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Power and Trust in Organizations:

**Testing a mediation model to analyze their effects on Organizational
Citizenship Behavior and Deviant Workplace Behavior**

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Prologue

This study was part of a research group with Markus Lenhard. One questionnaire was used to assess different organizational constructs. Analysis, interpretation and composition of the research work proceeded independent from one another.

In favor of better readability, in the following all characterizations concerning individuals are only mentioned in the masculine form. Independent from the applied formulation, both genders are always addressed.

Abstract

Dependent on the form of power used by a supervisor, subordinates exhibit different forms of trust and affective work reactions. In this study, the effect of legitimate power and coercive power on Organizational Citizenship Behavior (OCB) and Deviant Workplace Behavior (DWB), mediated by trust (reason-based trust, implicit trust) was tested. Results ($N = 194$) indicate a complete mediation effect of reason-based trust on the positive relationship of legitimate power with OCB as well as the negative relationship of legitimate power with DWB. Hypotheses concerning coercive power could not be affirmed. Implications for organizations and future research are discussed.

Keywords: power, trust, organizational citizenship behavior, deviant workplace behavior

Abstract

Abhängig von der angewandten Macht des Vorgesetzten zeigen Angestellte verschiedene Formen von Vertrauen und Extra-Rollenverhalten. In dieser Arbeit wird die Wirkung von legitimer Macht und Zwangsmacht auf Organizational Citizenship Behavior (OCB) und kontraproduktives Verhalten am Arbeitsplatz (DWB), mediiert durch Vertrauen (rationales und implizites Vertrauen), untersucht. Die Ergebnisse ($N = 194$) zeigen eine vollständige Mediation von rationalem Vertrauen auf den positiven Zusammenhang von legitimer Macht und OCB, sowie den negativen Zusammenhang von legitimer Macht auf DWB. Die Hypothesen bezüglich der Wirkung von Zwangsmacht konnten nicht bestätigt werden. Gründe für unerwartete Ergebnisse sowie Implikation für Organisationen und zukünftige Forschung werden diskutiert.

Schlüsselwörter: Macht, Vertrauen, Organizational Citizenship Behavior, kontraproduktives Verhalten am Arbeitsplatz

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Introduction

Europe is undergoing dramatic economic, political and monetary changes in recent time. The so called “European debt crisis” has drawn countries like Greece, Spain or Italy on the edge of refinancing their government debt without the help of the European Union (Haider, 2011). In this context, companies and businesses have to deal with declining earnings, currency losses and poor prognoses (Bloomberg, 2012). One area where companies can counteract independent from the economic situation is by optimizing the effectiveness within the organization. Many authors have recognized the importance of individual efforts that go beyond the formal job requirements and its adjuvant impact on organizational outcomes (e.g., Barnard, 1938; Bateman & Organ, 1983; Katz & Kahn, 1966; Organ, 1988; Walz & Niehoff, 2000). Organ (1988) called these efforts Organizational Citizenship Behavior (OCB) and defined it as “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization” (Organ, 1988, p. 4).

Numerous researches have investigated factors that contribute to OCB, such as procedural justice (Moorman, Blakely, & Niehoff, 1998; Moorman, Niehoff, & Organ, 1993), organizational support (Randall, Cropanzano, Bormann, & Birjulin, 1999), trust in the supervisor (Konovski & Pugh, 1994) and especially leadership behavior (Smith, Organ, & Near, 1983;

Podsakoff, MacKenzie, Moorman, & Fetter, 1990; Law & Hackett, 2005). Another essential factor for companies effectiveness is to contain job turnover and deviant work behavior, which annual costs are estimated to be as high as \$4.2 billion for workplace violence, \$40 to \$120 billion for theft and up to \$200 billion for various types of fraudulent behavior (Bennet & Robinson, 2000). Organizations who establish a good working atmosphere can thus save the expenses to provide incentives for desirable behavior or to maintain a credible system of deterrence.

In this context supervisor's social power seem to have a major impact on employee's affective work reactions (e.g., organizational commitment, turnover, OCB, job satisfaction or deviant work behavior; Jahangir, Akbar, & Begum, 2006). Another important factor in organizations is trust (Tyler, 2003). Even though research on trust has not been as broad as the research on power, findings have often recognized the mediating effect of trust with constructs such as performance appraisal (O'Reilly & Anderson, 1980), OCB (Pillai, Schriesheim, & Williams, 1999) or the leadership-performance relationship (Casimir, Waldman, Bartram, & Yang, 2006).

Power and trust have been recognized as important factors in the tax context as well (e.g., Fischer, Wartick, & Mark, 1992; Murphy, 2005; Feld & Frey, 2002). Kirchler (2007) and Kirchler, Hoelz and Wahl (2008) developed a model, which integrates these factors to explain tax behavior- the Slippery Slope Framework (SSF). The Framework is a conceptual tool to analyze tax compliance by using the dimensions power and trust, as well as their dynamic interaction (Kirchler et al., 2008). There has been an approach to adapt this model of tax compliance to a model of organizational compliance (Kirchler, Hoelz, & Wahl, 2009). In this study the concepts of OCB and DWB were used as opposite forms of organizational compliance.

Past research in the organizational field mostly focused on certain supervisor behaviors such as transformational leadership or transactional leadership (e.g., Bass, 1990; Leithwood, Jantzi, & Steinbach, 1999; Avolio & Bass, 1988), rather than social powers. Additionally, research on the (mediation-) effect of trust on other constructs hardly ever distinguished between different forms of trust. Based on the complexity of these constructs it seems necessary to further differentiate power and trust and analyze the effect they have on one another and on important affective work reactions.

The objective of this study is to test assumptions from the SSF in an organizational context. First the mediating effect of trust on the relationship between legitimate power and OCB, as well as the relationship of legitimate power and DWB is tested. Second, it is analyzed how trust mediates the effect of coercive power on OCB and DWB. Results should help to understand how organizational structures, hierarchies and supervisor behavior can effect subordinates work behaviors and subsequently organizational outcomes.

Theoretical Background

In the following the concept of power in organizations, OCB and DWB are described. Subsequently the segmentation of trust (in reason-based and implicit trust), as well as the effect of power on trust is highlighted. Finally the effect of power on OCB and DWB is discussed and hypothesis for this study are generated.

Power in Organizations

The concept of power in organizations has drawn much attention from researchers in the past. Studies focusing on higher levels of analyses have considered structural and environmental sources of power in organizations (e.g., Mechanic, 1962; Elangovan & Xie, 2000). With regard to the personal level, attention has been paid to the relationship of supervisor power on subordinates work attitudes and behaviors (e.g., Yukl, 1981; 1989; Hinkin & Schriesheim, 1990; Mossholder, Bennet, Kernery, & Wesolowski, 1998). Most research in this field refers to “the bases of social power” by French and Raven (1959; Raven, 1965). Accordingly power can be defined as the resource one person has so that he can influence another person to do what that person would not have done otherwise (Raven, Schwarzwald, & Koslowsky, 1998). The influential framework further divides power into legitimate power, referent power, expert power, reward power, coercive power and informational power (French & Raven, 1959; Raven, 1965).

In terms of the organizational context a supervisor can exercise power based on (1) his perceived right to influence (legitimate power); (2) the subordinate’s identification with the supervisor (referent power); (3) his superior knowledge and expertise (expert power); (4) his ability to distribute monetary or nonmonetary compensation (reward power); (5) the threat of punishment (coercive power); and (6) his ability to control the availability of information (information power). Over the years the bases have been analyzed, adapted and further developed by various authors (Podsakoff & Schriesheim, 1985; Petty & Cacioppo, 1986; Hinkin & Schriesheim, 1989; Mossholder, et al., 1998; Rahim & Buntzman, 1989). More recently, Raven (1992, 1993) enhanced the original six bases of power to eleven, further differentiating reward (personal, impersonal), coercive (personal, impersonal) and legitimate power (position, reciprocity, equity, dependence). In 1998 Raven et al. developed an instrument to measure the

bases of power- the Interpersonal Power Inventory. A factor analysis of this instrument revealed a two categorical structure: harsh and soft bases of power. To be consistent with terms used in the analyses of the SSF, hereafter we refer to the appellation by Gangl, Hofmann, Pollai, and Kirchler (2012), using the terms coercive power for harsh bases of power and legitimate power for soft bases of power.

Coercive power comprises punishment and remuneration (French and Raven's coercive and reward power). Practically, a supervisor could exercise his power by giving the prospect of a raise in salary, the threat of dismissal or by supporting/preventing a possible promotion. The concept of coercive power can therefore be related to strategies that are attached to an individual by his or her status within an organization (Schwarzwald, Koslowsky, & Ochana-Levin, 2004).

Legitimate power on the other hand comprises legitimation, knowledge, skills, the distribution of information and identification (French and Raven's legitimate, expert, information and referent power; Gangl et al., 2012). At the practical level a supervisor would exercise his power due to his perceived right to give orders, the identification with him or because of his level of knowledge. This approach is therefore based on the qualities and skills attributed to the supervisor himself.

Research on the effect of legitimate and coercive power show different effects on work attitudes and organizational outcomes and will be discussed later on.

Organizational Citizenship Behavior

Interest in the concept of OCB can be traced back to Barnard (1938) or Katz (1964). However, research in this field did not draw much attention until Organ's definition of OCB and his work "*Organizational citizenship behavior: The good soldier syndrome*" in 1988. Originally

Organ and his colleagues (Bateman & Organ, 1983) investigated how job satisfaction affected people's willingness to help work associates and consequently organizational effectiveness. Since then, numerous studies have been surveyed and related concepts such as extra-role behavior (Van Dyne, Cummings, & Parks, 1995), contextual performance (Borman & Motowidlo, 1993; Motowidlo & Van Scotter, 1994), or prosocial organizational behaviors (Brief & Motowidlo, 1986) came up. Organ (1988) identified five major types of behaviors that contribute to OCB: altruism, conscientiousness, civic virtue, sportsmanship, and courtesy.

Altruism represents behavior, which helps colleagues with work-related problems. Conscientiousness describes a compliance with organizational rules and regulations. Civic virtue describes a high level of interest for the organization. Sportsmanship characterizes openness towards change within the organization and a willingness to accept temporary above-average workloads. Courtesy represents behavior that aims at preventing work-related problems with others from occurring.

In connection with OCB, studies have found positive relationships with job satisfaction (Bateman & Organ, 1983; Williams & Anderson, 1991), procedural justice (Moorman et al., 1998; Moorman et al., 1993) and organizational commitment (O'Reilly & Chatman, 1986). Moreover OCB is assumed to be an important contribution to organizations as it improves organizational efficiency and effectiveness (Organ, 1988; Walz & Niehoff, 2000; Koys, 2001).

Deviant Workplace Behavior

As OCB can contribute to organizational efficiency and effectiveness, deviant workplace behavior (DWB) may cause economic and social threats to organizations as it "violates significant organizational norms and, in so doing, threatens the well-being of the organization or

its members or both” (Robinson & Bennett, 1995, p. 556). Following this definition, deviant behaviors can be classified as either interpersonal deviance or organizational deviance (Bennett & Robinson, 2000). Interpersonal deviance includes acts directed towards other individuals and can range from making fun of a colleague till sexual harassment at work. Organizational deviance refers to behaviors directed towards the organization and may include taking longer lunch breaks, showing little work effort or stealing from the organization. Reasons for these behaviors are comprehensive and include perceived injustice, dissatisfaction, role modeling, and thrill seeking (Bennett and Robinson, 2000). Additionally factors influencing these behaviors have been explored by many researchers as well and resulted in multifaceted explanatory approaches. For instance, Marcus & Schuler (2004) examined the effect of 24 predictors (e.g., unemployment risk, age, organizational sanctions, interactional justice, frustration, manipulateness, positive self-concept or payment inequity) on counterproductive behavior at work. Results indicate that self-control is the most important factor for deviant behavior. Other studies support the idea that individual factors are decisive for DWB. Penny & Spector (2002) conducted a questionnaire and found out that individuals with high narcissism scores reported more DWB. They argue that narcissistic individuals will encounter situations that challenge their positive self-appraisal and in response will experience negative emotions (e.g., anger, frustration, hostility) that lead to aggression. Consequently it can be assumed that certain individual characteristics predispose some individuals to engage in deviant workplace behavior.

Qualities of Trust

Organizational trust is a fundamental factor in work environments as colleague and operating cycles often interdepend on one another. Researchers have analyzed trust in connection

with communication (Giffin, 1967), organizational justice (Brockner & Siegel, 1996), feedback and performance (O'Reilly & Anderson, 1980), managerial problem solving (Boss, 1978), work teams (Costa, 2003) and particularly leadership (Kirkpatrick & Locke, 1996; Podsakoff, MacKenzie, & Bommer, 1996; Whitener, Brodt, Korsgaard, & Werner, 1998; Tan & Tan, 2000; Brower, Schoorman, & Tan, 2000; Dirks & Ferrin; 2002; Korsgaard, Brodt, & Whitener, 2002). Although a great many studies have been conducted concerning trust, a universally accepted definition is missing. The most widely cited definition of trust is that of Mayer, Davis and Schoorman (1995). Accordingly trust can be 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” (Mayer, Davis, & Schoorman, 1995, p. 712).

In many articles trust is differentiated in two categories. Lewis and Weigert (1985) for instance reported that trust include both emotional and cognitive dimensions, McAllister (1995) divided trust in affect-based and cognition-based trust, and Tyler (2003) distinguished between social trust and calculative trust. Underlying these allocations of cognitive-rational and automatic-affective trust one can identify the dual process theory by Kahneman (2003; Gangl et al., 2012). In his work, he differentiates between two different styles of processing, intuition and reasoning. Former being fast, automatic, unconscious, effortless and latter being slow, serial, conscious and effortful. Hereafter we adopt this segmentation, referring to Castelfranchi and Falcone's (2010) classification of trust. In their theory they distinguish trust by analyzing two different forms of evaluation: explicit evaluative judgments and implicit affective appraisal (or reason-based trust and implicit trust).

Reason-based trust corresponds to rational, calculative forms of trust. Lewis and Weigert (1985) clarified the cognitive dimension of trust as follows, “we choose whom we will trust in which respects and under what circumstances, and we base the choice on what we take to be 'good reasons,' constituting evidence of trustworthiness" (Lewis & Weigert, 1985, p. 970). Reason-based trust results from rational decisions and is based on goal achievement, dependency, internal factors and external factors (Castelfranchi & Falcone, 2010). In the evaluation-process the trustor first examines if the other party is pursuing a goal that is important to him. Next, the trustor evaluates whether he can depend on the other party. Third, the trustor evaluates internal factors such as the other’s competence, capability, his willingness, motivation and his goodwill and harmlessness concerning the attainment of the goal. Eventually, the process ends with the appraisal of external factors such as opportunities and dangers. Here, optimal conditions and possible risks in regard to the achievement of the goal are being evaluated (Gangl et al., 2012). Within an organization this process could comprise the evaluation of organizational goals, the reliance on colleagues, the supervisor’s expertise or the risk of being dismissed. In this form, the trustor would be able to give good reasons for trusting, because he passed through a process of appraisal and did not trust implicitly. Lewis and Weigert (1985) argued that this form of trust mostly appears at the formation of trust relationships.

Implicit trust aggregates identification-based trust (Tyler, 2003), affect-based trust (McAllister, 1995) and affective trust (Jones, 1996). The calculative, estimation process is being replaced by an automatic, associative, unconscious form of appraisal (Castelfranchi & Falcone, 2010). It can be defined as “the confidence one places in a partner on the basis of feelings generated by the level of care and concern the partner demonstrates” (Johnson & Grayson, 2005, p. 501). This definition includes an emotional facet, which is based on previous affective

experiences and perceived strength of the relationship. Hence it can develop when interaction between individuals intensifies and emotional bonds strengthen (Lewis & Weigert, 1985; McAllister, 1995). On an organizational level an employee would trust his supervisor implicitly, intuitive and spontaneous, based on confidence rather than reasoning (Castelfranchi & Falcone, 2010).

The Effect of Power on Trust

Research on the effect of power on trust has generated results allowing propositions for a supportive as well as an inhibiting effect. A supervisor's power can weaken trust, because the implementation of power mechanisms may induce suspicion and mistrust regarding the other person's intentions and behavior (Gangl et al., 2012). Mulder, Van Dijk, Cremer, and Wilke (2006) for instance demonstrated in an experiment that participants who had experienced a form of power (sanctioning systems) demonstrated lower trust and less internal motivation to cooperate with group members. Frey (2007) conducted a study to analyze if monitoring increases work efforts. Results showed that an increase in monitoring led to the perception of distrust by the employee and thus resulted in a reduction of work effort.

On the other hand power may enhance trust. In a study by Podsakoff et al. (1990) results demonstrate that supervisors who provide their employees with appropriate models, who are supportive and who foster the acceptance of group goals, tend to enhance trust from their employees. In addition, in a study by Frost and Moussavi (1992) a questionnaire was collected with measures including manager's power bases and the leader-member level of trust. Results indicate that all bases of power correlate significantly with trust and that the three most influential power bases (expert, referent and information power) all show a positive correlation.

In the following, the Slippery Slope Framework is introduced and hypotheses are generated based on certain assumptions from the SSF and current literature.

The Slippery Slope Framework

The effect of power and trust on compliant behavior has been analyzed in the tax context and engendered the Slippery Slope Framework (Kirchler et al., 2008). The model consists of three dimensions: power, trust and tax compliance. Power of authorities describes taxpayers' perception of the potential of tax officers to detect illegal tax evasion (Kirchler et al., 2008). It can arise from legitimate power and coercive power. Former evolves when individuals pay voluntary deference to an accepted tax authority and latter arises when tax authorities attempt to direct individuals against their will through audit probabilities or fines. Legitimate power can therefore induce voluntary compliance and coercive power can be seen as an attempt to enforce a certain behavior (Kirchler et al., 2008). The trust dimension operates through the belief that tax authorities act benevolently for the common good. Kirchler et al. (2008) also refer to Tyler (2003) and the classification of social trust and calculative trust. The SSF predicts that the use of coercive power by tax authorities may result in an antagonistic tax climate, where trust is low and taxpayers rationally balance costs and benefits of evading. This climate can also be characterized by a "cops and robbers" attitude, where taxpayers and tax authorities work against each other. Legitimate Power on the other hand may result in a synergistic climate, where trust is high, tax authorities are perceived as performing a service for the community and tax compliance is voluntary (Kirchler et al., 2008). In the following certain assumptions from the SSF are adapted to an organizational context. The concept of OCB is compared to voluntary tax compliance and DWB to non-compliant tax behavior.

The effect of power on OCB, mediated by trust

One major factor influencing OCB is leadership behavior. Especially transformational and transactional leadership have been tested in connection with OCB. Transformational leadership is based on follower's trust, admiration and respect towards the leader (Bass, 1990) and can hence be compared to the concept of legitimate power. Both concepts imply the follower's (or employee's) respect and identification with the leader (or supervisor). Transactional leadership on the other hand is based on "promise and reward for good performance, or threat and discipline for poor performance" (Bass, 1990, p. 20) and can hence be compared to coercive power, as both concepts rely on reward and punishment.

In a study, Podsakoff et al. (1990) gathered information of 988 employees and found an indirect effect of transformational leadership on OCB, mediated by follower's trust in their leader. Konovsky and Pugh (1994) also found support for the mediation effect of trust on OCB. In their study they tested the relationship between procedural fairness and employee citizenship, mediated by trust.

With regard to the negative effect of supervision on OCB, results indicate inconsistent predictions. Niehoff & Moorman (1993) for example tested the effect of monitoring on OCB. Results depict that employees who perceive close control by their supervisor show little motivation to perform extra duties. The SSF suggests a similar effect. As tax authorities increase their level of auditing, taxpayer may feel this form of monitoring as a sign of distrust, which in turn reduces trust in tax authorities (Kirchler et al., 2008). Furthermore, when monitoring and punishment are perceived as inadequately high, compliance is enforced and employees will initiate to look for new jobs and turnover rate will increase (Kirchler et al., 2009). However, the study by Niehoff and Moorman (1993) also indicated a positive effect of monitoring on OCB in

a different condition. It was argued that monitoring might contribute to employees' perception of procedural fairness and thus enhance OCB.

Based on the consisting literature and on the assumptions of the SSF, an indirect effect of power on OCB, mediated by trust is expected. More precisely, it is assumed that supervisors who exert power based on expertise and legitimation will enhance subordinates OCB, mediated by trust based on reasoning and implicitly. Furthermore it is expected that supervisors who exert their power based on reward and punishment will diminish subordinates OCB mediated by implicit trust and reason-based trust.

Hypothesis 1a: Reason-based trust will mediate the positive effect of legitimate power on Organizational Citizenship Behavior.

Hypothesis 1b: Implicit trust will mediate the positive effect of legitimate power on Organizational Citizenship Behavior.

Hypothesis 1c: Reason-based trust will mediate the negative effect of coercive power on Organizational Citizenship Behavior.

Hypothesis 1d: Implicit trust will mediate the negative effect of coercive power on Organizational Citizenship Behavior.

The effect of Power on DWB, mediated by Trust

The influence of individual characteristics on deviant workplace behavior has been mentioned before. Other research has focused on environmental or situational predictors such as job stressors, procedural justice (Fox, Spector, & Miles, 2001) or the presence of frustrators (Fox and Spector, 1999) that contribute to DWB.

A more recent approach by Lawrence and Robinson (2007) suggests that deviant behavior may be a resistance response to frustrations emerging from organizational power. They argue that the exercise of power may lead to a loss of autonomy and the perception of injustice, which in turn provokes frustration and DWB (Lawrence & Robinson, 2007). Another study (Detert, Trevino, Burris, & Andiappan, 2007) differentiated between ethical leadership and abusive supervision and its impact on DWB. Ethical leadership functions due to legitimation and identification with the leader and is assumed to reduce harmful employee behaviors. Abusive supervision (e.g., intimidation, inconsiderate actions) on the other hand is supposed to increase DWB (Detert, Trevino, Burris, & Andiappan, 2007).

In the literature, styles of leadership are often related to social powers (e.g., Lord, 1977). Research on transformational leadership, support the idea that specific supervisor's power can contribute to organizational trust and hence decrease the motivation to show deviant work behavior. Podsakoff et al. (1990) found out, that the impact of transformational leadership on OCB is mediated by trust. Results also reveal a positive effect of transformational leadership on job satisfaction, which in return would counteract to deviant work behaviors. The SSF suggests that an increase in power of authorities (e.g., raise of audit and detection probabilities) will result in less non-compliant behavior by taxpayers (Kirchler et al., 2008). However, increasing power of authorities is likely to result in enforced compliance, which leaves the possibility of a resistant response.

Based on the presented literature it is assumed that supervisor's legitimate power will have an antagonizing effect on DWB, mediated by reason-based and implicit trust. Furthermore a fostering effect of supervisor's coercive power on DWB, mediated by reason-based and implicit trust is expected.

Hypothesis 2a: Reason-based trust will mediate the negative effect of legitimate power on Deviant Workplace Behavior.

Hypothesis 2b: Implicit trust will mediate the negative effect of legitimate power on Deviant Workplace Behavior

Hypothesis 2c: Reason-based trust will mediate the positive effect of coercive power on Deviant Workplace Behavior.

Hypothesis 2d: Implicit trust will mediate the positive effect of coercive power on Deviant Workplace Behavior.

Method

Participants

The collection of data took place from May to June 2012 in Vienna with a total of 194 subjects (62% female, 38% male). The average age was 30.5 years (range = 20-58, SD = 8.3). The majority of the sample completed secondary education with 34.5% holding a high-school diploma and 47.4% a university degree. Participants worked an average of 31.7 hours per week (SD = 13.7). With regard to the field of work, 26.3% stated to work in the public sector, 12.4% in catering and tourism, 11.3% in trade, 9.8% in the health sector, 6.7% in craft, 5.7% in consulting, 4.6% in transport as well as industry, 3.6% in bank and insurance, 3.1% in education and 9.8% in a sector that was not listed.

Procedure

The survey was on a voluntary basis and consisted of a paper-pencil questionnaire. The cover page included a description of the study, as well as a statement ensuring the anonymity of the data. On the following pages participants were instructed to evaluate statements concerning their job situation. The questionnaire consisted of 113 items as well as demographic data and took approximately 20 minutes to complete. Before it was handed out, subjects were asked about the inclusion criteria A. to be on a payroll, and B. to have a direct supervisor. Most data was collected outside the participant's workplace. Since there was no precise information about the supervisor or company evaluated, participants might have felt less pressure to answer in a socially desired way and therefore information may be less biased.

Measures

The structured questionnaire included five segments focusing on (1) the perceived form of power used by the supervisor, (2) trust in the supervisor, (3) commitment to the company, (4) organizational citizenship behavior at the workplace, and (5) deviant behavior at the workplace.

Power of the Supervisor

A translated version of the Interpersonal Power Inventory (IPI) (Raven et al., 1998) was used to assess which form of power the respective supervisor exercised. The IPI consists of 33 items, measuring eleven different power sources. Each item comprises of a statement with regard to the supervisor's power and was rated on a 5-point Likert scale (1- strongly disagree, 5- strongly agree). The eleven power sources are listed in Table 1, with an example for each one and the form of power they implicate.

Table 1
Interpersonal Power Inventory (Raven et al., 1998)

Power Source	Example	Form of Power
Personal Reward	<i>It made me feel personally accepted when I did as my supervisor asked.</i>	Coercive Power
Reward Impersonal	<i>My supervisor's actions could help me get a promotion.</i>	Coercive Power
Personal Coercion	<i>It would have been disturbing to know that my supervisor disapproved of me.</i>	Coercive Power
Coercive Impersonal	<i>My supervisor could make it more difficult for me to get a pay increase.</i>	Coercive Power
Expert Power	<i>My supervisor probably knew the best way to do the job.</i>	Legitimate Power
Referent Power	<i>I saw my supervisor as someone I could identify with.</i>	Legitimate Power
Informational Power	<i>My supervisor gave me good reasons for changing how I did the job.</i>	Legitimate Power
Legitimacy/Reciprocity	<i>For past considerations I had received, I felt obliged to comply.</i>	Legitimate Power
Legitimacy/Dependence	<i>I realized that a supervisor needs assistance and cooperation from those working with him/her.</i>	Legitimate Power
Legitimacy/Equity	<i>Complying helped make up for things I had not done so well previously.</i>	Legitimate Power

Note. Items regarding Personal Reward and Personal Coercion were excluded from the analysis, due to insufficient differentiation between Coercive Power and Legitimate Power.

According to Raven et al. (1998) the coefficient alpha reliabilities for the IPI are reasonably high (ranging from .72 to .92).

Trust in the Supervisor

The concept of trust was measured by a trust-scale from the tax context based on Gangl, et al. (2012). All items were adapted for the use in the organizational context. The scale consists of 21 items with 14 items measuring reason-based trust and 7 items measuring implicit trust. Subjects were instructed to indicate their level of agreement with statements why to trust the

supervisor on a 5-point Likert scale (1- strongly disagree, 5- strongly agree). Examples are "I trust my supervisor...because he/she is competent" (reason-based trust), "because he/she is motivated" (reason-based trust), "automatically" (implicit trust), "absolutely" (implicit trust). Results indicate a reliability of $\alpha = .89$ for the subscale implicit trust and $\alpha = .88$ for reason-based trust.

Commitment to the Company

This construct was measured by the Organizational Commitment Questionnaire (Mowday, Steers, & Porter, 1979), which consists of 15 items. Hereafter the concept of organizational commitment will not be further discussed because it was subject of another research work.

Organizational Citizenship Behavior

The questionnaire "Fragebogen zur Erfassung des leistungsbezogenen Arbeitsverhalten" (FELA-S; Staufenbiehl & Hartz, 2000) is a German instrument to assess the construct of OCB. It was developed collecting items from former published OCB-questionnaires (e.g., Podsakoff & MacKenzie, 1989; Podsakoff et al., 1990; MacKenzie, Podsakoff, & Fetter, 1991), eliminating redundant items and reducing them to 25 items in total. The questionnaire exists in two versions (external- and self-assessment) and comprises the OCB factors altruism, conscientiousness, sportsmanship, civic virtue, courtesy and required work habits. In total 6 items are reverse coded and comprise statements such as "I always find fault with what the organization is doing", "I consume a lot of time complaining about trivial matters", or "I tends to make mountains out of molehills". Sample items from the other subscales include "I help others who have heavy work

loads”, “I only take time off in urgent cases”, or “I take steps to try to prevent problems with other workers”. Subjects were asked to classify statements with regard to citizenship behavior on a seven-point Likert scale ranging from (1) fully correct to (7) not correct at all. Staufenbiel and Harz (2000) provided evidence of the satisfactory reliability (ranging from $\alpha = .77$ to $\alpha = .85$) for this instrument.

Deviant Workplace Behavior

DWB was measured with Bennet and Robinson’s (2000) Workplace Deviant Behavior Scale (WDB), which includes 19 items. Again, the instrument was translated into German to match it with the given sample. The scale considers deviant behavior directed against the organization (e.g. “Taken property from work without permission”) and directed against an individual (e.g., “Made fun of someone at work”). Responses to the items were made on a 7-point Likert scale (1 = never, 7 = daily). Reliabilities for the two subscales are $\alpha = .81$ and $\alpha = .78$, respectively (Bennet & Robinson, 2000).

Results

At first a factor analysis as well as a reliability analysis for each instrument was conducted (see Appendix). Results for the IPI indicated that items measuring Personal Reward and Personal Coercion had to be excluded from the analysis, as they correlated too high with legitimate power ($r = .62, p = .00$). Due to the results of a constrained two-factor solution, seven items from the subscale legitimate power were excluded, as they showed low factor content (above .40; Table 4).

Furthermore the analysis revealed that all items measuring implicit trust loaded satisfactorily on the intended trust dimension. Four items from the subscale reason-based trust were excluded from further analysis also due to poor factor loadings. The six reverse coded items from the FELA-S were excluded due to minimal factor loading on the concept of OCB.

Hypotheses predict a mediating effect of trust on the relationship of power and OCB/DWB. For the mediation analysis a bootstrap procedure advocated by Edwards and Lambert (2007) and Preacher, Rucker, and Hayes (2007) was used. This procedure “involves repeatedly sampling from the data set and estimating the indirect effect in each resampled data set. By repeating this process thousands of times, an empirical approximation of the sampling distribution of ab is built and used to construct confidence intervals for the indirect effect” (Preacher & Hayes, 2008, p. 880). For the following analysis, the number of 5000 drawings was chosen.

Descriptive statistics and correlations for the study variables are presented in Table 2. All subscale showed reasonable coefficient alpha reliabilities ranging from $\alpha = .74$ (coercive power) till $\alpha = .91$ (reason-based trust).

To test the influence of supervisor power on OCB/DWB, mediated by trust, first the intercorrelations of the variables were analyzed. As seen in Table 2, results show a positive correlation between legitimate power and trust: reason-based trust ($r = .68, p = .00$), implicit trust ($r = .49, p = .00$). Correlation analysis concerning coercive power and trust did not reach significance: reason-based trust ($r = .11, p > .05$), implicit trust ($r = .02, p > .05$). Reason-based trust correlates significantly with OCB ($r = .33, p = .00$) as well as DWB ($r = -.31, p = .00$). Regarding implicit trust, only the correlation with DWB reached significance ($r = -.18, p = .01$).

Table 2.

Mean, Standard Deviation, Reliability Coefficient, and Intercorrelations among Variables

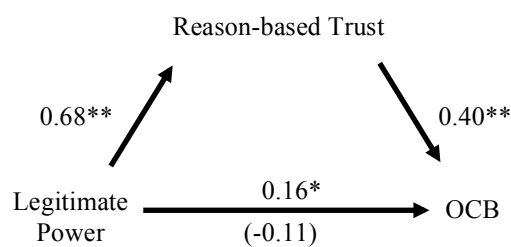
Scale	M	SD	1	2	3	4	5	6	7	8	9	10
<i>Supervisor Power</i>												
1 Legitimate Power ^a	3.28	0.62	(.82)									
2 Coercive Power ^a	3.16	0.89	.17*	(.74)								
<i>Supervisor Trust</i>												
3 Reason-based trust ^a	3.61	0.83	.68**	.11	(.91)							
4 Implicit trust ^a	2.28	0.90	.49**	.02	.50**	(.89)						
<i>Work Attitudes</i>												
5 OCB ^b	5.37	0.77	.16*	.02	.33**	.07	(.84)					
6 DWB ^b	1.86	0.72	-.22**	.13	-.31**	-.18*	-.56**	(.89)				
<i>Demographic Data</i>												
7 Sex	0.38	0.49	-.10	.10	-.14	-.12	-.35**	.36**				
8 Age	30.51	8.26	-.09	-.01	.07	.01	.16*	-.14	.06			
9 Years in the Company	4.19	5.77	-.10	-.07	.04	-.01	.08	-.13	-.04	.63**		
10 Weekly Work Hours	31.67	13.68	-.03	.15*	.02	-.08	.13	.03	.04	.22**	.20	

Note. $n = 194$; * $p < .05$; ** $p < .01$; Gender: 0 = female, 1 = male; Cronbach's alpha internal-consistency reliability coefficients appear in parentheses along the main diagonal.

^a 5-point scale. ^b 7-point scale

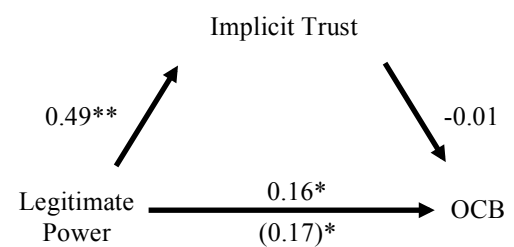
For hypothesis 1a and 1b, first the general relationship of legitimate power and OCB was assessed (Figure 1 & 2). Results show a significant positive effect of legitimate power on OCB ($\beta = .16$, $p = .02$). The mediation analysis for hypothesis 1a (Figure 1) revealed, that the 95% confidence interval did not contain zero (.18, .53). Therefore results indicate a significant complete mediation of reason-based trust on the effect of legitimate power on OCB. Mediation analysis for legitimate power, implicit trust and OCB (Hypothesis 1b; Figure 2) revealed a non-significant mediation effect of implicit trust with a 95% CI (-.15; .13).

Figure 1. Mediation Analysis of Legitimate Power, Reason-based Trust and OCB



Note. $N = 194$; * $p < .05$ ** $p < .01$

Figure 2. Mediation Analysis of Legitimate Power, Implicit Trust and OCB



Note. $N = 194$; * $p < .05$ ** $p < .01$

Mediation analysis for hypothesis 1c and 1d (Figure 3 & 4), revealed a non-significant effect of coercive power on OCB ($\beta = 0.02, p > .05$). Results show no type of mediation for reason-based trust (CI: -.01, .08), nor for implicit trust (CI: -.01, .02).

Figure 3. Mediation Analysis of Coercive Power, Reason-based Trust and OCB

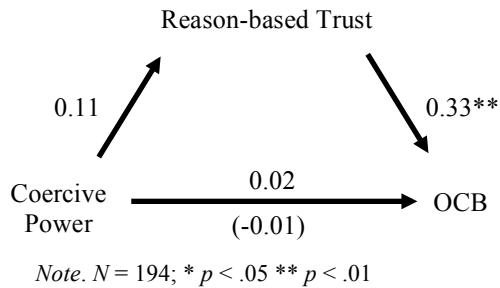
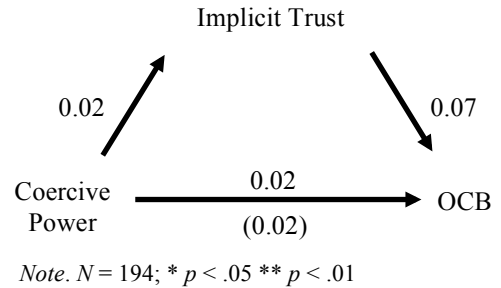


Figure 4. Mediation Analysis of Coercive Power, Implicit Trust and OCB



Concerning hypothesis 2a and 2b, the mediation analysis showed a significant negative effect of legitimate power on deviant workplace behavior ($\beta = -.22, p = .02$). Results for hypothesis 2a (Figure 5) revealed that reason-based trust completely mediates the effect of legitimate power on DWB (CI: -.39, -.09). The mediation effect of implicit trust did not reach significance (Figure 6; CI: -.15, .04).

Figure 5. Mediation Analysis of Legitimate Power, Reason-based Trust and DWB

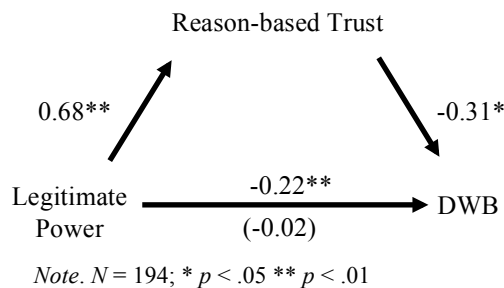
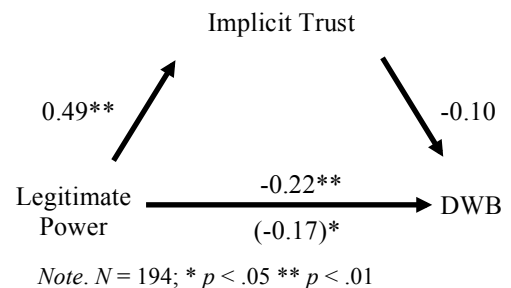


Figure 6. Mediation Analysis of Legitimate Power, Implicit Trust and DWB



The effect of coercive power on deviant workplace behavior did not reach significance ($\beta = 0.14, p > .05$). However correlation coefficients point in the right direction (Table 2; $r = .13, p =$

.06). Mediation analysis for reason-based trust (Figure 7; CI: -.07, .01; $p > .05$) did not reach significance. The mediation effect of implicit trust on the relationship between coercive power and DWB could not be affirmed either (Figure 8; CI: -.03, .02; $p > .05$).

Figure 7. Mediation Analysis of Coercive Power, Reason-based Trust and DWB

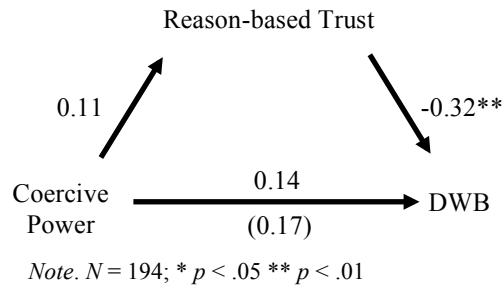
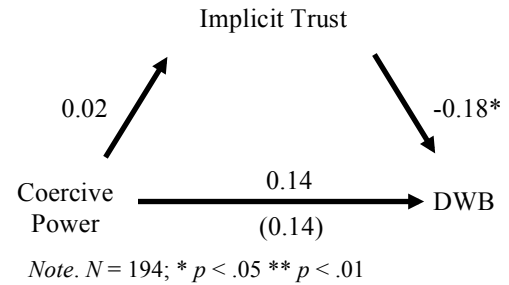


Figure 8. Mediation Analysis of Coercive Power, Implicit Trust and DWB



With regard to demographic data, correlation analysis revealed a significant negative effect of gender on OCB ($r = -.35$; $p = .00$). These results advert to the assumption that female employee show more citizenship behavior then men. Furthermore age correlates positively with OCB ($r = .16$; $p = .03$), indicating that older people show more citizenship behavior in organizations. The high negative relationship of deviant workplace behavior and OCB ($r = -.56$; $p = .00$) is further discussed later on.

Discussion

The present work aimed to analyze the mediating effect of trust on the relationship between power and affective work reactions. More precisely it was assumed that trust (reason-based and implicit trust) would mediate the fostering effect of legitimate power on OCB and the inhibiting effect of legitimate power on DWB. The mediating effect of trust on the negative

relationship of coercive power and OCB, as well as the mediating effect of trust on the positive relationship of coercive power on DWB was tested as well.

Mediation analysis of legitimate power and OCB revealed a small β -coefficient, completely mediated by reason-based trust. The mediation effect of implicit trust could not be affirmed. Thus results offer only partial support for the mediation effect of trust on OCB (Podsakoff et al., 1990; Konovsky & Pugh, 1994). One possible explanation for this outcome could be that implicit trust is not well developed in work environments and employees prefer to reconsider if they trust their supervisor. This assumption is supported by the relatively small mean of the scale of implicit trust ($m = 2.28$; $SD = .90$, 5-point Scale) compared to reason-based trust ($m = 3.61$, $SD = .83$, 5-point Scale).

Findings on the effect of coercive power and OCB/DWB did not reach significance. Following reasons can be decisive factors for these outcomes. First, it is possible that the IPI (Raven et al., 1998) did not contain sufficient items displaying the penalization of coercive power. The factor reward power was well addressed by the inventory (e.g., “A good evaluation from my supervisor could lead to an increase in pay”, “My supervisor’s actions could help me get a promotion”). Items regarding coercive power impersonal however were too soft to display the factor of punishment. Sample items include “My supervisor could make things unpleasant for me” or “My supervisor could make it more difficult for me to get a promotion”. In place of these formulations, the use of harsher formulated statements, that include actual imminence (e.g., losing of the job, limitation of the area of responsibility) and not just the omission of incentives, may have had a different impact on trust, OCB and DWB. Additionally concrete supervisors leadership behavior may not only include one form of either legitimate or coercive power, but

rather mixed forms of both, making it more difficult to find significant effect sizes with data from field research.

The assumption that leaders exercising legitimate power contribute to contain DWB, was supported by our results. However a mediating effect could only be found for reason-based trust. Among the highest correlations within the variables is that of OCB and DWB ($r = -.56$; $p = .00$). Result supports findings from earlier research on the relationship of OCB and DWB, considering both concepts as forms of extra-task behavior and somehow opposites (Dineen, Lewicki, & Tomlinson, 2006; Lee & Allen, 2002; Rotundo & Sackett, 2002; Sackett, 2002). Another interesting finding concerning OCB is the correlation with gender. As results show a negative coefficient, it can be predicted that female participants showed higher scores of OCB (with coding 0 = female; 1 = male). Lovell et al. (1999) examined the effect of gender on OCB via external assessment and explained higher OCB scores for females due to gender stereotypes, as women are expected to be more helpful, courteous and conscientious than men. This study provides evidence for an effect of gender on OCB, independent from external-assessment. Another interesting correlation is that of legitimate power and reason-based trust ($r = .68$, $p = .00$). A possible explanation could be, that our concept of legitimate power comprised i.a. expert power and information power, which would provide good justification to trust for subordinates passing through the evaluation-process of reason-based trust (Castelfranchi & Falcone, 2010).

Results from this study can be related to assumptions from the Slippery Slope Framework (Kirchler et al., 2008). When comparing tax compliance with OCB and non-compliance (tax evasion) with DWB, legitimate power seems to foster compliant behavior and inhibit non-compliant behavior both in the organizational as well as the tax context. Findings indicate that legitimate power contributes to organizational citizenship behavior, trust in the supervisor and

the containment of deviant workplace behavior. In the tax context, legitimate power (e.g., credible sanctions) is also assumed to be effective for achieving higher trust levels and consequently higher compliance rates (Kirchler et al., 2008).

Affective work reactions are crucial factors for organizations to extent their effectiveness and limit their disbursements. By fostering legitimate leadership behavior, organizations can economize their expenses to provide incentives or to maintain a system of deterrence. As a result, organizations should seek to build structures encouraging legitimate leadership and seek to staff executive positions with individuals able to exercise legitimate power or train supervisors accordingly.

Future research should consider an interesting variable that was not considered in this questionnaire: the amount of time subjects worked under their supervisor. In this manner, the assumptions that reason-based trust mostly appears at the formation of trust relationships (Lewis & Weigert, 1985) and implicit trust develops over time could be examined. Furthermore it would be interesting to know, if supervisor who are new to their subordinates, make more use of coercive or legitimate power. The consideration that supervisor use mixed forms of social powers, recommends the replication of this study in an experimental design, using a fictional supervisor (e.g., through the use of a priming-text, containing a description of a supervisor with either legitimate or coercive power) and a subsequent questionnaire relating to hypothetical behavior.

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Appendix

1. Tables

Table 3.
Factor Analysis for Items measuring Trust

Category	Items	Factor 1	Factor 2
	Ich vertraue meinem/r Vorgesetzten (,) ...		
1. IT	automatisch.	.27	.69
2. IT	ohne darüber nachzudenken.	.16	.76
3. IT	absolut.	.28	.68
4. IT	Blind.	.19	.77
5. IT	Instinktiv.	.34	.69
6. IT	Intuitiv.	.29	.60
7. RBT	Unbewusst.	.24	.68
8. RBT	weil er/sie Ziele verfolgt, die für mich auch einen Nutzen haben.	.54	.18
9. RBT*	weil ich darauf angewiesen bin.	-.09	.32
10. RBT	weil er/sie seine/ihre Aufgaben als Führungskraft engagiert ausführt.	.86	.15
11. RBT	weil er/sie kompetent ist.	.83	.05
12. RBT	weil er/sie sich mir gegenüber wohlwollend verhält.	.59	.33
13. RBT	weil er/sie über die nötigen Mittel verfügt, eine gute Arbeit zu leisten.	.61	.33
14. RBT*	weil ich dadurch keine Nachteile habe.	.34	.57
15. RBT	weil er/sie in der Lage ist, Ziele zu erreichen die mir auch wichtig sind.	.59	.16
16. RBT*	weil ich davon abhängig bin.	-.06	.49
17. RBT	weil er/sie motiviert ist.	.77	.13
18. RBT	weil er/sie professionell ist.	.86	-.03
19. RBT	weil er/sie mich respektvoll behandelt.	.73	.18
20. RBT	weil er/sie durch die Situation im Unternehmen seine Aufgaben als Führungskraft gut umsetzen kann.	.75	.18
21. RBT*	weil ich dadurch kein Risiko eingehe.	.10	.59

Note. * Items were excluded from the analysis due to poor factor loadings (< .40)

Table 4.
Factor Analysis for Items measuring Power

Category	Items	Factor 1	Factor 2
1. CRI	Eine gute Bewertung von Ihrem/r Vorgesetzten kann zu einer Gehaltserhöhung führen.	.36	.50
2. LLP	Ihr(e) Vorgesetzte(r) steht zu Recht über Ihnen.	.58	-.18
3. LEP	Ihr(e) Vorgesetzte(r) weiß am besten, wie Ihre Arbeit auszuführen ist.	.64	-.07
4. LIP	Wenn Sie auf einen Fehler in Ihrer Arbeit aufmerksam gemacht werden, können Sie es gut nachvollziehen.	.50	-.09
5. LRP	Sie respektieren Ihre(n) Vorgesetzte(n) und wollen ihm/ihr nicht widersprechen.	.54	-.16
6. CRP*	Sie schätzen Ihre(n) Vorgesetzte(n) und seine/ihre Anerkennung ist wichtig für Sie.	.71	-.18
7. LLE**	Sie würden einen Fehler wiedergutmachen, den Sie in der Vergangenheit begangen haben.	.32	.21
8. LLR**	Aufgrund früherer Belohnungen fühlen Sie sich verpflichtet, nach den Vorschriften zu handeln.	.38	.32
9. CCI	Ihr(e) Vorgesetzte(r) kann Ihnen die Arbeit unangenehm machen.	-.10	.52
10. LRP	Sie können sich mit Ihrem/r Vorgesetzten identifizieren.	.55	-.23
11. LLD**	Ohne Ihren Beitrag wäre die Arbeit für Ihre(n) Vorgesetzte(n) schwieriger.	.09	.25
12. CCP*	Es würde Sie stören, wenn Ihr(e) Vorgesetzte(r) Sie ablehnen würde.	.51	-.10
13. LEP	Ihr(e) Vorgesetzte(r) weiß mehr über Ihren Arbeitsbereich als Sie.	.51	-.11
14. LLE	Fehler aus der Vergangenheit gleichen Sie mit einer guten Arbeitshaltung wieder aus.	.40	.13
15. CRI	Ihr(e) Vorgesetzte(r) kann Ihnen helfen, spezielle Boni oder Begünstigungen zu erhalten.	.29	.51
16. CCP**	Wenn Sie nicht nach dem Willen Ihres/r Vorgesetzten handeln, verhält er/sie sich Ihnen gegenüber kalt und distanziert.	-.18	.38
17. LIP	Ihr(e) Vorgesetzte(r) gibt Ihnen gute Gründe, wenn Sie Ihre Arbeitsweise ändern sollen.	.53	-.05
18. LLD**	Ihr(e) Vorgesetzte(r) ist auf Ihre Hilfe angewiesen.	.01	.26
19. LLP**	Ihr(e) Vorgesetzte(r) hat das Recht, Ihnen zu sagen wie Sie Ihre Arbeit erledigen sollen.	.26	-.01
20. CRP*	Wenn Sie Ihre Arbeit korrekt ausführen, fühlen Sie sich von Ihrem/r Vorgesetzten wertgeschätzt.	.65	-.06

21. LLE	Wenn Sie in der Vergangenheit Fehler gemacht haben, fühlen Sie sich Ihrem/r Vorgesetzten gegenüber schuldig.	.44	.29
22. CCI	Ihr(e) Vorgesetzte(r) kann es Ihnen schwierig machen, eine Beförderung zu erhalten.	.01	.75
23. LLR	Ihr(e) Vorgesetzte(r) ist Ihnen schon mehrmals entgegengekommen.	.45	-.10
24. CRP*	Sie fühlen sich als Person wertgeschätzt, wenn Sie nach dem Willen Ihres/r Vorgesetzten handeln.	.51	-.01
25. LLP**	Sie haben als Angestellte(r) die Verpflichtung, nach dem Willen Ihres/r Vorgesetzten zu handeln.	.28	.13
26. LRP	Sie sehen zu Ihrem/r Vorgesetzten auf und gestalten Ihre Arbeit dementsprechend.	.75	-.14
27. CRI	Die Bewertung durch Ihren/r Vorgesetzten kann Ihnen eine Beförderung verschaffen.	.31	.60
28. LEP	Ihr(e) Vorgesetzte(r) hat mehr Fachwissen als Sie.	.56	-.21
29. CCI	Ihr(e) Vorgesetzte(r) kann es Ihnen schwierig machen, eine Gehaltserhöhung zu erhalten.	.16	.74
30. LLD**	Ihr(e) Vorgesetzte(r) braucht die Unterstützung von seinen MitarbeiterInnen.	.06	.05
31. LIP	Sie können es nachvollziehen, wenn Verbesserungsvorschläge an Ihrer Arbeitsweise gegeben werden.	.47	-.06
32. LLR	Wenn Ihnen Ihr(e) Vorgesetzte(r) bei einer Aufgabe viele Freiheiten gelassen hat, fühlen Sie sich anschließend verpflichtet, seine/ihre Anweisungen zu befolgen.	.48	.21
33. CCP*	Zu wissen, dass Sie sich bei Ihrem/r Vorgesetzten unbeliebt gemacht haben würde Sie sehr stören.	.49	-.08

Note. * Items excluded from the analysis due to insufficient differentiation between Coercive Power and Legitimate Power. **Items excluded due to poor factor loadings (<.40); CRI = Coercive Reward Impersonal, LLP = Legitimate Legitimacy Position, LEP = Legitimate Expert Power, LIP = Legitimate Information Power, LRP = Legitimate Referent Power, CRP = Coercive Reward Personal, LLE = Legitimate Legitimacy Equity, LLR = Legitimate Legitimacy Reciprocity, CCI = Coercive Coercion Impersonal, LLD = Legitimate Legitimacy Dependence, CCP = Coercive Coercion Personal.

2. Questionnaire



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Liebe Teilnehmende!

Diese Studie wird im Rahmen einer Diplomarbeit im Arbeitsbereich Wirtschaftspsychologie an der **Universität Wien** durchgeführt und beschäftigt sich mit Verhalten in Unternehmen.

Die Studie dient ausschließlich wissenschaftlichen Zwecken.

Ihre Angaben werden streng vertraulich behandelt und anonymisiert ausgewertet, so dass keine Rückschlüsse auf Ihre Person möglich sind.

Die Teilnahme an der Studie ist freiwillig und wird ungefähr **10-15 Minuten** in Anspruch nehmen.

Es ist wichtig, dass Sie **alle Fragen beantworten**.

Wenn Sie sich bei einer Frage nicht ganz sicher sind, kreuzen Sie das Feld an, das am ehesten zutrifft.

Es geht um Ihre persönliche Einschätzung, es gibt keine richtigen oder falschen Antworten.

Bitte bewerten Sie folgende Aussagen bezüglich Ihrer Arbeitssituation:

	Stimme gar nicht zu	Stimme sehr zu
Eine gute Bewertung von Ihrem/r Vorgesetzten kann zu einer Gehaltserhöhung führen.	①—②—③—④—⑤	
Ihr(e) Vorgesetzte(r) steht zu Recht über Ihnen.	①—②—③—④—⑤	
Ihr(e) Vorgesetzte(r) weiß am besten, wie Ihre Arbeit auszuführen ist.	①—②—③—④—⑤	
Wenn Sie auf einen Fehler in Ihrer Arbeit aufmerksam gemacht werden, können Sie es gut nachvollziehen.	①—②—③—④—⑤	
Sie respektieren Ihre(n) Vorgesetzte(n) und wollen ihm/ihr nicht widersprechen.	①—②—③—④—⑤	
Sie schätzen Ihre(n) Vorgesetzte(n) und seine/ihre Anerkennung ist wichtig für Sie.	①—②—③—④—⑤	
Sie würden einen Fehler wiedergutmachen, den Sie in der Vergangenheit begangen haben.	①—②—③—④—⑤	
Aufgrund früherer Belohnungen fühlen Sie sich verpflichtet, nach den Vorschriften zu handeln.	①—②—③—④—⑤	
Ihr(e) Vorgesetzte(r) kann Ihnen die Arbeit unangenehm machen.	①—②—③—④—⑤	
Sie können sich mit Ihrem/r Vorgesetzten identifizieren.	①—②—③—④—⑤	
Ohne Ihrem Beitrag wäre die Arbeit für Ihre(n) Vorgesetzte(n) schwieriger.	①—②—③—④—⑤	
Es würde Sie stören, wenn Ihr(e) Vorgesetzte(r) Sie ablehnen würde.	①—②—③—④—⑤	
Ihr(e) Vorgesetzte(r) weiß mehr über Ihren Arbeitsbereich als Sie.	①—②—③—④—⑤	
Fehler aus der Vergangenheit gleichen Sie mit einer guten Arbeitshaltung wieder aus.	①—②—③—④—⑤	
Ihr(e) Vorgesetzte(r) kann Ihnen helfen, spezielle Boni oder Begünstigungen zu erhalten.	①—②—③—④—⑤	
Wenn Sie nicht nach dem Willen Ihres/r Vorgesetzten handeln, verhält er/sie sich Ihnen gegenüber kalt und distanziert.	①—②—③—④—⑤	
Ihr(e) Vorgesetzte(r) gibt Ihnen gute Gründe, wenn Sie Ihre Arbeitsweise ändern sollen.	①—②—③—④—⑤	
Ihr(e) Vorgesetzte(r) ist auf Ihre Hilfe angewiesen.	①—②—③—④—⑤	
Ihr(e) Vorgesetzte(r) hat das Recht, Ihnen zu sagen wie Sie Ihre Arbeit erledigen sollen.	①—②—③—④—⑤	

	Stimme gar nicht zu					Stimme sehr zu			
Wenn Sie Ihre Arbeit korrekt ausführen, fühlen Sie sich von Ihrem/r Vorgesetzten wertgeschätzt.	①	—	②	—	③	—	④	—	⑤
Wenn Sie in der Vergangenheit Fehler gemacht haben, fühlen Sie sich Ihrem/r Vorgesetzten gegenüber schuldig.	①	—	②	—	③	—	④	—	⑤
Ihr(e) Vorgesetzte(r) kann es Ihnen schwierig machen, eine Beförderung zu erhalten.	①	—	②	—	③	—	④	—	⑤
Ihr(e) Vorgesetzte(r) ist Ihnen schon mehrmals entgegengekommen.	①	—	②	—	③	—	④	—	⑤
Sie fühlen sich als Person wertgeschätzt, wenn Sie nach dem Willen Ihres/r Vorgesetzten handeln.	①	—	②	—	③	—	④	—	⑤
Sie haben als Angestellte(r) die Verpflichtung, nach dem Willen Ihres/r Vorgesetzten zu handeln.	①	—	②	—	③	—	④	—	⑤
Sie sehen zu Ihrem/r Vorgesetzten auf und gestalten Ihre Arbeit dementsprechend.	①	—	②	—	③	—	④	—	⑤
Die Bewertung durch Ihren/r Vorgesetzten kann Ihnen eine Beförderung verschaffen.	①	—	②	—	③	—	④	—	⑤
Ihr(e) Vorgesetzte(r) hat mehr Fachwissen als Sie.	①	—	②	—	③	—	④	—	⑤
Ihr(e) Vorgesetzte(r) kann es Ihnen schwierig machen, eine Gehaltserhöhung zu erhalten.	①	—	②	—	③	—	④	—	⑤
Ihr(e) Vorgesetzte(r) braucht die Unterstützung von seinen MitarbeiterInnen.	①	—	②	—	③	—	④	—	⑤
Sie können es nachvollziehen, wenn Verbesserungsvorschläge an Ihrer Arbeitsweise gegeben werden.	①	—	②	—	③	—	④	—	⑤
Wenn Ihnen Ihr(e) Vorgesetzte(r) bei einer Aufgabe viele Freiheiten gelassen hat, fühlen Sie sich anschließend verpflichtet, seine/ihre Anweisungen zu befolgen.	①	—	②	—	③	—	④	—	⑤
Zu wissen, dass Sie sich bei Ihrem/r Vorgesetzten unbeliebt gemacht haben würde Sie sehr stören.	①	—	②	—	③	—	④	—	⑤

Bitte geben Sie an, inwieweit Sie folgenden Aussagen zustimmen:

	Stimme gar nicht zu		Stimme sehr zu		
Ich vertraue meinem/r Vorgesetzten (r) ...					
automatisch.	①	②	③	④	⑤
ohne darüber nachzudenken.	①	②	③	④	⑤
absolut.	①	②	③	④	⑤
blind.	①	②	③	④	⑤
instinktiv.	①	②	③	④	⑤
intuitiv.	①	②	③	④	⑤
unbewusst.	①	②	③	④	⑤
weil er/sie Ziele verfolgt, die für mich auch einen Nutzen haben.	①	②	③	④	⑤
weil ich darauf angewiesen bin.	①	②	③	④	⑤
weil er/sie seine/ihre Aufgaben als Führungskraft engagiert ausführt.	①	②	③	④	⑤
weil er/sie kompetent ist.	①	②	③	④	⑤
weil er/sie sich mir gegenüber wohlwollend verhält.	①	②	③	④	⑤
weil er/sie über die nötigen Mittel verfügt, eine gute Arbeit zu leisten.	①	②	③	④	⑤
weil ich dadurch keine Nachteile habe.	①	②	③	④	⑤
weil er/sie in der Lage ist, Ziele zu erreichen die mir auch wichtig sind.	①	②	③	④	⑤
weil ich davon abhängig bin.	①	②	③	④	⑤
weil er/sie motiviert ist.	①	②	③	④	⑤
weil er/sie professionell ist.	①	②	③	④	⑤
weil er/sie mich respektvoll behandelt.	①	②	③	④	⑤
weil er/sie durch die Situation im Unternehmen seine Aufgaben als Führungskraft gut umsetzen kann.	①	②	③	④	⑤
weil ich dadurch kein Risiko eingehe.	①	②	③	④	⑤

	Stimme ganz und gar nicht zu	Stimme voll und ganz zu
Ich bin bereit, mich mehr als nötig zu engagieren, um zum Erfolg des Unternehmens beizutragen.	①—②—③—④—⑤	
Freunden gegenüber lobe ich dieses Unternehmen als besonders guten Arbeitgeber.	①—②—③—④—⑤	
Die Zukunft dieses Unternehmens liegt mir sehr am Herzen.	①—②—③—④—⑤	
Ich würde fast jede Veränderung meiner Tätigkeit akzeptieren, nur um auch weiterhin für dieses Unternehmen arbeiten zu können.	①—②—③—④—⑤	
Ich bin der Meinung, dass meine Wertvorstellungen und die des Unternehmens sehr ähnlich sind.	①—②—③—④—⑤	
Ich bin stolz, wenn ich anderen sagen kann, dass ich zu diesem Unternehmen gehöre.	①—②—③—④—⑤	
Dieses Unternehmen spornt mich zu Höchstleistungen in meiner Tätigkeit an.	①—②—③—④—⑤	
Ich bin ausgesprochen froh, dass ich bei meinem Eintritt dieses Unternehmen anderen vorgezogen habe.	①—②—③—④—⑤	
Ich halte dieses für das beste aller Unternehmen, die für mich in Frage kommen.	①—②—③—④—⑤	
Ich verspreche mir NICHT allzu viel davon, mich langfristig an dieses Unternehmen zu binden.	①—②—③—④—⑤	
Ich fühle mich diesem Unternehmen nur wenig verbunden.	①—②—③—④—⑤	
Ich habe oft Schwierigkeiten, mit der Unternehmenspolitik in Bezug auf wichtige Arbeitnehmerfragen übereinzustimmen.	①—②—③—④—⑤	
Schon kleine Veränderungen in meiner gegenwärtigen Situation würden mich zum Verlassen des Unternehmens bewegen.	①—②—③—④—⑤	
Eigentlich könnte ich genauso gut für ein anderes Unternehmen arbeiten, solange die Tätigkeit vergleichbar wäre.	①—②—③—④—⑤	
Meine Entscheidung, für dieses Unternehmen zu arbeiten, war sicher ein Fehler.	①—②—③—④—⑤	

Bitte geben Sie an, inwieweit folgende Aussagen auf Ihre Arbeitssituation zutreffen.

	Trifft überhaupt nicht zu	Trifft voll und ganz zu
Ich helfe anderen, wenn diese mit Arbeit überlastet sind.	①—②—③—④—⑤—⑥—⑦	
Ich komme immer pünktlich zur Arbeit.	①—②—③—④—⑤—⑥—⑦	
Ich verbringe viel Zeit damit, mich über Belanglosigkeiten zu beklagen.	①—②—③—④—⑤—⑥—⑦	
Ich beteilige mich regelmäßig und aktiv an Besprechungen und Versammlungen im Unternehmen.	①—②—③—④—⑤—⑥—⑦	
Ich erfülle übertragene Arbeitspflichten in angemessener Weise.	①—②—③—④—⑤—⑥—⑦	
Ich wirke bei auftretenden Meinungsverschiedenheiten ausgleichend auf Kollegen/Kolleginnen ein.	①—②—③—④—⑤—⑥—⑦	
Ich informiere frühzeitig, wenn ich nicht zur Arbeit kommen kann.	①—②—③—④—⑤—⑥—⑦	
Ich neige dazu, aus einer Mücke einen Elefanten zu machen.	①—②—③—④—⑤—⑥—⑦	
Ich informiere mich über neue Entwicklungen im Unternehmen.	①—②—③—④—⑤—⑥—⑦	
Ich komme den in den Arbeitsplatzbeschreibungen festgelegten Verpflichtungen nach.	①—②—③—④—⑤—⑥—⑦	
Ich ergreife freiwillig die Initiative, neuen Kollegen/ Kolleginnen bei der Einarbeitung zu helfen.	①—②—③—④—⑤—⑥—⑦	
Ich zeichne mich durch besonders wenige Fehlzeiten aus.	①—②—③—④—⑤—⑥—⑦	
Ich sehe alles, was das Unternehmen macht, als falsch an.	①—②—③—④—⑤—⑥—⑦	
Ich mache innovative Vorschläge zur Verbesserung der Qualität in der Abteilung.	①—②—③—④—⑤—⑥—⑦	
Ich führe die Aufgaben aus, die von mir erwartet werden.	①—②—③—④—⑤—⑥—⑦	
Ich bemühe mich aktiv darum, Schwierigkeiten mit Kollegen/ Kolleginnen vorzubeugen.	①—②—③—④—⑤—⑥—⑦	
Ich beachte Vorschriften und Arbeitsanweisungen mit größter Sorgfalt.	①—②—③—④—⑤—⑥—⑦	
Ich kritisiere häufig an Kollegen/Kolleginnen herum.	①—②—③—④—⑤—⑥—⑦	
Ich bilde mich laufend fort, um meine Arbeit besser machen zu können.	①—②—③—④—⑤—⑥—⑦	

	Trifft überhaupt nicht zu	Trifft voll und ganz zu
Ich erfülle die gesetzten Leistungsanforderungen an meine Position.	①—②—③—④—⑤—⑥—⑦	
Ich ermuntere Kollegen/Kolleginnen, wenn diese niedergeschlagen sind.	①—②—③—④—⑤—⑥—⑦	
Ich nehme mir nur in äußerst dringenden Fällen frei.	①—②—③—④—⑤—⑥—⑦	
Ich äußere Vorbehalte gegenüber jeglichen Veränderungen im Unternehmen.	①—②—③—④—⑤—⑥—⑦	
Ich ergreife die Initiative, um das Unternehmen vor möglichen Problemen zu bewahren.	①—②—③—④—⑤—⑥—⑦	
Ich vernachlässige Dinge, die zu meine Pflichten gehören.	①—②—③—④—⑤—⑥—⑦	

Bitte geben Sie an, wie häufig Sie folgende Handlungen in Ihrem Arbeitsalltag ausführen:

	nie	täglich
Eigentum des Unternehmens unerlaubt mit nach Hause nehmen.	①—②—③—④—⑤—⑥—⑦	
Tagträumen, anstatt sich auf die Arbeit zu konzentrieren.	①—②—③—④—⑤—⑥—⑦	
Eine private Rechnung als Geschäftsspesen deklarieren.	①—②—③—④—⑤—⑥—⑦	
Längere Pausen nehmen als es gestattet ist.	①—②—③—④—⑤—⑥—⑦	
Unerlaubt zu spät zur Arbeit kommen.	①—②—③—④—⑤—⑥—⑦	
Den Arbeitsplatz verschmutzen.	①—②—③—④—⑤—⑥—⑦	
Anweisungen Ihres/r Vorgesetzten missachten.	①—②—③—④—⑤—⑥—⑦	
Absichtlich langsamer arbeiten als Sie es eigentlich könnten.	①—②—③—④—⑤—⑥—⑦	
Mit unbefugten Personen über vertrauliche Informationen des Unternehmens sprechen.	①—②—③—④—⑤—⑥—⑦	

	nie						täglich
Während der Arbeit Alkohol oder illegale Drogen konsumieren.	①	②	③	④	⑤	⑥	⑦
Wenig Arbeitseinsatz zeigen.	①	②	③	④	⑤	⑥	⑦
Ihre Arbeit hinauszögern um Überstunden zu sammeln.	①	②	③	④	⑤	⑥	⑦
Sich über eine(n) Arbeitskollegen/in lustig machen.	①	②	③	④	⑤	⑥	⑦
Etwas Verletzliches zu einem/r Arbeitskollegen/in sagen.	①	②	③	④	⑤	⑥	⑦
Einen ethnischen, religiösen oder rassistischen Kommentar oder Witz machen.	①	②	③	④	⑤	⑥	⑦
Eine(n) Arbeitskollegen/in beschimpfen.	①	②	③	④	⑤	⑥	⑦
Einem/r Arbeitskollegen/in einen gemeinen Streich spielen.	①	②	③	④	⑤	⑥	⑦
Sich gegenüber einem/r Arbeitskollegen/in grob verhalten.	①	②	③	④	⑤	⑥	⑦
Eine(n) Arbeitskollegen/in öffentlich bloßstellen.	①	②	③	④	⑤	⑥	⑦

Angaben zu Ihrer Person**Geschlecht:**

- weiblich
 männlich

Alter:

____ Jahre

Höchste abgeschlossene Schulbildung:

- Pflichtschule
 Lehre mit Berufsschule
 Fach-/Handelsschule ohne Matura
 Höhere Schule mit Matura
 Universität/Fachhochschule/Akademie
 anderes: _____

In welcher Branche arbeiten Sie?

- Gewerbe und Handwerk
 Industrie
 Handel
 Bank und Versicherung
 Transport und Verkehr
 Gastronomie und Tourismus
 Information und Consulting
 Öffentlicher Sektor
 Andere: _____

In welchem Ausmaß sind Sie beschäftigt?

Stunden pro Woche: _____ Std.

Wie lange arbeiten Sie schon in diesem Betrieb?

____ Jahre

Falls Sie noch **Anmerkungen** haben, können Sie diese in das Feld eintragen.

Vielen Dank für Ihre Teilnahme
an der Befragung

3. Raw Data

VP	A1_CRI	A2_LLP	A3_LEP	A4_LIP	A5_IRP	A6_CRP	A7_LLE	A8_LLR	A9_CCI	A10_LRP	A11_LLD	A12_CCP	A13_LEP	A14_LLE	A15_CRI	A16_CCP	A17_LIP	A18_LLD	A19_LLP	A20_CRP	A21_LLE	A22_CCI	A23_LLR	A24_CRP	A25_LLP
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VP	A76_OCB	A77_OCB	A78_OCB	A79_OCB	A80_OCB	A81_OCB	A82_OCB	A83_OCB	A84_OCB	A85_OCB	A86_OCB	A87_OCB	A88_OCB	A89_OCB	A90_OCB	A91_OCB	A92_OCB	A93_OCB	A94_OCB	A95_DEV	A96_DEV	A97_DEV	A98_DEV	A99_DEV	A100_DEV	
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145	5	4	5	5	5	4	4	4	5	4	4	4	2	3	5	2	4	3	5	4	4	3	5	3	3
146	7	3	3	7	6	6	1	6	6	6	6	2	3	6	5	6	3	3	1	2	1	1	2	2	1
147	6	1	4	6	2	5	2	2	5	5	4	3	1	6	3	1	4	3	3	5	6	1	6	2	4
148	4	2	3		2	3	3	5	5	5	4	4	3	6	4	3	2	2	3	2	6	1	6	5	5
149	7	3	7	7	5	7	2	5	7	3	5	2	1	7	5	2	4	5	2	4	2	1	1	1	1
150	7	5	3	6	5	5	4	5	6	6	5	4	6	6	5	4	4	4	6	1	2	1	3	1	2
151	7	5	6	6	5	6	4	5	6	6	4	5	4	5	4	3	4	3	3	1	3	1	6	1	1
152	5	4	1	5	1	1	6	4	6	5	1	5	1	6	3	5	7	1	4	1	2	1	1	4	4
153	7	1	7	7	3	7	3	3	7	7	4	4	3	7	7	6	4	3	1	1	1	1	1	1	1

154	7	3	6	6	6	7	1	3	6	6	6	2	2	7	4	6	2	6	2	2	2	1	1	2	2
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161	5	3	5	6	6	7	2	5	7	6	5	2	5	7	6	6	4	6	1	2	3	1	2	2	1
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173	7	2	4	7	7	6	1	3	7	7	7	5	5	7	7	5	5	1	1	1	2	1	1	1	1
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181	7	1	3	6	7	7	1	2	6	5	4	1	6	7	6	6	1	2	1	2	3	1	1	1	1
182	7	2	5	7	6	5	1	5	7	7	6	2	4	7	6	5	1	4	3	1	3	1	4	2	1
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185	3	2	1	5	6	6	4	3	5	4	4	2	1	5	3	5	4	2	3	1	3	1	4	2	3
186	6	2	1	5	6	7	3	1	6	5	4	3	1	6	5	6	1	1	2	2	4	1	2	2	1
187	7	1	4	6	7	6	1	4	6	7	5	1	6	7	7	6	1	4	2	2	2	1	1	2	1
188	7	3	5	7	7	5	1	2	7	6	7	2	7	7	5	3	3	3	1	6	1	1	3	1	1
189	7	5	7	7	4	2	1	3	7	7	7	1	6	7	4	2	1	3	1	2	2	1	1	1	1
190	7	2	7	6	7	7	2	7	7	6	5	2	2	7	7	3	1	7	5	5	5	1	5	1	3
191	5	2	3	6	6	6	1	5	6	6	5	3	2	7	7	5	1	2	4	4	3	1	1	2	1
192	6	1	5	6	4	5	1	5	6	4	5	2	5	6	6	6	2	5	1	1	2	1	1	1	1
193	7	2	5	6	5	7	1	5	5	5	5	1	3	5	7	7	6	4	1	1	2	1	1	1	1
194	6	2	6	7	7	7	4	5	7	6	6	2	2	7	5	6	4	6	2	1	4	1	2	2	2

<i>VP</i>	<i>AI01_DEV</i>	<i>AI02_DEV</i>	<i>AI03_DEV</i>	<i>AI04_DEV</i>	<i>AI05_DEV</i>	<i>AI06_DEV</i>	<i>AI07_DEV</i>	<i>AI08_DEV</i>	<i>AI09_DEV</i>	<i>AI10_DEV</i>	<i>AI11_DEV</i>	<i>AI12_DEV</i>	<i>AI13_DEV</i>	<i>Geschlecht</i>	<i>Alter</i>	<i>Schulbildung</i>	<i>Branche</i>	<i>Beschäftigungs- ausmaß</i>	<i>Jahre in Betrieb</i>
1	1	7	1	1	1	1	1	1	1	1	1	1	1	0	41	1	3	30	1.0
2	4	1	1	1	3	1	4	1	1	1	1	1	1	0	49	5	9	25	9.0
3	3	1	2	1	2	1	1	1	1	1	1	1	1	1	33	5	8	40	6.0
4	1	1	1	1	1	1	1	1	1	1	1	1	1	0	24	5	10	20	1.5
5	3	1	3	1	2	1	2	2	2	2	2	2	2	1	54	5	9	50	6.0
6	4	2	1	1	2	1	2	1	1	1	1	1	1	0	27	5	9	12	2.0
7	1	1	1	1	1	1	1	2	1	1	1	1	1	0	40	3	9	36	6.0
8	1	1	1	1	1	1	1	3	1	1	3	1	1	0	54	4	9	12	2.0
9	1	1	1	1	1	1	1	2	1	1	3	1	1	0	35	2	3	25	5.0
10	1	1	1	1	1	1	1	1	1	1	1	1	1	1	27	3	3	35	3.0
11	2	2	1	1	2	1	1	1	1	1	1	1	1	0	28	5	8	30	1.0
12	1	1	1	1	1	1	1	1	1	1	1	1	1	0	39	2	3	30	5.0
13	2	2	1	2	2	1	2	1	2	2	2	1	1	0	29	4	6	60	3.0
14	2	3	1	1	2	2	2	1	1	1	3	2	1	1	35	5	2	40	1.5
15	2	3	3	1	3	2	2	1	1	1	1	1	1	0	28	5	11	30	5.0
16	2	2	2	1	1	1	2	1	1	1	2	2	1	0	26	5	8	30	.5
17	2	5	2	1	2	1	2	2	1	1	1	2	2	1	27	5	8	30	2.0
18	2	1	1	5	3	1	2	1	1	1	1	1	1	0	26	5	8	20	1.0
19	1	1	1	2	1	1	4	2	2	1	1	2	1	1	34	5	11	40	2.0
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21	2	1	2	1	2	1	1	1	1	1	1	1	1	0	24	5	6	15	5.0
22	1	2	1	1	1	1	1	1	1	1	1	1	1	0	28	4	9	40	5.0
23	2	2	1	2	1	1	3	1	1	2	1	1	1	0	24	5	3	9	2.0
24	1	2	1	1	2	2	1	1	1	1	1	1	1	0	27	5	11	32	1.0
25	2	1	2	1	2	1	2	1	1	1	1	1	1	0	31	5	10	32	8.0
26	1	7	1	1	4	1	3	1	1	1	1	1	1	0	23	5	7	12	2.0
27	2	4	3	1	2	2	2	1	1	1	1	1	1	1	27	5	7	40	1.0
28	1	5	1	1	2	1	1	1	1	1	1	1	1	0	20	4	3	16	.5
29	1	1	1	1	1	1	1	1	1	1	1	1	1	1	23	4	9	10	1.0
30	2	3	5	2	2	4	2	2	1		1	1	1	1	28	4	3	16	8.0
31	2	2	2	2	5	1	3	1	1	1	1	2	1	1	29	5	3	9	2.0
32	3	3	2	2	3	2	3	2	6	1	2	1	1	1	28	5	3	13	3.0
33	1	1	1	1	1	2	1	1	1	1	1	1	1	0	26	5	9	45	1.0
34	3	5	2	5	7	1	5	2	1	1	3	1	1	1	23	3	8	39	3.5
35	2	2	2	1	3	1	2	2	2	1	3	2	1	1	29	5	11	60	2.0
36	3	3	2	1	1	1	4	3	3	3	1	2	1	1	39	3	5	40	20.0
37	1	3	1	3	3	1	3	1	2	1	1	1	1	0	44	1	8	35	3.0
38	2	1	1	1	1	1	1	1	1	1	1	1	1	0	41	5	8	20	19.0
39	2	1	1	1	1	1	2	2	1	1	1	2	1	1	43	5	2	70	19.0
40	1	1	1	1	1	1	1	1	1	1	1	1	1	1		5	8	40	1.0
41	1	1	1	1	1	1	1	1	1	1	1	1	1	0	39	5	2	39	8.0
42	2	1	1	3	1	1	3	2	2	1	1	1	1	1	26	5	11	50	3.0

43	2	2	1											0	27	4	1	40	.5
44																			
45	2	1	2	2	4	2	1	1	3	1	1	1	1	0	23	1	10	40	1.0
46														0	20	4			
47	4	3	2	2	3	4	2	3	4	4	2	5	3						
48	4	4	4	1	2	3	2	2	2	2	2	4	4						
49	1	1	1	1	1	1	1	1	1	1	1	1	1	0	30	2	3	35	1.0
50	3	1	1	5	1	1	1	1	1	1	1	1	1	1	29	5	8	30	1.5
51	1	1	1	1	1	1	1	1	1	1	1	1	1	0	27	5	10	30	1.0
52	3	7	4	5	1	4	7	6	7	1	4	1	7	1	22	4	6	12	1.0
53	2	1	1	5	1	4	3	1	1	1	1	1	1	0	22	4	6	83	3.0
54	2	4	4	4	2	3	5	2	1	1	5	2	2	1	30	4	6	45	2.0
55	1	1	1	1	1	1	1	1	1	1	1	1	1	0	21	4	8	40	1.0
56	3	3	1	1	1	1	1	1	1	1	1	1	1						
57	2	1	4	1	3	1	3	2	2	2	1	1	1	0	25	5	2	42	5.0
58	1	1	1	1	1	1	1	1	1	1	1	1	1	1	28	5	11	25	.5
59	1	3	2	7	1	1	1	1	1	1	1	1	1	0	24	5	1	40	3.0
60	3	3	2	1	1	1	2	2	2	1	3	1	1	1	26	3	1	20	8.0
61	1	2	1	1	1	2	2	2	2	1	1	1	1	0	25	5	5	40	1.0
62	1	1	1	1	1	1	3	2	1	2	2	1	1	0	25	5	2	52	3.0
63	2	2	2	2	1	3	5	2	3	1	1	1	1	1	41	4	11	40	1.0
64	3	2	1	1	3	2	4	4	2	2	2	1	1	0	25	4	3	39	2.0
65	2	3	2	1	2	4	1	2	1	1	1	1	1	0	26	4	8	20	1.0
66	1	1	3	1	5	1	7	2	1	4	4	3	1	0	26	4	1	39	3.0
67	1	2	1	1	1	1	1	1	1	1	1	1	1	0	23	5	6	10	2.5
68	1	2	3	1	2	3	3	1	2	1	2	1	1	1	24	4	8	25	1.0
69	5	3	4	1	4	1	4	1	1	2	3	1	1	0	22	4	5	55	1.5
70	1	1	2	2	1	1	2	3	1	2	2	3	1	0	26	5	8	50	3.0
71	2	2	3	2	1	1	7	3	1	2	1	2	1	0	24	3	5	40	5.0
72	4	2	3	1	2	1	2	1	1	1	1	1	1	0	24	4	5	50	3.5
73	1	1	3	1	1	1	3	3	1	1	1	1	1	0	37	5	3	40	9.0
74	4	1	3	3	2	2	4	6	6	1	3	3	1	0	39	5	8	40	11.0
75	4	2	5	2	2	1	3	3	1	1	1	1	1	0	33	4	11	30	6.0
76	1	1	1	1	1	1	1	1	1	1	1	1	2	0	25	5	9	34	1.5
77	1	4	7	1	2	2	4	2	2	1	1	1	1	0	26	4	9	20	.5
78	1	1	1	1	1	1	2	1	1		1	1	1	1	50	5	8	40	7.0
79	1	1	1	1	2	1	3	1	3	1	2	1	1	1	46	2	11	40	.5
80	3	2	1	1	3	1	4	2	2	1	3	1	1	1	53	4	8	40	1.0
81	2	2	1	1	2	1	4	1	2	2	4	1	2	1	42	4	8	40	.5
82	2	4	1	1	4	2	4	1	1	1	1	1	1	0	24	4	8	40	2.0
83	4	5	4	1	4	1	4	1	1	1	2	2	2	0	31	5	8	40	1.0
84	4	3	7	7	4	3	6	3	6	5	4	3	5	1	28	4	8	20	5.0
85	1	1	1	4	1	1	1	1	7	1	4	1	1	1	21	5	10	40	1.0
86	6	5	5	5	1	1	5	2	7	5	3	1	1	1	28	5	8	60	3.0
87	2	1	4	4	2	2	4	2	2	2	3	2	1	0	23	4	6	20	1.0
88	1	1	5	2	3	2	5	1	1	2	1	1	1	0	23	4	6	36	5.0
89	2	1	1	1	2	1	2	1	1	1	1	2	1	1	45	5	8	40	3.0

90	3	1	1	1	2	2	2	1	1	2	1	1	1	0	37	5	8	27	10.0
91	2	4	3	4	2	1	2	1	1	1	2	1	1	1	24	4	11	38	.5
92	2	2	3	1	3	1	1	1	1	1	1	1	1	1	22	4	9	8	.5
93	2	2	2	4	2	3	2	1	1	1	1	1	1	0	22	4	6	30	.5
94	3	1	4	6	1	1	2	1	6	1	5	1	1	1	27	5	6	33	1.0
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96	1	7	6	7	5	1	1	1	1	1	1	1	1	1	25	4		16	2.0
97	2	2	3	2	3	1	2	2	1	1	2	1	1	0	27	5	8	32	3.0
98	1	2	1	1	1	1	3	1	1	1	1	2	1	0	27	5	8	32	2.0
99	2	3	5	2	3	4	7	3	3	6	2	6	4	1	28	4	3	40	2.0
100	4	1	4	1	3	2	1	1	1	1	1	1	1	1	26	5	7	20	1.5
101	4	5	3	1	3	4	7	7	1	1	1	1	1	1	34	4	2	40	4.0
102	1	2	2	1	2	2	2	2	1	2	1	1	1	0	35	5	8	30	4.5
103	1	1	1	3	2	1	4	2	1	2	1	1	1	0	25	4	10	15	1.0
104	4	3	5	5	3	1	1	1	1	1	6	1	1	1	27	4	6	45	.5
105	1	1	1	1	3	1	1	1	1	1	1	1	1	0	27	5	8	40	4.0
106	1	2	1	1	2	2	3	3	1	1	1	1	1	0	25	5	11	8	2.0
107	2	4	4	1	2	1	1	1	1	1	2	1	1	0	25	5	3	40	.5
108	1	1	1	3	5	2	2	1	1	1	1	1	1	1	24	5	1	40	1.0
109	2	1	3	3	1	1	3	2	4	6	7	1	1	1	30	3	8	40	4.0
110	2	3	1	2	3	6	1	1	1	1	3	1	1	1	25	5	6	10	1.0
111	4	1	2	1	2	5	2	3	1	1	1	1	1	0	34	5	9	35	7.0
112	2	1	2	1	4	1	4	3	1	2	1	3	1	0	34	5	9	26	.5
113	1	2	2	1	3	1	2	1	1	1	2	1	1	0	29	4	8	20	6.0
114	2	3	3	1	4	4	5	2	1	1	5	2	1	1	35	4	8	40	12.0
115	2	1	1	4	3	2	3	1	3	1	1	1	1	0	33	5	7	40	11.0
116	2	1	1	1	1	1	1	1	1	1	1	1	1	0	21	3	9	40	1.0
117	1	1	1	2	1	1	4	2	1	4	4	1	1	0	34	5	8	80	14.0
118	1	1	1	1	2	1	1	1	1	1	1	1	1	0	33	5	8	20	1.0
119	1	1	1	1	1	1	1	1	1	1	1	1	1	0	24	4	9	10	2.0
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121	4	4	2	1	2	3	1	1	1	1	1	1	1	0	23	5	6	8	2.0
122	4	3	3	1	3	1	2	3	1	2	3	3	2	0	24	4	9	40	1.0
123	4	2	4	1	3	3	6	4	4	3	1	4	2	1	45	2	1	25	9.0
124	6	2	1	1	2	2	1	1	1	1	1	1	1	0	35	5	11	30	10.0
125	2	1	1	2	2	2	1	1	1	1	1	1	1	0	34	5	11	29	1.0
126	4	2	4	1	3	2	4	5	1	5	1	2	2	1		3	6	35	.5
127	1	3	2	1	3	2	1	1	1	1	1	1	1	1	24	5	2	40	.5
128	5	4	4	4	3	4	3	4	3	4	3	4	4	1	22	4	3		1.0
129	1	1	1	1	2	1	3	2	1	1	2	2	1	0	29	5	8	60	2.0
130	3	2	2	2	2	2	2	3	2	2	3	2	2	1	42	3	3	40	20.0
131	2	1	2	1	1	1	1	1	1	2	1	1	1	1	31	3	5	20	2.0
132	1	2	1	1	1	1	2	1	1	1	1	1	1	0	30	5	4	30	6.0
133	2	1	1	1	1	1	1	1	1	1	1	1	1	0	46	5	7	40	6.0
134	1	1	1	1	1	1	1	1	1	1	1	1	1	0	44	5	7	40	15.0
135	2	2	2	2	2	2	2	2	2	1	1	1	1	1	27	5	6	20	2.0
136	1	1	1	1	1	1	1	1	1	1	1	1	1	1	30	4	6	40	6.0

137	3	3	3	2	2	1	1	1	1	1	1	1	1	1	26	4	6	24	3.0
138	2	2	2	1	1	1	1	1	2	1	1	1	1	0	35	3	4	30	1.5
139	3	2	3	2	2	2	2	2	2	1	1	1	1	0	32	5	4	40	6.0
140	2	4	2	1	2	1	4	1	2	1	1	1	1	1	26	5	5	38	1.0
141	2	2	2	1	1	1	1	1	1	1	1	1	1	1	33	4	3	15	5.0
142	1	1	1	1	1	1	3	1	1	1	1	1	1	0	20	4	11	15	1.5
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145	5	5	2	4	5	5	4	3	5	4	4	3	3	1	36	5	4	40	6.0
146	1	1	2	1	1	1	3	2	1	1	1	1	1	0	26	2	7	39	3.0
147	3	6	2	2	5	1	2	1	1	1	1	1	1	1	24	3	7	20	1.0
148	4	5	2	2	4	6	4	2	2	2	4	2	4	0	23	4	11	20	1.5
149	1	1	5	1	2	1	1	1	1	1	1	1	1	0	24	5	3	20	1.5
150	1	2	1	1	1	2	1	1	1	2	1	2	2	0	30	4	1	40	2.0
151	1	1	3	1	1	1	4	4	3	3	1	3	1	0	29	5	2	40	2.0
152	5	1	2	1	4	1	5	2	6	4	1	2	1	0	39	4	1	38	5.0
153	1	1	5	1	1	1	4	1	1	1	1	1	1	0	24	5	1	16	1.5
154	2	2	1	1	1	2	2	1	1	1	1	1	1	1	28	4	1	8	1.0
155	3	2	2	1	2	1	2	1	1	1	1	1	1	0	31	5	8	15	2.0
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157	2	2	2	1	2	1	2	2	2	2	1	1	1	0	54	5	8	40	33.0
158	4	4	7	3	3	3	6	7	7	6	7	7	7	0	43	3	8	40	2.0
159	2	1	2	1	2	1	1	1	2	1	1	1	1	0	26	4	1	15	4.0
160	5	2	1	3	1	1	2	1	3	2	1	5	2	1	25	5	11	40	1.0
161	2	1	2	2	2	2	1	1	1	1	1	1	1	0	27	5	11	40	.5
162	2	2	1	1	1	1	2	2	2	1	1	1	1	0	26	5	6	25	10.0
163	1	1	1	1	1	1	1	1	1	1	1	1	1	0	41	2	1	25	6.0
164	3	3	2	1	2	2	3	3	2	1	1	2	3	1	40	5	7	40	2.0
165	3	6	2	3	6	1	5	4	6	3	1	1	2	1	25	5	3	11	3.0
166	3	3	4	1	1	2	5	1	1	1	1	1	1	1	30	5	8	40	3.5
167	2	4	1	1	2	2	2	1	1	1	1	1	1	0	33	5	8	40	.5
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171	1	1	1	4	2	1	4	3	2	4	4	2	1	1	21	2	1	40	4.0
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173	1	1	1	1	1	1	3	1	1	1	1	1	1	0	56	3	8	40	39.0
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175	1	1	1	1	1	1	1	1	1	1	1	1	1	1	53	2	8	40	30.0
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177	1	1	1	1	2	1	3	2	2	1	2	1	1	0	27	4	6	25	2.0
178	1	1	1	1	1	1	2	1	1	1	2	1	1	0	58	3	8	40	
179	1	1	1	1	1	1	3	1	1	2	3	1	1	1	41	2	5	40	12.0
180	2	2	2	1	2	1	1	1	1	2	1	1	1	0	27	4	6	6	2.0
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182	2	4	1	1	3	3	2	1	1	1	1	1	1	0	24	4	5	20	.5
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184	2	1	3	1	2	5	2	2	2	1	1	1	2	1	25	4	8	15	3.0
185	4	5	5	1	3	4	3	1	1	1	1	1	1	1	26	4	2	10	1.0
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189	1	1	2	1	1	1	1	1	1	1	3	1	1	0	31	4	7	20	.5
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191	1	1	1	2	2	2	3	1	1	1	1	1	1	0	25	5	8	35	.5
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194	3	3	5	4	3	1	5	1	1	2	5	2	1	0	26	5	6	20	2.5

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Familienstand	verheiratet
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Geburtsdaten:	23. März 1986 in Köln

Schulische Ausbildung/Studium

Seit März 2007	Psychologiestudium an der Universität Wien <ul style="list-style-type: none">- Am 6.03.09 Abschluss des Vordiploms- Seit März 2009 Beginn des Hauptstudiums mit Schwerpunkt Wirtschaftspsychologie- 07/2009 – 12/2009 Auslandssemester an der Universität EAFIT in Medellin, Kolumbien
09/2003 – 06/2006	Humboldt Gymnasium, Köln mit Abschluss Abitur
09/2002 – 08/2003	Auslandsjahr in den USA: Roosevelt High School, Kent, Ohio
08/1996 – 07/2002	Irmgardis Gymnasium, Köln

Berufliche Erfahrungen

03/2012 – 07/2012	Studienassistent am Institut für Wirtschaftspsychologie, Universität Wien
04/2010 – 07/2012	Mitarbeiter bei BrandFan Veranstaltungsorganisation- Wien
03/2018 – 07/2012	Mitarbeiter bei Stagehands- Veranstaltungsorganisation- Wien
07/2011 – 10/2011	Praktikum bei der Deutschen Bahn AG
08/2010 – 09/2010	Praktikum in den Rheinischen Kliniken Düren
01/2010 – 02/2010	Praktikum bei der Werbeagentur Lang Konzeption- Köln
12/2007 – 01/2008	Komparsen im Burgtheater Wien
04/2007 – 10/2007	Beschäftigung bei Manpower- Wien

Wehrdienst/ Zivildienst

08/2006 – 02/2007	Zivildienst bei Amaro Kehr- Betreuung von Sinti und Romakinder in Köln
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Sprachkenntnisse

Sehr gute Englischkenntnisse

Sehr gute Spanischkenntnisse

Grundkenntnisse in Französisch

EDV-Kenntnisse

PeopleSoft, Lotus Notes, Microsoft Word, Excel, PowerPoint, SPSS, Adobe

Illustrator, Photoshop

Freizeitinteressen

Reisen, Sport, Lesen, Fotografie