

Dutch versus Non-Dutch Employees in Trust from Coworkers on Organizational Identity,

Ethnic Identity and Mental Health

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Abstract

Due to the increasing technology, it is more difficult for coworkers to trust one another. The purpose of this study is to investigate the impact of affect-based and cognition-based trust from coworkers on organizational identity, ethnic identity and mental health. Besides, this study also investigate whether there are differences in Dutch and non-Dutch employees. Based on the rejection-identification model it is expected that employees who are trusted by their coworkers, affect-based and cognition-based, have a higher level of organizational identity and a lower level of ethnic identity. Based on the job demands-resource model it is expected that employees who are trusted by their coworkers, affect-based and cognition-based, have better mental health. Based on the social identity theory it is expected that Dutch employees have a higher level of organizational identity, a lower level of ethnic identity and better mental health compared to non-Dutch employees. This study was conducted in the Netherlands and used a sample of 346 employees (of which non-Dutch employees $n = 69$). Hierarchical multiple regression analyses were performed to test the hypotheses. Results show that employees who are affectively trusted by coworkers have a higher level of organizational identity and better mental health. No Dutch and non-Dutch group differences are found in the relationships. At the end of the paper, the limitations, suggestions for future research and implications of the study are discussed.

Keywords: affect-based and cognition-based trust from coworkers, organizational identity, ethnic identity, mental health, Dutch and non-Dutch employees.

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Over the last few years, interaction between coworkers has moved from face-to-face contact to interaction through email and phone. This new form of interaction makes it more difficult for coworkers to trust one another. Trust between coworkers may benefit an organization, because it decreases turnover and reinforces team cohesion and organization commitment (Ladebo, 2006). Despite the fact that much of the previous research has focused on trust from supervisors, relatively few studies have investigated trust from coworkers (Ladebo, 2006; Lau & Liden, 2008; Tan & Lim, 2009); there has only been limited research that incorporates trust from coworkers as an independent variable (Ladebo, 2006). This study extends the current literature by investigating trust from coworkers on organizational identity, ethnic identity and mental health. Besides, it is also investigated whether there are differences between how Dutch and non-Dutch employees experience trust from coworkers, affect-based and cognition-based. That is why the research question of this study is: *How would trust, affect-based and cognition-based, from coworkers relate to organizational identity, ethnic identity and mental health between Dutch and non-Dutch employees?*

With respect to identity, I draw from the rejection-identification model (Branscombe, Schmitt, & Harvey, 1999). Here I expect that trust from coworkers would lead to a higher level of organizational identity and a lower level of ethnic identity. With respect to mental health, I draw from the job demands-resource model (Bakker & Demerouti, 2007). Here I expect that trust from coworkers leads to better mental health. With respect to Dutch and non-Dutch employees, I draw from the social identity theory (Tajfel & Turner, 1985) and expect that there are differences between these groups regarding the hypotheses.

The introduction starts with a description of trust from coworkers. Then, the aforementioned expected relations and the expected group differences are explained.

Trust from coworkers

Within organizations, the concept of trust can be divided into lateral and vertical trust (Vanhala, Puumalainen, & Blomqvist, 2011). The former relates to trust between coworkers, which are employees with equal power or level of authority and with whom an employee interacts at work (Tan & Lim, 2009), whereas the latter relates to trust between employees and supervisors, and the whole organization (Vanhala et al., 2011). This study focuses on the trust employees receive from their coworkers, that is, lateral trust. Trust from coworkers refers to the employees' willingness to be vulnerable to the actions of coworkers whose behavior and actions the employee cannot control (Mayer, Davis, & Schoorman 1995; Tan & Lim, 2009).

Trust from coworkers is distinguished in two dimensions: affect-based and cognition-based trust (Lewis & Weigert, 1985). Within the context of this study I deal with both affect-based and cognition-based trust. Affect-based trust relates to a more intense exchange relationship which is based on the positive emotional bonds coworkers have with each other (Lewis & Weigert, 1985). Cognition-based trust relates to the confidence employees have in their coworkers competence, reliability, and dependability in the domains that are relevant for the work relationship (McAllister, 1995). The choice of cognition-based trust in another coworker is based on what employees consider as good reasons, which constituting evidence of trust. Affect-based and cognition-based trust are positively related to each other (McAllister, 1995).

Social identity

To get a better understanding of why people identify with certain groups, social identity will be explained. Social identity is defined as "that part of an individual's self-concept which derives from his knowledge of his membership of a group together with the value and the emotional significance attached to the membership" (Tajfel, 1978, p. 63).

During the social identification process, individuals define themselves in terms of the group to which they belong and assign characteristics that are typical for that group to the self (Van Knippenberg, 2000). Examples of such groups are the identification with the organization in which employees work and the identification with the ethnicity to which individuals belong. Thus, organizational identity and ethnic identity are parts of someone's social identity.

Firstly, organizational identification relates to "a perceived oneness with an organization and the experience of the organization's successes and failures as one's own" (Mael & Ashforth, 1992, p. 103). A less old definition of organizational identity is "a person's sense of belonging within the organization in which they work" (Karanika-Murray, Duncan, Pontes, & Griffiths, 2015, p. 2). Secondly, ethnic identification relates to "the part of an individual's self-concept which derives from one's knowledge of one's membership in a social group together with the value and emotional significance attached to that membership" (Tajfel, 1981, p. 255). In addition, Burlew (2000) defined ethnic identity as an individual's sense of self in different aspects, including culture and race.

The influence of trust from coworkers on organizations and employees

The extent in which employees are trusted by their coworkers influences organizations and how employees function. Firstly, within organizations, trust is like a social glue that holds organizational structures and employees together (Atkinson & Butcher, 2003). The trustworthy interpersonal behaviors that employees show during their work characterizes the extent to which employees feel socially connected to their organization (Lee & Robbins, 1998). For organizations, it is important that employees feel connected to their organization because it leads to better performance (Cesário & Chambel, 2017). On the other hand, if employees do not feel connected to their organization, these employees are not satisfied and have more intention to leave (Riketta & van Dick, 2005), which results in high turnover costs for the organization (Bryant & Allen, 2013). That is the reason why this study investigates the

influence of trust from coworkers on organizational identification.

Secondly, as a multicultural society (Slegers, 2007), the level of ethnic diversity in Dutch organizations increases. That is the reason why it is important that organizations need a more sophisticated understanding of the role of ethnicity in the workplace (Kenny & Briner, 2013). Bahry, Kosolapov, Kozyreva and Wilson (2005) found that coworkers with the same ethnicity will trust each other more than coworkers with another ethnicity. Because of the increasing ethnic diversity groups in organizations, trusting employees with the same ethnicity might lead to ingroups and outgroups (Noel, Wann, & Branscome, 1995). Possibly, these ingroups and outgroups influence the atmosphere at work and that is why it is important that organizations are aware of the influence of trust from coworkers on ethnic identification.

Lastly, Chan, Hamamura, Li and Zhang (2017) found that trust from coworkers has positive effects on the health outcome of employees. Strikingly, previous literature paid more attention to physical health in the work environment (Sivris & Leka, 2015). That is the reason why this study focuses on mental health of the employees. Because mental health is strongly associated with burnout (Gerber et al., 2015), which leads to high health problems costs for the organization (Maslach, 2017), it is important for organizations to be aware of the influence of trust from coworkers on mental health.

In summary, trust from coworkers is important for organizations but also for employees. That is the reason why this study wants to make organizations and employees aware of the importance of trust from coworkers by investigating the impact of trust from coworkers on organizational identity, ethnic identity and mental health.

The influence of trust from coworkers on organizational identity and ethnic identity

To describe the assumed relationship between trust from coworkers and organizational identity and ethnic identity, the rejection-identification model (RIM) from Branscombe et al (1999) can be used. The model states that when employees feel rejected by their coworkers

based on ethnicity, these employees are less likely to identify with their organization and more with their ethnic group (Branscombe et al., 1999). This is because through rejection, employees clearly see the differences between them and their coworkers and also see the similarities with the people from the same ethnicity (Turner, Hogg, Oakes, Reicher, & Wetherell, 1987). Pérez-Garín, Recio, Magallares, Molero and García-Ael (2018) found that experiencing distrust from coworkers leads to a feeling of rejection. The other way around, Heger, Kampling and Niehaves (2016) found that trust from coworkers is essential for a feeling of acceptance. That is why I expect that when employees feel trusted by their coworkers, which gives a feeling of acceptance, these employees will identify more with their organization instead of with their ethnicity. So, based on the RIM it can be stated that when employees are trusted by their coworkers, these employees will have a higher level of organizational identity and a lower level of ethnic identity.

In addition, for the assumed relationship between trust from coworkers and organizational identity and ethnic identity, empirical evidence is found. The study from Ferres, Connell and Travaglione (2004) found that trust from coworkers is essential for the positive attitude and perception of employees towards the organization. That is why employees are less likely to leave and more emotionally attached to the organization (Ferres et al., 2004). Besides, Rohner, Thoening and Zilibotti (2013) found that a decrease in trust leads to a more strongly identification with ethnicity.

In summary, based on the RIM (Branscombe et al., 1999) it can be stated that employees who are trusted by coworkers will identify more with their organization and less with their ethnicity. In addition, the study from Ferres et al (2004) and Rohner et al (2013) strengthen these relationships. That is why the following hypothesis has been formulated:

Hypothesis 1: Employees who are trusted, affect-based and cognition-based, by coworkers have a higher level of organizational identity and a lower level of ethnic identity compared to

employees who are not trusted, affect-based and cognition-based, by coworkers.

The influence of trust from coworkers on mental health

Before describing the influence of trust from coworkers on mental health, it is important to explain mental health because it is a heavily value-laden concept. Mental health has five components: affective well-being, competence, aspiration, autonomy, and integrated functioning (Warr, 1994), and that is the reason why it is difficult to give a clear definition. According to World Health Organization (WHO), mental health is ‘a state of complete physical, mental and social well-being and not merely the absence of disease’ (World Health Organization, 1995, p. 1). But still, this is not a very clear explanation of mental health and that is why I use the following definition. Mental health is known as a state of well-being in which individuals realizes their own abilities, can cope with normal stresses of life, can work productively, and are able to make a contribution to the community (Sivris & Leka, 2015).

To describe the assumed relationship between trust from coworkers and mental health, the job demands-resource model (JD-R model) from Bakker and Demerouti (2007) can be used. The model states that every occupation has its own risk factors which can be classified into two categories; job demands and job resources. Job demands are aspects of the job that required skills or effort and are therefore associated with costs (e.g., high work pressure) which lead to strain (Bakker & Demerouti, 2007). Important to mention, strain is a risk factor of mental health (Niedhammer, Chastang, David, Barouhiel, & Barrandon, 2006). Job resources (e.g., social support) are aspects of the job that either help achieving work goals, reduce the job demands and stimulate employees growth which lead to motivated employees and, therefore, to positive outcomes (Bakker & Demerouti, 2007). Besides, job resources buffer the relationship between job demands and strain. Social support is a job resource which provides less impact of strain (Bakker & Demerouti, 2007) and therefore will lead to a better mental health outcome. Batt and Purchase (2004) found that employees who receive social

support from their coworkers, have also trustworthy relationships with these coworkers, and thus are trusted by these coworkers. So, based on the JD-R model it can be stated that employees who are trusted by coworkers have better mental health.

In addition, for the assumed relationship between trust from coworkers and mental health, empirical evidence is found. Hefner and Eisenberg (2009) found that receiving social support, which shows a trustworthy relationship between coworkers, is strongly associated with better mental health. This finding from Hefner and Eisenberg (2009) strengthens the assumed relationship between trust from coworkers and mental health.

In summary, based on the JD-R model (Bakker & Demerouti, 2007), it can be stated that employees who receive social support from their coworkers are also trusted by these coworkers (Batt & Purchase, 2004). That is why it can be assumed that trust from coworkers will lead to better mental health. The study from Hefner and Eisenberg (2009) strengthen this assumed relationship. That is why the following hypothesis has been formulated: *Hypothesis 2: Employees who are trusted, affect-based and cognition-based, by coworkers have better mental health compared to employees who are not trusted, affect-based and cognition-based, by coworkers.*

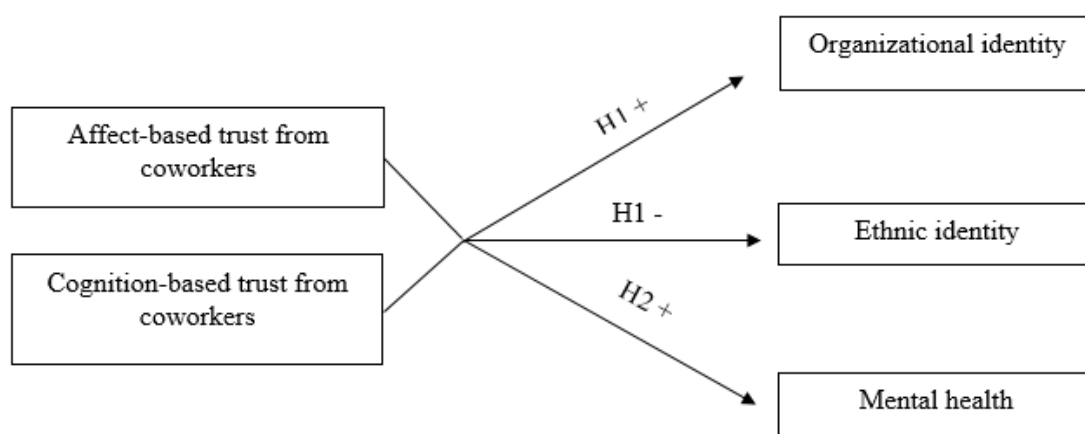


Figure 1. Conceptual model

The differences between Dutch and non-Dutch employees

The aforementioned expectations indicate that trust from coworkers has an influence on organizational identity, ethnic identity and mental health. Because The Netherlands is multicultural (Slegers, 2007), Dutch organizations have to deal with an increasing level of cultural diversity. So, that means that Dutch organizations have employees with a Dutch cultural background, but also employees with different (non-Dutch) cultural backgrounds. That is the reason why this study investigates whether there are differences between Dutch and non-Dutch employees in the above mentioned hypotheses.

To describe the differences between Dutch and non-Dutch employees, the social identity theory (SIT) (Tajfel & Turner, 1985) can be used. The SIT states that people classify themselves and others into various social categories (Tajfel & Turner, 1985), for example based on their cultural background. In organizations with cultural diversity, it is expected that employees with the same cultural background will identify as one group which lead to prejudices in favor of their group at the expense of employees who have another cultural background (Tajfel & Turner, 1986). This distribution of culture groups might lead to ingroups and outgroups and also to a distinction between majorities and minorities in organizations. Because this study is conducted in the Netherlands, Dutch employees are the majorities and non-Dutch employees the minorities in an organization. That is the reason why non-Dutch employees might feel excluded (Andrews & Ashworth, 2015). This type of exclusion is strengthened by the findings from Perry, Priest, Paradies, Barlow and Sibley (2018). They found that ingroup favoritism is the predominant driver of discrimination towards the outgroup members which leads to exclusion.

Based on this information, the differences between Dutch and non-Dutch employees in the aforementioned hypothesis can be explained by using the RIM (Branscombe et al., 1999) and the JD-R model (Bakker & Demerouti, 2007). Because Dutch employees are the

majorities in the organization, these employees will be rejected less quickly by coworkers based on their cultural background, and thus might be more trusted by coworkers compared to non-Dutch employees. That is the reason why Dutch employees have a higher level of identification with the organization, a lower level of ethnic identity and better mental health compared to non-Dutch employees. That is why the following hypothesis has been formulated: *Hypothesis 3: Dutch employees would experience a higher level of organizational identity, a lower level of ethnic identity and better mental health when their coworkers trust, affect-based and cognition-based, them compared to non-Dutch employees.*

Gender, age, organizational tenure and type of contract

When testing the hypotheses, gender, age, organizational tenure and type of contract will be controlled in the analyses. I will use these control variables because, firstly, it is argued that men develop more instrumental ties and hard social capital leading to professional advice and a greater access to knowledge (van Emmerik, 2006), whereas women develop more expressive ties and soft social capital that give access to counseling and friendship (Gersick, Dutton, & Bartunek, 2000). Secondly, age will be used as control variable because Strauss and Howe (1993) suggested that younger employees are more individualistic and less trusting of others compared to older workers. Thirdly, organizational tenure (in years) will be used as control variable because less experienced employees are looking for better jobs and career opportunities until they are completely satisfied with the job (Boğan & Dedeoğlu, 2017). That is the reason why less experienced employees have a higher intention to leave compared to experienced employees (Boğan & Dedeoğlu, 2017), which might lead that these employees do not invest in a deeper, relationship with coworkers. Lastly, type of contract will be used as control variable because the relationship between coworkers may be develop more strongly as employees interact longer and more with their coworkers (De Gilder, 2003).

Method

Procedure

In this study I used a cross-sectional quantitative study design, which allowed me to measure the relations between variables at one specific moment in time (Mellenbergh & van den Brink, 1998). This study was conducted at Tilburg university using an online survey on Qualtrics. The survey took around 15-20 minutes and was available in Dutch. Only the trust from coworkers measure, needed to be translated from English to Dutch. The measures of organizational identity, ethnic identity and mental health were already available in Dutch.

Data were collected in January and February 2019 with two fellow researchers as a part of the Trust@Work project. The aim of the researchers from the Trust@Work project was to gather at least 300 participants, which was more than what the G*Power indicated. This was because the researchers wanted to make sure that there were enough usable participants. During gathering of participants, convenience sampling was used because the selection was done by using private network. The researchers of the Trust@Work project had two requirements for including participants in the study. Participants who worked at least 12 months in general before participating the study and worked at least 6 months in the same organization were included. There were no restrictions for the type of organization in which the participants worked.

Before collecting data, the measures were already approved by Ethics Review Board at Tilburg University. The survey started with an consent form which was based on ethical considerations. Firstly, the consent form provided information about the purpose, instructions on how to fill in the questionnaire, the duration and that anonymity of each participant was guaranteed (see Supplementary File 1). Secondly, the consent form also contained information for the participants that their personal data was separated from their answers and that all results were presented as averages. Further it was also explained that the data will be

saved for 10 years for future analysis on servers at Tilburg University. Participating in the study was voluntary and when participants did not want to continue the questionnaire, they had the option to withdraw from the study without consequences. After the consent form the participants were asked to complete some background questions and were asked to fill in all relevant variables of the researchers from the Trust@Work project. All data were saved on a protective laptop and USB stick and answers were only used for research purposes and only the researchers of the Trust@Work project and the supervisor had access to this information. The participants received information from both the researchers and the supervisor, in case any of them had questions. Lastly, the survey ended with a thank you note.

Participants

Based on a power analysis of a priori linear multiple regression design which is done in G*Power (Faul, Erdfelder, Lang, & Buchner, 2007), with a medium effect size (.15) (Cohen, 1992), this study required a sample size of 77 to get a power of .80 with an $\alpha = .05$ (Pallant, 2016).

After merging the data with the two fellow researchers of the Trust@Work project, data from 520 working adults were collected from Dutch employees. 4 participants did not meet the requirement that they worked for 12 months before participating the study, 12 participants did not meet the requirement that they worked for 6 months in the same organization and 158 questionnaires were incomplete (they responded less than 80% of the whole questionnaire). That is why these participants were extracted from the original dataset. In this study, the sample consisted of 346 employees (51.40% females, $M_{age} = 40.75$, $SD = 13.63$). 273 participants were Dutch employees (54.60% females, $M_{age} = 41.55$, $SD = 13.86$), and 69 were non-Dutch employees (39.10% females, $M_{age} = 36.54$, $SD = 11.55$). Sample statistics are presented in Table 1.

Table 1

Sample descriptive statistics per group and total sample

	Group		Total sample
	Dutch	Non-Dutch	
Gender (female %)	54.60	39.10	51.40
Mean age (SD)	41.55 (13.86)	36.54 (11.55)	40.75 (13.63)
Cultural group N	273	69	346
Mean organizational tenure (SD)	12.52 (11.74)	6.76 (6.54)	11.49 (11.22)
Type of contract %			
8 – 16 hours	5.10	4.30	4.90
>16 – 24 hours	11.40	7.20	10.40
>24 – 32 hours	16.80	14.50	16.50
>32 – 40 hours	62.60	69.60	63.60

Note. Standard deviations appear in parenthesis.

Measures

Sociodemographic questionnaire. Participants provided sociodemographic information such as gender, age, organizational tenure and type of contract. Difference in culture was measured by the item ‘Which cultural / ethnic group do you belong to?’. An independent-samples t-test was conducted to compare the sociodemographic variables. There was a significant difference in scores for Dutch and non-Dutch groups in gender ($t(106.19) = 2.33, p = .022$), age ($t(122.65) = 3.09, p = .003$) and organizational tenure ($t(186.91) = 5.34, p < .001$). These results indicate that the Dutch employees group consisted of more females compared to the non-Dutch employees group but the magnitude of the differences in the means of gender (mean difference = 0.15, 95% CI [0.02, 0.29]) was small ($\eta^2 = .02$) (Cohen, 1988). In addition, Dutch employees were older than non-Dutch employees but the magnitude of the differences in the means of age (mean difference = 5.01, 95% CI [1.80, 8.23]) was also small ($\eta^2 = .03$). Finally, Dutch employees had longer organizational tenure compared to non-Dutch employees and the magnitude of these differences in the means (mean difference = 5.76, 95% CI [3.63, 7.88]) was moderate ($\eta^2 = .08$).

Trust from coworkers. To measure the levels of trust from coworkers, a 11 item

Likert scale adapted from Mcallister (1995) was used. The first five items measured affect-based trust (e.g., 'I have a sharing relationship with my colleagues, they can freely share their ideas, feelings, and hopes with me') and the next six items measured cognitive-based trust (e.g., 'My colleagues know that I approach my job with professionalism and dedication') (Mcallister, 1995). Participants answered using a seven point scale ranging from 1 (*strongly disagree*) to 7 (*strongly agree*), with higher scores indicate a higher level of trust from coworkers.

Organizational identity. To measure the level of organizational identity, a six-item Likert scale adapted from Mael and Ashforth (1992) was used (e.g., 'I am very interested in what others think about this organization'). Participants answered using a five point scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*), with higher scores indicate a higher level of organizational identity.

Ethnic identity. To measure the level of ethnic identity, a six-item Likert scale from Phinney (1992) (e.g., 'I feel a strong attachment towards my own ethnic group') was used to measure the levels of ethnic identity. Participants answered using a five point scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*), with higher scores indicate a higher level of ethnic identity

Mental health. To measure the levels of mental health, a 12-item Likert scale, which is a shortened version of the originally developed 60-item instrument, from Goldberg (1972) was used (e.g., 'Been able to concentrate on what you're doing'). Participants answered using a four point scale, but the answers options were specific for each question, with higher scores indicate poorer mental health. After checking the reliability of the scales, Cronbach's α for all scales was above .70 which indicated good reliability for all groups (see Table 2) (Rattray & Jones, 2007).

Table 2

Measure reliabilities expressed in Cronbach's Alpha

	No. of items	Group		Total sample
		Dutch	Non-Dutch	
Trust from coworkers				
Affect-based trust	5	.84	.90	.85
Cognition-based trust	6	.77	.78	.76
Organizational identity	6	.72	.76	.73
Ethnic identity	6	.87	.92	.90
Mental health	12	.88	.84	.88

Plan for data analysis

The data analysis were performed in four steps. Firstly, preliminary analysis were done to prepare the data for further analysis. Secondly, psychometric properties were done to measure the reliability and the validity, which was done by performing Principal Component Analysis (PCA), of the scales. Thirdly, a summary of the data is given through providing descriptive analysis. Lastly, to test the abovementioned hypothesis, hierarchical multiple regression analysis were done. IBM SPSS Statistics (Version 24; IBM Corp., 2016) software was used to perform these analysis.

Results**Preliminary analysis and Psychometric properties**

Preliminary analysis included missing data, outliers and normality analysis. After the exclusion of participants who did not meet the requirements or complete the questionnaire and labeled missing values and extreme scores as '999', normality analysis was done. For the normality analysis, I used Skewness and Kurtosis (see Supplementary File 2). Because not all of these values were satisfied, I made histograms to check the normality of the variables (see

Supplementary File 2). This showed that the normality was satisfied. For evaluating psychometric properties, reliability and PCA were used (see Table 2).¹

Descriptive analysis

Correlations. To measure to what extent the variables were associated with each other, a correlation analysis was used with Pearson's correlation (r) with a two-tailed .05 significance level (see Table 3 and 4). The correlation analysis described the strength and the direction between the variables (Pallant, 2016), and measured if there was a small ($r = .10 - .29$), medium ($r = .30 - .49$) or high ($r > .50$) (Cohen, 1988) correlation between the variables. As can be seen, not all correlations between the variables in the hypotheses were significant. In the Dutch group, only affect-based trust from coworkers ($r=.18, p = .003$) correlated significant with organizational identity. In the total sample, also, only affect-based trust from coworkers correlated significant with organizational identity ($r=.17, p = .002$).

Table 3

Mean scale correlations Dutch and non-Dutch sample

	1	2	3	4	5
1 Affect-based trust	-	.67** _a	.18** _a	.04 _a	-.04 _a
2 Cognition-based trust	.83** _b	-	.12 _a	.01 _a	.05 _a
3 Organizational identity	.13 _b	-.03 _b	-	.17** _a	.07 _a
4 Ethnic identity	-.21 _b	-.11 _b	-.02 _b	-	.09 _a
5 Mental health	-.15 _b	-.09 _b	-.42** _b	-.17 _b	-

Note. ^a Dutch sample. ^b Non-Dutch sample. Small ($r=.10 - .29$), medium ($r=.30 - .49$) or high ($r>.50$) (Cohen, 1988). * $p < .05$. ** $p < .01$. *** $p < .001$.

¹ Principal Component Analysis (PCA) were executed for trust from coworkers, affect-based and cognition-based, organizational identity, ethnic identity and mental health (see Supplementary File 3). The KMO Measure of Sampling Adequacy were for all variables higher than .75, thus adequate (Pallant, 2016). Also, The Bartlett's Test of Sphericity were for all variables significant ($p < .001$). The validity, using PCA, of the scales trust from coworkers, affect-based and cognition-based, organizational identity and ethnic identity indicated an one-factor solution. The validity, using PCA, of the mental health scale indicated a two-factor solution. However, this study combined the two factors of mental health with one factor.

Table 4

Mean scale correlations total sample

	1	2	3	4	5
1 Affect-based trust	-				
2 Cognition-based trust	.70**	-			
3 Organizational identity	.17**	.08	-		
4 Ethnic identity	.00	.01	.11**	-	
5 Mental health	-.07	.01	-.02	-.01	-

Note. Small ($r=.10 - .29$), medium ($r=.30 - .49$) or high ($r>.50$) (Cohen, 1988).

* $p < .05$. ** $p < .01$. *** $p < .001$.

MANOVA. Multivariate analysis of variance (MANOVA) was used to test statistical differences between Dutch and non-Dutch employees in terms of their means on the combination of trust from coworkers, affect-based and cognition-based, organizational identity, ethnic identity and mental health. I used MANOVA because it is an extension of analysis of variance for studies with more than one dependent variable (Pallant, 2016).

Before performing the MANOVA, the assumptions sample size, normality, outliers, linearity, multicollinearity and singularity and homogeneity of variance-covariance matrices were checked (Pallant, 2016). The assumptions sample size, normality, outliers, linearity, multicollinearity and singularity were not violated (Pallant, 2016). But when checking the assumption of homogeneity of variance-covariance matrices in the Box's M Test of Equality of Covariance Matrices (Box's M), the Box's M had a value of $p = .000$. The requirement for not violating the assumption is that Box' M Sig value had to be higher than $p = .001$ (Pallant, 2016). So, there was a violation of the assumption homogeneity of variance-covariance matrices. That is why it was more robust to reported the statistic Pillai's V instead of Wilk's Λ . According to Pillai's V, there was a statistically significant difference between the groups Dutch and non-Dutch employees ($F(5, 336) = 14.36, p < .001$; Pillai's V = .18; $\eta_p^2 = .18$). When the results were considered separately, with a Bonferroni adjusted $\alpha = .017$, only ethnic identity was statistically significant ($F(1, 340) = 65.14, p < .001, \eta_p^2 = .16$) (see Table 5).

An inspection of the mean scores indicated that Dutch employees reported lower levels of ethnic identity ($M = 2.81$, $SD = 0.74$) than non-Dutch employees ($M = 3.64$, $SD = 0.85$).

Table 5

Group mean differences

	Group		Total sample	$F(1, 340)$	η_p^2
	Dutch	Non-Dutch			
Trust from coworkers					
Mean affect-based trust (SD)	5.51 (0.94)	5.62 (1.00)	5.53 (0.95)	.73	.00
Mean cognition-based trust (SD)	5.38 (0.80)	5.49 (0.83)	5.40 (0.81)	1.08	.00
Mean organizational identity (SD)	3.50 (0.54)	3.47 (0.61)	3.49 (0.55)	.11	.00
Mean ethnic identity (SD)	2.81 (0.74)	3.64 (0.85)	2.98 (0.83)	65.14***	.16
Mean mental health (SD)	1.84 (0.41)	1.75 (0.33)	1.82 (0.40)	2.45	.01

Note. Standard deviations appear in parenthesis. * $p < .05$. ** $p < .01$. *** $p < .001$.

Hierarchical multiple regression analysis

To test the hypotheses, hierarchical multiple regression analyses were carried out in IBM SPSS Statistics. Hierarchical multiple regression analyses are based on correlation, but allowed a more deeper exploration of the interrelationship between the variables (Pallant, 2016). Results show how well affect-based and cognitive-based trust from coworkers would predict organizational identity, ethnic identity and mental health and whether there are differences between Dutch and non-Dutch employees in these relationships.

Before hierarchical multiple regression analyses were performed, the assumptions sample size, multicollinearity and singularity, outliers, normality, linearity, homoscedasticity and independence of residuals needed to be considered (Pallant, 2016). For not violating the assumption sample size, it was important to had more participants as the G*Power indicated.

Otherwise the results did not generalize and that made this study a little scientific value (Pallant, 2016). Second, multicollinearity and singularity do not contribute to a good regression model (Pallant, 2016). Multicollinearity existed when the independent variables are highly correlated and singularity existed when one independent variable is a combination of other independent variables (Pallant, 2016). These assumptions were checked through analyzing the correlations and coefficients tables in IBM SPSS. Third, for not violating the assumption outliers, it was important to check for outliers and delete these if needed (Pallant, 2016). These were detected from the Scatterplot. Finally, normality, linearity, homoscedasticity and independence of residuals relates to aspects of the distribution of scores and the nature of the underlying relationship between the variables (Pallant, 2016). These assumptions were checked by inspecting the Normal Probability Plot (P-P) of the Regression Standardized Residual (Pallant, 2016).

After checking the assumptions, it was concluded that the assumptions sample size, outliers, normality, linearity, homoscedasticity and independence of residuals were not violated. When checking the assumption multicollinearity and singularity, there were some striking aspects. Firstly, however the correlations between the independent and dependent variables were low and not above .30, which was preferably, this was not problematic for violating the assumption (Pallant, 2016). Secondly, the tolerance and variance inflation factor (VIF) in the coefficients table in model 3 showed violation. This was because the tolerance values were lower than .10 and the VIF values were higher than 10. This indicated a warning sign for potential violation of multicollinearity (Pallant, 2016). That is why the correlations between the independent variables needed to be checked. When these correlations were higher than .70, there would be multicollinearity and, thus, a violation of the assumption (Pallant, 2016). But because affect-based and cognition-based trust from coworkers had a correlation of $r = .70$, which was on the edge but still not problematic, and Dutch vs Non-Dutch had a

correlation of $r = .05$ with affect-based trust from coworkers and a correlation of $r = .06$ with cognition-based trust from coworkers, there was no violation of the assumption singularity and multicollinearity. Thus, there were no violations of assumptions which means that the hierarchical multiple regression analyses could be performed.

Hierarchical multiple regression analyses were used to assess the influence of trust from coworkers on organizational identity, ethnic identity and mental health, after controlling for the influence of gender, age, organizational tenure and type of contract. In addition, the regression analyses measured whether there were differences between Dutch and non-Dutch employees in these relationships. The control variables gender, age, organizational tenure and type of contract were entered at step 1. In step 2, affect-based and cognition-based trust from coworkers and the groups Dutch vs non-Dutch were entered. In step 3, the interaction between Affect-based trust x Dutch/non-Dutch and Cognition-based trust x Dutch/non-Dutch, were entered. This were categorical variables and Dutch was the reference group. In total, three hierarchical multiple regression analyses were carried out with organizational identity as the first dependent variable, ethnic identity as the second and mental health as the third.

After performing the first hierarchical multiple regression analysis, with organizational identity as dependent variable, the control variables (model 1) explained 2.10 per cent of the variance in organizational identity. But this was not significant ($p = .163$). After entering model 2, the total variance explained by the model as a whole was 4.50 per cent, $F(7, 310) = 2.10$, $p = .043$. After entering model 3, the total variance explained by the model as a whole was 5.90 per cent but this was not significant ($p = .101$). That means that when the interaction was entered in model 3, this interaction had no effect on the relationship between affect-based and cognition-based trust from coworkers and organizational identity. That is the reason why no additional analyses were done. Thus, model 2 was the only significant model and that is why the results were checked in model 2. Trust from coworkers, affect-based and cognition-

based, and Dutch vs non-Dutch explained an additional 3.00 per cent of the variance in organizational identity, after controlling for the control variables (R squared change = .03, F change (3, 310) = 2.69, $p = .047$). To compare the different variables, it was important to check the Standardized Beta (Pallant, 2016). The results, in model 2, showed that only the control variable age ($\beta = .16$, $p = .048$) and the independent variable affect-based trust from coworkers ($\beta = .19$, $p = .015$) were statistically significant. Thus, employees who are affectively trusted by coworkers have a higher level of organizational identity. That means that the first part of hypothesis 1 was partly supported.

After performing the second hierarchical multiple regression analysis with ethnic identity as dependent variable, the control variables (model 1) explained 5.50 per cent of the variance in ethnic identity ($p = .001$). After entering model 2, the total variance explained by the model as a whole was 19.20 per cent, $F(7, 310) = 10.51$, $p < .001$. After entering model 3, the total variance explained by the model as a whole was 19.90 per cent but this was not significant ($p = .238$). That means that when the interaction was entered in model 3, this interaction had no effect on the relationship between affect-based and cognition-based trust from coworkers and ethnic identity. That is the reason why no additional analysis were done. Thus, model 1 and model 2 were significant and that is why the results were checked in model 2. Trust from coworkers, affect-based and cognition-based, and Dutch vs non-Dutch explained an additional 14.00 per cent of the variance in ethnic identity, after controlling for the control variables (R squared change = .14, F change (3, 310) = 17.53, $p < .001$). The results, in model 2, showed that the control variables gender ($\beta = -.12$, $p = .038$) and age ($\beta = .16$, $p = .025$), and the independent variable Dutch vs non-Dutch ($\beta = .38$, $p < .001$) were statistically significant. There was no significant evidence that affect-based and cognition-based trust from coworkers were related to ethnic identity.

In summary, hypothesis 1 was partly supported. Only when employees received

affect-based trust from coworkers was significant related to a higher level of organizational identity. No significant evidence was found for the relationship between cognition-based trust from coworkers and organizational identity. In addition, there was also no significant evidence for the relationship between trust from coworkers, affect-based and cognition-based, and ethnic identity.

After performing the third hierarchical multiple regression analysis, with mental health as dependent variable, the control variables (model 1) explained 1.10 percent of the variance in mental health. But this was not significant ($p = .504$). After entering model 2, the total variance explained by the model as a whole was 3.20 per cent. But this was, also, not significant ($p = .080$). After entering model 3, the total variance explained by the model as a whole was 3.20 per cent but this was also not significant ($p = .944$). That means that when the interaction was entered in model 3, this interaction had no effect on the relationship between affect-based and cognition-based trust from coworkers and mental health. That is the reason why no additional analysis were done. Comparing model 1, 2 and 3, the p value of model 2 was closest to significance and that is why I checked the results in model 2. Trust from coworkers, affect-based and cognition-based, and Dutch vs non-Dutch explained 2.00 per cent of the variance in mental health, even controlled for the control variables (R squared change = .02, F change (3, 310) = 2.27, $p = .080$). The ANOVA table indicated that model 2 was also not significant (F (7, 310) = 1.46, $p = .182$), yet this model was the best of the three models to analyze the results. The results, in model 2, showed that none of the control variables were significant related to mental health. Only affect-based trust from coworkers was significant related to mental health ($\beta = -.16$, $p = .048$). This negative relationship indicated that higher scores on affect-based trust from coworkers is significant related to lower scores on mental health. This is in the expected direction because lower scores on the mental health scale indicated better mental health. Thus, employees who are affectively trusted by coworkers

have a better mental health. That is why hypothesis 2 is partly supported. The results of the three hierarchical multiple regression analysis are presented in Table 6.

Table 6

Results hierarchical multiple regression analyses

Variable	Organizational identity	Ethnic identity	Mental health
	β	β	β
Model 1			
Gender	.03	-.18**	.07
Age	.17*	.16*	.03
Organizational tenure	-.05	-.21**	-.06
Type of contract	.01	.03	.10
R^2	.02	.06	.01
F	1.64	4.53**	.84
Model 2			
Gender	.00	-.12*	.07
Age	.16*	.16*	.04
Organizational tenure	-.05	-.12	-.07
Type of contract	.01	.02	.10
Dutch vs non-Dutch	-.01	.38***	-.09
Trust affect-based	.19*	.00	-.16*
Trust cognition-based	-.05	-.01	.13
R^2	.05	.19	.03
ΔR^2	.02	.17	.01
F for change in R^2	2.69*	17.53***	2.27
Model 3			
Gender	.00	-.12*	.07
Age	.16*	.15*	.03
Organizational tenure	-.06	-.11	-.07
Type of contract	.01	.02	.10
Dutch vs non-Dutch	.38	.72*	-.00
Trust affect-based	-.26	.37	-.09
Trust cognition-based	.51	-.17	.11
Trust affect-based x Dutch vs non-Dutch	1.13	-.86	-.17
Trust cognition-based x Dutch vs non-Dutch	-1.54*	.46	.07
R^2	.06	.20	.03
ΔR^2	.03	.18	.00
F for change in R^2	2.31	1.44	.06

Note. Gender codes: Male = 1, Female = 2. Dutch vs non-Dutch codes: Dutch = 1, non-Dutch = 2. * $p < .05$. ** $p < .01$. *** $p < .001$.

Discussion

This study focused on how affect-based and cognition-based trust from coworkers were related to organizational identity, ethnic identity and mental health. Firstly, the rejection-identification model (RIM) (Branscombe et al., 1999), stated that rejection of employees based on their ethnicity leads to a higher level of ethnic identification. In this study, I also wanted to investigate if the contrary would be possible. Namely that if employees are accepted and trusted by coworkers, that they would identify more with their organization and less with their ethnicity. Secondly, the job demands-resource model (JD-R model) (Bakker & Demerouti, 2007), stated that employees who are trusted by coworkers, receive social support from these coworkers and that leads to better mental health. That is why I expected that employees who are trusted by coworkers had a higher level of organizational identification and a lower level of ethnic identification (H1), and better mental health (H2). Thirdly, the social identity theory (Tajfel & Turner, 1985) stated that Dutch employees are the majorities and non-Dutch employees are the minorities. That is why I expected that Dutch employees had a higher level of organization identity, a lower level of ethnic identity and better mental health when these employees are trusted by coworkers compared to non-Dutch employees (H3). I found that employees who experienced affect-based trust by coworkers identified themselves more with the organization (H1) and experience better mental health (H2). These findings are in line with previous empirical research (Ferret et al., 2004; Hefner & Eisenberg, 2009). These relations were the same for Dutch and non-Dutch employees (H3).

Results indicate that there were no differences between Dutch and non-Dutch employees in the aforementioned relations, which could mean that these different employees experience these in a similar manner. But one explanation I could give is that the non-Dutch employees, thus employees who have another cultural background than Dutch, are well naturalized in the Netherlands. Hofstede (1984) and Trompenaars (1993) defined culture as an

union with three layers. The outer layer relates to the explicit artefacts and products of the society, the middle layer represents the norms and values that guide the society and the inner layer symbolizes the implicit assumptions that guide employees' behavior. Participants in this study worked and lived in the Netherlands and, thus, were able to understand the Dutch language. That is why the non-Dutch participants could be naturalized in a way that these participants have internalized the values and norms of the Netherlands. Thus, when the non-Dutch participants are naturalized in the Netherlands, internalized values and norms and behave in that way, the differences between Dutch and non-Dutch employees, based on the definition from Hofstede (1984) and Trompenaars (1993), employees is small and might therefore not be different.

Trust from coworkers and organizational identity, ethnic identity and mental health

Firstly, this study found no evidence for the influence of cognition-based trust from coworkers on organizational identity. The findings of the study from Schaubroeck, Peng and Hannah (2013) indicate that cognition-based trust is an important influence on the extent to which coworkers develop affect-based trust in each other. Thus, when employees join new work teams, cognition-based trust must quickly develop between coworkers so that new employees can perform effectively on interdependent tasks (Schaubroeck et al., 2013). When this cognition-based trust is for an extended period, it promotes affect-based trust which has positive effects on performance as well as organizational identification (Schaubroeck et al., 2013). So, one possible explanation for the not supported relationship between cognition-based trust from coworkers and organizational identity could be that cognition-based trust is only needed as a first step of developing affect-based trust. That might be the reason that cognition-based trust does not lead to a higher level of organizational identification.

Secondly, this study found no evidence for the influence of trust from coworkers, affect-based and cognition-based, on ethnic identity. Parents may foster the development of

ethnic identity to their children (Else-Quest & Morse, 2015), but ethnic identity development is more crucial during late adolescence and young adulthood (Phinney, 1996). The study from Phinney, Romero and Huang (2001) found that during the development of ethnic identity, ethnic language proficiency and social interaction with peers with same ethnicity had a positive impact on ethnic identity. Because of the multicultural society (Slegers, 2007), the level of ethnic diversity in Dutch organizations increases. One possible explanation for the not supported relationship between trust from coworkers, affect-based and cognition-based, and ethnic identity could be that participants of this study work with coworkers who, some or all, have different ethnicities. That might be the reason that the participants do not speak and use their ethnic language proficiency much and do not interact constantly with peers with the same ethnicity at work what might lead to a less strong development of ethnic identity.

Thirdly, this study found no evidence for the influence of cognition-based trust from coworkers on mental health. Cognition-based trust is also known as knowledge based trust (Lewicki & Bunker, 1996). Chua, Ingram and Morris (2008) found no evidence of knowledge sharing between coworkers who are friends. Thus, cognition-based trust is not a primary element in the relationship between coworkers who are friends of each other (Chua et al., 2008). One possible explanation for the not supported relationship between cognition-based trust from coworkers and mental health could be that participants in this study are friends with their coworkers. That is the reason why these participants might focus more on deeper, emotional bonds than sharing knowledge with each other.

Practical implications

The relations between the variables in this study have practical implications for both employees and organizations. For employees, results indicate that employees have to invest in emotional bonds and create deeper relationships with coworkers to have a higher level of identification with the organization in which the employees work and to have better mental

health compared to employees who do not invest in emotional bonds with their coworkers. Higher level of organizational identification will lead to more job satisfaction and less turnover intention (Riketta & van Dick, 2005). Better mental health will prevent employees from a burnout (Gerber et al., 2015). Thus, for employees it is important to have informal conversations, for example talking about private life, with coworkers which creates emotional bonds between each other.

For organizations, there are two reasons why it is important to create a culture in which employees can interact in an informal way with each other which creates emotional bonds and deeper relationships between coworkers. Firstly, this is beneficial for organizations because results of this study indicate that emotional bonds between coworkers leads to employees who identify with the organization. The identification with the organization results in better performance (Cesário & Chambel, 2017), and lower turnover rates which prevent organizations from turnover costs (Bryant & Allen, 2013). Secondly, trust from coworkers affect-based leads also to better mental health. When organizations promote informal conversations between coworkers, health problems such as burnout and therefore costs will be avoided (Maslach, 2017).

Limitations and recommendations

This study contained several limitations which should be considered in future research. Firstly, this study investigated whether there were differences between Dutch and non-Dutch employees in the aforementioned relations. In this study, I only made the distinction between Dutch and non-Dutch employees. Because all non-Dutch employees were analyzed as one group, I did not made the distinction between the different cultures of the non-Dutch group. Future research might try to distinguish non-Dutch participants to investigate more important differences between specific cultures. This distinction between different non-Dutch cultures could be made by asking the same question as this study did for knowing which cultural

background participants have. But then, each answer option of the question has to be made as one group so that more different cultural background groups can be made.

Secondly, another limitation is that this study used convenience sampling for gathering participants. In other words, the researchers used their private network to gather participants. That means that the collection of participants is done by nonrandom selection. Thus, in other words, the researchers were subjective and biased in gathering participants for this study (Etikan, Musa, & Alkassim, 2016). That is why future research might use a probability sample, and thus random selection, for gathering participants.

Thirdly, for this study a cross-sectional design is used which means that the data is collected at a single point in time (Mellenbergh & van den Brink, 1998) which means that conclusions are made quicker than by longitudinal designs. Therefore conclusions in a cross-sectional design can be weak because that data are snapshots of the mental state of the participants of the moment of filling in the questionnaire. If, for example, a participant had a bad day, it can lead to a different conclusion than when this participant is measured over time. Another limitation about a cross-sectional design is that it is not possible to establish a true cause and effect relationship (Solem, 2015). That is why future research could consider to do a longitudinal study instead of a cross-sectional study.

Conclusion

In conclusion, the purpose of this study was to investigate the influence of trust from coworkers, affect-based and cognition-based, on organizational identity, ethnic identity and mental health. In addition, this study investigated whether there were differences between Dutch and non-Dutch employees on these relations. Results indicate that employees who are affectively trusted by coworkers identified more with the organization compared to employees who are distrusted by coworkers. In addition, results indicate that affect-based trust from coworkers leads to better mental health. So the most important message of this study for

organizations is, that it is important that employees trust each other based on emotional bonds which creates deeper relationships. These deeper relationships increase the feeling of connection with the organization, decreases the intention to leave, results in better mental health and avoid turnover and health problem costs for organizations.

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