MASTER THESIS ORGANIZATION STUDIES 2011

THE IMPORTANCE OF INTERPERSONAL TRUST IN A CLIENT-CONSULTANT ENGAGEMENT:

INTERPERSONAL TRUST OF A CLIENT IN A INTERNAL / EXTERNAL CONSULTANT AND THE INFLUENCE ON SUCCESS OF THE CLIENT-CONSULTANT ENGAGEMENT

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Master Thesis Circle
Organization Development in general and the role of consultancy in particular

Research question
To what extent does interpersonal trust, according to the client, influence the success of a client-consultant engagement and is this different for an internal or external consultant?

Preface

This master thesis is the last step of the master program 'Organisation Studies' at Tilburg University.

The world of consultancy inspired me during my internships that were part of my previous study. I already decided back then that when I would continue my study career at Tilburg University, the consultancy context had to be the area of my research.

While reading about the trends in the consultancy industry I noticed that internal consultants were more and more employed instead of external consultants. This interested me because, however the product of both the external and internal consultant will probably be the same, the engagement with the client will be rather different. Reading literature about engagements, it seems that trust in another is highly and increasingly important. Therefore, interpersonal trust and client-consultant engagements are combined to study the possible difference. This thesis focuses on to what extent interpersonal trust influences success of the client-consultant engagement and whether this is different for an internal or external consultant.

I must say that the process of writing this master thesis has been very attractive. I had the chance to meet important people in the world of consultancy. These people of course have to be thanked for their support and participation. Without their support the response rate of this study would be much lower. I would like to take this opportunity to thank some people who supported me during this research.

First of all I would like to thank Mrs. A. Stoppelenburg and Dr. Rutten for their critical eye and support. I would also like to thank my circle members, who also provided me with useful suggestions and support.

Especially I would like to thank all the 17 consultancy agencies that have supported this research, without their support this thesis would not be what it is now.

Reflection upon period September 2010 – July 2011, I must say that this was the best (learning) experience I have ever had. I hope you will have the same amount of joy, reading this thesis as I did writing it.

Joris Kuppens

Tilburg, 2011

Abstract

The major growth of the consultancy industry increased the complexity and dynamics within this industry, which makes this industry an interesting area to research.

This research combines two developments, one: organizations nowadays make more use of an internal consultant and two: the aspect of trust in a business relation is increasingly important. Besides, the external consultancy industry is receiving several pressures, both financial and image wise. But is that fair and beneficial for society? The combination of these developments provides the researcher with an interesting situation in which the influence of trust, according to the client, on success of the client-consultant engagement can be researched for either an internal or external consultant to see whether there are differences between these types. The result of this research supports organizations in their decision whether to employ an internal or external consultant. The data of this research have been collected with the use of existing high reliable items and analyzed via a mediation model. In total 17 consultancy agencies supported this research by asking their clients to complete the online survey. Next to that all the 418 town clerks of all the 418 municipalities in the Netherlands are personally contacted to participate in this research.

This study shows that an external consultant is trusted more as compared with an internal consultant and that interpersonal trust is highly important for the success of a client-consultant engagement, which leads to the main result that an external consultant will gain more engagement success because he/she is trusted more by the client. This conclusion refutes the current negative attentions that the external consultancy industry nowadays receives and justifies that added value of external consultants for organizations.

Key words: consultancy, internal, external, interpersonal trust, engagement success.

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1. Introduction

In this section the research problem, the research question and the relevance of this research are presented. But first a short introduction of the research context will be given.

1.1 Research problem

This research has been conducted in the consulting industry which is an interesting area to research because of the large industry growth and the small amount of empirical evidence.

The growth in the consulting industry has been exponential the last century, for example; the financial results over the last twenty years show an overall revenue grew of ten to thirty percent per year (Appelbaum & Steed, 2005; McKenna, Djelic & Ainamo, 2000). Thus one could conclude that due to this rapid growth the consulting industry experiences a lot of complexity and dynamics (Buono, 2001).

This research highlights a development in the consulting industry, namely the increasing number of employments of internal consultants. Internal units of larger business corporations and government administrations undertake many types of consultancy assignments which used to be given to external consultants (Kennedy, 2008; Kelley & Littman, 2001; Kubr, 1996; Nieters, Ivaturi & Dworman, 2007).

But there are differences between an internal and external consultant. An internal consultant possesses intimate knowledge of the client, and more important, the internal consultant does not generate suspicion and mistrust that the external consultant does, because the acceptance of the internal consultant is likely guaranteed by his organizational status (Canback, 1999). An internal consultant could be more successful because he can respond rapidly to the organizational needs and he possesses more specific knowledge (Bennis, 1966; Twijnstra et al., 2002). Appelbaum and Steed (2004) are even more powerful in their statement, they argue that large organizations should employ an internal consultant because large organizations face more problems and therefore an internal consultant becomes more beneficial as compared to an external consultant.

However, there are also some advantages that an external consultant possesses; an external consultant is detached from the client and its organization and for that he/she reason can provide energy that is necessary to realize a real alteration of existing patterns (Bennis, 1966). Moreover, an external consultant could function better in politically sensitive areas where an internal consultant's credibility can too easily be damaged. Moreover, external consultants have the opportunity to integrate perspectives from several industries (Canback, 1999). Nevertheless, these arguments might be valid it seems that an internal consultant is employed for similar roles as compared to an external consultant although they possess different advantages (Kelley, 1979; Kubr, 1996).

As a consequence of these differences, organizations face the decision to either deploy an external or an internal consultant. Several issues influence this decision, for example; which consultant type is financially wise less expensive and which of these two types proven to be successful in the past? Even though these issues are relevant

for organizations, they should also be aware of the odds for success of each consultant type because the consultant is trusted more by the client. But until now, there has been done less research upon the possible difference of engagement successes of internal and external consultants.

There are many factors that could influence the level of success of a client-consultant engagement, for instance the competences of a consultant and the personality of a consultant. But also factors that derive from the client, namely availability of resources, or how well the consultant is instructed by the client, might be important. Success can be caused by multiple factors, therefore it has to be demarked which factor is relevant in the light of this research.

The distinction between an internal and external consultant provides an interesting tension, since the internal consultant is in fact a colleague of the client and the external consultant is generally for a shorter period of time employed at the clients' organization. Knowing that the consultancy service is a complex service whose engagement success is dependent on the interaction between the actors, in this case client and consultant (Clarck, 1995; Fincham, 1999; Løwendahl, 2000; Nachum, 1999), it is assumable that the trust level that the client possesses towards these two different consultant types could be different. Because it is rather different if someone is assigned by its superior to fulfill the consultants' role or whether an external consultant is for a certain period of time employed for specific needs to achieve the organizational goals. Moreover, the relation with an external consultant will be newer in comparison with an internal consultant since the client will more frequently meet the consultant during daily life besides the contact hours related to the engagement. And by definition new relations will have lower levels of trust as compared to old relations (Rutten, 2005). Thus, the element of interpersonal trust by the client in the consultant becomes a valuable issue in the decision process to employ an internal or external consultant, since the extent that the consultant is trusted by the client could differently influence the likelihood of success of the client-consultant engagement.

The relevance of trust is founded on recent scientific literature. Compared to a few decades ago, the aspect of trust in business relations is much more important (Bachmann & Zaheer, 2006; Peeman, 2009; Reina & Reina, 2006; Shaw, 1997; Sztompka, 1999). This originates from the growing competition in global markets and the availability of advanced communication technologies (Bachmann & Zaheer, 2006). This is in line with Reed (2005), who argues that the combination of uncertainty and the need for flexibility increases the importance of trust in business relationships.

In general, trust is essentially important for successful cooperation (Deutsch, 1973; Lane, 1998; Lewis & Weigert, 1985; McAllister, 1995; Nooteboom, 2002; Rousseau et al., 1998; Zand, 1972, 1997; Zucker, 1986). Several researchers have focused on the impact of trust between individual in a business relationship. For instance, Dirks and Ferrin (2002) conclude that trust is important to effective functioning of organizations. This is in line with the result of Davis, Schoorman, Mayer and Tan (2000); they found that the profitability of organizations will increase when individuals in the organization trust their superior. Twijnstra, Keuning and De Caluwé (2002) also emphasize the importance of trust in a client-consultant engagement; they argue that this engagement should have the ability

to be based on trust. In other words, trust in a partner or colleague is beneficial for organizations, but is the opposite also true? According to Shaw (1997), Das and Teng (1998) and Peeman (2009) it is. They all argue that distrust is the cause of many failures in business relations; it harms collaborative action and increases suspicion among individuals (Das & Teng, 1998). Without trust, the society would not function well because we depend on other people and we rely on the goodwill of others in order to survive (Peeman, 2009; Shaw, 1997). Das and Teng (1998) state, it is a lack of confidence - which is divided in both trust and control - that aborts the potential of the cooperation, might decrease the level of success of the client-consultant engagement. In other words, distrust is risky for the outcome of the client-consultant engagement. Because, the interaction of a client and consultant is the most important factor for the level of success of the consultancy project and the survival rate of that particular organization (Schön, 1983).

But opposing literature provides arguments that are contradicting with the previous arguments regarding the importance of trust. Strikwerda (2010) argues that the dependence of the client, on a consultant has declined and will further decrease because, the possibilities increased to verify advice quickly for acceptable costs. Strikwerda (2010) concludes that the trust issue between client and consultant has lost relevance in current business relations. However these arguments might be valid, the strength of this research still holds, since it is not the question whether an organization should employ a consultant, because that already occurred. Because this research investigates the possible difference in the extent that the, already employed consultant, is trusted in relation with the success of the client-consultant engagement. And that is another discussion then the increased possibilities for the client in order to gather information.

Besides, Strikwerda (2010) argues that the client can verify the advice of a consultant rather quick, but it is doubtful what the amount of trust in that particular consultant is in case a client wants to verify the advice of a consultant. If interpersonal trust is high the client would likely not verify the advice. To conclude, trust is still relevant in a client-consultant engagement.

This research specifically chooses what the influence of interpersonal trust is on success of a client-consultant engagement, divided in internal and external consultants. Because (1) interpersonal trust is increasingly important in current business relations, (2) is relevant in client-consultant engagements and (3) organizations face the decision to either employ an internal or external consultant. Therefore this research will answer a relevant question for organizations nowadays.

In line with the problem statement the following research questions is formulated.

> *To what extent does interpersonal trust, according to the client, influence the success of a client-consultant engagement and is this different for an internal or external consultant?*

1.2 Relevance of the research

1.2.1 Practical

This research improves the awareness of the importance of trust in a client-consultant engagement. In other words, this research provides insight for organizations whether an external or internal consultant achieves more success because the client trusted the consultant more. With the conclusion of this research a relevant practical question can been answered. Because, the possible differences between an internal or external consultant might simplify the choice that managers of organizations have to make when they have to decide to internally or externally employ a consultant. Therefore the clients are the unit of observation since this research is conducted from the viewpoint of the clients' organization; what choice should they make in the light of trust?
Currently there are several publications regarding the cut-off in external consultancy employments. Even our Prime Minister M. Rutte has stated in 2008 that it is his "holy war" to destroy the consultancy industry and now indeed the government is pressing the volumes and pricing of the external consultancy services (Jongsma, 2011). This is endorsed by the recent figures of the annual reports of the Government, which are published on 17th May 2011. These figures show that for the first time, the government cuts the expenses to external consultants with 257 million ("Rijk bespaart kwart miljard op externe inhuur", 2011). But, is this a development that can be justified? In other words, is it beneficial for private or public organizations to make more use of internal consultants? Besides the financial decrease, the consultancy industry also has to deal increasing negative image (De Heus, 2011; Hennekeler, 2011; Tynan, 2011). So, this research is relevant in the light of the current spirit of ages in which the consultancy industry has to deal with a financial cutback and increasing negative image. But, is that good development and is that fair?

1.2.2 Scientific

The amount of empirical evidence in the consulting industry is less saturated as compared to more mature industries. Until now there were no specific studies that are focused on the influence of interpersonal trust in the consultancy context. On top of that, there has been little research on the role of internal change agents in particular (Hartley, Benington & Binns, 1997). The separation between an internal or external consultant in relation with interpersonal trust and success of the client-consultant engagement is still in its infancies. This research consequently saturates the scientific literature with new insights.

1.3 Structure

Now that the theme of this research is provided by presenting the research problem, the research question and the relevance, the following chapter will continue with the theoretical concepts which will be analyzed. Relevant theory in light of this research is presented. Also in this chapter the control variables are established and the hypothesis can be found. At the end of this chapter the conceptual model is visualized.

Chapter three will continue with the applied methodology of this study. This chapter contains the research design, data collection, the unit of analysis and the unit of observation, data analysis, sample strategy and finally the quality indicators are presented.

Chapter four will present the results of this research; it will start off with the descriptive statistics which give insight in the characteristics of the sample, thereafter the conceptual model will be tested. Chapter five provides the conclusion by answering the research question and it provides the managerial implications. This study will end with a discussion in chapter six, in which the limitations and the recommendations for further research are provided.

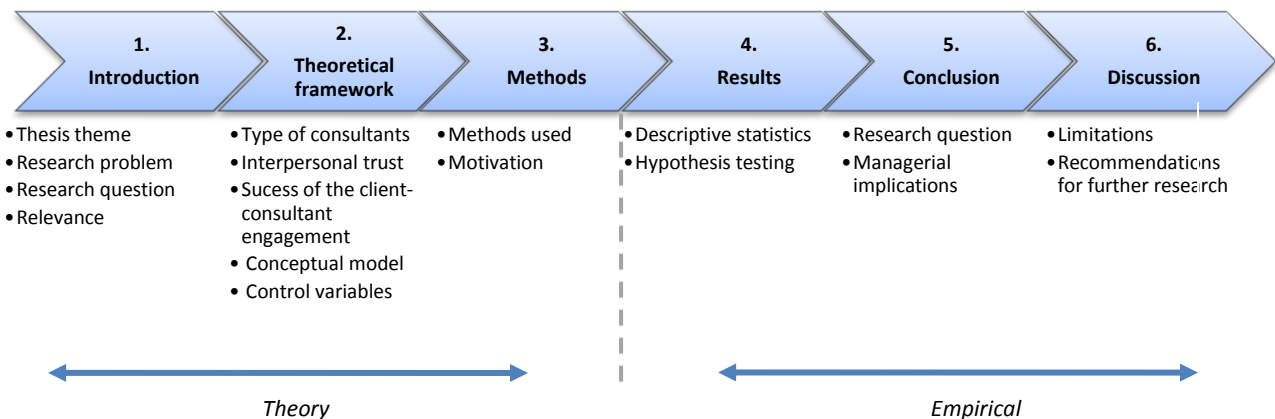| 1. Introduction	2. Theoretical framework	3. Methods	4. Results	5. Conclusion	6. Discussion
• Thesis theme • Research problem • Research question • Relevance	• Type of consultants • Interpersonal trust • Sucess of the client-consultant engagement • Conceptual model • Control variables	• Methods used • Motivation	• Descriptive statistics • Hypothesis testing	• Research question • Managerial implications	• Limitations • Recommendations for further research

Theory   *Empirical*

Figure 1.1. Schematic overview of the structure of this research

2. Theoretical background

The theoretical concepts that are applied in this research are explained in this chapter. These concepts are tested further on in this research. First, a theoretical background upon the *type of consultant* is presented, second the variable *interpersonal trust* is clarified and third the definition of *success* is presented. These variables are visualized in the conceptual model and thereafter the control variables are explained.

2.1 Type of consultant

The word 'consultant' originates from the Greek word consult; someone who asks for a consult is someone who seeks help, or tries to gather information.

Organizations employ a consultant mainly to achieve the organizational goals and objectives (Kubr, 1996). According to Schein (1999) a consultant is someone who is helping with the client whereby the initiative to help originates from the client. The client positions itself in a dependent role for a certain period of time (Clark & Fincham, 2002). A consultant is also often referred to as a change agent in the context of organizations. These individuals are the evangelizers and facilitators of the planned processes of change (Beckhard, 1969; Jick & Peiperl, 2003; Tichy, 1974).

Jacobson, Butterill and Goering (2005) defined the practice of a consultant as: "a process of transferring expertise, knowledge, and/or skills from one party (the consultant) to another (the client) with the aim of providing help or solving problems" (p.302). This definition implies that the client and consultant established a relationship; a client-consultant engagement. This engagement can be seen as a key factor in consultancy success (Clarck, 1995; Fincham, 1999; Løwendahl, 2000; Nachum, 1999; Schön, 1983). It is more likely that the consultancy assignment as a whole can be successful when their personal engagement is successful (Mohe & Seidl, 2009).

The engagement of the client and consultant can be analyzed on different levels, that can either be on organizational level, in which the client is perceived as an unit, or on individual level, in which the engagement is an one-on-one relation (Schein, 1997).

The individual level of analysis of the client-consultant engagement is applied in this research because the likelihood of success of the consultancy assignment is related to the quality of this personal interaction (Mohe & Seidl, 2009). Moreover, this research applies interpersonal trust, thus on the individual level, as a key factor for a successful client-consultant engagement. Thereby the level of analysis of the client-consultant engagement should also be the individual level.

This research divides consultants in two overarching types: internal consultants and external consultants because, this research is focused upon the possible difference between an internal and external consultant. The growth of internal consulting is impressive the last years (Kennedy, 2008; Kelley & Littman, 2001; Kubr, 1996; Nieters, Ivaturi & Dworman, 2007). Internal units of larger business corporations and government administrations undertake many types of consultancy assignments which used to be given to external consultants (Kubr, 1996). The increasing interest in internal consultancy derives from the recognition of the power of the consulting approach, therefore

business corporations and governments want to make more use of this approach (Kubr, 1996).

As mentioned in the introduction the internal and external consultants are employed to conduct the same assignments in the clients' organization, however their possible advantages are different. The internal consultant will likely have more detailed knowledge regarding the issue wherein the client wants to be supported and can respond more rapidly to the clients' needs. Besides the acceptance of the internal consultant will be higher since he/she is supported by its organizational status (Bennis, 1966; Twijnstra et al., 2002).

The external consultant on the other hand provides new energy to realize a real organizational change (Bennis, 1966). And has the ability to integrate knowledge from multiple industries which makes him/her a valuable sparring-partner (Canback, 1999).

The following definitions are applied in this research in order to specify which criteria the internal and external consultants should meet.

Internal consultants

Several definitions of internal consultants exist, Cummings and Worley (2008) defined internal consultants as: "members of the organization and may be located in the human resources department or report directly to a line manager" (p.53). More complete Kubr (1996) argues that: "an internal consulting unit is one which is established within an organization – a business corporation, a public utility, a government ministry or department – to provide consulting services to other units of the same organization" (p.39).

External consultants

The second consultant type that will be distinguished in this research is the external consultant. Organizations in general employ an external consultant to provide particular expertise that is unavailable internally (Cummings & Worley, 2008). Thus, an external consultant is not a member of the client organization; 'they typically work for a consulting firm, a university, or themselves' (Cummings & Worley, 2008, p.53).

Another characteristic of an external consultant is that he/she will leave the client organization as soon as the consultancy assignment has been finished since professional support is needed for a certain period of time in areas where the client lacks expertise, or where extra professional support is temporarily essential (Kubr, 1976).

The definition of Kubr (1996) is used to define what external consultants are. Because this definition captures the element: 'an independent service organization' which is in line with the intention of this research. As stated by Kubr (1996).

> "management consulting is an independent professional advisory service assisting managers and organizations in achieving organizational purposes and objectives by solving management and business problems, identifying and seizing new opportunities, enhancing learning and implementing changes" (p.8).

The fundamental difference between internal consultants and external consultants is that the first is in fact a colleague of the client since he/she works for the same organization, and the latter is generally for a certain period of time employed at the clients' organization which might cause different level of trust of the client in the consultant. This distinction is relevant for today's society since organizations more frequently employ internal consultants and the level of interpersonal trust of a client in an internal consultant will likely differ. Since, the internal consultant will have more history (e.g. experience) with the client as compared to the external consultant because they might share lunch breaks together and will be invited to the same corporate trips/excursions/holidays. It is even not unthinkable that the internal consultant was previously to the engagement a direct colleague at the same department as the client. Whereas the external consultant will have a more detached relationship with the client since he/she is not present in the clients' organization besides the contractual contact hours and does not work for the same client organization all the time. Therefore one could conclude that a relationship with an external consultant is 'newer' as compared to the relationship with an internal consultant. Rutten (2005) stated that new relations will have lower levels of trust among the actors. Therefore the distinction between the engagement with an internal consultant, rated as an 'older' relationship and the engagement with an external consultant, rated as a 'newer' relationship is highly relevant in relation with interpersonal trust. This will be further addressed in paragraph 2.2.3. regarding the mechanism of interpersonal trust.

In a summary, this research purely divides consultants in the fact whether they are employed at the same organization as their client or if they are externally hired from outside the clients' organization.

But this separation is more complicated as it is described above. What about a consultant who is hired by the client organization for 40 hours per week for a period of one year? It is a relevant question whether this person is still an external consultant or an internal consultant.

However, this person might become a part of the clients' organization entity over time, the underlying tension remains that this particular person might have dissent values as compared to the permanent members of the clients' organization. Besides, it is interesting for this research to see whether a client trusts a consultant more in case the consultant eventually has the same employer since that might shape their interpersonal relation.

Still, this separation is difficult to establish, therefore the control variable 'embeddedness' has been included in order to prevent that several long-employed consultants might soil the results.

This chapter will continue with the theory regarding interpersonal trust.

2.2 Interpersonal Trust

2.2.1 Definition of interpersonal trust

If you have a secret and you want to share it, with who would it be? Most people would probably answer that they would only share their secrets with someone they trust. So, you do not trust everyone and therefore it is interesting to study. The word trust is derived from the German word 'trost', and implies comfort (Shaw, 1997). Existing trust research is rather diverse, thus it is important for researches to determine which problems are analyzed before the concepts, theories and appropriate measurements are chosen (Bigley & Pearce, 1998). In this study interpersonal trust will be seen as a psychological state, a belief, or attitude, as opposed to trust as a dispositional 'trait-like' construct as argued by Rotter (1967). Moreover this study will focus on trust as studied by micro-organizational behavior researches instead of the economic approach (Williamson, 1985; 1993), or the dynamics of romantic relationships (Boon & Holmes, 1991). Furthermore, there are several levels of analysis of trust. Bachmann and Zaheer (2006), for instance divided their work into four categories: micro or individual level of trust, organizational or inter-organizational trust, a mix of these first two and the trust in society and the economy. This research focuses upon interpersonal trust since the personal relation is one of the important factors that mainly influence the success odds in a client-consultant engagement (Mohe & Seidl, 2009).

Trust is highly relevant when the trustor depends on the trustee's actions in order to achieve the goals and objectives of the trustor (Lane, 1998). Therefore, trust is important in a client-consultant engagement because the client is in some extent dependent on the consultant (Sturdy, 1997). Moreover, the client-consultant engagement is one in which trust is a highly significant concept in the understanding of the mechanism in which this dependence is managed (Das & Teng, 1998; Roberts, 2003; Sheppard & Sherman, 1998; Saunders, Skinner & Lewicki, 2010). But little is known about interpersonal trust in the light of consultancy (Saunders et al., 2010).
It is rather difficult to define trust because there are multiple definitions but they are not fully the same. Several researchers have defined trust but, according to Abdul-Rahman and Hailes (2000) these definitions lack coherence. Prior to Abdul-Rahman and Hailes (2000), Blomqvist (1997) argued in his study regarding the multiple faces of trust, that this problem originates from the fact that various authors used different constructs regarding trust and are therefore automatically describing different things.
Therefore several definitions ranked by date, are firstly presented to obtain a saturated view upon trust. Sako (1992) argued that trust is a state of mind, an expectation you have about another, namely that the other behaves in a mutually expected way. Later on Shaw (1997) argued that, trust is believing that the person you are dependent on will meet your expectations. Thereafter, Sztompka (1999) defined trust with the use of definitions of, Earle and Cvetkovich (1995), Gambetta (1988) and Hardin (1993), and argued that trust is a bet about the future contingent actions of others. At last, Nooteboom (2002) defined trust as an expectation concerning the behavior of others.

These four authors all argue that trust is about expectations in behavior of others.
Another element that should be included in the definition is that trust is closely related to risk. Boon and Holmes

(1991) argue that trust is a positive expectation about another's behavior with respect to oneself in risky situations. This is also mentioned by Das and Teng (2001), without uncertainty in the outcome, trust has no role of any consequence. Risk implies that one party is vulnerable (Zand, 1972) and therefore vulnerability should also be included in the definition that is used in this research.

These two elements are included in an overarching definition that is widely used and embraces the concept interpersonal trust as it is intended and operationalized in this research. According to Mayer, Davis and Schoorman (1995) interpersonal trust is defined as:

> "the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party" (p.715).

2.2.2 Determinants of interpersonal trust

The section above discusses several definitions of trust and eventually presents a definition that suits the point of view upon interpersonal trust by the researcher. This section will continue with a brief literature review upon the determinants of trust and will conclude with the three major determinants of trust. The review can be found in appendix III.

Even as the diverse definitions of the concept of trust, there are also very diverse determinants that influence the level of trust. The scientific literature that focuses on determinants of trust can be divided into two overall sections: trust in business relations and in close-personal relations (Dirks & Ferrin, 2001). Business relationships are for instance: relations between individuals, within or between organizations (interpersonal); relations between groups, within or between groups (intergroup-intragroup) and relations between organizations, within or between organizations (interorganizational-intraorganizational). Since this study is about trust in interpersonal business relations only these determinants are selected to be a part of this section.

The brief literature review, which was conducted to collect and structuralize the multiple determinants of interpersonal trust, only contained articles that were included in the ISI Journal List in order to guarantee the quality of this review. The articles that were found and met the criteria showed that there are various determinants of interpersonal trust. For instance, Jennigs (1971) stated that predictability, loyalty, availability and accessibility determine interpersonal trust. Whereas, Frost, Stimpson and Maughan (1978) only determined that altruism determines interpersonal trust. To jump in time, according to Renn and Levine (1991), competence, objectivity and consistency are the key determinants to be trusted. Also Kasperson, Golding and Tuler (1992) included competence together with predictability, commitment and caring. Competence may be rated the same as ability in the study of Mayer, Davis & Schoorman (1995), which stated that ability, benevolence, and integrity determine interpersonal trust. Whereas there are also studies that only include reputation as the determinant for interpersonal trust (Huynh, Jennings & Shadbolt, 2006).

A note has to be made that there were many other papers that have applied different determinants of interpersonal trust as those provided above, an overview of interpersonal trust determinants is provided in appendix III.

As shown, there are many different determinants of interpersonal trust. Since many researchers have tried to establish the determinants of trust it is interesting to analyze the modern researches since knowledge is increasing over time because multiple researches contribute to the same subject. In the light of this study, a reliable, multiple applicable measurement in the organizational science, from a psychological perspective needs to be applied. Dirks and Ferrin (2001) reviewed the empirical literature of the direct effect of interpersonal trust on performance, in which they analyzed a variety of studies that were published over the past 40 years regarding the role of trust in organizational settings. This meta-analysis of Dirks and Ferrin (2001) showed that, the model of Mayer et al. (1995) has been applied in all studies, when the direct effect of (inter)personal trust is measured in organizational settings, both on individual and unit performance. Therefore the interest in this model is relevant for this study. In 1995 Mayer et al. broke with the overall accepted argument at that time, that trust is not a trait of individuals but an aspect of relationships which implies that trust varies across relationships and within persons which is equally to the intensions of this study since trust is studied from a psychological perspective. In 2007 Schoorman, Mayer and Davis reflected on their work of 1995. Their analysis showed that this model has been robust throughout different levels of analysis and contexts. And thereby fulfills the scientific need to conceptualize and study trust between and within individuals and organizations (Currall & Inkpen, 2002). This provides another argument to study trust according to the model of Mayer et al. (1995) since this research will contain a variety of individuals since not one particular client-sector is chosen in this study. Consequently the determinants of trust are somewhat context free but that is coherent to the strength of this measurement model (Schoorman et al., 2007). Moreover, the level of trust of a client in a consultant is rated as a concept which influences the engagement since it affects how they behave in interactions. The model that Mayer et al. (1995) provided can easily be applied in such a study (Dirks & Ferrin, 2001).

To conclude, the model of Mayer et al. (1995) is a often applied model in organizational science in relation with performance (e.g. success); it focuses on trust as a psychological perspective; it is robust throughout multiple levels of analysis and contexts and fits the intensions that trust influences the interactions due to individual actions. Therefore, this model is applied in this study.

So let's focus on the measurement model of Mayer et al. (1995); they stated that three determinants; ability, benevolence, and integrity determine whether someone is trusted or not. Thus, the higher the level of ability, benevolence, and integrity of a trustee, the more the trustor will trust him or her (Kelsey, 2003). This statement is endorsed by several researchers which have adopted this measurement tool of trust, e.g., Bauer and Green (1996); Brockner et al. (1997); Robinson (1996); Davis et al. (2000); Geven, Karahanna and Straub (2003); Borgatti and Cross (2003); Levin and Cross (2004); Salamon and Robinson (2008) and many others. However, this measurement

tool is not consistently applied. The major difference that occurs while applying this model is the following. Often researchers combine these three determinants to one concept (Salamon & Robinson, 2008). And opposing, Dirks and Ferrin (2001) also statistically analyze each determinant on its own. In other words, this measurement tool is messily applied in various studies. Therefore the foundation of this measurement tool needs to be analyzed in more detail in order to decide how interpersonal trust will be measured in this research.

The statements of Mayer et al. (1995) upon their own model are clear: (1) the determinants alone do not capture trust, for instance integrity by itself will not make an individual a trusted person, (2) the set provides a solid foundation for the empirical study of trust and (3) these three determinants have been identified as key to trust.

But this operationalization of trust is not generally accepted. For instance, Alesina and La Ferrara (2002), argue that trust should be operationalized by past experience, but when does a client have a positive past experience with the consultant? Alesina and La Ferrara (2002) state that a person has a positive past experience if he or she is treated fairly by the other. But when does someone perceive that he/she is treated fairly? It is common sense that high scores of ability, benevolence and integrity result in a very positive past experience, e.g. the perception of being treated fairly. Thus these three determinants capture the perception of past experience and hence interpersonal trust, which is in line with the argument of Mayer et al. (1995). They stated that these determinants explain a major portion of the concept of interpersonal trust, and are therefore the most valid measurement for interpersonal trust in relation with performance (Mayer et al., 1995; 2007). Therefore this research still focuses on interpersonal trust as a perception about the ability, benevolence and integrity of the consultant. Although, researchers can doubt the measurability of perceptions, this model have shown to be reliable throughout multiple studies (Bauer & Green, 1996; Brockner et al., 1997; Robinson, 1996; Davis et al., 2000; Geven, Karahanna & Straub, 2003; Borgatti & Cross, 2003; Levin & Cross, 2004; Salamon & Robinson, 2008; Schoorman et al., 2007). The operationalization of interpersonal trust will be explained in the following section in order to clarify what these three determinants imply.

Ability

First, the determinant ability is explained. Several studies have stated that in order to trust another party, a trustor must perceive that the trustee has the ability or competence to accomplish the focal task (Butler, 1991; Cook & Wall, 1980; Mishra, 1996; Sitkin & Pablo, 1992). Ability can be defined as being able to perform something and in order to perform something you need competences, both functional-specific competences as well as interpersonal competences (Davis et al., 2000). In relation with a client-consultant engagement the argument would be that a consultant is trusted when the client perceives that the consultant has the skills to make a difference in the organization. The consultant will be trusted more when the client perceives that the consultant is able to perform well. That particular consultant is likely to be more trusted in comparison with a consultant who is perceived as incapable. Thus, a consultant will be trusted more when the client perceives that the consultant is able to get the task done properly. An example item of ability is: "I had confidence in the skills of the consultant."

Benevolence

Second, the determinant benevolence will receive attention. Benevolence demonstrates the concern for the welfare of others and consists of showing consideration and care for the organization (McAllister, 1995; Mishra, 1996). This includes the motives of a consultant, which should be in line with the care for the clients' needs and interests. This is in line with several other researches on the concept benevolence. The widely used definition of benevolence is: "the extent to which the trustor perceives that the trustee intends to do good to the trustor in the relationship" (Larzelere & Huston, 1980; Mayer et al., 1995; Solomon, 1960; Strickland, 1958; Whitener et al., 1998).

To give a clear example of the effect of benevolence the research of Korsgaard, Schweiger and Sapienza, (1995) is used. They found that leaders who show consideration towards their followers had higher follower trust than those that did not. The same arguments hold for the client-consultant engagement; when the client perceives that the consultant intends to do well, the interpersonal trust level of the client in the consultant will increase. Thus, a consultant will be trusted more when the client perceives that the consultant intends to do well. An example item of benevolence is: "My needs and desires were very important to the consultant."

Integrity

And at last, the determinant integrity is explained. Integrity is defined as the clients' perception that the consultant will be honest and adheres to a set of principles that the client finds acceptable (Lee & Turban, 2001). This included discreetness, which means that information, should be kept confidential. Furthermore, integrity is defined as the belief that a trustee fulfills promises (McKnight & Chervany, 2001). These statements are in line with Davis et al. (2000), who stated that employees' belief that their manager obtains a set of principles that the employee finds acceptable increases the level of trust of the employee in the manager. Some examples of principles are: consistency, a reputation for honesty and fairness. Thus, a consultant will be trusted more when the client perceives that the consultant is integer. An example item of integrity is: "I believed that the consultant tried to be fair in dealings with others."

Measurement model of interpersonal trust

To conclude, interpersonal trust will be measured by combining ability, benevolence and integrity. Because these three determinants combined provide a solid foundation for the empirical study of interpersonal trust (Mayer et. al, 1995), which is proved in multiple studies.

INTERPERSONAL TRUST

| *Ability* | *Benevolence* | *Integrity* |
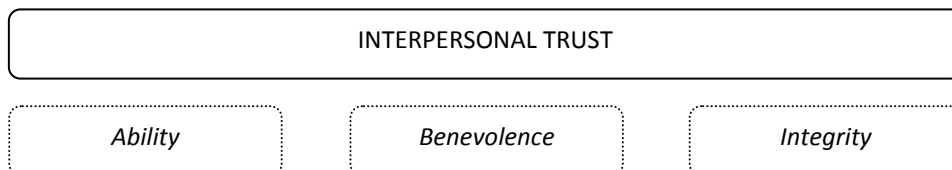
Figure 2.1. Operationalization interpersonal trust

2.2.3 Mechanism of interpersonal trust

It is important to determine how trust is build or demolished in order to understand the mechanism of interpersonal trust and its possible difference between internal and external consultants. This section provides the underlying mechanism of interpersonal trust, in which all the three determinants are combined. This mechanism determines the overall level of trust that is present in a client-consultant engagement. Previous studies have shown that trust is built incrementally over time via shared norms and habits and that it is reinforced by previous trusting behavior and previous positive feedback or experiences, which reinforces the initial behavior (Deutsch, 1973; Kelley, 1973; Lewicki & Bunker, 1996; McAllister, 1995; Nooteboom, 2002; Six, 2007; Zand, 1972). Trust grows if the client and consultant behave in such a way that allows trust to grow (Cooke & Morgan, 1998). Automatically, people have higher levels of trust in others whom they have had longer/more interactions with (Alesina & La Ferrara, 2002). This is in line with the statement that: "new relations will have lower level of trust than old relations" (Rutten, 2005, p. 157). In other words, trust is not a static concept but can undertake different levels due to the development of trust. All the arguments regarding the mechanism of interpersonal trust imply that trust positively grows over time. But this only highlights one side of the mechanism of interpersonal trust. It is not always that prior interactions increase the level of trust, referred to as upward spiraling (Six, 2007). Also downward spiraling might occur (Six, 2007); trust is demolished incrementally over time via unshared norms and habits and this negative effect is reinforced by previous negative feedback or experience.

Overall the theory provides arguments for the statement that the longer the relationship of the client and consultant exists the more the level of trust can vary due to: upward spiraling – trust building or; downward spiraling – trust demolishing. The argument of Six (2007) regarding trust building and trust demolishing is depicted in figure 2.2.
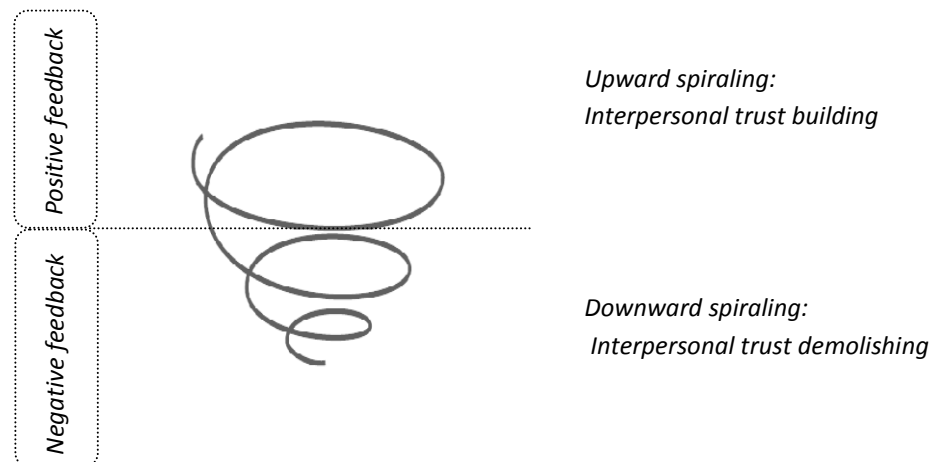
Figure 2.2. Interpersonal trust mechanism, freely to Six (2007)

The development of the level of interpersonal trust, due to the mechanism of interpersonal trust, might vary during the client-consultant engagement. Kubr (1976) established the following phases of a client-consultant

engagement; entry, diagnostic, action planning, implementation and termination. The actions during each phase vary, although they all give room for trust building or trust demolishing. A practical limitation (e.g. time) unfortunately limits the researcher to investigate what the importance of interpersonal trust is during these specific phases. Therefore, the level of interpersonal trust, established by the mechanism of interpersonal trust, can only be studied in relationship with the duration of the client-consultant engagement.

As stated in the introduction the relationship of a client with an internal consultant will likely be 'older', e.g. will have more history as compared with the relation with an external consultant. Therefore, the process of upward spiraling for an internal consultant can occur for a longer period of time as compared to an external consultant. And an internal consultant might be trusted more since he is legitimated by its organizational status. Besides, people who are both working within the same organization are more likely to trust each other (Alesina & La Ferrara, 2002). Moreover, people have more trust in others whom are 'similar' to them, e.g. members of the same group (Alesina & La Ferrara, 2002). Therefore an internal consultant will likely be trusted more since organizations normally hire someone who fits the value and beliefs of the organization. This leads to hypotheses 1a.

Hypothesis 1a: *Due to upward spiraling, the level of interpersonal trust, according to the client, in an internal consultant is greater, as compared to an external consultant*

Normally a relationship between a client and an external consultant is 'newer' as compared to a relationship between a client and an internal consultant. Therefore, the process of downward spiraling for an internal consultant can occur for a longer period of time as compared to an external consultant. In other words the mechanism of interpersonal trust for an internal consultant can have led to trust demolishing since this relationship is 'older' and therefore the external consultant might be trusted more. Besides, an external consultant might be trusted more since he is seen as an objective third party with less history within the clients' organization as compared to the internal consultant. This leads to hypothesis 1b.

Hypothesis 1b: *The level of interpersonal trust, according to the client, in an external consultant is greater due to downward spiraling of interpersonal trust in an internal consultant*

2.3 Success of the client-consultant engagement

The dependent variable -success-, demands a critical view from the researcher. Success is also quite an abstract variable which has received a lot of attention by various researchers. Before we can determine how success should be measured, insights must be gathered in the various elements of success in order to define it.

However success seems to be an obvious construct because it appeals to the imagination, it still asks for an explanation, especially in relation with trust. A look into the available literature shows that it may be considered a difficulty to measure success of a client-consultant engagement.

Success can be measured in various ways, for instance: communication and information sharing, organizational

citizenship behavior, effort, level of conflict, negotiation behaviors, individual performance, and unit (e.g., group) performance and organizational performance (Dirks & Ferrin, 2002).

On top of that, success, performance and effectiveness imply the same and are both used in the literature (Van de Ven & Ferry, 1980). Goodman and Pennings (1977) argue that success, performance and effectiveness are a multidimensional construct, and that the determinants of effectiveness are unique to the nature of the context and the goals of the individual, group or organization. A 'fine grained analysis' of the industry and the context in question needs to be conducted before one can establish how success should be measured in that particular situation (Goodman, Atkin & Schoorman, 1983). This implies that there is no universal indicator of success. But an universal indicator for success is necessary in this study since the sample contains both public as well as private client organizations. Therefore, a financial measurement for instance cannot be applied in a consistent manner. This is line with the argument of Armenakis and Burdg (1988), they argue that commonly accepted criteria such as profitability and productivity are often not applicable to consultation programs.

On top of that, the success of a client consulting engagement cannot be measured easily. According to Wright and Kitay (2002, p. 275) there are three arguments that supports this statement. First, a consultant assignment is "intangible". Second, "there are too many changes happening at once to isolate the effects of any one change". Third, "the change involves a long time frame and the effects are not immediately apparent". In other words, a widely applicable concept should be used to measure success of a client-consultant engagement.

Felicitously, van Aken has dedicated a lot of work to construct an universal indicator for success. Van Aken's (1996) study states that there is no clear and operational definition for success. Although his study originates from 1996, he did an extensive study to come up with an overarching definition of success in the project management context. He studied 1111 articles to fulfill this goal. He concluded that success should be operationalized by the satisfaction of the client regarding the client-consultant engagement.

The definition of van Aken (1996, p.90) is as follows: "project success is the level of satisfaction perceived by the involved actors as a result of the project outcomes."

Involved actors are all individuals, groups or organizations that are related to the project outcomes. Project outcomes are those physique results that clients possess after the project is finished and the client can build upon these results. An example item of success is: "The result of the consulting engagement was worth the investment completely."

This measurement tool of van Aken (1996) is not fully embraced in the scientific world. Several researchers argue that satisfaction is not the core of measuring success (Caluwé & Stoppelenburg, 2004; Gable, 1996; Kumar & Simon, 2001; Philips, 2000). Their main message is that satisfaction is a subjective concept and more objective measurements should be included in order to embrace the concept of engagement success completely. Others argue that via this model not success is measured, but satisfaction. However, the study of van Aken (1996) concludes that the satisfaction of all the actors is a proper measurement for success, although this seems a

relevant argument. Nevertheless these researchers not fully support this measurement tool of Van Aken (1996), this research still applies this model in general due its wide application in project management context. To defend the use of van Aken's work into consultancy context, a brief explanation is presented to defend this choice.

Although the study of van Aken (1996) is conducted in the project management context, it can be applied in the consultancy context since these two share several comparisons. A management project is a project with a clear beginning and end, and is mostly carried out at once (van Aken, 2009). These criteria can easily be applied to the consultancy industry. These engagements are also temporary, regardless whether the client deals with an internal or external consultant, and are even as consultancy engagements are also mostly executed only once.

The argument that the measurement of success should also be founded on more objective indicators is refuted by van Aken (1996). He argues that when a project is considered successful when it is completed on time and within budget, success does not exist. Since, at least one part of the project that turns out to be different than intended, without causing the project to fail. Another argument is that satisfaction embraces criteria which are diverse for each individual. For that reason van Aken included 'involved actors' in the definition. Each different actor, whether the individual is a director or senior advisor, has its own set of criteria, for instance budget, time frame efficiency and motivation, which forms satisfaction (van Aken, 1996).

Patterson, Johnson and Spreng (1997) concluded the same as van Aken. They concluded that satisfaction is formed by meeting the expectations of the client and that satisfaction is a core indicator for engagement success. It is the degree of satisfaction that leads to recurred business for the consultant, which is their measure for success (Patterson et al., 1997).

More recently McLachlin (2000) defined that a consulting engagement might be defined as successful if the client is satisfied that the consultant has met his/her expectations (by improving the client performance, client characteristics, and/or organizational culture, without making any category worse) – whether or not a core need has been addressed – and the consultant is satisfied that his/her reputation has been enhanced, with expectations of future revenue streams – whether or not any immediate income has been received. Thus, both van Aken (1996), Patterson et al. (1997) as well as McLachlin (2000) treat satisfaction as the embracing factor of engagement success, they all conclude that every criterion leads to success.

Engagement success is the dependent variable in this study which is influenced by interpersonal trust. Studies over the last decades have shown that trust is essentially important for successful cooperation (Deutsch, 1973; Lane, 1998; Lewis & Weigert, 1985; McAllister, 1995; Nooteboom, 2002; Rousseau et al., 1998; Zand, 1972, 1997; Zucker, 1986). More precise, several researchers have focused on the impact of trust between individual in a business relationship, equally as in this study. Organizations will be more effective and profitable when individuals within organizations trust each other and/or their superior (Dirks and Ferrin, 2002; Davis, Schoorman, Mayer and Tan, 2000). Twijnstra, Keuning and De Caluwé (2002) emphasize the importance of trust in a client-consultant engagement; they argue that this engagement should have the ability to be based on trust since that is beneficial

for the success of the engagement. In other words, interpersonal trust of a client in the consultant will have a positive effect of the success of the engagement, which leads to hypothesis 2.

Hypothesis 2:   *Interpersonal trust, according to the client, has a positive effect on success of the client-consultant engagement for both types of consultants*

As the theory regarding the mechanism of interpersonal trust has shown, interpersonal trust is incrementally built over time via shared norms and habits and positive feedback which reinforces the initial behavior (Deutsch, 1973; Kelley, 1973; Lewicki & Bunker, 1996; McAllister, 1995; Nooteboom, 2002; Six, 2007; Zand, 1972). As stated in section 2.2.3, regarding the mechanism of interpersonal trust, the level of interpersonal trust in an internal consultant is higher due to the fact that the personal relation with the client exists for a longer period of time, and therefore the process of upward spiraling can have occurred for a longer period of time. The contact moments with an internal consultant are more frequent since they might share lunch breaks together and will be invited to the same corporate trips/excursions/holidays. Alesina and La Ferrara (2002) stated that people who are working within the same organization are more likely to trust each other. Besides, people have more trust in others whom are 'similar' to them, e.g. members of the same group (Alesina & La Ferrara, 2002). Therefore an internal consultant will likely be trusted more since organizations normally hire someone who fits the values and beliefs of the organization. So, since the relationship with an internal consultant can be stated as 'older' as compared to the relationship with an external consultant, and therefore the level of interpersonal trust can be higher. Also Rutten (2005) stated that new relations will have lower levels of trust among the actors, and therefore one could conclude that internal consultants are trusted more.

Combined with the direct effect of interpersonal trust on engagement success it can be hypothesized that internal consultants will gain more engagement success because they are trusted more by the client, which is formulated in hypothesis 3a.

Hypothesis 3a: *An internal consultant has a higher positive influence on engagement success, as compared to an external consultant since this relationship is mediated by interpersonal trust*

The hypothesis presented above focuses on trust building because of an 'older' relationship. But the theory regarding trust building can easily be reversed: interpersonal trust is incrementally demolished over time via unshared norms and habits and previous negative feedback. So, downward spiraling for an internal consultant can occur for a longer period of time as compared to an external consultant. In other words, the mechanism of interpersonal trust for an internal consultant can have led to trust demolishing since this relationship is 'older' and therefore the external consultant might be trusted more. It could be hypothesized that due to downward spiraling the level of interpersonal trust in an internal consultant has decreased due to previous negative feedback. Whereas the external consultant will have a more detached relationship with the client since he/she is not present in the clients' organization besides the contractual contact hours. Therefore the level of trust in an external

consultant is higher due to the fact that it is impossible that previous downward spiraling has occurred since the relationship is rather fresh.

Combined with the direct of interpersonal trust on engagement success it can be hypothesized that external consultants will gain more engagement success because they are trusted more by the client, which is formulated in hypothesis 3b.

Hypothesis 3b: *An external consultant has a higher positive influence on engagement success, as compared to an internal consultant since this relationship is mediated by interpersonal trust*

2.4 Conceptual model

In a summary, figure 3.3 represents the conceptual model to be tested in this study. The control variables are presented in the bottom of this figure and will be explained in the following chapter.
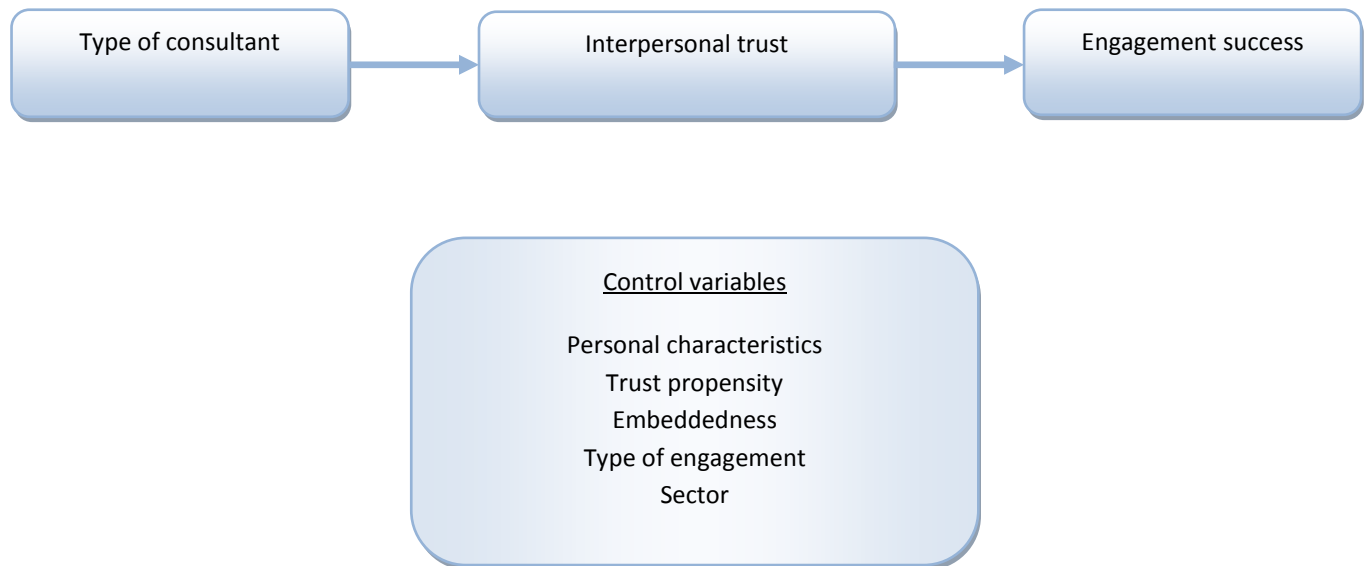
Figure 2.3. Conceptual model

2.5 Control variables

The relationship between interpersonal trust and engagement success might be influenced by other aspects that were present in the sample. Therefore, the following variables: personal characteristics, trust propensity, consultants' embeddedness, type of client-consultant engagement and the sector categorization are established to control for this relation. These variables are applied to the two/third of the conceptual model since the type of consultant, a dichotomous variable, will unlikely be influenced by the established control variables.

2.5.1 Personal characteristics

For both the client and consultant there are two important characteristics that will be taken into account namely, gender and age. Gender is divided in men and women, this control variable is included since women are

stereotyped as being more intuitive, emotional and socially oriented (Willemsen, 2002) and therefore more focused on interpersonal trust as compared to males. This is in line with Duehr and Bono (2006), who stated that women are primarily concerned with the welfare of other people, including characteristics such as compassionate, kind, sentimental, helpful and generous. Gender might also influence the engagement success since men are generally more assertive and more self confident as compared to women (Schneer & Reitman, 1995) which could result in more engagement success, or at least result in a variance of success that men or women gain. Therefore it is relevant to control for gender, for both the client as the consultant.

The clients will be asked what their age is in an open question. And to measure the age of the consultant, the clients will be asked to estimate the age of their consultant since it is unlikely that they know the exact age of the consultant. The answer possibilities are divided in blocks of five years, see table 3.1. This control variable age has been chosen because of the fact that an older consultant might be trusted more, because clients could argue that an older person has gained more experience, which is applied to ability, the first element of interpersonal trust. And age might influence engagement success since older consultants will likely have more experience and therefore gain more success as compared to younger consultants. On the other hand younger consultants might gain more engagement success since they are more enthusiastic than older people, because the level of extraversion decreases when a person gets older (Mooi, Comijs, Beekman & Kerkhof, 2006). Therefore it is relevant to control for age in this study.

Category	Criteria
A	18 – 22
B	23 – 27
C	28 – 32
D	33 – 37
E	38 – 42
F	43 – 47
G	48 – 52
H	53 – 57
I	58 – 62
J	63 – 67
K	68 – 72
L	73 - __

Table 2.2. Age categorization for consultants

The figures in the table are chosen since employees in the consultancy profession will enter the labor market not earlier than 18 because of the obligatory education in the Netherlands until the age of 18. Most people retire when they reach the age of 65, but it is not uncommon that people work longer. A maximum age is not defined to prevent that someone would not fit the sample criteria.

2.5.2 Trust propensity

The extent of interpersonal trust in a consultant depends on the willingness to trust of the client in general. According to Farris, Senner and Butterfield (1973) trust can be seen as "a personality trait of people interacting with peripheral environment of an organization"(p.145). This trait is often referred to as the propensity to trust (Mayer et al., 1995). The propensity to trust is exactly the willingness to trust others, which influences the level of interpersonal trust in a consultant. According to Hofstede (1980) the propensity to trust is formed via developmental experiences, personality types, and cultural backgrounds. Several studies have proved that this interpersonal trust factor is related to organizational settings and should be included as a control variable in case interpersonal trust is measured. Trust propensity might also influence engagement success; according to Conlon and Mayer (1994), the propensity to trust others is significantly related to the performance (e.g. success) of individuals. And therefore a relevant variable to control for in this study since it might influence interpersonal trust as well as engagement success.

The concept of trust propensity seems similar to the model of Sitkin and Pablo (1992), they stated that trust is about risk: trust is the tendency of the individual to either take or avoid risks. The tendency to trust and the propensity to trust are not the same, however, they might give the impression of being the same. There is one major difference namely, the tendency to trust, according to Sitkin and Pablo (1992) is dependent on the situation. Whereas trust propensity in this research is an independent factor which is stable across situations, which is in line with Mayer et al. (1995). Eventually, trust propensity is chosen above the tendency to trust since trust propensity is shown to be more reliable across several studies in comparison with the tendency to trust. Besides, trust propensity is measured by the concept of Schoorman, Mayer and Davis (1996) whom are the same developers as the interpersonal trust measurement model, which leads to a consistent theoretical framework to measure and control interpersonal trust and trust propensity.

An example item of trust propensity is: "most experts tell the truth about the limits of their knowledge".

2.5.3 Embeddedness

This research controls for the consultants' embeddedness, according to the model of Granovetter (1973). It is likely that the more embedded the client-consultant engagement the higher or lower the level of interpersonal trust (Six, 2007). Embeddedness might also influence the level of engagement success. Van Hout, Smit and Burger (2004) for instance argue that two persons who have no experience with each other, in other words are less embedded, will have lower levels of success. And the reversed effect is true as well, since current situations that are equal to previous situations will gain higher levels of success (Bass, 1990).

Therefore this research should control for relational embeddedness. However this is a network theory, the basis of this theory can be applied with the use of the study of Mardsen and Campbell (1984). Granovetter (1973) stated that embeddedness should be measured by tie strength, Mardsen and Campbell (1984) conducted specified research to the indicators of tie strength. Mardsen and Campbell (1984) conclude that closeness, duration and

frequency are the predictors of tie strength, and thus providing a measurement of the researcher to study embeddedness, see table 2.4 below.

Closeness	
Engagement duration	Embeddedness
Frequency	

Table 2.3. Embeddedness

Closeness is used as a measure for intensity of the engagement. And duration and frequency index the amount of time spend in the engagement. It is insurmountable that these three indicators of embeddedness show multicollinearity (Mardsen & Campbell, 1984).

Closeness

How close a client-consultant relation is has been established by four aspects: (1) familiarity (2) indirect/direct contact (3) frequency of contact (4) type of contact.

Engagement duration

This variable is operationalized in two ways. First, by the number of months that the client-consultant engagement lasted, this is divided in four categories, namely (1) short (2) medium (3) long (4) very long. Whether engagement duration is defined as short, medium, long or very long will be determined when the data are collected. Second, engagement duration will be measured by the amount of hours that the client and consultant communicated regarding the intervention.

Frequency of previous engagement

The number of times that the client and consultant already worked together influences their interpersonal relationship and therefore might influence the results of this study. Because these people may already shaped a relationship out of previous experiences. This control variable will simply be measured by the number of times that the client-consultant have engaged before.

2.5.4 Type of client-consultant engagement

Off course, not all the client-consultant engagements can be compared. For instance Lippitt and Lippitt (1978) divided the consultancy assignments into eight different tasks. This research will control for the type of intervention. That is the basis for the client and consultant to cooperate, which can be very different. Consequently the consultant may have different roles. This research controls for the two basic roles as defined by Kubr (1996) namely: expert and process type of client-consultant engagements.

The expert types of engagements imply that the consultant helps the client by providing specific expertise. The client does not expect the consultant to deal with the social aspects of the intervention in the client's organization. In general, in the expert type of engagements the consultant advises the client *what* to change.

Instead of passing on specific knowledge, the process type of engagements is primarily concerned with passing on the approach so that the client itself can diagnose and remedy his/her own problems in the future. In general, these types of engagement imply that the consultant suggests *how* to change and is involved in the social aspects within the client's organization. As a result, a consultant in a process engagement has a more collaborative relation with the client as compared to a consultant in an expert consultant role. Consequently this might influence the results of this research since a 'process' consultant will be employed for a longer and more intimate period of time at the client organizations whereas an 'expert' consultant will likely have a more detached relationship with his client. Due to this reason the mechanism of interpersonal trust might be further developed for a process consultant. In other words, the level of interpersonal trust that the client has in his consultant might be lower for an expert consultant as compared to a process consultant.

The type of client-consultant engagement might not only influence interpersonal trust but also engagement success. The process types of engagements are more collaborative and the consultant is also involved with the social issues within the clients' organization (Kubr, 2002). Thus, it might be that the level of engagement success increases or decreases since the client and consultant have collaborated more.

2.5.5 Sector

This research does not preselect client-consultant engagements in a certain sector since this would already reduce the amount of potential participants. It is plausible that the role of interpersonal trust in a highly competitive profit sector is more important as compared to a less competitive non-profit sector, however there is no specific literature which argues that trust in a certain sector is more important. There is no real evidence in the client-consultancy literature that the kind of sector influences the success of the client-consultant engagement, but since it interesting to see if there is any difference, this control variable will be taken into account.

This research controls for possible influences that the type of sector may have. The control variable sector is divided in: (1) profit or non-profit and (2) type of sector. The type of sector is established with the use of the categorization of the Ministry of Economic Affairs of the Netherlands. They distinguish 26 sectors, which can be found in appendix I: Operationalization table.

3. Methodology

3.1 Research design

This research has a deductive nature with a cross-sectional design/survey design. The data are gathered in one moment in time, namely when the client-consultant engagement has finished, because only afterwards it is possible to measure the success of a client-consultant engagement. An engagement has finished when the consultant is no longer actively involved in the intervention. So, when the external consultant is no longer employed at the client's organization and the internal consultant does not work on that particular intervention any longer.

Since the concepts in this research are already known, quantitative data analysis is suitable to identify the relationship between these concepts. Besides, the final aim of this research is to generalize the results towards other client-consultant engagements. Therefore a quantitative design had to be applied. A survey, which has been completed by clients, is the data source. The survey contains a five point Likert scale since that increases the reliability of the research (Dawes, 2008).

3.2 Data collection

The survey consisted out of three parts: general questions; interpersonal trust-related questions and engagement success-related questions. The general questions are used in order to gather data regarding the control variables. The measurements regarding the *interpersonal trust*, *engagement success* and the control variable *trust propensity* were based on a 5-point Likert scale (1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree). Interpersonal trust was measured via nine highly reliable items (cronbach's alpha: ability .95, benevolence .93, integrity .85) which are constructed by Serva, Fuller and Mayer (2005), who based their work on Mayer et al. (1995). Engagement success was measured via six reliable items (cronbach's alpha .86) which are constructed by van Aken (1996). This measurement tool of van Aken (1996) is also chosen because it is rather user-friendly due to the number of items. Therefore the possibility of a high response rate was not harmed because of a too time consuming survey. Since expanding the variable success with multiple indicators would have led to an unnecessary time consuming survey. The control variable trust propensity was measured via eight existing questions (cronbach's alpha .66) which are constructed by Schoorman, Mayer and Davis (1996).

The interpersonal trust questions and trust propensity questions needed to be translated from English to Dutch to make it more convenient for respondents to complete the survey. These items were translated at the English Teacher Education at the Fontys Hogeschool, a college of higher education in Tilburg in order to remain the quality of the existing items.

The final survey has been checked by eight persons, and has been adjusted accordingly, to improve the quality of the survey and to avoid that the survey gives room for misinterpretation. Eventually, the survey was transformed into a digital version to simplify the possibility to respond because paper versions ask more work from the respondents, and thus the response rate could be harmed (Fleming & Bowden, 2009). An online survey has been

constructed with the use of Thesistools, an online survey application.

Overall, this research applied a survey with only 39 items, which may be stated as user-friendly, besides the likelihood of a highly valid survey increased since the items have proven to be very reliable in previous studies. The final survey is shown in appendix II.

3.3 Unit of analysis and unit of observation

This research makes statements about the client-consultant engagement in relationship with interpersonal trust. However, the engagement involves both a client and a consultant; the data will be gathered by the client since this research is conducted from the viewpoint of the client, by providing practical relevance for the clients' organization whether to employ an internal or external consultant in the light of trust. Although the level of trust of the consultant in the client is relevant as well since trust is a reciprocal concept, which is addressed in paragraph 6.3 recommendations for further research. Thus, the unit of analysis is the client-consultant engagement and the unit of observation is the client.

3.4 Data analysis

After collecting all the digital data in Microsoft Office Excel, the data were transferred towards PASW Statistics 18. First, the data were cleaned via deleting the missing values; they were traceable via coding them as 99. Thereafter the data were controlled for outliers, only three extreme outliers were deleted by excluding the respondent out of the study since this resulted in more reliable items. Subsequently, the averages of the scales *interpersonal trust, engagement success* and *trust propensity* are calculated.

The conceptual model has been tested via multiple regression analysis since that is most suitable for a mediation model (Baron & Kenny, 1986). The averages of the scales are the measures for these variables and the analysis will determine whether the relationships are significant.

This research does not focus on the direct effect of the type of consultant on the success of the client-consultant engagement but included this relation in the data analysis because the type of consultant might have influenced the success of the client-consultant engagement. For example, an internal consultant might have more detailed knowledge of the client's issue in more detail as compared with an external consultant, whereas the external consultant might be more independent and objective. Thus this research needed to control for this direct relationship between type of consultant and success although it is not a part of the conceptual model.

The following three steps were used in order to determine the mediation model (Baron & Kenny, 1986). The analysis started by (1) correlating the type of consultant with success of the client-consultant engagement, this step establishes that there is an effect that might be mediated. Thereafter, (2) the type of consultant is correlated with the mediator variable interpersonal trust. At last, (3) interpersonal trust is correlated with success of the client-consultant engagement while controlling for the type of consultant. Dependent on the results: If the effect of type of consultant on engagement success is zero when trust is included, then there is full mediation. If the

effect of type of consultant on engagement success is reduced when trust is included, then the direct effect is partially mediated.

3.5 Sample strategy

Since the population size cannot be determined the rule of thumb of Sekeran (2003) is applied: "the sample size should be several times (preferably 10 times or more) as large as the number of variables in the study" (p. 295). Therefore this study should contain at least 80 respondents. According to Pallant (2008) the sample size should be 8 times the number of variables plus 50, which implies that this research should at least contain 114 respondents.

Probability sampling has been used because the general purpose of this research is generalizing the research outcomes and that is in line with the aim of probability sampling (Bryman, 2008).
However the sample strategy did not contain selection criteria for particular client-consultant engagements, although not all the client-consultant engagements can be compared. Therefore, this research controls for possible influences of different client-consultant engagements by dividing them in process and expert types, according to the model of Kubr (1996). Besides, a pre-selection of the kind of client-consultant engagements would have harmed the sample size.
Clients that have employed an internal or external consultant were potential respondents for this research. A respondent was suitable when he/she met the criterion that the client-consultant engagement has finished no longer than 12 months ago. This criterion is relevant because the respondent has to be in the position to be able to judge about the extent that the engagement was successful or not successful. This research applies the model of van Aken (1996) and therefore the satisfaction can be measured for engagements in which there is a result, applied or not. Engagements without a result cannot be included.
The interpersonal trust level that the client had in their consultant is most important since this research is conducted out of the viewpoint of the client, although the level of trust of an external consultant is relevant as well since trust is a reciprocal concept (Serva, Fuller & Mayer, 2005), as previously mentioned this is addressed in the recommendations for further research. Still the client has been chosen to complete the survey because they are in a better position to judge whether the client-consultant engagement was successful or not because the client members have just finished working with a consultant. Moreover, the possible number of respondents would likely be harmed when both the client and the consultant have to be contacted to participate in this research. At the end of the survey the respondent has been asked to provide the researcher with other possible respondents that also participated in the engagement with the consultant to improve the number of respondents of this research.

The sample was gathered via several methods. In general the sample strategy can be divided into direct and indirect approaches. For the purpose of anonymity, no specific details of the clients and the consultancy agencies are presented in this section and throughout the whole research.

Direct approaches

All the 418 municipalities in the Netherlands were personally contacted to participate in this research via their town clerks, since the town clerks decide whether to employ an internal or external consultant. Furthermore, an appeal to participate in this research has been published on 16 LinkedIn groups and five alumni associations of Tilburg University and Avans Hogeschool Breda and 's-Hertogenbosch, with a total reach of 62.000 members. In addition, 55 people of the personal network of the researcher were contacted to complete the questionnaire, since these people might have employed an internal or external consultant.

Indirect approaches

In total 17 consultancy agencies, varying from a one-man business to an international operating consultancy agency with more than 13.000 employees cooperated in this research by promoting this research among their clients. For the purpose of anonymity, no specific details of these consultancy agencies are presented since agencies are very protective when information regarding their clients is provided to third parties. The international operating consultancy agencies were limited to only contact their clients in the Netherlands about this research in order to minimize the cultural influences.

Two large organizations with an own internal consultancy department supported this research by promoting their employees to complete the survey. Fortunately, the supervisor of this research supported this study and contacted some people out of her own network in order to increase the number of clients of internal consultants.

3.6 Research quality indicators

Quality indicators are intended to ensure the quality of the research. In this research the quality indicators are internal validity, external validity, and reliability. These three quality indicators are explained below.

Internal validity

Researches that apply a cross-sectional design give usually a low internal validity (Bryman, 2008). A cross-sectional design has some disadvantages, mainly because there is only one measurement in time. Therefore, it could be more difficult to draw causal conclusions. Through the inclusion of control variables in the survey the causal relation can in some extent be re-established. These variables are not important for the research itself but designed to determine whether there is a relation between the concepts in the model. The control variables are: personal characteristics, trust propensity, consultants' embeddedness, type of engagement and sector. The concepts in the model are measured via multiple questions, therefore internal validity is even more important because questions that measure the same must be in relation with each other (Bryman, 2004). However, this problem will be avoided with the use of existing, highly reliable, items.

External validity

The results of this research will be generalized towards the population of consultants in the Netherlands.

Therefore the external validity must be high. This will be established by the number of respondents. The more respondents are included in this research, the higher the external validity will be (Baarda, De Goede & Kalmijn, 2000).

Reliability

The data collection within this research took place at a particular and single moment in time. This disadvantage of a cross-sectional design may have affected the reliability of this study, since it does not completely conform to the definition of reliability, which entails stability over time. Logically, when measuring one certain moment in time, this requirement cannot be met. Given the time frame of this research there was no possibility to conduct a longitudinal research design. A longitudinal design would be better because interpersonal trust could be measured before the client and consultant really started the engagement and afterwards success could be measured. With the use of this design it is possible that the success that the client-consultant engagement eventually had might influence the extent that the consultant is trusted by the client.

In order to improve a certain level of reliability the highest possible number of respondents is tried to be gathered. And, before the survey is send to the respondents, the pre-testing by eight persons in advance has improved the final survey because questions that gave room for misinterpretation were adjusted.

4. Results

4.1 Descriptive statistics

After checking if the data are suitable - by controlling for multicollinearity, outliers, normality and linearity - the following insights in the sample have been gained. Again, for the purpose of anonymity, no specific details of the clients and the consultancy agencies are presented in this section and throughout the whole research.

4.1.1 Sample characteristics

Prior to cleaning the data and checking for missing values 243 respondents started the online survey. Unfortunately, only 195 completed the survey soundly. Therefore, the final sample exists of 195 respondents. The number of clients of an internal consultant is 52 (26,7%) and the number of clients of an external consultant are 143 (73,3%).

Characteristics of the clients

The majority of the clients is male, N=144, which is 73,8% of the sample. Automatically only 51 respondents were female (26,2%).

The youngest client in this sample is 27 whereas the oldest client is 73 years old. Of the total 195 respondents, 80% of the sample was over the 40 years of age. Even 50% of the total sample was between the age of 50 and 65.

In total 115 clients (59,0%) reported that they are employed at a non-profit organization, and 80 clients (41,0%) are employed at a profit organization.

The two most common sectors that are reported in this study are by far 'government' (N=84 / 43,1%) and 'business services' (N=40 / 20,5%). This can be clarified since the sample strategy contained all the 418 town clerks in the Netherlands. The next two most common sectors are 'ICT' (N=13 / 6,7%) and 'education' (N=11 / 5,6%). The other sectors are not included in the text since they are irrelevant to mention due to their low frequencies.

Characteristics of the consultants

As reported by the clients, the majority of the consultants is also male, N=145, which is 74,4% of the sample. Automatically only 50 consultants that are included in this research are female (25,6%).

The clients were asked to complete the survey; therefore the age of the consultants was measured with the use of categories which each contained five years. The consultants' age varies between the age of 23 and 63. The majority (60%) was between the 40 and 50 years old.

The results show that only a quarter of the sample is female, for both the clients (26,2%) as the consultants (25,6%). It is debatable whether this is a valid reflection of the entire population, this will be further explained in the discussion section.

Characteristics of the engagements

 Almost the entire sample, 94,4% of the total 195 respondents, has rated the relation with their consultant as a

pure business relation. The type of engagement is almost equally divided into expert consultant assignment (internal consultant, 55,8%; external consultant, 51,0%) and process consultant assignment (internal consultant, 44,2%; external consultant, 49,0%).

Regarding an external consultant, the statistics show that it is not uncommon to be unfamiliar with your consultant (46,2%) and to have only indirect contact with the consultant on forehand (51,7%).

Whereas 67,3% of the clients of an internal consultant are familiar with their consultant, but still 75,0% argues that they only had indirect contact on forehand.

The majority of the clients of external consultants (N=91/ 63,6%) stated that they did not have any previous engagements with this particular internal consultant before, however 30,0% of the clients of external consultants have employed the same external consultant before, but not more than 5 times. Only 6,3% has employed the same external consultant for more than 5 times, with a maximum of 12 times.

As expected, the figures regarding the clients of an internal consultant are slightly different.

Only 36,5% of the clients of internal consultants stated that they did not have any previous engagements with this particular internal consultant before. The engagements with internal consultants are more repeating; 44,2% of the clients of internal consultants have employed the consultant one through five times before, and almost 20% has employed the consultant between 10 and 25 times.

The differences in previous engagements are interesting, when keeping the hypothesis in the back of our mind; one can conclude that the process of upward or downward spiraling can in fact proceed for a longer period of time.

The data shows that the engagement duration can vary in multiple ways. The means of the duration in terms of months for both the internal and external consultant engagements is 7,6 with a variation of 1 until 60 months. This plot shows the categorization in terms of months that will be applied in the analysis further on, see table 4.1.

Months	Categorization	Label	Internal consultant	External consultant
1 through 5	Short	A	40,4%	44,8%
6 through 10	Medium	B	42,3%	30,0%
11 through 15	Long	C	7,7%	15,4%
16 through __	Very long	D	9,6%	9,8%
			100%	100%

Table 4.1. Categorization of months

This table shows that the percentages in both type of consultants are somewhat equally divided into a left oblique distribution, therefore this part of the control variable 'embeddedness' is not differently between these two types of consultant engagements.

The mean of the engagement duration in terms of hours is 108,9 with a minimum of one hour and a maximum of 2200 hours. The engagement with an internal consultant lasted for 89,5 hours on average whereas the engagement with an external consultant lasted for 116 hours on average.

Overall, the analysis of the engagement characteristics shows that the engagements with an internal consultant are more repeating, but are shorter in terms of hours and months that the engagement lasted.

4.1.2 Reliability analyses

The three concepts in this research that were measured via a five point Likert scale are, previous to the analysis, tested on their Internal Consistency Reliability (cronbach's alpha). To create an appropriate data set, all the negative formulated questions (item trust propensity 1 and trust propensity 4) were mirrored in SPSS.

Table 4.2 shows these three variables and contains the cronbach's alpha as reported in previous studies and thereafter the cronbach's alpha of this particular study is presented. This table shows that the variable success and interpersonal trust are highly reliable concepts to measure (cronbach's α 0.8 ≤). This is referred to as high internal consistency of these parts of the survey. Each item regarding interpersonal trust included in the existing survey should be included in the analysis because the cronbach's alpha would decrease in case one of the items would be deleted. Regarding engagement success item 3 should actually be deleted (cronbach's alpha if item deleted .911). But since this scale is fixed the item will remain included in the analysis and measurement of engagement success. Unfortunately, trust propensity shows a cronbach's alpha of .632 which is insufficient to include in this research, while applying the ground rule - cronbach's α < 0.7 is too low to make judgments on individual level, see table 4.2. The operationalization of each variable can be found in appendix I, example items were provided in the theoretical framework.

Variable	Reported cronbach's α	Applied cronbach's α	Number of items
Interpersonal trust	.85	.824	9
Engagement Success	.86	.895	6
Trust propensity	.66	.632	8

Table 4.2. Reliability analysis

As the reliability analysis shows, interpersonal trust, is an internal consistent measurement model. Whether this measurement model is truly constructed by the three determinants (ability – benevolence – integrity) will be analyzed in this section. The theory previously showed that these three determinants are together a solid foundation to study interpersonal trust empirically (Mayer et al., 1995). It is still interesting to see which determinant of interpersonal trust has the most influence on the level of interpersonal trust that a client possesses towards his/her consultant, although it is not extremely important for this research.

In this stage a comparison of the contribution of each determinant of interpersonal trust is presented. Figure 4.1, presented below, shows that the determinant *ability* makes the strongest unique contribution in explaining

interpersonal trust, when the variance explained by the two other determinants in the model is controlled for.

Furthermore, this figure shows that each determinant has a positive significant influence on interpersonal trust.
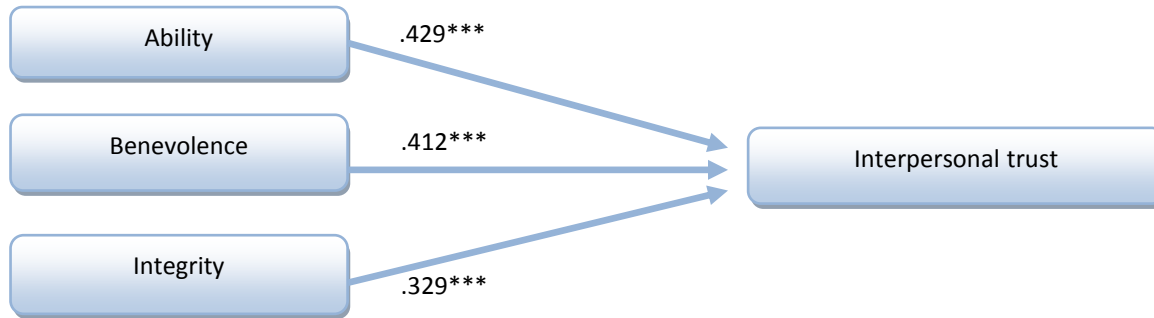
Figure 4.1. Influence of the determinants of interpersonal trust *** $p < .01$

Mayer et al. (1995) stated that these three determinants combined are solid to form one variable. Although this statement of Mayer et al. (1995) is supported by several researchers, the correlations between these three determinants are calculated to determine whether it is also valid in this study to combine these three determinants.

Table 4.3 below shows that the correlations between the three determinants are all > 0.5 which implies that it is justified to combine these determinants to form one solid variable.

	Ability	Benevolence	Integrity
Ability	1	.510	.563
Benevolence		1	.530
Integrity			1

Table 4.3. Correlation matrix interpersonal trust determinants

But before this might be stated a reliability analysis has been conducted to see whether there are no negative inter-item correlations between the items. This should imply that some items are negatively influencing the entire concept although they are mirrored in advance. Again, this analysis shows that there are no negative correlations which allow the researcher to combine the three determinants of interpersonal trust. To conclude this debate; factor analysis on these nine questions also showed that all the items can be subscribed to one component, e.g. interpersonal trust.

4.1.3 Correlation table of the included variables

In total five variables in this research are transformed into dummy variables since there were only two answer possibilities. It is important to known which answer possibility is the reference group by which the result will be compared to in order to interpret the correlations and coefficients in the following paragraphs. The following transformations were conducted, each time the answer possibility that was mostly chosen is used as reference category (Pallant, 2008), table 4.4.

Variable	Categories	Reference group
Type of consultant	Internal – external	External
Gender consultant	Male – female	Male
Gender client	Male – female	Male
Sector	Profit – nonprofit	Profit
Type of engagement	Process – expert	Expert
Type of contact	Direct – indirect	Indirect

Table 4.4. Dummy variables

The correlation table, provided in appendix V, shows the pearson correlations and the significance level of each variable that is included in this study. The first striking correlation that is shown is the correlation between interpersonal trust and engagement success (r=.780**). This correlation is significant and is rated as a large positive relationship (r=.50 to 1.0) (Pallant, 2008). This finding suggests that these two variables share 60% in their variance (.780 squared), the discussion will further elaborate on this result.

This is the only remarkable correlation regarding the core variables, type of consultant, interpersonal trust and engagement success.

4.1.4 Coefficients of the dependent, mediator variable and the control variables

This section provides the coefficients between the control variables and the dependent variable and mediator variable. Only the significant influences are shown, the other coefficients can be found in the appendix in which all the SPSS outputs are provided.

Dependent variable engagement success

This study tests a mediation model in which three core steps are involved. Engagement success is the dependent variable in the first and third step. Therefore it is relevant to rapport the standardized coefficients between the control variables and engagement success. Significant correlations were found in each type of engagement, as well as in engagements with internal consultants as in engagements with external consultants. Regarding internal consultant engagements, only the duration in hours (.415**) shows a significant influence, this implies that the more hours a client spends with the internal consultant during the engagement, the more successful the

engagement will be.

Regarding engagements with external consultants the gender of the involved client (.053*) and consultant (.187**) are significantly influencing the success rate of the engagement. This coefficient needs to be applied for females since males are the reference group. In other words, regarding the engagement with an external consultant the engagement will be more successful in case both the client and the consultant are females. Contradicting with this finding regarding external consultants, the engagement with an internal consultant would be more successful in case both the client and the consultant are males; however this coefficient is not significant thus this effect only occurs in the sample applied in this research.

Furthermore, the type of contact (direct or indirect) before the engagement with an external consultant significantly influences the success of the engagement (-.205**). This coefficient needs to be applied for the direct contact since indirect contact is the reference group. Therefore, having direct contact with the external consultant previously to the start of the engagement would lead to lower engagement success. At last, engagement duration, in terms of months (.299***), positively influences success of an engagement with an external consultant, this implies that the more months an engagement lasted the more successful the engagement will be.

An overview of these coefficients is presented in table 4.5.

	Internal consultant	External consultant
	β	β
Gender consultant	-.315	.187**
Gender client	-.313	.053*
Contact (in)-direct	-.271	-.205**
Engagement duration months	-.042	.229***
Engagement duration hours	.415**	.073
R^2	.388	.233
Significance total model	.07*	.001***

Table 4.5. Influence control variables on dependent variable engagement success *$p < .10$ ** $p < .05$ *** $p < .01$

Mediator variable interpersonal trust

Interpersonal trust is the dependent variable in the second step of mediation. Therefore it is relevant to rapport the standardized coefficients between the control variables and interpersonal trust. Significant relationships were found in each type of engagement, as well in engagements with internal consultants as in engagements with external consultants.

Regarding engagements with an internal consultant, the gender (-.399**) and the age (-.296*) of the consultant influences interpersonal trust. This implies that a female consultant is trusted less as compared to a male consultant, and that the older the internal consultant is the less he/she is trusted by the client. The type of contact (direct or indirect) before the engagement (-.330*) negatively influences the level of interpersonal trust regarding the engagement with an internal consultant. Thus, having direct contact with the internal consultant before the

engagement significantly decreases the level of interpersonal trust that the client possesses towards the consultant.

Again, the engagement duration, in terms of hours, has positively significant influence on the mediator variable interpersonal trust (.346**). Thus, the more hours the client and internal consultant spend during the engagement the more the internal consultant will be trusted by the client.

Regarding engagements with external consultants the genders of the consultant (.178**) is again significantly influencing the level of interpersonal trust, but now in a positive manner. In other words, a female external consultant is trusted more by the client. Strikingly, this effect is reserved in case of an internal consultant; in that case males are trusted more.

Equally as an internal consultant, direct contact with the external consultant before the engagement has a negative influence on interpersonal trust that the client possesses towards the consultant (-.222**).

At last, engagement duration, in terms of months (.262***), positively influences interpersonal trust in the consultant, this implies that the more months an engagement lasted the more the external consultant is trusted by the client. An overview of these coefficients is presented in table 4.6.

	Internal consultant	External consultant
	β	β
Gender consultant	-.399**	.178**
Age consultant	-.296*	-.018
Contact (in)-direct	-.330*	-.222**
Engagement duration months	-.120	.262***
Engagement duration hours	.346**	.037
R^2	.404	.233
Sig total model	.051*	.001***

Table 4.6. Influence control variables on dependent variable interpersonal trust *$p < .10$ ** $p < .05$ *** $p < .01$

4.2 Mediation Model of the core variables

According to Baron and Kenny (1986) analyzing a mediation model requires three steps. These steps are presented in the following consecutive paragraphs. The analysis started by (1) correlating the type of consultant with success of the client-consultant engagement, this step establishes that there is an effect that might be mediated. Thereafter, (2) the type of consultant is correlated with the mediator variable interpersonal trust. At last, (3) interpersonal trust is correlated with success of the client-consultant engagement while controlling for the type of consultant.

4.2.1 Step 1: Influence type of consultant on success of the client-consultant engagement

In this stage the initial variable type of consultant is correlated with engagement success. This step establishes that there is an effect that may be mediated by interpersonal trust. However this relationship is not a subpart of the conceptual model it needs to be analyzed in order to determine whether interpersonal trust mediates the relationship between the type of consultant and success. Consequently, no hypotheses were established upon this relationship.

The following results are found, when including the control variables in model one and adding the type of consultant variable in model two while using multiple linear regression analysis.
The model summary and the ANOVA table shows that model 1, thus only the control variables explains 15,8% (R^2 =.158) of the variance of engagement success and that the model is significant (p = .002***).
After adding the 'type of consultant' model two was constructed, this model explains 16,4% (R^2 =.164) of the variance of engagement success and is still significant however on a less extreme scale (p =.003***).

The coefficients table shows that the standardized regression coefficient of the type of consultant has a non-significant negative influence of β -.089 on success. Since the type of consultant is a dummy variable and the reference category is the external consultants, the outcome implies that the level of engagement success decreases while engaging with an internal consultant instead of an external consultant. However, this effect may not be generalized (p =.247 > .05) towards the population of consultancy in the Netherlands. Nevertheless, this does not harm the mediation analysis since this relation does not have to be significant in order to pursue the analyses; this step only establishes that there is a relationship that might be mediated by interpersonal trust.

4.2.2 Step 2: Influence type of consultant on the mediator interpersonal trust

In this stage the initial variable engagement success is correlated with the type of consultant variable, which is the mediator variable in this research. The following results are found, when including the control variables in model one and adding the type of consultant and interpersonal trust variables in model two while using multiple linear regression analysis.

The model summary and the ANOVA table show that model 1, thus only the control variables explain 14,5% (R^2 =.145) of the variance of interpersonal trust and that the model is significant (p = .006***). After adding the independent variable 'type of consultant' model two was constructed, this model explains 16,0% (R^2 =.160) of the variance of interpersonal trust and is significant on a more extreme level (p =.003***). The change in R^2 between model 1 and 2 is significant on a p < .10 level (p = .068*), which implies that model two significantly better explains interpersonal trust as compared to model one.

The coefficients table shows that the unstandardized regression coefficient of the type of consultant has a significant .068 (p < .10) negative effect or β .-.141 on interpersonal trust, see figure 4.2.

The variable type of consultant is a dummy variable in which the largest group, the external consultants, is the reference category. This implies that interpersonal trust drops with -.141 when employing an internal consultant. In other words, the interpersonal trust level by the client in an external consultant is higher. Therefore, hypothesis 1a is rejected and hypothesis 1b is confirmed.

Hypothesis 1a	*Due to upward spiraling, the level of interpersonal trust, according to the client, in an internal consultant is greater, as compared to an external consultant*	Rejected
Hypothesis 1b	*The level of interpersonal trust, according to the client, in an external consultant is greater due to downward spiraling of interpersonal trust in an internal consultant*	Confirmed

Type of consultant   β -.141* →   Interpersonal trust   Engagement Success
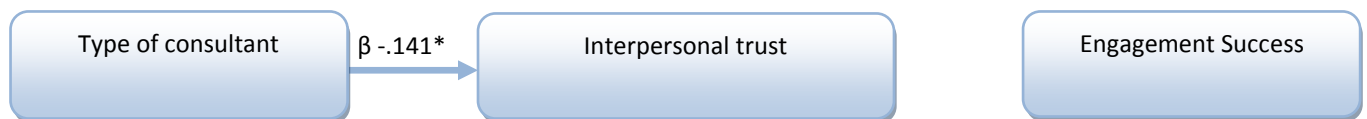
Figure 4.2. Mediation model step 2

4.2.3 Step 3: Influence interpersonal trust on engagement success controlling for the type of consultants

In this stage the mediator variable is correlated with the dependent variable engagement success while controlling for the type of consultant.

Again, model one only contains the control variables and in model two the variable interpersonal trust and the type of consultants are included as independent variables, while using multiple regression analysis.

The model summary and the ANOVA table show that model 1, thus only the control variables again explain 15,8% (R^2 =.158) of the variance of the level of success and that the model is significant (p = .002***). After adding the 'type of consultant' and 'interpersonal trust' model two was constructed, this model explains 65,5% (R^2 =.655)of the variance of engagement success and is significant on a more extreme scale (p =.000***).

The coefficients table provides both the standardized regression coefficient of the direct effect of type of consultant on engagement success as well as the standardized regression coefficient of 'interpersonal trust' on engagement success. The direct effect of type of consultant on engagement success is a non-significant positive effect of .019. The influence of interpersonal trust on engagement success is a strong significant positive effect of β .765.

The influence of interpersonal trust on engagement success is even significant on a level of p < .01 (p =.000***) providing arguments that interpersonal trust has strong influences on engagement success and may be generalized towards other client-consultant engagements in the Netherlands which are not included in this sample, this supports hypothesis 2.

Hypothesis 2	*Interpersonal trust, according to the client, has a positive effect on success of the client-consultant engagement for both types of consultants*	Confirmed

Now the regression coefficients are known it is possible to complete the conceptual model with the coefficients of each relationship, see figure 4.4.
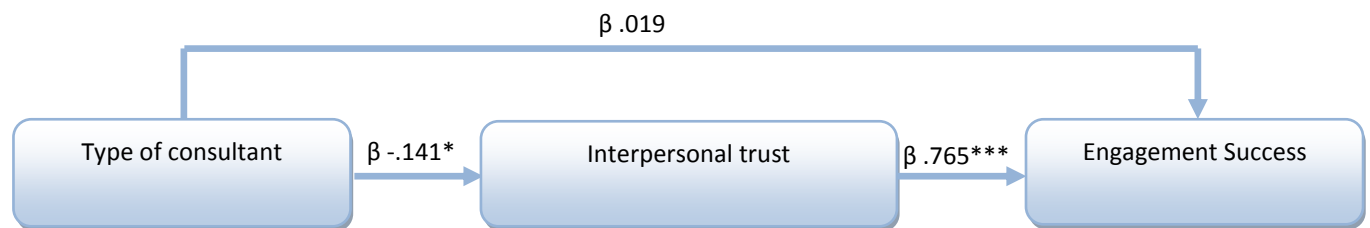
Figure 4.3. Mediation model step 3

Now the Sobel test needs to be conducted to determine whether the indirect effect of 'type of consultants' on engagement success through the mediator variable interpersonal trust is significant as a whole or not. This formula requires the unstandardized regression coefficient and the standard errors for both the association between type of consultant and interpersonal trust, as well as interpersonal trust on engagement success. These are provided in the table 4.7.

(a) Type of consultants	-.142	Unstandardized regression coefficient
	0.077	Standard error
(b) Interpersonal trust	1.181	Unstandardized regression coefficient
	0.074	Standard error

Table 4.7. Input Sobel test

The formula is as follows:

$$\frac{a*b}{\sqrt{(b^2*s_a^2 + a^2*s_b^2)}}$$

The outcome of the Sobel test is Z= -1,831966 which is significant on a two tailed test p =0.066956 (p < .10). This implies that the indirect effect of type of consultants through interpersonal trust on engagement success is a significant pad model. In other words, engaging with an external consultant has more success because of the fact that the external consultant is trusted more by the client, as compared to an engagement with an internal consultant. Therefore, hypothesis 3a is rejected and hypothesis 3b is confirmed.

Hypothesis 3a	*An internal consultant has a higher positive influence on engagement success, as compared to an external consultant since this relationship is mediated by interpersonal trust*	Rejected
Hypothesis 3b	*An external consultant has a higher positive influence on engagement success, as compared to an internal consultant since this relationship is mediated by interpersonal trust*	Confirmed

Before the following chapter proceeds with the conclusion the following aspect of this study needs to be addressed. The influence of the type of consultants on interpersonal trust (mediation step 2) is significant on a p < .10 level (p =.068) even as the indirect effect (mediation step 3) is significant on a p <.10 level (p =0.067). Normally, a significance level of p < .05 is applied, therefore the following arguments are provided that justify the choice of the p < .10 level, that have caused the confirmation/rejection of hypothesis 1a, 2a, 3a and 3b. In this research a hypothesis has been accepted at an p < .10 level since the results show that it still can be stated that the results are for 93,2% (mediation 1) and 93,3% (mediation 3) sure a reflection of the reality, and there is

only still a 6,8% and 6,7% chance that this outcome is actually because of chance.

Therefore it would be unnecessary to reject the hypotheses because the p values are more closely related to the significance value .05 as to .10. Besides, significance level p < .10 is commonly used in interpersonal trust and performance related studies (Aulakh, Masaaki & Sahay, 1997; Dirks, 1999; Davis et al., 2000; Salamon & Robinson, 2008; Zaheer, McEvily & Perrone, 1998).

5. Conclusion

Now that the analyses are completed it is possible to answer the research question:

> *To what extent does interpersonal trust, according to the client, influence the success of a client-consultant engagement and is this different for an internal or external consultant?*

The theoretical framework provided the underlying theory of the core variables type of consultant – interpersonal trust – engagement success. It shows that interpersonal trust should be operationalized into three determinants ability – benevolence – integrity (Mayer et al., 1995), which is supported by the analysis in paragraph 4.1. The type of consultant is subdivided into internal consultants and external consultants, and engagement success is measured according to the model of van Aken (1996).

The following results regarding the control variables are interesting to mention before the research question will be answered. Since this study is intended to see whether there are differences between internal and external consultant the results regarding the gender of the consultants and the duration in terms of hours and months may not be un-emphasized. Apparently the other control variables that were included in this research are not differently influencing interpersonal trust or engagement success.

First, the results show that a female external consultant gains more engagement success and is also trusted more by the client. Even, in case when both the client and the consultant are females, the highest level of engagement success will be gained, this is in line with Duehr and Bono (2006) which stated that women are primarily concerned with the welfare of other people. The statement of Duehr and Bono (2006) can also be applied as explanation of why women are trusted more.

The results regarding the internal consultants are contradicting with the results of external consultants. A male internal consultant will be trusted more by the client as compared with a female, in which the theory of Duehr and Bono (2006) cannot be applied, this would be an interesting subject for further research. The influences of gender on engagement success for an internal consultant are not significant but they do show that a male gains more engagement success in the sample of this study.

In other words, an organization should prefer a female external consultant because they have more engagement success and are also trusted more as compared to males. A male internal consultant should be preferred, since they are internally trusted more.

The second interesting result is the difference between internal and external consultants in terms of engagement duration. The number of hours was asked in terms of hours of communicating and the engagement duration in terms of months is just the number of months that the engagement lasted. The number of hours has a positive effect for both interpersonal trust and engagement success in case of an internal consultant. Where, the number

of months has a positive effect for both interpersonal trust and engagement success in case of an external consultant.

Thus, only hours are relevant in case of an engagement with an internal consultant and only months are relevant in case of an engagement with an external consultant. Therefore one could conclude that an internal consultant works more efficient or that a client of an internal consultant has difficulties with determining how long the engagement lasted, whereas an external consultant is more clearly employed for a certain period of time.

It was examined whether there are significant differences in interpersonal trust for the type of consultant. This was tested via hypotheses 1a and 1b. A significant difference was found; the results showed that an external consultant is trusted more by the client as compared to an internal consultant. Therefore hypothesis 1b was confirmed, whereas hypothesis 1a was rejected. This result shows that the model of Six (2007) regarding downward spiraling can be applied for internal consultants since the relation between an internal consultant and a client has more history as the relation with an external consultant. One can conclude that a long relationship between an internal consultant and its client leads to lower interpersonal trust of the client in the internal consultant since interpersonal trust is demolished incrementally over time (Deutsch, 1973; Kelley, 1973; Lewicki & Bunker, 1996; McAllister, 1995; Nooteboom, 2002; Six, 2007; Zand, 1972). But, it could also be that an external consultant is trusted more because of its higher level of objectivity, possibility to integrate knowledge from multiple industries which makes him/her a valuable sparring partner and because he/she can provide the particular expertise that is unavailable internally (Canback, 1999; Cummings & Worley, 2008). In-depth research in the underlying reasoning of the client regarding the lower levels of trust in an internal consultant is extremely interesting in the light of hypothesis 2.

Hypothesis 2 was about the influence of interpersonal trust on engagement success. Several researchers already determined that a strong positive influence exists. In line with previous results of other studies this relationship is also positive significant but now in the consultancy industry. Therefore, hypothesis 2 is confirmed, interpersonal trust by the client in the consultant, external or internal, does significantly positively influence engagement success. This result is in line with several empirical studies regarding interpersonal trust and success which state that interpersonal trust has become more important over the last years (Shaw, 1997; Sztompka, 1999; Bachmann & Zaheer, 2006; Reine & Reina, 2006; Peeman, 2009) and is important for effective functioning and profitability of organizations (Davis et al., 2000; Dirks & Ferrin, 2002). Dirks and Ferrin (2001) conducted a meta-analysis which showed that the positive influences of trust on individual, group and organizational level has a significant effect on performance as from 2000. This research can subscribe this effect and conclude that this effect is also relevant in the consultancy industry in the year 2011.

As stated in the introduction Strikwerda (2010) argued that trust has become less relevant in a client-consultant engagement since the client is less dependent on the consultant due to the increased possibilities to verify the consultants' advice, and therefore trust has lost its relevance. This argument can easily be refuted by the use of

this study, since it clearly shows that interpersonal trust is still highly relevant for the success of a client-consultant engagement.

After the establishing of these relationships, the next step is to determine whether the indirect effect of type of consultant through interpersonal trust upon engagement success is a significant loop. Therefore the Sobel test needed to be applied. The results showed that the mediation model as a whole is also significant. Even full mediation occurred in this study, since the direct effect of type of consultants on engagement success is not significant in both the uncontrolled analysis, mediation step 1, as well as the controlled analysis, mediation step 3. Therefore, the effect of type of consultant on engagement success is completely explained via interpersonal trust. Since this model is significant it is allowed to determine that hypothesis 3a is rejected and hypothesis 3b is confirmed. In other words, the entire model shows that an external consultant will gain more engagement success because an external consultant is trusted more by the client, in comparison with an internal consultant. Referring to the previously presented theory regarding the argument of distrust, the opposite of trust, one can indeed conclude that distrust would cause failures in business relations and in this case also in client-consultant relations. (Das & Teng, 1998; Peeman, 2009; Shaw, 1997).

To answer the research question in only one sentence: interpersonal trust by the client does positively influence the success of the client-consultant engagement and yes, this is different between internal and external consultants; external consultants are trusted more by the client and therefore gain more engagement success as compared to internal consultants.

5.1 Managerial implications

Lewin (1945) argued "there is nothing so practical as a good theory" (p. 129), so which practical benefits can organizations gain from these results?

This study was initiated to provide arguments for organizations to improve their decision making process regarding whether they should employ an internal or external consultant. As the current trends have shown us, organizations have employed internal consultants increasingly. Therefore, it was interesting to study what the difference in engagement success would be in relation with an external consultant. The relationship with an internal or external consultant has a different foundation, because the first has a contract with the same organization as the client and will likely know the client in more detail, whereas the latter could provide higher objective advice. This study shows that decision makers in organizations should prefer an external consultant because an external consultant will obtain more success because of being trusted more by the client.

In other words, an external consultant should be preferred if interpersonal trust would be the only element at stake to decide to employ an internal or an external consultant. Ultimately, multiple elements will influence this decision so it is unrealistic to determine that external consultants should be preferred at all times but it may be stated that in the light of trust external consultants will gain more engagement success.

6. Discussion, limitation and recommendations for further research

6.1 Discussion

Trust is often treated as a container concept of which common sense easily leads to the conclusion that trust needs to be present in a relation as a condition for success. But, what is trust and what is the mechanism of trust? This study has opened this black box and showed the most relevant determinants and its mechanism of trust in relation with success. The intensions to study the influences of interpersonal trust on engagement success and whether this is different for an internal or external consultant originated from the following two trends. One, nowadays trust has become increasingly important in business relations and two; organizations are increasingly employing internal consultants. As stated in the introduction, these two trends lead to an interesting tension in which one can conclude that the aspect of trust in an internal consultant is rather different as compared to an external consultant. Since a client will likely have more history with the internal consultant, which enables the mechanism of interpersonal trust to be in a different stage. Organizations decide more often to employ an internal consultant because they perceive that they can perform equally: 'we can manage these issues ourselves.' On top of that there have been multiple publications which have shown that the external consultancy industry receives a lot of pressure which leads to internal tensions within these agencies. Even the Prime Minister Dhr. M. Rutte stated in 'De Pers' in 2008, at that time the Group Chairman of the VVD, a political party in the Netherlands, that it is his "holy war" to destroy the consultancy industry by cutting of the employment of external consultants from, for example, KPMG and McKinsey (Bessems & Nieuwboer, 2008). And now, three years later the consultancy industry indeed faces these pressures. The government was a stable client for the consultancy industry, but now the volumes and prices are under pressure (Jongsma, 2011). This is endorsed by the recent figures of the annual reports of the Government, which are published on 17th May 2011. These figures show that for the first time, the government cuts the expenses to external consultants with 257 million ("Rijk bespaart kwart miljard op externe inhuur", 2011). Even in a wider perspective, Restell (2011) states that the pressures on the prices remain throughout whole Europe, however the demand for consultancy is increasing. Furthermore, Boonstra (2011) stated that there is an upcoming price war since the Dutch government will decrease the frequency of engagements with external consultancy and if they do, the prices will be lower. He also states that governments will make more use of their internal knowledge, and therefore will employ an internal consultant more often as the previous decades, a trend of which he promotes: 'the more the better' (Boonstra, 2011). Also in the private sectors these develops occur. Czerniawska (2011) has published a blog on May 19th in which she states that multinationals are 'done' with external consultants and more and more incorporate their own internal consultancy-departments. However this is a threat for the consultancy industry, she states that it will not destroy the industry. Since organizations still need external expertise and that internal consultants are too close-lipped with their client that they cannot make very sensitive decisions and have problems with remaining objective (Czerniawska, 2011).

Moreover, the consultancy industry has received a lot of negative attention in the light of their image, next to the negative attention in the light of the current financial situation. For instance, Hennekeler (2011) published an article on May the 19th in which he states that the image of the consultancy profession is a lot more negative as compared to other professions. Also De Heus (2011) recently interviewed several clients which had several reproaches against external consultants. Some even stated that the consultant is a charlatan which thinks to know it better for an enormous price tag. And to conclude, Tynan (2011) published an article about seven dirty consultant tricks and how to avoid them. He states that the external consultants have learned some dirty tricks by which they extort money from their clients. It is clear that the image of the consultancy profession is not as rose-coloured as they would like to see it. Not only external sources confirm these developments which threat the consultancy industry, also the introduction meetings with the consultancy agencies subscribed these tensions and confirmed that they had a financial decrease and receive more negative approaches and comments as before the economic crisis.

Therefore, this study is intriguing and very actual due to its spirits of times. This study shows that however the external consultancy agencies receive negative attention it can be stated that these negative opinions are less valid as supposed because the results show that these external consultants are in fact trusted more as compared to the internal consultant. Or, the opposing statement can be made; the internal consultants are even trusted less than the external consultants. For that reason, this study refutes the negative publications and justifies the existence and added value of the external consultancy agencies because they gain more engagement success in the light of trust.

So, this elaboration regarding the recent publications shows that clients negatively rate external consultants, but on the other hand this study shows that they are trusted more. This seems somewhat contradicting but there is a explanation for this contrast. The sample of this research is for a part gathered via the support of consultancy agencies; they contacted their clients to complete the online survey. Therefore the sample of this research could be biased since less successful client-consultant engagements will not likely be contacted to participate in this study. In other words, it could be that consultancy agencies only contacted clients with whom they had a fecund relationship, which will be further discussed in the paragraph regarding recommendations for further research. But, if this would explain the effect that has been found, regarding the contrast between more trust and on the other hand a more negative image, one could conclude that clients and external consultants are both better off when their relationship is functioning well because that leads to more success as compared to employing internal consultants. Besides, this bias will not be that strong since only a part of the sample was gathered indirectly via consultancy agencies. This can easily be balanced by the 418 municipalities in the Netherlands that we contacted directly in which none pre-selecting bias of the consultancy agencies can have occurred.

Overall, this study shows that the cutoff of external consultants and the negative attention that they have received and still receive is not at all legitimate. External consultants are still important and more successful when the client trusts the consultant.

Interestingly, the outcome of this research refused the statement of Kipping and Armbrüster (2002). They stated that the "otherness" of consultants—the fact that consultants are outsiders to the client organization and therefore their knowledge, their work methods, and language differ from the client's—can be a considerable burden for a successful interaction with the client and may prevent consultants from being involved more intimately in the client's business. According to their argument internal consultants will have more possibilities to gain more engagement success because their knowledge, work methods and language will probably not differ from the client and can therefore be more intimate with the client. In that situation interpersonal trust is again important, because an intimate relationship between a client and consultant will require at least interpersonal trust from the client, as the results have shown previously. But, the results show that an internal consultant is trusted less which raises questions regarding usefulness of that intimate relationship. This research has controlled for the level of intimacy between the client and consultant via the control variable closeness. The results have shown that none of the underlying concepts were significantly influencing interpersonal trust or engagement success. Therefore, the argument of "otherness" (Kipping & Armbrüster, 2002) showed to be somewhat irrelevant, the level of intimacy does not matter, but the level of trust instead does.

There are several authors that have proposed that trust is not measurable. Besides, trust is a soft concept which has been measured via a 'hard' method. Bovenberg (2003) stated that there is a difference in answers between what respondents say and do, the so-called say-answer and do-answer the first is retrieved via a survey and the latter via an experiment. Also Glaeser, Laibson, Scheinkman and Soutter (2000) argued that standard survey questions about trust do not appear to measure trust and that therefore experiments would be more reliable. And if a survey is used as research method to measure trust, then differences in caution levels are measured instead of in trust (Miller & Mitamura, 2003). Still this research has included a survey in order to measure trust since in the light of its practical limitations a survey was most suitable and a qualitative research method could have been applied but in that case the researcher would not be able to conduct a deductive study. Besides, there are also authors that have proposed that surveys are suitable to research trust. For instance, Nooteboom (1997) states that with the use of factoranalytical procedures it is possible to measure trust. Furthermore, Mayer et al. (1995) the founders of the measurement model that has been applied in this model, have revised their work of 1995 in 2007 and stated that their model is generally applicable and usable across multiple disciplines and on top of that shows generally high internal consistency reliabilities (Mayer et al., 2007).

6.2 Limitations

Despite the useful insights this study provides, they must be considered in the light of its limitations. To start with, the direction of causality of the core variables interpersonal trust and engagement success could be reversed. However, this study provides clear evidence of a relationship between interpersonal trust and engagement success; the data cannot provide conclusive evidence for the proposed causal direction. For instance, high engagement success will likely increase the level of trust of the client in the consultant. Despite, this research cannot control for a reversed direction of causality since trust and success both are measured when the client-consultant engagement has finished. Due to this limitation, regarding the direction of causality, the following three consequences need to be addressed in this limitation section.

First, common method variance will likely have occurred, that means that dependent and independent variables, in this case, interpersonal trust and engagement success, are measuring the same latent underlying concept (Straub, Boudreau & Gefen, 2004; Woszczynski & Whitman 2001). Therefore it is extra interesting to focus on the results of this relationship. A p-value of .000 and a beta of .765 are found which implies that interpersonal trust is almost the only predictor of engagement success. Although, the concepts interpersonal trust and success might theoretically be distributable into two different concepts, the results show that the respondents could not separate these concepts very well. Factor analysis upon the items of interpersonal trust and engagement success supported this statement because it has showed that all these 15 items combined fit in one concept. Due to common method variance there is a very strong effect between trust and success but that might purely originate because the two variables are measuring the same underlying concept. This could have occurred because success is measured by a subjective concept 'satisfaction' and trust is also a soft concept. Including more objective measurements for success probably would suppress the common method variance. It is debatable what the underlying concept of interpersonal trust and engagement success concept could be, for instance 'general feeling afterwards' might convey the two variables.

Second, the level of trust will vary/develop during the client-consultant engagement. Previous studies have shown that interpersonal trust is different at the beginning at the engagement as compared with the finalization of the engagement (Mayer et al., 1995). Due to the research design of this study it is impossible to make statements about this development although they might be very valuable. Because it might be possible that the level of interpersonal trust at the beginning of the assignment is relatively low but increases substantially during the engagement whereby the engagement ends with a high level of interpersonal trust but that was not present at the beginning. This could spoil the research results because in that case the researcher cannot make sound statements that high levels of trust at the beginning of the engagement are necessary for a successful engagement.

Third, because the causal direction cannot be established via this research design the following phenomenon might have occurred in the sample. It could be that the external consultants have been able to gain more engagement success which therefore has led to an increase in interpersonal trust by the client. In other words, it could be that the external consultants are better qualified and therefore more capable to create real alterations of

existing patterns as stated by Bennis (1966) and therefore are consequently trusted more by the client. Thus a significant positive effect of interpersonal trust on engagement success for external consultants could have occurred because they are more capable, experienced and qualified to gain higher successes instead of being trusted more by the client. But the opposite might have occurred as well, it could be that the client did had higher expectations about the success of the engagement than the final level of success provided, and therefore the level of interpersonal trust in the consultant decreased.

Besides, the Dutch proverb 'wat van ver komt is lekker' comparable with 'the grass is always greener at the other side of the fence' can be applied in this research. The underlying meaning is that people automatically think that something is better if it is from outside their own organizational setting. It is not impossible that clients rated the external consultant as more able, benevolent and integer, because they have the perception that they have employed the right man for their issue. This perception automatically increases the level of interpersonal trust by the client in the external consultant whereas that might not be legitimate.

If we would combine the last two arguments the following phenomenon might have occurred; the external consultants are highly qualified and therefore gain more engagement success as compared to the internal consultant and the external consultant is trusted more because the client has the perception that the consultant is better than someone out of its own organization. Consequently, the analysis will show a positive relationship between interpersonal trust and engagement success although this might not be valid since other underlying elements are influencing interpersonal trust and engagement success.

The following aspect to discuss is the amount of independent variables. This study only contains interpersonal trust and type of consultants which influence engagement success. But, as already stated in the introduction, engagement success can be influenced by many other factors. For instance, what happens if a client has a lot of trust in his consultant but the consultant is instructed poorly? This would probably lead to low engagement success although the level of interpersonal trust is high. In other words, engagement success can have many other important determinants besides interpersonal trust. Thus, the implication that a consultant needs to be trusted for an engagement to be successful might be a less strong argument since other determinants are relevant as well.

However this study is only conducted in the Netherlands the influence of culture needs to be addresses since the Netherlands is a culturally diverse country and culture influences the importance of trust (Mayer et al., 2007). Culture is mostly influencing trust propensity of the respondents, there is evidence that trust in strangers varies across cultures. Because culture is a predictor for uncertainty avoidance which is closely related to trust propensity (Sully de Luque & Javidan, 2004) and trust propensity is partially formed by culture (Hofstede, 1980). However the trust propensity control variable could not be included in the analysis due to its low internal consistency reliability (cronbach's α .632) it would still be better if the cultural background of the clients and consultants would have been integrated to deepen the results. This will be further discussed in the following paragraph 'recommendations for further research'.

Another discussion point is the emotional state of mind of the respondent during the completion of the survey. Trust is a concept by which everyone has a certain affinity; everyone that was personally contacted for this study stated that they also perceived trust as an intriguing concept. In general the researcher noticed that everyone has a certain affinity regarding trust in general. Therefore one can conclude that a general perception of trust in their environment will likely bias this research especially because it is important while measuring trust (Mayer et al., 1995; Moore, Shaffer, Pollak & Taylor-Lemcke, 1987; Sabatelli, Buck & Dreyer, 1983). The Dutch proverb regarding trust is, 'het komt te voet en gaat te paard' which means that trust is build up slowly and can be destroyed quickly. Thus, a respondent that is recently affected in his trust in humanity in total will have spoiled the results. Therefore the control variable trust propensity was included. Unfortunately this control variable had to be excluded from the analysis. To conclude, the emotional state – personal trait of the respondent regarding the willingness to trust might still have influenced the results of this research since the researcher was unable to control for this concept.

Finally, the last discussion point concerns the characteristics of the sample. The majority of the clients has employed a male consultant and are self also often males. Even more than 75% of the entire sample is male, but how close to reality is this? The theory regarding the control variables showed that females are more socially oriented and concerned to the welfare of others as compared to males (Duehr & Bono, 2006; Willemsen, 2002). Therefore one could conclude that females are more concerned and aware of trust. The results of this research are primarily established on completed surveys by males and still shows that interpersonal trust is highly important. Therefore, this outcome might be underestimated since a more equal (fifty/fifty) distribution between males and females would have led to more reliable results. The outcome of this research will likely be underestimated since only a quarter of the sample was female and they will likely have increased the effect because females are more sensitive to trust and, as proved in this study regarding external consultants, trusted more by the client.

6.3 Recommendations for further research

According to the conclusion and discussion the following recommendations for further research are relevant.

To start with, the results have shown that female external consultants are trusted more as compared to males and that male internal consultants are trusted more as compared to females. This contradiction is interesting; what leads to this difference? Why are a female external consultant and male internal consultant trusted more? This requires further research to seek explanations for this finding.

This research could be combined with the general finding that internal consultants are trusted less as compared to external consultants. A qualitative research design, e.g. interviews, would be suitable to gather the reasoning of the clients regarding why they trust external consultants more, or trust the internal consultants less. Is it in fact due to the objectivity of external consultants (Canback, 1999) or the trust demolishing mechanism of trust of internal consultants due to the longer history (Six, 2007)? Or are there other explanations?

To be sure about the general difference in trust in an internal or external consultant it would be most optimally when the respondents in further research have employed both an internal as well as an external consultant. This client will be asked to complete the survey for both engagements. In this manner it is more valid to determine which type of consultant is trusted more and the scores can be compared for both types.

The sample of this research is for a part gathered via the support of consultancy agencies; they contacted their clients to complete the online survey. Therefore the sample of this research could be biased since less successful client-consultant engagements will likely not be contacted to participate in this study. It is advisable to fully independently gather the sample since then the sample would not be pre-selected by the consultancy agencies, however this is only a part of the entire sample in this study.

As mentioned in the limitations section, common method variance has occurred. This might have been occurred by the fact that trust and success are both measured by 'soft' concepts. Therefore it would be interesting to repeat this study but then with an objective measurement tool for success since this will improve the distinguishing by the respondents of the two core variables interpersonal trust and success. But in order to completely overcome the influence of common method variance it would be optimal when interpersonal trust is measured at the start of the engagement and success during the evaluation of the engagement which automatically enables the researcher of this further research to make statements about the causality of interpersonal trust and performance. Unfortunately, this design was practically not executable in this study.

Furthermore, it is interesting to study the differences of culture on the types of trust. For instance, more action-oriented, performance focused culture the so-called masculine cultures are more focused on ability whereas a more collaborative, the so-called feminine culture are more focused on benevolence (Hofstede, 1980; Mayer et al., 2007). Although these are broad generalizations of the relationship between culture and trust, they illustrate the possible value of future research to develop these links in the consultancy industry.

The trust propensity measurement needs attention in further research. The measurement model of Schoorman et al. (1996) was based on Rotter's (1967) measure. But as other researches also have shown is that this model has not consistently produced high cronbach's alphas (e.g., .55 and .66 in Mayer & Davis, 1999; and .632 in this study). The development of a better measurement model for trust propensity enables further researchers to control to what extent trust purely influences success.

Another interesting point recommended for further research is the influence of the different consultancy services and the different types of clients. According to Gross and Poor (2008) the following distinctions between the services provided by consultants can be made, the main distinctions are: IT consulting; program/project management; operations; outsourcing advice; financial; strategy; business process re-engineering; human resources and change management. Schein (1997) distinguished six client types: contact clients; intermediate clients; primary clients; unwitting clients; indirect clients and ultimate clients. The contact client is the one who has the first contact with the consultant, which has a certain request, question or issue (Schein, 1997). But the contact client does not necessary need to have further direct contact with the consultant during the engagement. The concept of interpersonal trust is less relevant in an indirect, impersonal and detached relationship. In other words, interpersonal trust is only highly relevant in close personal relationships (Mohe & Seidl, 2009). Therefore the results of this research could be strengthened by controlling for the type of consultancy service and the type of client since this seems to be an important aspect that could deepen the results even more and is therefore interesting for further research.

Next, the dependent variable needs to be discussed. However, the model of van Aken (1996) showed to be highly reliable it only requires one person to complete the survey. But it is not unthinkable that a consultant has engaged with only one person. Therefore the entire group which has worked with the consultant should be included in the sample. This is in line with the argument of De Wit (1988) who stated that while measuring project success, which is comparable with engagement success, all the stakeholders should be involved. It is recommendable for further research that all the stakeholders, e.g. clients complete the questionnaire. This could be executed by a multiple case study.

As the current trends have shown, it is increasingly popular to employ an internal consultant. This leads to another interesting discussion point because, one could conclude that clients are more familiar with working with an external consultant simply because of the fact that this might have occurred more often. Therefore, an external consultant might be trusted more by the client because this is more natural for the client. Whereas, working with an internal consultant is not yet that common. Therefore it would be interesting to repeat this research in the future to see if the effect that has been found is not influenced by the fact that internal client-consultant engagement are somewhat infancy in 2011 as compared to external client-consultant engagements.

Finally, another interesting point for further research is the reciprocal nature of trust. It is not only the trust that the client had in the consultant but more important the reciprocity of trust. Serva, Fuller and Mayer (2005) that trust is a reciprocal concept. Due to practical limitations a longitudinal study on development of trust in an interaction between client and consultants was impossible. But it is important in the consultancy industry (Gable, 1996). Both the client and the consultant should be taken into account when measuring engagement success since both the client and consultant should be satisfied with the recommendations and performance of the consultant (Gable, 1996).

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Appendix I: Operationalization table

	Concept	Indicator	Measurement
Type of consultant	Internal consultant	Employed at the same organization as the client	(1) No (2) Yes
	External consultant	Externally employed	1) No (2) Yes
Interpersonal Trust	Ability *(Cronbachs alpha of .95)*	I felt that the consultant was very capable of performing its job	(1) Strongly disagree (2) Disagree (3) Neither agree nor disagree (4) Agree (5) Strongly agree
		I had confidence in the skills of the consultant	
		I believed that the consultant was well qualified.	
	Benevolence *(Cronbachs alpha of .93)*	The consultant really looked out for what was important for me / us.	(1) Strongly disagree (2) Disagree (3) Neither agree nor disagree (4) Agree (5) Strongly agree
		My / the organizations' needs and desires were very important to the consultant.	
		The management team went out of its way to help our development team.	
	Intergrity *(Cronbachs alpha of .85)*	I believed that the consultant tried to be fair in dealings with others.	(1) Strongly disagree (2) Disagree (3) Neither agree nor disagree (4) Agree (5) Strongly agree
		The consultant had a strong sense of justice.	
		I liked the values of the consultant.	
Success	Satisfaction of the client *(Cronbachs alpha of .86)*	I am very pleased with the result of the consulting engagement	(1) Strongly disagree (2) Disagree (3) Neither agree nor disagree (4) Agree (5) Strongly agree
		I am very satisfied with the time on which the result was produced	
		I am very pleased with the way how financial resources were used during the consulting engagement	

		The quality of the consulting engagement is very high	
		The delivered result of the consulting engagement functions very well	
		The result of the consulting engagement was worth the investment completely	
Control variables	Personal characteristics	Gender	(1) Female (2) Male
		Clients' age in years	Open question
		Consultants' age in years	A 18 – 22 B 23 – 27 C 28 – 32 D 33 – 37 E 38 – 42 F 43 – 47 G 48 – 52 H 53 – 57 I 58 – 62 J 63 – 67 K 68 – 72 L 73 - __
	Trust propensity *(Cronbachs alpha .66)*	One should be very cautious with strangers. Most experts tell the truth about the limits of their knowledge. Most people can be counted on to do what they say they will do. These days, you must be alert or someone is likely to take advantage of you. Most salespeople are honest in describing their products. Most repair people will not overcharge people who are ignorant of their specialty. Most people answer public opinion polls honestly.	(1) Strongly disagree (2) Disagree (3) Neither agree nor disagree (4) Agree (5) Strongly agree

		Most adults are competent at their jobs.	
	Embeddedness	Closeness	I was familiar with the consultant on forehand (1) Strongly disagree (2) Disagree (3) Neither agree nor disagree (4) Agree (5) Strongly agree (1) Indirect contact (2) Direct contact Frequency of contact (never – frequent) Type of contact (business – personal)
		Engagement duration	In months In hours Open question
		Frequency (number) of previous engagements	Open question
	Type of engagement	Process engagement	The consultant guided me throughout the process, facilitating the organization *how* we should change
		Expert engagement	The consultant was hired based on his expertise and he just provided us with an advice about *what* we should change
	Sector	Financial intentions	(1) Profit sector (2) Non- profit sector
		Type	1. Agro 2. Biotechnology 3. Forestry and wood (machining) industry 4. Construction and Infrastructure 5. Chemicals and Plastics 6. Consumer goods and retailing 7. Creative Industry 8. Services 9. Electronics Industry 10. Energy Sector 11. Graphical and paper

			industry
			12. ICT
			13. Clothing and textiles
			14. Machinery industry
			15. Medical Sector
			16. Metal (machining) industry
			17. Mining and petrochemicals
			18. Environment Sector
			19. Education
			20. Government
			21. Tourism, leisure and hospitality
			22. Transportation
			23. Packaging
			24. Transport and Logistics
			25. Food
			26. Water Sector
			27. Housing

Appendix II: Survey

Begeleidende brief

Geachte heer/mevrouw,

Mijn naam is Joris Kuppens en ik studeer Organisatiewetenschappen aan de Universiteit van Tilburg. Het komende half jaar zal in het teken staan van mijn afstudeerscriptie waarin ik de rol van vertrouwen ga onderzoeken. (1) Recentelijk bent u via Consultancy bureau X benaderd om te participeren in dit onderzoek waarna ik contact met u heb opgenomen. (2) Recentelijk heb ik met u contact opgenomen om te participeren in dit onderzoek.

Zoals telefonisch besproken zal mijn onderzoek de volgende vraag beantwoorden; is er een verschil tussen de mate waarin succes van een consultant interventie is beïnvloed door de mate van vertrouwen voor een interne of externe consultant. Er zijn wetenschappelijke bewijzen dat de invloed van vertrouwen de prestaties van een organisatie verhogen en er zijn ook aanwijzingen dat vertrouwen essentiëler wordt in onze hedendaagse samenleving. (1) Er is echter nog maar weinig bekend over de relatie van vertrouwen in de consultancy branche. (2) Er is echter nog maar weinig bekend over de relatie van vertrouwen in de interne consultant rol.

Uw medewerking aan dit onderzoek geeft mij waardevolle gegevens over de samenwerking met een (1) externe (2) interne consultant. Om een volledig beeld van de consultant interventie te krijgen zou ik u willen verzoeken om deze vragenlijst tevens door te sturen naar een naaste collega van u die destijds ook heeft geparticipeerd in deze specifieke interventie.

Vanzelfsprekend zullen uw persoonlijke gegevens alleen ten behoeve van dit onderzoek worden gebruikt en niet ten dienste van derden worden gesteld. Individuele antwoorden worden niet teruggekoppeld aan uw organisatie noch vermeld in mijn rapportage. Uw antwoorden worden omgezet in anonieme data die niet te herleiden zijn naar u als individu. De vragenlijst zal maximaal 10 minuten tijd in beslag nemen en op het eind kunt u uw contactgegevens achterlaten wanneer u interesse heeft in de resultaten van dit onderzoek.

Mocht u nog vragen en/of opmerkingen hebben dan kunt u met mij contact opnemen.

Hartelijk dank voor uw medewerking.

Met vriendelijke groeten,

Joris Kuppens

Universiteit van Tilburg

Introductie op de vragenlijst

In deze vragenlijst zal ik vragen naar uw persoonlijke ervaringen en individuele meningen over een interventie die maximaal 12 maanden geleden is afgerond. Wanneer er in deze periode meerdere interventies gepleegd zijn wil ik u verzoeken om één specifieke interventie in gedachte te nemen. Als er meerdere consultants actief waren in deze specifieke interventie wil ik u verzoeken om uw aandacht te richten op één consultant.

Invulinstructie

Doorgaans zijn de antwoordmogelijkheden voorgestructureerd. U maakt het antwoord van uw keuze kenbaar door het betreffende rondje te vullen. Bij de meeste vragen is het slechts mogelijk één antwoord te geven; bij andere zijn meerdere antwoorden mogelijk. Dit is steeds aangegeven door een invulinstructie onder de vraag.
Als u bij het invullen van een vraag een fout heeft gemaakt, kunt u dat herstellen door een groot kruis door het rondje te zetten en het juiste rondje te vullen.
In de vragenlijst zijn ook enkele 'open vragen' opgenomen. Bij deze vragen mag u in de daarvoor gereserveerde ruimte het antwoord in uw eigen woorden noteren.
Mocht u geen antwoord kunnen geven op een vraag, bijvoorbeeld wanneer de vraag niet voor u van toepassing is of omdat u het niet weet, dan kunt u deze vraag overslaan.

Vragen en/of opmerkingen

Mocht u vragen hebben over het onderzoek, het invullen van de vragenlijst of het retourneren dan kunt u contact opnemen met mij op 06-10869472 of j.kuppens_1@uvt.nl

Dank u voor uw medewerking!

I.   Algemene vragen

Deze vragen zijn bedoeld om enige achtergrond van u en uw consultant te verkrijgen zodat de gegevens gegroepeerd kunnen worden tijdens de verwerking. Uw antwoorden worden niet ten dienste van derde gesteld en niet teruggekoppeld aan uw organisatie. Wanneer uw antwoorden ontvangen zijn worden ze omgezet in niet-traceerbare coderingen.

1. Heeft u samengewerkt met een interne of externe consultant?

Intern: werkzaam voor dezelfde organisatie bijvoorbeeld op personeelszaken, HRM of ICT.

Extern: tijdelijk extern ingehuurd

○	Interne consultant
○	Externe consultant

2. Wat is het geslacht van de betrokken consultant?

○	Vrouw
○	Man

3. Wat is de leeftijd van de betrokken consultant?
Wanneer de exacte leeftijd niet bekend is, is een geschatte leeftijd gewenst.

○	18 t/m 22 jaar	○	48 t/m 52 jaar
○	23 t/m 27 jaar	○	53 t/m 57 jaar
○	28 t/m 32 jaar	○	58 t/m 62 jaar
○	33 t/m 37 jaar	○	63 t/m 67 jaar
○	38 t/m 42 jaar	○	68 t/m 72 jaar
○	43 t/m 47 jaar	○	73 t/m ___ jaar

4a. Ik was vooraf bekend met de consultant

Zeer mee oneens	Oneens	Niet mee oneens noch mee eens	Eens	Zeer mee eens
○	○	○	○	○

4b. Het contact dat ik vooraf met de consultant heb gehad was _____

○	indirect van aard (contact verliep via derden)
○	direct van aard

4c. Vooraf heb ik _____ contact gehad met de consultant

○	nooit
○	zelden
○	regelmatig
○	vaak
○	voortdurend

4d. De consultant is een _____

○	kennis
○	persoonlijke relatie
○	zakelijke relatie
○	persoonlijk en zakelijke relatie
○	anders:
	_____

5a. Hoelang heeft u met de consultant samengewerkt aan deze specifieke interventie?

Antwoord weergeven in aantal maanden.

_____   Maanden

5b. Wat is het aantal uur dat u met uw consultant in contact bent geweest om deze interventie te realiseren? Hieronder vallen alle vormen van contact (face 2 face overleg, telefonisch contact, e-mail verkeer).

Wanneer het exacte aantal uren niet bekend is, is een geschatte tijdsduur gewenst.

_____   Uren

6. Hoeveel keren heeft u voorheen met dezelfde consultant samengewerkt?

_____   Keer

7. De consultant heeft mij geadviseerd ..... te veranderen.

Hieronder kunt u kiezen uit "Wat te veranderen" of "Hoe te veranderen", daarbij hoort de volgende uitleg.

Wat te veranderen: de consultant was een expert op een specifiek vlak en is niet betrokken geweest bij het sociale veranderingstraject binnen mijn organisatie.

Hoe: de consultant heeft het proces begeleidt om tot een mogelijke verandering te komen. De consultant is hierbij wel betrokken geweest bij het sociale veranderingstraject binnen mijn organisatie.

Wanneer beide van toepassing zijn wordt uw gevraagd te kiezen voor de meest prominente rol van de consultant.

◯	Wat
◯	Hoe

De volgende twee vragen hebben betrekking op de organisatie waar u werkzaam bent.

8a. De organisatie waarvoor ik werkzaam ben is een _____ organisatie

◯	profit
◯	non-profit

8b. De organisatie waarvoor ik werkzaam ben bevindt zich in de _____ sector

○	Agro	○	Medische sector
○	Biotechnologie	○	Metaal(bewerkings)industrie
○	Bosbouw en hout(bewerkings)industrie	○	Mijnbouw en petrochemie
○	Bouw en infrastructuur	○	Milieusector
○	Chemie en kunststoffen	○	Onderwijs
○	Consumentengoederen en detailhandel	○	Overheid
○	Creatieve industrie	○	Toerisme, recreatie en horeca
○	Elektronica-industrie	○	Transportmiddelenindustrie
○	Energiesector	○	Verpakkingsindustrie
○	Diensten sector	○	Vervoer en logistiek
○	Grafische- en papierindustrie	○	Voedings- en genotmiddelen
○	ICT	○	Watersector
○	Kleding en textiel	○	Woning- en projectinrichting
○	Machine-industrie		

Nu volgen twee delen waarin u gevraagd wordt op stellingen te reageren.

Deel I

		Oneens	Beetje oneens	Niet mee oneens noch mee eens	Beetje eens	Eens
9.	Ik vond dat de consultant zeer goed in staat was zijn beroep uit te oefenen. Ability 1	O	O	O	O	O
10.	De consultant hield echt rekening met wat belangrijk voor mij was. Benevolence 1	O	O	O	O	O
11.	Ik vond dat de consultant eerlijk probeerde te zijn in de omgang met anderen. Integrity 1	O	O	O	O	O
12.	Men moet voorzichtig zijn met vreemden. Propensity 1	O	O	O	O	O
13.	Ik had vertrouwen in de vaardigheden van de consultant. Ability 2	O	O	O	O	O
14.	Mijn behoeften en verlangens waren van groot belang voor de consultant. Benevolence 2	O	O	O	O	O
15.	De consultant had een sterk gevoel van rechtvaardigheid. Integrity 2	O	O	O	O	O
16.	De meeste experts vertellen de waardheid over de grenzen van hun kennis. Propensity 2	O	O	O	O	O
17.	Ik vond dat de consultant goed gekwalificeerd was. Ability 3	O	O	O	O	O
18.	De consultant week van zijn vaste werkwijzen/patronen af om mij te helpen. Benevolence 3	O	O	O	O	O

		Oneens	Beetje oneens	Niet mee oneens noch mee eens	Beetje eens	Eens
19.	Ik apprecieerde de normen en waarden van de consultant. Integrity 3	○	○	○	○	○
20.	De meeste mensen doen, wat zeggen dat ze zullen doen. Propensity 3	○	○	○	○	○
21.	Tegenwoordig moet je alert zijn, anders is het waarschijnlijk dat iemand misbruik van je maakt. Propensity 4	○	○	○	○	○
22.	De meeste verkoopmedewerkers zijn eerlijk in de beschrijving van hun producten. Propensity 5	○	○	○	○	○
23.	De meeste monteurs zullen hun klanten niet te veel in rekening brengen wanneer de klanten geen kennis hebben van hun specialiteit. Propensity 6	○	○	○	○	○
24.	De meeste mensen geven eerlijk antwoord op een publieke opiniepeiling. Propensity 7	○	○	○	○	○
25.	De meeste volwassenen zijn competent in hun beroep. Propensity 8	○	○	○	○	○

Deel II

		Oneens	Beetje oneens	Niet mee oneens noch mee eens	Beetje eens	Eens
26.	Ik ben zeer tevreden met het resultaat	O	O	O	O	O
27.	Ik ben zeer tevreden met het tijdstip waarop het project werd opgeleverd	O	O	O	O	O
28.	Ik ben zeer tevreden met de wijze waarop binnen adviesproject X met de financiële middelen werd omgegaan	O	O	O	O	O
29.	De kwaliteit van het resultaat is zeer hoog	O	O	O	O	O
30.	Het door adviesproject X opgeleverde resultaat functioneert zeer goed	O	O	O	O	O
31.	Het projectresultaat is de investering volledig waard geweest	O	O	O	O	O

U bent bijna aan het einde van de vragenlijst. Nu volgen nog enkele afsluitende vragen.

32. Zou u de consultant aanbevelen aan derden?

○	Ja
○	Nee

33. Zou u dezelfde consultant in de toekomst weer inhuren??

○	Ja
○	Nee

34. Wat is uw geslacht?

○	Vrouw
○	Man

35. Wat is uw leeftijd?

_____   Jaar

Hartelijk dank voor het invullen van deze vragenlijst. U kunt hieronder uw contactgegevens achterlaten indien u interesse heeft in de resultaten van dit onderzoek. Deze contactgegevens worden niet ten dienste van derden gesteld.

Indien mogelijk, zou ik het zeer op prijs stellen als u deze vragenlijst ook door een andere, direct betrokken collega, in laat vullen.Naam

E-mailadres

U bent aan het einde van de vragenlijst gekomen, ik wil u danken voor uw medewerking.

Indien u aangegeven heeft om op de hoogte te blijven van de resultaten zult u medio augustus 2011 een rapportage toegestuurd krijgen.

Met vriendelijke groet,

Joris Kuppens

Universiteit van Tilburg

HARTELIJK DANK

Appendix III: Overview determinants of interpersonal trust

A note has to be made that there were also many papers that have used the same determinants of interpersonal trust but these papers were excluded from this table because they were built upon one of the papers that are presented below.

Authors	Determinants of trust
Butler (1991)	Availability, competence (functional/specific and interpersonal), consistency, discreetness (keeping confidences), integrity, loyalty, openness, promise fulfillment, receptivity
Cook & Wall (1980)	Trustworthy intentions, ability
Frost, Stimpson, & Maughan (1978)	Altruism
Gabarro (1978)	Openness, previous outcomes of the work of the consultant, business sense, motives, discreetness, consistency, competence
Huynh, Jennings & Shadbolt (2006)	Reputation
Jennings (1971)	Predictability, loyalty, availability, accessibility
Jones, James, & Bruni (1975)	Ability
Kasperson, Golding & Tuler (1992)	Competence, predictability, commitment, caring
Maister, Green & Galford (2000) (Business relationship)	Intimacy
Mayer, Davis & Schoorman (1995)	Benevolence, ability, integrity
Renn & Levine (1991)	Competence, objectivity, consistency
Ring & Van de Ven (1992)	Moral integrity

Table I. Overview determinants of interpersonal trust

Appendix IV: Correlation table

	Variable	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1	Type of consultant	.27	.443	1															
2	Interpersonal trust	4.011	.431	-.100	1														
3	Engagement success	3.827	.670	-.050	.780**	1													
4	Gender consultant	.26	.438	.177*	.012	.061	1												
5	Age consultant	5.96	1.727	-.061	-.067	-.115	-.192**	1											
6	Gender client	.26	.441	.037	-.151*	-.184*	-.056	.060	1										
7	Age client	48.08	9.211	-.057	.075-	-.080	.021	.182*	-.187**	1									
8	Familiarity	3.30	1.419	.250**	.057	.062	.184*	.046	-.117	.168*	1								
9	Contact (in)-direct	.42	.495	-.208**	-.242**	-.202**	-.072	-.097	.084	-.173*	-.465**	1							
10	# previous contact	2.33	1.186	.313**	.064	.114	.185*	.049	-.145*	.067	.560**	-.482**	1						
11	Engagement duration months	7.58	7.679	-.005	.140	.128	.092	-.047	.034	.037	-.029	-.003	.026	1					
12	Engagement duration hours	108.91	285.963	-.004	.111	.147*	.092	-.074	.012	-.079	-.14	.101	.008	.27**	1				
13	# previous engagements	1.98	4.045	.293**	.065	.009	.055	-.055	-.055	.044	.112	-.248**	.358**	-.02	-.109	1			
14	Engagement type	.48	.501	-.042	.083	.060	-.090	.074	-.054	.107	-.07	-.106	-.048	-.057	.052	.119	1		
15	Sector (non)-profit	.59	.493	-.228**	.143*	.063	-.036	.055	.093	.236**	-.141*	.077	-.227**	.062	.091	-.113	.191**	1	
16	Sector type	7.13	7.799	.065	-.103	-.022	.066	-.039	.158*	-.463**	.057	.059	.096	-.085	-.069	.192**	-.037	-.366**	1

Table II. Correlation table *$p < .10$ ** $p < .05$ *** $p < .01$

Appendix V: SPSS Output

V.I Reliability analysis

Interpersonal trust

Case Processing Summary

		N	%
Cases	Valid	195	100,0
	Excluded[a]	0	,0
	Total	195	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
,824	9

Engagement success

Case Processing Summary

		N	%
Cases	Valid	195	100,0
	Excluded[a]	0	,0
	Total	195	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
,895	6

Trust propensity

Case Processing Summary

		N	%
Cases	Valid	194	99,5
	Excluded[a]	1	,5
	Total	195	100,0

a. Listwise deletion based on all variables in the

procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
,632	8

V.II Correlation interpersonal trust determinants

Correlations

		Trust Ability	Trust Benevolence	Trust Integrity
Trust Ability	Pearson Correlation	1	,510[**]	,563[**]
	Sig. (2-tailed)		,000	,000
	N	195	195	195
Trust Benevolence	Pearson Correlation	,510[**]	1	,530[**]
	Sig. (2-tailed)	,000		,000
	N	195	195	195
Trust Integrity	Pearson Correlation	,563[**]	,530[**]	1
	Sig. (2-tailed)	,000	,000	
	N	195	195	195

**. Correlation is significant at the 0.01 level (2-tailed).

V.III Interpersonal trust items factor analysis

Undecided number of factors

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,838
Bartlett's Test of Sphericity	Approx. Chi-Square	553,705
	df	36
	Sig.	,000

Communalities

	Initial	Extraction
Ability 9a	1,000	,666
Benevolence 9b	1,000	,457
Integrity 9c	1,000	,498
Ability 10a	1,000	,710
Benevolence 10b	1,000	,685
Integrity 10c	1,000	,623
Ability 11a	1,000	,632
Benevolence 11b	1,000	,274
Integrity 11c	1,000	,426

Extraction Method: Principal Component Analysis.

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings[a]
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	3,956	43,954	43,954	3,956	43,954	43,954	3,283
2	1,015	11,276	55,231	1,015	11,276	55,231	3,113
3	,924	10,270	65,501				
4	,751	8,339	73,840				
5	,659	7,324	81,163				
6	,510	5,665	86,828				

7	,490	5,443	92,272					
8	,396	4,401	96,673					
9	,299	3,327	100,000					

Extraction Method: Principal Component Analysis.

a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.

Component Matrix[a]

	Component	
	1	2
Ability 10a	,767	-,350
Ability 11a	,743	
Integrity 9c	,702	
Benevolence 9b	,669	
Integrity 11c	,652	
Benevolence 10b	,641	,523
Ability 9a	,632	-,516
Integrity 10c	,623	,485
Benevolence 11b	,501	

Extraction Method: Principal Component Analysis.

a. 2 components extracted.

Pattern Matrix[a]

	Component	
	1	2
Ability 9a	,886	
Ability 10a	,808	
Ability 11a	,729	
Integrity 11c	,429	,326
Benevolence 10b		,876
Integrity 10c		,828
Benevolence 9b	,317	,462
Integrity 9c	,364	,453
Benevolence 11b		,425

Extraction Method: Principal Component Analysis.

 Rotation Method: Oblimin with Kaiser

Normalization.

Pattern Matrix[a]

	Component	
	1	2
Ability 9a	,886	
Ability 10a	,808	
Ability 11a	,729	
Integrity 11c	,429	,326
Benevolence 10b		,876
Integrity 10c		,828
Benevolence 9b	,317	,462
Integrity 9c	,364	,453
Benevolence 11b		,425

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser

Normalization.

a. Rotation converged in 13 iterations.

Structure Matrix

	Component	
	1	2
Ability 10a	,841	,460
Ability 9a	,802	
Ability 11a	,788	,475
Integrity 11c	,588	,534
Benevolence 10b	,313	,822
Integrity 10c	,315	,786
Integrity 9c	,584	,630
Benevolence 9b	,542	,616
Benevolence 11b	,368	,504

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser

Normalization.

Component Correlation Matrix

Component	1	2
1	1,000	,486

| 2 | ,486 | 1,000 |

Extraction Method: Principal Component
Analysis.
 Rotation Method: Oblimin with Kaiser
Normalization.

Forced to one factor

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,838
Bartlett's Test of Sphericity	Approx. Chi-Square	553,705
	df	36
	Sig.	,000

Communalities

	Initial	Extraction
Ability 9a	1,000	,400
Benevolence 9b	1,000	,447
Integrity 9c	1,000	,493
Ability 10a	1,000	,588
Benevolence 10b	1,000	,411
Integrity 10c	1,000	,388
Ability 11a	1,000	,552
Benevolence 11b	1,000	,251
Integrity 11c	1,000	,425

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3,956	43,954	43,954	3,956	43,954	43,954
2	1,015	11,276	55,231			
3	,924	10,270	65,501			
4	,751	8,339	73,840			
5	,659	7,324	81,163			
6	,510	5,665	86,828			
7	,490	5,443	92,272			
8	,396	4,401	96,673			
9	,299	3,327	100,000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component
	1
Ability 10a	,767
Ability 11a	,743
Integrity 9c	,702
Benevolence 9b	,669
Integrity 11c	,652
Benevolence 10b	,641
Ability 9a	,632
Integrity 10c	,623
Benevolence 11b	,501

Extraction Method: Principal Component

Analysis.

a. 1 components extracted.

V.IV Analysis control variables

Descriptive statistics

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Type consultant cat	195	0	1	,27	,443
Interpersonal Trust	195	2,444	4,889	4,01140	,431509
Success	195	1,167	4,833	3,82735	,670388
Gender consultant cat	195	0	1	,26	,438
Age consultant	195	2	10	5,96	1,727
Closeness familiarity	195	1	5	3,30	1,419
Closeness (in)-direct contact cat	195	0	1	,42	,495
Closeness previous contact frequency	195	1	5	2,33	1,186
Engagement duration months	195	1	60	7,58	7,679
Engagement duration hours	195	1	2200	108,91	285,963
Engagement previous	195	0	25	1,98	4,045
Engagement type cat	195	0	1	,48	,501
Sector (non_-profit cat	195	0	1	,59	,493
Sector cat	195	0	26	7,13	7,799
Age client	195	27	73	48,08	9,211
Gender client cat	195	0	1	,26	,441
Valid N (listwise)	195				

Internal consultants: Influence on engagement success

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Gender client cat, Engagement previous, Age client, Closeness (in)-direct contact cat, Engagement duration hours, Gender consultant cat, Age consultant, Sector cat, Engagement duration months, Engagement type cat, Closeness previous contact frequency, Sector (non_-profit cat, Closeness familiarity [a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Success

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,623[a]	,388	,178	,721714

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,623[a]	,388	,178	,721714

a. Predictors: (Constant), Gender client cat, Engagement previous, Age client, Closeness (in)-direct contact cat, Engagement duration hours, Gender consultant cat, Age consultant, Sector cat, Engagement duration months, Engagement type cat, Closeness previous contact frequency, Sector (non_-profit cat, Closeness familiarity

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12,525	13	,963	1,850	,070[a]
	Residual	19,793	38	,521		
	Total	32,318	51			

a. Predictors: (Constant), Gender client cat, Engagement previous, Age client, Closeness (in)-direct contact cat, Engagement duration hours, Gender consultant cat, Age consultant, Sector cat, Engagement duration months, Engagement type cat, Closeness previous contact frequency, Sector (non_-profit cat, Closeness familiarity

b. Dependent Variable: Success

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	Correlations Zero-order	Correlations Partial	Correlations Part	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1	(Constant)	5,884	,816		7,214	,000					
	Gender consultant cat	-,510	,261	-,315	-1,953	,058	-,229	-,302	-,248	,621	1,610
	Age consultant	-,056	,061	-,140	-,907	,370	-,147	-,146	-,115	,680	1,470
	Closeness familiarity	,166	,124	,297	1,339	,188	,003	,212	,170	,327	3,060
	Closeness (in)-direct contact cat	-,499	,307	-,274	-1,627	,112	-,167	-,255	-,207	,568	1,761

Closeness previous contact frequency	-,124	,138		-,198	-,900	,374	,071	-,144	-,114	,332	3,011
Engagement duration months	-,004	,013		-,042	-,280	,781	-,095	-,045	-,036	,716	1,397
Engagement duration hours	,002	,001		,415	2,520	,016	,194	,378	,320	,594	1,683
Engagement previous	,035	,028		,283	1,272	,211	-,022	,202	,161	,326	3,069
Engagement type cat	-,218	,295		-,137	-,739	,464	,045	-,119	-,094	,466	2,145
Sector (non_-profit cat	,203	,303		,126	,669	,507	,007	,108	,085	,453	2,208
Sector cat	-,030	,022		-,258	-1,360	,182	-,149	-,215	-,173	,449	2,227
Age client	-,034	,014		-,368	-2,421	,020	-,234	-,366	-,307	,699	1,431
Gender client cat	-,545	,271		-,313	-2,013	,051	-,207	-,310	-,256	,667	1,500

a. Dependent Variable: Success

External consultants: Influence on engagementsuccess

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Gender client cat, Engagement duration hours, Age consultant, Closeness previous contact frequency, Gender consultant cat, Sector (non_-profit cat, Engagement duration months, Engagement type cat, Age client, Closeness (in)-direct contact cat, Engagement previous, Sector cat, Closeness familiarity [a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Success

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,472[a]	,223	,145	,594495

a. Predictors: (Constant), Gender client cat, Engagement duration hours, Age consultant, Closeness previous contact frequency, Gender consultant cat, Sector (non_-profit cat, Engagement duration months, Engagement type cat, Age client, Closeness (in)-direct contact cat, Engagement previous, Sector cat, Closeness familiarity

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13,092	13	1,007	2,849	,001[a]
	Residual	45,592	129	,353		
	Total	58,684	142			

a. Predictors: (Constant), Gender client cat, Engagement duration hours, Age consultant, Closeness previous contact frequency, Gender consultant cat, Sector (non_-profit cat, Engagement duration months, Engagement type cat, Age client, Closeness (in)-direct contact cat, Engagement previous, Sector cat, Closeness familiarity

b. Dependent Variable: Success

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Correlations			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	3,861	,414		9,324	,000					
	Gender consultant cat	,294	,128	,187	2,292	,024	,239	,198	,178	,904	1,106
	Age consultant	-,025	,034	-,064	-,741	,460	-,093	-,065	-,058	,808	1,238
	Closeness familiarity	,005	,047	,010	,097	,922	,113	,009	,008	,601	1,664
	Closeness (in)-direct contact cat	-,262	,123	-,205	-2,128	,035	-,243	-,184	-,165	,651	1,536
	Closeness previous contact frequency	,043	,061	,071	,697	,487	,173	,061	,054	,580	1,724
	Engagement duration months	,021	,007	,229	2,796	,006	,276	,239	,217	,901	1,110
	Engagement duration hours	,000	,000	,073	,861	,391	,154	,076	,067	,829	1,206
	Engagement previous	-,016	,026	-,062	-,626	,532	,076	-,055	-,049	,621	1,609

Engagement type cat	,003	,108		,002	,023	,982	,059	,002	,002	,844	1,185
Sector (non_-profit cat	,117	,118		,087	,991	,323	,075	,087	,077	,785	1,273
Sector cat	,008	,008		,098	,980	,329	,038	,086	,076	,603	1,658
Age client	-,002	,007		-,034	-,342	,733	-,025	-,030	-,027	,599	1,668
Gender client cat	-,241	,124		-,164	-1,951	,053	-,174	-,169	-,151	,857	1,166

a. Dependent Variable: Success

Internal consultants: Influence on Interpersonal trust

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Gender client cat, Engagement previous, Age client, Closeness (in)-direct contact cat, Engagement duration hours, Gender consultant cat, Age consultant, Sector cat, Engagement duration months, Engagement type cat, Closeness previous contact frequency, Sector (non_-profit cat, Closeness familiarity [a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Interpersonal Trust

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,636[a]	,404	,200	,416273

a. Predictors: (Constant), Gender client cat, Engagement previous, Age client, Closeness (in)-direct contact cat, Engagement duration hours, Gender consultant cat, Age consultant, Sector cat, Engagement duration months, Engagement type cat, Closeness previous contact frequency, Sector (non_-profit cat, Closeness familiarity

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4,464	13	,343	1,981	,051[a]
	Residual	6,585	38	,173		
	Total	11,048	51			

a. Predictors: (Constant), Gender client cat, Engagement previous, Age client, Closeness (in)-direct contact cat, Engagement duration hours, Gender consultant cat, Age consultant, Sector cat, Engagement duration months, Engagement type cat, Closeness previous contact frequency, Sector (non_-profit cat, Closeness familiarity

b. Dependent Variable: Interpersonal Trust

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	4,912	,470		10,440	,000					
	Gender consultant cat	-,379	,151	-,399	-2,514	,016	-,307	-,378	-,315	,621	1,610
	Age consultant	-,069	,035	-,296	-1,947	,059	-,197	-,301	-,244	,680	1,470
	Closeness familiarity	,081	,072	,247	1,128	,266	,032	,180	,141	,327	3,060
	Closeness (in)-direct contact cat	-,351	,177	-,330	-1,983	,055	-,257	-,306	-,248	,568	1,761
	Closeness previous contact frequency	-,029	,079	-,078	-,360	,721	,064	-,058	-,045	,332	3,011
	Engagement duration months	-,006	,008	-,120	-,812	,422	-,152	-,131	-,102	,716	1,397
	Engagement duration hours	,001	,000	,346	2,133	,039	,108	,327	,267	,594	1,683
	Engagement previous	,014	,016	,188	,857	,397	,035	,138	,107	,326	3,069

Engagement type cat	-,152	,170	-,164	-,895	,376	,153	-,144	-,112	,466	2,145
Sector (non_-profit cat	,291	,175	,310	1,667	,104	,154	,261	,209	,453	2,208
Sector cat	-,007	,013	-,098	-,524	,603	-,147	-,085	-,066	,449	2,227
Age client	-,013	,008	-,242	-1,618	,114	-,125	-,254	-,203	,699	1,431
Gender client cat	-,120	,156	-,118	-,770	,446	-,050	-,124	-,096	,667	1,500

a. Dependent Variable: Interpersonal Trust

External consultants: Influence on Interpersonal trust

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Gender client cat, Engagement duration hours, Age consultant, Closeness previous contact frequency, Gender consultant cat, Sector (non_-profit cat, Engagement duration months, Engagement type cat, Age client, Closeness (in)-direct contact cat, Engagement previous, Sector cat, Closeness familiarity [a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Interpersonal Trust

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,483[a]	,233	,156	,399055

a. Predictors: (Constant), Gender client cat, Engagement duration hours, Age consultant, Closeness previous contact frequency, Gender consultant cat, Sector (non_-profit cat, Engagement duration months, Engagement type cat, Age client, Closeness (in)-direct contact cat, Engagement previous, Sector cat, Closeness familiarity

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6,256	13	,481	3,022	,001[a]
	Residual	20,543	129	,159		
	Total	26,798	142			

a. Predictors: (Constant), Gender client cat, Engagement duration hours, Age consultant, Closeness previous contact frequency, Gender consultant cat, Sector (non_-profit cat, Engagement duration months, Engagement type cat, Age client, Closeness (in)-direct contact cat, Engagement previous, Sector cat, Closeness familiarity

b. Dependent Variable: Interpersonal Trust

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Correlations			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	3,850	,278		13,848	,000					
	Gender consultant cat	,189	,086	,178	2,192	,030	,206	,189	,169	,904	1,106
	Age consultant	-,005	,023	-,018	-,204	,838	-,004	-,018	-,016	,808	1,238
	Closeness familiarity	-,009	,032	-,028	-,279	,781	,110	-,025	-,022	,601	1,664
	Closeness (in)-direct contact cat	-,192	,083	-,222	-2,322	,022	-,282	-,200	-,179	,651	1,536
	Closeness previous contact frequency	-,018	,041	-,044	-,434	,665	,121	-,038	-,033	,580	1,724
	Engagement duration months	,016	,005	,262	3,223	,002	,303	,273	,248	,901	1,110
	Engagement duration hours	5,150E-5	,000	,037	,434	,665	,109	,038	,033	,829	1,206
	Engagement previous	,020	,017	,111	1,132	,260	,187	,099	,087	,621	1,609

Engagement type cat	-,012	,073	-,013	-,159	,874	,051	-,014	-,012	,844	1,185
Sector (non_-profit cat	,087	,079	,096	1,099	,274	,107	,096	,085	,785	1,273
Sector cat	,002	,005	,033	,335	,738	-,062	,029	,026	,603	1,658
Age client	,003	,005	,070	,706	,481	,129	,062	,054	,599	1,668
Gender client cat	-,121	,083	-,121	-1,453	,149	-,181	-,127	-,112	,857	1,166

a. Dependent Variable: Interpersonal Trust

V.V Mediation step 1

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Gender client cat, Engagement duration hours, Engagement type cat, Age consultant, Closeness previous contact frequency, Sector cat, Engagement duration months, Gender consultant cat, Engagement previous, Sector (non_-profit cat, Closeness (in)-direct contact cat, Age client, Closeness familiarity [a]	.	Enter
2	Type consultant cat[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Success

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,397[a]	,158	,097	,651635
2	,405[b]	,164	,099	,651012

a. Predictors: (Constant), Gender client cat, Engagement duration hours,
Engagement type cat, Age consultant, Closeness previous contact frequency,
Sector cat, Engagement duration months, Gender consultant cat, Engagement
previous, Sector (non_-profit cat, Closeness (in)-direct contact cat, Age client,
Closeness familiarity

b. Predictors: (Constant), Gender client cat, Engagement duration hours,
Engagement type cat, Age consultant, Closeness previous contact frequency,
Sector cat, Engagement duration months, Gender consultant cat, Engagement
previous, Sector (non_-profit cat, Closeness (in)-direct contact cat, Age client,
Closeness familiarity , Type consultant cat

ANOVA[c]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14,389	13	1,107	2,607	,002[a]
	Residual	76,858	181	,425		
	Total	91,246	194			
2	Regression	14,959	14	1,069	2,521	,003[b]
	Residual	76,287	180	,424		
	Total	91,246	194			

a. Predictors: (Constant), Gender client cat, Engagement duration hours, Engagement type cat, Age
consultant, Closeness previous contact frequency, Sector cat, Engagement duration months, Gender
consultant cat, Engagement previous, Sector (non_-profit cat, Closeness (in)-direct contact cat, Age client,
Closeness familiarity

b. Predictors: (Constant), Gender client cat, Engagement duration hours, Engagement type cat, Age
consultant, Closeness previous contact frequency, Sector cat, Engagement duration months, Gender
consultant cat, Engagement previous, Sector (non_-profit cat, Closeness (in)-direct contact cat, Age client,
Closeness familiarity , Type consultant cat

c. Dependent Variable: Success

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Correlations			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	4,602	,374		12,297	,000					

		B	Std. Error	Beta	t	Sig.	Zero-order	Partial	Part	Tolerance	VIF
	Gender consultant cat	,011	,113	,007	,097	,923	,065	,007	,007	,889	1,124
	Age consultant	-,035	,029	-,088	-1,218	,225	-,109	-,090	-,083	,893	1,120
	Closeness familiarity	-,012	,043	-,024	-,269	,788	,062	-,020	-,018	,576	1,735
	Closeness (in)-direct contact cat	-,345	,116	-,249	-2,966	,003	-,203	-,215	-,202	,660	1,515
	Closeness previous contact frequency	,020	,055	,035	,369	,712	,114	,027	,025	,517	1,933
	Engagement duration months	,010	,006	,111	1,544	,124	,141	,114	,105	,907	1,103
	Engagement duration hours	,000	,000	,115	1,558	,121	,158	,115	,106	,851	1,175
	Engagement previous	-,009	,013	-,055	-,705	,482	,006	-,052	-,048	,768	1,303
	Engagement type cat	,035	,099	,026	,353	,725	,057	,026	,024	,888	1,126
	Sector (non_-profit cat	,183	,108	,132	1,689	,093	,064	,125	,115	,765	1,307
	Sector cat	,003	,008	,030	,346	,729	-,016	,026	,024	,639	1,565
	Age client	-,012	,006	-,158	-1,907	,058	-,081	-,140	-,130	,674	1,483
	Gender client cat	-,327	,112	-,210	-2,919	,004	-,186	-,212	-,199	,898	1,113
2	(Constant)	4,650	,376		12,362	,000					
	Gender consultant cat	,028	,114	,018	,244	,807	,065	,018	,017	,875	1,143
	Age consultant	-,036	,029	-,090	-1,246	,214	-,109	-,092	-,085	,892	1,121
	Closeness familiarity	-,005	,044	-,011	-,124	,901	,062	-,009	-,008	,568	1,762
	Closeness (in)-direct contact cat	-,349	,116	-,252	-3,002	,003	-,203	-,218	-,205	,659	1,517
	Closeness previous contact frequency	,025	,055	,044	,463	,644	,114	,034	,032	,514	1,946

Engagement duration months	,010	,006		,109	1,519	,131	,141	,112	,104	,906	1,103
Engagement duration hours	,000	,000		,118	1,603	,111	,158	,119	,109	,850	1,177
Engagement previous	-,006	,014		-,033	-,413	,680	,006	-,031	-,028	,725	1,379
Engagement type cat	,035	,099		,025	,350	,727	,057	,026	,024	,888	1,126
Sector (non_-profit cat	,160	,110		,115	1,450	,149	,064	,107	,099	,740	1,352
Sector cat	,002	,008		,017	,200	,842	-,016	,015	,014	,629	1,589
Age client	-,012	,006		-,167	-2,005	,046	-,081	-,148	-,137	,669	1,495
Gender client cat	-,311	,113		-,200	-2,759	,006	-,186	-,201	-,188	,885	1,130
Type consultant cat	-,138	,119		-,089	-1,161	,247	-,052	-,086	-,079	,787	1,271

a. Dependent Variable: Success

Excluded Variables[b]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics		Minimum Tolerance
						Tolerance	VIF	
1	Type consultant cat	-,089[a]	-1,161	,247	-,086	,787	1,271	,514

a. Predictors in the Model: (Constant), Gender client cat, Engagement duration hours, Engagement type cat, Age consultant, Closeness previous contact frequency, Sector cat, Engagement duration months, Gender consultant cat, Engagement previous, Sector (non_-profit cat, Closeness (in)-direct contact cat, Age client, Closeness familiarity

b. Dependent Variable: Success

V.VI Mediation step 2

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Age client, Gender consultant cat, Engagement previous, Engagement duration months, Engagement type cat, Gender client cat, Age consultant, Closeness familiarity , Engagement duration hours, Sector (non_-profit cat, Closeness (in)-direct contact cat, Sector cat, Closeness previous contact frequency[a]	.	Enter
2	Type consultant cat[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Interpersonal Trust

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,380[a]	,145	,083	,425305

2	,400[b]	,160	,095	,422551

a. Predictors: (Constant), Age client, Gender consultant cat, Engagement previous, Engagement duration months, Engagement type cat, Gender client cat, Age consultant, Closeness familiarity , Engagement duration hours, Sector (non_-profit cat, Closeness (in)-direct contact cat, Sector cat, Closeness previous contact frequency

b. Predictors: (Constant), Age client, Gender consultant cat, Engagement previous, Engagement duration months, Engagement type cat, Gender client cat, Age consultant, Closeness familiarity , Engagement duration hours, Sector (non_-profit cat, Closeness (in)-direct contact cat, Sector cat, Closeness previous contact frequency, Type consultant cat

ANOVA[c]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5,532	13	,426	2,353	,006[a]
	Residual	32,740	181	,181		
	Total	38,272	194			
2	Regression	6,134	14	,438	2,454	,003[b]
	Residual	32,139	180	,179		
	Total	38,272	194			

a. Predictors: (Constant), Age client, Gender consultant cat, Engagement previous, Engagement duration months, Engagement type cat, Gender client cat, Age consultant, Closeness familiarity , Engagement duration hours, Sector (non_-profit cat, Closeness (in)-direct contact cat, Sector cat, Closeness previous contact frequency

b. Predictors: (Constant), Age client, Gender consultant cat, Engagement previous, Engagement duration months, Engagement type cat, Gender client cat, Age consultant, Closeness familiarity , Engagement duration hours, Sector (non_-profit cat, Closeness (in)-direct contact cat, Sector cat, Closeness previous contact frequency, Type consultant cat

c. Dependent Variable: Interpersonal Trust

Coefficients[a]

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	4,224	,244		17,293	,000

Gender consultant cat	-,020	,074	-,020	-,276	,783
Gender client cat	-,156	,073	-,155	-2,133	,034
Sector (non_-profit cat	,145	,071	,161	2,052	,042
Sector cat	,001	,005	,020	,232	,817
Engagement type cat	,012	,065	,013	,185	,854
Closeness (in)-direct contact cat	-,264	,076	-,295	-3,482	,001
Age consultant	-,018	,019	-,070	-,958	,340
Closeness familiarity	-,005	,028	-,017	-,188	,851
Closeness previous contact frequency	-,023	,036	-,062	-,651	,516
Engagement duration months	,007	,004	,126	1,747	,082
Engagement duration hours	,000	,000	,087	1,167	,245
Engagement previous	,003	,009	,030	,389	,698
Age client	-,001	,004	-,020	-,242	,809
2 (Constant)	4,273	,244		17,502	,000
Gender consultant cat	-,003	,074	-,003	-,042	,967
Gender client cat	-,140	,073	-,139	-1,909	,058
Sector (non_-profit cat	,121	,072	,135	1,695	,092
Sector cat	2,060E-5	,005	,000	,004	,997
Engagement type cat	,012	,064	,013	,181	,857
Closeness (in)-direct contact cat	-,269	,075	-,299	-3,558	,000
Age consultant	-,019	,019	-,073	-1,006	,316
Closeness familiarity	,001	,028	,003	,038	,969
Closeness previous contact frequency	-,018	,036	-,048	-,504	,615
Engagement duration months	,007	,004	,123	1,716	,088
Engagement duration hours	,000	,000	,092	1,244	,215
Engagement previous	,007	,009	,065	,811	,418
Age client	-,002	,004	-,034	-,407	,685
Type consultant cat	-,142	,077	-,141	-1,835	,068

a. Dependent Variable: Interpersonal Trust

Excluded Variables[b]

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics Tolerance
1 Type consultant cat	-,141[a]	-1,835	,068	-,136	,787

a. Predictors in the Model: (Constant), Age client, Gender consultant cat, Engagement previous, Engagement duration months, Engagement type cat, Gender client cat, Age consultant, Closeness familiarity , Engagement duration hours, Sector (non_-profit cat, Closeness (in)-direct contact cat, Sector cat, Closeness previous contact frequency

b. Dependent Variable: Interpersonal Trust

V.VII Mediation step 3

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Age client, Gender consultant cat, Engagement previous, Engagement duration months, Engagement type cat, Gender client cat, Age consultant, Closeness familiarity , Engagement duration hours, Sector (non_-profit cat, Closeness (in)-direct contact cat, Sector cat, Closeness previous contact frequency[a]	.	Enter
2	Interpersonal Trust, Type consultant cat[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Success

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate

1	,397[a]	,158	,097	,651635
2	,809[b]	,655	,626	,419477

a. Predictors: (Constant), Age client, Gender consultant cat, Engagement previous, Engagement duration months, Engagement type cat, Gender client cat, Age consultant, Closeness familiarity , Engagement duration hours, Sector (non_-profit cat, Closeness (in)-direct contact cat, Sector cat, Closeness previous contact frequency

b. Predictors: (Constant), Age client, Gender consultant cat, Engagement previous, Engagement duration months, Engagement type cat, Gender client cat, Age consultant, Closeness familiarity , Engagement duration hours, Sector (non_-profit cat, Closeness (in)-direct contact cat, Sector cat, Closeness previous contact frequency, Interpersonal Trust, Type consultant cat

ANOVA[c]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14,389	13	1,107	2,607	,002[a]
	Residual	76,858	181	,425		
	Total	91,246	194			
2	Regression	59,749	15	3,983	22,637	,000[b]
	Residual	31,497	179	,176		
	Total	91,246	194			

a. Predictors: (Constant), Age client, Gender consultant cat, Engagement previous, Engagement duration months, Engagement type cat, Gender client cat, Age consultant, Closeness familiarity , Engagement duration hours, Sector (non_-profit cat, Closeness (in)-direct contact cat, Sector cat, Closeness previous contact frequency

b. Predictors: (Constant), Age client, Gender consultant cat, Engagement previous, Engagement duration months, Engagement type cat, Gender client cat, Age consultant, Closeness familiarity , Engagement duration hours, Sector (non_-profit cat, Closeness (in)-direct contact cat, Sector cat, Closeness previous contact frequency, Interpersonal Trust, Type consultant cat

c. Dependent Variable: Success

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

1	(Constant)	4,602	,374		12,297	,000
	Gender consultant cat	,011	,113	,007	,097	,923
	Gender client cat	-,327	,112	-,210	-2,919	,004
	Sector (non_-profit cat	,183	,108	,132	1,689	,093
	Sector cat	,003	,008	,030	,346	,729
	Engagement type cat	,035	,099	,026	,353	,725
	Closeness (in)-direct contact cat	-,345	,116	-,249	-2,966	,003
	Age consultant	-,035	,029	-,088	-1,218	,225
	Closeness familiarity	-,012	,043	-,024	-,269	,788
	Closeness previous contact frequency	,020	,055	,035	,369	,712
	Engagement duration months	,010	,006	,111	1,544	,124
	Engagement duration hours	,000	,000	,115	1,558	,121
	Engagement previous	-,009	,013	-,055	-,705	,482
	Age client	-,012	,006	-,158	-1,907	,058
2	(Constant)	-,395	,398		-,991	,323
	Gender consultant cat	,032	,074	,020	,429	,668
	Gender client cat	-,146	,073	-,094	-1,992	,048
	Sector (non_-profit cat	,017	,072	,012	,233	,816
	Sector cat	,001	,005	,017	,305	,760
	Engagement type cat	,021	,064	,015	,328	,743
	Closeness (in)-direct contact cat	-,032	,078	-,023	-,413	,680
	Age consultant	-,014	,019	-,034	-,735	,463
	Closeness familiarity	-,007	,028	-,014	-,239	,812
	Closeness previous contact frequency	,047	,035	,081	1,317	,190
	Engagement duration months	,001	,004	,015	,314	,754
	Engagement duration hours	,000	,000	,048	1,004	,317
	Engagement previous	-,014	,009	-,083	-1,603	,111
	Age client	-,011	,004	-,141	-2,628	,009
	Type consultant cat	,029	,077	,019	,377	,706
	Interpersonal Trust	1,181	,074	,765	15,954	,000

a. Dependent Variable: Success

Excluded Variables[b]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics Tolerance
1	Type consultant cat	-,089[a]	-1,161	,247	-,086	,787
	Interpersonal Trust	,762[a]	16,090	,000	,768	,855

a. Predictors in the Model: (Constant), Age client, Gender consultant cat, Engagement previous, Engagement duration months, Engagement type cat, Gender client cat, Age consultant, Closeness familiarity , Engagement duration hours, Sector (non_-profit cat, Closeness (in)-direct contact cat, Sector cat, Closeness previous contact frequency

b. Dependent Variable: Success

V.VIII Additional factor analysis items interpersonal trust and engagement success

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,915
Bartlett's Test of Sphericity	Approx. Chi-Square	1517,356
	df	105
	Sig.	,000

Communalities

	Initial	Extraction
Ability 9a	1,000	,589
Benevolence 9b	1,000	,482
Integrity 9c	1,000	,674
Ability 10a	1,000	,639
Benevolence 10b	1,000	,629
Integrity 10c	1,000	,608
Ability 11a	1,000	,564
Benevolence 11b	1,000	,588
Integrity 11c	1,000	,448
Success 12a	1,000	,747
Success 12b	1,000	,617
Success 12c	1,000	,551
Success 12d	1,000	,735
Success 12e	1,000	,740
Success 12f	1,000	,691

Extraction Method: Principal Component Analysis.

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings[a]
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	7,074	47,160	47,160	7,074	47,160	47,160	6,085
2	1,141	7,605	54,765	1,141	7,605	54,765	4,259

3	1,086	7,242	62,007	1,086	7,242	62,007	2,714
4	,815	5,431	67,438				
5	,758	5,052	72,490				
6	,745	4,970	77,459				
7	,578	3,851	81,310				
8	,548	3,651	84,961				
9	,471	3,143	88,104				
10	,437	2,916	91,021				
11	,362	2,412	93,433				
12	,312	2,079	95,511				
13	,280	1,865	97,376				
14	,226	1,504	98,880				
15	,168	1,120	100,000				

Extraction Method: Principal Component Analysis.

a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.

Component Matrix[a]

	Component		
	1	2	3
Ability 9a	,611	-,356	
Benevolence 9b	,617		
Integrity 9c	,627	,373	-,377
Ability 10a	,741		
Benevolence 10b	,575	,511	
Integrity 10c	,575	,526	
Ability 11a	,694		
Benevolence 11b	,545		,523
Integrity 11c	,610		
Success 12a	,803	-,314	
Success 12b	,738		
Success 12c	,570		,436
Success 12d	,829		
Success 12e	,830		
Success 12f	,822		

Extraction Method: Principal Component Analysis.

a. 3 components extracted.

Pattern Matrix[a]

	Component		
	1	2	3
Ability 9a	,850		
Benevolence 9b	,346	,483	
Integrity 9c	,345	,636	
Ability 10a	,768		
Benevolence 10b		,747	
Integrity 10c		,769	
Ability 11a	,621		
Benevolence 11b			,686
Integrity 11c	,530		
Success 12a	,754		,326
Success 12b	,425		,458
Success 12c		,384	,546
Success 12d	,715		
Success 12e	,664		,351
Success 12f	,562		,321

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

a. Rotation converged in 17 iterations.

Structure Matrix

	Component		
	1	2	3
Ability 9a	,746		
Benevolence 9b	,552	,626	
Integrity 9c	,571	,732	
Ability 10a	,796	,438	
Benevolence 10b	,322	,756	,396
Integrity 10c	,363	,776	
Ability 11a	,713	,527	
Benevolence 11b	,386		,742
Integrity 11c	,622	,488	
Success 12a	,806	,362	,513
Success 12b	,623	,467	,611

Success 12c	,340	,519	,640
Success 12d	,811	,452	,485
Success 12e	,787	,458	,546
Success 12f	,743	,542	,522

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

Component Correlation Matrix

Component	1	2	3
1	1,000	,479	,273
2	,479	1,000	,241
3	,273	,241	1,000

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.