

***The Effects of Optimism and Willingness to Trust on  
Work-Related Attitudes and Behaviors: An Application to the  
Commercial Vehicle Industry***

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July 1997

## **Acknowledgments**

The authors wish to thank the Department of Transportation, University Transportation Centers Program for sponsorship of this research.

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## **ABSTRACT**

The main objective of the present study was to explore the determination of commercial vehicle driver attitudes and the effect of these attitudes on driving performance, job satisfaction, and turnover. It was hypothesized that if a relationship is found, it may then be worthwhile to select applicants with the highest potential for good work habits and company loyalty.

Previous research was reviewed to help define measures of trust, optimism, organizational commitment, job satisfaction, intent to turnover, and commitment to work. Productivity measures included miles driven, out-of-route percentage, late deliveries, and accidents.

Optimism and trust measures were obtained over a two-month time period from 584 new drivers from a national trucking company. Turnover of these drivers was measured four months later. The drivers still with the company were sent a second survey to obtain the additional job-related measures. At the same time, productivity measures for these drivers were obtained from the company.

Results showed moderate support for the stated hypotheses. There is some credibility to using measures of trust and optimism in the selection process. Other measures in the study also could help to predict intent to turnover. A discussion and explanation of the results is given.

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## INTRODUCTION

The commercial vehicle industry has tried to overcome many of the problems associated with employee attitudes and behavior. Many research studies have been conducted to determine drivers' attitudes toward various aspects of their jobs and the effect of these attitudes on driving performance. Most of this research has shown that there are indirect relationships between job satisfaction and company costs which stem from high turnover and increased accident rates. More recently, researchers have become interested in the idea of selecting applicants who have the highest potential for developing good work habits and company loyalty as a truck driver. Many researchers have suggested that high levels of trust and optimism lead to greater expectations of positive outcomes and to subsequent noticeable increases in positive job attitudes and work practices (1, 2, 3, 4). Such a premise indicates that there may be important implications for the selection procedures used to hire new driver associates.

The present study of trust and optimism is largely based on the conceptualization of job satisfaction by Cranny, Smith, and Stone (5) and previous research of commercial vehicle driver job satisfaction by Griffin, Rodriguez, and Lantz (6). According to Cranny et al., job satisfaction consists of two components: happiness and trust. The authors claim that individuals who are generally happy at work and trusting of management are more likely to be satisfied with their overall lives and their jobs (5).

This project was designed to determine the relationships of two specific individual characteristics, optimism and willingness to trust, with commercial vehicle drivers' levels of job satisfaction and various performance-related outcomes. Definitions and previous literature related to the

issues of trust and optimism are reviewed. Hypotheses based on earlier research are stated in a way that is specific to the target population of commercial vehicle drivers.

### **Defining Trust**

Although Cranny et al. referred to the concept of trust as a general feeling or affect (5), trust also has been used to refer to a dispositional or global willingness to trust others. Rotter defines this global trust as interpersonal trust or as “an expectancy that the word, promise, verbal or written statement of another individual or group can be relied upon (7).” Rotter’s definition of interpersonal trust was most consistent with the conceptualization of trust in this study.

There were two main reasons justifying the use of Rotter’s definition in this study. The first was that it was consistent with the interest in examining trust in more than one specific relationship such as that between employee and manager. The second reason Rotter’s definition seemed to be most appropriate was related to the underlying ideas associated with Rotter’s concept of interpersonal trust. According to Rotter, trust and the willingness to trust are based on expectancies. Whereas some individuals have more positive generalized expectancies and are more willing to trust, others tend to have negative generalized expectancies and are less willing to trust (7). Such variance in individual characteristics can have important consequences in the workplace where differing expectancies lead to different employee behaviors. Specifically, Cangemi et al. cite a lack of trust and a tendency for negative generalized expectancies as the antecedents to undesirable behaviors such as product quality deterioration, excessive tardiness, and high rates of absenteeism (1).

In this study, trust refers to an individual characteristic or a tendency to expect that people mean what they say and that they will do what they promise to. Furthermore, a willingness to trust

stems from positive generalized expectancies associated with the relationships an individual has with a number of other people. This conceptualization is relevant for the population of truck drivers for which this study is being conducted. Truck drivers do not have the same types of interpersonal work relationships that are normally investigated in the area of trust research. Beyond the employer-employee relationship, truck drivers have other work relationships with the people that enable them to do their jobs. These people include the dispatcher, who coordinates the picking up and delivering of loads, and the immediate supervisor, who gives feedback about performance and tries to meet the drivers' needs so they are able to focus their energy on doing their jobs well. As a result, interpersonal trust and positive expectancies are strong determinants of the work behaviors and attitudes of commercial truck drivers.

### **Defining Optimism**

Cranny et al. used the term *happiness* to refer to the second of the two constructs comprising job satisfaction. However, they used a vague definition for happiness, which seemed to operationalize the more stable construct of optimism. In fact, Cranny et al. suggested the use of instruments designed for measuring optimism to assess their construct of happiness (5).

Scheier and Carver defined optimism as a set of generalized positive outcome expectancies. According to their conceptualization, people who generally expect that things will go their way and believe that they will have more good outcomes than bad, are dispositionally optimistic. Conversely, those individuals who generally expect bad outcomes and believe that things will not go their way are pessimists. Scheier and Carver suggested that optimism is an enduring characteristic that leads to positive expectations in a variety of settings (3).



Consistent with the ideas of Scheier and Carver, optimism was conceptualized as the generalized expectation of positive outcomes. In doing this, it was hoped to find that optimism affects the way in which people regulate their work behaviors, similar to what Scheier and Carver suggested would happen with health-related behaviors. In addition, by using the Scheier and Carver definition of optimism, both component measures of job satisfaction were based on generalized expectancies, leading to a clearer picture of how optimism and trust can impact work behaviors and attitudes.

In this study, optimism is expected to have significant influences on the attitudes and the behaviors of truck drivers. This conceptualization fits with the nature of the truck driving job in which expectations of good outcomes may lead to more positive job attitudes, greater persistence and less intention to turnover, and to other desired employee behaviors.

## LITERATURE REVIEW

In the job performance and job satisfaction literature there seems to be a lack of concern about individual characteristics such as optimism and trust. Previous research on trust in the workplace has focused on organizational trust or on trust as a consequence of certain organizational policies or practices (1, 2, 8). In addition, there is a lack of research regarding the role of optimism in the workplace. The most recent studies in this area have focused on the relationships between optimism and work-related stress and coping strategies (4).

The ideas put forth by Cranny et al. laid the groundwork for this study. According to Cranny et al., both trust and optimism (happiness) are important components of job satisfaction (5). Although these specific relationships have not been tested directly, findings of previous studies have shown positive relationships of trust and optimism with job satisfaction (9, 10, 11, 12, 13). The authors also suggest that individual levels of trust and optimism may have important implications for particular behaviors such as turnover, absenteeism, and declines in productivity. These ideas have been partially supported by the existing literature.

Driscoll documented that organizational trust best predicted general job satisfaction for college faculty members (14). Cangemi et al. also argued that high levels of organizational trust led to greater job satisfaction and motivation for employees (1). Researchers also found some evidence for the hypothesized positive relationship between trust and work performance (1, 8, 15).

There have been only a small number of studies investigating the influence of optimism on performance or work-related behaviors. Strutton and Lumpkin found that the optimism-performance relationship was moderated by the type of coping strategies used to deal with stress in the workplace.

They showed that optimistic individuals used more problem-focused coping strategies and that they outperformed pessimistic individuals in the work environment (4). This finding was replicated with a group of teleworkers in a study by Norman, Collins, Conner, and Martin (16). The participants in the Norman et al. study who were more optimistic and used more problem-focused coping reported a greater number of positive psychological and work-related outcomes as compared to the predominantly pessimistic individuals who used more emotion-focused coping strategies (16).

Several other researchers have investigated the relationship of optimism to performance in other areas such as academics (17, 18, 19, 20, 21). The results of these studies gave overwhelming support for the hypothesis that optimism and academic performance were positively and significantly related to one another. As a result, it is believed these findings may be generalized to the work environment.

## **METHOD**

The findings of previous research on trust and optimism and the ideas associated with the work of Cranny et al. (5) led to the following hypotheses:

Hypothesis 1: The measures of trust and of optimism will be positively and significantly related to the job satisfaction of truck drivers in this sample.

Hypothesis 2: Willingness to trust, optimism, and job satisfaction will all be significantly related to other attitudes associated with the job such as commitment to the organization.

Hypothesis 3: Willingness to trust and optimism will significantly predict intent to turnover, driving productivity, and actual driver turnover.

## **Subjects**

The original sample in this study consisted of 584 new drivers from a national trucking company who were just beginning their training period. All new drivers over a nine-week period were included in the sample, but were given the opportunity to decide not to participate in the project. Approximately 93 percent of the participants in the study were male. Sixty-six percent of the participants were 39 years of age or younger, with 31 percent under the age of 29 years. Eighty-one percent of the participants indicated their race as white, 14 percent indicated they were black, and the remaining 5 percent of the respondents identified themselves as a member of one of several other races. Approximately 52 percent of the respondents indicated being married, 28 percent were single, and the remaining 20 percent were separated, divorced, or widowed.

## **First Phase Measures**

The first phase of this study involved the measurement of two individual characteristics in all 584 drivers. These two characteristics were willingness to trust and optimism.

### ***Willingness to Trust***

Willingness to trust was assessed using Rotter's *Interpersonal Trust Scale (ITS)* (7). This instrument was chosen because its underlying theoretical rationale was most similar to the conceptualization of trust used in this study. Also, unlike most other measures of trust used in the context of the workplace, the ITS was suitable for new employees who had not yet had an opportunity to develop strong attitudes about their trust in the organization or other specific relationships such as trust in their supervisors or coworkers.

The ITS consists of 25 items measuring the perceived credibility of many different types of people and situations. As an example, two of the 25 items on this scale are the statements, "Most people can be counted on to do what they say they will do," and "The judicial system is a place where we can all get unbiased treatment." Respondents were asked to respond to these statements on a 1 to 5 scale where: 1=strongly agree, 2=mildly agree, 3=neutral, 4=mildly disagree, and 5=strongly disagree.

The Cronbach's alpha for the ITS in this study was .81, which was consistent with the documented internal consistency of this measure cited in earlier studies. Evidence of the convergent and divergent validity of the ITS also has been documented (22).

### ***Optimism***

The *Life Orientation Test (LOT)* was used to assess optimism in this study (3). This eight-item instrument is designed to measure generalized expectancies about various outcomes. Examples of items

in this instrument include the statements, “I am always optimistic about my future,” and “I always look on the bright side of things.” The same 1 to 5 scale was used as above.

In this study, the internal consistency of the LOT was relatively low in comparison to the reliabilities obtained in previous studies ( $\alpha=.66$ ). Scheier and Carver obtained an alpha of .76 for the internal reliability of this scale (3). Scheier and Carver also reported evidence of adequate convergent and discriminate validity of the LOT (3).

The questionnaire with the items from the LOT and the ITS is shown in Appendix A. In addition to the items from those scales, the demographic questions asked in the first survey are also displayed in Appendix A.

### **Second Phase Measures**

The second phase of this study was the assessment of many work-related attitudes in those truck drivers who were still working for the company approximately four months after the initial survey was distributed. This second questionnaire included measures of organizational commitment, intent to turnover, job satisfaction, and commitment to work. The entire questionnaire used in phase two is shown in Appendix B.

#### ***Organizational Commitment***

Several items from the *Organizational Commitment Questionnaire* (OCQ) developed by Mowday, Steers, and Porter were used to assess commitment to the organization in this study (23). The OCQ was designed to measure an individual’s commitment to his or her employing organization. The original scale consists of 15 questions assessing three dimensions of organizational commitment.

However, many problems with the original scale have been addressed, leading to the development of a shorter scale that does not include the items designed to measure behavioral intentions to stay with the organization (24). As an example, two out of the 12 items on this scale are the statements, “I am proud to tell others that I am a part of this organization,” and “I really care about the fate of this organization.” The same 1 to 5 scale described previously was used.

The internal reliability of the revised OCQ was .91 in this study. This high level of reliability is consistent with reliability levels obtained previously with both the 15-item and 12-item OCQ.

### ***Job Satisfaction***

Participants’ levels of job satisfaction were assessed with a question that asked the extent to which respondents agreed or disagreed that they were satisfied with their current jobs in the company.

### ***Intent to Turnover***

In addition to obtaining actual turnover rates, it was desired to assess the behavioral intentions regarding decisions to leave their jobs of those drivers who were still working for the company. The intent to turnover was measured with a four-item scale adapted from the seven-item scale used by Bozeman and Kacmar (24). Two statements from this scale include, “I will probably look for a new job in the near future,” and “I am thinking about quitting.” Once again, the same 1 to 5 scale was used.

The internal consistency of the intent to turnover scale was high ( $\alpha = .87$ ) and was similar to the reliability level obtained by Bozeman and Kacmar (24).

### ***Commitment to Work***

Respondents' commitment to their work was also assessed in this study. Five items were taken from three dimensions of a *commitment to work* measure utilized by Hanlon (25). These dimensions included job involvement, work role involvement, and non-economic orientation toward work. Examples of these items measured on the same 1 to 5 scale include the statements, "My main satisfaction in life comes from my work," and "What I do at work is more important to me than the money I earn."

Although these items had never been used as one overall measure of commitment to work, the resulting internal reliability was moderately high ( $\alpha=.66$ ) for the five questionnaire items used in this study.

A second measure of the participants' commitment to work was a question assessing the degree to which the participating employees put additional effort into their jobs beyond what was required.

### **Procedure**

To test the stated hypotheses, 584 new truck drivers completed measures of trust and optimism at the beginning of their training period. After approximately four months, a measure of turnover was obtained from the company. This allowed the determination of how many of the original survey respondents had decided to leave the company. Approximately 56 percent of the drivers were still working for the trucking company four months after the initial survey ( $n=326$ ).



Those 326 drivers still with the company were mailed a second questionnaire assessing their work attitudes in regard to job satisfaction, organizational commitment, intent to turnover, and commitment to work as defined previously. Additional demographic questions also were asked regarding how long the respondent had been a professional driver, how long they were out on the road at a time, and monthly income. There were 103 surveys returned for a response rate of 31.6 percent for this phase of the study.

In addition, driver productivity and accident rates were measured at the same time the second questionnaire was distributed. Assessments of driver productivity included the average number of miles driven weekly, the average percentage of out-of-route miles driven, and the number of late deliveries. Accident rates were determined by both the total number of accidents per driver and by the severity of reported accidents for each of the participating drivers. Analyses were then performed on all of the available survey responses and driver performance data.

## RESULTS

For all the measures used in this study, descriptive statistics and simple correlation analyses were calculated. Multiple and logistic regression analyses also were utilized to test parts of the hypotheses associated with the prediction of work-related behaviors and attitudes by the personal characteristics of interest in this study.

As mentioned previously and consistent with earlier studies, the scale for all items was 1=strongly agree, 2=mildly agree, 3=neutral, 4=mildly disagree, and 5=strongly disagree.

Adding each respondent's scores on the 25-item trust measure (the *Interpersonal Trust Scale*) yields a mean sum response of 75.39 with a normally distributed range of scores from 25 to 106.

The mean sum response score on the eight-item optimism scale was 15.49. The scores on this measure ranged from 8 to 28 and were not as normally distributed as the scores on the measure of trust; however, the distribution of optimism scores did not seriously deviate from normal. The scores on all of the other attitudinal scales were also normally distributed.

The mean score on the measure of job satisfaction, which was measured with only one item assessing the extent to which the participants were satisfied with their job, was 1.89. This mean rating suggests that, on average, most survey participants did feel satisfied with their jobs.

The mean sum response score for the five-item commitment to work measure was 14.29, with a range of 5 to 24. The four-item intent to turnover measure had a mean sum response score of 16.57, with a range of 4 to 20.

Mean levels of performance also were calculated for the participants in this study who were still with the company three months after the initial survey (n=326). The mean number of accidents (of all severities) for these drivers was 1.06, with a range of 0 to 4. The mean number of late deliveries was 1.06, with a range of 0 to 8. The average number of miles driven per week was 1,899, with an average percentage of out-of-route miles driven at 14.46 percent.

Regarding the additional demographic questions, approximately 83 percent of the 103 responding drivers have been a professional driver less than one year, with 48 percent indicating driving experience less than six months. Only 8 percent of drivers are out on the road days only or one to three days at a time, about 25 percent of the drivers indicate staying out on the road four to six days at a time, another 18 percent are gone one weekend, 35 percent are gone two weekends, and the remaining 15 percent are out three weekends or more at a time. Approximately 30 percent of the responding drivers indicated a monthly income of less than \$2,000, 44 percent indicated between \$2,000 and \$2,500, 23 percent were between \$2,500 and \$3,000, and only 4 percent indicated \$3,000 to \$3,500. The original demographics (i.e., sex, marital status, age, and race) were similar to those in the original sample.

### **Hypothesis 1**

The hypothesis that measures of trust and optimism would be positively and significantly related to reports of job satisfaction by truck drivers was not supported. The correlations of job satisfaction with the measures of trust and optimism were .143 and .028, respectively.

### **Hypothesis 2**

Partial support was found for the hypothesis that trust, optimism, and job satisfaction all would be significantly related to other job-related attitudes such as organizational commitment, intent to turnover, and commitment to work. Although both the trust and optimism measures were not significantly related to the other job-related attitudes, the measure of job satisfaction was significantly ( $p < .0001$ ) correlated with both the measure of organizational commitment and intent to turnover ( $r = .702$  and  $r = -.777$ , respectively).

### **Hypothesis 3**

The results of multiple regression analyses showed little support for the hypothesis that trust and optimism would significantly predict intent to turnover and driver productivity. A backward elimination selection procedure was run on the regression model to predict intent to turnover. The full model included the independent variables trust, optimism, organizational commitment, job satisfaction, and commitment to work. The commitment to work measure showed no relationship to intent to turnover in the full model ( $F = .01$ ,  $\text{Prob} > F = .90$ ). Both the trust and optimism measures were moderately significant ( $\text{Prob} > F = .13$  and  $.12$ , respectively) in both the full and reduced models.

Interestingly, the best model contained only the variables job satisfaction and organizational commitment, which were measured at the same time as the intent to turnover measure. Both these variables were highly significant ( $\text{Prob} > F = .0001$ ), and the R-square for the model was  $.79$ .

Optimism and trust did not significantly predict driver productivity as measured by average number of miles driven, out-of-route percentage, late deliveries, or total number of driver accidents.

A logistic regression analysis was performed to determine whether optimism and trust predicted *actual* driver turnover. These were the only two variables that were measured in the initial survey and,

thus, could be used for this analysis. Results of the analysis indicated that the trust measure *did* significantly predict actual turnover (Wald Chi-Square = 6.0417,  $p < .05$ ), while the optimism measure was not a significant predictor ( $p = .65$ ).

## DISCUSSION

The purpose of this research was to explore and extend the hypothesized relationships of happiness and willingness to trust with worker job satisfaction. The context in which this research was initiated led to the development of specific questions and practical concerns to which the hypothesized relationships could be applied.

A direct relationship of trust and optimism with job satisfaction was predicted. This prediction was not supported, contrary to the ideas put forth by Cranny et al. (5).

Levels of trust, optimism, and job satisfaction were hypothesized to be associated with employee job attitudes. Although there was some support for this prediction, job satisfaction had the strongest relationships with employee attitudes, while trust and optimism had somewhat weaker or nonexistent relationships with employee attitudes. In addition, trust and optimism were moderately significant predictors of some work behaviors such as intent to turnover. However, the measures of job satisfaction and organizational commitment were much better predictors of intent to turnover.

Although much care was taken to ensure that the predictions of this study were based on theoretical ideology and that the measures used were both valid and reliable, there are potential explanations for the lack of support for some of the hypotheses. The first explanation that may account for the lack of correlation of trust and optimism with job satisfaction is that the one-item job satisfaction measure was incomplete for assessing the entire construct of job satisfaction. Job satisfaction is normally thought to consist of many facets including satisfaction with pay, the work itself, and coworkers. Perhaps the relationships between trust and satisfaction, and optimism and satisfaction, as

conceptualized by Cranny et al. (5), would be apparent if the whole construct of job satisfaction, including all of its various facets, were measured individually and globally.

The second potential explanation for the lack of support for some of the hypotheses is that the measures of trust and optimism used in this study were too global to produce any associations between individual differences and the specific driver behaviors that were of concern in this study. Measures that are more situationally-specific would probably allow greater detection of the relationships among variables. However, in determining which measures to use, a researcher usually looks for those that are valid and reliable and, as a result, chooses to use the global measures that have well-documented properties rather than creating a new measure specifically for the situation being studied.

Even though some of the hypotheses in this study were not fully supported, there were some findings that could have interesting implications associated with them. Since the trucking industry has problems with employee retention, the findings that both optimism and willingness to trust moderately predicted intent to turnover, and that the trust measure predicted *actual* turnover, gives some credibility to using measures of trust and optimism in the selection process for hiring truck drivers. Using measures of individual differences in the selection process is further supported by previous findings of low levels of adverse impact against females and minorities associated with the use of personality and similar types of assessments.

The positive relationship between job satisfaction and commitment to the organization also could lead to some potential benefits for those trucking companies that have problems with lack of employee loyalty to the organization. To the extent to which the company can improve the satisfaction

of the workers by improving work environments and work responsibilities, the company also should be able to increase employee commitment and loyalty to the organization.

### **Further Research**

This study and similar studies previously conducted have only begun to answer some of the practical questions of various industries, whether they focus on improving employee retention, increasing employee productivity, or enhancing employee morale. The findings from this particular study demonstrate a need for more research on the relationships of individual differences with employee attitudes and behaviors. More specifically, researchers should attempt to develop new measures of trust and optimism that would better match the situation under investigation and retest the relationships among variables. In addition, the relationships between the individual differences and driver work behaviors and attitudes should be tested with a sample of drivers from many different companies located throughout the country to determine whether the demonstrated relationships are consistent and reliable.



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## **APPENDIX A**

A) Are you: (circle number)

1. Male
2. Female

B) Are you: (circle number)

1. Married
2. Single
3. Separated
4. Divorced
5. Widowed

C) What is your age? (circle number)

1. Under 25 years
2. 25-29 years
3. 30-34 years
4. 35-39 years
5. 40-44 years
6. 45-49 years
7. 50-54 years
8. 55-59 years
9. 60 years or older

D) Are you: (circle number)

1. Black
2. Hispanic
3. Native American/Alaska Native
4. Asian/Pacific Islander
5. White
6. Other\_\_\_\_\_

Indicate the extent to which you agree or disagree with each statement using the items on the following scale. On the line to the left of each question, place the number corresponding to the item on the following scale that best reflects your answer.

- 1 = strongly agree
- 2 = mildly agree
- 3 = neutral
- 4 = mildly disagree
- 5 = strongly disagree

- \_\_\_1. Many major national sports contests are fixed in one way or another.
- \_\_\_2. In uncertain times, I usually expect the best.
- \_\_\_3. It's important for me to keep busy.
- \_\_\_4. Most people can be counted on to do what they say they will do.
- \_\_\_5. I do not get upset too easily.
- \_\_\_6. Fear of social disgrace or punishment rather than conscience prevents most people from breaking the law.
- \_\_\_7. I am always optimistic about my future.
- \_\_\_8. Most people answer public opinion polls honestly.
- \_\_\_9. It is safe to believe that in spite of what people say most people are primarily interested in their own welfare.
- \_\_\_10. Using the honor system of *not* having a teacher present during exams would probably result in increased cheating.
- \_\_\_11. Most people would be horrified if they knew how much news that the public hears and sees is distorted.
- \_\_\_12. Most students in school would *not* cheat even if they were sure of getting away with it.
- \_\_\_13. Most experts can be relied upon to tell the truth about the limits of their knowledge.
- \_\_\_14. I am a believer in the idea that "every cloud has a silver lining".
- \_\_\_15. I enjoy my friends a lot.
- \_\_\_16. I rarely count on good things happening to me.

- \_\_\_17. Even though we have reports in newspapers, radio, and T.V., it is hard to get objective accounts of public events.
- \_\_\_18. The United Nations will never be an effective force in keeping world peace.
- \_\_\_19. A large share of accident claims filed against insurance companies are phony.
- \_\_\_20. This country has a dark future unless we can attract better people into politics.
- \_\_\_21. Most idealists are sincere and usually practice what they preach.
- \_\_\_22. Most salesmen are honest in describing their products.
- \_\_\_23. Most elected officials are really sincere in their campaign promises.
- \_\_\_24. Parents usually can be relied on to keep their promises.
- \_\_\_25. The future seems very promising.
- \_\_\_26. Most parents can be relied upon to carry out their threats of punishments.
- \_\_\_27. It's easy for me to relax.
- \_\_\_28. Hypocrisy (saying one thing, and doing another) is on the increase in our society.
- \_\_\_29. Most repairmen will not overcharge even if they think you are ignorant of their specialty.
- \_\_\_30. In dealing with strangers one is better off to be cautious until they have provided evidence that they are trustworthy.
- \_\_\_31. I always look on the bright side of things.
- \_\_\_32. If we really knew what was going on in international politics, the public would have reason to be more frightened than they now seem to be.
- \_\_\_33. Things never work out the way I want them to.
- \_\_\_34. The judicial system is a place where we can all get unbiased treatment.
- \_\_\_35. I hardly ever expect things to go my way.
- \_\_\_36. If something can go wrong for me, it will.
- \_\_\_37. In these competitive times one has to be alert or someone is likely to take advantage of you.

## **APPENDIX B**

Indicate the extent to which you agree or disagree with each statement using the items on the following scale. On the line to the left of each question, place the number corresponding to the item on the following scale that best reflects your answer.

- 1 = strongly agree
- 2 = mildly agree
- 3 = neutral
- 4 = mildly disagree
- 5 = strongly disagree

- \_\_\_1. I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.
- \_\_\_2. I talk up this organization to my friends as a great organization to work for.
- \_\_\_3. I feel very little loyalty to this organization.
- \_\_\_4. I would accept almost any type of job assignment in order to keep working for this organization.
- \_\_\_5. I find that my values and the organization's values are very similar.
- \_\_\_6. I am proud to tell others that I am part of this organization.
- \_\_\_7. This organization really inspires the very best in me in the way of job performance.
- \_\_\_8. I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.
- \_\_\_9. Often, I find it difficult to agree with this organization's policies on important matters relating to its employees.
- \_\_\_10. I really care about the fate of this organization.
- \_\_\_11. For me, this is the best of all possible organizations for which to work.
- \_\_\_12. Deciding to work for this organization was a definite mistake on my part.
- \_\_\_13. I am satisfied with my job as a Schneider associate.
- \_\_\_14. All things considered, I would like to find a comparable job in a different organization.
- \_\_\_15. I will probably look for a new job in the near future.
- \_\_\_16. I am thinking about quitting.



- \_\_\_17. At the present time, I am actively searching for a job in another organization.
- \_\_\_18. My main satisfaction in life comes from my work.
- \_\_\_19. How much do you agree or disagree that the most important things that happen to you involve your job?
- \_\_\_20. I would be happier if I did not have to work at all.
- \_\_\_21. What I do at work is more important to me than the money I earn.
- \_\_\_22. My main interest in my work is to get enough money to do the other things I want.

**Please circle the number corresponding to the best answer given below each of the following questions.**

23. How much effort do you put into your job *beyond* what is required?
1. a lot
  2. some
  3. only a little
  4. none
24. What is your approximate *monthly* income from driving?
1. Under \$2000
  2. \$2000 - 2500
  3. \$2500 - 3000
  4. \$3000 - 3500
  5. \$3500 - 4000
  6. \$4000 - 4500
  7. Over \$4500
25. How long have you been a professional truck driver? (include driving for other companies as well as Schneider)
1. Less than 6 months
  2. 6 months - 1 year
  3. 1 year - 2 years
  4. 3 years - 5 years
  5. 6 years - 10 years
  6. More than 10 years

26. How long (on average) do you stay out on the road at a time?

1. Days only
2. 1 to 3 days
3. 4 to 6 days
4. Gone 1 weekend
5. Gone 2 weekends
6. Gone 3 weekends
7. Gone 1 month or more