supervisor trust must be managed with careful attention to the possible trade-off effect on subordinates.

According to research conducted by Dirks (1999), trust can influence the way motivation is converted into work-group performance and processes. Dirks (1999) also mentioned that trust in organisations should be best understood as a construct that influences the performance of a working group indirectly – by channelling their energy towards reaching alternative goals.

Dirks (1999) noted that most trust-related research positioned trust as a variable. According to this author, this variable (trust) has a direct impact on work-group processes and group performance. One example that Dirks (1999) mentioned is that when a group improves their level of trust, they are expected to achieve superior group processes and higher performance. Furthermore, when trust decreases the group will probably experience weaker group processes and poorer performance.

Dirks (1999) mentioned that trust increases group members' ability to work together. It is necessary for groups to work together; thus, trust would increase the performance of the group as regards effectiveness and efficiency. Effectiveness may be positively related to trust (Larson & LaFasto, 1989). This may improve co-operation and motivation for group members to work together; this in turn, may improve the group's execution of their tasks (Dirks, 1999). Trust reduces the need for controls, and enhances a group's ability to confront performance problems; this then leads to the improvement of efficiency. According to Bromiley and Cummings (1995), both effectiveness and efficiency facilitate the maximum utilization of a group's potential resources.

In a study conducted by Spector and Jones (2004), they found that the trusting stance of an individual is strongly correlated to the initial trust level. More specifically, they found that the initial trust level of males was higher for new members of the team from the same gender (males) and lower for new members from the opposite gender (females).

Keller (2001) noted that trust levels for members of the same demographic group are higher. Williams (2001) mentioned that social categorizations are influencers of trust development; and that perceptions of trustworthiness are based on cognitive shortcuts, such as stereotyping. According to Keller (2001), demographic similarities such as age, gender and ethnicity among group members can positively influence the formulation of inter-personal trust and relationships.

## **2.8 Diversity**

Stolle, Soroka, and Johnston (2008) mention that diversity, more specifically ethnic and racial diversity causes many problems in the creation of different forms of social capital, co-operation, interpersonal trust and support for collective action that is critical to social welfare programmes. A number of studies indicate that when the level of diversity is increased, this poses a challenge to civic and redistributive values (e.g. Rice & Steele, 2001).

Thus, according to Stolle *et al.* (2008), where there are high levels of racial and ethnic diversity, there are bound to be lower levels of trust and other civil attitudes. In the study conducted by Stolle *et al.* (2008), it was noted that trust tends to thrive in homogeneous settings. In a nutshell, ethnic and racial diversity discourages any reliance on the behaviour of one's neighbours, friends and colleagues (Messick, Kramer & Cook, 2001) This reduces the levels of interpersonal trust, the capacity for co-operation and the support for collective action.

### **2.8.1 The Impact of Diversity on Organisational Performance**

According to Cox (1991), workforce diversity could enhance decision-making, increase creativity and innovation, increase success in domestic and foreign markets and lead to a better distribution of economic opportunities. Wentling and Palma-Rivas (2000) mentioned that when an organisation has a diverse workforce, they should be able to provide better services, due to the fact that they are able to better understand customers' needs.

Ismail and Arokiasamy (2008) found that a diverse workforce increases human capital within the organisation. It is also mentioned by Ismail and Arokiasamy (2008) that when managing a diverse workforce, it is necessary to minimise cloning that would prevent the production of an exact copy in selection and promotion.



Not all studies found a positive relationship between organisational performance and diversity. Some studies indicated that diversity can negatively affect organisational processes and performance, according to Ismail and Arokiasamy (2008). Jehn, Northcraft and Neale (2000) indicated that heterogeneity amongst group members has been associated with stereotyping, affective disagreement and turnover.

According to Ismail and Arokiasamy (2008), there is evidence of the existence of in-group demographic preference in organisations. In-group preference means that individuals prefer interaction with those individuals with whom they share demographic characteristics. Thomas and Ely (2001) indicated that increasing demographic variation did not increase organisational performance. Further, Milliken and Martins (1996) concluded that racial and gender diversity can impact individuals' performance and group outcomes in a negative manner, in certain instances.



## 2.8.2 Different cultural diversity management strategies

Types of Organisations	Perceived impact of cultural diversity in organisations	Strategy for managing the impact of cultural diversity	Most likely outcome of strategy	Frequency of perception and strategy
<b>Parochial: Our way is the only way.</b>	No impact: Cultural diversity has no recognised impact on the organisation.	Ignorance differences: Ignore the impact of cultural diversity on the organisation.	Problems: Problems will Occur, but they will not be attributed to culture.	Very common
<b>Ethnocentric: Our way is the best way.</b>	Negative effect: Cultural diversity will cause problems for the organisation.	Minimising differences: Minimise the sources and the impact of cultural diversity on the organisation. If possible, select a mono-cultural workforce.	Some problems and a few advantages: Problems will be reduced as diversity is decreased, while the possibility of creating advantages will be ignored or eliminated; any problems will be attributed to culture.	Common
<b>Synergistic: The combination of our way and their way may be the best way.</b>	Potentially positive and negative effects: Cultural diversity can simultaneously lead to problems and advantages for the organisation.	Manage differences: Train organisational members to recognise cultural differences and use them to create advantages for the organisation.	Some problems and many advantages: Advantages to the organisation will be realised and recognised; some problems will continue to occur and will need to be managed.	Very uncommon

Table 2.1: A comparison of organisational strategies on the management of cultural diversity. Source: Higgs (1996)

According to Table 2.1, there are three types of organisations: Parochial, Ethnocentric and Synergistic. Each of these organisations manages cultural diversity in a different way, and experiences different results from their strategies. According to Seymen (2006), “parochial” and “ethnocentric” approaches are the management strategies of cultural diversity. These approaches tend to ignore or try to minimise cultural diversity; and instead, they focus on the dominant culture. Whereas, cultural diversity in the “synergistic” approach, is seen as being superior; and the resolution of its problems is more likely to be accomplished.

These three types of organisations are critically evaluated below, using Table 2.1:

- **Parochial:**

Organisations in this category feel that their way is the best way, and that cultural diversity has no impact on their organisation. This oversight is accomplished by ignoring cultural diversity as a whole. Parochial organisations do not attribute any of their problems to cultural diversity.

- **Ethnocentric:**

Ethnocentric organisations are of the view that their way is the best way. They recognise that cultural diversity can have a negative impact on their organisation, but they strive to minimise any differences in culture, and to achieve a mono-cultural workforce. In this frame of mind, any problems are attributed to cultural differences.

- **Synergistic:**

Synergistic organisations recognise that a combination of our way and their way might be the best way. Here, cultural diversity can have both a positive and negative effect on the organisation. Differences in culture are managed by training members to recognise such differences in culture, and to use them to the advantage of the organisation. This state of mine has many advantages, but some problems will continue to occur.

Seymen (2006) acknowledges that it is necessary to get a multicultural workforce by providing in-service training programmes. According to Simeon and Fujju (2000), motivation and pre-departure preparation programmes have a positive influence on cultural harmony in situations of expatriation.

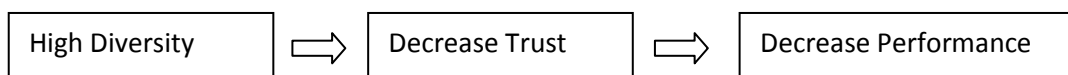
### 3 Research Questions and Hypotheses

#### 3.1 Objectives of the Study

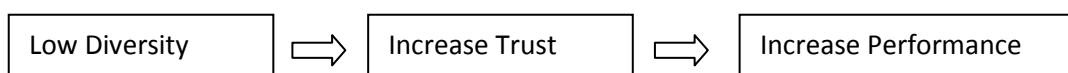
This study aims to generate information that will help determine the impact that race diversity has on inter-personal trust in South African organisations. In the past South Africa was a country where corporate companies were dominated by a white minority. Since South Africa has become a democracy, one of the aims of Government has been to ensure that the workforce of South Africa represents the entire population on a demographic basis.

One of the methods that the South African government has put in place is affirmative action. This means that, in practice, individuals are now exposed to people from different cultures and ethnicity in some instances for the first time in the business environment. Thus, the objective of this study is to determine whether race impacts interpersonal trust in organisations, and if there is any proof that trust has a role to play in the performance of workgroups and teams in such a South African organisation.

#### **Does: Figure 3.1 Research possibility (A)**



#### **Or: Figure 3.2 Research possibility (B)**



## 3.2 Research Questions

### 3.2.1 Research Question 1:

- ❖ Does perceptions about inter-personal trust in South African organisations differ amongst the following groups:
  - Gender?
  - Race?
  - Age groupings?
  - Educational level?
  - Position in the organisation?
  - Number of years employed within the organisation?

### 3.2.2 Research Question 2:

- ❖ What is the relationship between levels of work group diversity and perceptions about inter-personal trust within South African organisations?

### 3.2.3 Research Question 3:

- ❖ What are the perceptions regarding work group performance in South African organisations?

#### 3.2.4 Research Question 4:

- ❖ What is the relationship between perceptions about inter-personal trust and perceptions of work group performance within South African organisations?

### 3.3 Research Hypotheses

The following research hypotheses are stated in support of the research questions.

#### 3.3.1 Hypothesis 1:

- a) **Research Hypothesis ( $H_1$ ):** Perceptions about inter-personal trust differ significantly amongst selective demographic and organisational groups within South African organisations.
- b) **Null Hypothesis ( $H_0$ ):** Perceptions about inter-personal trust do not differ significantly amongst selective demographic and organisational groups within South African organisations.

#### 3.3.2 Hypothesis 2:

- a) **Research hypothesis ( $H_1$ ):** For individuals working in less diverse groups, perceptions towards inter-personal trust would be positive; conversely, for individuals working in highly diverse groups, perceptions towards inter-personal trust would be negative.

**b) Null Hypothesis ( $H_{02}$ ):** There is no relationship between levels of work group diversity and perceptions towards inter-personal trust.

### 3.3.3 Hypothesis 3:

**a) Research hypothesis ( $H_{03}$ ):** Individuals with positive perceptions about inter-personal trust also have positive perceptions towards work group performance.

**b) Null Hypothesis ( $H_{03}$ ):** There is no correlation between perceptions about inter-personal trust and perceptions about work group performance.

For the purpose of this study, black includes individuals from the following races:

- ❖ Blacks (Africans)
- ❖ Indians
- ❖ Coloureds
- ❖ Asians



## 4 Research Methodology

### 4.1 Objectives of the Study

The objective of this study revolves around the identification of the context and content of interpersonal trust in South African organisations. The study aims to determine whether demographic diversity and differences continue to play any role in why people trust or distrust colleagues.

According to Zaaiman (2006), the South African milieu, with its history of a minority suppressing the majority, is mirrored by a disproportionate number of the minority population in high levels of the workforce. This necessitates the importance of demographic diversification in organisational behavioural research projects.

### 4.2 Research Design

In the course of this particular study, the research will be done by relying on a quantitative and a qualitative mixed paradigm. According to Leedy and Ormrod (2001), qualitative research methods are focused on the phenomena that occur in natural settings. Leedy and Ormrod (2001) further state that to answer some research questions, it is necessary to delve more deeply instead of simply skimming the surface. Qualitative research compared to quantitative research allows for interaction with the respondents. It also allows the interviewer to ask probing in-depth questions.

Render and Stair (2000) mention that quantitative research is a scientific approach to decision-making, where data are manipulated and processed to assist in business decision-making. According to Partington (2002), qualitative research can be associated with research questions and phenomena of interest that require the exploration of detailed in-depth data, aimed at description, comparison or even prescription.

The research will be of a descriptive nature; and thus, it will rely on descriptive studies. According to Robson (2002), descriptive studies imply a comprehensive profile of persons, events and situations. Zikmund (2003) goes further, by stating that descriptive research aims to answer questions regarding who, what, when and where. Saunders, Lewis and Thornhill (2009), mention that studies of a descriptive nature run the risk that of being seen as a means to an end, rather than as an end in themselves.

Thus, there are likely to be scenarios where there could arise a need for a further explanation of the findings. Saunders *et al.* (2009) suggest that a method called “descripto-explanatory studies” be used. This method allows research to be conducted while using a descriptive and explanatory element. Saunders *et al.* (2009) mention that explanatory studies will indicate causal relationships between variables. In the case of this study, it will indicate the relationship between trust levels and race and cultural diversity, and between trust levels and the performance of the relevant

organisation. This method will also indicate why there are high levels of trust, or the possible lack thereof in South African organisations.

The entire process will be discussed in more detail in the sections that follow hereafter.

### 4.3 Population

The target population for this research will be males and females between the ages of 18 and 60. Another prerequisite will be that these individuals must have been involved in the corporate environment for at least one full year. The population will be restricted to companies in the Gauteng area; and only individuals employed in corporate organisations in this area will be considered relevant to the research.

Saunders *et al.* (2009) define a population as comprising the full set of cases from which a sample is taken. These authors also indicate that in sampling, a population is not used in the familiar sense, and thus it does not only include people.

Because of the financial implications and time constraints, it will not be necessary to include all individuals of the population in this study. The relevant population will be reached through the distribution of surveys. These surveys will be conducted with the assistance of an interviewer situated in the designated corporations. The required and accessible population was decided on by using personal contacts and

references gained from these personal contacts. The surveys were personally distributed within the respective organisations.

The unit of analysis for this study was the employees from the respective organisations. These employees ranged across various levels, including secretaries or personal assistants – right up to higher management (Welman & Kruger, 2001) and technical staff

#### 4.4 Sampling Method and Sample Size

Before a sample is taken, Zikmund (2003) states that the following decisions must be taken by the researcher. These decisions are illustrated in Figure 4.1

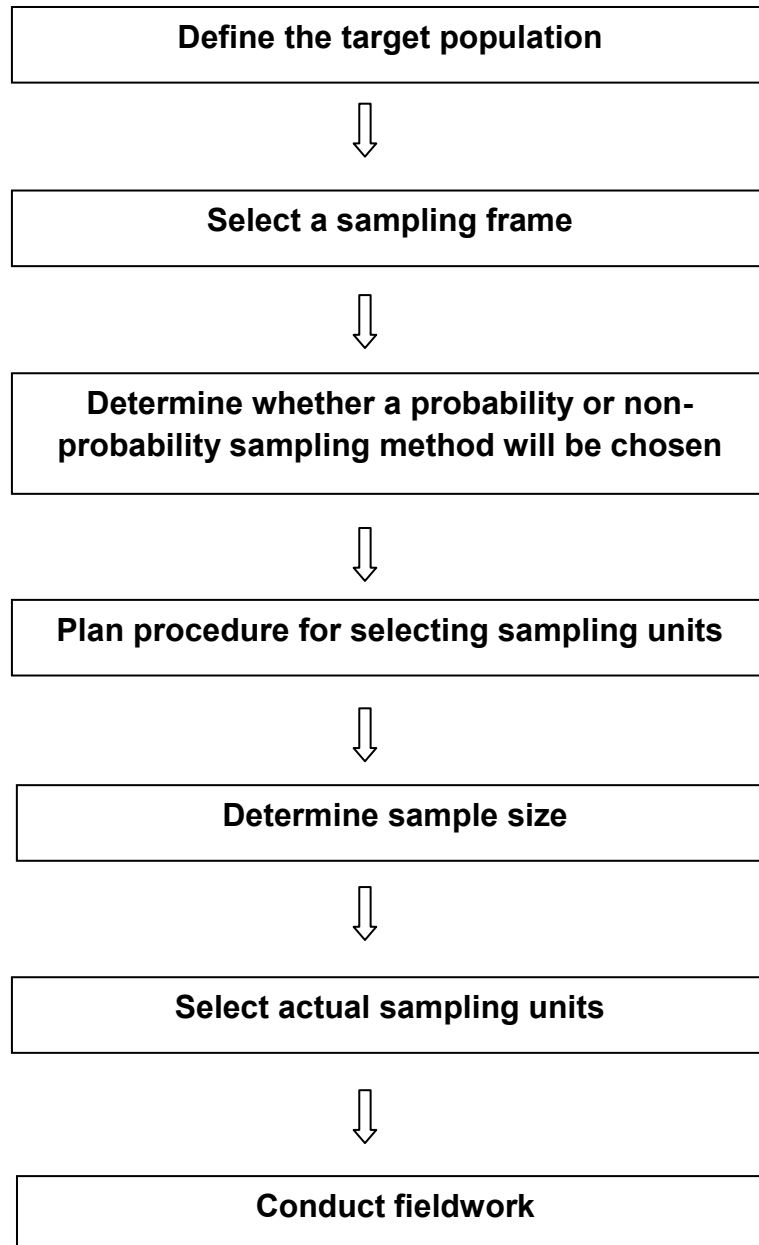


Figure 4.1: Sampling method and size

According to Saunders *et al.* (2009), it is not feasible to collect data from the entire population. Thus, it is necessary to select a sample. Saunders *et al.* (2009) also mention that it is extremely costly to collect data from an entire population. Because of the shortage of time, sampling becomes a necessity.

Collecting data from a sample instead of utilising an entire population will ensure information with more detail. The sampling technique that will be used is a non-probability method called quota sampling (Saunders *et al.*, 2009). According to Saunders *et al.* (2009), with non-probability sampling, the chance of every case being selected in the population is not likely.

When using quota sampling the process is entirely non-random; and this method is best used for interview surveys (Saunders *et al.*, 2009). Saunders *et al.* (2009) also mention that quota sampling is based on the premise that your sample will represent the entire population, as the variability in the sample for various quota variables is the same as that in the entire population. Quota sampling is, consequently, a type of stratified sample where the selection of cases within the strata occurs entirely on a non-random basis (Barnett, 1991).

According to Saunders *et al.* (2009), one of the advantages of quota sampling is that it can be set up fairly quickly and with little effort; and it is also cost effective. This was extremely important for this particular study. Saunders *et al.* (2009) further mention that quota sampling does not require a sample frame.

Saunders *et al.* (2009) state that to select a quota sample, you must:

1. Divide the population into specific groups;
2. Calculate a quota for each group, based on relevant and available data;
3. Give each interviewer an “assignment”, which indicates the number of cases in each quota from which they must collect data;
4. Combine the data collected by interviewers to provide the full sample.

According to Saunders *et al.* (2009), quota sampling may experience the following problems:

- Quota sampling may be subject to respondent bias;
- Interviewers also tend to select respondents who appear willing to participate;
- Interviewers can complete quotas incorrectly;
- With quota sampling, it is difficult to measure the level of certainty or margins of error, as the sample is not based on probability;
- Clear controls are needed with quota sampling.

For this survey eighty-eight respondents will be interviewed. As mentioned earlier in section 4.2, the study relies on a qualitative and quantitative paradigm. Thus, for the qualitative paradigm of the research a total of eight individuals will be interviewed.

The individuals in question will be two black men, two black women, two white men and two white women.

These individuals must be in higher management positions in their respective organisations. For the quantitative paradigm of the research, the information will be obtained from 20 white men, 20 white women, 20 black men and 20 black women. For the purpose of this study, the term “black” will include individuals who are Indian, Coloured, Asian and African. All the individuals will be between the ages of 18 and 60; and these individuals should have been employed in corporate positions for the duration of at least one full year.

The main reason for this method of sampling was that the exact same number of subjects of the population sample were required with mandatory characteristics (Zikmund, 2000), a sample that at the same time would be large enough for meaningful analysis (Johnson & Harris, 2002). It was critical for the study to get equal representation of the various sub-groups (males and females, blacks and whites) in order to ensure significance when comparing these sub-groups (Zikmund, 2000).



The matrices below illustrate the desired sample that will be drawn from the population:

#### Quota Sample: Qualitative data collection

<b>2 White Men</b>	<b>2 Black Men</b>
<b>2 White Women</b>	<b>2 Black women</b>

Figure 4.2: Quota sample for qualitative paradigm

#### Quota Sample: Quantitative data collection

<b>20 White Men</b>	<b>20 Black Men</b>
<b>20 White Women</b>	<b>20 Black women</b>

Figure 4.3: Quota sample for quantitative paradigm

#### 4.5 The data-gathering process

The research, as mentioned in Section 4.2, will rely on both a qualitative and a quantitative paradigm to gather the necessary data. Quantitative research cannot be done without a concrete measuring instrument. Thus, the quantitative part of the research will be conducted by means of a questionnaire. The interviews will be self-administered, with predetermined standardised questions for all the participants.

According to Saunders *et al.* (2009), this is called internet-mediated questionnaires. Thus, it required the respondents to complete the questionnaires by themselves.

When collecting the necessary qualitative data, it was decided to make use of personal interviews. More specifically, unstructured interviews were seen as the most suitable method. According to Saunders *et al.* (2009), unstructured interviews are informal in nature, and are used to explore in depth a general area in which one is interested. Thus, these interviews are also referred to as in-depth interviews. Saunders *et al.* (2009) mention that there is no list of predetermined questions to work through; although, it is essential for the interviewer to have a clear idea of the aspects to be explored.

Saunders *et al.* (2009) refer to non-directive interviews. These would allow the interviewee to talk freely about events, behaviours and beliefs regarding the field of interest.

The first step in the data-gathering process was to extensively review the relevant previous studies and theories, which were then used to formulate the research questions and hypotheses. Secondly, a population was selected and a sample was drawn from this population. Interviews were then scheduled with the participants in advance. As mentioned in the previous section, data were then collected through in-depth interviews with the respective respondents. The information gathered from these in-depth interviews was then used to finalise the draft questionnaire that was used for the collection of the data for the quantitative paradigm.

The draft questionnaire was distributed to a small sample of individuals, and served as a pre-test. By doing the pre-test, it helped to determine the validity of the questionnaire for the study, and ensured that the wording, the format and the language were of a satisfactory standard, and that the questionnaire was free of any errors. Questionnaires were then distributed to the representative organisations, in order that the respondents could complete them and return them to their respective managers, together with the respondents' responses.

This was followed by the next step, where the data were analysed and evaluated. This subsequently allowed for the determination of the results, making it possible to draw conclusions.

#### **4.6 Interview Schedule**

The interview schedule was created by taking the research problem, research questions and research hypotheses into account. From these, a series of open-ended questions were compiled, to which respondents had to respond. A series of illustrations were used to aid the respondents in two of the questions to which they were expected to respond. These illustrations were handed to the respondent for them to evaluate in terms of the question to which they had to respond. These illustrations were used to illustrate inter-personal trust in the respondents' current organisation; and they then had to select another illustration that would best describe an organisation where inter-personal trust would be at an optimal level.

A questionnaire attribute table was adapted, where respondents had to list five attributes which they looked for in individuals, when deciding whether to trust an individual. To simplify the question, respondents were asked to prioritise these responses in terms of their importance.

The interview was pilot-tested on a couple of the researchers' friends and colleagues. Their responses aided in the finalisation of the interview schedule, by

evaluating the flow and the information gained from the interview. This exercise assisted in establishing the reliability and validity of the data collected. All raw data were collected with the aid of a voice recorder, and then transcribed after the interview process.

#### 4.7 Questionnaire Design

Quantitative research cannot be done without a reliable measuring instrument. In the questionnaire a reflection of the respective individuals was measured – to determine their feelings regarding inter-personal trust in their organisations, and to ascertain the drivers (positive or negative) of this phenomenon in their organisations, and how these drivers could influence their performance.

According to Saunders *et al.* (2009), questionnaires are one of the most widely used data-collection methods in a survey strategy. This is because each respondent is asked to respond to the same set of questions and to provide the researcher with an efficient way to collect responses from a large sample prior to quantitative analysis (Saunders *et al.*, 2009). These authors also mention that questionnaires are best suited for studies of a descriptive and/or explanatory nature.

Descriptive research enables researchers to gather information regarding the variability in different phenomena, by using attitude and opinion questionnaires and questionnaires of organisational practices (Saunders *et al.*, 2009).

When deciding on a questionnaire, researchers have the following options at their disposal (Saunders *et al.*, 2009):

1. Self-Administered questionnaires:

- ❖ Internet and Intranet-Mediated Questionnaires
- ❖ Postal Questionnaires
- ❖ Delivery-and-collection Questionnaires

2. Interviewer-administered questionnaires:

- ❖ Telephone questionnaires
- ❖ Structured interviews

Saunders *et al.* (2009) mention that when deciding on a questionnaire, the choice will be influenced by the following variety of factors related to one's research questions and objectives, and in particular, in the following:

- ❖ Characteristics of the respondents from whom the data will be collected
- ❖ Importance of getting a particular respondent
- ❖ Importance of the respondents' response not being distorted or infected
- ❖ The size of the sample needed for analysis, taking into account the response rate required

- ❖ Types of questions that will be asked in the questionnaires
- ❖ The number of questions to which the respondents will be expected to respond

After all the above considerations, it was decided that a self-administered questionnaire would be the most suitable for the study, and more specifically, a delivery and collection questionnaire. The data collection was conducted by relying on personal contacts and colleagues in organisations.

The questionnaire for the survey was divided into the following sections:

- ❖ An introduction: This section comprised an introduction that provided the respondent with explanatory information regarding the survey, and requested the respondent to participate in the study.
- ❖ Section A: Respondents were asked to respond to questions aimed at gathering demographics.

The information gathered from this section is a necessity to the relevance of the study.

- ❖ Section B: Questions regarding attitudes, beliefs, behaviours and opinions related to inter-personal trust were asked. These responses helped determine

the characteristics of trust that individuals from sub-groups convey; and they helped create profiles of inter-personal trust. The whole section consisted of rating questions (Saunders *et al.*, 2009). According to Saunders *et al.* (2009), the method that was used is called a Likert-style rating scale. This enables respondents to indicate how strongly they agree or disagree with a series of statements.

In the case where respondents are asked to respond to more than one statement, the same scale should be used, according to Dillman (2007), to avoid any confusion.

- ❖ Section C: Questions regarding attitudes, beliefs, behaviours and opinions related to group performance were asked. These questions assisted in determining the level of performance in respondents' work groups and departments. As with section B of the questionnaire, a Likert-style rating scale was used to determine respondents' levels of agreement and/or disagreement with a series of statements.
  
- ❖ Section D: In this section a combination of question styles were relied upon. The first question that respondents had to answer was needed to determine the diversity of their work group. The method used to determine this diversity was quantity questions. According to Saunders *et al.* (2009), this allows the respondent to give an amount to a characteristic. Saunders *et al.* (2009) also



mention that such questions tend to be used to collect behavioural or attribute data. These authors also state that these types of questions can be termed self-coded questions – due to the simplicity of entering the responses on the computer without coding. Self-coded questions were coded by the respondents themselves (Saunders *et al.*, 2009)

Respondents were also asked to complete a ranking question. According to Saunders *et al.* (2009), these types of questions enable the researcher to discover the relative importance of respondents' feelings towards a certain phenomenon. Saunders *et al.* (2009) mention that with questions of this nature, it is of the utmost importance to ensure that the instructions are clear and easy to understand for the respondents.

The rest of the section in the questionnaire comprised a closed-ended question and an open-ended question.

- ❖ Section E: In this section, respondents were exposed to eight virtual characters. These characters had a limited amount of demographic information, a short biography, in addition to working experience within the company. From this information, respondents had to complete a series of closed-ended questions. The first two questions require respondents to select four virtual individuals; while in the last questions, respondents had to select only one virtual individual.

Easterby-Smith, Thorpe and Lowe (1991) mention that the following principles need to be taken into account when drawing up a questionnaire:

- ❖ The questions have to be clearly formulated
- ❖ Jargon and specialist language needs to be avoided
- ❖ Personal questions have to be avoided
- ❖ Ambiguity has to be avoided
- ❖ Care has to be taken to avoid leading questions

#### 4.8 Pilot Testing

After creating the research instrument for the collection of data, these were then sent to a small sample of individuals to serve as a pilot test. According to Saunders *et al.* (2009), the purpose of a pilot test is to refine the questionnaire, so that respondents would have no problem in answering the questions, and there would be no problem in recording the data.

In addition, this enables the researcher to obtain an assessment of the questions' validity and the likely reliability of the data collected (Saunders *et al.*, 2009). Saunders *et al.* (2009) mention that for smaller-scale questionnaires, it would not be financially viable to conduct large pilot tests for questionnaires.

## 4.9 Data analysis

When conducting any research study, the analysis and interpretation of the data forms a central point of the process in moving towards making sound conclusions and recommendations. Analysis involves investigating the variation in the data. This is achieved through an investigation of the frequency and statistical distributions of the data. It involves the constructing of frequency and descriptive tables, and where applicable cross tables to identify relationships and trends. Utilising hypotheses testing assists in identifying significant relationships and differences.

According to Saunders *et al.* (2009), when analysing quantitative data, these can range from basic tables to diagrams to indicate the frequency of occurrence. This can also be done by using statistics, such as indices, to enable comparisons, through establishing statistical relationships between the variables to complex statistic modelling. The data obtained from this study was mainly of a descriptive and comparative nature.

The data from the questionnaires were manually captured in an electronic format using spreadsheets, before the analysis took place. The data was then analysed using SPSS software. Descriptive statistics was used to evaluate and describe the demographic characteristics of the respondents; and comparative statistics was relied on to find and describe any correlations between the relevant demographics and parameters. The statistics was completed and presented in tables and figures.

This allowed the researcher to discuss and describe the data in the results chapter of the research.

The data analysis for this study was done in three steps. The first step involved the construction of one-way frequency and descriptive statistics. Frequency tables' show how often different values of a variable occur in data. Descriptive statistics summarise values of ordinal and continuous variables through statistics such as the mean, median and standard deviation. Examining frequency and descriptive tables provide a way of establishing the general direction of respondent's perception either being positive or negative.

A second level of analysis involved the construction of basic cross-tabulations in order to examine the relationships between dependent and independent variables. These tables count the number of cases that have different combinations of values of two or more variables. The third step of the analysis involved testing for significant differences and between variables. The following tests were employed as part of the analyses:

**Chi-square Test of Independence:** Test the null hypothesis if two nominal variables are independent. The Pearson Chi-square was used.

**Pearson and Spearman's *rho*:** Measures the strength of linear relationship between scale and ordinal variables.

## Qualitative data analysis

Qualitative data is usually subjective in nature, and involves examining and reflecting on perceptions in order to gain an understanding of the research topics. A content analysis approach was used for the analysis of the qualitative data. Critical themes and issues that emerged from the interviews were identified and grouped.

A synthesis of the main themes and concepts emerging from the in-depth interviews were made. The main questions contained in the interview schedule assisted in demarcating main themes and concepts. The next step was to link themes to the theory and literature. Lastly, a generalisation of the findings was made.

### 4.10 Data Reliability and Validity

Reliability according to Saunders, *et al.* (2009) is the extent to which the data collection methods would yield consistent findings. The study could be replicated and repeated in the future. The data from the questionnaire could be replicated easier than the data from the interviews. The main reason for this is due to the fact that the questions in the interview schedule (Appendix A) were mostly of an open-ended nature, whereas the questions in the questionnaire (Appendix B) were mostly close-ended questions.

Validity according to Saunders, *et al.* (2009) validity refers to the extent to which the data collection method or methods accurately measure what they were intended to

measure. For the purpose of this research study, the measuring instruments were both deemed to be reliable, as both the open-ended questions in the interview schedule (Appendix A) and the questions in the questionnaire (Appendix B) as they measured the perceptions of participants and respondents. The interview schedule and questionnaire were both pilot tested (pre-tested) and the necessary changes were made. This step added to the validity of the measuring instruments.

#### **4.11 Research Limitations**

The research had the following limitations:

- ❖ Many factors and drivers of inter-personal trust mentioned in the literature were not used to measure the perceptions of inter-personal trust
- ❖ The data gathered came only from businesses in the Gauteng region. The sample represents the entire population, in hind sight this cannot be seen as the perceptions of the entire population, and thus the results pertaining to a particular group does not represent the sub group within the entire the population
- ❖ Longitudinal research was an unrealistic proposition for this study, due to time constraints. Longer periods of time may have provided insight into the extend and context of the impact of diversification on inter-personal trust, and would have supplied the researcher with deeper understanding of the influence of inter-personal trust on organisational performance.

- ❖ The sampling method included bias and the sample itself was not drawn randomly (Welman & Kruger, 2001), thus error from the population could not be estimated (Zikmund, 2000).
- ❖ For the qualitative data paradigm the sample was filled by using participants that were willing to participate, and once again the sampling method included bias and the sample was not drawn randomly.

## 5 Results

### 5.1 Introduction

This chapter presents the results of the study, as well as the responses to the various research questions. The first research question considered perceptions on inter-personal trust in South African organisations, together with the differences between selected demographic and organisational groups. The second research question explored the relationship between the levels of work group diversity and perceptions on inter-personal trust in South African organisations? The third research question considered the perceptions on work group performance in South African organisations and the differences between selected demographic and organisational groups. The fourth research question explored the relationship between perceptions on inter-personal trust and on work group performance in South African organisations?

Both qualitative and quantitative data were gathered to address the research questions. The qualitative data were gathered through in-depth interviews with eight managers from three different organisations. These organisations are located in Gauteng, and they were selected as participators in the qualitative data collection phase. Given that the research method is qualitative in nature, data saturation was envisaged after eight interviews. A convenience sampling method was used for the selection of the participants.



However, quotas were specified in relation to the gender and race in order to ensure an equal representation of the key diversified groups. Of the eight participants, two were black males, two were black women, two were white males, and two were white females.

The quantitative data were gathered by means of a survey and a self-administered questionnaire. A total of 87 respondents completed these questionnaires. A 120 questionnaires were sent out for completion, with 87 being completed and returned, this ensured a 72.5% response rate.

The results are presented in two sections. Section 5.2 focuses on the results of the qualitative data analysis, while Section 5.3 reports on the quantitative data analysis.

## **5.2 Qualitative Research Results Pertaining to the Research Questions**

### **5.2.1 Research question 1: Perceptions on Inter-personal Trust in South African Organisations**

The first section of the interview concentrated on exploring the perceptions participants have about inter-personal trust in their organisations. Seven out of the eight participants considered inter-personal trust to be high in their organisations. One participant indicated, however, that inter-personal trust was not at its optimal level.

Those participants that perceived trust levels to be high noted that this leads people in their organisation to know exactly what is expected of them, as they have the trust in one another to work together and achieve that common goal. This also applies to everyone in the organisation – from the bottom of the pyramid right up to top management. Participants agreed that in instances where trust is high, teams work better together. However, when trust levels are low, or when there is distrust, teamwork is hampered and team members could even work against each other.

Some of the participants mentioned that when inter-personal trust exists, team members work better towards the achievement of a common goal. When an individual is, for example, not there then someone else would step in to ensure that the work gets done. Participants also indicated that due to high levels of inter-personal trust, their respective organisations could resemble a family that is very successful in the industry.

Participants mentioned that high levels of trust especially when positively perceived by customers can be a contributing factor in the success of the company. Trustworthiness therefore plays an important role at all levels of service delivery and organisational success.

One participant indicated negative feelings toward the inter-personal trust in the organisation. The participant mentioned that because the organisation is family-owned, with the majority of the family members serving on the board of directors,

communication gaps occur at times. The participant made it evident that in some instances the direction that they have to take is not clearly specified, and the necessary information is not distributed through the organisation in the right channels. The information gets distorted through other members in the organisation. This participant also indicated that as a manager this creates confusion in what exactly is required of one and one's team. This could lead to members doubting each other and decreasing levels of trust in work groups and departments.

Participants were also asked to note five characteristics that they would look for in an individual when deciding whether to trust the individual or not. A summary of the main responses are provided in Table 5.1. The characteristics with a similar meaning were grouped together and categorised. The characteristics that were repeated by the different participants were counted and they are displayed in the "count" section.

NO.	Characteristics	Count
1	Honesty	7
2	Personality and approachability	4
3	Punctuality	3
4	Open-mindedness	3
5	Sincerity	2
6	Physical behaviour	2
7	Ownership of actions (accountability)	2
8	Integrity	2
9	Trustworthiness	2
10	Respect for others	1
11	Eye contact	1
12	Purpose	1
13	Controls	1
14	Loyalty	1
15	Individual space	1
16	Pride	1
17	Caring	1
18	Vocabulary	1
19	Humility	1
20	Passion	1

**Table 5.1: Most Important Characteristics for Inter-personal Trust**

In total, there were 20 characteristics identified after grouping. Trust was associated mostly with “honesty”, having been mentioned by seven of the eight participants. “Personality and approachability” were mentioned second by four participants. The characteristics with the third highest count were “punctuality” and “open-mindedness”, with three responses. Of the 20 characteristics mentioned, there were another five that had a count of more than one. These were: “sincerity”, “physical behaviour”, “and ownership of actions (accountability)”, “integrity and trustworthiness”. All five of these responses had a count of two.

## **5.2.2 Research Question 2: Relationship Between Levels of Work Group**

### **Diversity and Perceptions on Inter-personal Trust in South African**

#### **Organisations**

The second research question was addressed by asking participants about their perceptions on the effect that race and gender have on inter-personal trust in their organisations. This enabled the researcher to determine whether diversity influences the level of inter-personal trust.

Of the eight participants, five were of the opinion that race still plays a major role in affecting inter-personal trust negatively in their organisations. However, when probed on the issue of gender-diversity, only one participant indicated that this affected inter-personal trust levels.

## **5.2.3 Research Question 3: Perceptions on Work Group Performance in South**

### **African Organisations**

Participants were asked to give their perception on the effect of inter-personal trust on the performance in their organisations, and whether they felt that inter-personal trust was a contributing factor to good performance levels.

All eight participants felt that inter-personal trust influences performance. The respondents felt that without trust in their organisations, performance would be

affected negatively, and that trust amongst colleagues had a positive effect on performance.

### 5.3 Quantitative Research Results Pertaining to the Research Questions

#### 5.3.1 Sample Characteristics

A total of 87 respondents participated in the quantitative phase of the study. Table 5.2 provides a summary of the sample distribution by race, gender, age group, highest level of education and duration of employment.

	Group:				Total
	Black Males	White Males	Black Females	White Females	
Total sample:	24	21	20	22	87
Race:					
Black	24		20		44
White		21		22	43
Gender:					
Male	24	21			45
Female			20	22	42
Age group:					
<34	12	10	13	15	50
35+	12	11	7	7	37
Highest level of education:					
Gr12	7	6	3	15	31
Dip/Cert	7	9	5	5	26
Degree	10	6	12	2	30
Duration of employment:					
<1	9	2	4	7	22
1-3	4	5	3	7	19
3-6	6	8	10	1	25
6+	5	6	3	7	21

**Table 5.2: Sample Characteristics**

The distribution of the respondents by race is presented in Table 5.3. Of the 87 respondents, 31 (35.6%) were black Africans; 43 (49.4%) were whites; five (5.7%) were Asians; three (5.7%) were Indians; and five (5.7%) were coloureds. As noted in Chapter 3, for the purpose of further analysis, blacks (Africans), Indians, coloureds and Asians were grouped into one group and labelled as “Black”:

	n	%
A1. Race: Black African	31	35.6%
White	43	49.4%
Asian	5	5.7%
Indian	3	3.4%
Coloured	5	5.7%
Total	87	100.0%

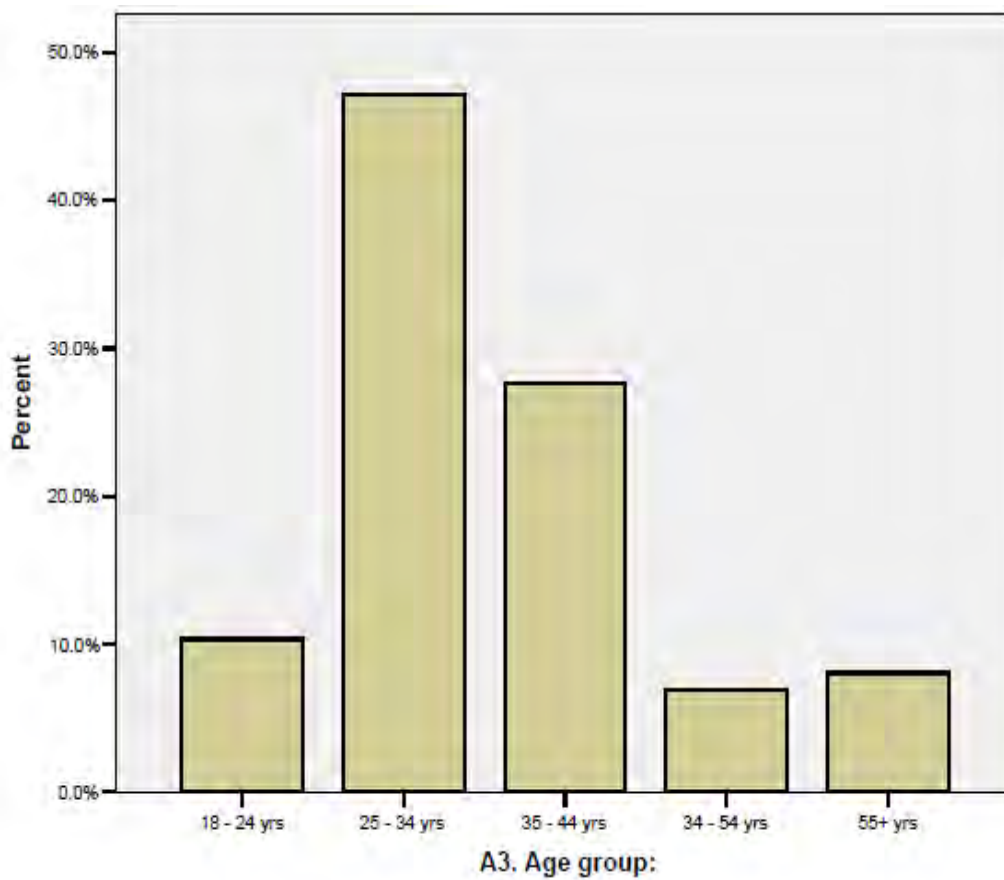
**Table 5.3: Sample Distribution by Race**

The sample was distributed evenly in terms of gender. Of the 87 respondents that participated in the survey, 45 (51.7%) were men and 42 (48.3%) were females. This frequency distribution is presented below in Table 5.4.

	n	%
A2. Gender: Male	45	51.7%
Female	42	48.3%
Total	87	100.0%

**Table 5.4: Sample Distribution by Gender**

Figure 5.1 displays the age group distribution of the 87 respondents. Inspection of the figure shows that 41 (47.1%) of the respondents fell into the age group of 25 to 34 years; while 37 (42.5%) were 34 years and older. The remaining nine (10.3%) were 24 years and younger.



**Figure 5.1: Age Distribution of Respondents (n=87)**



Table 5.5 illustrates the distribution of the highest level of education of the 87 respondents. Of the 87 respondents, 56 (64.4%) indicated that they have a tertiary qualification or higher; while 16 (18.3%) indicated they have a postgraduate degree. Five (5.7%) of the respondents indicated that they did not have even a grade 12 qualification.

		n	%
A4. Highest level of education:	Less than Gr.12	5	5.7%
	Gr.12 or equivalent	26	29.9%
	ND/NHD or post school certificate	26	29.9%
	Bachelors Degree	14	16.1%
	Honours Degree	5	5.7%
	Masters Degree	8	9.2%
	Doctoral Degree	3	3.4%
	Total	87	100.0%

**Table 5.5: Respondents' Highest Level of Education**

Table 5.6 indicates that the majority of the respondents (95.4%) are employed on a full-time basis. The remaining four (4.6%) respondents were employed on a part-time basis.

		n	%
A5. Nature of employment:	Full-time	83	95.4%
	Part-time	4	4.6%
	Total	87	100.0%

**Table 5.6: The Nature of Employment of Respondents**

In Figure 5.2 it is evident that 41 (47.1%) of respondents have been employed for less than three years by their current employers. In terms of frequency, the highest proportion of respondents had been employed between three and six years. 25 (28.7%) fell into this particular duration of employment at their current employers category, with 21 (24.1%) respondents having been employed for more than six years at their current organisation.

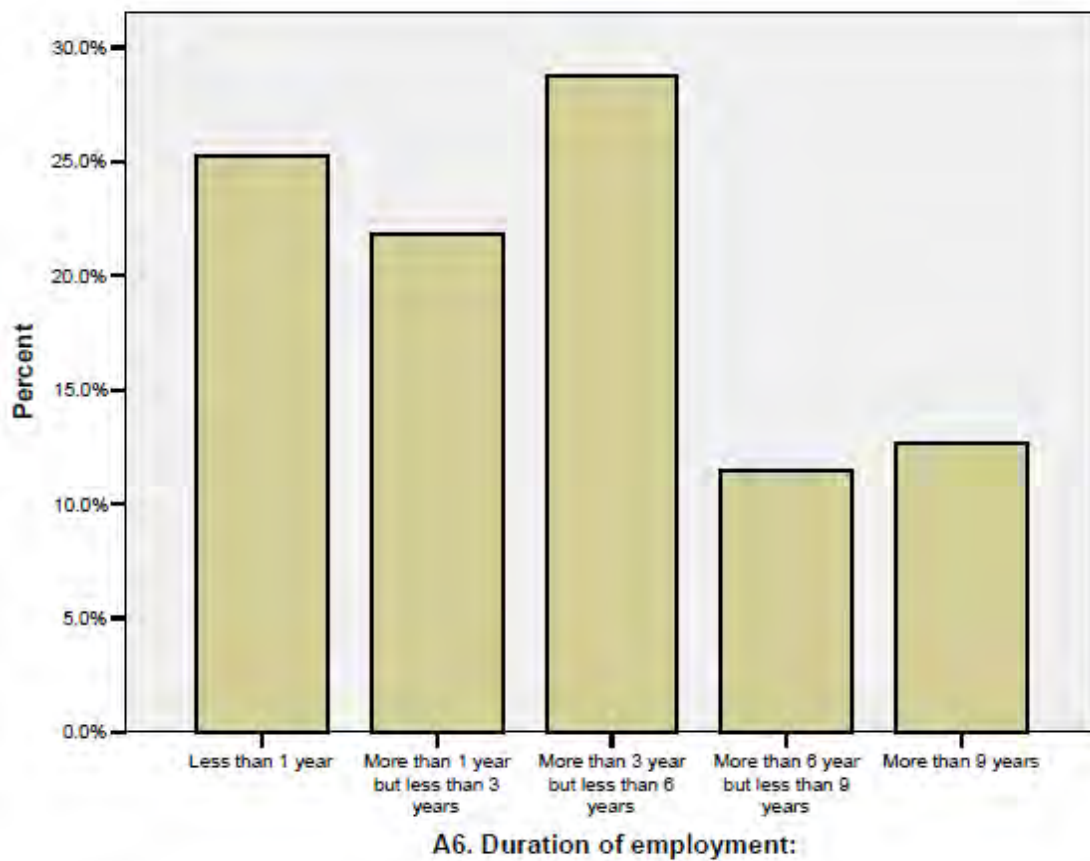


Figure 5.2: Years of Service of Respondents

Table 5.7 shows that 60 (69.0%) of the respondents indicated that their organisations actively participate in the creation of inter-personal trust. The other 27 (31.0%) of the respondents indicated that their organisations did not facilitate inter-personal trust creation.

		n	%
D3. Does your company actively participate in the creation of trust within the organisation?	Yes	60	69.0%
	No	27	31.0%
	Total	87	100.0%

**Table 5.7: Trust Creation within Organisations**

### **5.3.2 Research Question 1: Perceptions about Inter-personal Trust in South African Organisations and Differences amongst Selected Demographic and Organisational Groups**

The research deals with a number of aspects regarding inter-personal trust in South African organisations. In essence, the research aims to determine what influences inter-personal trust in South African organisations; and whether there is any significant relationship between inter-personal trust levels and the performance of respective work groups/ departments in these organisations.

The first research question explored the perceptions on inter-personal trust, as well as whether the perceptions differed amongst groups defined by race, gender, gender, age, educational level and years of employment. Various statements were

asked to measure the perceptions on levels of inter-personal trust. Respondents rated statements on a 5-point scale, where 1 = strongly disagree to 5 = strongly agree. (Please refer to Appendix B for a copy of the questionnaire used.)

Table 5.8 shows the frequency distribution by statement. For ease of interpretation, the summated percentage of „somewhat agree’ and „strongly agree’ are reported in the table as “agree”. Similarly, the percentages of strongly disagree and somewhat disagree are summated as “disagree”. Babbie (1995) noted that the “collapsing” of categories often provides a meaningful method of easing analysis when dealing with ordinal scales.

Chi-square tests were also conducted to investigate the level of independence between groups under consideration, as well as their ratings. The lower limit of significant difference was set on a 95% level of confidence.

Statement	n = 87			Pearson's Chi-Square Sign.					
	Dis-agree	Neither agree nor disagree	Agree	Group	Race	Gender	Age	Education	Years
1. Interpersonal trust levels is very high in my work group/department	13.8%	11.5%	74.7%	0.422	0.482	0.226	0.495	0.521	0.759
2. I always ask for help from people with whom I share demographic characteristics	21.8%	21.8%	56.3%	0.263	0.209	0.138	0.092	0.422	0.178
3. I find it hard to trust people from different races', when compared from people from the same race as me	41.4%	18.4%	40.2%	0.026	0.011	0.520	0.989	0.647	0.427
4. I find it hard to trust people from the opposite sex when compared to people individuals from the same sex	57.5%	17.2%	25.3%	0.494	0.121	0.607	0.393	0.414	0.404
5. I find it hard to trust people from different cultures when compared to people from the same culture as me	51.7%	16.1%	32.2%	0.158	0.012	0.903	0.998	0.459	0.279
6. Ethnicity has no impact on interpersonal trust in my department/work group	24.1%	16.1%	59.8%	0.228	0.023	0.882	0.220	0.035	0.544
7. My team members generally trust each other	14.9%	13.8%	71.3%	0.379	0.095	0.554	0.098	0.005	0.799
8. I tend to trust people who are the same age as me	41.4%	24.1%	34.5%	0.162	0.013	0.850	0.891	0.686	0.748
9. As a team we always look out for each other	11.5%	17.2%	71.3%	0.745	0.796	0.329	0.073	0.030	0.406
10. I only network with individuals with whom I share demographic characteristic	50.6%	21.8%	27.6%	0.341	0.120	0.735	0.079	0.369	0.645
11. There is a lot of interaction amongst people from different ethnic backgrounds in our work group/department	26.4%	26.4%	47.1%	0.391	0.179	0.743	0.928	0.075	0.533
12. Do you feel that trust is a contributing factor to your work group/departments performance	5.7%	13.8%	80.5%	0.837	0.346	0.926	0.094	0.277	0.107
13. When diversity increases the level of interpersonal trust decreases in our work group/department	33.3%	26.4%	40.2%	0.275	0.051	0.595	0.555	0.186	0.906
14. I don't trust people in my work group	63.2%	16.1%	20.7%	0.126	0.012	0.580	0.149	0.002	0.771
15. There is low levels of trust in my work group	55.2%	17.2%	27.6%	0.660	0.236	0.501	0.563	0.292	0.465
16. Gender differences has no impact on interpersonal trust	20.7%	11.5%	67.8%	0.386	0.165	0.697	0.069	0.941	0.005

\* Significant where  $p < 0.05$ **Table 5.8: Agreement with Statements Relating to Inter-personal Trust****Respondents agreed mostly with the following six statements:**

- ❖ 80.5% of the respondents agreed with the statement: "Trust is a contributing factor to your work groups'/departments' level of performance"; while only 5.7% disagreed with the statement. The remaining 13.8% indicated that they neither agreed nor disagreed with the statement. None of the chi-square tests revealed any dependence between the ratings and the demographic groups.

- ❖ 74.7% of respondents agreed with the statement: “Interpersonal trust levels are very high in my work group/department”. Only 13.8% of the respondents felt that inter-personal trust was not high in their work group or department, with 11.5% of the respondents being unable to agree or disagree with the statement. None of the chi-square tests revealed any dependence between ratings and demographic groups.
  
- ❖ 71.3% of respondents agreed with the statement: “My team members generally trust each other”; while 14.9% of the respondents indicated concern, and they felt that their team members did not trust each other. Only 13.8% of the respondents neither agreed nor disagreed with this statement.

One of the chi-square tests revealed a degree of dependence between the ratings and the demographic groups. The results indicated a difference in the responses in the highest level of education sub-group. From this sub-group, it is evident that the respondents with the highest education level of a degree and higher, felt less inclined to agree with the statement that team members generally trust each other in their organisations when compared with the less-qualified respondents.

Only 15 (50.0%) of the respondents with a degree agreed to the statement, with six (20.0%) disagreeing with the statement, and nine (30.0%) not being able to agree or disagree with the statement.

The difference became evident when compared to the other two groups in the sub-group. In the grade 12 group, there were 23 (74.2%) respondents, and in the diploma/certificate group there were 24 (92.3%) that agreed with the statement. This is considerably more than in the degree group.

- ❖ 20.7% of respondents disagreed with the statement, “Gender differences have no impact on interpersonal trust”. Only 11.5% neither agreed nor disagreed with the statement; while 67.8% of the respondents agreed that gender did not influence inter-personal trust levels. One of the chi-square tests revealed some dependence between the ratings and the demographic groups. The duration of employment indicated a difference.

The difference occurred in the group where employees had been employed in their organisation for more than six years. From the 21 respondents that fell into this group, out of the sample of 87, none were able to disagree with the statement. On comparison in the group of those with less than one year of employment, there were seven (31.8%) out of 22 respondents. In group one with three years of employment, there were four (21.1%) out of 19 respondents, while in group three (up to six years), there were seven (28%) out of 25 respondents that disagreed with the statement.

This indicated that in all the groups, excluding the six years and more group, respondents felt that gender played a role in inter-personal trust levels. Of the

21 respondents in the group of six years and more, 20 (95.2%) agreed that gender does not influence inter-personal trust; while only one was not able to agree or disagree.

- ❖ In the statement: “Ethnicity has no impact on interpersonal trust in my department/work group”, 24.1% of the respondents indicated that ethnicity did influence their perception towards inter-personal trust, with 59.8% indicating that ethnicity does not influence inter-personal trust. The remaining 16.1% of the respondents neither agreed nor disagreed with the statement.

Two of the chi-square tests revealed dependence between the ratings and the demographic groups. These group differences are critically evaluated below. Firstly, in the race-group black, the respondents disagreed mostly with the statement. Of the 44 black respondents, 16 (36.4%) mentioned that ethnicity influenced inter-personal trust, by disagreeing with the statement, compared with five (11.6%) out of the 43 white respondents. This indicates that black individuals clearly felt that ethnic differences influence inter-personal trust levels.

Through the evaluation of education levels, it was discovered that three (9.7%) out of the 31 respondents in the Grade 12-group felt that ethnicity had an impact on inter-personal trust, compared with seven (26.9%) out of 26 in



the diploma/certificate group, and 11 (24.1%) out of 30 respondents in the degree group.

- ❖ 40.2% of the respondents agreed with the statement, “When diversity increases, the level of interpersonal trust decreases in our work group/department’. As many as 33.3% of the respondents disagreed, and 26.4% neither agreed nor disagreed. None of the chi-square tests revealed any dependence between the ratings and the demographic groups.

**Respondents disagreed most with the following three statements:**

- ❖ 63.2% of the respondents disagreed with the statement: “I don’t trust the people in my work group”, with 16.1% neither agreeing nor disagreeing. Only 20.7% of the respondents indicated that they agreed with the statement. This indicates that the majority of respondent trusted the people in their work group.

Two of the chi-square tests revealed some degree of dependence between the ratings and the demographic groups. In terms of the highest level of education, the difference occurred in the diploma/certificate group. In this group, it was discovered that 11 (42.3%) of the respondents agreed with the statement compared with two (6.7%) in the degree group and five (16.1%) in the grade 12 group.

It was also evident that there was a difference in the race group. From the 87 respondents, 32 (72.7%) of the 44 black respondents disagreed with the statement: “I don’t trust the people in my work group”, compared with 23 (53.5%) of the 43 white respondents. Of the 14 (16.1%) that were not able to agree or disagree with the statement, the majority were white respondents. White respondents made up for 12 (85.7%) of the 14 responses, with black individuals only having two (14.3%) responses in this category.

- ❖ 57.5% of respondents disagreed with the statement: “I find it hard to trust people from the opposite sex compared with individuals of the same sex” with 25.3% agreeing. A further 17.2% did not agree or disagree with the statement. It is evident that the majority of the respondents feel that gender does not have any influence on their perception of inter-personal trust. None of the chi-square tests revealed any dependence between the ratings and the demographic groups.
  
- ❖ 55.2% of respondents disagreed with the statement: “There are low levels of trust in my work group”, with a mere 27.6% agreeing with the statement. Only 17.2% were not able to agree or disagree with the statement. This indicated that the majority of the respondents felt that there were high levels of inter-personal trust in their work group, and that only 27.6% felt that there were low levels of interpersonal trust in their work group. None of the chi-square tests revealed any dependence between the ratings and the demographic groups.

- ❖ In the statement: “I find it hard to trust people from different cultures when compared with people from my own culture”, it was evident that 51.7% of the respondents disagreed with the statement. This indicates that for the majority of the respondents, cultural diversity does not influence their perceptions on whether to trust an individual. As many as 32.2% indicated that they agreed with the statement, meaning that their perceptions were influenced when deciding to trust an individual; while only 16.1% of the respondents were not able to agree or disagree with the statement. One of the chi-square tests revealed dependence between the ratings and the demographic groups.

At a significance level of 0.05, there was a difference in one of the six sub-groups within the sample. The difference was identified in the race group. In this group, it is evident that white people find it harder to trust people from different cultural groups when compared with their own cultural group. Of the 28 individuals that agreed with the statement, the majority were white. A total of 20 (71.4%) white individuals agreed with the statement compared with only eight (28.6%) black individuals who had the same attitude towards the culture of whites.

- ❖ With the statement: “I find it hard to trust people from different races', when compared with people from my own racial group”, 41.4% of the respondents disagreed with the statement, indicating that that they felt that race had no influence on their perception on whether or not to trust individuals of different

“races”. Furthermore, 40.2% of the respondents agreed with the statement that race has an impact on their perceptions on deciding whether to trust an individual. The remaining 18.4% of the respondents neither agreed nor disagreed with the statement. Two of the chi-square tests revealed some dependence between the ratings and the demographic groups.

These groups were the Race-group and the Group-group. When evaluating the race-group it became evident that white respondents’ perceptions of interpersonal trust were definitely influenced by race. In this bracket 24 (55.8%) of the 43 respondents agreed with the statement. It was further discovered that white males mostly agreed with the statement. Of the 21 respondents that fell into this group, 15 (71.4%) indicated that race influenced their perceptions of whether to trust an individual or not.

- ❖ In the evaluation of the statement: “I tend to trust people who are the same age as me” – a difference was found at a significance level of 0.05 in one of the six sub-groups. It was determined that 41.4% of the respondents disagreed with the statement, indicating that age differences did not influence interpersonal trust in their perceptions. On the contrary, 34.5% of the respondents indicated that age had a role to play in their perceptions of interpersonal trust, while 24.1% of the respondents neither agreed nor disagreed with the statement.

One of the chi-square tests revealed a degree of dependence between the ratings and the demographic groups. The difference occurred in the race group. Of the 43 white respondents, 19 (44.2%) indicated that they trusted people who are their own age group; while in the comparison of the 44 black respondents, only 11 (25.0%) indicated that they trusted individuals who are in their own age group.

When evaluating Section C, it became evident that Statement C5 was relevant to research question 1. The statement: “Team members are generally micro-managed due to a lack of trust”, it was found that 47.1% of the respondents did not feel that a lack of trust is a reason to be micro-managed. A total of 28.7% indicated that they believed that micro-management occurs due to a lack of trust in employees and delegates, with 24.1% not being able to agree or disagree.

The remaining four statements (B2, B9, B10, and B11) in Section B were not relevant to research question 1, and will be discussed together with the remainder of the research questions when this is deemed to be relevant.

A list of fictional individuals was provided to respondents. Each individual on the list was also profiled by certain demographic characteristics, such race, gender, age as well as hobby interests, marital status and other life characteristics. Respondents were henceforth asked to select four individuals that they judged would represent a team where inter-personal trust will be at its highest. The aim of the question was to

investigate if the various groups, namely white males (W/M), black males (B/M), white females (W/F) and black females (B/F) selected the same individuals, or if they showed differences in their choices. A ranking of the individuals selected by each group showed little difference. Across the four groups the same four individuals ranked consistently highest.

			Group:				Total
			B/M	W/M	B/F	W/F	
E1. Individuals that you think best represents a team where interpersonal trust will be at its highest level.	Tito Mbata	n	19	16	16	17	68
		%	82.6%	76.2%	80.0%	77.3%	79.1%
	Sharlene Oosthuizen	n	5	3	9	6	23
		%	21.7%	14.3%	45.0%	27.3%	26.7%
	Sean Botha	n	17	15	9	12	53
		%	73.9%	71.4%	45.0%	54.5%	61.6%
	Lebogang Molefo	n	13	13	13	18	57
		%	56.5%	61.9%	65.0%	81.8%	66.3%
	Maria Nkogatse	n	8	3	8	1	20
		%	34.8%	14.3%	40.0%	4.5%	23.3%
	Dennis Mathibe	n	11	9	8	8	36
		%	47.8%	42.9%	40.0%	36.4%	41.9%
	Nicole Smith	n	11	18	10	17	56
		%	47.8%	85.7%	50.0%	77.3%	65.1%
	Gert Louwies	n	7	7	7	8	29
		%	30.4%	33.3%	35.0%	36.4%	33.7%
Total	n	23	21	20	22	86	
	%	395.7%	400.0%	400.0%	395.5%	397.7%	

**Table 5.9: Fictional Individuals that would have the Highest Levels of Inter-personal Trust**

Respondents were next asked to select four individuals that they judged would work well together in a team. While little difference was evident amongst the four groups in the previous question, the results pertaining to the judgement of individuals that would work well together in a team showed some differences amongst male and female respondents.

Male respondents showed a tendency to mostly select males as members of a team that would work well together. Females on the other hand selected both male and female individuals as part of their team.

			Group:				Total
			B/M	W/M	B/F	W/F	
E2. Individuals that you think will work efficiently together.	Tito Mbata	n	11	8	11	11	41
		%	47.8%	40.0%	55.0%	50.0%	48.2%
	Sharlene Oosthuizen	n	11	9	8	11	39
		%	47.8%	45.0%	40.0%	50.0%	45.9%
	Sean Botha	n	12	12	15	10	49
		%	52.2%	60.0%	75.0%	45.5%	57.6%
	Lebogang Molefo	n	11	8	14	13	46
		%	47.8%	40.0%	70.0%	59.1%	54.1%
	Maria Nkogatse	n	12	8	8	10	38
		%	52.2%	40.0%	40.0%	45.5%	44.7%
	Dennis Mathibe	n	13	11	8	10	42
		%	56.5%	55.0%	40.0%	45.5%	49.4%
	Nicole Smith	n	10	13	10	14	47
		%	43.5%	65.0%	50.0%	63.6%	55.3%
	Gert Louwies	n	12	11	6	9	38
		%	52.2%	55.0%	30.0%	40.9%	44.7%
	Total	n	23	20	20	22	85
		%	400.0%	400.0%	400.0%	400.0%	400.0%

**Table 5.10: Fictional Individuals that would Work Together Most Efficiently**

It is evident from the 85 responses that were deemed valid out of a possible 87, that the responses are distributed fairly evenly. The four individuals that had the highest frequency are as follows: Sean Botha with 48 (56.5%) respondents selecting this individual, Nicole Smith with 47 (54.1%), Lebogang Molefo with 46 (54.1%) and Dennis Mathibe with 42 (49.4%).

			Group:				Total
			B/M	W/M	B/F	W/F	
E3. Please select a team leader for your "perfect work group" selected in E.2	Tito Mbata	n	4	3	7	1	15
		%	18.2%	15.0%	35.0%	5.6%	18.8%
	Sean Botha	n	12	11	2	4	29
		%	54.5%	55.0%	10.0%	22.2%	36.3%
	Lebogang Molefo	n	5	1	5	3	14
		%	22.7%	5.0%	25.0%	16.7%	17.5%
	Maria Nkogatse	n			1		1
		%			5.0%		1.3%
	Dennis Mathibe	n	1	1	2	5	9
		%	4.5%	5.0%	10.0%	27.8%	11.3%
	Nicole Smith	n		2	2	4	8
		%		10.0%	10.0%	22.2%	10.0%
	Gert Louwies	n		2	1	1	4
		%		10.0%	5.0%	5.6%	5.0%
Total	n	22	20	20	18	80	
	%	100.0%	100.0%	100.0%	100.0%	100.0%	

**Table 5.11: Fictional Leader for Perfect Organisation**

80 out of a possible 87 responses were deemed valid. Of the 80 responses the three individuals with the highest frequency will be discussed below. The individual with the highest frequency was Sean Botha with 29 (36.3%), followed secondly by Tito Mbata 15 (18.8%) and thirdly by Lebogang Molefo with 14 (17.5%) of responses.

In terms of question three in Section E of the questionnaire (Appendix B), Pearson's Chi-square indicated significant difference at a significance level of 0.05.



		Group:	Race:	Gender:
E3. Please select a team leader for your "perfect work group" selected in E.2	Chi-square	32.143	10.699	15.936
	df	18	6	6
	Sig.	.021 <sup>*,a,b</sup>	.098 <sup>a,b</sup>	.014 <sup>*,a,b</sup>

**Table 5.12: Significant Differences within the Groups as per Chi-square**

Two of the chi-square tests revealed dependence between ratings and demographic groups. These groups are the Group-group and Gender-group. The significant differences will be discussed in Chapter 6 of the research.

### **5.3.3 Research Question 2: Relationships Between Levels of Work Group Diversity and Perceptions on Inter-personal Trust in South African Organisations**

This research question explored the relationships between levels of diversification within work groups/departments and the perceptions on inter-personal trust. In order to obtain a measure for diversity, the respondents were asked to indicate respectively the percentage of females, whites and persons older than 35 in their work group/department. These percentages were transformed into a basic diversity index scale, whereby higher values also represent higher levels of diversity. In other words, values of 100 suggest groups where diversity is highest, while a value of 0 would suggest groups where no diversity exists.

Table 5.13 provides a summary of the extent of variation in work groups relating to diversity. Despite the average respondent only indicating moderate overall work group diversity (overall median value of 55), further inspection of the summary statistics reveals that respondents reported higher levels of diversity with regard to age (median value of 69) than with gender (median value of 50), or with race (median value of 40). About 30% the of respondents reported work groups to be significantly diverse, while another 33% reported very low levels of diversity.

		D1a. Diversity of your work group/department: females (0-100)	D1b. Diversity of your work group/department: white people (0-100)	D1c. Diversity of your work group/department: people over 35yrs (0-100)	D1d. Diversity of your work group/department: overall average (0-100)
N	Valid	82	82	82	82
	Missing	5	5	5	5
Mean		53.52	43.56	57.34	51.47
Median		50.00	40.00	69.00	55.00
Std. Deviation		33.309	35.482	32.522	24.529
Minimum		0	0	0	0
Maximum		100	100	100	93
Percentiles	25	27.50	8.50	20.00	33.33
	50	50.00	40.00	69.00	55.00
	75	80.00	80.00	80.00	70.83

**Table 5.13: Diversity of the Samples' Work Groups**

The next step in the analysis addressed research question 2, by exploring the correlation between levels of diversity in work groups/departments and perceptions on inter-personal trust. Table 5.14 shows the resultant correlation matrix. The Pearson correlation coefficient provides a measure of the linear relationship between two scale variables. The coefficients range in value from  $-1$  (a perfectly negative

relationship) and +1 (a perfectly positive relationship). A value of 0 indicates no linear relationship at all.

## Correlations

		D1a. Diversity of your work group/department: females (0-100)	D1b. Diversity of your work group/department: white people (0-100)	D1c. Diversity of your work group/department: people over 35yrs (0-100)	D1d. Diversity of your work group/department: overall average (0-100)
n = 82					
B1. Interpersonal trust levels are very high in my department/work group	Pearson Correlation Sig. (2-tailed)	-.083 .457	-.112 .318	.095 .398	-.050 .657
B3. I find it hard to trust people from different racial groups, when compared to people from the same race as me	Pearson Correlation Sig. (2-tailed)	.057 .611	-.047 .672	.032 .777	.017 .880
B4. I find it hard to trust people from the opposite sex when compared to individuals from the same sex	Pearson Correlation Sig. (2-tailed)	.134 .230	.122 .277	.098 .379	.163 .144
B5. I find it hard to trust people from different cultures, when compared to people from the same culture as me	Pearson Correlation Sig. (2-tailed)	.051 .649	.067 .551	.093 .404	.097 .388
B6. Ethnicity has no impact on interpersonal trust in my department/work group	Pearson Correlation Sig. (2-tailed)	-.057 .610	-.072 .520	-.040 .718	-.079 .483
B7. My team members generally trust each other	Pearson Correlation Sig. (2-tailed)	-.182 .102	-.018 .875	.012 .917	-.086 .444
B8. I tend to trust people who are the same age as me	Pearson Correlation Sig. (2-tailed)	.099 .375	-.068 .542	-.016 .887	.005 .965
B12. I feel that trust is a contributing factor for the work group's/department's performance	Pearson Correlation Sig. (2-tailed)	-.227 .040	.024 .831	.036 .745	-.075 .502
B13. When diversity increases the level of interpersonal trust decreases in our work group/department	Pearson Correlation Sig. (2-tailed)	.112 .316	-.106 .341	-.052 .643	-.024 .834
B14. I don't trust the people in my work group	Pearson Correlation Sig. (2-tailed)	.032 .776	-.097 .384	-.278 .011	-.155 .163
B15. There is low levels of trust in my work group	Pearson Correlation Sig. (2-tailed)	.148 .185	.005 .963	-.110 .324	.021 .854
B16. Gender differences has no impact on interpersonal trust	Pearson Correlation Sig. (2-tailed)	-.264 .016	.023 .837	.047 .675	-.088 .433
C5. Team members are generally micro managed due to a lack of trust	Pearson Correlation Sig. (2-tailed)	.085 .448	-.122 .276	-.075 .502	-.053 .633

**Table 5.14: Correlation between Inter-personal Trust and Work Group Diversity**

Inspection of the correlation matrix reveals only three significant correlations, namely between:

- ❖ Gender diversity and the statement: “I feel that trust is a contributing factor for the work group’s/department’s performance ( $r = -0.277$ ). This correlation, although considered weakly negative, suggests that respondents having reported low levels of gender diversity were inclined to agree more with the statement. Conversely, where gender diversity was reported as being high, respondents tended to agree less with the statement.
  
- ❖ Age diversity and the statement: “I don’t trust the people in my work group” ( $r = -0.278$ ). This correlation, although also considered weakly negative, suggests that respondents having reported low levels of age diversity were inclined to agree more with the statement. Conversely, where age diversity was reported as being high, respondents tended to agree less with the statement.
  
- ❖ Gender diversity and the statement: “Gender differences have no impact on inter-personal trust” ( $r = -0.254$ ). This correlation, although considered weakly negative, suggests that respondents having reported low levels of gender diversity were inclined to agree more with the statement. Conversely, where gender diversity was reported as being high, respondents tended to agree less with the statement.

None of the other statements showed any significant correlation with levels of work group diversity.

### **5.3.4 Research Question 3: Work Group Performance within South African Organisations and the Differences amongst Selective Demographic and Organisational Groups.**

The third research question explored perceptions on work group performance, as well as whether perceptions differed amongst groups defined by race, gender, race and gender, age, educational level and years of employment. Various statements were asked to measure the perceptions on work group performance. Respondents rated statements on a 5-point scale, where 1 = strongly disagree to 5 = strongly agree.

Table 5.15 shows the frequency distribution by statement. For ease of interpretation, the summated percentage of „somewhat agree’ and „strongly agree’ are reported in the table as “agree”. Similarly, the percentages of strongly disagree and somewhat disagree are summated as “disagree”. Chi-square tests were also conducted to investigate independence between the groups under consideration and their ratings. The lower limit of significant difference was set at a 95% level of confidence.

Statement	n = 87			Pearson's Chi-Square Sign.					
	Dis-agree	Neither agree nor disagree	Agree	Group	Race	Gender	Age	Education	Years
1. Diversity is to blame for most of the tension in our department or work group	56.3%	17.2%	26.4%	0.447	0.074	0.909	0.601	0.431	0.196
2. Diversity makes it harder for team members to communicate	48.3%	13.8%	37.9%	0.625	0.123	0.989	0.112	0.645	0.492
3. My team has a strong sense of togetherness	11.5%	16.1%	72.4%	0.952	0.817	0.590	0.824	0.050	0.691
4. Work group diversity negatively affects my performance in the organisation	56.3%	21.8%	21.8%	0.239	0.118	0.627	0.886	0.061	0.395
5. Team members are generally micro managed due to a lack of trust	47.1%	24.1%	28.7%	0.447	0.328	0.175	0.895	0.893	0.450
6. Our team morale is very low when compared to other teams and work groups in the organisation	59.8%	18.4%	21.8%	0.268	0.172	0.338	0.706	0.120	0.088
7. Some individuals in our work group/team are less motivated to perform than the rest of our work group or team	34.5%	20.7%	44.8%	0.335	0.929	0.666	0.940	0.035	0.590
8. People are always treated fairly in our work group/department no matter what	24.1%	19.5%	56.3%	0.543	0.236	0.988	0.992	0.071	0.013
9. As a team we cooperate in order to increase our level of performance	10.3%	11.5%	78.2%	0.936	0.499	0.967	0.816	0.107	0.530
10. We have a 'we are together' attitude in the team	16.1%	21.8%	62.1%	0.072	0.051	0.595	0.840	0.143	0.949
11. Members of the team meet frequently to talk both formally and informally.	19.5%	18.4%	62.1%	0.150	0.056	0.279	0.291	0.423	0.159
12. Team members keep in touch with each other?	12.6%	31.0%	56.3%	0.705	0.469	0.416	0.104	0.441	0.543
13. I don't get along with everyone in my work group/team q1	59.8%	13.8%	26.4%	0.068	0.013	0.443	0.540	0.055	0.907
14. As a work group/team we are not performing at our optimum level	37.9%	26.4%	35.6%	0.175	0.100	0.839	0.607	0.049	0.692

\* Significant at 0.05 level.

**Table 5.15: Agreement with Statements Relating to Work Group Performance**

**The four statements that respondents agreed with most regarding research question 3 in Section C of the questionnaire were:**

- ❖ In the Statement: “As a team we co-operate in order to increase our level of performance”, none of the chi-square tests revealed any dependence between the ratings and the demographic groups. Critical evaluation of the responses indicated that 78.2% of the respondents felt that their work group/department co-operates in order to improve their performance, with only 10.3% disagreeing with the statement. Only 11.5% neither agreed nor disagreed with the statement.

- ❖ The statement: “My team has a strong sense of togetherness” indicated that 72.4% said that their team had a strong sense of togetherness, while only 11.5% felt that their team was lacking a sense of togetherness, and 16.1% did not agree or disagree with the statement. None of the chi-square tests revealed any degree of dependence the between ratings and the demographic groups.
  
- ❖ Through the evaluation of the statement: “We have a ‘we-are-together’ attitude in the team”, 62.1% indicated that their team had a ‘we-are-together’ attitude”, with 16.1% of the respondents disagreeing with the statement and 21.8% neither agreeing nor disagreeing with the statement. None of the chi-square tests revealed any dependence between the ratings and the demographic groups.
  
- ❖ In the statement, “Some individuals in our work group/team are less motivated to perform than the rest of our work group or team”, 44.8% of the respondents indicated that there were individuals in their work group/department that were less motivated than others, while 34.5% of the respondents disagreed with the statement, indicating that they did not feel the presence of less motivated individuals in their work group/department. There were 20.7% of the respondents who did not agree or disagree with the statement.

Difference was found in the highest level of the education group. On further inspection, it became evident that respondents with a degree disagreed less with the statement than the other two groups in the sub-group. This indicates that respondents with degrees felt that there are individuals in their work-group/department that are less motivated than they are to perform properly.

**The four statements that respondents disagreed with most regarding research question 3 in Section C of the questionnaire were:**

- ❖ Through the evaluation of the Statement: “Work group diversity negatively affects my performance in the organisation”, 56.3% of the respondents indicated that diversity did not negatively affect their work-group performance, whereas 21.8% of the respondents said that the increase in work-group diversity negatively affected their work groups’ performance. Only 21.8% of the respondents did not agree or disagree with the statement. None of the chi-square tests revealed any degree of dependence between the ratings and the demographic groups.
  
- ❖ “Our team morale is very low when compared with other teams and work groups in the organisation.” From this statement, it is evident that 21.8% of the respondents mentioned that their team morale was lower than that of other teams in the organisation. As many as 59.8% of the respondents indicated that their morale was not lower in their team when compared with other teams in the organisation; and 18.4% of the respondents did not agree



or disagree with the statement. None of the chi-square tests revealed any dependence between the ratings and the demographic groups.

- ❖ “Diversity makes it harder for team members to communicate”. Through the evaluation of this statement, 48.3% of the respondents did not see diversity as a threat to communication in work groups/departments. On the other side of the scale, 37.9% of the respondents mentioned that diversity affects communication, while only 13.8% were not able to agree or disagree. None of the chi-square tests revealed any dependence between the ratings and the demographic groups.
  
- ❖ “As a work group/team we are not performing at our optimum level”. One of the chi-square tests revealed some dependence between the ratings and the demographic groups, namely: the highest level of education. A total of 35.6% felt that their work group/team members were not performing at their performance level, with 37.9% of the respondents stating that their team was not under-performing thus they were performing at their optimum level. The remaining 26.4% of the respondents did not agree or disagree with the statement.

The difference that was evident in the responses to this particular statement occurred in the highest level of the education group. In this group, it is evident through the evaluation and comparison of the three groups within the highest

level of education group, that the 31 respondents who fell into the grade 12 group differed in their opinions in regard to the diploma/certificate group and the degree group. In the grade 12 group, only six (19.4%) out of 31 respondents felt that, their work group/team was underperforming. In comparison, 11 (42.3%) out of 26 respondents in the diploma/certificate group, and 14 (46.7%) out of 30 respondents, in the degree group agreed with the statement. This indicates that respondents of higher educational levels felt that their work group/team can perform at a higher level.

#### **5.3.5 Research question 4: Relationships between perceptions on inter-personal trust and perceptions of work group performance in South African organisations**

Correlation analysis was employed to address research question 4, namely to explore the correlation between perceptions on inter-personal trust and perceptions of work group performance. Table 5.16 shows the resultant correlation matrix. Due to the ordinal scale of all the statements, the Spearman correlation coefficients are reported.

			Correlations							
			B12	C1	C2	C4	C6	C7	C9	C13
Spearman's rho	B12. I feel that trust is a contributing factor for the work group's performance	Correlation Coefficient Sig. (2-tailed)	1.000 .							
	C1. Diversity is to blame for most of the tension in our work group	Correlation Coefficient Sig. (2-tailed)	-.187 .083	1.000 .						
	C2. Diversity makes it harder for team members to communicate	Correlation Coefficient Sig. (2-tailed)	-.085 .433	.676 .000	1.000 .					
	C4. Work group diversity negatively affects my performance in the organisation	Correlation Coefficient Sig. (2-tailed)	-.189 .080	.548 .000	.412 .000	1.000 .				
	C6. Our team morale is very low when compared to other teams in the organisation	Correlation Coefficient Sig. (2-tailed)	-.338 .001	.579 .000	.367 .000	.495 .000	1.000 .			
	C7. Some individuals in our work group are less motivated to perform than the rest of our team	Correlation Coefficient Sig. (2-tailed)	-.108 .319	.399 .000	.318 .003	.381 .000	.534 .000	1.000 .		
	C9. As a team we cooperate in order to increase our level of performance	Correlation Coefficient Sig. (2-tailed)	.390 .000	-.340 .001	-.258 .016	-.510 .000	-.441 .000	-.283 .008	1.000 .	
	C13. I don't get along with everyone in my work group/team	Correlation Coefficient Sig. (2-tailed)	-.228 .034	.273 .011	.198 .066	.382 .000	.338 .001	.279 .009	-.299 .005	1.000 .
	C14. As a work group/team we are not performing at our optimum level	Correlation Coefficient Sig. (2-tailed)	-.141 .193	.179 .098	.271 .011	.260 .015	.393 .000	.466 .000	-.381 .000	.403 .000

**Table 5.16: Correlations Between Inter-personal Trust and Work Group Performance**

Inspection of the correlation matrix reveals various significant correlations (sig < 0.05). The strongest correlations are between:

- ❖ “Diversity is to blame for most of the tension in our work group”, and the statements: “Diversity makes it harder for team members to communicate” (r = 0.676). “Work group diversity negatively affects my performance in the organisation” (r = 0.548); and “Our team morale is very low when compared with other teams in the organisation” (r = 0.579).

- ❖ “Diversity makes it harder for team members to communicate”; and “Work group diversity negatively affects my performance in the organisation” ( $r = 0.412$ ).
  
- ❖ “Work group diversity negatively affects my performance in the organisation” and the statements: “Our team morale is very low when compared with other teams in the organisation” ( $r = 0.495$ ); and “As a team we co-operate, in order to increase our level of performance” ( $-0.510$ ).
  
- ❖ “Our team morale is very low when compared with other teams in the organisation”; and the statements: “Some individuals in our work group are less motivated to perform than the rest of our team” ( $r = 0.534$ ); and, “As a team we co-operate in order to improve our level of performance” ( $r = -0.441$ ).
  
- ❖ “Some individuals in our work group are less motivated to perform than the rest of our team”; and “As a work group/team we are not performing at our optimum level” ( $r = 0.466$ ).
  
- ❖ “I don't get along with everyone in my work group/team”; and, “As a work group/team we are not performing at our optimum level” ( $r = 0.403$ ).

## 5.4 Summary

Chapter 5 has reported on the results of the research. Five research questions were addressed. The results are based on both qualitative and quantitative data that were gathered. The qualitative data were gathered through in-depth interviews, while the quantitative data were gathered by means of a survey and a self-administered questionnaire. A total of 87 respondents participated in the quantitative phase.

Chapter 6 draws on the results reported in this chapter and provides a conclusion to the research study. The findings are linked to the literature and recommendations are proposed. Lastly, Chapter 6 will reflect on the overall success of the study by evaluating the outcomes against the research objectives set at the start of the project.

## 6 Discussion of the Results

### 6.1 Introduction

In this chapter the researcher will discuss the results that were found – and presented – in Chapter 5. The results presented in this chapter will identify whether these results are in agreement with those found in the literature review in Chapter 2, and they will demonstrate whether the research objectives have been met. Thus, this chapter aims to relate the findings presented in Chapter 5 with the research problems, as discussed in Chapters 1 and 3.

### 6.2 Summarised Research Problem

Companies in South Africa have been moving into more diverse work groups, with the composition of their workforce becoming a better representation of the country as a whole. After the demise of “apartheid” in 1994, individuals were exposed to many different people from very different backgrounds. A lot of emphasis was being placed on policies and initiatives that would enable the playing fields to be levelled, by bringing individuals into the mainstream economy who were previously discriminated against. Burns (2005) mentions that these individuals were mostly black African males and females; and they were acknowledged as being individuals who had come from a previously disadvantaged background.

South Africa is also seen as a country with massive cultural and racial diversification. Hence, the fact that race, according to Burns (2005), continues to have a huge impact in South Africa, is because of the social inequalities that still remain between the different racial groups. A lot of emphasis has been placed on the fact that as a country South Africa has united, irrespective of the differences in this culture-rich country. However, there are still many unanswered questions, the main one being: Have we really grown as a country? Do we really appreciate and respect each other enough? And does race still affect inter-personal trust in our organisations?

Mtizira-Nondo (1997) mentioned that black Africans mostly interacted amongst themselves. Has this changed over the last fourteen years? And does inter-personal trust have any effect on the performance of such organisations.

Luhmann (1988) mentioned that trust holds social systems together; and that trust is necessary for people to leave their houses in the morning without a weapon. According to Paxton (2000) and Putnam (2000), trust has an impact on democracy and economic development (Tolbert, Lyson & Irwin, 1998).

## **6.3 Discussion of the Results**

### **6.3.1 Discussion of Research Question 1**

The data in Chapter 5 have provided evidence that the perception of inter-personal trust varies amongst people of different educational levels. Overall, it is evident that

inter-personal trust is perceived by individuals in these organisations to be fairly high. More than 70% of the individuals indicated that inter-personal trust levels are high.

It is evident that individuals with a higher educational level were, however, less inclined to agree that all the individuals in their work group/department trusted each other. No clear reasons are found to acknowledge this result, but it could be due to the fact that these respondents are of a higher educational level. They are, thus more aware of the gap in inter-personal trust levels.

For some people in South African organisations, gender differences still influence their perceptions of inter-personal trust. Some individuals are inclined to trust individuals from the opposite sex better when compared with individuals from the same sex. This is acknowledged by Keller (2001) and Williams (2001). From their studies it becomes evident, however, that trust levels are higher amongst individuals from the same sex.

There was evidence from the study to indicate that gender has less of an influence on inter-personal trust perceptions amongst individuals who have been with their current employer for longer than six years. This could be due to the strong cultures in South Africa, where men have always had the power -- be it in the organisations they work in or in social circles. According to Kramer (1999), trust is weighted in favour of the social and relational underpinnings of choice.



In this case, this could be due to the cultural heritage of some demographic groups – especially men. It might be less acceptable for them to show trust towards individuals of the opposite sex. The advantage of such behaviour is pointed out by Kramer (1999). This author stated that trust is easily noticeable by others. This could help managers identify the behaviour of choice and enable them to resolve the effect that this has on trust levels in the respective organisations.

From the study, it became evident that the four most important characteristics managers look for, when deciding whether to trust an individual, were: honesty, personality and approachability, punctuality and open-mindedness. In terms of personality, Bews and Rossouw (2002), stated that it is not something that can easily be changed; and this could indicate why managers felt that personality was an important trait for an individual to have when deciding whether to trust the individual or not.

Because personality is a trait that cannot be changed easily, it would give managers a clear idea of who the particular individual is, and how this individual might behave in certain situations. When evaluating people, Martins et al. (1997) listed the big five personality traits. It is evident that the most important of all the personality traits is „extroversion“. Managers indicated that extrovert respondents were the easiest to trust in their organisations.

Overall, the most important characteristic for an individual to have is honesty. This trait is particularly important in South African organisations, where racial issues can so easily manifest.

In terms of the influence of race on inter-personal trust, and cross-racial trust, more than 40% of the individuals indicated that their perceptions of trust are influenced by race. Individuals indicated that they still find it hard to trust people from other races. White men were inclined to admit that their perceptions of inter-personal trust are influenced by race. For white individuals, it is harder to trust individuals with whom they do not share any common ethnic characteristic more specifically white men still lacked trust towards people from different ethnic backgrounds. Burns (2005) confirms this, by stating that race still has a major influence in South Africa. This might be one of the reasons why white individuals, especially white males, are less inclined to trust people from different ethnic backgrounds.

For many years, white males have dominated in South African organisations, but since the demise of “apartheid” and with the implementation of affirmative action, their control has slowly decreased. Through affirmative action policies, the under-privileged majority have come into the mainstream economy on a steady basis, with white males’ positions being more and more threatened, and these individuals losing out to individuals from other races.

Cultural differences have also affected inter-personal trust perceptions. As many as 30.2% of the individuals in South African organisations feel that it is harder for them to trust people from different cultures. To be more specific, it is evident that white individuals in organisations have generally shown a level of anxiety in trusting individuals from different cultures.

The perceptions of inter-personal trust levels of black individuals were much higher when compared with the perceptions of white individuals. More black people indicated that inter-personal trust levels are high when compared with levels between white individuals. An interesting discovery was that when there is a difference in age amongst individuals in work groups, white men indicated that they would rather trust an individual who was more or less the same age as them. To add to this, from the section of the questionnaire where respondents had to select four individuals where inter-personal trust would be at its highest, it was noted that the four fictional individuals with the highest frequency were the older individuals.

Both black and white men indicated that their perceptions of a team that would work efficiently together consisted of more men than women. Thus, indicating thereby that in the perceptions of males they felt that for a team to work efficiently together it must consist mostly of men. White females also indicated that a team where there are more females involved inter-personal trust levels are higher. For white men, white women and black men, gender plays a role in their perceptions of groups that can work together effectively.

On the other side of the scale, black females indicated that for a team to work efficiently together, the team must be diverse in terms of demographic characteristics. This is confirmed by Wentling and Palma-Rivas (2000). They mention that a diverse team has a better chance of delivering services, because they would have a better understanding of customers' needs. Especially in a country where there are high levels of cultural diversity. This will allow managers of work groups to assign peers to specific customers with whom they share cultural characteristics.

It has been further confirmed by Ismail and Arokiasamy (2008) that diversity in the workforce enhances human capital; and Cox (1991) stated that workforce diversity could lead to creativity and innovation, and could enhance decision-making. Cox (1991) went further by saying that workforce diversity could increase success and lead to a better distribution of economic opportunities.

When individuals had to select a fictional individual to lead the work group, white and black males selected a white leader, while white and black females indicated that the leader of their group would be a black male. White females selected a black male with less experience, while black females were prone to select an older black male with less experience. The reason for this is not certain but a possible reason might be because of black females' cultural heritage, they have always been under the control of black males, who were seen as cultural or tribal leaders.

### 6.3.2 Discussion of Research Question 2

During the research, it became evident that gender plays a big role in South African organisations. In work groups, where gender diversity was reported as being low, more emphasis was put on the fact that inter-personal trust is seen as a contributing factor to organisational and work group performance. Conversely, where gender diversity is high, less emphasis is put on the fact that inter-personal trust is a contributing factor to organisational and work group performance.

This indicates that when work groups in South African organisations are less diverse in terms of gender, individuals' performance is driven to an extent by inter-personal trust. So if inter-personal trust is high in the specific work group, people will be motivated to perform better. In South African work groups where gender diversity is high, individuals are less driven to perform, based on inter-personal trust. Individuals in work groups with high gender diversity were motivated to perform for other reasons, which were not determined in this study.

On further evaluation of the impact of gender on inter-personal trust, it becomes evident that in groups where gender diversity is high, people in South African organisations indicated that gender has a negative effect on levels of inter-personal trust. This indicates that there are lower levels of inter-personal trust amongst peers. Conversely, in work groups where gender diversity is lower, inter-personal trust thrives.

From the correlations within the study, it was determined that in work groups where age diversity is high, there were lower levels of inter-personal trust between work group members. People in South African organisations indicated that if you increase the diversity levels in terms of age, that there will be less inter-personal trust within respective work groups in organisations, with more people inclined to trust peers in their work group. On the other hand, work groups that were less diverse in terms of age, indicated that trust between peers in their work group was higher.

The implications for South African organisations are that work groups that are diverse in terms of age are likely to have lower levels of trust. A number of authors in the literature indicate the impact that trust could have on performance, both the positive effect and the negative effect. This could pose a problem for managers and organisations, as many industries require high levels of experience, and experience is only attained over time.

Managers and organisations are left to decide whether they will compromise inter-personal trust; and this could lead to lower levels of performance and less motivation in the work group by employing a work group that is diverse in terms of age. Or do the managers and organisations employ less diverse work groups in terms of age and run the risk that younger employees don't get the opportunity to learn from more experienced employees?

These are some of the obstacles that organisations face currently in South Africa. This is confirmed by Keller (2001). This author mentions that trust is higher amongst people who share demographic characteristics like age and gender.

### **6.3.3 Discussion of Research Question 3**

Managers in South African organisations acknowledge the role of inter-personal trust in their organisations. These managers describe inter-personal trust as a contributing factor in work-group performance. Managers felt that without trust between their peers and trust between them and their peers, their work groups would not be able to perform at the level where they are currently performing. Atuahene-Gima and Li (2002) confirm that supervisee trust improves performance, and more specifically performance where there is an output control.

Most individuals are assured that the work groups in their organisations work together to increase their level of performance, with these individuals also being confident that their team is a strong unit and all are driven to the same result (common goal), which is organisational or work group performance.

Individuals made it clear that when evaluating the motivation and capabilities of peers in their work groups, that there were individuals who were less motivated to perform to the level that is expected of them. A significant difference occurred amongst individuals who were better educated. For those individuals who had

tertiary degrees, it was evident that there were fewer individuals who were motivated to perform.

This could be due to the fact that because these individuals are more highly educated, they might perceive motivation levels differently. These individuals might feel that there is still room for improvement in terms of motivation. They might also have more knowledge in certain areas, and perceive the motivation levels of a peer as being low; but actually, this particular peer just takes longer to complete a task, and this leads to the perception of being less motivated to perform.

This is confirmed by Dirks (1999), who mentioned that trust can influence the way motivation is converted into work-group performance and processes. He went further to say that trust indirectly influences the performance of a work group, by channelling the members' energy towards reaching goals more efficiently.

None of the other demographics indicated any differences in evaluating the perceptions of work group performance. According to the study work groups in South African organisations are performing well. For these work groups in South African organisations to perform even better and increase the motivation of the individuals that form part of these work groups, Dirks (1999) mentions that trust needs to be improved.



Especially the perceptions in certain demographic groups – that there is a lot of work that can be done in this area. White people's perceptions on inter-personal trust are still influenced by race; while black men are less inclined to trust people of the opposite gender. Williams (2001) mentioned that social categorisations are influencers of trust development; and that perceptions of trustworthiness are based on cognitive shortcuts, such as stereotyping.

Spector and Jones (2004) confirmed that trust initially is higher for new members of the team from the same gender. Because these occurrences negatively influence trust, according to Dirks (1999), energy should be put into improving trust within the organisations. This could positively influence performance in organisations.

#### **6.3.4 Discussion of Research Question 4**

The discussion of this research question is seen as one of the most important to the research. It is concerned with the effect that inter-personal trust can have on work group performance. From the study, a number of significant correlations were found; and these could help one to better understand the effects of inter-personal trust perceptions on work group performance.

In South African organisations, it is evident that diversity negatively affects the morale of work groups and their members, with individuals indicating that due to the severity of diversity that they experience, their team morale is low when compared

with other work groups that are less diverse. The impact of the low morale in work groups negatively affects the performance of these work groups. Individuals in South African organisations feel that the reason why they are less motivated to perform is due to the high level of diversity in their work groups.

In terms of the effect of inter-personal trust on performance, individuals mentioned that inter-personal trust enables a team to co-operate in order to increase their level of performance. To an extent this is confirmed by Atuahene-Gima and Li (2002). They make mention of the fact that there is a positive relationship between trust and sales performance. Sales performance is an integral part of work group performance, as work groups are mostly measured on sales performance, when they are evaluated and compared with other work groups in the organisation.

All managers felt that inter-personal trust influenced work-group performance. White female managers indicated that they were less inclined to trust some of their black peers, as they felt that they were less competent than some of their other peers. They indicated that due to the fact that they felt black individuals were less competent than peers from other demographic groups, they had less trust in these black individuals. According to Atuahene-Gima and Li (2002), trust between supervisors and their supervisees should go both ways. If the supervisor is able to create trust in the supervisee towards him or her, the supervisees' performance and motivation would improve.

White females feel that some individuals in their work group are incompetent. Consequently, they might set them lower goals and give them advice. This could lead to lower levels of inter-personal trust from both parties towards each other. Atuahene-Gima and Li (2002) advised supervisors or managers to increase the performance of peers. They have to continuously enrich them with advice and set them reasonable goals which they can achieve. If the managers are able to improve the performance of supervisees, they could thereby increase their levels of inter-personal trust.

Because South Africans could be seen as people that come from a strong cultural heritage they might be driven more by supervisor benevolence, and South Africans might be tempted less to misuse trust. This is confirmed by Atuahene-Gima and Li (2002). Atuahene-Gima and Li (2002) mention that in countries like china where individuals value supervisor benevolence more, supervisee trust may impact sales performance more. This could have the same impact on South African organisations, as south Africans are perceived as people with a fear for the future, and don't tolerate risk as well as individuals in the United States of America.

#### **6.4 Chapter Summary**

Overall the results discussed in this chapter are consistent with the literature of the study. With the only exception that age differences had an influence on inter-personal trust perceptions. It is evident that demographic differences influenced the perception of inter-personal trust amongst individuals in South African organisations. Further the study indicated that diversity influences inter-personal trust, and that

inter-personal trust is perceived to have an influence on work group performance. The researcher is now in the position to determine whether all the research objectives set out in Chapter 2 were met. Chapter 7 will offer possible recommendations available for managers and individuals in South African organisations.

## 7 Conclusions

### 7.1 Introduction

South Africa as a country, and more specifically South African organisations, are constantly faced with change. Organisations have to constantly adapt to changes in the business environment and to updated policies and procedures from government. In South Africa, demographic differences continue to put pressure on day-to-day activities in business organisations.

The majority of organisations have been in the process of creating more diverse work groups. This has put a constraint on performance and especially on trust levels amongst individuals in these organisations.

A review of the literature has confirmed that diversity can influence the outcomes of organisations. Trust amongst peers is seen as a necessity by Stolle et al. (2008); these authors mention that diversity, and more specifically ethnic and racial diversity, causes many problems in the creation of different forms of social capital, co-operation, inter-personal trust and support for collective action that is critical to social welfare programmes.

Rice and Steele (2001) maintain that higher levels of diversity pose a challenge to civil and redistributive values in the workplace.

## 7.2 The Main Findings

The study provides insights into the methods used for inter-personal trust in South African organisations, as well as the extent to which demographics influence levels of inter-personal trust. The most important part of the study is to describe how different demographic groups perceive inter-personal trust; and also to determine how people trust individuals from other demographic groups.

According to McAlister (1995), inter-personal trust in organisations enhances and enables the better implementation of strategies, greater co-ordination from managers and more effective work teams (Lawler, 1992). The study confirmed that inter-personal trust is a contributing factor to work group performance in South African organisations. Everyone in these work groups indicated that when there are high levels of inter-personal trust the employees are more motivated to perform. Dirks (1999) confirmed that trust has a direct impact on work-group processes and group performance.

South Africa is enriched by diverse cultures, and by individuals from different ethnic groups. This is likely to aggravate social cleavages and interfere with the production of general trust, according to Paxton (2007). These cultures have many different attributes and characteristics that make them unique. Because of the history of South Africa, it is evident that race would influence individuals' perception, especially their perceptions of inter-personal trust, and the way they would trust people from other races.

White people's perceptions in South African organisations are influenced by both race and culture. Before 1994, the white minority controlled the economy in the country, but since the demise of apartheid they have been exposed to a previously disadvantaged majority in the workplace. For many white individuals perceptions have not changed regarding people from other races.

White people are still less inclined to trust people with whom they do not share racial characteristics. To delve further, it soon becomes evident that cultural differences seem to negatively influence inter-personal trust in the eyes of white people, with white people indicating that they find it harder to trust people from different cultural backgrounds.

This is confirmed by Brien (1998). Brien mentioned that there are a number of preconditions for establishing and maintaining trusting relationships in a workplace that is not culturally and racially homogeneous.

Another interesting finding was the impact that gender has on levels of inter-personal trust. Many individuals indicated that they find it harder to trust people from the opposite gender. According to studies conducted by Keller (2001) and Williams (2001), trust levels are higher amongst members of the same gender. Patterson and Kim (1991) stated that women tend to be perceived as being more ethical and trustworthy than men.

It would seem that people that have been employed for a longer duration in their organisations were less inclined to indicate that gender influenced inter-personal trust, but when compared with people that have been in their respective organisations for less than six years, it was evident that the perceptions of these individuals are influenced by gender differences.

Individuals who had been employed for shorter periods of time indicated that they trusted people from the opposite gender less compared with people from the same gender. When evaluating the impact of ethnicity, black individuals were more inclined to indicate that ethnicity had an impact on inter-personal trust perceptions. It was established that black individuals' perceptions on ethnicity were different from those of white individuals. The perceptions of black individuals were affected by ethnicity. In a sense, ethnicity can be linked directly to race and culture. This would indicate that it is not only white peoples' perceptions that are influenced by race and culture, but also those of black people.

### **7.3 Recommendations**

The results of these studies have many implications for organisations. It has been established that inter-personal trust has a major role to play in work group performance. This was confirmed by Atuahene-Gima and Li (2002). It was further established that diversity negatively influences the perceptions of inter-personal trust.



The majority of organisations are currently participating in activities that could enhance inter-personal trust and facilitate the creation of more inter-personal trust. It is essential for South African organisations to increase the amount of effort put into the creation of inter-personal trust. According to Zaaiman (2006), resistance to enforced transformation leads to racial problems and to problems of cultural diversity.

According to Higgs (1996), organisations fall into three categories when evaluating cultural diversity. For organisations in South Africa, it might be essential to try and establish themselves in the following category: the synergistic category. In this category, management acknowledges and accommodates cultural differences. By adopting this strategy, organisations would still be able to do things their own way, but should be able to combine their way with doing things with some new suggestions.

A strategy of this kind could be advantageous to the organisation. In terms of this strategy, organisations would have to train members to recognise cultural differences and use them to create advantages for the organisation. The strategy is not without problems, but it would allow the organisation to capitalise on the advantages derived from such a strategy.

A strategy of this kind could also be implemented to acknowledge any differences in race and gender. This, in turn, would also allow organisations to experience advantages, such as the acknowledgement of cultural diversity.

Thus, diversity could have advantageous results for organisations, as was mentioned by Thomas and Ely (1996). These authors indicated that increasing demographic variation did not necessarily increase organisational performance. Further to this, Milliken and Martins (1996) concluded that racial and gender diversity can impact individuals' performance and group outcomes in a negative manner, in certain instances.

This is currently evident in South African organisations, with many issues being raised due to the extent of diverse work groups. If strategies are implemented to accommodate diversity and create awareness of the impact and the advantages of diversity in the work group, this diversity could and perhaps should have a positive impact on the performance and inter-personal trust levels in South African organisations.

This is acknowledged by Ismail and Arokiasamy (2008). They found that a diverse workforce increases human capital in the organisation. It is also mentioned by Ismail and Arokiasamy (2008), namely, that when managing a diverse workforce, it is necessary to minimise cloning that would prevent the production of an exact copy in

selection and promotion. Thus, it is not advisable for management to create work groups that are identical throughout the entire organisation.

For the creation of inter-personal trust, it is necessary for organisations to create development programmes. In these programmes, organisations can illustrate the necessity of inter-personal trust in the organisation. These programmes would enhance and allow organisations to achieve the benefits of inter-personal trust.

In the model used by Brien (1998), mention was made of a number of implications for establishing and maintaining trusting relationships in the workplace that is not culturally and racially homogeneous. Trust is seen as a very important key to success, as organisations become more involved with cross-national strategic alliances; hence, making it very important for us to understand what the impacts of culture is on trust. Thus, for organisations that aim to do business in other countries trust would be absolutely essential.

Furthermore, for organisations to create individuals that are seen as trustworthy, they need to take the factors of Bews and Rossouw (2002) into consideration. These factors were critically evaluated in Chapter 2. The six factors are: openness, integrity, benevolence, competency, the history of interactions, and perceptions on personality interactions.

Considerable emphasis could be placed on appointing new individuals in the respective organisations. Organisations should try and establish which of these factors are seen as necessary in their organisations; and when they appoint new

individuals in the organisation, they should try and match the individual with the most important factors. This would lead to organisations having to spend more time in the recruitment process, in order to get a clear understanding of what the prospective new employee is all about.

#### **7.4 Future Research**

In this research, it was established that there are significant differences in certain demographic groups as regards the perceptions on inter-personal trust and performance in South African organisations. For future research, it is important that these differences should be better understood. The research limitations were discussed earlier in Chapter 4 of the treatise.

To create a better understanding of the research problem, it would be advisable to do a study that incorporates larger and wider demographics. A study of this nature was not, at the time, feasible due to the financial and time constraints. It is suggested that a different sampling method could be used to better incorporate randomness.

With the use of the fictional characters, more research should be conducted to get a better understanding of what exactly made the respondents select those individuals. More research should be put into their biographies; and randomness should be ensured thereby.

An option would be to ensure that their biographies even out and that they are shuffled around after a certain number of responses. This would give future

researchers a better idea of whether the respondents selected them on the basis of demographic characteristics or purely on the basis of their biographies.

It is important to realise that this research project represents a snapshot in time; and it represents the feelings and perceptions of the country as a whole, but in essence the research was only conducted through a small number of companies and organisations, and with a small sample. A longitudinal study would be advisable – to create a clearer picture of the demographic groups. It is also necessary to do a study throughout the entire country, rather than just a local one.

## 7.5 Conclusion

The research could have included many more variables for investigation; the five research objectives set out in Chapter 1 of the research were met. These objectives are listed below:

- ❖ Whether there is a lack of trust amongst colleagues in South African organisations;
- ❖ If so, what are the implications of this lack of trust on the performance of the organisation as a whole?
- ❖ Whether race is a contributing factor to the lack of trust in organisations;
- ❖ How does cross-racial trust compare with trust amongst individuals from the same race?
- ❖ What is the impact of diversification on trust and group performance in South African Organisations?

Various recommendations were made and future research opportunities were suggested.

On a personal level, the topic was extremely interesting for me, and I hope that the readers find the results relevant and interesting. Overall, it has been an amazing journey and it was thoroughly enjoyed.

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## 9 Appendices

### Appendix A: Interview Schedule

#### Interview Letter of Informed Consent

#### Information Sheet and Declaration

##### 1. Information Sheet

This Information Sheet provides a summary of the information you should know before you decide whether to participate in this research. Please read this Information Sheet and Declaration carefully and keep your signed copy of this until your participation in this consumer research has ended.

I am carrying out research in the area of human behaviour, values and beliefs, with the purpose of a GIBS MBA amongst a selected group of managers residing in Johannesburg Pretoria and the greater Gauteng area.

This business research is being carried out in order to obtain consumer insights on concept trust in South African organizations and the impact that has on group performance.

You are invited to participate in a discussion session in which you will be asked to discuss these matters in your organization based on past and present experiences. You will be asked to give your perceptions and views on these concept materials.

Your personal details will not be made known. None of your individual responses to questions will be linked to your name specifically. Responses to questions will be



reported on at an aggregate level. The findings from this research will be used for academic purposes.

This session will be audio recorded.

Please read the following information carefully. If, after reading the information, you wish to participate in this research, please read, sign and date two copies of the Declaration contained below. One copy of the signed Declaration will be retained by you and the other copy will be retained by the student

Our details are provided below:

	Researcher	Research Supervisor
Name	Zander Walters	Jonathan Cook
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Phone Number	0824082083	0117714366

## 2. Voluntary Participation

Your participation in this research is completely voluntary.

## 3. Confidentiality

Your participation in this research will be kept confidential. We will not discuss with or otherwise disclose to any third party your participation in this research or any information which is provided to you during the course of this research.

Participant Research - Declaration

Please read the following Declaration carefully. If you have any questions about the content of the Information Sheet above, the Declaration below or what will be asked of you in participating in this research, please contact the student at the details provided below

1. I confirm that I have read and understood the above Information Sheet, and that any questions I had have been answered to my satisfaction.
2. I understand what my participation in this consumer research will involve, as referred to in the Information Sheet above.
3. I understand that my participation in this research is completely voluntary.
4. I agree to keep my participation in this research confidential.
5. I understand that I can discontinue my participation in this research at any time.
6. I consent to my participation in this consumer research being audio recorded and the use of such recording for non-public distribution only.

Signature of participant:

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Date:

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Signature researcher:

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Date:

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**Questions:**

1. Which one of the following objects (On the picture cards) best describes inter-personal trust in your organisation, and why?

2.1. In your own opinion what are the 5 most important characteristics that people look for when deciding to trust an individual in your organisation?

2.2. Can you prioritise these characteristics?

2.3. Please explain why you have prioritised these characteristics in this order?

3. Does race still play a major factor in inter-personal trust in your organisation? And do you think there has been a change in the effect of race in trust?

4. Does gender play a major factor in inter-personal trust in your organisation?

5. Does trust play a major role in the performance of your organisation? And why?

6. In a perfect organisation which object (On the picture cards) would you use to describe inter-personal trust as, and why? How would this differ from your current organisation, i.e.: What would you change and/or improve?

## Appendix B: Questionnaire

### Survey Letter of Informed Consent

I am doing research on the impact of diversification on trust in South African organisations. I am also trying to determine what impacts if any trust has on the performance of groups in organisations in South Africa. You are asked to participate in a survey, to help us better understand this phenomenon and it will not take more than 15 minutes of your time. Your participation is voluntary and you are free to withdraw at any time without any penalty. All information gathered will remain confidential and will not be distorted or used for a purpose other than academic. By completing the survey, you indicate that you voluntarily participate in this research. If you have any concerns contact me or my supervisor. Our details are listed below:

	<b>Researcher</b>	<b>Research Supervisor</b>
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## Section A: Demographic Information

<b>Instructions to Respondents</b>	
<b>Please mark the relevant response with the letter "X"</b>	

### Question 1:

<b>Please indicate your race by selecting the relevant option below:</b>	
<b>African (Black)</b>	<b>1</b>
<b>Caucasian (White)</b>	<b>2</b>
<b>Asian</b>	<b>3</b>
<b>Indian</b>	<b>4</b>
<b>Other Please Specify: _____</b>	<b>5</b>

### Question 2:

<b>Please indicate your gender by selecting the relevant option below:</b>	
<b>Male</b>	<b>1</b>
<b>Female</b>	<b>2</b>

### Question 3:

<b>Please indicate your age by selecting one of the following age brackets listed below:</b>	
<b>18 to 24 years</b>	<b>1</b>
<b>25 to 34 years</b>	<b>2</b>
<b>35 to 44 years</b>	<b>3</b>
<b>45 to 54 years</b>	<b>4</b>
<b>55 years and older</b>	<b>5</b>

**Question 4**

<b>Please indicate your highest level of education, by selecting one of the following options listed below:</b>	
<b>Less than Gr. 12</b>	<b>1</b>
<b>Gr. 12 or Equivalent</b>	<b>2</b>
<b>Nat Diploma/Nat Higher Diploma or post school certificate</b>	<b>3</b>
<b>Bachelors Degree</b>	<b>4</b>
<b>Honours Degree</b>	<b>5</b>
<b>Masters Degree</b>	<b>6</b>
<b>Doctoral Degree</b>	<b>7</b>
<b>Other Please Specify: _____</b>	<b>8</b>

**Question 5:**

<b>Please indicate the nature of your employment by selecting the relevant option below:</b>	
<b>Full-Time</b>	<b>1</b>
<b>Part-Time</b>	<b>2</b>

**Question 6:**

<b>Please indicate the duration of employment at you current employer by selecting one of the following brackets listed below:</b>	
<b>Less than one Year</b>	<b>1</b>
<b>More than 1 year but less than 3 Years</b>	<b>2</b>
<b>More than 3 year but less than 6 Years</b>	<b>3</b>
<b>More than 6 year but less than 9 Years</b>	<b>4</b>
<b>More than 9 Years</b>	<b>5</b>

**Section B:**

Please indicate to what extent you agree with the statements below. Mark the answer that reflects your opinion with the letter “X”.

For example:

Question:

		STRONGLY DISAGREE	SOMEWHAT DISAGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT AGREE	STRONGLY AGREE
1	I understand fully what is expected from me	1	2	3	4	X

		STRONGLY DISAGREE	SOMEWHAT DISAGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT AGREE	STRONGLY AGREE
1	Interpersonal trust levels are very high in my department/work group	1	2	3	4	5
2	I always ask for help from people with whom I share demographic characteristics	1	2	3	4	5
3	I find it hard to trust people from different race's, when compared to people from the same race as me	1	2	3	4	5
4	I find it hard to trust people from the opposite sex when compared to individuals from the same sex.	1	2	3	4	5
5	I find it hard to trust people from different cultures, when compared to people from the same culture as me	1	2	3	4	5
6	Ethnicity has no impact on interpersonal trust in my department/work group	1	2	3	4	5

7	My team members generally trust each other	1	2	3	4	5
		<b>STRONGLY DISAGREE</b>	<b>SOMEWHAT DISAGREE</b>	<b>NEITHER AGREE NOR DISAGREE</b>	<b>SOMEWHAT AGREE</b>	<b>STRONGLY AGREE</b>
8	I tend to trust people who are the same age as me	1	2	3	4	5
9	As a team we always look out for each other	1	2	3	4	5
10	I only network with individuals with whom I share demographic characteristics	1	2	3	4	5
11	There is a lot of interaction amongst people from different ethnic backgrounds in our work group/department	1	2	3	4	5
12	Do you feel that trust is a contributing factor for your work group/department's performance	1	2	3	4	5
13	When diversity increases the level of interpersonal trust decreases in our work group/department	1	2	3	4	5
14	I don't trust the people in my work group	1	2	3	4	5
15	There is low levels of trust in my work group	1	2	3	4	5
16	Gender differences has no impact on interpersonal trust	1	2	3	4	5



**Section C:**

Please indicate to what extent you agree with the statements below. Mark the answer that reflects your opinion with the letter “X”.

For example:

Question:

		STRONGLY DISAGREE	SOMEWHAT DISAGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT AGREE	STRONGLY AGREE
1	My team members are all hard working employees	1	2	X	4	5

		STRONGLY DISAGREE	SOMEWHAT DISAGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT AGREE	STRONGLY AGREE
1	Diversity is to blame for most of the tension in our department or work group	1	2	3	4	5
2	Diversity makes it harder for team members to communicate	1	2	3	4	5
3	My team has a strong sense of togetherness	1	2	3	4	5
4	Work group diversity negatively affects my performance in the organisation	1	2	3	4	5
5	Team members are generally micro managed due to a lack of trust	1	2	3	4	5
6	Our team morale is very low when compared to other teams and work groups in the organisation	1	2	3	4	5
7	Some individuals in our work group/team are less motivated to perform than the rest of our work group or team	1	2	3	4	5

		<b>STRONGLY DISAGREE</b>	<b>SOMEWHAT DISAGREE</b>	<b>NEITHER AGREE NOR DISAGREE</b>	<b>SOMEWHAT AGREE</b>	<b>STRONGLY AGREE</b>
<b>8</b>	<b>People are always treated fairly in our work group/department no matter what</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>9</b>	<b>As a team we cooperate in order to increase our level of performance</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>10</b>	<b>We have a 'we are together' attitude in the team</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>11</b>	<b>Members of the team meet frequently to talk both formally and informally.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>12</b>	<b>Team members keep in touch with each other?</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>13</b>	<b>I don't get along with everyone in my work group/team</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>14</b>	<b>As a work group/team we are not performing at our optimum level</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

**Section D**

**Question 1**

Please indicate diversity of your work group/department by estimating the percentages of the following categories: (select a number between 0 and 100%)

% Females	
% White People	
% People over 35	

**Question 2**

Rank the following options from the most important to the least important, when deciding whether to trust an individual or colleague in your work group/department. 1 is most important and 7 is least important:

Gender	
Race	
Age	
Education level	
Respondents position in the organisation	
The length of time that the respondent knows a colleague	
Other Please Specify: _____	

**Question 3**

Does your company actively participate in the creation of trust within the organisation? Example: Team building, social activities etc (Please mark your answer with a "X")

Yes	1
No	2

If yes, please indicate the methods used to create trust and how often these activities are participated in:

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## **Section E**

**Please study the list of individuals below, and then answer the questions that follow: Please be aware that all these individuals are equally qualified.**

**1) Name:** Tito Mbata

**Age:** 48

**Experience in the company:** 6 Years

**Biography:** Married with 3 children, enjoys socialising with friends and cooking



**2) Name:** Sharlane Oosthuizen

**Age:** 24

**Experience in the company:** 1 Year

**Biography:** Married with 1 child, enjoys photography and camping



**3) Name:** Dennis Mathibe

**Age:** 29

**Experience in the company:** 5 Years

**Biography:** Engaged, enjoys playing golf and is a model car collector



**4) Name:** Lebogang Molefo

**Age:** 43

**Experience in the company:** 9 Years

**Biography:** Divorced, enjoys playing tennis and Italian food



**5) Name:** Maria Nkogatse

**Age:** 28

**Experience in the company:** 4 Years

**Biography:** Single, enjoys arts and crafts and reading



**6) Name:** Sean Botha

**Age:** 54

**Experience in the company:** 7 Years

**Biography:** Married with 2 children, enjoys bird watching and spending time with his family



**7) Name:** Nicole Smith

**Age:** 40

**Experience in the company:** 8 years

**Biography:** Married, enjoys listening to music and fine wine



**8) Name:** Gert Louwies

**Age:** 21

**Experience in the company:** 2 Years

**Biography:** Single, enjoys watching sports and going to the gym





### Question 1

Below is a list of individuals in your organisation numbered from 1 to 8. These individuals represent the individuals mentioned above. Please select 4 individuals that you think best represents a team where interpersonal trust will be at its highest level. Please tick the appropriate boxes in the table below with the letter **X**:

No.	Name		No.	Name	
1	Tito Mbata		5	Maria Nkogatse	
2	Sharlane Oosthuizen		6	Dennis Mathibe	
3	Sean Botha		7	Nicole Smith	
4	Lebogang Molefo		8	Gert Louwies	

### Question 2

Below is a list of individuals in your organisation numbered from 1 to 8. Please select 4 individuals that you think will work efficiently together. Please tick the appropriate boxes in the table below with the letter **X**:

No.	Name		No.	Name	
1	Tito Mbata		5	Maria Nkogatse	
2	Sharlane Oosthuizen		6	Dennis Mathibe	
3	Sean Botha		7	Nicole Smith	
4	Lebogang Molefo		8	Gert Louwies	

### Question 3

Below is a list of individuals in your organisation numbered from 1 to 8. Please select a team leader for your “perfect work group” selected in question 2. Please tick the appropriate box in the table below with the letter **X**:

No.	Name		No.	Name	
1	Tito Mbata		5	Maria Nkogatse	
2	Sharlane Oosthuizen		6	Dennis Mathibe	
3	Sean Botha		7	Nicole Smith	
4	Lebogang Molefo		8	Gert Louwies	



Appendix C: Picture Cards











