

THE STRUCTURE OF SUPERIOR BEHAVIOR AND INDIVIDUAL BELONGING BEHAVIOR BASED ON TRUST DEVELOPMENT DIRECTION IN CHINESE FIRMS

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***Abstract** -Trust is featured with many merits, for instance, trust is conducive to save the cost of organization management and supervision (Rousseau et al., 1998); trust makes contributions to stimulate positive attitudes of employees, such as organizational commitment, job satisfaction; trust is beneficial to enhance employee performance and behavior, including task performance and organizational citizenship behavior, simultaneously trust also helps to reduce negative work attitudes and behaviors, to cite examples, turnover intention and anti-productive behavior. However, it toils a lot of endeavors to create and maintain trust in an organization. Researchers have paid immense attention to trust, especially the factors that influence the development of interpersonal trust in organizations. This paper, with the core theme of the trust between superior and subordinate in an organization, starts with the trust-oriented superior and subordinate behavior characteristics, and comprehensively expedites the inter-level model of trust development between superior and subordinate in an organization by combining with the factors of organizational control system, to have a deep understanding and research on the dependent variables of trust.*

***Key Words:** Superior Behaviour, Trust, Organizational Behaviour*

I INTRODUCTION

Trust, as a cultural phenomenon, is mainly differentiated from West and East with little common features though (Elenbaas et al., 2020; Brandom, 2019; Bauer et al. 2019; Eun-Jee Kim, Sunyoung Park 2019; Evans, 2016). In light of Chinese cultural background, the relationship plays a hub place for that the power distance is stressed in Chinese relief. Going forward, the vertical trust in the organization is divided into superior trust and subordinated trust, discussing the structural dimensions of superior behavior characteristics that promote the development of superior trust and subordinate behavior characteristics that advance subordinate trust development, in order to deepen the understanding of interpersonal trust factors in the organization. Such being the case, the relationship between trust and outcome variables is further discussed, including the contingency

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relationship between superior subordinates' trust and superior authorized behavior, the relationship mechanism between subordinates' superior trust and subordinates' behavior and performance for a greater understanding of the impact of trust results. The influence mechanism of superior and subordinate trust on behavior and performance in the organization is discussed. As a kind of trust behavior, authorization behavior is closely related to trust, but trust behavior is different from trust. As a risk-bearing behavior, trust behavior is also influenced by specific situational factors (Helena Bulińska-Stangrecka & Anna Bagieńska, 2019; Law et al., 2019c; Tasos Spiliotopoulos & Ian Oakley, 2019).

II SIGNIFICANCE OF THE STUDY

The research on the structure of superior behavior and individual belonging behavior based on trust development direction will contribute to enrich and develop the existing organizational trust theory. Trust, embedded in the social and cultural background, divides the vertical trust in the organization into two classifications: superior trust and subordinate trust, separately illustrates the behavior characteristic structure of superior and subordinate, which is more in line with the reality of the emphasis on power distance. Based on this background and perspective, the theory of individual behavior characteristic structure of vertical trust development within an organization will be helpful to provide some enlightenment for further research on trust in China. Furthermore, the trust development with the core of individual behavior characteristics has a strong management significance for guiding the active development of trust between superior and subordinate in the organization.

III LITERATURE REVIEW

The study of the relationship between trust and outcome variables in different hierarchical relationships will help organizations, and their managers better understand the impact of trust (Zarolia, Weisbuch & McRae, 2017; Law et al. 2019d; Mohammed, N. and Kamalanabhan, T, 2019; Tasos Spiliotopoulos & Ian Oakley, 2019). In view of the fact that the relationship between trust and positive outcome variables is not simple, the study of contingency influence mechanism can better guide the organization to adopt relevant strategies to promote the implementation of positive impact results of trust (Mooijman, M., van Dijk, W. W., van Dijk, E., & Ellemers, N, 2019; Rotenberg, K., 2019). The impact of organizational control systems (including formal institutional control and social control) on the one hand, on vertical trust development within an organization contributes to an organization's understanding of interpersonal trust generation mechanisms. On the other hand, it will give a direct guidance to the organization to take effective measures to enhance the trust atmosphere within the organization, embark on and promote the development of active trust (Bauer et al. 2019; Eun-Jee Kim and Sunyoung Park, 2019; Mohammed, N. and Kamalanabhan, T., 2019).

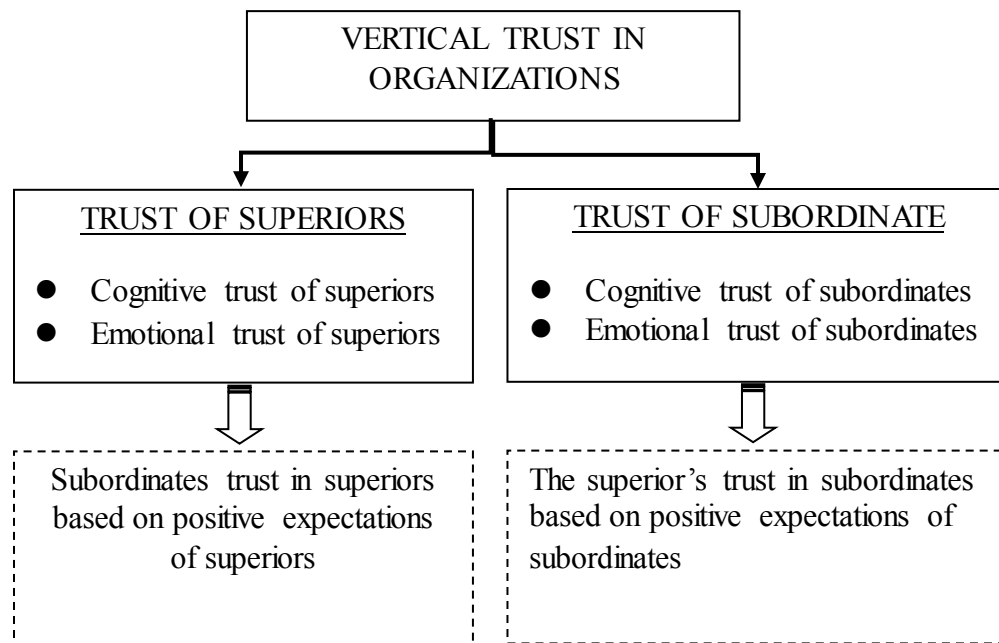


Figure 1-1: Key concept of the study

Trust is the result of the combination of cognitive rational thinking and emotional pay, so the two basic dimensions of trust is divided into rational cognition and irrational emotion. In light of the literature on intra-organizational interpersonal trust, the most commonly accepted and applied methods of inter-organizational interpersonal trust, as well as the differences in the basis and source of trust formation, this study divides intra-organizational trust into cognitive trust and emotional trust. Among others, Cognitive trust is a kind of trust formed on the basis of rational judgment of individual characteristics such as ability and personality (Evans A., 2016). On the other aspect, emotional trust is the outcome of mutual care, reflecting the specific emotional relationship between the two sides of trust, so the emotional trust is more a kind of emotional performance. The above concepts can be summarized in Figure 1-1.

Table 1.1: Definitions of trust among different researchers

Researcher	Definition	Core connotation
Deutsch (1958)	A person's trust in the occurrence of something means that he expects it to happen and acts accordingly, although he knows that if it does not happen as expected, the harm it may bring to him is greater than the good it may bring if it happens as expected.	Expectations, actions
Rotter (1967)	Trust is an individual's general expectation that another person's words, promises and oral or written statements are reliable.	Reliability and generalization

Deutsch (1973)	The belief and expectation of the trusted party about the possibility of the trusted party's consensual behavior.	Expect
Lewis and Weigert (1985)	Trust is the willingness to take risks in action out of the expectation that the parties in the action will act confidently and competently and responsibly.	Faith, expectation
Chen Jiexuan and Gao Chengshu (1991)	The trust between employees is a kind of interpersonal trust derived from interpersonal relationship, that is, a kind of trust derived from the intimacy and familiarity with a particular individual. It is based on personal connections and acquired achievements. It has both the emotional characteristics of traditional "human feelings" and the rational calculation based on acquired achievements.	Employees, Interpersonal Relations, Human Relations and Rational Computing in Enterprises
Wrightsmann (1992)	Trust is a belief that constitutes one part of an individual's personality. It is believed that ordinary people have sincerity, kindness and trust in others.	Personal traits, beliefs
Sabel (1993)	Trust is shared by both parties, and confidence that neither of them will take advantage of the other's weaknesses.	Weakness, Confidence
Hosmer (1995)	Trust is an irrational choice when an individual is faced with an unpredictable event in which the expected loss is greater than the expected benefit.	Expectation and irrational choice
McAllister (1995)	Interpersonal trust is the degree to which a person is confident and willing to act on the other person's words, actions and decisions.	Confidence, Willingness
Mayer, Davis and Scholan (1995)	Trust refers to the degree of willingness of the trusted party to accept the influence of the trusted party's behavior on itself, based on the expectation that the trusted party will perform specific acts that are important to the trusted party.	Expectation, Vulnerability Willingness
Robinson (1996)	Trust is the expectation, hypothesis or belief that an individual will be beneficial, beneficial or at least not harmful to his or her own interests in the future.	Expectations, beliefs
Rousseau et al. (1998)	Trust is a psychological state that accepts the influence of the other party on itself based on the positive expectation of the other party's intention or behavior.	Expectation, vulnerability
Yang Zhongfang,	Trust is a sense of assurance that the other party can	wish

Peng Siqing (1999)	fulfill the duties and responsibilities entrusted to him in interpersonal communication.	
Zhang Jianxin, Zhang Miaoqing, Liang Jue (2000)	Trust is the psychological expectation that one party in interpersonal communication expects the other party to make cooperative behavior under the uncertain condition of "or cooperation or competition".	Interpersonal communication and sense of security
Yang Zhongfang, Peng Siqing (1999)	The trust between employees is a kind of interpersonal trust derived from interpersonal relationship, that is, a kind of trust derived from the intimacy and familiarity with a particular individual. It is based on personal connections and acquired achievements. It has both the emotional characteristics of traditional "human feelings" and the rational calculation based on acquired achievements.	Interpersonal Communication and Psychological Expectation

Despite the differences in the concept of trust, there is no universally accepted definition of trust to date, but most trust scholars agree that trust is fundamentally a state of mind (Kramer, 1999). Trust involves vulnerability or risk perception, which stems from the uncertainty of the individual's motivations, intentions, and future behaviors of the actors he relies on. In summary, Mayer, Davis, and Schoorman (1995), Rousseau, and Sitkin et al. (1998) define trust in the most common use of organizational research. Their concept of trust includes two main components: Intention to accept vulnerability and Positive expectation. This research has a more important meaning in the contemporary Chinese environment with fierce economic competition. China is a country with low trust (Fei Xue Wang and Yamagishi Toshio, 1999), but the organization faces a rapidly changing business environment and needs the rapid development of trust. Active trust development is an effective strategy to strengthen trust (Child & Mollering, 2003; Wooten, L. P. and James, E. H., 2008; Valliappan Raju Karuppan Chetty & Phung; Chetty, Valliappan Raju Karuppan, & Siew Poh Phung, 2018).

IV RESEARCH METHODS

Interview method: With the help of interviews, it was beneficial to understand the characteristics of superior behavior and subordinate behavior that promote the development of superior trust and subordinate trust, as well as the specific influence of different behavior characteristics on vertical trust development within the organization.

Situation experiment method: The contingency mechanism of trust and trust behavior through situational experiments is discussed. It is mainly about the relationship between superior trust and superior authorization behavior and the influence of individual and organizational characteristics.

The samples were collected from Wuhan, Nan Ning, Liu Zhou and Shen Zhen. A total of 100 employee questionnaires were distributed and 89 were recovered. There were 57 males and 32 females. After collecting 282 answers, deleting repetitive words and merging synonyms, 239 words and phrases describing the behavioral characteristics of superiors that affect the development of employees' trust in superiors were obtained.

Table 1.2 : Summary of demographic profile of respondents

		Frequency	Valid Percent (%)
Gender	Male	287	87.5
	Female	41	12.5
Age	Less than 30	44	13.4
	30 to 39	164	50
	40 to 49	92	28
	50 and above	28	8.5
Educational level	Senior High School	57	17.4
	Bachelor	137	41.8
	Postgraduate	113	34.5
	Others	21	6.4
Position	Top management	24	7.3
	Executive management	61	18.6
	Head of Department	83	25.3
	Supervisor	56	17.1
	Others	104	31.7
Tenure	Less than 5 years	31	9.5
	5-10	77	23.5
	11-15	82	25
	16 and above	138	42.1
Total		328	

V DATA ANALYSIS

Measurement Model Assessment

As shown in Table 1.3, all the goodness-of-fit indices surpassed their particular acceptance levels as recommended by previous research, hence indicating that the measurement model showed a fairly good fit with the data collected. The Total fit indices show that the chi-square is not significant (p-value should be > 0.5). While the chi-square is not significant, the model still fits because Chi-Square statistic nearly always rejects the

model when large samples are used (Bentler & G.Bonnet, 1980; Jöreskog & Sörbom, 1993). the chi-square sensitive to sample size >200 (Byrne, 2010), and the sample size for this study is 328. Therefore, we could proceed to evaluate the psychometric properties of the measurement model in terms of construct and indicator reliability, and convergent and discriminant validity.

Table 1.3 : Measurement model stats

Fit Index	Cited	Admissibility	Result	Fit (Yes/No)
X ²			497.178	
DF			166	
P value		>.05	.000	No
X²/DF	(Kline, 2010)	1.00 - 5.00	2.995	Yes
RMSEA	(Steiger, 1990)	<.08	.078	Yes
SRMR	(Hu and Bentler, 1999)	<.08	.066	Yes
GFI	(Jöreskog and Sörbom, 1998)	>.90	.911	Yes
AGFI	(Jöreskog and Sörbom, 1998)	>.80	.835	Yes
NFI	(Bentler and G.Bonnet, 1980)	>.80	.920	Yes
PNFI	(Bentler and G.Bonnet, 1980)	>.05	.802	Yes
IFI	(Bollen, 1990)	>.90	.945	Yes
TLI	(Tucker and Lewis, 1973)	>.90	.937	Yes
CFI	(Byrne, 2010)	>.90	.945	Yes
PGFI	(James, Muliak and Brett, 1982)	>.50	.687	Yes

Reliability analysis

Reliability is the reliability of measurement data, which reflects the stability and consistency of measurement tools. In this study, Cronbach's α internal consistency reliability was used to test the reliability of the superior behavioral characteristics' questionnaire. The Cronbach's α reliability coefficient of the measuring tool is better than 0.7. The results of reliability analysis of this study are shown in Table 1.4. The lowest internal consistency coefficient of Cronbach's α subscale is 0.777, the highest is 0.879, and the overall internal consistency coefficient of the whole questionnaire is 0.938, which shows that the questionnaire has good reliability.

Table 1.4: Internal consistency reliability of questionnaires

Dimension	Integrity behavior	Superior Competency Behavior	Fair conduct	Coaching behavior	Sharing of Control Rights	General questionnaire

Consistency reliability	0.859	0.822	0.777	0.879	0.859	0.938
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Based on this study, the results show that the internal consistency coefficient of Cronbach's α measured by the five sub-dimensions of the trust development-oriented superior behavior characteristics questionnaire is between 0.777 and 0.879, and the internal consistency coefficient of the overall questionnaire is 0.938. The reliability indicators meet the requirements of measurement, which indicates that the superior behavior characteristics questionnaire is more stable and reliable.

Table 1.5: Summary of Test Cases for Hypothesis in This Section

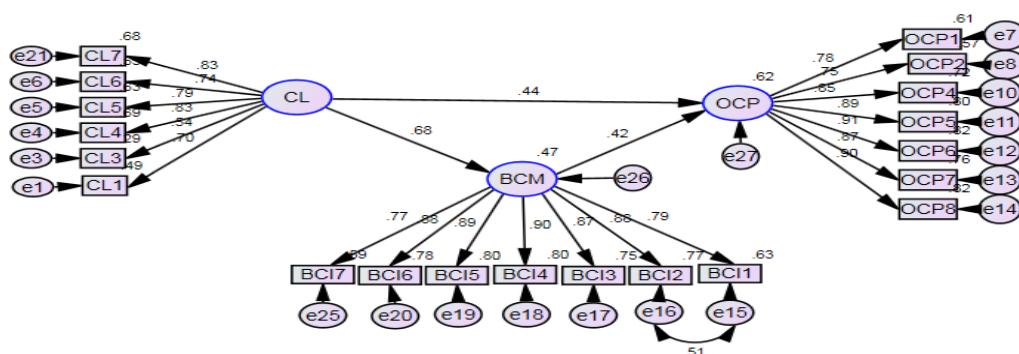
Hypothesis	Content	Results
H3-1	The subordinates' trust of the superiors positively affects the authorization behavior. High subordinate trust leads to more subordinate decision-making participation, information sharing and help guidance to subordinates.	Supported
H3-2	The risk perception of the superior has a negative impact on the authorization behavior. High-risk perception leads to fewer subordinate decision-making participation, information sharing, and help guidance to subordinates.	Partially supported
H3-3	The risk perception of the superior has a regulatory effect on the relationship between the subordinate trust and the superior authorization behavior.	Partially supported
H3-4	The superiority of the power of the superiors affects the authorized behavior. The high-power distance sense leads to less subordinate decision-making participation, information sharing and help guidance to subordinates.	Supported
H3-5	The sense of power distance of the superior has a regulating effect on the relationship between the superior subordinate trust and the superior authorization behavior.	Supported
H3-6a	The superior subordinates' cognitive trust IE influences the authorization behavior. High subordinates' cognitive trust leads to more subordinate decision-making participation, information sharing and help guidance to subordinates.	Supported
H3-6b	The subordinate emotional trust of the superiors positively affects the authorization behavior. Emotional trust of high subordinates leads to more subordinate decision-making participation, information sharing and help guidance to subordinates.	Supported
H3-7a	The sense of individual-level power distance of superiors has a regulating	Supported

	effect on the relationship between cognitive empowerment-authorization behavior (decision-making participation, information sharing, and help guidance).	d
H3-7b	The sense of individual-level power distance of superiors has a regulating effect on the relationship between subordinate emotional trust-authorization behavior (decision-making participation, information sharing, and help guidance).	Supported
H3-8a	The organizational system control has a regulating effect on the relationship between subordinate cognitive trust-authorization behavior (decision participation, information sharing, and help guidance).	Not Supported
H3-8b	The organizational system control has a regulating effect on the relationship between subordinate emotional trust-authorization behavior (decision participation, information sharing, and help guidance).	Supported

In particular, employee trust in managers can be obtained from two different sources, and generate a greater positive impact on employees in a coordinated way. Managers, on the one hand, emphasize their own fairness and high-level of management ability through the way of moral superior to complete the goal of identification to their own personality characteristics for subordinates, and enhancement of their own cognitive trust; on the other hand, out of benevolent superior methods such as taking care of subordinates, a good emotional relationship between the two sides can be formulated, and a better emotional trust can be increased to superiors. In this connection, the combination of the two types of trust will have a strong positive impact on employee behavior and performance. Apart from that, superior affective trust has more effect on employee's task performance and organizational citizenship behavior than cognitive trust.

Structural Model Assessment

The goodness-of-fit of the structural model was comparable to the previous CFA measurement model. In this structural model, the values were recorded as $X^2/df = 2.995$, $CFI = 0.945$ and $RMSEA = 0.078$. These fit indices provide evidence of adequate fit between the hypothesized model and the observed data (Byrne, 2010). Thus, path coefficients of the structural model could now be examined.



Key: CL: Crisis leadership, BCM: Business continuity management, OCP: Organizational Crisis Performance

Figure 2: SEM Results

Manager interviews

In-depth interviews were conducted with 30 supervisors, including individual interviews and group interviews. The main content of the interviews was to further understand the specific performance of subordinates' individual behavioral characteristics that affect the development of subordinates' trust and the relationship between subordinates' behavioral characteristics and subordinates' trust development. Please list the specific cases and reasons why you trust a subordinate and do not trust a subordinate. It lasts about 30 to 60 minutes. At the same time, the project was tested on a small scale and the opinions of the supervisors who filled in the questionnaire were sought so as to make the expression of the project more appropriate to the actual situation of the trust of the supervisors in the organization and the real feelings of the supervisors. Combining interviews with small-scale tests, deleting items with vague meanings or which can not reflect the description of the corresponding dimension will delete too many duplicate items in order to control the amount of questions and minimize the burden of the survey subjects. After these adjustments and modifications, 22 projects were obtained, including 5 projects of integrity, 6 projects of subordinate role competency, 5 projects of prudence and 6 projects of loyalty. The questionnaire was scored by 5-point Likert scale, 1 for "very inconsistent" and 5 for "very consistent".

Exploratory Factor Analysis and Questionnaire Formation

A total of 500 questionnaires were sent out from Hu Bei, Hu Nan, Guang Xi, Zhe Jiang and Shanghai. 472 questionnaires were recovered. After deleting the invalid questionnaires, 453 valid questionnaires were obtained, with a recovery rate of 90.6%. After eliminating the unfilled items, 60.59% of the samples were males and 39.41% were females. According to the composition of educational background, 4.82% are below senior high school, 10.78% are senior high school, 36.47% are junior college, 40.37% are undergraduate, and 7.57% are master's degree or above. On the basis of CITC analysis, exploratory factor analysis was carried out on the data. KMO test results showed that the KMO value was 0.879, greater than 0.70, indicating that the sampling adequacy was high and the partial correlation between variables was small. The principal component method is used to extract the factors, and the maximum variance orthogonal rotation is used. The criterion for selecting the factors is that the eigenvalue is greater than 1. The criteria for item deletion are: (1) factor load is less than 0.4; (2) double or multiple loads; (3) the relationship between measurement items and factors can not be reasonably explained. According to the above criteria, one double-load item was deleted and 21 items remained. The results show that the trust development-oriented subordinate behavior is a four-factor structure. As shown in Table 1.6, the total explanatory value of the extracted factors for variance is 59.984%.

Table 1.6: Preliminary exploratory factor analysis results

Items	Factor 1	Factor 2	Factor 3	Factor 4
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	DIS 1	0.840			
	DIS 2	0.884			
	DIS 3	0.881			
	DIS 4	0.850			
Finally,	DIS 5	0.874			
four	LOY 1		0.673		
items	LOY 2		0.708		
were	LOY 3		0.773		
retaine	LOY 4		0.700		
d in the	LOY 5		0.606		
dimensi	LOY 6		0.660		
ons of	COM 1			0.684	
prudent	COM 2			0.692	
behavio	COM 3			0.649	
r,	COM 4			0.679	
subordi	COM 5			0.586	
nate	INT 1				0.675
role	INT 2				0.622
compet	INT 3				0.711
ency	INT 4				0.673
behavio	INT 5				0.463
r,	Explanation Variance (%)	18.510	15.587	13.763	12.125
loyalty					
behavio	Cronbach α	0.9220	0.8106	0.7808	0.7587

r and integrity behavior, and 16 items of subordinate behavior characteristics questionnaire were formed.

Table 1.7: Analysis of CITC value and coefficient α of subordinate behavior characteristic initial questionnaire

Subscale	Initial α	Item number	CITC	Coefficient α after deleting the item
Integrity Behavior	.7587	INT 1	0.4769	0.7325
		INT 2	0.5040	0.7230
		INT 3	0.5824	0.6941
		INT 4	0.6232	0.6746
		INT 5	0.4520	0.7406
Role Competence Behavior of Subordinate	.8009	COM 1	0.6404	0.7498
		COM 2	0.5588	0.7676

		COM 3	0.5269	0.7777
		COM 4	0.6182	0.7556
		COM 5	0.5093	0.7808
		COM 6	0.4842	0.7859
Discretionary Behavior	.9220	DIS 1	0.7787	0.9076
		DIS 2	0.8105	0.9013
		DIS 3	0.8174	0.8971
		DIS 4	0.7712	0.9099
		DIS 5	0.8099	0.9018
Loyalty Behavior	.8106	LOY 1	0.5309	0.7908
		LOY 2	0.6342	0.7666
		LOY 3	0.6946	0.7531
		LOY 4	0.5648	0.7831
		LOY 5	0.5619	0.7829
		LOY 6	0.4559	0.8065

In this study, CITC and exploratory factor analysis were used to analyze the predicted number to determine whether the initial subordinate behavioral characteristics questionnaire item was appropriate, and on this basis, a formal subordinate behavioral characteristics questionnaire was formed. Firstly, the CITC method is used to purify the measurement items. This study will delete items that meet the following two criteria at the same time: firstly, CITC is less than 0.5; secondly, the coefficient an increase after deleting the item. The CITC and a coefficient of the subordinate behavioral characteristics' questionnaire are analyzed as shown in Table 1.7. From the results of the table, we can see that although Int1 and Int5 of the integrity subscale, Com6 of subordinate role competency and CITC value of Loy6 of loyalty behavior are less than 0.5, the coefficient a decrease after deleting the corresponding items. Considering that none of the items meet the two criteria of deletion at the same time, and the CITC values of these items are less than 0.5 and greater than 0.3 (the criteria recommended by some scholars), no item has been deleted here.

VI LIMITATION AND FUTURE INDICATIONS

This study has several limitations in order to conduct from the first stage to last. Crisis leadership has articulated in terms of crisis reductions but to identify different leadership accrues instead of crisis responses from the respondents. The main focus of the limitation of this study was its focus on a single industry, thus precluding the generalization of findings to other industries including another sector. The data were gathered from single respondents, which might result in possible response bias. Another shortcoming of this study is the lack of adequate sample size which hindered us to apply more rigorous statistical tests such as structural equation

models. Future study can be conducted to gather data from another organizational context across another geographical area. Therefore, future research may examine the proposed associations by incorporating contextual variables into the framework including industry type, ownership type, and intraregional variations to further investigation. Finally, the further conceptualization and verification of the factors, with the same practices hold in other research settings, it could be possible to proceed with further conceptualization and theorization around the identified factors and test new hypotheses empirically.

VII DISCUSSIONS

Subordinates' trust of superiors, including subordinate cognitive trust and subordinate emotional trust, all positively affect authorized behavior, including decision participation, information sharing and help guidance (Preacher, K. J. and Hayes, A. F., 2008; Cohen, J., 1988; Mohamud, S. S. *et al*, 2017; Mohammed, N. and Kamalanabhan, T., 2019; Tourigny *et al.*, 2019; Hanna *et al.*, 2019). Moreover, the subordinate cognitive trust of superiors has the greatest influence on decision-making participation, and the subordinate emotional trust of superiors has a greater influence on helping guidance and information sharing. The risk perception of the superior is only significantly negatively correlated with the decision participation and information sharing behavior, and the interaction with the superior subordinate trust is significant (Gaynor *et al.*, 2019; Wang, J. and Ritchie, B. W., 2013; Husin, I. E., Abou-Shouk, M. A. and Khalifa, G. S. A., 2013). When the risk perception is high, the superior subordinate trust significantly affects the decision participation and information sharing behavior; while the risk perception is low, the superior subordinate trust level has no significant influence on the decision participation and information sharing behavior. The power distance of the superior has a negative influence on the three dimensions of the authorization behavior, and it has a significant interaction with the subordinate cognitive trust of the superior. When the power distance is high, the influence of superior subordinate cognitive trust on decision participation, information sharing and help guidance is more significant. Institutional control has a significant regulatory effect on the relationship between subordinate cognitive trust, emotional trust and three-dimensional authorization behavior (Steuber *et al.*, 2019; Uyeki *et al.*, 2019; Law *et al.*, 2019d; Law *et al.*, 2019a). In the organizations with low system control, the influence of subordinate cognitive trust and emotional trust on the superior authorization behavior is more significant. In summary, the assumptions presented in this section of the study are based on validation and support. The questionnaire has good structural validity. In addition, the overall trust of the questionnaire and the reliability of each subscale are higher than the recommended value of 0.70, which shows that the questionnaire has good reliability. Future research can further distinguish vertical trust objects from upward trust and downward trust, and classify trust types into cognitive trust and emotional trust. The relationship between individual behavior characteristics and different types of trust, namely cognitive trust and emotional trust, under different trust conditions can be discussed in depth.

Structural equation modeling was used to test the relationship between superior behavior characteristics and subordinates' trust in superiors. The results show that the superior behavior characteristics and the superior trust relationship model (see Figure 4-8) are well fitted, RMSEA = 0.062, SRMR = 0.041, all less than 0.08, NNFI =

0.92, CFI = 0.93, IFI = 0.93, all greater than 0.90. In the relationship model between superior behavior characteristics and superior trust, the path coefficients between the latent variables and the corresponding explicit variables are significant, and the standard path coefficients between the latent variables are shown in Table 1.8.

Table 1.8: Standard path coefficient of superior behavior characteristics to superior trust

		Path coefficient	T value	Significant or Not Significant
Integrity behavior	→ Superior Cognitive Trust	0.11	2.95	Significant
Superior Competency Behavior	→ Superior Cognitive Trust	0.16	4.61	Significant
Fair behavior	→ Superior Cognitive Trust	0.41	10.12	Significant
Coaching behavior	→ Superior Cognitive Trust	0.08	1.92	Not significant
Sharing of Control Rights	→ Superior Cognitive Trust	0.20	4.68	Significant
Integrity behavior	→ Senior Emotional Trust	0.04	1.18	Not significant
Superior Competency Behavior	→ Senior Emotional Trust	0.04	1.23	Not significant
Fair behavior	→ Senior Emotional Trust	0.31	7.97	Significant
Coaching behavior	→ Senior Emotional Trust	0.35	7.93	Significant
Sharing of Control Rights	→ Senior Emotional Trust	0.18	4.22	Significant

From the results of Table 1.8, we can see that in the relationship model between superior behavior characteristics and superior trust, the path coefficients are significant except that honesty behavior and superior competency behavior have no significant influence on superior emotional trust, and guidance behavior has no significant influence on superior cognitive trust.

VIII CONCLUSION

The results also show that the Cronbach α internal consistency coefficient measured by the four sub-dimensions of the trust development-oriented subordinate behavioral characteristics questionnaire ranges from 0.718 to 0.909, and the internal consistency coefficient of the whole questionnaire is 0.804. The reliability

indicators meet the requirements of measurement, indicating that the subordinate behavioral characteristics questionnaire is stable and reliable. In order to test the stability and rationality of the questionnaire, the reliability and validity of the questionnaire, this study conducted a formal survey through another sample, and conducted confirmatory factor analysis and reliability analysis on the survey data. The results show that the behavioral characteristics of superiors are a five-factor structure, while those of subordinates are four-factor structure. The results of this study suggest that managers should pay more attention to the role of emotional trust, actively strengthen emotional contact and communication with employees, and improve the level of emotional trust of subordinates, which may be more conducive to the development of management work and achieve better results. Organizational control systems influence risk perception (Sitkin & Pablo, 1992; Albertini, E., 2019; Donada et al., 2019; Dekker et al., 2019). Therefore, superior's integrity, superior's competence, impartiality and control right sharing are beneficial to the development of superior's cognitive trust. This section explores the relationship between the subordinates' trust and the higher-level authoritative behaviors of different levels and the role of the individual's level of power distance and risk on the relationship between superior subordinate trust and authorization behavior through contextual experiments and on-site investigations.

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