

# Relationship between trust, burnout and aspirations: predictors and gender differences

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### **Declaration**

‘I declare that this thesis that I have submitted to Dublin Business School for the award of BA (Hons) Psychology is the result of my own investigations, except where otherwise stated, where it is clearly acknowledged by references. Furthermore, this work has not been submitted for any other degree.’

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Signed: Dmitri Belikov

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### **Abstract**

The aims of the current study were to investigate: 1) relationship between trust to managers and burnout; 2) gender differences in trust, burnout and aspirations; 3) if age, years work in organisation, years worked in current position, aspirations are predictors of trust and burnout. The participants were general employed population (n=92) who were provided with the survey link on social media websites. The questionnaire comprised 3 measures: Trust Questionnaire (Tzafrir & Dolan, 2004), The Copenhagen Burnout Inventory (Kristensen et al., 2005) and Aspirations Index (Kasser & Ryan, 1993,1996). The negative significant relationship between trust and burnout was found. However, there were no gender differences in levels of trust, burnout and aspirations found, with the exception of “image” subscale of extrinsic aspirations - females reported importance of image higher than did males. There was also no relationship found between age, years worked in company/current position, aspirations and trust and burnout.

## Introduction

The term “job burnout” started to gain popularity in the 1970’s in the United States (Maslach, Schaufeli, & Leiter, 2001). Since then, countless studies have been made to examine the factors which cause the phenomena. For example, Maslach, Schaufeli, and Leiter (2001) proposed two factors that underlie burnout: situational and individual. Among those factors: work overload, low supervisor support, job resources and psychosocial work characteristics may influence the emergence of burnout. Other factors that were investigated are trust to leaders and aspirations. Previous studies (e.g., Lambert et al., 2012; Timms et al., 2008) point out that there is a relationship between trust to leaders and burnout, and aspirations and burnout (e.g., Roche and Haar, 2011). However, there are some areas previous studies have overlooked, and the aim of the current study is to cover these areas.

### *Burnout*

The term “job burnout” started to appear regularly in the 1970’s in the United States, mostly among those people who worked in human services (Maslach, Schaufeli, & Leiter, 2001). Herbert Freudenberger was the first American psychologist who described job burnout in 1975 (Timms, Graham, & Caltabiano, 2008). According to him, job burnout is a response, which is almost inescapable, to competing and continuing stressors on the job. In earlier literature, both fictional and non-fictional, a similar phenomenon was described as extreme fatigue and the loss of idealism and passion for one’s job (Maslach, Schaufeli, & Leiter, 2001).

The term burnout was made both important and controversial in the research field due to its ability to grasp the realities of people’s experiences in the workplace (Maslach, Schaufeli, & Leiter, 2001). However, it was also considered at first as non-scholarly or “pop psychology” (Maslach, Schaufeli, & Leiter, 2001, p. 398). As opposed to most other research

on the workplace, which used a top-down approach based on previous scholarly theory, research on burnout initially used a bottom-up approach derived from people's workplace experience. All this research made possible the emergence of conceptualisation of job burnout as "psychological syndrome in response to chronic interpersonal stressors on the job" (Maslach, Schaufeli, & Leiter, 2001, p. 399). This response, according to Maslach and colleagues (2001), has three key dimensions: overwhelming exhaustion, cynicism and detachment from the job, and inefficacy.

The core quality of job burnout with the most obvious manifestation is exhaustion (Maslach, Schaufeli, & Leiter, 2001). The emotional exhaustion is considered to be the feeling of being emotionally overextended and exhausted at work (Fernet, Austin, Trépanier, & Dussault, 2013). This aspect of burnout is most widely reported and the most analysed. In fact, due to the strong association of exhaustion with burnout, some authors (e.g. Shirom, 1989) argue that the other two aspects of the syndrome are unnecessary. However, if the exhaustion is a necessary condition for burnout, it does not mean it is sufficient, as Maslach and colleagues suggest (Maslach, Schaufeli, & Leiter, 2001).

According to authors (Maslach, Schaufeli, & Leiter, 2001), exhaustion, apart from reflecting the stress dimension of burnout, prompts actions to distance oneself, both emotionally and cognitively, from one's job work. In human services, for example, depersonalisation may emerge as an attempt to put distance between oneself and service recipients by ignoring their uniqueness. The demands of these recipients are more manageable if they are regarded as impersonal objects of one's job. In areas other than human services, such distancing is used by developing an indifference or cynical attitude under the pressure of exhaustion. Maslach and colleagues (Maslach, Schaufeli, & Leiter, 2001) argue

that burnout research constantly shows, across a variety of organisational and occupational settings, a strong relationship from exhaustion to depersonalisation.

The relationship of the third key dimension – inefficacy, or reduced personal accomplishment, - to exhaustion and depersonalisation is somewhat more complex (Maslach, Schaufeli, & Leiter, 2001). Work conditions that contribute to exhaustion or cynicism are likely to negatively influence one's sense of effectiveness. Another point made by Maslach and colleagues (Maslach, Schaufeli, & Leiter, 2001) is that the lack of efficacy arises from a lack of relevant resources, whereas other two dimensions of burnout emerge from the presence of work overload and social conflict.

In order to measure these dimensions Maslach Burnout Inventory was devised (Maslach, Jackson, & Leiter, 1996). The MBI has been applied in more than 90% of all empirical burnout studies (Kristensen, Borritz, Villadsen, & Christensen, 2005). The MBI has become a dominant way to measure burnout and as a consequence become two sides of the same coin: burnout is what MBI measures, and MBI measures what burnout is. Kristensen et al. (2005) argue that it may not be a valid measurement. In their paper, they suggest that Maslach's definition characterise burnout as a simultaneous occurrence of all three dimensions, but according to the MBI manual the three dimensions should be measured independently. They suggest that what MBI has is one concept but three independent measures which in the empirical literature results in a situation whereby the same individual is analysed as having three different levels of burnout. Thus, there is a lack of correspondence between concept and measure.

For Kristensen et al. (2005), burnout, as defined by Maslach, consists of three different components that should not be combined but studied in their own rights. Depersonalisation, for these authors, is rather coping strategy developed in a specific

situation and should be analysed together with other coping strategies. The same logic, they argue, applies to the feeling of personal accomplishment: reduced accomplishment is just one of many consequences of long-term stress, and no insight can be gained by reducing this consequence to being part of burnout. Hence the CBI (Copenhagen Burnout Inventory) was devised in which the core of burnout is fatigue and exhaustion.

Burnout has significant consequences, both for the individual and the workplace. One of the most important is for job performance (Maslach, Schaufeli, & Leiter, 2001). As authors suggest, job burnout leads to various forms of withdrawal from a job, such as absenteeism, intention to leave the job, and actual turnover. For those people who stay on the job, however, burnout leads to decreased productivity and effectiveness at work. Another consequence for job performance is that burnout can be “contagious”, that is, people who experience burnout can have a negative influence on their colleagues, by causing greater personal conflict and by disrupting job tasks.

According to Maslach et al. (2001), another consequence of burnout is for one’s health. Authors (Maslach et al., 2001) claim that the exhaustion component of burnout is closely linked with stress-related health outcomes. Findings suggest that there is a relationship between burnout and substance abuse. Burnout has been also linked with neuroticism and neurasthenia. Though this may support the argument that burnout is itself a mental illness, a more common view is that burnout causes mental health issues such as anxiety, depression, drops in self-esteem, etc.

Maslach et al. (2001) point out several factors that may influence the emergence of burnout. As the research over the past 25 years suggests, the work situation has an impact on individual burnout. Authors (Maslach et al., 2001) distinguish three such situational factors: job characteristics (e.g. work overload), occupational characteristics (e.g. demands of a

particular occupation), and organisational characteristics (e.g. context of the work). Other factors that were considered are individual factors. Those include demographic characteristics (e.g. age), personality characteristics (e.g. personality traits), and job attitudes (e.g. expectations of getting promoted).

In their study (Fernet et al., 2013), researchers provided evidence that there is a relationship between job demands and job resources (job control and social support) and burnout. Another study conducted among military mental health providers found that working more hours, having more patients with a personality disorder, increased patient caseloads, female gender, and being a psychiatrist were predictive of higher burnout levels (Ballenger-Browning et al., 2011). Study of Ozyurt, Hayran and Sur (2006) among Turkish physicians showed that the most significant and most common predictors of burnout were the number of vacations at the individual level, public ownership of healthcare facilities at the group level, and a number of shifts per month. Borritz et al. (2005) obtained results showing that there is a relationship between psychosocial work characteristics (e.g. low possibilities for development, high meaning of work) and burnout among different occupational groups in human service work in Denmark. Finally, in the study of Weigl et al. (2016), researchers found that emotional exhaustion and depressive state was strongest for nurses with high work overload and low supervisor support as well as for nurses with low work overload and low supervisor support.

### *Trust*

Trust is a common concept in everyday life but for most people it is hard to define it (Kramer, 1999). For Rousseau, Sitkin, Burt, and Camerer (1998), trust is “a psychological state comprising the intention to accept vulnerability based upon positive expectations of intentions or behaviours of another” (p. 395). Robinson (1996) defined trust as the

“expectations, assumptions, or beliefs about the likelihood that another’s future actions will be beneficial, favourable, or at least not detrimental to one’s interests” (p. 576). Other scholars suggest that it is the expectation that a promise will be carried out (Lewicki, McAlister, & Bies, 1998). The simplest definition was given by Chughtai and Buckley (2008), who suggested that trust is a belief that someone will do what he or she said that he or she would do. In other words, it is a belief that there will be an accordance between what is said and what is done (Lambert, Hogan, Barton-Bellessa, & Jiang, 2012).

Trust to an organisation and to a supervisor is a crucial element for an organisation to thrive (Seok, Cosmas, Mutang, & Hashmi, 2015). According to Lambert et al. (2012), trust is “the social lubricant for organisations” (p. 942). It is an important component of any positive and productive social process (Zhang et al., 2008). According to Robinson (1996), organisations with employees who trust their managers are more likely to be successful in the long run than those organisations in which there is a lack of trust. Supervisors in the organisations are in the position to make decisions that have a significant impact on employees’ abilities to achieve their goals (Bruke et al., 2007). Therefore, the trust between employee and managers are more likely to develop if supervisors are seen to care for employees’ best interests (Mo & Shi, 2017). Lack of trust may also lead to negative employee outcomes (e.g., job stress; Lambert et al., 2012).

One of the previous studies suggests that there is a relationship between employees’ trust to their supervisors and burnout (Lambert et al., 2012). In this study, 200 staff members at a midwestern private correctional facility in the United States were provided with the survey. The survey was 16 pages long and included 220 questions about a broad range of concepts about working at their workplace. The age of participants ranged from 19 to 68 years old with a median age of 33. In the study, the authors distinguished between two types

of trust: supervisor trust is the one employee has to his or her supervisor; and management trust, which refers to employees' trust in the overall organisation. The aim of the study was to examine if there was a negative relationship between employee trust to supervisor and three key dimensions of burnout (exhaustion, depersonalisation, inefficacy) described by Maslach et al. (2001). Another aim was to explore if there was a negative relationship between trust in management and three dimensions of burnout. Obtained results revealed such a negative relationship indicating that levels of burnout were lower when employees trusted their supervisors and management. The study also suggests that there was a significant correlation between age and depersonalisation dimension of burnout. However, no such correlation was found for the other two dimensions. As was mentioned before, three dimensions were criticised by Kristensen et. al. (2005) who suggested that the core of burnout phenomena is fatigue and exhaustion. As the present study employs their approach and scale to measure burnout, it is important to further investigate the relationship between age and burnout. Lack of correlation can be also explained by a specific sample pool, which in this case comprised only staff members of the correctional facility and may not apply to the general population. The study also did not investigate other factors that can have an influence on levels of burnout: gender, years or months worked in the current position and overall in an organisation. Although authors included similar variables into the study, they suggested that these were more as control variables than as explanatory.

Another study was conducted among 247 employees of a pharmaceutical retail chain company to examine the impact of ethical leadership on employee burnout (Mo & Shi, 2017). To be an ethical leader depends on how employees perceive the leader both as a moral person and as a moral manager (Trevino, Hartman, & Brown, 2000). Therefore, leaders that are typically considered models for normative behaviour in their organisations are more trustworthy (Mo & Shi, 2017). The results of the study showed that the relationship between

ethical leadership and employees' burnout was significantly mediated by trust in leaders. Additional data provided in the study suggests that there was a significant negative relationship between age and trust to leaders, and there was a significant negative relationship between the length of tenure and trust to leaders. However, no relationship between age and burnout, and length of tenure and burnout were found. Gender did not have a significant correlation with either trust or burnout. As with the previous study, this one was conducted within a narrow population – employees of a pharmaceutical company. Results may vary if a study is to be conducted within the general population.

In their study, Timms et al. (2008) examined the relationship between teachers' perception of trustworthiness of school administration and burnout. The sample comprised 8961 teachers of Queensland independent schools in Australia were participating in the study. Researchers found that burnout/job stress was negatively correlated with the perception of trustworthiness. The study did not investigate the influence of other variables, such as gender, age, years worked in position/organisation, on both burnout and trust. However, the same researchers conducted another study earlier which revealed the relationship between gender and trust and burnout (Timms et al., 2006). They found that female teachers experience more burnout than male teachers and that the male teachers have more trust to school administration than female teachers. Another study among teachers also revealed the relationship between trust and burnout (Van Maele & Van Houtte, 2015). Their sample comprised 673 teachers across 58 elementary schools in Flanders (northern Dutch-speaking region of Belgium). Results suggest that teachers who perceived their principal, colleagues, or students as trustworthy reported lower levels of burnout. Although in all three studies the sample pool was large, it, again, was narrow and comprised only teachers, and did not investigate other variables that may have an influence on trust and burnout.

### *Aspirations*

Based on self-determination theory (Deci & Ryan, 1991), Kasser and Ryan (1993, 1996) suggested that aspirations (or goals) and values can be distinguished between two types: intrinsic and extrinsic, and the pursuit and attainment of some goals leads to greater satisfaction of psychological well-being than the pursuit of others. This distinction is based on knowledge of three human's basic psychological needs: the need for autonomy, relatedness and competence, which are essential to an individual's psychological growth (Deci & Ryan, 2000). People need to feel that they freely act and choose what to do, that is, they need autonomy; that they have a relationship with others (relatedness); and that they are good at what they are doing, that is, they are competent. Intrinsic aspirations are satisfying in their own right and, thus, provide direct satisfaction of these needs. In contrast, extrinsic goals have an external orientation; "they do not provide satisfaction in and of themselves; instead, their allure usually lies in the presumed admiration that attends them or in the power and sense of worth that can be derived from attaining them" (Kasser & Ryan, 1996, p. 280). As Kasser and Ryan (2001) suggest, extrinsic aspirations are mostly targeted on "public admiration". For example, wealth, appearance, and fame presumably make one's status higher in the eyes of others (at least within consumeristic cultures).

According to Kasser and Ahuvia (2002), intrinsic aspirations include personal self-acceptance (or personal growth), affiliation (or relationship), community feeling, health which lead people to satisfaction of their psychological needs and thus benefit their well-being. On the other hand, extrinsic aspirations, which include material success, fame, and image, lead people to "experience decrements in their quality of life as a result of frequent experiences which detract from their need satisfaction" (Kasser & Ahuvia, 2002, p. 137). In other words, extrinsic aspirations undermine well-being.

One of the important aspects of capitalist cultures is aspiring for financial success (Kasser & Ryan, 1993). In the series of studies, Kasser and Ryan (1993,1996) explored the relationship between aspirations and well-being among United States college students. They found that aspirations for self-acceptance, affiliation, and community feeling were associated with greater well-being and less distress. On the contrary, financial success, an appealing appearance, and social recognition were associated with lower well-being and more stress. In one of the studies, researchers pointed out that men rated the importance of financial success higher than did women. Women, on the other hand, rated the importance of affiliation, self-acceptance, and community feeling higher than did men. Another study by Kasser and Ryan (2001) showed somewhat similar results which showed that relative focus on extrinsic goals is associated with either negatively or neutrally related to well-being. On the other hand, a focus on intrinsic goals is associated with greater well-being. Extrinsic goals are also associated with lower self-esteem, more television consumption, greater drug use and a lower quality of relationships with friends and romantic partners. Materialistic values were also found to be related to lower wellbeing among Singapore business students (Kasser & Ahuvia, 2002). Schmuck, Kasser, and Ryan (2000) found that German students exhibit the same pattern: those who were focused on intrinsic goals had high well-being, the reverse was true for those who were focused on extrinsic goals. In their cross-cultural study (Russia and U.S.), Ryan et al. (1999) found supporting evidence that extrinsic goals were negatively related to well-being; they also pointed out that that this effect was weaker for Russian women. One of the limitations of these studies is the sample which comprised mostly of students. Other limitations are that while these studies examined some aspects of psychological wellbeing (e.g. stress, depression, anxiety), they did not examine relationship between aspirations and burnout; relationship between trust to supervisor (in this case teachers) and aspirations also was not investigated, however, such relationship may exist as trust is concept related to

interpersonal relationship and, arguably, may be inherent to those who focus on intrinsic goals.

Another study by Roche and Haar (2011) was aimed to explore the relationship between leader's aspirations and job burnout. The study was conducted among New Zealand supervisors and leaders across 250 organisations. The results of the study suggest that three extrinsic aspiration dimensions were significantly and positively correlated with emotional exhaustion and cynicism. On the other hand, four intrinsic aspiration dimensions were significantly and negatively correlated with cynicism, while only two (relationship and health) were significantly and negatively correlated with emotional exhaustion. As researchers suggest, they found a significant relationship between aspirations and job burnout. However, they did not examine the relationship between aspirations and trust in leaders. Another limitation is that the study examined only leaders' aspirations and their relationship to burnout, but the present study, on the other hand, rather aimed at the general employed population and their relationship to leader and issues that may emerge in such a relationship.

### *Rationale*

The purpose of the current study is to investigate the relationship between trust to managers and burnout among the general employed population. Previous studies showed that the relationship between trust and burnout exists (e.g., Lambert et al., 2012; Mo & Shi, 2017; Timms et al., 2006; Timms et al., 2008; Van Maele & Van Houtte, 2015). However, these studies were conducted with a rather narrow samples of teachers, correctional staff members and employees of pharmaceutical retail chain company, and further investigation of the relationship between trust and burnout among general employed population is required.

The present study is also aimed at examination of the relationship between age, years worked in the current position, years worked in company and trust and burnout. Additional data provided in this study of Mo and Shi (2017) suggests that there is a relationship between the age, length of tenure and trust to leaders, however, these variables were more as a control variable than as explanatory. The study of Lambert et al. (2012) revealed the relationship between age and one of the dimensions of burnout (depersonalisation), however, the present study takes approach of Kristensen et al. (2005), which is focused on exhaustion and fatigue dimension of burnout and, thus, further examination of this relationship is required.

Furthermore, the study aims at investigating gender differences in levels of trust, burnout and aspirations. Some of the previous studies suggest that gender difference may exist, however, their results are somewhat controversial and, again, rather limited to the narrow sample pool. For example, Timms et al. (2006) found that there is a gender difference in levels of trust and burnout, whereas results of Mo and Shi (2017) suggest that there is no such difference. The study of Kasser and Ryan (1993) suggests that there are gender differences in aspirations. In their study (Kasser & Ryan, 1993), men rated the importance of financial success as higher than did women, whereas women rated the importance of affiliation, self-acceptance and community feeling as higher than did men. On the other hand, the study of Schmuck, Kasser, and Ryan (2000) found no effect of gender on the importance of intrinsic and extrinsic aspirations.

In addition, the present study will examine the relationship between aspirations and trust, burnout. Previous studies (e.g., Kasser & Ryan, 1993, 1996, 2001; Kasser & Ahuvia, 2002; Schmuck, Kasser, & Ryan, 1999; Ryan et al., 1999; Roche & Haar, 2011) suggest that there is a relationship between types of aspirations and psychological well-being and burnout.

However, most of the studies' sample comprised students and did not examine the relationship between aspirations and trust to leaders, but such relationship may exist as trust is concept related to interpersonal relationship and, arguably, may be inherent to those who focus on intrinsic goals, thus, further examination is required.

The present study proposes the following hypotheses:

H1: There will be a negative relationship between trust to manager and burnout.

H2: There will be a difference between males and females in the levels of trust to a manager.

H3: There will be a difference between males and females in the levels of burnout.

H4: There will be a difference between males and females in the importance of intrinsic aspirations.

H5: There will be a difference between males and females in the importance of extrinsic aspirations.

H6: Employee's age, years worked in the current position, and years worked in a company are predictors of trust to managers.

H7: Employee's age, years worked in current position, and years worked in a company are predictors of burnout.

H8: Intrinsic aspirations are predictors of trust to a manager.

H9: Extrinsic aspirations are predictors of trust to a manager.

H10: Intrinsic aspirations are predictors of burnout.

H11: Extrinsic aspirations are predictors of burnout.

## Methodology

### *Participants*

Participants were employed using non-probability convenience sampling. The survey was posted online on social networking sites (e.g., Facebook, LinkedIn) to target general population who is currently employed. Overall, 128 participants responded to questionnaire. However, as the study aimed at only employed population, 36 unemployed (or self-employed, or retired) participants were excluded, leaving in total 92 employed respondents. Sample comprised 33 males (35.9%) and 59 females (64.1%) with age range 18-55 ( $M = 34.38$ ,  $SD = 7.83$ ). Participation was voluntary, and participants were not given monetary or any other reward for it.

### *Design*

Cross-sectional correlational survey design with convenience sampling were used in the study. Correlational part of the study included examination of the relationships between the predictor variables and criterion variables. For hypothesis 1, relationship between predictor variable (trust) and criterion variable (burnout) was examined. Employee's age, years worked in current position and years worked in current organisation are the predictor variables for hypotheses 6 and 7 with trust and burnout as the criterion variables. Intrinsic and extrinsic aspirations are the predictor variables for hypotheses 8-11 with trust and burnout as the criterion variables. Cross-sectional part of the study aimed at investigating differences between sexes. For hypotheses 2-5, sex was the independent variable, and trust, burnout, intrinsic, extrinsic aspirations are the dependent variables.

## *Materials*

Participants were asked to fill in online survey which comprised an information sheet and consent form (see Appendix A); the question regarding employment status, which served as an exclusion criteria (see Appendix B); four demographic questions about participants' age, sex, years worked in current organisation, years worked in current position (see Appendix C); three self-report questionnaires (see below), and a separate debrief page (see Appendix D). For statistical analysis, IBM SPSS Statistics version 26 was used.

*Trust Questionnaire (Tzafrir & Dolan, 2004).* Trust questionnaire is used to measure either manager-employee trust or employee-manager trust. The latter type of trust was investigated in this study. The Trust Questionnaire consists of 16 items (e.g., "Employees' needs and desires are very important to managers", "Managers will keep the promises they make", etc.; see Appendix E). Responses are given using 5-point Likert scale: 1 – Disagree strongly, 2 – Disagree, 3- Neither agree nor disagree, 4 – Agree, 5 – Agree strongly. Scores range from 1 to 5 with 1 showing the lowest level of trust (or complete distrust) and 5 the highest level of trust. Average score has been calculated for the scale. Previous study showed that scale has construct validity, and Cronbach's alpha was .92, thus indicating high level of internal reliability (Tzafrir & Dolan, 2004).

*The Copenhagen Burnout Inventory (Kristensen et al., 2005).* The CBI is used for assessing dimensions of personal, work-related and client-related burnout and comprises in total 19 items. For this study, only work-related subscale of CBI was used, which consists of 7 items (e.g., "Do you feel worn out at the end of the working day?", "Is your work emotionally exhausting?", etc.; see Appendix F). The use of other subscales was not necessary in this study, as the aim of it is to investigate relationship between trust and burnout in working environment. Thus, it can be argued that trust to managers will be more

likely related to work-related burnout than to other two types. Responses range on the 5-point Likert scale; four of these questions have five possible responses: 1 – Never, 2 – Seldom, 3 – Sometimes, 4 – Often, 5 – Always; and other three questions: 1 – To a very low degree, 2 – To a low degree, 3 – Somewhat, 4 – To a high degree, 5 – To a very high degree. Scores range from 1 to 5 with 1 showing the lowest level of burnout and 5 the highest level. Average score has been calculated for the scale. Previous study showed that Cronbach's alpha for work-related burnout subscale was .85, thus indicating high level of internal reliability (Kristensen et al., 2005). The criterion validity was also demonstrated, showing highest correlation between personal burnout and the vitality scale from the SF-36 Health Survey; from theoretical point of view, both – the vitality scale and the personal burnout scale - measure the “same” phenomenon (Kristensen et al., 2005). The concurrent and predictive validity were evidenced by showing substantial associations with job satisfaction at baseline and with sickness absence, sleep problems, use of medicine and intention to quit three years later (Kristensen et al., 2005).

*Aspirations Index (Kasser & Ryan, 1993,1996).* The index assesses three extrinsic (wealth, fame, image) and four intrinsic (personal growth, community, affiliation, health) aspirations, each represented by five items (Utvær, Hammervold, & Haugan, 2014). Sample items are as follows: Wealth: “To be financially successful” and “To have many expensive possessions”; Fame: “To be famous” and “To be admired by many people”; Image: “To successfully hide signs of aging” and “To achieve the “look” I’ve been after”; Personal growth: “To grow and learn new things” and “To know and accept who I really am”; Affiliation: “To share my life with someone I love” and “To have deep, enduring relationships”; Community: “To help people in need” and “To work to make the world a better place”; Health: “ To keep myself healthy and well” and “To have a physically healthy lifestyle” (see Appendix G). In the present study, the participants were asked to respond how

important each of 35 aspirations to them. Responses were made on a 7-point Likert scale, ranging from 1 (not at all) to 7 (very much) with the number 4 representing a neutral response. Original index comprises questions regarding likelihood of and current progress in attaining these aspirations, however, for the purpose of present study they were deemed unnecessary. Average score has been calculated for the scale. Previous study revealed acceptable level of internal reliability with Cronbach's alpha ranging from .70 - .88 across seven subtypes of aspirations (Utvær, Hammervold, & Haugan, 2014). The construct validity was supported by significant correlations with related constructs such as autonomous motivation, controlled motivation, amotivation and perceived competence (Utvær, Hammervold, & Haugan, 2014).

### *Procedure*

Prior to conducting the study, ethical approval was received from the Dublin Business School (DBS) Ethics Committee. The questionnaire was then created using Microsoft Forms and link to it was distributed by means of social networking sites (e.g., Facebook, LinkedIn). There was brief message attached to the link informing potential participants who researcher is, what this study is used for, and that the aim of the study was to explore attitudes to the workplace and aspirations (see Appendix H). Following the link, the participants were presented with the information page of the questionnaire where more details about the study were given (see Appendix A). The information sheet explained that participation in the study is voluntary and anonymous. It was also clearly stated that completing and submitting the questionnaire meant that one is consenting to participate in the study. In addition, the question asking if a participant consent or do not consent to take part in the study was placed at the bottom of the information sheet and marked as "required" (see Appendix A). After giving their consent, participants were directed to the pages with the

questions. Clear and concise instruction on how to respond to each question were given. On average, it took 15 minutes to complete the survey. Upon completion of the survey, participants were directed to the page where they were thanked for participation. In case they had any questions regarding the study, contact details of the researcher and the supervisor of the researcher were provided (see Appendix D).

### *Ethics*

The approval to conduct the study was received from DBS Ethics Committee. The present research follows DBS Ethical Guidelines for Research with Human Participants and also in accordance with PSI Code of Professional Ethics. The participants were informed that participation is completely voluntary and anonymous. They were also asked to indicate whether they consent or do not consent to participate in the study based on the information they were given. Explanation of how the data will be stored and destroyed afterwards was provided to participants: the data will be securely stored on a password-protected computer and, after the examination process, will be kept for one year and then destroyed using digital shredding. If the participants had any questions or concerns, the final page of the questionnaire included contact details of researcher and supervisor.

### *Data Analysis*

The data was collected by means of online self-report questionnaire created using Microsoft Forms. It was then downloaded from the Microsoft Forms as Microsoft Excel file and, after preliminary formatting, imported into IBM SPSS Statistics 26 for further formatting and statistical analysis. It is worth mentioning that scores for each of the three adopted measures – Trust questionnaire (Tzafrir & Dolan, 2004), CBI (Kristensen et al., 2005) and Aspiration Index (Kasser & Ryan, 1993,1996) – were averaged as suggested by authors of these measures. It was also acknowledged that using formula for averaging in SPSS, such as

$(Q1+Q2)/2$ , may lead to losing some of the responses in the scale because if even only one question from the scale is not answered (missing), the SPSS will assign missing value for this participant's average score. For example, if a participant responded to only 15 questions out of 16, SPSS would anyway return missing value for this participant's average score.

However, it is meaningless to lose responses this way as 15 questions out of 16 may be enough to make inference about phenomenon measured. Therefore, another SPSS function (MEAN) was used to calculate average scores. This function allows to specify how many responses should be given for a particular scale before the average score could be calculated.

In example above, it would look the following way: MEAN.15 (Q1, Q2...Q16)/16, which means that if only 1 out of 16 responses is missing, SPSS will calculate average score regardless. Considering this fact, the average score for the Trust Questionnaire (Tzafrir & Dolan, 2004) was calculated even if only 13 out of 16 questions were answered; CBI (Kristensen et al., 2005) – if 6 out of 7 questions. In case of Aspiration Index (Kasser & Ryan, 1993,1996), 4 out of 5 questions from each of the 7 subscales should be answered before calculating the average score.

## Results

### *Descriptive statistics*

As noted earlier, the sample consisted of 33 males (35.9%) and 59 females (64.1%) with age range 18-55 ( $M = 34.38$ ,  $SD = 7.83$ ). The mean age for males was slightly higher (see Figure 1).

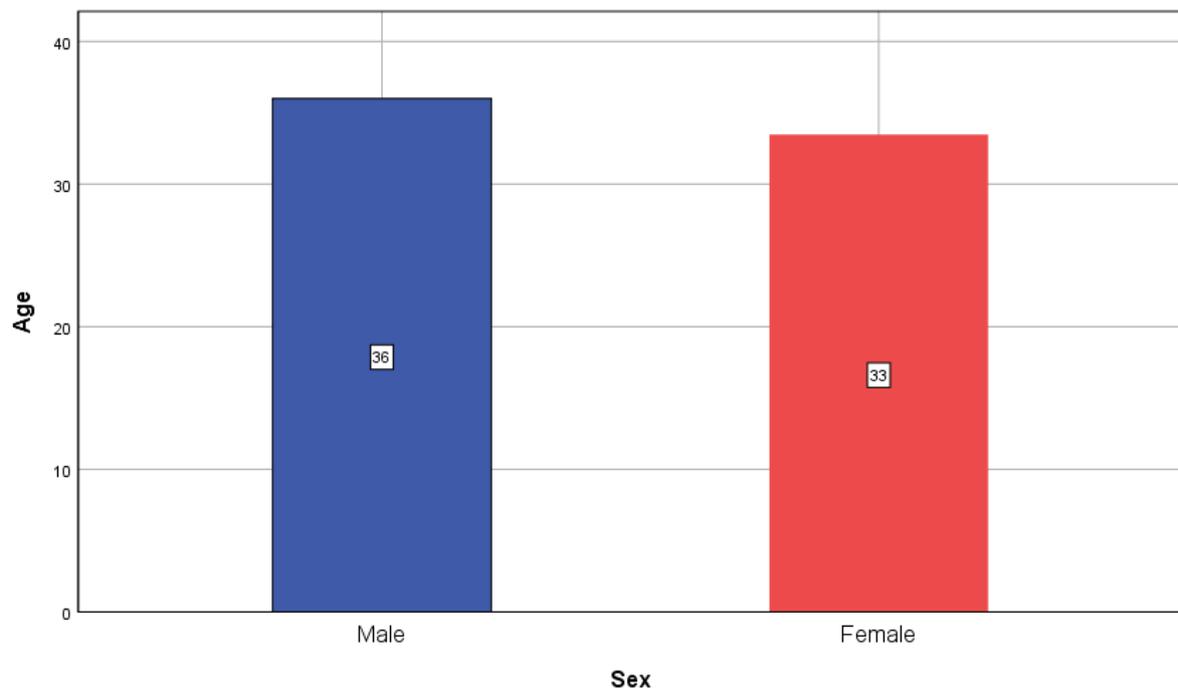


Figure 1: *Gender mean difference in age*

Scores for targeted variables were mostly normally distributed (see Table 1) with the exception of Personal Growth, Relationships and Health which were negatively skewed. However, these variables were used for MANOVA and multiple regression tests, and based on other assumptions for these tests (MANOVA high enough sample size with more than 30 participants; multiple regression – only criterion variable should be normally distributed, both of which in these case [trust and burnout] are normally distributed; Pallant, 2010), assumption of normality for these variables was omitted. The internal reliability for all scales was within acceptable range (see Table 1).

As it can be seen in Table 1, the mean scores of trust and burnout were close to average point of 3 indicating neither high/low level of trust nor high/low level of burnout among participants. As for aspirations, the mean scores of the intrinsic aspirations were higher than mean scores of the extrinsic aspirations indicating that the former are more important for participants (but, see Discussion section).

Table 1: *Descriptive statistics*

Variable	Mean	SD	Skewness	Kurtosis	Cronbach's $\alpha$
Trust	3.102	.694	-.176	-.390	.917
Burnout	2.899	.785	-.020	-.292	.869
Wealth (E)	4.621	1.380	-.268	-.806	.870
Fame (E)	3.081	1.420	.476	-.291	.871
Image (E)	3.497	1.477	.227	-.604	.853
Personal Growth (I)	5.893	1.050	-1.376	1.523	.825
Community (I)	5.203	1.281	-.659	-.141	.876
Relationships (I)	5.934	1.105	-1.332	1.499	.819
Health (I)	5.920	1.152	-1.201	.751	.867

Note: (E) – Extrinsic aspirations; (I) – Intrinsic aspirations

### *Inferential statistics*

*Hypothesis 1.* The relationship between trust and burnout was investigated using Pearson product-moment correlation coefficient. Preliminary analyses were performed to ensure no violation of the assumptions of normality, linearity and homoscedasticity. A Pearson correlation coefficient found that there was a moderate negative significant relationship between trust ( $M = 3.10$ ,  $SD = .69$ ) and burnout ( $M = 2.90$ ,  $SD = .78$ ) ( $r(89) = -.47$ ,  $p < .001$ ), with high levels of burnout associated with lower levels of trust (see Figure 2). Therefore, the null hypothesis is rejected. This relationship can account for 22.09% of variation of scores.

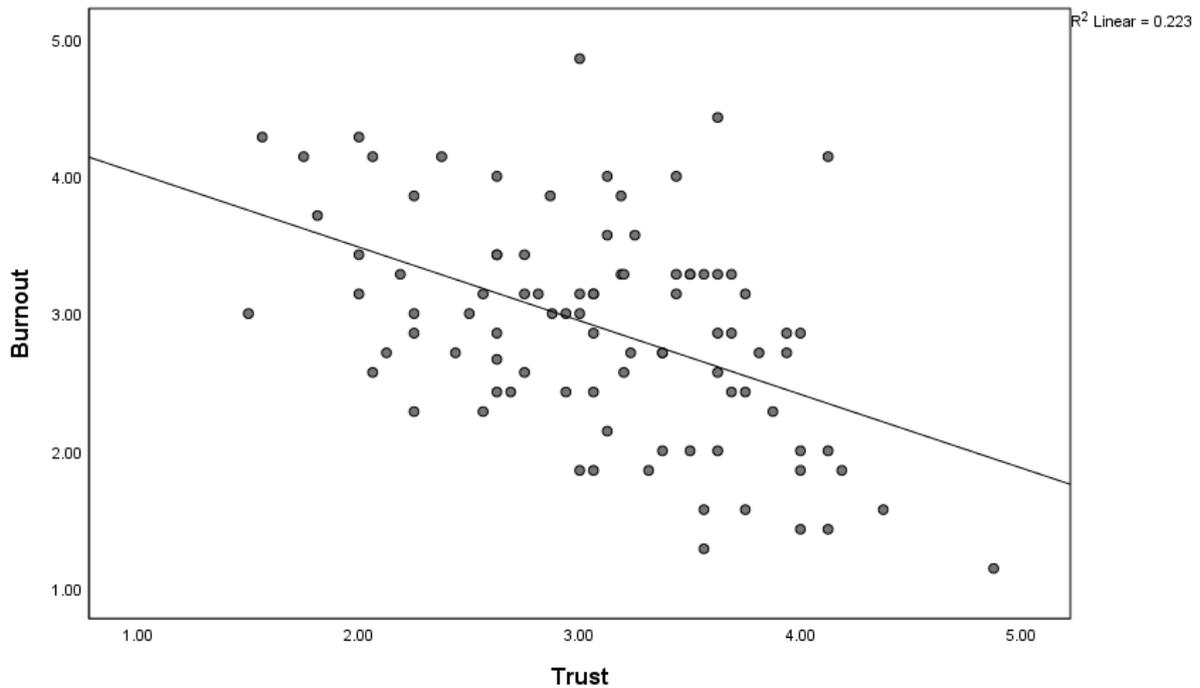


Figure 2: *Relationship between trust and burnout*

*Hypothesis 2.* An independent-samples t-test was conducted to compare the trust scores for males and females. There was no statistically significant difference in scores for males ( $M = 3.09$ ,  $SD = .79$ ) and females ( $M = 3.11$ ,  $SD = .64$ ) ( $t(56) = -.17$ ,  $p = .87$ ),  $CI$  (95%)  $-.35$  to  $.30$ ). Therefore, the null hypothesis is accepted.

*Hypothesis 3.* An independent-samples t-test was conducted to compare the burnout scores for males and females. There was no statistically significant difference in scores for males ( $M = 2.79$ ,  $SD = .78$ ) and females ( $M = 2.96$ ,  $SD = .79$ ) ( $t(90) = -1.01$ ,  $p = .31$ ),  $CI$  (95%)  $-.51$  to  $.17$ ). Therefore, the null hypothesis is accepted.

*Hypothesis 4.* A one-way between groups multivariate analysis of variance was performed to investigate sex differences in the importance of intrinsic aspirations. Four dependent variables were used: personal growth, community, relationships and health. The independent variable was gender. Preliminary assumption testing was conducted to check for normality, linearity, univariate and multivariate outliers, homogeneity of variance-covariance

matrices, and multicollinearity, with no serious violations noticed. There was no statistically significant difference between males and females on the combined dependent variables, ( $F(4, 84) = .37, p = .83$ , effect size = .02). Following a Bonferroni adjustment to .013, there was no significant difference for the groups on personal growth ( $F(1, 87) = 1.30, p = .26$ ), community ( $F(1, 87) = .66, p = .42$ ), relationships ( $F(1, 87) = .22, p = .64$ ) and health ( $F(1, 87) = .76, p = .39$ ).

*Hypothesis 5.* A one-way between groups multivariate analysis of variance was performed to investigate sex differences in the importance of extrinsic aspirations. Three dependent variables were used: wealth, fame and image. The independent variable was gender. Preliminary assumption testing was conducted to check for normality, linearity, univariate and multivariate outliers, homogeneity of variance-covariance matrices, and multicollinearity, with no serious violations noticed. The difference between males and females on the combined dependent variables approached the level of significance ( $F(3, 85) = 2.71, p = .05$ , effect size = .09). However, following a Bonferroni adjustment to .017, there was no significant difference for the groups on wealth ( $F(1, 87) = 1.02, p = .32$ ), fame ( $F(1, 87) = .02, p = .9$ ), and image ( $F(1, 87) = 4.87, p = .03$ ). Therefore, the null hypothesis can be accepted.

However, analysis of the mean scores revealed that female ranked the importance of image higher than did males. Follow-up independent samples t-test revealed significant difference between males ( $M = 3.02, SD = 1.43$ ) and females ( $M = 3.76, SD = 1.45$ ) ( $t(88) = -2.3, p = .024, CI(95\%): -1.36$  to  $-.1$ )

*Hypotheses 6-11.* For hypotheses 6-11, checking the assumptions for multiple regression revealed low level of correlation (less than acceptable level of 0.3; Pallant, 2010) between predictor variables and criterion variables, and all of the correlations were not

significant (see Table 2). Therefore, multiple regression model could not be used: none of the proposed variables can predict either trust or burnout due to low correlation. Thus, the null hypotheses should be accepted.

Table 2: *Correlations between predictor variables and criterion variables within multiple regression model.*

Variable	Trust		Burnout	
	Pearson correlation	Sig. (1-tailed)	Pearson correlation	Sig. (1-tailed)
Age	-.040	.355	.054	.304
Years in the organisation	-.060	.286	-.031	.385
Years in current position	-.083	.217	.003	.490
Wealth (E)	.047	.331	.208	.025
Fame (E)	.031	.388	.036	.369
Image (E)	-.017	.437	.192	.036
Personal Growth (I)	-.082	.224	-.033	.378
Community (I)	-.056	.302	.031	.387
Relationships (I)	-.040	.356	-.005	.480
Health (I)	-.056	.304	-.066	.270

*Note:* (E) – Extrinsic aspirations; (I) – Intrinsic aspirations

## Discussion

The purpose of the current study was to investigate the relationship between trust to managers, job burnout and aspirations among the general employed population, while also examining the gender differences in levels of trust, burnout and aspirations. In addition, the study investigated the relationship between age, years worked in the current position, years worked in company and trust and burnout. The first hypothesis that there will be negative relationship between trust to a manager and job burnout was supported by the results. Significant negative relationship between trust to a manager and job burnout was revealed, meaning that high levels of burnout are associated with low levels of trust. This finding is consistent with the previous studies (e.g., Lambert et al., 2012; Mo & Shi, 2017; Timms et al., 2006; Timms et al., 2008; Van Maele & Van Houtte, 2015). In contrast to these previous studies, which were conducted with narrow samples, the present study showed that the relationship between trust and burnout applies to a wider range of population, namely, general employed population. Therefore, it may be argued that the relationship between trust to managers and job burnout is universal and does not depend on a particular type of job. However, the questionnaire was posted in several social media groups with one of the biggest groups being culture-specific (Russian), and it could be that most of the responses came from that particular group. The present study did not take into consideration the cultural aspect which could play a role and, in this case, the relationship between trust and burnout could be inherent to the culture rather than general population. Therefore, further investigation of this aspect is required.

The second and the third proposed hypothesis was not supported. Results obtained in the present study suggest that there is no difference between males and females in the levels of trust to a manager and job burnout. These findings are consistent with the study of Mo and

Shi (2017) who has also found no difference. On the other hand, the findings of the present study oppose those of Timms et al. (2006) who has found such difference. It can be argued that the gender difference in the levels of trust to a manager and job burnout is something that is inherent to a particular type of job, in the case of study of Timms et al. (2006), to a teacher, and cannot be generalised. Thus, the present study would have benefited from looking at areas of employment of participants and investigating the gender difference within a particular area. However, it may be not related to the type of job but rather to the other factors such as personality traits and cultural background. As it was mentioned before, most of the responses could have come from Russian speakers and, therefore, the results obtained can be descriptive only of a particular culture. Further studies would ideally investigate these additional factors.

Gender differences in aspirations, as proposed in the fourth and the fifth hypotheses, were not found as well. There was no difference between males and females in the importance of intrinsic and extrinsic aspirations. The results obtained are consistent with previous study of Schmuck, Kasser, and Ryan (2000), but opposes that of Kasser and Ryan (1993). Again, the lack of difference could be due to personality traits and cultural background, which were not taken into consideration in the present study. It is worth mentioning, however, that gender difference between males and females in the importance of extrinsic aspirations approached level of significance and further analysis of mean scores revealed that females rated importance of the image higher than did males. Follow up analysis revealed significant difference, indicating that females are more concerned with how they look than are men. It can be due to the realisation that men emphasize physical attractiveness significantly more when choosing a partner for a sexual, short-term, or long-term relationship (Hoyt & Kogan, 2001). Therefore, the concern about image for females can be an evolutionary feature.

The lack of gender differences revealed by results can also be explained in terms of approach known as “gender similarities” hypothesis (Hyde, 2005). The hypothesis suggests that males and females are similar on most, but not all (e.g., motor behaviours and some aspects of sexuality), psychological variables. The hypothesis was supported by extensive evidence from 46 meta-analyses of research on gender differences. Author suggests (Hyde, 2005) that gender differences can vary substantially in magnitude at different ages and depend on the context in which measurement occurs. Therefore, trust, burnout and aspirations could be as well belonging to the pool of psychological variables to which gender difference does not apply.

Further investigation revealed that there was no relationship proposed between several variables such as age, years worked in organisation, years worked in current position and trust and burnout. None of the variables correlated with, and, therefore, could be predictor of, trust and burnout. As opposed to studies of Mo and Shi (2017) and Lambert et al. (2012), the present study found no relationship between age and trust and burnout. There was also no relationship between length of tenure (years worked in organisation) and trust to manager found as additional data provided by Mo and Shi (2017) suggested. The lack of relationship between years worked in organisation (and years worked in current position) could be, arguably, due to method of the collection of data: in the previous studies, subjects reported length of tenure in months as opposed to the present study in which this information was reported in full years (e.g., there was no difference if the subjects worked 2 months or 6 – they still reported one full year). Therefore, there could be the lack of variety in responses and further studies can address this issue. This also could potentially lead to two variables – years worked in organisation and years worked in current position –, at least in some cases, be one and the same, making one of it a superfluous variable that, arguably, could have been omitted. Another reason could be that relationship between age, years worked in

organisation, years worked in current position and trust and burnout could be due to job specific factors, thus, in general employed population this effect is dispersed.

In addition, there were no relationship between aspirations and burnout found as opposed to previous studies which revealed the relationship between aspirations and psychological well-being and burnout (e.g., Kasser & Ryan, 1993,1996, 2001; Kasser & Ahuvia, 2002; Schmuck, Kasser, & Ryan, 1999; Ryan et al., 1999; Roche & Haar, 2011). It could be argued that this relationship is specific to a particular sample and/or to a particular type of job and could not be generalised. For example, in most of the previous studies (e.g., Kasser & Ryan, 1993,1996, 2001; Kasser & Ahuvia, 2002; Schmuck, Kasser, & Ryan, 1999; Ryan et al., 1999) sample comprised students with the exception of the study of Roche and Haar (2011) in which participants were supervisors and leaders. Another reason could be due to difference in the measures. For instance, the study of Roche and Haar (2011) employed Maslach Burnout Inventory (Maslach, Jackson, & Leiter, 1996) whereas the present study used only one of three subscales of Copenhagen Burnout Inventory (Kristensen et al., 2005).

The relationship between aspirations and trust was not revealed either. There were no prior evidence suggesting such relationship, and the present study included additional examination of this relationship based on the assumption that trust could be a concept belonging to interpersonal relationship and, arguably, may be inherent to those who are focused on intrinsic aspirations. However, none of the aspirations (intrinsic/extrinsic) correlated with trust. It is difficult to point out any particular reason to explain absence of the relationship. One possible reason could be that absence of the relationship is something that is attributable only to the current study's sample and this relationship may be revealed in future studies employing different cohort.

### *Limitations and Strengths*

At this point, it is worth to point out some of the limitations the current study had. First, as it was mentioned before, the questionnaire was posted in several social media groups with one of the biggest groups being culture-specific (Russian), and it could be that most of the responses came from that particular group and, therefore, could be descriptive only of a particular culture. Second, reported length of tenure (in organisation and in current position) was in full years as opposed to months and, therefore, the lack of variety in responses could influence the results. Another limitation is that the nature of the survey design provides possibility for the bias known as “social desirability”, which is the tendency of respondents to answer questions in a manner that will be viewed favourably by others. For example, the analysis of mean scores revealed that participants indicated importance of intrinsic goals more than importance of extrinsic goals. Taking into consideration the fact that the survey was posted on social media websites, where, arguably, interpersonal relationships and feeling of community are more important, it can be that people wanted to look as if intrinsic goals are more important to them, and, therefore, their responses could rather be attributed to the domain of extrinsic aspiration “image” than to intrinsic aspirations.

The present study is not without its strengths as well. First, the questionnaire was designed online by means of Microsoft Forms and spread online through social media websites, thus allowing to collect large amount of responses within short timeframe, while also making sample as mixed as possible. Another strength is internal reliability of measures employed in the study: all employed scales has Cronbach’s alpha above level of .8, indicating high level of reliability. In addition, evidence from previous studies shows that measures have construct validity, that is they measure what they claim to measure.

### *Implications and further research*

The present study as well as previous studies (e.g., Lambert et al., 2012; Mo & Shi, 2017; Timms et al., 2006; Timms et al., 2008; Van Maele & Van Houtte, 2015) showed that establishing trust at the workplace is crucial to minimize possibility of job burnout. Interventions aimed at increasing trust to managers at a workplace could be a possible solution. However, in order to devise such interventions, it is important to investigate the issue further. It is crucial to examine what are underlying causes of distrust. For that purpose, perhaps, it would be the best to employ qualitative research. These causes may also be job specific, therefore, every intervention should take into consideration factors inherent to a particular workplace.

Further studies can also benefit from including some factors which were neglected in the current study. First is to take into consideration cultural aspect and see if there are cross-cultural differences in the trust-burnout relationship. Further research could also investigate different areas of employment and gender differences within these areas. Due to inconsistency in findings about gender differences, it is possible that these differences could be workplace specific, and, perhaps, this could reveal which of the areas of employment are less desirable, in terms of trust and burnout, for particular gender. It is, however, important to remember about other factors, such as cultural background and personal traits, which could play a role in gender differences. In addition, further research can take into consideration limitation of the present study, namely, that the reported length of tenure (in organisation and in current position) was in full years as opposed to months. The lack of variety in responses, presumably, has influenced the results and, therefore, could be avoided in future.

### Conclusion

The present study provided evidence that there is negative relationship between trust to managers and job burnout and is consistent with previous studies (e.g., Lambert et al., 2012; Mo & Shi, 2017; Timms et al., 2006; Timms et al., 2008; Van Maele & Van Houtte, 2015). However, gender differences in levels of trust and burnout were not found. In regard to aspirations, no gender difference was found across most of the subscales with the exception of “image” subscale - females reported importance of image higher than did males. There was also no relationship found between age, years worked in company/current position, aspirations and trust and burnout.

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## Appendix A

### *Information sheet and consent form*

# Attitudes to the workplace and Aspirations

Information sheet and consent form for Anonymous Survey

My name is Dmitri Belikov and I am conducting research that explores attitudes to the workplace and aspirations. This research is being conducted as part of my studies in BA (Hons) Psychology at Dublin Business School and will be submitted for examination.

You are invited to take part in this study and participation involves completing and returning the attached anonymous survey. To take part in the research, you must be at least 18 years old and currently employed (part-time or full-time). While the survey asks some questions that might cause some minor negative feelings, it has been used widely in research. If any of the questions do raise difficult feelings for you, contact information for support services is included on the final page.

Participation is completely voluntary and so you are not obliged to take part.

Participation is anonymous. Thus responses cannot be attributed to any one participant. For this reason, it will not be possible to withdraw from participation after the questionnaire has been collected.

The questionnaires will be securely stored and data from the questionnaires will be transferred from the paper record to electronic format and stored on a password-protected computer. After the examination process, data will be kept for one year and then destroyed by means of digital shredding.

It is important that you understand that by completing and submitting the questionnaire that you are consenting to participate in the study.

\* Required

1. Do you consent to take part in this research? \*

Yes

No

Activate Windows  
Go to Settings to activate Windows.

## Appendix B

### *Exclusion criteria*

\* Required

Section

2. You are currently: \*

employed (part-time or full-time)

unemployed, self-employed, retired

Back Next

## Appendix C

### *Demographic questions*

3. What is your sex?

Male

Female

Other

4. What age are you? \*

Please enter a number greater than or equal to 18

5. How many FULL years have you been working with your current employer? For example, if you have been working 1 year and 7 months, you should put 1 year; 2 years and 6 months - 2 years, etc. (If you have been working for several months only, put 1 year)

Please enter a number greater than or equal to 1

6. How many FULL years have you been working in your current role/position? For example, if you have been working 1 year and 7 months, you should put 1 year; 2 years and 6 months - 2 years, etc. (If you have been working for several months only, put 1 year)

Please enter a number greater than or equal to 1

## Appendix D

### *Debrief and thank you page*

Thank you for taking the time to complete this survey.

Should you require any further information about the research, please contact

Dmitri Belikov, [REDACTED] My supervisor, Barbara Caska, can be contacted at [REDACTED]

## Appendix E

*Trust questionnaire (Tzafir & Dolan, 2004)*

Think about the organization you work in. For each of the following statements, please indicate to what extent you agree or disagree with it:

	Disagree strongly	Disagree	Neither agree nor disagree	Agree	Agree strongly
Employees' needs and desires are very important to managers					
I can count on my managers to help me if I have difficulties with my job					
Managers would not knowingly do anything to hurt the organization					
My managers are open and up front with me					
I think that the people in the organization succeed by stepping on other people (R)					
Managers will keep the promises they make					
Managers really look out for what is important to the employees					
Managers have a lot of knowledge about the work that needs to be done					
Managers are known to be successful in the things they attempt to accomplish					
If I make a mistake, my managers are willing to "forgive and forget"					
Managers' actions and behaviors are not consistent (R)					
Managers take actions that are consistent with their words					

It is best not to share information with my managers (R)					
There is a lot of warmth in the relationships between the managers and workers in this organization					
Managers would make personal sacrifices for our group					
Managers express their true feelings about important issues					

*Note:* R – reverse scoring

## Appendix F

*The Copenhagen Burnout Inventory (Kristensen et al., 2005); Work-related burnout subscale*

Please indicate your response to each of the following questions:

	Never/Almost never	Seldom	Sometimes	Often	Always
Do you feel worn out at the end of the working day?					
Are you exhausted in the morning at the thought of another day at work?					
Do you feel that every working hour is tiring for you?					
Do you have enough energy for family and friends during leisure time? (R)					
	To a very low degree	To a low degree	Somewhat	To a high degree	To a very high degree
Is your work emotionally exhausting?					
Does your work frustrate you?					
Do you feel burnt out because of your work?					

*Note:* R – reverse scoring

## Appendix G

*Aspirations Index (Kasser & Ryan, 1993,1996)*

Please use the following scale to indicate how important each of the life goals to you:

	Not at all (1)	2	3	Moderately (4)	5	6	Very much (7)
To be a very wealthy person (W1)							
To grow an learn new things (P1)							
To have my name known by many people (F1)							
To have good friends that I can count on (R1)							
To successfully hide the signs of aging (I1)							
To work for the betterment of society (C1)							
To be physically healthy (H1)							
To have many expensive possessions (W2)							
At the end of my life, to be able to look back on my life as meaningful and complete (P1)							
To be admired by many people (F2)							
To share my life with someone I love (R2)							
To have people comment often about how attractive I look (I2)							
To assist people who need it, asking nothing in return (C2)							
To feel good about my level of physical fitness (H2)							
To be financially successful (W3)							

To choose what I do, instead of being pushed along by life (P3)							
To be famous (F3)							
To have committed, intimate relationships (R3)							
To keep up with fashions in hair and clothing (I3)							
To work to make the world a better place (C3)							
To keep myself healthy and well (H3)							
To be rich (W4)							
To know and accept who I really am (P4)							
To have my name appear frequently in the media (F4)							
To feel that there are people who really love me, and whom I love (R4)							
To achieve the "look" I've been after (I4)							
To help others improve their lives (C4)							
To be relatively free from sickness (H4)							
To have enough money to buy everything I want (W5)							
To gain increasing insight into why I do the things I do (P5)							
To be admired by lots of different people (F5)							
To have deep enduring relationships (R5)							
To have an image that others find appealing (I5)							
To help people in need (C5)							

To have a physically healthy lifestyle (H5)							
<i>Note:</i> W – Wealth, F – Fame, I – Image (extrinsic aspirations); P – Personal growth, R – Relationships, C – Community, H – Health (intrinsic Aspirations)							

## Appendix H

*Brief message attached to the questionnaire link*

Hi,

My name is Dmitri and I am a psychology student at Dublin Business School. As part of my final year research project aimed at exploring attitudes to the workplace and aspirations, I would like to ask you to fill in and share the following survey:

<https://forms.office.com/Pages/ResponsePage.aspx?id=6qYKXSBmY0ieIZ7LFAIivPT9LUJ8MiBFuz03sBDFRxNUMVZWN0xCVE5GNjQ0OTJHWjZQMEZGM0MzQy4u>

Thank you!