The influence of the age difference on trust between young managers and older subordinates

A qualitative study among employees of a Dutch multinational production company

Authors: Manuel Cornu & Antoon Frans Munneke
Supervisor: Galina Biedenbach

Student
Umeå School of Business and Economics
Spring semester 2017
Master thesis, two-year, 30 hp
Abstract

An aging population results in retirement ages going up and the age difference between subordinates and managers growing bigger. Despite an extensive literature review on trust within organizations, we have not been able to identify studies related to the influence of age difference between managers and their subordinates. The main purpose of this thesis is to gain a deeper understanding of the influence of age difference on trust in relationships between managers and subordinates, and more specifically how the age difference influences the trust in the relationship with their older subordinates. Our research question has been formulated as follows:

*How does age difference influence trust between young managers and their older subordinates?*

Despite studies on trust increasing in popularity over the last years, we identified a research gap since there is no previous studies addressing the influence of age difference on trust between managers and subordinates. Specifically, the influence of the age difference between young managers and older subordinates and the trust between them in their relationship.

In order to fulfill the purpose of our thesis we have conducted a qualitative research, where we gathered qualitative data through the use of semi-structured interviews. These interviews were conducted in a Dutch multinational production company employing approximately 25,000 employees. By analysing the data we gathered through our semi-structured interviews and relating it to the theoretical framework we built up from pre-existing literature, we were able to answer our research question.

As a theoretical foundation, we have used the key theories on trust: trust, factors of perceived trustworthiness, antecedent of trustworthy behaviour and employee-organisation relationship. The findings demonstrate that the age difference has influence on an individual’s behaviour, employee expectations and factors of trust. We found an influence of the age difference on benevolence as well as for ability. Young managers are perceived to have different values than older subordinates, resulting in an influence on integrity. Factors related to the social exchange influence trust in other ways as interpersonal relationships have been found to influence the age difference. Finally, the age difference does influence individuals and relational factors due to the expectations of young managers being perceived as strengthening trust with their subordinates.

Our thesis has contributed to the theory of trust by gaining a deeper knowledge of the influence of age difference on trust between managers and their subordinates. Also we have opened up new areas for research concerning the influence of age difference on trust in other industries or reversed situations. Our thesis has provided management scholars and managers with a deeper understanding of trust in manager-subordinate relationships, providing young managers with theories on how to improve their relationships with their older subordinates.
Acknowledgements

We first would like, as international students, to thank the Swedish government for providing us access to a great education within Umeå University.

We also would like to thank our supervisor, Dr. Galina Biedenbach for guiding us all along our master thesis as well as for her time and competences.

Finally we would like to thank all employees of the Dutch international production company who participated and contributed to our research study for their time and benevolence.

Manuel Cornu & Ton Munneke
Umeå University
# Table of contents

Abstract ................................................................................................................................. II
Acknowledgements ............................................................................................................... IV
Table of contents .................................................................................................................. V
1 Introduction .......................................................................................................................... 1
   1.1 Problem background ...................................................................................................... 1
   1.2 Theoretical background ............................................................................................... 2
       Self-categorization theory ............................................................................................... 3
       Social exchange theory ................................................................................................. 3
       Leader-member exchange theory .................................................................................. 4
       Psychological approach ............................................................................................... 4
       Choice behaviour approach ......................................................................................... 5
1.3 Research question ............................................................................................................. 5
1.4 Purpose ............................................................................................................................ 6
1.5 Expected contributions of our research ........................................................................... 6
2. Theoretical Framework ...................................................................................................... 9
   2.1 Influence of age difference and generation ................................................................... 9
       2.1.1 Age difference and generations ............................................................................ 9
   2.2 Trust ............................................................................................................................. 11
       2.2.1 Concept and definitions of trust ............................................................................ 11
       2.2.2 Main attributes of trust ....................................................................................... 14
   2.3 Types of trust ............................................................................................................... 17
       2.3.1 Cognition based trust ............................................................................................ 17
       2.3.2 Affect-based trust ................................................................................................. 18
       2.3.3 Trust within organisational context ....................................................................... 20
       2.3.4 Knowledge-based trust ........................................................................................ 20
       2.3.5 Deterrence-based trust ......................................................................................... 21
       2.3.6 Identification-based trust ..................................................................................... 22
   2.4 Factors of perceived trustworthiness ............................................................................. 22
       2.4.1 Ability .................................................................................................................... 24
       2.4.2 Benevolence ......................................................................................................... 24
       2.4.3 Integrity ................................................................................................................ 25
5. Empirical findings and analysis ................................................................. 60
  5.1 Expectations of managers and subordinates ......................................... 60
  5.2 Perceptions of managers and subordinates about their relationship .... 61
    5.2.1 Subordinates’ expectations toward their managers ...................... 61
  5.3 Ways in which managers and subordinates perceive their relationship .. 63
    5.3.1 What makes a good relationship from managers’ perspective? ......... 63
    5.3.2 What makes a good relationship from subordinates’ perspective? ..... 65
  5.4 Perception of trust .............................................................................. 68
    5.4.1 Trust from subordinates’ perspective ........................................... 68
    5.4.2 Trust from managers’ perspective ............................................... 71
  5.5 Influence of the age difference .......................................................... 73
    5.5.1 Positive influence of older subordinates ...................................... 73
    5.5.2 Negative influence of old age ..................................................... 75
    5.5.3 Positive influence of young age of managers ............................... 75
    5.5.4 Negative influence of young age of managers ............................. 76
  6. Discussion ................................................................................................ 78
    6.1. Behaviours of trustworthiness ....................................................... 79
    6.2 Trust from young manager - older subordinates’ relationship .......... 83
    6.3 Revised conceptual model ................................................................ 84
  7. Conclusion and recommendation .......................................................... 89
    7.1 Findings ............................................................................................ 89
    7.2 Implication for research .................................................................... 90
    7.3 Practical implications ....................................................................... 91
    7.4 Limitations and further research ..................................................... 92
    7.5 Truth criteria .................................................................................... 93
  References .................................................................................................. 95
  Appendix 1: Interview guide ................................................................. 110
List of figures

Figure 1, Main attributes of trust and age influence ............................................. 16
Figure 2, Factors of perceived trustworthiness ....................................................... 26
Figure 3, Initial conceptual framework .................................................................. 39
Figure 4, Themes and categories related to trust ..................................................... 57
Figure 5, Managers' and subordinates' expectations to each other within the organisational context ...................................................................................... 63
Figure 6, Attributed perceived as positively correlated to a relationships through managers' and subordinates' perspective ....................................................... 68
Figure 7, Cognition-based trust attributes' influence on risk reduction and trust ....... 70
Figure 8, Influence of the age on factors of trustworthiness and attributes of trust ...... 77
Figure 9, Trustworthy behaviour antecedents ......................................................... 81

List of Tables

Table 1 Summary of the interviews ........................................................................... 54
1 Introduction

This chapter introduces a current trend being observed by sociologists and organisations which relates to an ageing population in developed countries. This reflects a certain reality and will have social and managerial consequences. Companies will face a new demographic composition and it will influence trust between managers and subordinates. The introduction will cover the problem and theoretical background, research gaps from literature review, the research question and the research purpose.

1.1 Problem background

Many studies covered the attributes of supervisors on trust. Current work has highlighted mainly the subordinates’ perception of supervisor attributes, leaving a research gap to study the supervisor’s perception of subordinates’ attributes (Nienaber et al., 2015b, p.508). Also, future development is needed on the degree of influence of trust and how a high or low degree of trust affects the relationship (Nienaber et al., 2015b, p. 509). We will focus particularly on the case of a younger manager towards older subordinates. Second, more research is required to reveal how past experiences can shape future trust decisions (Nienaber et al., 2015b, p. 508).

Therefore, our topic of research is the influence of the age difference on trust between young managers and their older subordinates. This is particularly interesting as current trends show that the population lives to be older than ever before (Kulik et al., 2014, p. 929). The population aged 60 years or over is expected to grow by 56% between 2015 and 2030 (United Nations, 2015, p.2). Trends are similar within Europe, where the percentage of workers aged above 50 years old is expected to see the largest increase in Spain with 28%, 25% in Malta and 25% in Slovenia (Millar & Culpin, 2014, p.542). To cope with this, currently happening and expected, growth of the older population, the working population needs to work for a longer period of time to still cover the funding of all those who reach legal retirement age (Scherbov et al., 2014, p. 580). As an example, for the first time in employment history, four generational groups are working alongside each other (Joshi et al., 2015, p.13).

With more diversity in term of age workforce and an increasingly ageing workforce, organisations will face challenges in terms of leadership, management and relationship between employees. The structures and processes of the organisation and the interorganisational culture are the elements that may be the most impacted (Millar & Culpin, 2014, p. 542). For example, according to a survey conducted by the Society for Human Resource Management, (2011), 66 per cent of HR professionals report that their organisation suffers, at some level, intergenerational conflict. Indeed, an ageing population in an organisation may affect hierarchy norms where managers would be younger than subordinates. This situation may lead to discomfort and conflict (Shore et al., 2009, p.121).

The growth of the population over 60 years old is mainly due to the decrease in mortality rate for people between 60 and 80 for the last 30 years (Mathers et al., 2014, p. 540). If there are no changes to the current retirement plans the normal retirement age has to be
raised to well above 68 by 2050 to keep up with the costs of the retirees (Scherbov et al., 2014, p. 580). This causes pressure on hiring and retaining older workers which in turn creates an urgency for management scholars to start understanding the age stereotypes and discrimination involved (Kulik et al., 2014, p. 931).

Concerning the interpersonal process between supervisor and subordinates, Schaubroeck et al. (2011, p.1074) suggest further research, first, on the interrelationship between trust and supervisory control or if monitoring warrants more attention. Secondly, Schaubroeck et al., (2011 p. 1074) suggests research on how leadership attributes might affect different sub-facets of trust, such as cognitive vs affective, or knowledge-based vs identification-based trust, as well as how these perceptions may change over the duration of the relationship. Through our qualitative method, we will be able to bring interesting materials providing insights for further research in the field. Finally, further research should be conducted on how perceived positive or negative trust affects organizational and individual performance.

After this analysis on a research gap focused on trust, we aim to find potential openings to explore in order to provide new materials and data to the field. Even though a wide range of studies have been made within the field of trust, we acknowledge some gaps towards the age variable. No studies have been made within the scope of trust and leadership when managers are younger than their subordinates. It is a chance for us to provide a profound analysis and more nuanced studies to enhance the understanding of the ageing trend in organization and its impact on trust. This study will develop the theoretical understanding of trust further. Our results will either confirm or disprove the influence of an age difference on trust; also will it support or oppose current theories around trust. For example if an age difference supports the self-categorization theory.

1.2 Theoretical background

Social identity theory is defined by Tajfel (1978, p. 63) as “that part of an individual’s self concept which derives from his knowledge of his membership of a social group (or groups) together with the value and emotional significance attached to that membership”. Basically this means that a person will identify itself with a group of people that have common social categories, these categories are for example: religion, gender, age but also organizational membership and political preference (Tajfel & Turner, 1985). The social identity theory is mostly based upon perception and expression of the ‘self’. A person’s identity can be described as ‘the self’, a person will identify itself with certain features shown in other identities of other people (Ashfort & Mael, 1989, p. 20). One will associate itself with a certain group, this group has a set of characteristics that the individual relates with and is called the ‘in-group’ (Hogg & Terry, 2000, p. 123). All the other individuals that do not belong to this certain social group, because they do not contain the particular characteristics that embody the ‘in-group’, are called the ‘out-group’ (Hogg & Terry, 2000, p. 123). Understanding that individuals see other people and themselves as part of certain groups creates a deeper understanding in how relations are formed. By talking about older subordinates and younger managers we have created four social groups already: Managers, subordinates, young people and older people. By understanding how these groups see certain characteristics as stereotypical of the other groups we can gain a deeper understanding of the influence of age difference on those relationships.
Self-categorization theory

Part of the social identity theory, the self-categorization theory will explain us the categorization of the self into ingroups and outgroups which will serve as a basis to explore whether social categorization of old subordinates varies according to the age of the manager. Through the self-categorization theory, we want to explore the role of norms and categorization within a perspective of social identity. We want to describe the categorization phenomena in a context-dependent leadership shaping the norms and properties of the intergroup or employee community. A description of psychological salience would result in behavioral observation and may lead us to find patterns of the influence of the age difference on trust through a social identity and categorization lens. For instance, a study has shown that some leaders have more normative influence than others. Therefore, we think that through this theory we might find indicators on the influence of normative forces linked to the age difference. Hogg & Terry, (2000, p.123), observed that the individuals perceived similarity to ingroup or outgroup prototypes is accentuated through social categorization of the self. Cognitive representations are taken as attributes and descriptions of groups, a depersonalization of the self is observed as individuals are represented as embodiments of the prototype following the process of social categorization of the self (Hogg & Terry, 2000, p. 123). It is then through this phenomenon of transformation of the self, and the depersonalization of the self, that a group takes shape, as self perception and the individuals’ behaviour come in line with the ingroup or outgroup prototype (Hogg & Terry, 2000, p. 123). Hogg & Terry (2000, p.123) enumerated some direct consequences of self-categorization effect on individuals and relationships by saying: “it produces, for instance, normative behaviour, stereotyping, ethnocentrism, positive ingroup attitudes and cohesion, cooperation and altruism, emotional contagion and empathy, collective behaviour, shared norms, and mutual influence”. shows how the self-categorization theory helps us to understand and analyse the relationship between young managers and older subordinates. Key concepts of self-categorization theory will be cognitive and motivational interactions, categorization process and individuals’ identity.

Social exchange theory

Social exchange theory emerged from the field of sociology and social psychology (Emerson, 1976, p. 335) and has been defined by Blau (1964, p. 6): “Social exchange as here conceived is limited to actions that are contingent on rewarding reactions from others”. Different perspectives are given to the social exchange theory but one consensus exists, involving a series of interactions generating obligation to reciprocate (Croppanzano & Mitchell, 2005). Coyle-Shapiro and Shore (2007), consider three fundamental aspects to social exchange: relationship, reciprocity and exchange. It means that through distinctive personal interests, two parties might find a reciprocity to the formation of a good relationship involving the exchange of resources, assets or knowledge (Croppanzano & Mitchell, 2005, p. 876). However, the social exchange theory has seen an evolution through its conceptual scheme. Homans, et al., (1958), have been the first to identify “social behaviour as exchange” with the integration of social interaction between individuals under social psychological and sociological approach. It is through the notions of exchange and power release by Blau (1964) that the exchange concept became an important potential in the field (Emerson, 1976, p.335). The social exchange theory has been widely used to analyze employees’ engagement (Saks, 2006, p. 600). One the basics of social exchange theory is to say that it rises through a series of interactions between employees and that their relationships move toward mutual commitment and trust over
time (Saks, 2006, p. 603). Current findings on the social exchange theory have shown that propensity to trust between two parties are more likely to happen with no explicit negotiation or binding agreements (Molm et al., 2005, p. 1396). Therefore, by studying and analyzing employees’ engagement within the workplace through the social exchange theory we aim to understand the sociological and social psychological aspect of the emergence of trust between two parties. Through theoretical and empirical implications this study will try to describe any factor from social exchanges between managers and subordinates influencing trust. This theory will be developed in further detail in the theoretical framework through the concept of reciprocity and workplace relationship and will be applied to our research question.

**Leader-member exchange theory**

The leader-member exchange theory has been extensively reviewed regarding trust in a relational-relationship between leaders and subordinates (Brower et al., 2000, p. 227; Deluga, 1994, p. 315; Graen & Uhl-Bien, 1995, p. 219). Studies found that the leader-member exchange relationship between leaders and subordinates is a construct of interpersonal trust based on factors such as benevolence, ability and integrity (Brower et al., 2000, p. 227). However, no studies have been found regarding the influence of the age difference on managers-subordinates relationship and therefore trust. We aim to use this theory in order to confirm results from previous studies or reveal new patterns regarding the age difference. Concerning the interpersonal process between supervisor and subordinates, Schaubroeck et al. (2011, p.1074) suggest further research, first, on the interrelationship between trust and supervisory control or if monitoring warrants more attention. Secondly, Schaubroeck et al., (2011 p. 1074) suggests research on how leadership attributes might affect different sub-facets of trust, such as cognitive vs affective, or knowledge-based vs identification-based trust, as well as how these perceptions may change over the duration of the relationship. In order to understand better the nature of network relationship through the leadership lense, the leader-member exchange theory will be reviewed. Leader-member exchange theory has seen its popularity rising since the last two decades while it has been introduced in the 70s (Liden et al., 1997, p. 47). This theory has served the elaboration of more effective form of leadership through relationships (Graen & Uhl-Bien, 1995, p. 220). With the leader-member exchange theory we want to complete our analysis of reciprocation processes which appears within social exchanges and understand the complex relationship between leaders or managers and subordinates. We think this theory will provide us key elements to understand how a manager-subordinates relationship is built and which factors involved in it may influence trust. The key concepts that will be used are those of leadership, individuals’ antecedents and reciprocation. Through our qualitative method, we will be able to bring interesting materials providing insights for further research in the field. Finally, further research should be conducted on how perceived positive or negative trust affects organizational and individual performance.

**Psychological approach**

Studies have been made, indicating that older individuals’ social network relationships and experiences lead to greater socio-emotional outcomes than younger individuals (Castle et al., 2012, 20849). Therefore, we aim through a psychological approach to identify patterns on the influence on the age difference on how individuals’ experience are built and on the level of trust. The concept of trust is a widely used concept which has been reviewed through different aspects such as sociology, psychology, anthropology and
even economics. All these fields bear a different definition of trust and we thought some approaches may be more appropriate and relevant to answer our research question. Therefore, in order to get a clear picture of trust between managers and subordinates it seemed to be necessary to dig into multidimensional psychological state of their mind. Among them we found important to analyse managers and subordinates emotional and cognitive components. Even though a psychological approach would tell us how trust arises through emotional and cognitive factors, it is not sufficient to understand the trust phenomena. That’s why we also took a choice behaviour approach to complete our analysis.

Choice behaviour approach

Even though the concept of trust emerged from a psychological perspective within cognitive and emotional dimension, other research has been conducted on trust through a choice behaviour perspective. Through our qualitative method, we will be able to bring interesting materials providing insights for further research in the field. Indeed, our qualitative method is build on a behavioural approach in order to describe managers and subordinates’ behaviour based on their thoughts and feelings on the influence of the age difference on trust. The advantage of choosing a choice behaviour approach is that the decision made by individuals to trust or not to trust is an observable choice (Kramer, 1999, p. 572). Within trust as a behavioural choice, two dimensions exists: a rational choice and a social relational choice (Kramer, 1999, p. 572), where both are important for our study in so far a trustworthy behaviour may be rational or social according to other factors seen previously.

So far scholars have researched various aspects that influence trust, together with how trust is formed and how it influences relationships. However, there has not been any research done on the influence of age difference between managers and their subordinates. There is not a clear relation found between age difference and the influence of that on trust. We aim to find out if the age difference of managers and subordinates actually have an influence on the trust between those two parties. We will aim to explain this influence, or the lack of the influence, by relating it to the theories as mentioned above. This will extent knowledge about trust.

1.3 Research question

As said before we aim to find out if the age difference between young managers and their older subordinates has any influence on the trust between them. We have considered several theories as self-categorization, social exchange, leader-member exchange and choice behaviour. As explained before, we have decided to use the choice behaviour approach because it gives us an observable choice whether or not the subject trusts the other subject. We aim to find out exactly how this age difference influences the trust between the managers and the subordinates, we already assumed that it does. Combining the arguments above, we have formulated our research question as follows:

How does age difference influence trust between young managers and their older subordinates?
1.4 Purpose

The main purpose of the thesis is to develop a deeper understanding of the influence of age difference on trust between managers and subordinates. We position our research within the lens of psychology and choice behaviour through the study of trust between young managers and older subordinates. Through a psychological approach and the study of individuals’ behaviour and their mental processes regarding the concept of trust we aim to describe and analyse the process accurately. Trust is a common concept but our knowledge regarding the age difference within organisation are still weak. Moreover, we aim to provide elements of discussion triggering interests in the sub-field of management such as human resource management.

We also aim to develop a clear picture of the implication of the age difference between managers and subordinates in a trustworthy relationship for managerial and leadership purposes. We think that the phenomena of trust within organisation and between managers and subordinates is important and will become crucial in the future due to more interests toward life quality at work and healthy relationship between employees. The research will gather information on the topic regarding potential new management techniques or approach in a specific case of age difference. Through this approach we sought to enhance and understand better the relationship between managers and subordinates bringing potential productivity and performance within organizations.

After a deep analysis of current and historical literature review on the subject, we haven’t been able to identify concrete elements and research dedicated to the influence of the age difference between young managers and older subordinates on trust. Therefore, we aim to provide indicators and scientific research within the field of trust for those who bear interest in management of employees.

1.5 Expected contributions of our research

Despite studies on trust increasing in popularity over the last years, we identified a research gap since there is no previous studies addressing the influence of age on trust between managers and subordinates. Specifically, the influence of the young age of a manager and the older age of a subordinate and the trust between them in their relationship

The employee-organization literature has increased significantly in popularity in the last 20 years, in large part due to the changes in employee-organization relationships occurring in business. The employee-organization relationships is “an overarching term to describe the relationship between the employee and the organization” (Shore et al., 2004, p. 292). Theories such as the social exchange theory (Blau, 1964, Emerson, 1976), the social identity theory (Blau, 1964, Homans, 1958, Thibaut & Kelley, 1959) or the self-categorization theory (Turner, et al., 1987), have provided the foundation to understanding the relationship between managers and subordinates. These theories have been widely covered which will help us to realise a wide literature review and move forward to more integrative concepts. The knowledge of these theories will provide us with a solid base to start from, using this we can form our research question, our interview questions but also our indicators that will provide us with a result.

However, these studies have not covered the influence of the age difference on the trust between the managers and subordinates. Even though studies have been made on categorization and affiliation to groups in organizations among different factors such as
ethnicity, gender, there is a research gap in numerous aspects whenever the manager is younger than subordinates.

Millar & Culpin (2014, p. 543) set the desire for new theories relating to intergenerational working; specifically focusing on the motivation of younger generations to manage and lead older generations well and the motivation of older generations to both manage and mentor the younger generation and their preparedness to be managed by them. Our research will fill this desire by exploring the influence of age on trust between different generations.

Many studies covered the attributes of supervisors on trust. Current work has highlighted mainly the subordinates’ perception of supervisor attributes, leaving a research gap to study the supervisor’s perception of subordinates’ attributes (Nienaber et al., 2015b, p.508). Also, future development is needed on the degree of influence of trust and how a high or low degree of trust affects the relationship (Nienaber et al., 2015b, p. 509). We will focus particularly on the case of a younger manager towards older subordinates. Second, more research is required to reveal how past experiences can shape future trust decisions. (Nienaber et al., 2015b, p. 508).

Concerning the interpersonal process between supervisor and subordinates, Schaubroeck et al. (2011, p.1074) suggest further research, first, on the interrelationship between trust and supervisory control or if monitoring warrants more attention. Secondly, Schaubroeck et al., (2011 p. 1074) suggests research on how leadership attributes might affect different sub-facets of trust, such as cognitive vs affective, or knowledge-based vs identification-based trust, as well as how these perceptions may change over the duration of the relationship. Through our qualitative method, we will be able to bring interesting materials providing insights for further research in the field. Finally, further research should be conducted on how perceived positive or negative trust affects organizational and individual performance.

We aim to provide indicators and scientific research within the field of trust for those who bear interest in management of employees. We seek to collect and analyse qualitative data in order to disclose to managers and employees the influence of the age on trust between young managers and older subordinates. We do this by analysing the different attributes that are related to a relationship between young managers and older subordinates. By relating the influence of age to concepts of trust, social exchange theory and social identity, we will develop a deeper understanding of the influence of age on trust and relationships between managers and subordinates. We aim to understand if the relationship between young managers and old subordinates is influenced in the same way as the other way around. In order to fulfil our main purpose we will conduct an extensive literature review to attain a deep understanding of what research has been conducted in this area of expertise already. After that, a qualitative study in the form of interviews will be conducted in a Dutch multinational production company, employing over 25,000 people worldwide. In this Dutch multinational production company, interviews will be conducted in person with four managers and, of each, one or two subordinates resulting in eleven interviews. The subjects will be questioned about their experiences, feelings and expectations, providing us with the state of the relationships between managers and their subordinates focussing on specific elements we find important such as behaviour, trust, expectations and attitudes.

Even though studies have been made within the field of age and generation (Niemistö & Hearn, 2016, p. 353), discrimination of older workers (Earl & Taylor, 2016, p.391) and other topics covering the factor of age within organisations and within the field of
management, no studies connecting the factor of age to the concept of trust have been conducted. Through this study we provide knowledge related to the influence of the age on trust while managers are younger than subordinates.

We expect that the age of young managers has an impact on their behaviour and attitude which will influence subordinates’ perceptions and reactions according to their own values. We think that emotional responses will differ to attributes related to the young age of managers. We also have some expectations toward the quality of the relationship between managers and subordinates that can be influenced by the age gap. Difference of values, behaviour and emotional receptivity may affect trust through expectations contrasts.

To summarize we expect our study to explain to us whether or not age difference is of influence on trust, particularly between young managers and old subordinates. If so, our thesis will provide us with possible explanations for this phenomenon. Clarifying us how this trust is formed and how the age difference influences that. Also it will provide us with possible solutions to this phenomenon.

We hope that this contribution made in the field of management and psychology on trust could be used to extend existing theories, to create new ones and also for practical implications. Organisations compositions, sociological principles and demography evolves constantly, and companies have to adapt to these changes to stay competitive but also to keep an environment of teamwork and cooperation within companies. We think that managers and subordinates need to be educated and need to understand the concepts of trust and relationship in order to develop emotional intelligence competencies that are increasingly important today (Fernandez, 2007, p. 80).

This study enhances managers’ understanding of the concept of trust, but also the psychological processes of a relationship between managers and subordinates. These elements may be applied by managers to enhance life quality at work but also global productivity through better leadership skills or human resources technics.
2. Theoretical Framework

This chapter aims to build a theoretical foundation on which we will build our research. The chapter will introduce the key theories starting with the general definition of trust, defining different types of trust, factors of perceived trust, antecedents of trustworthy behaviour which is followed by an explanation of the Employees – Organisation relationship and we will end this topic with a summary of the theories used as a preliminary theoretical framework.

2.1 Influence of age difference and generation

2.1.1 Age difference and generations

As we aim to study the influence of age difference between young managers and their older subordinates we need to define what we find a significant age difference. To do this, we have used theories concerning trust between generations. A generation is traditionally defined in years by the average time that separated the birth of the parents with the birth of the child (McCrindle & Wolfinger, 2009, p. 1). Fullerton (1989, p. 3) have seen and defined generations through demographic trends based on three assumptions: the forecasts on births, deaths and immigrations inflows and outflows in the country (Fullerton, 1989, p. 3). For example in the period following the Second World War, 1946 – 1964, 75 million people were born in the United-States according to the department of health and human services (Yocum, 1990, p. 1).

The period of baby-boom has been discussed among researchers, and the date mentioned above is non-exhaustive. Therefore, in order to facilitate the understanding, we will talk about the post-war period. The average age of women getting their first child is rising, meaning that generations will extend longer periods of time as well (CBS, 2017). According to Russell (1982, p. 11), the fact that woman got married more than ever before has been a critical demographic factor as they had more children and children earlier. As this may cause confusion in the definition of generations we have decided to stick with the biological definition of a generation being 20 to 25 years (McCrindle & Wolfinger, 2009, p. 1). We know that the retirement age in Europe is above 60 years old, meaning that at the moment of conducting this study the older subordinates will mostly be born before 1958. When we take a look at the average age of women getting their first child in the years 1950 to 1960 we see that this is between 20 and 30 years (CBS, 2017).

This demographic phenomenon triggers many types of changes among individuals, and participated to shape a new society through social forces (Yocum, 1990, p. 3). Among generational characteristics, we find different financial behaviour, different interpersonal behaviour, and new values designing a new society, political ideas and also shaping the market (Yocum, 1990, p. 3). As a theory that explains social exchanges between individuals, the social exchange theory will be used to describe these relationship changes caused by individuals change in their analysis and comparisons (Croppanzano & Mitchell, 2005, p. 876). The theory will be studied through a psychological lense in order to describe human behavior and in a way to get a picture of human psychological reflexion. Even though demographic forces have enormous impact on society, we have decided to prioritize our research on trust between individuals, and how age difference may influence
trust between individuals especially within the frame of the organisational context. Yocum (1990, p. 3) called it the: “inevitable ageing of the work force” triggers by the baby-boom period that occurred post-war. Fullerton (1989, p. 3) has seen that during this period and shortly further on, the proportion of youth in the American workforce, has been decreasing while the proportion of older employees increased significantly and will increase at a constant pace until 2000. An ageing workforce, coupled with this demographic dimension, in other words with a substantial amount of individual, is a new phenomenon with which governments, institutions, and organisation will have to deal with. This is why we have put our intention and efforts to try to provide organisations some new elements on how to deal with an ageing workforce. In the thesis, we adopt social identity and its sub-category self-categorization theories to describe and analyse individuals’ behaviour when they face a categorization context or situation. It aims also to understand group norms within a psychological and behavioral approach and how these factors may influence trust through age difference. We will analyse how psychological conditions will shape individuals’ behaviour. These theories will be illustrated through concepts and examples related to our research and accros a number of concrete phenomena. Taking all the above in account, we have decided to set the time span for a generation to 20 to 25 years, and aim to conduct our study to subjects that have an age difference of at least one generation, so 20 to 25 years. Each generation presents proper characteristics and are driven by different values and motivations (Capko, 2010, p. 46). Carlsson & Karlsson (1970, p. 710) perceived that social changes maybe under the form of families, group of people called cohorts or individuals moving from a behaviour to another, creating a behavioural trend. Carlsson & Karlsson (1970, p. 710) call it model of cohort behaviour implying to recognise patterns in presented time series of 25 years average. Therefore, by considering a 20 years gap between managers and subordinates, we aim to find significant results due to a wider difference between individuals in term of values, behaviour, attitudes and other characteristics. However, we are still focusing on the global impact of age difference on trust when managers are younger than subordinates and we are not taking a generational approach to our problem. In the following parts, we will explore how the age and generation difference may influence a relationship between individuals and we will narrow it down within the frame of the organisational context. We will conclude by introducing the concept of trust to age and generational differences between individuals and in a working environment. The leader-member exchange theory will be used in order to understand the relationship between managers and subordinates and describe wether age difference influences this relationship and therefore trust. Managers adopt a particular behaviour with each of their subordinate and this behaviour has direct consequences with their relationship and triggers the employee psychological and behavioural response (Schaubroeck et al., 2011, p.1074).

2.1.2 Age difference and generation within the workplace

Age difference and generation have been observed within the organisational context and is not a new phenomenon (Benson & Brown, 2011, p. 1843). However the ageing workforce in many countries and especially in developed countries has led to an increase in research in the field of management within the organisational context (Zacher et al., 2011, p. 241). This ageing workforce can be explained, as said previously, by the ageing generation of baby-boomers from the period 1946 - 1964 (Twenge, 2010, p. 201). Today older workers are being replaced by a new generation called generation Y or millennials, bringing a new environment to the workforce and bringing young managers to lead older
subordinates with sometimes a wide age gap (Twenge, 2010, p. 201). Benson & Brown (2011, p. 1843), explain that some changes that occurred in the workplace in the last several years, such as workers attitudes and expectations can be explained by generational differences that exists among workers. Indeed, Smola & Sutton (2002, p. 363), reported that the differences observed between the two most important generations, which are the baby-boomers and the generation X, may lead to conflicts within organisations. The understanding of the age difference and generational differences’ influence on values, attitudes, behaviours or trust may help managers to create a better working environment, to increase the productivity or even to enhance values at work. The purpose of this chapter is to explore and identify individual’s characteristics according to age-difference and generational differences. In order to process the analysis, we will primarily investigate individuals’ values and attitudes at work as these elements have been covered by literatures and we expect these factors to have a high influence on the degree of trust between young managers and older subordinates.

Some research have been conducted to study the generational impact on the workforce and the workplace (Benson & Brown, 2011; Kooij et al., 2010; Örestig, 2014; Twenge, 2010; Zacher et al., 2011). Several generations have been prioritized among others according to the impact that cohorts would bring to the society: the baby-boomers from the period 1946 - 1964, the generation X born between 1965 - 1978 and the generation Y or GenMe according to Twenge (2010, p. 201) born after 1982. We can expect the baby-boomers generation to occupy senior positions, high qualified through their experiences and with knowledge concerning their job. On the other hand, the generation X is expected to be more technological oriented, and entering senior positions. Among both generations, researchers presented different individual’s characteristics and determinant of work behaviour. Kooij et al., (2010, p. 198) identified three major dimensions present to individuals: the values, the motives and the needs. These traits represent the most important age-related factors being involved in workers attitudes and behaviour. These elements will be covered through theories such as social identity and self-categorization theory, social exchange theory and leader-member exchange theory. We will try to understand how the age difference between managers and subordinates influences their behaviour, attitudes, feeling but also their thoughts, perceptions and therefore how it influences their relationship and trust. In order to get a clear picture of these phenomena as well as a global understanding, we will adopt a psychological and choice behaviour approach.

2.2 Trust

2.2.1 Concept and definitions of trust

Trust has been defined through multiple aspects and facets according of its field of study. Trust emerged historically in the field of psychology and then has been explored in social sciences (Rotter, 1980, p. 1). Social perspectives of trust have been segmented in to different categories. The sociological aspect (Lewis & Weigert, 1985; Granovetter, 1985; Zucker, 1986), which is an approach of belief toward the institutions, the personality theories which defines trust as a human predisposition (Rotter, 1980, p.2). On the sociological perspective, trust has to be perceived as a social phenomenon and not as an individual perspective (Lewis & Weigert, 1985, p. 968). Trust is seen as a collective
characteristic observed or analysed through the interaction of a group of individuals and therefore, through the sociological lense, trust does not reflect the phenomena developed through individual consciousness (Lewis & Weigert, 1985, p. 968). Therefore, trust may be a crucial element and a necessary attribute for the society on which individual relationships depend. On the other hand, the psychological aspect of trust is defined by a mutual consent between two parties (Deutsch, 1958 ; Rotter, 1971 ; Shurtleff, 1998). Developed earlier through experimental research and surveys from large samples of individuals, the psychological perspective of trust has seen practical implications in the political field (Lewis & Weigert, 1985, p. 968). Unlike the sociological definition, trust from a psychological standpoint is conceptualized through individual attributes such as cultural background, values, ethics, motivation, desires (Lewis & Weigert, 1985, p. 968). Indeed, the concept of trust is closely related to the context in which it evolves, facing internal and external variables; it is seen as a key element and force within society (Simmel, 1950, p.318).

After an initial theoretical approach to trust, an increasing interest in the field of trust in social science and particularly within organizations’ interpersonal relations has been noticed (Becerra & Gupta, 1999; Moorman et al., 1992 ; Williamson, 1993). Cook & Wall (1980, p. 39) came to the conclusion that the trust that arises between individuals within organizations is a key competitive advantage underlying a greater stability for the firms and the well-being of employees. Kramer & Tyler (1996, p. 3), place emphasis on the rise of rationality in society and within organizations making individuals to think in a more rational way. The rational concept involving trust is based on concepts of reciprocity, mutual trust and individual interactions (McGregor, 1967; Likert 1967). Thus, it is individuals’ mutual interests and expectations on a potential relationship that shape trust (Kramer & Tyler 1996, p. 3). Still from a perspective of rationality, Williamson (1993, p. 453) explored the concept of calculation, which describes a willingness to take risks based on personal interests giving the likelihood of cooperation between two parties. Beyond the psychological aspect applied to the analysis of trust, we also bear interests in its consequences between individuals and group of individuals within organizations. Friedlander (1970, p. 397) finds a positive correlation between group effectiveness and the degree of trust between group of workers which underlies that trust is related to productivity. Zand (1972, p. 229) found that in a healthy relationship between two individuals or a group of people, one participant was showing initial trust behaviour and in the other would see an increase in trust. This shows that trust is primordial in a relationship and the degree of trust is not constant but is a function of the relationship.

As mentioned earlier, the concept of trust is broad and can be illustrated through different standpoints. We aim to define trust through different sciences and perspectives in order to present a clear picture of its evolution as well as the current state of the research. Trust concepts and definitions have evolved through individual’s attributes and society as both notions are connected (Lewis & Weigert, 1985, p. 968). Therefore, we will present definitions of trust from recognised authors at different periods under three different perspectives: psychological, sociological and organisational perspective. Even though, trust has been studied under other theoretical fields, we will focus on these three approaches as we think they relate more to our research question.

We found pertinent definitions proposed by Pruitt & Carnevale (1993) and Deutsch (1958) involved in the field of psychology. This illustrates the first introduction of the concept of trust through a psychological lens describing trust phenomena through
individuals’ perspective and attributes. We can note that on both definitions presented below keywords are repeatedly found: expectations, cooperation, behaviour, motivation. We study of trust through a psychological standpoint will have a major contribution for our research through the study of individuals’ inner senses, mind and behaviour.

Pruitt & Carnevale (1993, p. 133) “The expectation that the other party will cooperate in the future”

Deutsch (1958, p. 265) “An individual may be said to have trust in the occurrence of an event if he expects its occurrence and his expectation leads to behaviour which he perceives to have greater negative motivational consequences if the expectation is not confirmed than positive motivational consequences if it is confirmed”

Zucker (1986) and Onyx & Bullen (2000) provided definitions in the field of sociology regarding trust by using the concepts of expectations and risk in a social context. We think these definitions will serve as a fundamental basis for our research on the sociological standpoint. As we have seen in introduction of the chapter, sociologically, trust is the result of social interactions phenomena between social actors. Social relationships are made sustainable by trust where trust can be based on rational, cognitive processes and emotional processes (Lewis & Weigert, 1985, p. 970). This cognitive-based and affect-based trust will be developed further. This set of rational and emotional responses are directly influencing their willingness to take risk (Onyx & Bullen, 2000, p.24). We find in the following definitions main keywords such as: expectations, willingness to take risk, confidence, mutual.

Zucker (1986, p. 54) : “A set of expectations shared by all those involved in an exchange”

Onyx & Bullen (2000, p. 24) : “Trust entails a willingness to take risks in a social context based on a sense of confidence that others will respond as expected and will act in mutually supportive ways, or at least that others do not intend harm.”

Finally, Mayer et al., (1995), major contributors in the field of trust, bring an organizational perspective, and open the new field of vulnerability through the well-known lens of expectation that each individual bear to each other. The understanding of the organisational context gives us the possibility to analyse trust in a relationship between managers and subordinates. It is therefore directly connected to our research question and the purpose of our study. We find in these definitions main keywords such as: willingness to take risk, expectations, monitor, control.

Mayer et al. (1995, p. 712) : “Trust is the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party.”

We can observe similarities but also common values attributed to the concept of trust and this list of definitions enables us to get a perspective on what we are looking for according to our research question. All these definitions define trust from different perspectives such as emotional or cognitive processes, but also intuitive senses or rational choices. They show that the individual’s personal expectations to each other is a determinant attribute for trust and will influence their willingness to take risk. We will try to understand why
this notion of risk is important and how this can help to answer our research question. However, researchers have tried to catch similarities and common traits for each of these definitions (Mayer, 1995; Rousseau, 1998; Sheppard & Sherman, 1998) to conclude that three attributes were largely involved in the concept of trust: the uncertainty phase to the environment and the other party, the expectations based on what we win or what we lose, and the risk taking in the approach of trust.

2.2.2 Main attributes of trust

As written earlier, trust is related to the concept of risk. Mayer et al., (1995, p.712) defined trust as the degree at which someone is able to overtake risk. This means that according to the level of risk, one party will determine his or her willingness to trust. Then, as trust is a function of time, the level of trust is based on the period at which trust is assessed (Lewicki & Bunker 1995, p.156). Risk is so a central question regarding trust (Mayer et al., 1995, p.724). It shows that to be able to trust in a relationship one of the parties involved is willing to bear a share of risk, a possibility of loss. This willingness to risk is often taken unconsciously. Therefore, the main attributes involved in the trust section will include a description and literature review of the factor of risk, uncertainty, vulnerability and expectations in the influence in trust.

According to Deutsch (1958, p.266), trust appears as a person’s irrational choice facing an uncertain event to which the expected loss is greater that the potential gain. The trust is by consequence an attitude which allows individuals to take risky decisions in which one expects that gains will be greater than potential loss. Indeed, there would be no need for trust in conditions in which uncertainty and risk would be zero. Trust is a motivational factor for individuals which increases their willingness to engage in risky decisions or to increase their vulnerability to someone else’s actions (Moorman et al., 1993, p.83). Therefore, the degree of trust is underlying to the other party’s behaviour. Also, the willingness to take risk depends on different factors, such as factors of perceived trustworthiness, climate and context of trust (Mayer et al., 1995, p.724). For example, when a manager is giving a task to an employee, the manager is evaluating the situation according to the context and the employee’s capability and probability to realise the task successfully. There is an evaluation of the risk and then a propensity to trust the subordinate related to the risk. Conversely, the degree of trust between the manager and the subordinates will impact the willingness to take a risk (Mayer et al., 1995, p.725). We will be interested in the question of whether or not there is a connection between the willingness to take risk and the age of the managers and subordinates. For example, Sutter & Kocher (2007, p. 378) found that trustworthiness is present in all age groups but varies according to the average age of the group. Trust is higher in groups where the average age is higher, thus, there is a positive correlation between the age and the trust. It will be interesting for us if this high propensity to trust from the adult groups can be confirmed within organizations in a relationship between young managers and older subordinates as the study has been made in the field of economy.

A complementary attribute to risk is the role of uncertainty in the concept of trust. Indeed, Sztompka (1999, p.193) says that there are only positive outcomes when one of the two parties is taking risks under conditions of uncertainty. Which means that the factor of uncertainty is deeply involved in the concept of trust and will be determinant to its durability. The concept of uncertainty describes the impossibility for an individual to
predict, with guarantee and safeness, any potential action of the future (Sztompka, 1999, p.25). This uncertainty originates from the experience of something new to an individual in which the person cannot use the rational function learned through their experience linked to rational choice theory (Coleman, 1990). Individuals miss information on the environment and other the other party, on their motivations and expectations (Sztompka, 1999, p.194). Then taking risk seems the only way for individuals to trust the other party, which in an environment of risk they are not able to evaluate the expected value. This factor is closely related to our research question in the sense that by reducing the degree of risk and uncertainty, companies might be able to increase the level of trust between managers and subordinates and then might enhance their relationship and their productivity.

It is so under the conditions of risk and uncertainty that trust occurs (Williamson, 1993, p. 453). As said earlier, it results from the fact that one individual has motivations and positive expectations toward the other party that makes it worthwhile to be engaged in a relationship of trust (Kramer & Tyler 1996, p. 3). Researchers agree that trust involves the willingness of individuals to be vulnerable to another individual and different expectations from the other party based on risk and the behavioural aspect (Moorman et al., 1993, p.83). Lewicki et al., (1996, p.120) defines them as “positive expectations of trust” or “calculus-based trust”. Trust appears to be a concept at the heart of relative problematic to cooperation of men and women within organizations. If we want to apply these concepts to the organisational level, we can mention that in a hierarchical relationship, the employee builds its beliefs toward the managers according to some characteristics in order to face the uncertainties brought by future potential behaviours. According to Mayer et al., (1995, p.717), the concept of trust is based on the fact that the employee might think that his or her manager is trustable vis-à-vis qualifications, benevolence and integrity. It underlines that for a manager to be trusted, he or she take into consideration the interests of subordinates before their own interests. So, positive expectations toward someone else’s behaviour and intentions enables to reduces uncertainties and risks (Moorman et al. 1993, p.85; Luhmann & Schorr, 1979). Positive expectations are part of the personal identity of any single individual who, through his or her experience and personality, will reflect a certain degree of expectation (Rotter, 1967, p.451). Which means that individuals dispose of inner traits of personality that will determine their potential degree of trust and by consequence will shape their relationship in other individuals in the future. However, McAllister (1995, p.27) emphasized that the moral and emotional reaction depend largely on the other party and the context. McAllister (1995, p.27) describes that expectations are mainly based on interpersonal emotions between individuals in which he first released the concepts of affect-based and cognition-based trust. So, we can conclude here that either trust is based on emotions or rational decisions, affective or cognitive dimension, it is finally the level of expectation that will shape trust toward other individuals.

Willingness to be vulnerable is the last attribute of trust. As mentioned earlier, trust results in the willingness to be vulnerable to someone else (Schoorman et al., 2007, p. 347). Schoorman et al. (1996, p. 340) previously found that individuals would take more risk with people in which they have more trust, concluded that trust kept in a long-term relationship would be a competitive advantage for the company. For the study, they have measured the willingness to be vulnerable. Our interest is particularly focused on whether older subordinates would have a willingness to be vulnerable toward young managers. What we need to know is what is the influence of the age of young managers on the
subordinates’ willingness to be vulnerable and under which conditions. For this we need an extensive literature review of trust on the individual perspective as well as other aspects of trust. We suppose that vulnerability would be possible under personal individual conditions.

These drivers, that are shown in figure 1 to clarify, will be important following the collection of our data and to try to find interesting results for our research question. We clarified that trust involves four major concepts which are the expectations, the risk, the uncertainty, and the willingness to be vulnerable. So, as a basis for our research question, we can conclude by saying that trust occurs under a context of uncertainty and risk whenever someone has expectations toward the other party. Along with our research, we will try to examine whether the age of a young manager over older subordinates impact the degree of trust through the notions discussed above.

Figure 1, Main attributes of trust and age influence
2.3 Types of trust

2.3.1 Cognition based trust

The psychological aspect of trust put forward the importance of interpersonal links in the relationship between two parties (McAllister, 1995, p. 24). These large aspects of trust have been followed by even more diversity perceptions and by consequence more definitions of the concept. Ring & Van de Ven (1992) and Hosmer (1995) have largely contributed to define trust. Even though the definitions of trust have minor differentiations, notions of uncertainty and risks are common concepts to all approaches. So, trust allows individuals to manage risks and vulnerability from uncertainty (Rousseau et al. 1998, p.385). Even though we have seen the main characteristics and notions of trust, it is crucial to explore how trust develops and functions. We think that exploring the inner nature and main functions of interpersonal trust in a relationship will help us to find significant elements to provide new elements to the research. Throughout this section, we will discuss the two different types of interpersonal trust: the affect-based trust relating to emotional perceptions and decisions and cognition-based trust which refers to individuals personal beliefs (McAllister, 1995, p. 24).

Lewis & Wiegert (1985), McAllister (1995) and Kramer (1999), introduced the concepts of “trust as a psychological taste” and “trust as a choice behaviour” which involve cognitive and behavioural science to describe the nature of trust. When trust is considered to be psychological, it includes cognitive and affect based trust (McAllister, 1995, p. 25). When considered as a choice behaviour, it can be expressed as either a rational, efficient choice or as relational behaviour (Nienaber et al., 2015, p. 569). Nienaber et al. (2015, p. 572) found that affect-based trust, cognition-based trust and behavioural trust are interrelated and that this base-type of trusts result in the individual's’ intentions. These two concepts may be perceived as complementary. Indeed, each approach tends to enhance the understanding of underlying mechanism to the dynamic of trust. Trust has been initially conceptualised in psychology as a psychological state (Rousseau et al. 1998, p. 395). Trust has been considered as a feeling and attitude of individuals toward risk (Lewicki et al., 1996, p. 120). This psychological state was first considered as a result of interpersonal cognitive process (Lewicki et al., 1996, p.128). The concept of trust as a psychological state allows us to take into consideration cognitive-based processes and affect based processes which are involved in a relationship as well as behavioural trust. In our approach to trust, we want to measure how the age affects trust while a manager is younger than subordinates. The age is an individual characteristic that refers to the cognitive side and for this reason we think that exploring the concept of cognition-based trust will help to get a greater understanding of its function.

Cognition-based trust is based on reliability of involved parties while affect-based trust is based on behaviour or frequency of the relationship between individuals (McAllister, 1995, pp. 25-29). In other words, cognition-based trust is a trust relationship based on objective elements and factors perceived by each actor such as competencies, skills, educational background, experience. The relationship is justified on tangible and rational elements (Coleman 1990; Williamson 1993; Hardin 1992). Cognition-based trust also refers to reasons taken into consideration while an individual chooses to trust someone else according some respects and circumstances (Lewis & Wiegert, 1985, p. 970). The cognitive trust discriminates the trustworthiness of individuals and institutions,
employees and subordinates, and those which are perceived as untrustworthy. Therefore, through reasoning, an employee will take risks in order to trust another individual such as a manager. As a cognitive component, Gulati (2008, p.182) and Luhmann (1979) demonstrated that familiarity increased the potential of trust where the history had a positive correlation with trust. Gulati (2008, p.183) found the following explanation: “exchange partners extensively probe the trustworthiness of each other in the early stages of interaction, exiting the relationship should the experience prove to be dissatisfactory.”

Cognition-based trust is also based on personal beliefs regarding reliability of the other party (McAllister, 1995, p. 24). Indeed, Schaubroeck et al. (2011, p. 864), confirmed this characteristic by saying that one of the key element of cognition-based trust in managers is individuals’ beliefs on his or her competencies. It results from a judgment of the other person’s reliability in which we decide the trust. Lewis & Weigert (1985, p.970) used the terms “constituting evidence of trustworthiness” to describe the rational process of trust for each individual under certain circumstances. Indeed, the act of trust is a choice made from positive related circumstances. The decision of trust underlies the existence of favourable proofs to a judgment toward the other party. Within organizations, competencies, responsibility or integrity are strong and common examples used by psychologists. For example, subordinates and groups of workers have a greater cognition-based trust toward the manager when objectives and clear purposes have been discussed and outlined by the manager (Schaubroeck et al., 2011, p. 864).

An interesting approach which has been studied by Luhmann (1979) is the hypothesis from an individual that the other party, in a social environment, will also have a cognition-based reflection process. Individuals present unique characteristics and personality traits from experience but the cognitive process of trust is a collective reality that goes beyond the psychology of individuals (Lewis et Weigert, 1985, p.968; Simmel 1978, p.379). As a collective attribute, trust is applicable among group of people rather than for each individual. However, a limit of cognitive trust is reached when parties or individuals don’t need to use the reason or a rational perspective in their relation of trust (McAllister, 1995, p. 776). A link exists between both cognitive-based and affect-based trust such as the emergence of one of them is only possible when the other is already active (McAllister, 1995, p. 776). In this way, the transition from cognitive-based trust to affect-based trust describes a stronger level of trust. We also recognize the importance of the concept of affect-based trust, because we think that age may modify the degree of emotional investment and concerns older subordinates make towards a younger manager and thus affecting indirectly the degree of trust. We first need to explore whether the factor of age modifies emotional states of individuals. In this case, we will try to determine whether or not the age of young managers over older subordinates impacts trust in a positive or negative way through the affect-based lens.

2.3.2 Affect-based trust

Affect-based trust is a subjective notion which puts personal perspectives on the first plan (McAllister, 1995, p. 26). The relationship is then based on less tangible elements, but more from emotions (Mayer et al., 1995, p. 712). Sociological foundations of trust are also built on an emotional base, complementary to the cognition-based trust. So, affect-based trust is based on the importance of emotion’s role in the process of trust (Gillespie & Mann, 2004, p.589) and the accent is given on social and emotional interactions rather
than personal interests and rational choices. Added to the notion of emotional interactions, Pennings & Woiceshyn (1987, p. 76) mentioned the importance of reciprocity of sentiments and through this mutual emotional involvement, individuals are in position to develop trust.

Then the individual’s perceptions of inner characters of trust are defining the expectations of trust and the emotional response to the other party (Mayer et al., 1995; Lewis & Weigert, 1985). By consequence the affect-based trust gets close relationship with the concept of altruism, in the sense that in a relation of trust, both parties are positioning the common interest beyond their own individual interest based on their expectations (Möllering, 2001, p.412). Their expectations will define the degree of risk that an individual is willing to take and subsequently their engagement in the relationship. This aspect of trust is one of our foundations according to the relationship between young managers and olders subordinates and will serve as a basis to collect our data. The affect-based trust is involved in most aspects of trust but it is most intense in close interpersonal relationship (Lewis & Weigert, 1985, p.969). Therefore, the level of closeness between managers and subordinates will determinate the degree of trust. Indeed, Schaubroeck et al. (2011, p. 865) found that a strong and positive emotional response from subordinates toward managers is characterized by a high degree of affect-based trust, then establish a key indicator of team performance.

Following this statement, it has been found that the propensity to trust from subordinates to managers were more related to emotional and affective responses (characterized by affect-based trust) than calculative choices (Edmondson, 2004, p. 243). This aspect of trust between leaders and subordinates assumes greater significance through the ability of the manager to instill a context of respect allowing subordinates to express themselves without fear (Schaubroeck et al., 2011, p. 865). This particular element, whether a young manager has as much impact installing a context of respect as an old manager is interesting and connected to our research question. Within this area of trust related to leadership Schaubroeck et al. (2011, p. 865) made a distinction between two types of leadership affecting cognition-based and affect-based trust: servant and transformational leadership. A transformational leader uses personalized considerations toward employees, intellectual arousal to increase subordinates interests and performance (Bass, 1985, p. 26). Transformational leaders raise global team intensity through cognition-based trust (Schaubroeck et al., 2011, p. 865). Conversely, the behavioural aspect of a servant leader is based on a focus on individuals’ welfare through conflict avoidance and personalized enhancement (Schaubroeck et al., 2011, p. 865). These two notions have been summarized by Yang et al. (2009, p. 144), by saying that task-oriented processes are related to cognition-based trust while relational interactions between managers and subordinates are drawn mostly by affect-based trust. We will thus explore, through the data collected through the interviews, if the age of young managers impacts their behaviour and their vision of team leadership through the notions of perceived cognition-based and affect-based trust.

The cognition-based and affect-based approaches gave researchers the possibility to explore distant and complex aspects of trust (Schaubroeck et al., 2011, p. 870). We will use both affect and cognitive based trust to understand the impact of one of their drivers. We imply that the conception of trust within an organization will include rational choices, but also emotional interpersonal reactions between managers and subordinates. To really understand the drivers of trust, we will now explore the different conceptualisations of
trust. By conceptualisation we mean the different types of trust or in other words which factors are more inclined to build trust. The literature review of this aspect of trust, enables us to then catch which type of trust are commonly present to a young managers and older subordinates. We want to compare whether the theories and empirical evidences found in the literature reviews can also be applied in the case where a young manager is leading a team of older subordinates. During the interviews, we will try to understand under which context trust appears and under which conditions trust lasts.

2.3.3 Trust within organisational context

The different types of trust have previously been discussed briefly through the concepts of affect-based and cognition-based trust of McAllister (1995). Knowledge-based trust, calculus-based trust and identification-based trust of Lewis et Weigert (1996) represent another side of trust within organisations where trust occurs in relationship between managers and subordinates. Lewis & Weigert (1996), Sheppard et al. (1992), Zucker (1986) introduced influential types of trust such as the knowledge-based trust, the deterrence-based trust, the identification-based trust, the calculus-based trust. Deterrence-based trust characterises managers or subordinates’ behaviour consistency, where behaviour consistency is maintained through punishment threats (Lewicki & Bunker, 1996, p. 118). This type of trust is commonly representative of organisational power or hierarchy giving managers control over subordinates. Knowledge-based trust is based on individuals’ behaviour predictability where from knowledge, individuals will establish probability of the other party behaviour likelihood (Lewicki & Bunker, 1996, p. 118). Information gathered by each individual will determine one’s behaviour predictability. This information will be individually judged, and consequently influence the propensity to trust (Lewicki & Bunker, 1996, p. 118). Identification-based trust is closely connected to the other party’s inner desires and noticeable intentions toward the first party (Lewicki & Bunker, 1996, p. 118). Identification-based trust occurs when both parties understand enough each other’s needs, wants, desires, motives to accept to start a trustworthy relationship (Lewicki & Bunker, 1996, p. 118). In other words, it is entirely based on empathy and emotional intelligence. These types of trusts are commonly used and seen within organization in order to optimize the management and then increase the productivity of team. To understand the role of each type of trust and the impact they have on a relationship between managers and employees, we will attempt to describe briefly each of them. In the following part, we will extensively describe and analyse, through literature reviews, the different types of trust. We will try to show theoretical and practical implications of these types of trust in a manager-subordinate relationship.

2.3.4 Knowledge-based trust

Knowledge-based trust is based on the capacity of an individual to anticipate the other party’s behaviour with the help of previous information (Lewicki & Bunker, 1996, p. 119). A relationship of trust is possible in so far one party has enough knowledge and information about the intentions of the other party (Lewicki & Bunker, 1996, p. 119). Therefore, as we will see in the next section, contrary to deterrence-based trust, knowledge-based trust is dependent of information received by managers and subordinates. Knowledge-based trust is then a function of interaction frequency and time,
giving both parties the opportunity to share information and develop behaviour predictability based on repetitive previous interactions (Lewicki & Bunker, 1996, p. 119). Sheppard et al. (1992, p. 367) present characteristics such as the experience and the reputation as a source of information that will affect the decision of trust. For trust to be involved in a relationship between a manager and subordinates, the manager has to show durable and reliable competencies in which the employees can trust (Sheppard et al., 1992, p. 367). By consequence, as said earlier, the factor of time also takes into consideration in the concept of trust, when the number of interactions and the timeframe between the individuals will impact their trust. Indeed, predictability accuracy depends largely on how often a repetitive behaviour can be seen and analysed in order to better predict a similar pattern. Within the organisational context, the communication between managers and subordinates is one of the main elements influencing knowledge-based trust (Lewicki & Bunker, 1996, p. 119). Manager’s and subordinate’s positions within organisations may adopt different behaviour and may change the way they communicate with each other according to personal goals or in order to accomplish successfully organisational tasks (Jablin, 1979, p. 1201). This side of trust based on communication and interpersonal interactions between managers and subordinates will be discussed in a chapter further in the theoretical framework.

2.3.5 Deterrence-based trust

The type of trust based on deterrence describes the existence of an environment where limitations are given in order to prevent potential opportunistische behaviours and assuring consistency on individuals’ behaviour (Kramer & Tyler, 1996, p.118). Deterrence trust enables one to fix rules and then instill a climate of trust through these limitations. Through these potential punishment pressure, one individual might think than others will follow the same path and adopt a similar behaviour causing more trust (Lewicki & Bunker, 1996, p. 119). The threats are then the foundation of this type of trust, where the level of trust will be given by the threats themselves. Indeed, if an individual thinks that the potential costs involved in the given or fixed sanctions, which might be fixed by the organisation, are higher than the potential benefits from opportunity, then deterrence-based trust occurs (Rousseau et al., 1998, p. 398). It underlies that deterrence-based trust is not a type of trust that appears under the choice of individuals but represent a constrained trust based on organisation’s rules and perceived sanctions.

We can add that calculus-based trust is closely related to the deterrence-based trust in the sense where calculus-based trust is built on sanction and reward. Lewicki et al. (1996, p.120) defined calculus-based trust as a process of rational evaluation of risk. In other words, calculus-based trust is based on a process of comparison between the potential gain and loss whether an individual chooses to be opportunistic or decides to adopt a long-term relationship by an honest behaviour. The two concepts distinguish each other by the notion of calculation rather than dissuasion (Sheppard et al., 1992, p. 368). This type of trust is common within organizations, where decision-making limitations are given by the frame of the company and the manager. We will try to collect valuable data on whether or not a young manager is able to instill a climate of deterrence-based trust and how older subordinates behave to the rules fixed by the manager. It may provide us more information on the propensity to trust from older subordinates to younger managers.
2.3.6 Identification-based trust

Sheppard et al. (1992, p. 367) go on to describe identification-based trust. This type of trust is based on the individual identification of themselves, and the understanding of each other’s interests and will (Sheppard et al., 1992, p. 367). Identification-based trust is highly related to emotional and affective reactions which involves both parties in a process of reciprocity. This type of trust is therefore also closely related to the social categorization theory that we will describe further on in the theoretical framework. Indeed, Lewicki & Bunker (1996, p. 119) described this form of trust as based on a clear understanding of the potential trustee’s intentions and desires through total empathy. An emotional connection is possible between the two parties due to the effective use of emotional intelligence characterised by the capacity to handle interpersonal relationships (Lewicki & Bunker, 1996, p. 119). Related to our research, this aspect of trust may be significant. Schieman & Van Gundy (2000, p. 153) have found lower empathy among older individuals than younger adults due to a loss of interest in social interactions. Therefore, the young age of a manager may influence the propensity of trust while managing older subordinates. The perception of the age of the manager from the subordinates point of view may decrease their emotional responses and then lower the probability to find positive drivers of trust. However, Ryff et al. (1999, p. 250) emphasised the possession of qualities that increase empathic responding among older individuals.

Potential implications appear within knowledge-based trust, deterrence-based trust and identification-based trust. These types of trust present unique characteristics influencing trust between managers and subordinates within organisations. A clear understanding of the concepts and their implications in the manager-subordinate relationship is crucial in order to answer our research question and connect our collected data to these theories. Each of these types of trust will be discussed and interpreted according to the empirical findings in order the analyse whether or not the age of young managers over older subordinates influences trust under the knowledge, deterrence and identification. We suppose that deterrence-based trust implication will be limited as the age factor might have less impact on trust. However, we expect identification-based trust to have a major role in our findings. We expect managers and subordinates values to be different according to their age and then being negatively correlated to identification-based trust.

These aspects of trust will help us to develop a clear understanding of the motivation of trust and their causes when two parties or group of people engage themselves in a relationship. These drivers will serve as a foundation for our analysis and the design of our study. After developing the external types of trust, we aim to extend the theoretical framework to internal factors. In other words, we will develop a detailed literature review of factors of perceived trustworthiness which is crucial in a relationship between managers and subordinates. It will define which attributes individuals are taking into consideration in order to trust. These attributes influence the main attributes of trust presented above and by consequence influencing trust.

2.4 Factors of perceived trustworthiness
We will now focus on the characteristics of individuals which contribute to engage and stay in a trust relationship; these characteristics will be summarised with their influence in figure 2 (p. 22). In other words, individuals are gifted with certain behaviours and certain personality traits that will in some contexts affect the propensity of trust to another individual or a group of persons (Mayer et al., 1995, p. 710). The analysis of these positive related traits to trust are important for us to explore what are the drivers of trust within organizations and which behaviour a manager should adopt to strengthen the trust in a relationship and whether or not the age and factors of perceived trustworthiness are linked. We aim to explore whether or not the age of young managers influence trust. Therefore, we need to understand under which factors subordinates perceive managers factors of trustworthiness. After developing this chapter we will be able to describe and identify whether or not the age of young managers would have impacted these factors and we hope to find the main reasons behind it.

Lewicki & Bunker (1996), Rousseau et al. (1998), McKnight et al. (1998) and Shapiro et al. (1992) found common personality traits and type of behaviours associated with calculus-based trust. Rousseau et al. (1998, p.399) exposes that individuals are trying to take opportunities by assessing constantly the perceived risk. So, for trust to emerge from a relationship, individuals must show clear positive intentions and credible source of information regarding the intention (Rousseau et al., 1998, p.399). Calculus-based trust is based on consistency, stability, reliability and predictability (Lewicki & Bunker, 1996; Rousseau et al., 1998 ; McKnight et al., 1998). In other words, these traits of personality and behavioural patterns increase the potential of trust in a relationship between two individuals. It is these aspects that we will take in consideration in the analysis of the relationship between young managers and older subordinates. As previously said and mentioned by Lewicki et al. (1996, p.120), calculus-based trust is led by a punishment constraint, and we can imagine that the type of constraints will shape certain type of personality traits, bringing or not a high level of trust. This aspect, even though interesting, goes beyond our research question and is more in regards of the organization structure and rules assessed to it.

In order to analyse personality traits and type of behaviours that increase the level of trust in affect-based trust, we should focus on specific elements. Indeed, traits of individuals influence the perception and certain factors enable a greater willingness to trust. In the working space perspective, workers and managers are given unique personality traits and each of them have an influence on trust. We are looking to understand the main factors of perceived trustworthiness and will try to relate to the underlying impact of the age on these factors. As a basis, Gambetta (1988, p. 217) said that trusting someone is the likelihood that a person engage himself or herself in a beneficial action for the other party under cooperation intentions. Sharing, or reciprocity, integrity and benevolence are three factors aiming to strengthen the trust between two individuals (Mayer et al. 1995 ; Miller, 1974; McKnight et al., 1998; Van de Ven, 1992). It is here elements that will trigger emotional reaction to individuals and influence them and their degree of trust toward someone else. It can be characterized by moral attributes. Rousseau et al. (1998, p.399) adds that dependability and reliability brings positive expectations and by consequence a greater propensity to trust. Rousseau et al. (1998, p.399) give credits to loyalty by mentioning that long term relationship and more frequency brings more attachments based on reciprocity. Even though several factors of trustworthiness have been found by researchers (Butler, 1991; Cook & Wall, 1980; Deutsch, 1960; Giffin, 1967; Ring & Van
de Ven, 1992), major contributions have been made on reciprocity, integrity and benevolence (Mayer et al. 1995, p. 717).

2.4.1 Ability

Cook and Wall (1980), and Deutsch (1960) have been two prominent researchers discussing the importance of the factor of ability on trust. Ability refers to acquisition or possession of distinctive skills enabling individuals to exercise influence or pressure on someone else (Mayer et al. 1995, p. 717). Therefore, an individual having ability-based trustworthiness triggers legitimacy and influence to eyes of the trustor (Davis et al., 2000, p. 566). The concept of ability refers to the context of organization and the relationship between managers and subordinates. The competencies and skills of each manager will influence the propensity to trust. A manager who is perceived as being fully competent to manage key projects and taking responsibility will have a greater probability to receive trust from other workers (Davis et al., 2000, p. 566). However, the conditional skills and competencies asked to be trusted have to bring value according to subordinates interests (Davis et al., 2000, p. 566). Also, according to Frazier et al. (2010, p. 44), the frame of policies and rules instated by the managers within the organization will shape subordinates’ behaviour and influence their ability to trust. This notion of ability-based trustworthiness is of high interest for our research in the sense that we think that the age is highly related to ability perception and by consequence the propensity to trust. Either through the lens of the cognition or the affect, the young age of a manager will lead to an ability to manage high risk projects, and even his or her ability to implement policies influencing positively the ability to trust.

2.4.2 Benevolence

Benevolence-based trustworthiness has been commonly described as the perception of good intentions from the trustee to the trustor in a relationship (Mayer et al., 1995; Davis et al., 2000; Solomon, 1960). In other word, an individual will express a greater propensity to trust toward someone that shows intentions to do or behave in a good way. Jones et al. (1975, p. 146) adds that the perception that subordinates have toward good intentions of managers are reflected through managers’ ability to fulfil their subordinates’ needs and desires. It is also coupled with the statement made by Mayer et al. (1995, p. 718) that the good intention of the manager has to be exempt of egoism purposes or personal interests. Benevolence-based trustworthiness relates to each individual’s’ perception of good and fair intentions toward them but globally represent the conscious intention to care about the employees’ well-being within the organization. We bear interests on benevolence trustworthiness through the influence of the age difference on their attitude to care about their older subordinates and their initial intention to develop a climate of trust and cohesion. We expect that young managers are keen, due to their age and position, of positive intentions and behaviour toward subordinates, thus bringing a greater degree of trust.
2.4.3 Integrity

The last factor of perceived trustworthiness is the integrity. Integrity is based on the perception that subordinates and managers have mutual set of principles (Davis et al., 2000, p. 567; Mayer et al., 1995, p. 719). The notions of adherence and acceptability are important to this concept and have to be taken into consideration (Mayer et al., 1995, p. 719). For example, the manager’s values have to be understood by the subordinates and then accepted according to his or her own personal integrity. In the case where a subordinate can trust a manager, the perception of the degree of integrity takes a more important place than the reasons why the perception is formed (Mayer et al., 1995, p. 719). Thus, the propensity to trust is greater when subordinates perceive or believed that managers have integrity (Davis et al., 2000, p. 567). Related to our context, we want to understand whether the age of a young manager impacts the perception of integrity from subordinates. It is also in our interest to see if the age gap between managers and subordinates will impact their capacity of adherence and acceptability of personal values. Indeed, human values are evolving through the age and agree on a set of mutual principles may be a more difficult exercise than if managers and subordinates were from the same age.

These factors of perceived trustworthiness are based on tangible expectations from each individual and play a large role in organizations as companies tend to measure performance of managers or employees and the way of managing people within an organization are constantly evolving. We can imagine that having the ability to demonstrate reciprocity, integrity and benevolence toward managers or subordinates on a long period of time will increase considerably the level of trust and by consequence the productivity. No research has been found on the impact of the age in the manager - subordinates relationships toward the factors of perceived trustworthiness and we hope our data we enable us to find relevant materials to the question of trust through these notions.
The review of the different aspects of trust was necessary to the understanding of the core concepts and examination of the relationship between young managers and older subordinates. We first, defined the concept of trust according to the organisational context and fields such as psychology, sociology and management. Each field of study presents subtle differentiations but also common aspects that will be taken into consideration for the analysis of our research question. We defined the three attributes largely involved in the concept of trust: risk, expectation and uncertainty which are the elements needed for trust to emerge in a relationship. We have been able to discern different type of trust such as the affect-based trust, the cognition-based trust and the behavioural aspects followed by the drivers of trust and those which increase the propensity of trust.

2.5 Antecedents of trustworthy behaviour

Level of trust involved in an exchange relationship varies among individuals (Mayer et al., 1995, p. 709). In the context of organisational relationship between managers and subordinates, some individuals present or display a higher propensity to trust someone’s intentions or concerns (Salam et al., 2005, p. 72). Therefore, some individuals present initial characteristics displaying a higher propensity to trust, and their likelihood to trust a manager in a case of a subordinate might be higher despite a small amount of information on the other party or lower even with a high amount of information in regards of the other party (Beldad et al., 2010, p. 861). If someone’s likelihood to trust another party depends on individual factors, we aim to understand these factors involved in
different propensity to trust. An exploration of this aspect of trust will enable us to analyse whether the factor of the age of young managers and older subordinates can influence their propensity to trust and under which conditions.

Trust is not a phenomenon that is present by nature in human beings and neither is it constant, but trust and the propensity to trust are built through life experience of individuals and is shaped by social interactions through a time period (Gefen, 2000, p. 725). By consequence, if trust and propensity to trust is shaped by social influences and interactions, this one is defined by the individual cultural background (Beldad et al., 2010, p. 861). Variations in the degree of trust differs between individuals, but the cause is considered to be related to the nature of their mind (Beldad et al., 2010, p. 861). Therefore, individuals from different culture may present different propensity to trust and different characteristics influencing trust adoption. We can image for example that the concept of trust and the initial factors of propensity to trust may differ whether we observe the phenomena in Japan or in France. In the case of our study, we targeted a group of managers and subordinates working in the same company located in The Netherlands. Even though managers and subordinates are from different departments, we agree on the limitation of our empirical findings and implications of our result under the constraint of the country limitation. However, it is also an opportunity to understand the trust phenomenon in the targeted industry and country’s culture. Within the frame of our study, no empirical research has been found the literature on the influence of the age on individuals’ propensity to trust.

2.5.1 Organisational factors

As we said, the context shapes and influences individuals’ propensity to trust. For example, Whitener et al. (1998, p. 518) have explored the context in which individuals evolve such as the organisational context, influences managers and subordinates’ propensity to trust and influences managers’ behaviours over their subordinates on the aspect of control and monitoring. They concluded that the organisational context, reduces employee’s propensity to engage in a trustworthy behaviour as managers exert hierarchal pressure on subordinates (Whitener et al., 1998, p. 518). The reason given is from subordinate’s expectations toward reward and decision-making within the organisational context. In other word, while managers tighten control and increase subordinates monitoring, employees’ perception of autonomy and decision-control is reduced, which leads to a low propensity to trust (Whitener et al., 1998, p. 518). As we have seen, the relationship between subordinates’ perception of their expectation accomplishment influences trust and their engagement to trust in a relationship. However, a study shows that, contrary to what we have seen, the organisational context may influence positively trustworthy behaviours (Hardin, 1996, p. 26). Even though the study shows potential benefits of the organisational context to trust, practical management implications are limited. However, it is known that organisational structures, cultures, values and other elements constituting the organisational framework influences managers and subordinates’ behaviour and therefore their propensity to trust (Whitener et al., 1998, p. 518). These last factors, influence managers’ behaviours through their personal interests and goals or objectives fixed by the organisation (Whitener et al., 1998, p. 518). It may also influence managers in the way that they adopt a behaviour within the organisational frame in order to follow the company's’ policy. We can take the example of a manager, forced, under the organisation policy, to punish a subordinate or to fire an employee
which present a case where the manager behaves under external constraints and not through personal convictions. This influence of organisational culture and policy on employees’ behaviour and therefore propensity to trust, may have important implication for our study. We aim to explore whether the age of young managers’ influences subordinates’ propensity to trust under the organisational context. We bear strong interests on how managers behaviour is influenced by organizational policies and structure according to their age. In order to study these phenomena through antecedents to trust within the organisational context, we will explore individual and relational factors influencing trust antecedents.

2.5.2 Individual factors

As we mentioned above, each individual presents inner characteristics influencing their propensity to trust something and someone. The concepts have been defined and are individual factors of trust: personal expectations toward the other party and perceived risk to engage in a trustworthy relationship (McLain & Hackman, 1999, p. 153). These individual characteristics, differentiate managers and subordinates in their disposition to trust (McAllister, 1995, p. 25). Whitener et al. (1998, p. 522) explored the factors of the managers’ expectation of reciprocity as positively correlated to disposition and propensity to trust. In other word the manager’s expectation that the subordinates will share the same expectations will influence positively his or her propensity to trust. Therefore, the elements characterising managers’ expectations is crucial as it will define his or her propensity to trust. We expect here, to see the age influencing strongly managers’ expectations and therefore having an influence on their disposition of trust. This question of managers’ expectations brings us to explore individual personal values in the role of shaping their expectations.

2.5.3 Personal values

Personal values defined as personal goals, whether personal or shaped under the organisation structure, influence managers’ propensity of trustworthy behaviour (Whitener et al., 1998, p. 522). Indeed, individual’s goals are causes of their actions and therefore are at the origin of managers’ behaviour and attitude adopted in order to achieve these goals (Zaleznik, 1977, p. 67; England, 1967, p. 107). We estimate here that it is important to make the distinction between values and goals. Individuals’ actions justifications and people’s evaluation are done through their personal values’ criteria (Schwartz, 1992, p. 1). In other words, individuals will define their actions and will have a personal judgment on other people according to their values and their perception of the other party’s values. These values are originated from individuals’ personal background though social interactions, experience and culture (Schwartz, 1992, p. 51). On the other hand, goals can be defined as the use by individuals, of cognitive, and affective regulation of behaviour in order to reach their goals (Eccles & Wigfield, 2002, p. 116). Therefore, we observe that the concept of trust is closely connected to individuals’ goals and values in the extent where goals and values will influence one’s propensity to engage in a trust relationship through cognitive and emotional judgment and evaluation. For example, it has been shown that managers with strong sense of moral values are more likely to engage in a trust relationship with their subordinates (Whitener et al., 1998, p. 522). They
emphasised on one attribute of trust we have explored previously, managers’ benevolence by writing that when the attribute of benevolence is perceived as important by managers, they more inclined to adopt behaviour reflecting similar values such as integrity (Whitener et al., 1998, p. 522). The exploration of managers and subordinates’ values within an organizational context enable to apply previous findings and to use existing theories in the analysis of our collected data. We expect the age to influence, or to be a factor of, personal values characteristics where we would be able to observe patterns showing that by influence of the age, values are modified and evolve through time and lead to changes in trustworthy behaviour and propensity to trust. After exploring individual factors as antecedents of trustworthy behaviour, we aim to describe how relational factors are also involved.

2.5.4 Relational factors

Quality relationship between managers and subordinates has been a source of interest within the field of organisational trust (Wong & Sohal, 2002; Ou et al., 2014; Ndubisi et al., 2011). Indeed, trust is the foundation of an exchange relationship between individuals (Wong & Sohal, 2002, p. 37). Whitener et al. (1998, p. 522), explored this aspect and found that when managers and subordinates are sharing mutual set of principles and mutual concerns, the quality of the exchange relationship was enhanced. Even though this statement seems to be closely related to those we have seen in the individual factors sections, we explore here, the individual’s acceptability of others’ values and principles. Indeed, as engaging in a trustworthy exchange relationship implies to display vulnerability toward the other party, both parties will look the ones where the share of risk is low (Wong & Sohal, 2002, p. 37). For example, relationship commitment between managers and subordinates has been found to be a significant element of trust and to keep a quality relationship over a long period of time (Ou et al., 2014, p. 229). And when same values between individuals are perceived as equal or similar, commitment in an exchange relationship is stronger (Ou et al., 2014, p. 229). These aspects of trust based on exchange relationship establish a strong basis of our research. We expect the age of young managers to influence the nature of the exchange relationship with their subordinates. Exchange relationships are based on specific characteristics and factors. Some have been explored in this section. But in order to cover an extensive understanding of the influence of the relationship between managers and subordinates on trust, we aim to provide more detailed elements through the concept of social categorization and exchange relationship.

2.6 Employees - organisation relationship

2.6.1 Social identity and self-categorization

Social categorization refers to analysing the different categorizations and its psychological process which classifies individuals or group of people into different categories such as their age, nationality, similarities and many others (Tajfel, 1974, p. 65). Tajfel explored social identity theory, which is the foundation of social categorization, and believes that social identity is founded on knowledge and beliefs of individuals according to social categories in which they are involved (Tajfel, 1974, p. 65). So, social
categorization is a subclass of the social identity theory. According to our research question, we give much importance to the social identity theory as it focuses primarily on prejudices and discriminations that will influence different type of ingroup behaviour (Hogg & Reid, 2006, p. 9). Indeed, the degree of affiliation an individual has toward his or her in-group, for example the manager or subordinate, will establish the degree of distinction toward the out-group, for example the co-workers (Willemsens et al., 2003, p. 119). Here we highlight the intergroup competition over individual characteristics in order to describe ingroup behaviours. For this reason, the social identity theory enables us to identify the mechanisms in which intergroups are formed and through which reasons or how. The age difference between young managers and older subordinates may influence the way intergroup are formed and the reasons behind it. When a manager takes the position of a leader, employees tend to take a group-oriented perspective which increases the global level of the ingroup trustworthiness (Hogg & Reid, 2006, p. 20). The degree of identification toward the ingroup is positively correlated to the feeling of distinction toward the out-group (Willemsens et al., 2003, p. 119). In other words, if a subordinate has a noticeable social categorization, the dynamics of his or her out-group will be greater. Then Moscovici (1988, p. 211) emphasized that theory of social representations is at once social indicators and serve as a basis for social identity. Social representations are also resources in which individuals could use to build the self (Markus, 1977, p. 63). This is a short introduction of social perspectives and we aim to analyse through the identity and their representations to understand individual and group behaviour changes.

The concept of social categorization has been studied in cognitive psychology (Gaonac’h, 2006; Turner, 1982) and has been revisited in social psychology (Salès-Wuillemin, 2006; Tajfel et al., 1971, p. 151). The aim of social categorization is to simplify things around us, by the process of classification in order to have a less complex approach to the world (Tajfel et al., 1971, p. 151). These classifications are made by associating individuals or objects having similarities or of the same nature (Tajfel et al., 1971, p. 151). Therefore, this classification process is made by psychological and cognitive decision-making. In the case of our research question, we bear a strong interest in potential of categorization assimilation due to cognitive traits such as the age. We aim to understand the principles of categorization to evaluate its consequence in a relationship between a young manager and older subordinates. For this reason, we will use mainly within the field of social categorization the self-categorization theory. We will in this case cover the topics of stereotypes and interpersonal interactions which are the two cognitive theories related to social categorization. Such as social categorization, self-categorization involves the self but rather than categorizing others, self-categorization categorizes self (Hogg & Reid, 2006, p. 11). Self-categorization influences self-conception influencing the origin of group identification feelings but also modifies our inner feelings in order to belong to the group (Hogg & Reid, 2006, p. 11). Therefore, by using self-categorization theory we think that we can find elements in which the age difference between managers and subordinates may be linked or influence direct or indirect factors with trust and trustworthy behaviours. Self-categorization can be used to understand what is the nature of individual’s feelings in the process of identification and categorization. If self-categorization triggers employees perceptions, feelings and behaviours changes, we think that there is a potential link with trust and trustworthy behaviour.

The categorization process does reference either to the creation of categories, by classifying similar elements together and differentiate dissimilar elements, or assign an
element in an existing category, by the identification of the element’s properties and its comparison with the existing group (Tajfel & Wilkes, 1963, p.102). These two processes are called a contrast or an assimilation effect (Tajfel et al., 1971, p. 151). In the case of the contrast, the judgment shifts away from the value of the element; in the case of the assimilation, judgments shift toward the value (Tajfel & Wilkes, 1963, p.102). Gallois & Giles (1998, p. 144) mentioned that in the context of an interpersonal relationship, the two parties perceive each other as individuals while other contexts bring people to interact in term of group categorization and stereotypes. In other words, individuals will perceive their relationship with the other party according to a context and perceptions. In the case of the organizational context, some subordinates might perceive their relationship with other subordinates as individual to individual interaction while in the same scenario, a subordinate might perceive his or her manager according to known stereotypes. Indeed, the self-categorization brings bias at different levels such as the perception, the behaviour and the evaluation (Perdue et al., 1990, p.483). Belonging to a group or simply having some beliefs toward the group might bring the individual to have a biased perception, then deforms his or her judgement (Perdue et al., 1990, p.483). Therefore, self-categorization causes individuals’ depersonalization meaning that within the organisational context, subordinates tend to conform to leaders or their leader then producing commons ingroup behaviour (Hogg & Reid, 2006, p. 11). Self-categorization occurs when a group of individuals face a situation in which group similarities are accentuated strengthening group cohesion and trust toward the leader (Hogg & Reid, 2006, p. 16). This psychological aspect is present for each individual and the process of categorization if pronounced at different degrees according to real distinct contextual elements (Rothbart et al., 1985, p. 82). This concept plays a major role in our research insofar as we aim to analyse the impact of the age difference on trust between a young manager and older subordinates. Indeed, by conducting our research we may find elements showing that the age difference modifies or influences employees perception toward their leaders and thus the level of trustworthiness. The categorization of managers by their subordinate is inevitable, but we are interested in the degree that the age will have on their relationship, and by consequence the level of trust. We will analyse some bias we find regularly in the categorization phenomenon. The psychological perspective is important for our research as the social categorization to produce or modify certain behaviours a psychological identification to their ingroup is required (Hogg & Reid, 2006, p. 12). As self and social categorization is a psychological process, this is important for us to study these theories under this psychological perspective. Understand mechanisms from individuals’ mind in order to propose a description of categorization processes may provide us solid based on how the age difference influences trust through self-categorization. The psychological aspects that govern these phenomena, generating changes in behaviour and potentially in trust, can be used to understand individuals’ perceptions regarding the age difference, and how the age difference may influence individual’s behaviour, attitude and trust.

Indeed, in the field of psychology, several studies have been conducted to show that age, among other social categories, plays an important role in the categorization (Maner et al., 2012, p.70). The categorization among from the perceivers would be then automatically (Ito & Urland, 2003, p. 616) and rapidly executed (Maner et al., 2012, p.80). Wiese et al. (2008, p. 967) found evidence that the activation of age categorization from perceivers is automatic. The effect of age categorization is that it has an impact on an individual’s approach and interaction to each other, and by consequence affecting their relationship (Voelkle et al., 2012, p. 265). Therefore, the age affects workers’ behaviour within
organization, and may also affect the degree of trust in a relationship either among young manager or older subordinates. Voelkle et al., (2012, p. 265), Wang et al., (2015, p. 453) found that young people have more accurate capabilities of judging age than older people and that older people were placing less importance on the age than younger people.

Early perceptual processes such as the age, are key elements in the social categorization and affect deeply the attitude and behaviour of individuals to each other. We expect it has an underlying impact on trust in a relationship between young managers and older subordinates. The categorization of workers according to their age may have several consequences on long term relationship and therefore on the global productivity of teams. Among the factors of categorization, we will cover the subcategories of stereotypes and interpersonal attraction which seem relevant in order to find evidences that social categorization affect the trust through the lens of the age of workers.

2.6.2 Stereotypes

Stereotypes are classifications of individuals or group of people into groups through the generalization of cognitive aspects when processing information (Allport, 1960, p.301). Secord & Backman (1964, p.93) introduced the concept of prejudiced attitudes, by mentioning that a stereotype is the main cognitive component of prejudiced attitudes. In other word, it is said that prejudices will exist in the presence of stereotypes due to a process of categorization. It means that in the process of categorization and stereotyping, individuals will use their memory through cognitive elements and information to classify individuals according to specific and common elements that can be related to a distinctive group (Devine, 1989, p.6). Therefore, socio-cultural factors are primary factors in the creation and transmission of stereotypes (Secord & Backman, 194, p.95).

Ramsey et al. (2004, p. 201) mention a cognitive approach from individuals of group interaction and observations, and social interactions. Therefore, stereotypes are deep in our mind and are a psychological process from the unconsciousness as individuals are barely able to define rationally stereotypes (Bargh & Chartrand, 1999, p. 470). Then, some stereotypes will be brought by knowledge covering an important number of characteristics and behaviours associated to members of the targeted group while other stereotypes would be weak and would be limited to restricted information. Judgments do not occur by coincidence, individuals will make a judgment made on the own values and those linked to the group members (Morchain & Schadron, 1999, p.28). Then judgments, perceptions and actions taken by individuals might be linked to values.

These limitations are originated from individuals’ culture, environment, education, institutions, importance of the stereotypes’ subjectivity (Augoustinos et al., 1994; Ramsey et al., 2004; Schaller & Maass, 1989). Whatever the degree of truth, stereotypes are still simplification of reality or a personal perspective of one reality, and they are frequently exaggerated by the principle of generalization. For example, it is sometimes said that young managers have no experience in their working field and then are not able to handle responsibilities. There is a part of truth in this statement, but individuals with a high degree of prejudice will have a strong negative perception on the capacity of young managers to handle difficult tasks while individuals with a low degree of prejudice will balance their opinions. The contrary in older workers and their lack in productivity and efficiency can also happen.
For example, some studies have been conducted on the discrimination of old workers due to stereotypes on their lack in productivity and their decrease in motivation (Hassell & Perrewe, 1993, p.110; Rosen & Jerdee, 1976, p.182) compared to younger employees. This indicates a negative stereotype of old workers within organization related to their productivity in comparison with younger workers. If this feeling is perceived strongly in companies, this might affect the real productivity of older workers due to their stereotypes perception. (Hassell & Perrewe, 1995, p.457) found that the more younger workers were in interaction with older workers the better the young’s beliefs on older workers and that older supervisor would bear more negative beliefs on other old workers than younger supervisor would. Therefore, going against stereotypes is a key component in order to improve trust (Peters et al., 1997, p. 54).

By nature, this field is of interest for us in the measure that the factor of age, while managers are younger than their subordinates, may affect the relationship and the degree of trust in a positive or negative way. For instance, Abrams & Hogg, (2006, p. 699), came to the conclusion that trust increases in a relationship between young and older people when the young generation does not make judgment on older people. It is then, increase to performance (Abram & Hogg, 2006, p. 699). Even though this study goes in the sense of our research question that the factor of age affect trust, we aim to specify the research field in the framework of organization and applied to management while young managers work with older subordinates. According to Abram & Hogg (2006, p. 699), it would be useful to study also the impact of intergroup relation on trust by using the factor of age.

2.6.3 Interpersonal trust

Interpersonal trust relates to the closeness of the relationship between two individuals (Larzelere & Huston, 1980, p. 595). This interaction between individuals is often described through two dimensions which are control and affiliation (Frazer et al., 2010, p. 40). The notion of control refers to the degree of influence one individual has on another during an interaction, and the notion of affiliation is emotionally related through affect triggers such as warmth, empathy and friendliness (Frazer et al., 2013, p. 40). In these term we find correlated notions to trust. Indeed, the analysis of human relationship bear trust as a key feature of interpersonal relationship (Larzelere & Huston, 1980, p. 595). As we have seen trust is the consequence of many characteristics related human relationship as well as trust will impact the relationship of individuals in many ways. Understanding how a relationship affects trust in interpersonal interactions may help us to learn more about the impact of managers and subordinates’ behaviour on trust. Interpersonal interactions have been positively correlated to successful projects and the reduction of risks and uncertainties, increasing the productivity of the team (Doloi, 2009, p. 1099). As we know, trust exists only under the conditions of risks and uncertainties we can suppose that positive interpersonal interactions between managers and subordinates increase the degree of trust.

Bresnen & Marshall (2000, p. 229) emphasised the importance of the length of the relationship between two individuals for the success of trust. Furthermore, Bresnen & Marshall (2000, p. 232) found that trust is a condition of cooperation and partnering with other factors such as the understanding of each other's expectations and intentions and values. Kwan & Ofori (2001, p. 619), Cheung et al. (2003, p. 333) and Larzelere & Huston
(1980, p. 597) also found that the key elements for a relationship to exist are the trust, individual’s’ perception to commitment and communication skills. Trust and interpersonal interactions are interchangeable and crucial for teamwork cohesion and performance. In other words, a strong presence of trust and commitment facilitate the cooperation within a team or group of individuals and leads to a reduction of risks or uncertainty toward each other (Doloi, 2009, p. 1101). In another study, the acceptance to cooperate and sharing a similar vision between managers and subordinates where the key indicators of interpersonal trust (Wood & Ellis, 2005, p. 318).

Interpersonal communication through the ingroup and outgroup perspective is a crucial field in the understanding of individuals’ motivations in their interactions, their goals and the trust that follows (Willemyms et al., 2003, p. 118). Interpersonal interactions are the foundations of trust even though we have seen that prejudices are existing and impact largely the initial propensity to trust. We explored that trust is the foundation of cooperation in the purpose of risk reduction and harm avoidance between the two parties (Kramer & Tyler, 1996, p. 182). Interpersonal interactions also have a key role in the process of trust through repetitive and positive interactions (Nicholson et al., 2001, p. 4). It refers to the sense of predictability that successful interactions bring to individuals (Nicholson et al., 2001, p. 4). In addition, and as previously said, an individual will get more chance to get trusted if he or her presents attributes of integrity, benevolence and reliability; attributes than can be perceived through interpersonal interactions (Nicholson et al., 2001, p. 4). For these reasons, studying interpersonal interactions through the communication and the attraction on trust is determinant for us. The factor of age, may influence the process of trust during interpersonal interactions because communication skills and styles differ.

Multiple fields have contributed in the topic of interpersonal attraction, such as social psychology with Byrne (1961), Clark & Mills (1979), in psychology with Lott & Lott (1965) through themes like social links and interpersonal attractivity. In order to relate to our research question, we will use the approach of social psychology as we aim to study psychological concerns in a relationship between workers. We will focus our literature review on the notion of interpersonal attraction because it involves key elements related to trust such as the concern of mutuality and reciprocity.

2.6.4 Interpersonal attraction

Interpersonal attraction is commonly linked with the attitude (Byrne, 1961; Byrne & Wong, 1962; Byrne, 1969) and refers to a positive attitude (Kelley et al., 1983, p. 67) and is less related to emotional affects. Byrne (1961, p. 713) goes even beyond by saying that physical factors influence the interactions between individuals and the interpersonal attraction. We can assume that age may play a role in the influence for mutual interaction and interpersonal attraction. Eagly & Chaiken (1993, p. 10) proposes to evaluate attitude according to three distinct categories: cognition, affect and behaviour. We find here the same categories related to the notion of trust. The cognitive category relates to people’s thoughts about the attitude object. Cognitive thoughts are conceptualized as beliefs (Eagly & Chaiken 1993, p. 11).

For example, some people believe that young managers are inexperienced and may take inappropriate decisions. This belief links young managers with negative attributes. Other
people may believe that older workers are acting with wisdom and patience at work, which links older workers with positive attributes. Therefore, concepts of cognition, knowledge and information are closely related to the idea that someone will have toward someone else (Eagly & Chaiken 1993, p. 11) and therefore the trust. This point, clearly impacts the consensus of our research question. Then, the affective category refers to emotions that individuals may have toward other individuals, and the behavioural category involves individuals’ behaviour with respect to others’ attitude (Eagly & Chaiken 1993, p. 10). So, positive beliefs toward individuals regarding, for example, their age, may trigger positive emotions and thought and then contributing to a higher degree of trust in a relationship. Elements that contributes to describe the concept of attitude can be transposed to the notion of interpersonal attraction through positive and negative attraction.

The way trust and interpersonal interactions are linked together is a key element for our research insofar we want to study the impact of the age of young manager over older subordinates, on trust. In other word, we expect the non-similarity based on age to impact the degree of trust. And the behaviour to be influenced by the age of each individual and on trust. DeBruine, (2002, p. 1307) found that physical similarities affect trust and then trust can be originated from them between two individuals. Singh et al., (2015) have studied the importance of trust in a relationship by taking attitude similarity as a source of mutual attraction for new interaction individuals. It has been showed that trust is a key driver of attitude similarity effects on attraction and therefore suggesting that trust is a key element in acquaintanceship (Singh et al., 2015, p. 846). Singh et al., (2015, p. 846) also emphasized that attitude similarity may affect interpersonal attraction through the trigger of trust. Finally, a decrease of social interactions to older subordinates influenced negatively their willingness of cooperation and empathy (Eysenck et al., 1985, p. 617). Thus, these studies give us some information about the importance of trust in interpersonal interactions but does not provide us knowledge on whether age differentiation, linked to interpersonal interactions and attraction will lead to a decrease in trust. Although, Singh et al., (2015, p. 846) tell us that inferred attraction may lead to attitude similarity effects and then may affect trust in a relationship due to an appraisal of mutual acceptance between individuals (Gupta et al., 2014, p. 80). It would be now interesting to explore how the age difference between young managers and older subordinates may affect the acceptance of individuals and then the perception on the propensity to trust.
2.7 Attitude at work

Individuals’ values will play a determinant role in our research through the question: how the age difference between individuals or employees will influence their relationship and therefore the trust through values differentiation. Twenge (2010, p. 203), defined values at work by individuals’ wants and desires they want to attain and reach at work. We expect these needs of self-realisation, self esteem or other personal desires, to be different from generation to generation. One way to identify individuals’ values has been to relate to their attitude based on three components: individual’s affect, cognitive and rationality factors and behavioural component (Örestig, 2014, p. 165). In other words, through complex dynamics of personal experiences, memories and interpretation, individuals are building values reflecting their own perception of the reality (Örestig, 2014, p. 165). Added to this statement, Stamov-Roßnagel & Hertel (2010, p. 897) found that social-background and values are strongly related, underlying that generational cohorts and individual’s behaviour are also strongly related. Örestig (2014, p. 166) adds that, even though individual’s values are built and shaped through different and unique personal background, attitudes should be taken in an immediate social context. Indeed, individuals tend to align their attitude to their behaviour based on judgement of the good and the bad as well as a certain moral (Örestig, 2014, p. 165). Applied to the generational theme, Örestig (2014, p. 167), presents results saying that generational cohorts gather common values distinguishing individuals according to their age and differentiating young generation from older generation. Indeed, through different experiences, different exposure to media, economic and social events, generations present unique characteristics reflecting different values and attitudes at work (Cennamo & Gardner, 2008, p. 892). Hult & Edlund (2008, p. 111), conducted some research on the influence of the social class and individual’s educational level on work attitude through intrinsic and extrinsic values. The study shows that a high educational background and a high social class is correlated with positive attitudes toward work (Hult & Edlund, 2008, p. 111). If we refer to the study that has been conducted by Ball (1993, p. 4) on education and social class stating that individuals’ from upper class are in average more successful at school than lower class; we can expect to find a value gap between managers having a high educational background and subordinates having a lower educational background. Even though this statement goes beyond the factor of age, it is involved in our literature reviews regarding individuals’ values at work. As an example and to relate it to the factor of age, Örestig (2014, p. 168) emphasises that older employees working in difficult working conditions or having fragile health, display a higher probability to be excluded from the labour force.

Örestig (2014, p. 168) concludes this part by mentioning that the reasons why individual’s attitude at work are unequally distributed between age-groups and generational cohorts and shows interesting results on a psychological, cultural and structural hypothesis. The cultural hypothesis involves norms within organisations as well as generational factors: the study shows that individual’s values are different from generation to generation or cohorts through different experiences and life events (Örestig, 2014, p. 181). The psychological hypothesis states that age difference between individuals or employees influences their cognitive and motivational orientations (Örestig, 2014, p. 181). This psychological perspective will be developed further in this chapter through notions given by the researcher Twenge, as we think it may have a high impact on how individuals perceive trust according to the age difference. Finally, the structural hypothesis, which relates to the influence of the organisation environment on attitude, emphasises that
attitude relating to the age difference is the reflect of the working conditions within the organisation (Örestig, 2014, p. 181). This gives us a detailed descriptions of the influence of the age difference on values and attitudes at work. However we have described theses factors under three perspectives: psychological, structural and cultural, to identify how and where attitudes at work could be influenced. In order to explore in depth what are the differences in values and attitudes between generations and cohorts we have taken the work made by Twenge (2010, p. 202) which received great attention in the field. It will help us first, to have a clear picture and understanding of generational difference and to let us introduce the concept of trust under the perspectives used in this chapter.

Twenge (2010, p. 202) has made studies on generational difference on work attitudes and found several notions involving individual’s behaviour or attitudes within the organisational context: work ethic and centrality, defining how work is perceived and how much work is considered in individuals’ everyday life. Leisure defined by the leisure activities at and off working days and the time off for self-actualisation. Extrinsic and intrinsic values where extrinsic values represent the status given by a job and the underlied respect and salary while the intrinsic values are the meaning and interest in the job. The affiliation or social values defined by the degree to which an individual bear importance to social interactions with other individuals. And finally, the job satisfaction. These factors will help us to define proper and unique characteristics to each given generation found in several studies. We have decided to take the ones used by Twenge (2010, p. 201) because the work has served as reference in this domain and represent a viable source of data.

Twenge (2010, p. 203) finds that the recent generations put less values at work than the previous generations. For example the question of money or salaries takes a more important place in the eyes of most recent generations than boomers Twenge (2010, p. 203). Following this statements, Smola & Sutton (1999, p. 378) found that work centrality is less important for new generation than for boomers, which means that work takes a less important place in individuals’ life than before. They noticed that the younger generation or new employees were presenting a lower degree of loyalty and were focus more on the “self” that the older generation which presents more emphasis on social interactions and interests (Smola & Sutton, 1999, p. 378). The reason given to a lower degree of loyalty toward companies is the fact that new generations are more career-oriented than previous generations (Smola & Sutton, 1999, p. 378). It goes in pair with a decrease in the desire to take jobs with high responsibilities where the pressure may be felt with more intensity today while they have more tendency to prioritise family than the boomers generation (Twenge, 2010, p. 203). To complement, Cennamo & Gardner (2008, p. 892) have conducted a study showing that the more recent the generation, the more importance they would give to work-life balance, where the new generations let more place for leisure activities or the quality of the relationship between managers and subordinates whatever their age difference. Even though the young generation are more sensitive to leisure and freedom that their previous peers, Wong et al. (2008, p. 366) conducted a qualitative study showing that new generations were more involved and committed to their job and companies than the boomers due to career motives and organisations incentives. Indeed, Wong et al., (2008, p. 366), have recognised that the generation Me and X present more ambitious characteristics at work than older generations, indicating once again that individuals of young age may be driven by a career-orientation and job status. These different values from generation to generation are particularly interesting for our research
concerning trust. We expect that individual’s values may influence more or less trust between young managers and older subordinates according to their age difference.

Even though no correlation has been found between generations and altruistic values and intrinsic, extrinsic values (Twenge, 2010, p. 205), some studies have found significant results on job satisfaction as well as intention to leave. Twenge (2010, p. 205) shows that the recent generations present higher results for job satisfaction than previous generations such as boomers and they are more concerned about job security. Even though these results present characteristics of stability and security toward their job, Twenge (2010, p. 205) found that, driven by their career, the younger generation shifted from the traditional observation where employees stayed in their companies for many years, to a multi-companies career. Even though the young generation mentioned liking their job, the opportunity to rise in job status take over (Twenge, 2010, p. 205).

We have seen that values could be influenced through psychological, structural and cultural aspects. Some elements have been taken through the Twenge’s model in order to identify clearly what the age difference modifies in term of values and attitude. Before to explore in detail the concept of trust, we expect these chapter to have an important role in our analysis and in the way we will analyse our data. We strongly expect the age difference between young managers and older subordinates to have significant impact on attitude, behaviour and values at work and therefore to influence the trust or the perception of trust they give to each other. Indeed, for many years and generations, older managers and simply older employees have complained about the perceived values and work ethics of the younger generation (Smola & Sutton, 1999, p. 379). Is the new generation always worst than the new one, or does the age difference between employees affect and influence their relationship and eventual the trust they bear to each other ? We have mentioned previously than younger generation are more self-centered than the boomers generation; an analysis of the concept of trust will allow us to understand and explore this important generational factor. We can also expect that, as values and attitude, the propensity to trust may be correlated to generations.

2.8 Summary of the theoretical framework

Based on our literature review, we have formed a preliminary theoretical framework for the study (Figure 3). The framework will serve as a foundation in order to analyse and interpret our data coming further on in the thesis. Through a detailed literature review of the concept of trust, we have been able to identify the main concepts and theories associated to trust. We have identified three distinct aspects of trust in which the age has a major influence and integrated trust characteristics in which the age influences trust. First, the age influences individuals’ antecedent’s trustworthy behaviour on both individual and relational factors. In second, the age influences trust through factors of trustworthiness involving the three major attributes found by existing theories: benevolence, ability and integrity. And third, the age influences trust through the exchange relationship between the young manager and the older subordinates. We have shown that the social exchange theory and the interpersonal concept are involved through the influence of the age of young managers on the manager - subordinate exchange relationship. As we have seen that trust is related to risk taking and risk perception as one of the primary element, we have incorporated these notions within our revised conceptual model. To conclude, we integrated the main attributes of trust as well the types of trust,
which characterise the concept of trust. Finally, we find values and attitudes based on generational and age differences described in the first chapter of the theoretical framework. Before the data analysis we assume these would influence different aspects of trust between managers and subordinates.

Figure 3, Initial conceptual framework
3. Scientific Methodology

In this chapter we will clarify the methodological approach we have chosen and the reasons behind our choice of this approach. To give the reader a better understanding of our methodological approach we will also elaborate briefly on the theory behind our decisions. The methodology chapter defines and describes the orientations we have chosen in accordance with our research question. The chapter gives indications on our approach on the design research and gives a logical structure for the reader of our study.

3.1 Research Philosophy

Research philosophy is explained as “the development of knowledge and the nature of that knowledge in relation to research” (Saunders et al., 2012, p. 680). Depending on the philosophical approach one takes the research is already influenced by the options one has to conduct the research (Long et al., 2000, p. 191; Saunders et al., 2012, p. 128). To make sure the reader of our thesis understands the influence our assumptions have on the way we conduct our research and on the findings we present, we thoroughly explain each decision made. We will start off with ontology followed by epistemology, two different philosophical assumptions that are still related closely to each other (Long et al., 2000, p. 190). We will relate all the explanations of the philosophical approaches to the influences they have on our research.

3.1.1 Ontology

Ontology is described as the way the researcher sees the world around them, not from a visual standpoint but from a philosophical standpoint (Saunders et al., 2012, p. 130). Research philosophy is defined as a system of assumptions and beliefs about knowledge development (Saunders et al., 2016, p. 124). Established theory concerning research philosophy provides the researchers with a particular set of views on the reality and on how one approaches a research. The ontological view of the researcher describes how one sees the world, whether one sees the social objects as something that happens because of the presence and the assumptions and influences from the social actors around or whether it happens without the influence of the social actors (Bryman & Bell, 2007, p.p. 20-21).

The two main views a researcher can have are the views of objectivism and subjectivism or also called constructionism (Bryman & Bell, 2007, p. 20). A researcher with an objectivist approach will interpret the reality as something that will happen with or without the influence of social actors in a same way (Saunders et al., 2016, p. 127). A researcher with a constructionist point of view will see the reality as something that happens because of the way social actors act, and therefore the social actors have a great influence on changing reality (Saunders et al., 2016, p. 127).

At first stance, our research question evolves in a social context defining a phenomena involving social actors having concerns for their existence. The field of our research question is entirely connected to a social reality and would not exist without social actors. In the case of this study we will therefore not take an objective ontological point of view.
We believe that the way we ask questions, the fact that we observe the happenings, or even our presence at the organisation, already influences the way people behave, thus leaving us with a constructionist point of view. We strongly believe, and think it is logical that the trust between managers and their subordinates only develops because of the attendance of social actors and their behaviour. As we consider human behaviour as highly influential we do not believe that we can observe social behaviour like one could observe natural science. We believe that to a certain extent our actions have influence on what the social actors do and say, and therefore we create our own reality (Saunders et al., 2016, p. 130). The way we interpret reality, and the approach we chose to take also influences the rest of our research design. Indeed, a subjective ontological approach involves implication in the research philosophy as well as the epistemological approach in which our position to knowledge as researchers is given.

3.1.2 Epistemology

Epistemology is described by Long et al. (2000, p. 190) as “The basis of knowledge and in what manner it can be transmitted to others”. This means that epistemology is the philosophical approach of how knowledge is interpreted and what makes knowledge acceptable to a certain field of study (Saunders et al., 2009, p. 670). As one can sense already, there is a close relation to ontology here, as the nature of reality is closely related to how we interpret knowledge, as different interpretations of reality can lead to a different norm of acceptable knowledge as well (Long et al., 2000, p. 190).

To clarify the relationship further one can associate the positivism approach of epistemology with the objectivist ontology (social phenomenon happen with or without social actors in the same way), and a constructionist ontology (social phenomenon are created and revised by social actors) with the interpretivist approach of epistemology.

The main question coined by Bryman & Bell (2015, p. 26) in epistemology is whether social sciences and the study of behaviour can use the same research methods and principles as the studies of natural science. As we have explained before, the relation with the objectivist approach on ontology should spark the view of positivism on this question, namely that social sciences can adopt the same principles of research as natural science studies (Saunders et al., 2012, p.140). This approach leads to a view of acceptable knowledge that is the same as in natural science studies, so the focus will be put on observable data and facts (Bryman & Bell, 2015, p. 28). To ensure that this data is objective, factual and unbiased the researchers need to be sure that they are value-free towards the topic of choice (Saunders et al., 2012, p. 140).

On the other side of the scope we find the interpretivist approach, closely related to the constructionist approach of ontology. an interpretivist approach includes the believe that a research of social behaviour can not be done without the influence of the researcher's values, nor can it be factual as the reality is built up on social actors and changes constantly (Saunders et al., 2012, p. 140). Saunders et al., (2012, p. 140) even state that the researcher(s) will inevitably become a great part of what is being studied.

As well as the ontological approach has an influence on the epistemological approach, the epistemological approach has great influence on the rest of the research design and philosophical approaches. Generaly interpretivism (closely related to constructivism) is
related to an inductive approach and a qualitative study method (Saunders et al., 2009, p. 119). On the other side positivism goes hand-in-hand with a deductive approach and a quantitative study method, as this relates to the objectivist point of view as well Saunders et al., 2009, p. 119). However multiple scholars express that these approaches are not laws that are applicable always, different study methods could be linked to different approaches as well (Bryman & Bell, 2015, p. 25., Saunders et al., 2012, p.p. 135-140).

To cover the great distance between the two epistemological approaches there is also a third approach called pragmatism. The pragmatism approach believes that philosophical presumptions that come with the believe of interpretivism and positivism should not dictate the methods the researcher applies (Saunders et al., 2012, p. 678). A pragmatic approach believes that the specific topic, and the general nature of the research should be the guideline to finding the right research methods (Saunders et al., 2012, p. 678). This also means that from a pragmatism point of view a single research paper can have a mix of multiple methods, it can be both inductive and deductive as well as it can use the qualitative and quantitative methods (Saunders et al., 2012, p. 678).

As we plan on finding the reasons for a certain social phenomenon and we believe that we have a great influence on the outcome by the language we use and our presence an objectivist approach is excluded already, we have chosen to follow an interpretivist approach but with a different combination than prescribed common methods. Furthermore, our purpose with the research question is to understand a phenomena created through trust between two individuals. Our goal is to give an interpretation of our reality through subjective meanings where the collected data will be analysed and interpreted according to previous existing theories. As we aimed for a qualitative study, to describe the phenomena under managers and subordinates point of views, we put forward interests of social actors. These elements guided us in the choice of an interpretivist approach in regards of knowledge.

3.1.3 Axiology

The definition of axiology can be put as the study of judgements about value, it defines the amount of influence the values of the researchers have on the research (Saunders et al., 2012, p. 137). Having a great axiological skill means that the researcher has no problem being transparent with his or her values (Heron, 1996, p. 11-12). Axiology is particularly important in the studies of social sciences, as the values of the researchers affect the decisions made in an early stage of the research already and does not stop there, as it also affects the way a researcher interprets the found data (Saunders et al., 2009, p. 116-117). A very clear phase of the research where the researcher’s values play a role already is the choice of subject, from the research are to even the formulation of the research question (Bryman & Bell, 2015, p. 40).

We strongly believe that our values have great influence on our research, even whilst we try to be as objective as possible. It is more than obvious that we believe that there is no way of conducting qualitative research in social sciences without the values of the researchers influencing the results in even the slightest ways. Our choice of subject is sparked by the personal experiences of one of the authors, therefore our values are affecting the research from the start already and by consequence the research will be value bound. Within the frame of our study, we aim to be involved into the research process
which leads to interpretivism and subjective approach. Our educational and professional experience provides use knowledge, information and behaviour toward certain elements being involved in the research. Therefore, the analysis of collected data will be interpreted under our personal background and knowledge based on a theoretical framework. We admit that the results that we will provide might lack of objectivity, especially concerning managers and subordinates’ emotional complexity. All affect-based elements provided by managers and subordinates will be subject to personal interpretation in order to extract relevant data and connect them to theories. In order to measure our potential bias and values we will present in the next section our academic and theoretical background. We however commit to our findings to be as unbiased as possible.

3.2. Research Design

3.2.1 Research Approach

Saunders et al. (2012, p. 143) define the research approach as “the logic of theoretical reasoning”. Within social sciences two approaches have been traditionally used: induction and deduction (Bryman & Bell, 2015, p. 27). The logic of deduction can be seen as a test of theory by the gathering of empirical evidence (Saunders et al., 2012, p. 669).

We want to find out if age influences the trust in relationships between the managers and subordinates. In a deductive research approach, the researchers come up with a theory, and then try to find empirical data that either validates or repudiates the theory (Bryman & Bell, 2007, p. 13). The opposite happens in an inductive research approach, where the researchers study a phenomenon and then come up with a theory that validates the phenomenon that has been observed (Saunders et al., 2016, p. 52). However, it is not as black-and-white as it is pictured above, the use of an inductive approach does not mean the researcher does not need any theoretical knowledge. The research question can not be grasped from thin air and then observed, there is a basis of theoretical knowledge needed to find the research question, and to be able to observe with the ability to connect the phenomenon to certain theories (Saunders et al., 2016, p. 52). The same is of course applicable for the deductive approach, where solely having a theory is not enough, one has to adjust their vision and be open to new developments and even adjusting the research question (Zikmund et al., 2013, p. 45).

As we have not yet derived a hypothesis that the age is of influence on trust in the relationship between the manager and its subordinates we will develop our theory, and our research will mostly be focused on building theory, therefore we are taking an inductive research approach.

The general plan and structure of a study is called the research design, the research design will give a structural view of how to answer the research question (Saunders et al., 2016, p. 136). In the research design we will present our reasons why we chose to design our thesis the way we have, and we will discuss how this design influences the purpose of the thesis. We have chosen to use a qualitative research design for our study. Research design is often separated into three forms: quantitative, qualitative and mixed-method approach (Saunders et al., 2009, p. 151). The research design is partly directed by the chosen
methodological standpoints and the view the researchers on research philosophy (Lund, 2012, p. 155). To describe the difference between qualitative and quantitative studies one needs to be aware of the type of data one wants to find. Braun & Clarke, (2013, p. 4) describe the main difference between quantitative and qualitative studies to be the focus on numeric and statistical data or on non-numerical data, a qualitative research approach focuses on the non-numerical data whilst a quantitative research approach focuses on numerical and statistical data.

Quantitative research is mostly related to the research philosophy of positivism, whilst subjectivism is more closely related to a qualitative research approach (Adams et al., 2007, p. 26). A combination of both non-numerical and numerical data gathering would be considered as a mixed-method approach (Braun & Clarke, 2013, p. 4). When one conducts research in a topic that is mostly focused on the objective elements, and logically conducting a deductive research, one takes the quantitative research approach (Collis & Hussey, 2014, p. 43). Bryman & Bell (2011, p. 386) argue that when one is looking for data concerning personal opinions, experiences and interpretations, a qualitative approach would be more suitable. Another difference between quantitative and qualitative studies is the amount of data necessary to justify a hypothesis, a qualitative research gathers data with multiple elements to ensure a valid interpretations and conceptualization of the data, for a qualitative research one needs a high amount of constant data to justify the hypothesis (Saunders et al., 2009, p. 482).

As our thesis is focused upon the interpretation of the relationship between managers and subordinates and we follow an inductive approach our research strategy has to be qualitative to gather the right amount of data.

3.2.2. Research Clarification

The research purpose can be divided into three classifications: explanatory, conclusive and descriptive, all consisting of different objectives (Saunders et al., 2016, p. 139). The objective of exploratory research is defined as “studying a situation or a problem in order to explain the relationships between the variables” (Saunders et al., 2009, p.140). Secondly exploratory studies’ objective is defined as the study used when the exact nature of the research problem is uncertain (Saunders et al., 2009, p.139). Lastly, descriptive studies have the objective of portraying “an accurate profile of persons, events or situations” (Robson, 2002, p. 59 cited in Saunders et al., 2009, p. 140).

A research may contain more than one objective (Saunders et al., 2009, p. 139). Our main aim of this research is to find out if the age difference has an influence on trust between young managers and their older subordinates. As we try to find out if certain elements influence trust, we are looking for a relationship between two notions, therefore we can position our research in the category of explanatory research. However, we will also try to portray an profile of the persons involved, in this case the young managers and their subordinates. So one might say we also include a descriptive objective to our study. Indeed we do not intend to find new theories, or to draw final conclusions according to the influence of the age difference on trust. We aim primarily to find on which aspects of trust, the age difference has an influence. By our intention to explore in detail the research question, we think that an exploratory study is the most appropriate. This approach will enable us to conduct semi-structured interviews through subjectives samples in order to obtain interviewees’ most detailed and subjective answers. This choice has been chosen
in connection with our one of our purpose to give recommendations to management teams on how to handle age gap within organisations or study the relationship between managers and subordinates while an age gap is consequent.

3.2.3 Research strategy

There are eight common alternatives for the research strategy: ethnography, archival and documentary research, grounded theory, action research, case study, survey, narrative inquiry, and experiment (Saunders et al., 2009, p. 141). “The purpose of an experiment is to study the probability of a change in an independent variable causing a change in another, dependent variable” (Saunders et al., 2009, p. 177), in other words, an experiment will be built up from two hypotheses, one the exact opposite of the other, the conducting of the research will prove which one of the two is true (Saunders et al., 2009, p. 178).

A survey is used to answer mostly the who, what, where, how many and how much questions, and therefore being mostly used for exploratory and descriptive research (Saunders et al., 2009, p. 181). A survey collects a, depending on the sample, large amount of data in standardised form which makes it easy to create a generalisable argument (Saunders et al., 2009, p. 181). Archival and documentary research involves the usage of already existing data and putting it together, data may be compiled of written, but also audio and visual data (Saunders et al., 2009, p. 183).

To study a specific phenomenon or topic within its real-life setting one can use a case study (Saunders et al., 2009, p. 184). In a case study, one takes a certain social actor or phenomenon and studies the behaviour of it to generate an insight from in-depth and intensive research of the phenomenon or social actor in its real-life context, providing the researchers with empirical descriptions and the development of theory (Saunders et al., 2009, p. 185).

Ethnography can be used for studying the social world or culture of a certain group (Saunders et al., p. 187). An ethnographic study focuses on the behaviour of people in groups, from small work groups to entire populations (Saunders et al., 2009, p. 188).

Saunders et al. (2009, p. 189) define action research as “an emergent and iterative process of inquiry that is designed to develop solutions to real organisational problems through a participative and collaborative approach”. Action research may involve the focus of the research changing during the research due to the emergent nature of the research strategy where the topic may evolve into a different focus (Saunders et al., 2009 p. 190). In a narrative inquiry one wants to preserve the sequence of the events and the chronological connections as the storyteller has experienced those (Saunders et al., 2009, p.198). The researcher merely adopts a role as a listener whilst the participant tells their story which results in transcriptions or interview notes containing large amounts of data. (Saunders et al., 2009, p. 198)

Grounded theory is a process developed to analyse, interpret, and explain the meanings constructed by social actors to make sense of daily experiences in particular situations (Saunders et al., 2009, p. 187).
As the purpose of our research is to achieve a deeper understanding of the influence of the age difference on trust between managers and subordinates. We want to get the experiences of the involved social actors themselves. Therefore, we choose to conduct semi-structured interviews. Which could be a combination of narrative inquiry, and a case study. However, we do not observe the social phenomenon on its own, but rather observe the experiences as told by the social actors involved. Ghauri & Grønhaug (2010, p. 56) that there are a variety of research strategies that are connected closely to qualitative research like interviews, case studies, focus groups and observations.

Interviews can be split up in 3 different types, open interviews, semi-structured and structured interviews (Wilson, 2014, p. 162). In an open interview the interviewer will start off with a question and will continue the interview depending on what the interviewee answers resulting in long answers and a high probability of unnecessary information (Wilson, 2014, p. 162). For structured interviews the opposite occurs, the interviewer will ask a list of preset questions with no ability to go deeper into the answers, resulting in shorter but more specific answers (Wison, 2014, p. 163). A combination of both, where the interviewer uses a list of questions, but goes deeper into the answers and asks follow-up questions as well (Wilson, 2014, p. 163). We decide to go with semi-structured interviews, as we believe this will give us the opportunity to go deeper into the answers of the subjects, enabling us to attain a deeper understanding of their experiences, whilst still collecting similar data and asking the same questions to all the subjects.

3.2.4 Primary Data Collection

As we want to know how the age difference influences trust between young managers and their older subordinates, we choose to gather qualitative data. As we consider trust and relationships as something that can not be quantified or represented in numerical data.

When one is looking for verbal and non-numerical data, a qualitative study is most likely to fit the purpose (Bryman & Bell, 2011, p. 386). The researcher has the ability to become part of the study physically whilst obtaining and understanding data because of the ability to assess and understand information from different perspectives (Ghauri & Gronhaug, 2010, p. 105; Strauss & Corbin, 2015, p. 4). In a quantitative study the researcher uses statistical means to measure data and to confirm or reject a hypothesis that was formed from existing theory (Ghauri & Gang, 2010, p. 104; Saunders et al, 2009, p. 151). For a quantitative study to be valid the data has to be gathered and analysed in the exact same way throughout the research, not only making it harder to generalize but also limits the linkage between the knowledge of the respondent and their ability to answer (Bryman & Bell, 2011, p. 168). The downside of a qualitative study is, just like the quantitative study, that it is hard to generalize, due to the unstructured gathering of data, and the level of interpretation that is involved with analysing the data (Bryman & Bell, 2011, p. 408). However, we do aim to study a social phenomenon and the best way to do that for this research is by conducting a qualitative study.

Qualitative data is, in contrast to quantitative data, non-quantified or non-numerical (Saunders et al., 2009, p. 598). Qualitative data is better used when the researchers try to understand the drives and reasons that social actors have for taking certain decisions and having certain attitudes (Saunders et al., 2009, p. 324). We have taken a clear interest in
the opinions and the reasons of behaviour of the social actors when it comes to age. Furthermore, we are of the opinion that quantitative data in this case will not help our research as the performance of certain teams does not necessarily represent the trust between their managers and their subordinates.

We have chosen to gather our qualitative data through semi-structured interviews, giving us the ability to go deeper into certain things said by the interviewees and to still get a structured amount of data.

3.3 Preconceptions

The researchers conducting this study are Manuel Cornu and Ton Munneke. Both graduates in the master programs at the Umeå School of Business and Economics. Manuel Cornu studies Marketing and Ton Munneke studies Management with a minor in Marketing. Both master programs consist of 120 ECTs spread out over a period of 4 semester. This research paper is the final assignment to finish to receive our Master’s degree.

We have thought long and hard on our research topic, as we were both interested in marketing as well as in management. The stories told by one of the researchers’ father, inspired us to conduct our research in the area of age, and how the age difference influences the relationships between young managers and old subordinates. This matter became more relevant when, during a course in 'current trends’, the matter of an aging population rose. This triggered us to start discussing the importance of this topic.

Before the start of this thesis project, the only experience with trust and relationships were f academically based. Our general opinion of the influence of the age difference in relationships was mostly based upon the story that one of us heard from his father and the assumptions we made based upon our knowledge of the pre-existing theory.

Our shared interest in social identity, trust, and stereotyping gave us a clear view of where we wanted to go with our research topic but also which theories could be involved in the causation of the research problem.

Gilje & Grimen, (2007, p. 183) say that the personal experiences of a person are a an important part of the preconceptions, which will affect the way the researchers interpret findings (Hartman, 2004, p. 191). It is clear that our personal experiences have had a certain influence on our choice of topic and our preconceptions about it. However, we have established that we are professional enough to be able to mostly put those aside whilst conducting our research. The choice of theory related to the issue was however based upon our preconceptions.

3.4 Literature selection

Within the context of writing a master’s thesis, the selection and the review of previous literature is crucial. It takes into consideration an effort of research, of understanding of theories and it involves a fundamental challenge (McManus et al., 1998, p. 1562) when it
comes to structure it into a theoretical framework. We are expected to find suitable and relevant theories having strong research and methodological connections with our research question. In the exercise of the literature review, we have tried to find, among a large database of literatures, the most popular papers according to the concepts and theories we thought to be useful. Key words such as age, trust, organisation, managers - subordinates relationship, interpersonal trust, trust theories, trust within organisations, young managers trust and others have been used in order to find the literatures. We used different browsers and databases, such as the combination of Umeå University database and Google Scholar as the main source of data.

In order to structure and organise our theoretical framework in a logical way, we have decided to review and read the literature according to the literature release and the evolution of the concepts. This method has been particularly useful in the construction of the framework related to trust which gathers a large number of research as the concept is not new to the research. Our work has been to review the evolution of the concept in a logical way and to pick up relevant findings and theories related to it for our research. This exercise has been an obstacle for us for two reasons. The first has been that the field of psychology is, even though really interesting, new for us. The time of adaptability to the field made the task of writing the thesis more complicated. The second one has been the difficulty to collect and structure findings on trust. The topic of trust has still to be explored for both scientific and management purposes but gathers already many literatures. We had to refine several times our research question in order to select strategically the theories and concepts of trust.

We have used peer-reviewed articles, books and previous thesis from the first approach of the theories until the last findings in order to explore more on the topic and find a research gap. After analysing the literatures on trust within organisation we found that the factor of the age difference has not been covered as an influence of trust. This observation conforted us to continue toward this direction. Then the choice of literatures and books has been made according the number of citations referred by Google Scholar. A number greater than 1000 was a guaranty of solid research. A second element was made from the publishers. We know that journals such as Psychological science, Elsevier or JSTOR have a great reputation within the academic publishers. The third main factor of trust was the reputation of the writer where some authors have been recognised by their peers. Beyond this selection of literatures we have tried to keep a diversity of authors and publishers in order to cover the theories and concepts in an objective perspective. However the use of secondary referencing has been avoided as much as we could for quality concerns but also for researchers to keep track of their findings.

Our goal was to take an inventory of literatures that have been reviewed according to their characteristics and perspectives involving the concept of trust. We first recognized the definitions used as a basis for our research questions according to their relevance and precisions concerning unique attributes. Then, an analysis is given to explain the two main concepts of trust which are the cognitive approach and the emotional approach. We finally concluded by giving a review of the different approaches of trust such as characteristics of trust, the level of trust, and different types of trust.
4. Practical Method

In the practical method chapter we will explain the procedure of gathering the necessary data for our research. We will explain our general data collection method, followed by an explanation of our sampling and access. Further we will describe how we conducted our interviews, how we analysed our findings and the ethical considerations we took to ensure an ethical approach.

4.1 Data Collection Method

Our first reflexion concerning our choice of data collection is about the use of primary or secondary data. Primary data, are data collected for a specific research question while secondary data are data collected for a field that has a different purpose than ours but are being used for another research question (Boeije, 2005, p.593). Broadly speaking, data can be used for the description and analysis of general attributes, comparing different researches to each other, adding more and new data to the existing data collecting previously collected by researchers and research design and methodological purpose (Boeije, 2005, p.593). The question refers on the conditions and the possibility of collecting relevant data to answer our research question rather than to use previous data. It aims then to reflect on whether or not our research question is subject to a research gap and by consequence, the quality of previous collected data are not accurate. Saunders et al., (2012, p. 307) mentions that secondary data can be used for different purposes and are relevant in such situations: annual reports, account of sales and good.

Regarding our research question, and the evaluation of previous collected data available, we think that secondary data don’t match our needs as our research question faces a research gap on the topic of the impact of the age of young managers on trust. Therefore, we think that our research question cannot be answered by the use of secondary data. We will focus on the collection of primary data in order to gather significant and recent experiences from the interviewers we have chosen. However, in the collection of primary data, several methods exist. The most common methods are experimental methods allowing strong causal inference, surveys through the use of questionnaires on a large sample of people and a large number of variables and third a qualitative method which involves collecting large amount of data through interviews on a small sample (Boeije, 2005, p.593).

Regarding our research question and research gap, we have decided to conduct a qualitative method driven by the collection of data through interviews of younger managers and older subordinates. Saunders et al., (2012, p. 376) suggests that the type of method that should be used, has to be linked to the research question as well as the research design.

The main characteristic of a qualitative method is that it underlines a process of interpretation. Thus a qualitative research aims to study phenomena in their context and to interpret data collected through concerned individuals (Denzin & Lincoln, 1994, p. 337). In that sense, the case study refers to an epistemological point of view based on theoretical realism (Glaser & Strauss; 1967, p. 2). In order to have a clear understanding
of the meaning and purpose of a qualitative method we will cite and use the definition given by Hox & Boeije (2005, p. 593):

“Data involving understanding of the complexity, detail, and context of the research subject, often consisting of texts, such as interview transcripts and field note, or audiovisual material.“

Qualitative methodology, through rich and dense description of context, agrees upon detail attention. Indeed, qualitative details help to ease the selection of existing theories through subjectivity of knowledge (Popper, 1972, p.1). Thus, the choice of realizing a qualitative method is not only based on the research of recurrence that interviewers may experience through repetitive actions and tasks, but also on the discovery of new elements that would complete our research. Even though our field of exploration has been highly and deeply covered by a multitude of researchers in psychology, sociology and social psychology, there are still phenomena which have not been covered in detail and required deeper exploration. Therefore, the choice of our field and the research question in an actual context is a key element for a proper qualitative research application. We can also add the importance, in the context of a research related to psychology and management, of individual thoughts about their own experience through a relationship, their own perception to trust and the meaning to their daily life (Boeije, 2005, p.594). We then agree with Boeije (2005, p.593) that data collection within a qualitative method should be related to the social context. In the exercise of our data collection, we conducted semi-structured interviews. A semi-structured interview consists of interviewing verbally an individual in order to extract information by asking questions (Longhurst, 2003, p. 143). It is based on an exchange between the interviewer and the interviewee in which the parties are self-conscious and in partially structured (Longhurst, 2003, p. 143). Insofar we want to explore the impact of the age of young manager over older subordinates on trust through the lense of concepts such as the social categorization theory, stereotypes or interpersonal attraction; conducting a semi-structured interview will enable us to gather a large amount of data based on workers’ personal experiences. We hope that by asking open question and let young manager or older subordinates to answer freely with no time limit to our question, we hope it will provide us some elements on whether or not the age difference influences trust in a significant way.

4.2 Qualitative sampling and access

As the qualitative methodology is appropriate for our research and the nature of our research question, it is suitable to explain the methodology in regards of our number of interviews. The question of the number of interview should be related to the goal of the research question. We position our research question in the frame of discovery within a densely-covered field. Even though the number of individual we should interview is not exclusive to a qualitative research (Baker, 2012, p. 4), it will have a significant implication on the global quality of the results. In order to gather accurate data on how and why perceive and interpret (Baker, 2012, p. 4) experiences related to trust we conducted eleven interviews (divided by four interviews from young managers and seven from older subordinates). According to the inductive paradigm framing our qualitative research we think that we obtained enough data in order to extract its content and use the information thoroughly to bring new elements to the research. Schatzman & Strauss (1973, p.39) relate to the time available to collect the data and select the samples,
according to the research framework, the research goal and any restrictions given to the writers. The sampling should refer to the time, the place, the individuals and different events (Schatzman & Strauss, 1973, p.40). Individuals that would be chosen can be picked according to some factors such as their gender, their sex, their age, their function within organization, their experience (Coyne, 1997, p. 624). Among the different qualitative sampling method, Coyne (1997, p. 626), mentioned the theoretical sampling on the basis on pre-existing concepts and theories proving accuracy and relevance in the past. Open sampling refers to the importance of the sample choice in accordance with the relevance of the data that can be collected underlying the research question (Strauss & Corbin, 1990, p. 181). Finally, indiscriminate sampling aims to verify the central idea, and complete information about sub-categories (Coyne, 1997, p. 627). In order to maximize our result, we decided to conduct an open sampling in order to increase our opportunity to find significant experiences and feedback from the interviewees in relation with our research question.

We aimed to gather personal perspectives, and interpretations of young manager and older subordinates on the question of trust and to evaluate the impact of the age on the propensity to trust. We concluded that we would need to interview both young manager and older subordinates in order to receive their respective perspective. In order to find elements for our research and conceptual model, we lead a qualitative study among a sample of Dutch managers and subordinates working at a Dutch Multinational production company. The Dutch company is active in health, nutrition and materials. According to the time that has been given to us to conduct our master thesis, we opted for an efficient method of choice of sample. It has been from our choice to select workers to be interviewed from the same company and the same country. However, managers and subordinates would be from different gender, working in different department such as engineering, finance and human resources, with a significant different experience within the company and with a significant age gap. We have also selected interviewees that resembled the opposite situation where the manager is significantly older than the subordinate, here we have also maintained our minimum of 20 years age difference. We have selected these interviewees as well to be able to falsify our results and to check if the found data is actually related to an age difference or not. We acknowledge the fact that the sample group and the group for falsifying the results are small but we believe that our results will provide a deeper understanding of the effect of age on management. We tried to select attributes that are necessary and which will provide a sample spectrum diversified enough to learn information dealing with our central research question (Patton, 1990, p. 169).

4.3 Interviews

4.3.1 Interview guide

A qualitative study has been conducted through semi-structured interviews among employees of a Dutch multinational production company. However, according to the depth of our research, we have taken in consideration the diversity of the profiles (demographics, gender, age, educational background) as well as their organization’s department in which they evolve (finance, control and production). 11 interviews of 13 to 45 min have been recorded and translated in their totality. A semi-structured interview
allows us to explore themes beyond the previous given questions in order to the respondent’s answers (Bryman & Bell, 2011, p. 467). This gave us some flexibility for each interview conducted. The structure of the interview has been build according to our research question and the expected results. We aimed at first to analyse the different attributes related in a relationship between a young manager and an older subordinate. We focused primarily on the concepts of leadership and trust as well as the current state of the relationship between the manager and their subordinates. We emphasised on trust as we think that the age is a valuable factor on the satisfaction in a relationship and then in its impact on commitment. Then, we tried to explore the themes related to the exchange of resources based on the quality on the relationship. Based on the answers we ask if the age difference influenced the relationship on these points (reciprocity, inferiority or superiority based on education, experience and age). Once this theory was covered, we explored the social identity theory through group behaviours analysis. These two categories allowed us to understand the process of trust construction when the manager is younger than the subordinate. Our main contribution is to analyse the impact of age in trust.

In order to approve our research and conceptual model, we lead a qualitative study among a sample of Dutch managers and subordinates working at a Dutch multinational production company. This company is active in health, nutrition and materials. The main organisation and its associated companies deliver annual net sales of about €10 billion with approximately 25,000 employees. Our interviews will be conducted with employees working on one particular site of the organisation. This site has between 250 and 500 employees. However, we will interview workers from different departments, in our case: finance and production in order to harmonise our results. The site has multiple production facilities and we will interview managers and subordinates from three of these production facilities. It is difficult to reveal more about the organisation used without jeopardizing anonymity, as revealing too much will give the employees of the organisation knowledge of which teams and therefore, which managers and subordinates, were used. The interview will be divided between managers and subordinates and we make sure that, in the first hand, the manager is younger than the subordinate and in the second hand that there is a 20 years difference between the two parties. To make sure This will help us to provide more accurate results on the impact of the age on trust. The interview guide has been written in English, and is to be found in Appendix 1.1. It has been translated in Dutch for understanding and accuracy reasons. As the answers and the data collected has been in Dutch, a translation has been done to provide our data in English.

4.3.2 Conducting the Interviews

The first consideration before conducting the interview, is to analyse the interviewees background and their ability to understand our questions (Rowley, 2012, p. 265). We are aware that both managers and subordinates don’t have background related to management and social psychology, and we want to make sure that the concepts used in the question are along with an explanation of the context of study and a clear vocabulary. Rowley (2012, p. 265) gives some elements in order to adapt our semantic to the interviewees such as not expressing implicit assumption, be sure to have one question at a time without staying too general and avoid yes / no questions.
During the interview, we have taken into consideration that the interview is a conversation between us and either the managers or the subordinates (Kvale & Brinkmann, 2008, p. 52). As previously said, the interviewer and the interviewee are experiencing different interpretation of questions and answers, according to their cultural background, education and experience (Rowley, 2012, p. 266), thus Saunders et al. (2012, p. 389) suggest making an introduction of the topic and the research question. Through this purpose, we took the time before the interview started to introduce ourselves, to explain the context of our thesis and the purpose of our venue as well as the estimated length of the interview. We think, this would enable the managers and subordinates to anticipate answers according to our shortly described expectations.

Our goal was to keep the interviewee engaged and focused throughout the interview and until the end to ensure we would collect accurate data from the beginning to the end. Rowley (2012, p. 266) stated that the choice of the topic and our concrete objective through the research question affects the interviewee’s engagement. We think that due to the actual trends regarding the ageing population, both in term of global demographic and within organization, coupled with the increasing number of young managers over older subordinates, we would be able to catch the interviewee’s interest. The objective is to trigger into each contributor a personal interest, for example through an experience lived in the past or even on a daily basis. Also, we think that the question of trust, whether consciously or not is deeply present within organizations and that it would be a way for the interviewees to raise some concerns about it. A table with the general information about the interviews has been included on the next page (Table 1). Note that the dates and times of the interviews are not published as this would interfere with the anonymity of the interviewees, for the same reason locations, and age have been described vaguely as well.
4.3.3 Transcription

Interviews transcripts might be perceived as secondary due to its central place in the thesis but it has been more and more covered and recognized by researchers (Tilley, 1998; Poland, 2002). Transcripts can be crucial in giving perspectives and in how we are giving sense to the interviewees’ answers and conclusion (Oliver et al., 2005, p. 1273). Transcriptions can be done in two different ways. The naturalism mode in which everything that has been said is transcribed in every detail and the denaturalism mode where idiosyncratic elements are removed such as non-verbals and involuntary vocalization (Oliver et al., 2005, p. 1273). Our primary focus is to present the data in its initial form in order to keep the essence of the interviewee’s interpretation and objectivity. Schegloff (1997, p. 165) privileged the true speech situation in order to avoid assumptions, and this naturalism mode is mainly used in the constitution of social-

<table>
<thead>
<tr>
<th>Subject</th>
<th>Duration</th>
<th>Location</th>
<th>Age (Due to anonymity this is given in 5-year gaps)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manager 1 (M1)</td>
<td>37 minutes</td>
<td>Manager’s office</td>
<td>30-35</td>
</tr>
<tr>
<td>Subordinate 1A (S1A)</td>
<td>13 minutes</td>
<td>Conference room</td>
<td>55-60</td>
</tr>
<tr>
<td>Subordinate 1B (S1B)</td>
<td>41 minutes</td>
<td>Conference room</td>
<td>60-65</td>
</tr>
<tr>
<td>Manager 2 (M2)</td>
<td>25 minutes</td>
<td>Office</td>
<td>35-40</td>
</tr>
<tr>
<td>Subordinate 2A (S2A)</td>
<td>21 minutes</td>
<td>Conference room</td>
<td>60-65</td>
</tr>
<tr>
<td>Subordinate 2B (S2B)</td>
<td>16 minutes</td>
<td>Office</td>
<td>60-65</td>
</tr>
<tr>
<td>Manager 3 (M3)</td>
<td>16 minutes</td>
<td>Conference room</td>
<td>25-30</td>
</tr>
<tr>
<td>Subordinate 3A (S3A)</td>
<td>19 minutes</td>
<td>Conference room</td>
<td>50-55</td>
</tr>
<tr>
<td>Subordinate 3B (S3B)</td>
<td>18 minutes</td>
<td>Conference room</td>
<td>55-60</td>
</tr>
<tr>
<td>Manager 4 (M4)</td>
<td>24 minutes</td>
<td>Manager’s office</td>
<td>50-55</td>
</tr>
<tr>
<td>Subordinate 4A (S4A)</td>
<td>19 minutes</td>
<td>Manager’s office</td>
<td>30-35</td>
</tr>
</tbody>
</table>

Table 1 Summary of the interviews
interactional reality. By using the naturalism mode, we have been able to exact the data and key information in their initial context and we think it increases the accuracy of our results regarding our objective. Even though we are assuming an unbiased collection of data, we cannot affirm the value of our word in the sense, that the context in which the interview has been conducted already denaturalised and influence interviewees answers. Moreover, Dijk (1999, p. 459) mentioned that using a denaturalism method would under evaluate the influence of some ideologies and the society. We do take in consideration that due to translation there is a risk of losing valuable information, therefore we have decided to use the naturalism mode, showing pauses, hesitation and adequate answering at its best, providing us with all the context necessary to reduce the risk of losing information due to translation.

4.4 Qualitative Analysis

Qualitative analysis data aims to interpret the interviewee’s perspective of the world and its subjective point of views through specific themes and determine categories and relationship with our research (McCracken, 1988, p. 9). Thus, our goal so far has been to collect data in its initial form in order to make sense of it through the theories that we have been using. Rowley (2012, p. 268), mentions a common agreement usually used in qualitative analysis which are gathered in different categories. The key elements involved in a qualitative analysis are presented below but will be developed further in the qualitative analysis section.

- The organization of the data
- Getting familiar with the data through numbers of readings and an understanding of the interviewee’s perspective
- Classifying and coding the data according the theories used in the theoretical framework
- Interpreting the data in concert with our central objective
- Giving an organized and clear presentation of the data

In the scientific methodology section, we opted for a value-laden axiological point of view. Connected to our research question and our purpose, a subjective approach on the data enables to understand interviewees statements. As we conduct inductive research, no hypotheses have been presented and our objective is to build theories out of our data. These elements taken into consideration and linked to the purpose of our research question, we decide to apply a qualitative research technique called content analysis. This method involves three different approaches. An indirect approach where theories serve as a basis for data analysis and will serve as a guide for the coding part, a conventional approach where the coding part is directly taken from the data and the interpretation follows, and the third approach is called summative content analysis, which involves keywords comparison and referencing (Hsieh & Shannon, 2005, p. 1277). The different approaches may provide different results according to the research question but a key element to take into consideration is the factor of trustworthiness (Hsieh & Shannon, 2005, p. 1277). Therefore, we conducted a naturalist paradigm method through a conventional approach. A conventional approach is used by researchers in the study to describe phenomenon such as social reactions or the analysis of social actors’ emotions (Hsieh & Shannon, 2005, p. 1277). As our research purpose is to analyse a social phenomenon which involves social actors, we think this approach is the most appropriate.
Indeed, the influence of the difference of managers’ young age on trust is an emotional reaction phenomena and the subjective interpretation of data will be crucial to answer our research question. Furthermore, we opted for open-ended questions and primary data in order to give interviewees the possibility to provide a maximum elements on their everyday’s life and experience which is compatible with a conventional approach (Hsieh & Shannon, 2005, p. 1277).

Our main goal in the data analysis is to identify which part of the interview can be used and related to the theories that have been taken into consideration in the theoretical framework. In order to be successful in the exercise of data analysis and in accordance with our scientific methodology, a naturalist paradigm method is recommended. The naturalist paradigm method enables researchers to transfer the data into concepts through a process of coding and classification (Basit, 2003, p. 144). Thus, in order to classify and analyse the data, we will build a process of coding. The coding process involves classifying the data and assigning them to different categories (Basit, 2003, p. 144). We have seen the role of coding as noticing and collecting relevant parts of our data, finding explicit example related to them and analysing them in order to find similarities, to compare them with previous research and to find a logical pattern that would emphasize expected results. It is an exercise of structuration and organization of data into categories in order to create a relevant meaning for our research (Basit, 2003, p. 144).

The first step has been the data collection and transcription from audio to writing. The second step has been to identify managers and subordinates as well as necessary information given at the beginning of interviews. Then, the coding part started with a first entire reading in depth of all interviews. A second reading has been done to analyse interviewees words and sentences that may be relevant to answer our research question. We emphasised words such as expectations, age, relationship, trust and many others and we tried to analyse the context and the underlying meaning. This part is the first attempt of our interpretation of data. Once key sentences have been selected, we tried to relate them to theories we integrated in the theoretical framework. This enabled us to create and classify key elements that may provide an answer for our research question. We remind that our main objective is to select and interpret interviewees statements in order to reflect a certain reality according to our subjective judgment for a specific research purpose. Indeed, analysing or measuring qualitatively the pertinence of interviews statements has been a difficult task and through a logical qualitative method and approach described above we have been able to identify main themes and categories. These categories served as a basis for our empirical findings as well as the analysis and enabled to create subcategories in order to obtain a logical structure (Hsieh & Shannon, 2005, p. 1277). These categories and subcategories are presented in figure 4 below:
The construction of the coding process enabled us to list the main themes used previously in the thesis in order to classify parts of the interview. Through the realisation of the coding process we have been careful in the respect of important agreement such as homogeneity and logic of the data categorization, objectivity and suitability of the data collected and coded. The definition of analysis unit can be done only by knowing to which questions the categorization will answer (Basit, 2003, p. 152). It is why the creation of themes has been related to our theories but also to their capacity to answer the questions we aim for. The correlation between theoretical themes and reflexions, and the data collection enabled us to extract information that has not been observed in prior research.

An important part of the qualitative data analysis in the interpretation of the data, and making sense of our work of classification and coding. The main goal is to have a clear objective approach between our data collection, the theories we used and the elements related to our research question. We had to think, which elements of the data collected will provide a significant answer to the questions and at which extent. We had to decide whether or not our interpretation of answers would provide enough material to add new elements to the research and judgment objectively the pertinence of it. For this reason of objectivity, we asked other thesis groups to comment our results according to our categories and themes as well as whether they answer in a significant way our research question. This work of putting the results in perspective brought us the possibility the judge in a clear vision the outcomes and more specifically to bring questions for further research.
4.5 Ethical Considerations

In the exercise of writing a thesis, some ethical elements have to be taken into consideration regarding the research design, the methodology and the relation of trust engaged with the participants (Munhall, 1988, p. 150). The ethical considerations arise at different levels and different places in the research and we tried to be keen in the respect of common value regarding the quality of our qualitative research (Bryman & Bell, 2011, p. 128). We aim in this section to provide ethical considerations that have been taken all along the writing of the thesis through different topics such as the protection of human subject, the authenticity involved in our relations with the interviews participants through a mutual consent, the respect of individual’s privacy and potential deceptions.

A first aspect of ethical consideration within the field of qualitative research has been covered by Munhall, (1988, p. 150) and Bryman & Bell (2011, p. 135). It refers to the protection of individuals through harm avoidance and informed consent (Bryman & Bell, 2011, p. 135). Munhall (1988, p. 150) suggests that in case of direct human interactions, involvement of individuals implying their subjectivity, some acknowledgment concerning the context, and the purpose of the research should be given. Adding to that statement, Bellah (1981, p. 2), argued that all social interactions, inquiry or inferences, should be linked to ethical considerations and reflections. As our purpose through the research is to render reality intelligible through different perspectives, the self-conscious ethical values will have an impact on the quality of our work and the pertinence of the results.

As an introduction in our relationship with participants, the factors of trust and respect that have to be established upon a mutual agreement (Saunders et al., 2012, p. 231). In order to create a climate of trust between us and the interviewees, we have decided to refer to a contact we have within the company, who has been in charge of explaining to each individual the nature and the purpose of our venue. The main lines of our topic as well as the global frame of our research have been clearly raised. We were conscious that through the themes that we have chosen for the research, some concepts may rise to consideration or personal reflexion on their own experience. We thought about how the questions related to trust between managers and subordinates may affect or trigger emotional response in the case where one of the manager or subordinate would have had bad experience in this field. Indeed, Munhall (1988, p. 150) mentioned that in the case of a qualitative research, knowing the aims and commitments of the participants are an intrinsic element of the research. This approach enables to reduce the risk of being harmful. We have also raised some concerns of not creating a ratio of power between young managers and older subordinates. In other words, in the object of our study, we want to study the impact of the age of young managers over older subordinates on trust; we wanted to be sure to any of our questions would underlie a ratio of power between both parties. Managers and older workers would be treated equally where we would tip the scales in favour of any of the interviewees. Furthermore, in order to keep a constant degree of trust, confidence and respect, we tried to remove any type of pressure, from expected answers to time limit. This aspect of neutrality of the interviewer is important in the relation we created with the participant. The time we spent and the degree of work we put on our thesis, might influence our expectations on potential answers as well as our behaviour according to the interviewee. It has been important to keep a certain neutrality to receive a clear interpretation of the interviewees. For respect and trust concerns, we
also decided to conduct the interviews in Dutch, the mother tongue of all participants. Through this process we thought it would make interviewees more confident and more comfortable for answering our questions. All the words and concepts would be then understood clearly, without objections and we would also gain fluidity. We also think, even though we could not find scientific research on this topic, that having a dialogue first in its mother tongue and with both participants speaking in the same language would increase trust and the pertinence of the answers that have be given to us.

The issue of privacy, informed consent and confidentiality of information are common ethical considerations in scientific research (Eysenbach & Till, 2001, p. 1104). Thus, beyond the fact that we made sure that the different interviewees were aware of the reasons of our venue as well as the purpose of the research (Bryman & Bell, 2011, p. 139), we had to determine whether the information interviewees would give would be published. We assume that whether or not we inform the interviewees on the privacy of their data, it would bring psychological differences (Eysenbach & Till, 2001, p. 1104).

In term of privacy Bryman & Bell, (2011, p. 143) stated that people may feel disappointments without being harmed during the interview by violation of individual values and privacy statements. An individual accepts to participate to an experiment or research under certain conditions. They might be clearly exposed at the beginning of the interview but can also be hidden under the conditions of his or her moral. In that sense, even with informed consent, a participant may feel harmed for personal views. Indeed, the privacy of individuals is closely linked to the concept of informed consent (Bryman & Bell, 2011, p. 139). In that perspective, at any moment during the interview we pushed the interviewees to bring more materials or to further in the development of their idea or always under their total consent. We globally think that we respected all ethical considerations due to some reasons. Only one person declined our offer due to lack of time during the period we could conduct the interview. Also, none of the interviewees declined to answer our questions and the length of our interviews shows that the participant were open to develop their opinions on the asked questions.

We think we obtained these positive results due to the topic to which our research relates. Unlike the sensitive topic of health for example, the questions regarding trust and relationship within organizations is not susceptible to hamper interviewees’ privacy, confidentiality or ethical values. A face to face interview within a private frame enhanced significantly the trust between us and the interviewees.
5. Empirical findings and analysis

We aim to explore and analyse connections between the empirical findings through the interviewees’ statements and the implicit meaning that can be found in these statements (Stirling, 2001, p. 387). Our interview method has been described previously, and we are now taking into consideration interviewees’ statements implications for our research. Empirical findings are claims and the analysis help us the draw a picture on the signification of an idea (Stirling, 2001, p. 387). The last part of the analysis will be the interpretation of patterns we have drawn in the empirical findings. In other words, we will connect our summary deductions to relevant theories that have used in the theoretical framework. It aims to focus on the original research question and the theories involved (Stirling, 2001, p. 387).

5.1 Expectations of managers and subordinates

The managers and subordinates we have been interviewing were all working within the same company, a Dutch multinational. The interviewees are working either within the engineering section or the finance department. The group members are from 29 years old for the younger manager to 65 years for the oldest subordinates. Also, in order to get significant results through our data, we made sure that the age gap between managers and subordinates was at least 20 years old. This, we think, would emphasise traits and factors that could influence trust through the age difference. We conducted 11 interviews with lengths from 16 to 45 minutes which provides us significant materials and source of information to refer some elements to the theories we have been using in the theoretical framework.

Each interviewee, whether they are manager or subordinates, have had a previous experience within a company. They also all experienced their current position before. However, 2 managers are experiencing for the first time to work only with older subordinates. The phenomenon of having young managers over a majority of old subordinates is still rare but it will be more and more common in the coming years due to the ageing population in developed countries. Also, overall, managers and subordinates know each other pretty well based on the knowledge of their age as well as their years of experience.

As we have seen in the theoretical framework, the expectations on the manager’s and subordinate’s sides play a role on the subsequent source of information shared. We asked both managers and subordinates what their expectations were with regards to each other. We framed our discussion within their relationship and their expectations to their respective position. We tried to analyse the main expectations from a manager’s perspective toward subordinates and conversely from subordinates toward their manager. In order to reflect a picture as close as possible of the reality, we took the perspective of organisational context. In other word, questions have been asked to managers and subordinates only regarding their expectations regarding their relationship and work related expectations. We already admit that the answers given by the interviewees are
biased especially regarding expectations that might have a negative impact or consequence on their self-image, even though we keep the interviews anonymous. However, as we explained in the theoretical methodology, we aim to extract data in order to reflect phenomena which are the consequence of social actors interacting to each other. This data collected will be then interpreted and connected to the theories that seem to reflect the data.

5.2 Perceptions of managers and subordinates about their relationship

We asked during the interview, what a manager would expect from their subordinates. The answers were quite different according to the managers and we haven’t been able to observe patterns that appeared 2 or 3 times. However, we have seen that managers have born expectations toward subordinates themselves as individuals which in phase with the managers’ role and position: “who are put in the team leader’s places, are not there without a reason, we expect a bit more independence and motivation from them”. Indeed, the notions of coaching, motivation were present, and it has been told to us: “I need to push them in the right direction a bit, and that is also a learning curve.” Here collected one interesting part of the interview of a manager:

“I am looking for someone who might not have the experience and knowledge of the production, but who does have leadership quality, who can coach people, can motivate groups. I also like it when I can see how a person can develop itself. I find it amazing when they change a small thing and they are proud of that. I think that is great. But he also sees that there is more, so he goes to extra courses, tries to find projects he can be involved in. But he also knows how to motivate his team, and make it a real team and support teamwork.”: M1

We find again the factors of trustworthiness that have been discussed in the previous section which are the personal involvement, subordinate’s motivation and autonomy. However, even though it has been mentioned only once, this manager tells us that the experience and knowledge are not important expected factors. This differs from what we found on the factors linked to the age of older workers. Managers ask for a willingness to be involved in tasks that has been given: “Subs are the only ones who actually add value to our products” and “I want them to do things with the right intentions”.

5.2.1 Subordinates’ expectations toward their managers

Even though we have seen few expectations from managers toward their subordinates beyond what it is asked to do in term of production, the subordinates’ perspective is slightly different. The list of expectations toward managers is more exhaustive and it seems that subordinates expect more from their managers. Through the data collection, we found a strong sense of emotional reciprocity and emotional intelligence expectations. We have seen in the theoretical framework that subordinates were giving more importance to emotions and affect as a condition of trust and we think that the subordinates’ expectations are in the same direction:
“With how a person manages and if he likes to listen to you, and if he values you, I’d prefer that over someone who manages like some sort of dictator.” : S1A

“He could seek a bit more contact with the people below.” : S1A

“How their character is and how they stand in life. How do they think about themselves.” : S1B

“They try to really educate you and develop you to make minor adjustments” : S1B

“Then you know what you can expect and how you can interact I really appreciate that.” : S1B

“You have the need to have manager you can talk with and discuss everything that is going on” : S3A

These samples based on subordinates’ expectations toward their manager give really significant results on subordinates key elements taken into consideration prior a relationship for this one to be sustainable and positive. Trust linked to expectations from subordinates relates largely from affect-based information such as reciprocity of sentiments and each other empathy and interests understandings. Subordinates are looking for common interests and a high level of closeness, in other word, their relationship with their manager is a major determinant for their perception. Coupled with the affect-based trust, these data give us strong relation with the concept of identification-based trust which is based on emotional reciprocity based on identification. In other words, subordinates look at personality traits similarities as a condition of trust. It has to been with the perception and feelings of risks and vulnerability which are the basis of the concept of trust. This theme will be discussed and compared with previous finding and the next chapter.

We have seen through our data that managers’ and subordinates’ expectations differ on their constructions and nature. Managers base their expectation on the dependability of their subordinates. In other words, on the subordinates’ capacity to be relied upon through their motivation, their personal interest on development, their capacity to adopt leadership position with their team and independence skills. These factors of perceived trustworthiness are mostly along the concept of cognition-based trust in which competencies, responsibility and dependability are the key factors. Subordinates clearly base their expectations on the quality of their relationship with their manager through affect-based trust where reciprocity of sentiment, good intentions toward them and a mutual set of principles are significant. These factors based on interpersonal relationship are included within the concept of identification-based trust. We have included a summary of these findings in figure 5. We cannot prove or confirm that the age difference influences subordinates’ and managers’ expectations based solely on these observations. However, a comparison between the influence of the age difference on different managers’ and subordinates behaviour and attitude and their expectations to each other may conduct us to have suppositions. For this we will analyse the nature and the perception of the relationship at work between managers and their subordinates.
5.3 Ways in which managers and subordinates perceive their relationship

The nature of a relationship involves many aspect including the factor of trust. Trust is a necessary factor for a relationship to exist and to be sustainable. In the continuity of our analysis, we aim to spot factors serving as a basis in a relationship. The data have been collected through the description from subordinates and managers of their perceived relationship. The collection of key elements will allow us to analyse and to ask whether or not the age difference has had an influence on the evoked components of relationship.

5.3.1 What makes a good relationship from managers’ perspective?

Expectations regarding relationships differ among individuals through affect and cognitive aspects. Individuals present personal values and characteristics in their perception of relationship and their vision depends highly on affective and cognitive impressions we make of the other party. During the interviews we asked managers, in a first hand, what makes a good relationship. It should be understood here which characteristics should their subordinates have for their relationship to be strong and based on a high level of trust. In order to keep objectivity from managers we asked an open question where managers had the possibility to express themselves and tell, through their experiences, their point of view of their perceived relationship within the organisation with their subordinates.

Among the large sample of answers we collected, we have been able to draw some patterns regarding the main and most important characteristics for a relationship to be
healthy and sustainable. These patterns will enable us to analyse whether some characteristics might be linked to underlying concepts and notions of trust.

“I think the personal relation is the basis of a work relation and I think it is really important to stay in contact with, at least, my direct subordinates.” : M1

“I do not make enough time and I find it really annoying when I have to cancel a personal evaluation.” : M1

“I think that is important, and I have the feeling that the team leaders see that I find it important” : M1

Managers here emphasise the importance of the personal relationship with their subordinates. They see good relationship based on communication, frequency of interactions and personal or individual involvement to each other. These factors or characteristics can be linked to the notion of dependability, which is a key element of trustworthiness. We have seen that close relationship with high interaction frequencies increase the propensity to trust, and we see that it goes also along with our findings where individuals are looking for conversation, proximity and cooperation to each other for a higher level of trust. Managers mentioned teamwork and the importance to know each other in order to have a good relationship with their subordinates: “The insight in my subordinates, by making that connection, just having that conversation. A team, we’re a team. Get to know everyone”. Therefore, people with mutual interests and strong interpersonal communication skills will have more chance to trust or to be trusted by the other party. As the frequency of interaction increases, the perception of risk decreases and by consequence, the propensity to trust increases through similar visions and cooperation but also mutual interests.

Then we have observed strong patterns related to the notion of integrity. Managers mentioned several times the importance of honesty and sincerity in a relationship. These are directly linked to the concept of trust where managers want to build a relationship of trust based on values such as honesty and individual’s integrity. These elements are coupled with other interpersonal values mentioned by managers which as mutual interests, respect and open mindedness. We see a strong sense of importance from the managers’ perspective to gain trust from subordinates through the way they build their relationship and the values they give priorities.

“The personal evaluations are sincere and made up from sincere interest.” : M1

“There is some personal interest from both sides. but we have a healthy relationship. With respect from each other. Especially when they see that what you say is logical, and that it fits by their thoughts and what is needed.” : M2

“I think we are really open and honest, and with a good relationship, and knowing each others fields of knowledge and abilities and I think that way we manage great.” : M2
Finally, three managers mentioned the importance of the way they approach and interact with their subordinates. They referred here to what characterise their subordinates in term of personality and behaviours. We have seen previously that the age difference influenced individuals’ perceptions through either stereotypes such as old subordinates are not motivated anymore and lack of productivity, or observation where managers mentioned that older subordinates were hard to convince and were having difficulties to see their beliefs to change. Throughout the interviews we have seen that managers take into consideration these elements in their way to interact and behave with their subordinates. It refers to the notion of emotional intelligence through the capability to perceive someone else’s expectations and personality traits in order to adapt. We have here collected interesting and reliable data regarding to how managers take into consideration older subordinates expectations, personality traits and needs in order to maintain a sustainable relationship and trust.

“You always have to be careful how you approach people, always, no matter if you’re a senior operator with more experience or who is older than the team leader, you always have to approach it differently.” : M3

“I think management style flexibility is really important.” : M3

Through the understanding of older subordinates’ intention desires and global behaviour, managers emphasise and pay attention to mutual reciprocity and have shown empathy based on identification. We will see in the next section how we can relate it to previous findings in regards to trust and especially the notion of identification-based trust.

We have here some elements directly linked to trust but also data indicating that managers take into consideration older subordinates behaviours shaped by their age and experience in order to build a healthy relationship. Through the different characteristics taken into account in a relationship we can link how the age difference influences indirectly trust.

We have been able to recognise attributes that make a good relationship from the managers’ perspective and to analyse their attitudes and behaviours according to their subordinates, their expectations, the context and environment. We have seen that managers adapt to each individual to meet subordinates’ needs and desires through emotional reciprocity and empathy, which have been said to be important to maintain a healthy relationship. As the age modifies individuals’ behaviour, attitudes and personality, it affects the perception of managers over subordinates on important attributes related to good relationships and indirectly the perceived trustworthiness. Even though we haven’t collected data from managers saying that the older age of subordinates would affect directly the trust, we think these findings related to previous researches can clarify some aspect of the impact of the young age of managers over subordinates on trust.

5.3.2 What makes a good relationship from subordinates’ perspective?

The same exercise has been conducted toward subordinates to understand what they think is important in their relationship with their managers. The main purpose here is to compare the nature of different given attributes or characteristics taken into consideration
by subordinates with the one expressed by managers. This comparison by nature will enable us to understand which aspect of a relationship is important for each case.

As we did for the managers’ side, we have been trying to draw patterns that would bring relevant materials for our study. We have noticed recurrent answers from subordinates that can be related to factors of perceived trustworthiness such as the benevolence, the ability, the integrity and the dependability.

After analysing the interviews on what makes a good relationship from the subordinates’ side, we have noticed a stronger importance given to the interpersonal relationship than what we found for the managers interview. Even though both managers and subordinates bear importance to the personal relationship they want to build together in order to keep some durability, we can see that subordinates pay more attention to managers’ personality traits and their behaviour or attitudes toward them. The words calm and relax have been mentioned twice by subordinates as a positive factor for a relationship: “He is really easy to work with. He is calm” and “Just chill and relax”. Subordinates raise the importance of communication skills: “Calm down. Communicate, and think about things before doing it”. We can also interpret this sentences through a difference of working attitude within the company, where young managers work at a faster pace than older subordinates. Their motivation is higher and older subordinates can’t or are not involved enough into projects to follow manager’s decisions and directives. This point may affect their relationship through a different position and perspective to the working environment as one of the subordinate mentioned: “hey all come in now, really well education, and his way of handling is way faster and his thinking is way faster.” This aspect is not affecting the trust directly but impacts their behaviour and attitude to each other, and force them to be flexible to keep a healthy relationship.

We found further information regarding the importance of affects and social interpersonal interactions from subordinates toward their managers. Two subordinates mentioned their need to have a personal feeling through their relationship with their managers

“You always have to be careful how you approach people, always, no matter if you’re a senior operator with more experience or who is older than the team leader, you always have to approach it differently.” : M3

“I think management style flexibility is really important.” : M3

Subordinates see through their personal interactions with their managers a way to trust them, to get confidence toward them in order to reduce the risk to do or say something wrong. This need of a healthy relationship and trust toward their manager is directly linked to the concept of deterrence-based trust where trust is present through the limitations given by the managers or the enterprise: “that is associated with my position, people are sometimes scared to do things wrong, because they are afraid of the consequences”. A part of vulnerability is born by subordinates and we see that they try to engage in a relationship based on affect-based trust which involves reciprocity of sentiments or emotions, common interest and expectations, and level of closeness. These affect-based attributes all have been mentioned during the interviews and are significant indicators of trust. However, it showed that trust from subordinates to managers within
the concept of affect-based trust is not related or influenced by the age difference. We will go further in this topic in another section to really measure and analyse the influence of the age difference from both sides managers and subordinates.

In order to leverage trust in their relationship, we raised the importance of agreement between managers and subordinates through acceptability and adaptability of the other party’s needs, behaviours within a certain context. This aspect of emotional intelligence is a common pattern which relates the significance to understand each other and to build a harmonious and common relationship based on different values and point of view but common goals and objectives fixed by managers and the company. We can also emphasise that the present trust is based on mutual respect. Respect is an element of the relationship where subordinates are particularly attached and which is linked to their age: “older people may want to get some more respect and be addressed more formally”.

“We agreed upon this, I did this, so there it is. And he accepts that. But I also find that you need to take the others view as well, adapt to the person you are interacting with. I adjust myself to the person I am conversing within this environment, and then i need to realize that my environment is getting younger and I am getting older.” : S2A

“If you respect me, you get all my graces and I will be the least of your worries.” : S3A

Finally, subordinate interviewees emphasised on factors of benevolence through openness, transparency or humility which are meaningful factors of trust in a relationship for subordinates. These identification-based trust have been found also on manager’s side and are found again on subordinate's side through empathy based on identification and emotional reciprocity. We see another point mentioned by subordinates which the perception of equality. The equality between subordinates and managers might light up a point relating the influence of the age difference on the relationship. Even though it has not been expressed directly, subordinates expressed the desire to receive respect and equality from managers. This might be explained by the age gap between managers and subordinates and the fact that older individuals are looking for respect and share strong value of equality and fairness: “be fair to yourself, you’re not perfect. I am not perfect and you aren’t either”:

“Good, open and transparent. He has a clear story, knows what he wants, He doesn’t really feel like he is the boss, we are all on the same level.” : S3A

“Good, and open.... Equal, he has a high value for equality between us.” : S3B

In conclusion, we have seen a strong presence of the affects and interpersonal interactions from subordinates toward manager in order to build healthy relationships. Different expressed attributes have been identified and indexed in a chart below to have a clear identification of meaningful attributes from both sides for a good relationship. It will allow us further to link how one's’ vision and perception of a good relationship influence trust. As the age difference has influenced the attributes that made a healthy relationship, it also influences some aspects of trust indirectly.
Figure 6 gives us all attributes mentioned by managers and subordinates that designs or defines a good relationship. We classified them among four factors of trustworthiness to analyse how attributes and the nature of a relationship influence trust. Our goal now is the see if and whether or not the age difference influences the given attributes given by subordinates and managers that are positively or negatively related to a relationship. The next section will provide us these key elements for our research by the analysis of the importance of trust on managers and subordinates perspective.

5.4 Perception of trust

We continue the analysis of our empirical findings through the observation we have been able to make on the perception of trust from managers’ and subordinates perceptive. We have focused our efforts and emphasised our interviews from the subordinates’ perspective as we aim the prioritize the analysis of the influence of the young age of managers’ over older subordinates on their perception of trust. We think, the analysis of our empirical findings made on managers’ and subordinates’ expectations and criteria for a good relationship, coupled with perception of trust will give us significant materials to raise new findings on the influence of the age difference on these global elements of trust.

5.4.1 Trust from subordinates’ perspective

In the analysis of our data, we have been able to find patterns mentioned at least two times from two different managers during the interviews. Some categories appear obvious, such
as the trust from the manager’s skills and competencies, their knowledge through their education or experience, even though it is short, as they are mostly around 30 years old. The number of data collected that relates to the importance of managers’ skills and knowledge for trust makes cognition-based trust as a priority for subordinates.

“I do trust him when it comes to that, he is smart enough to know how it works and he makes the right decisions. I do trust that he knows what he is doing.” : S1B

“They really need to know how the different management layers work. There are all these systems about how meetings go, how agendas are, so he was really good in that.” : S1B

“He is really well educated, and he has a really nice view on society, and tells me what I should be doing.” : S2A

“His drive, yes his drive, and his knowledge, he has a lot of knowledge.” : S3A

In these statements, subordinates clearly relate the need for the managers to have the knowledge required to be trusted. The interpretation we can do through cognition-based trust is that the degree and propensity to trust a manager will be related to his or her ability to reduce the risk through experience, competencies and managing skills. Indeed, we can note that subordinates raised importance in the ability of managers to drive teams such as the last sentence: “His drive, yes his drive, and his knowledge, he has a lot of knowledge”. We suppose that it goes by pair with subordinates’ personalities who prefer straight-forward managers where managers’ confidence and their ability to drive their subordinates influence the perceived trust.

We can also state that the level of education of the degree of knowledge perceived by subordinates influences their propensity to be vulnerable toward their managers. In other words, in a relationship of trust, one of the two parties has to be vulnerable to the other one through the notion of perceived risk. Then, the capability of managers to handle critical tasks and to manager teams will reduce the risk of failure. This reduction of risk allows subordinates to be more vulnerable and therefore increases the propensity of trust. Within companies, the status and the managers’ position give subordinates a first impression of risk reduction through the legitimacy of the manager to be at this position: “if I find things irresponsible they wouldn’t have been on that position. So I trust all of them, absolutely”. We mention this notion of risk because it has been a foundation of our theories on trust but it also has been confirmed by the interviewees through their perceptiveness of risk within the organisation.

“I make sure everyone gets the right message, and the right tools, so they know what risks there are.” : S1B

“What is the risk if something happens differently than what they decide in the top layers.” : S1B

One subordinate described that the risk can be managed through communication skills and the content of the message. Therefore, the receptivity of the message and its comprehension helps to reduce the risk. The second subordinate sees himself in a position
where he measures the level of risk of each situation. An evaluation of risk will be done based on managers’ decisions. We can interpret this statements by saying that the degree of trust is based on the evaluation of risk by subordinates through the managers’ ability to handle critical tasks within the company.

Following these statements, the last point we have been able to note is the role of the manager’s position as a trust factor. De facto, subordinates will trust their managers as they trust and believe the hierarchical system of the company where managers have been selected according to skills and past successful experiences. As we have seen previously, due to their positions, subordinates expect certain criteria to be fulfilled: “if I find things irresponsible they wouldn’t have been on that position. So I trust all of them, absolutely”. Managers position within the company implies influences on decision-making processes and interpersonal interactions. It affects subordinates’ behaviour and perception toward his or her manager from the status and the conceptions that are made from it. We think that the importance given to a manager’s position will determinate the subordinate willingness to rely on him or her. Through a lower level of authority and influence, subordinates accept a larger share of vulnerability and therefore it increases the level of trust between the involved parties. A summary of our findings concerning this in figure 7.

![Figure 7](image)

*Figure 7, Cognition-based trust attributes’ influence on risk reduction and trust*

In the analysis of the perception of trust from subordinates’ side, patterns have been found under the category of affect-based trust through factors of trustworthiness such as integrity. As we have seen, the integrity factor plays a major role for subordinates for a relationship to be healthy and sustainable. It is also a strong condition for trust, as subordinates who relate more on affects than managers, express the need for authenticity, honesty and sincerity.
You’ll get trust from that, because if he tells me things he’s not supposed to talk about, and someone else finds out that he did then, he would lose that trust. Just being honest.” : S2A

“Be fair to yourself, you’re not perfect. I am not perfect and you aren’t either.” : S2A

Trust is found under the condition that one party has confidence in the other one. We have seen that individuals gather information about the other party in order to determine his or her trustworthiness. Subordinates mentioned particularly the factors of integrity playing a central role in trust through the elements previously given: authenticity, honesty and sincerity. This underlies that managers’ behaviour influences trust. By being honest and showing sincerity, managers have the capacity to lower the perceived risk from subordinates which increases the trust intention. Subordinates set certain principles that will influence their propensity to trust and these are based on personal moral values which are more or less pronounced for each individual.

We can directly link it to another factor of trustworthiness we have seen in the theoretical framework: benevolence. Subordinates have shown that the factor of benevolence was also an important point for them to trust their managers. We have been able to emphasise this factor through the desire to see a good, open and transparent manager

“Good, open and transparent. He has a clear story, knows what he wants, He doesn’t really feel like he is the boss, we are all on the same level.” : S3A

“Good, and open…. Equal, he has a high value for equality between us. Really good all in all.” : S2A

In conclusion, we have been able to identify key elements influencing the propensity to trust. Cognition-based trust and affect-based trust have been both present through the competencies and skills of the managers or factors of trustworthiness with integrity and benevolence as principal contribution. This analysis will enable us to identify the main attributes taken into consideration and then measure the influence of the age difference of young managers over older subordinates on trust.

5.4.2 Trust from managers’ perspective

Even though, the analysis of trust from managers’ perspective comes to the second plan of our research, it is worth it to note which factors are taken into consideration. We have been able to identify three layers influencing largely the trust from managers’ perspective. The first one is linked, as we noticed from the subordinates’ perspective, to their position and the power that is given through their status. The company’s environment fixes rules and limitations that give managers the power to influence subordinates’ behaviours and decisions. A second one is the dynamic of interpersonal interactions between managers and subordinates which shows the relevance and importance of interpersonal relationships for the propensity to trust. The last elements given by managers is
subordinates competencies and ability to handle tasks that has been given. This aspect of trust relates to the perceived risk and the ability to control the risk in order to avoid failure.

We mentioned the role of the company’s environment first as we think is the main contributor of trust for a manager to be trusted. Managers’ position give them an initial influence toward subordinates and give them the power to fix limitation. These elements refer to the notion of deterrence-based trust which defines the fact that subordinates tend to trust managers and follow the given instructions by fear of the negative consequences that might occur if subordinates don’t respect the limits. This is a common aspect of trust within organization: “now we create an environment where you can do your work well. I give them responsibilities and borders”. Therefore, subordinates are aware of managers’ expectations and their limits on what they can do and what they cannot do: “I give them their boundaries, and a guideline to work within. If they don’t do what I want, the first thing I look at, is: myself, have I explained it correctly? Did I think well enough about the consequences and implications for them”.

“...I do believe they trust in me, and as far as I know they do what I want.” : M1

This statement brings us significant elements regarding manager’s expectations that subordinates will follow the directives. Furthermore, the fact that subordinates are following instructions is perceived by trust. Therefore, the perceptiveness of fear and the consequences fixed by managers or the company in case of subordinates don’t follow the rules, will influence the aspect of trust: “that is associated with my position, people are sometimes scared to do things wrong, because they are afraid of the consequences”. M1

The second element we found that has been strongly related to trust is the dynamic of interpersonal relationship and the frequent interactions. Therefore, the factor of time, is an important attribute for trust to be build up. Trust is something that scales up with time and common agreement upon managers and subordinates: “We agreed upon this, I did this, so there it is. And he accepts that” and “trust is something that grows”. This conditional agreement between managers and subordinates shows the importance of relationship healthiness for trust.

“I think it is based on the connection you make with someone. It is not based on age or experience.” : M3

“It is about how you handle communication with someone, how you guide them. So you try to discuss with them, you try to talk to them about things. And then it grows. But that takes time.” : M3

“Look, you always have to be careful on how you approach people, always.” : M3

Communication and connection are high crucial elements of trust between managers and subordinates. Communication skills and interpersonal interaction frequencies are the factors driving trust and enable managers to guide subordinates. Indeed, if trust increases with interactions frequency, manager’s ability to communication with subordinates and
to give them instructions will influence greatly subordinates’ trust to follow the instructions.

The last attributes that have been clearly described by managers is the role of subordinates’ competencies and ability to handle tasks and instructions. As we have seen, managers have a propensity to have rational vision and interpretation. Therefore, the approach of risk is part of their attitude and daily experiences. In order to be trusted, subordinates have to show and demonstrate their ability to reduce the risk of failure.

“She doesn’t care if she has to work in the weekends or at night. I appreciate that a lot.” : M3

“They’re doing a good job and feel happy.” : M2

“Very much, I trust that they have the intention.” : M2

Managers have shown us this aspect of trust related to subordinates’ ability to show their motivation and handle instructions through subordinates’ right intention to do a good job, their motivation and flexibility to work longer when it is required and the quality of their work.

5.5 Influence of the age difference

Our dominant concerns were placed on how and at which degree the age difference influences behaviours and the perceptions are managers have towards the age. What are the positive or negative things that a young manager can bring to other employees or to the company and conversely what are the positive or negative things that old employees bring to the youngest. This analysis has been made on individual’s personal opinions and reflects certain feelings that might be biased by the context of the interview. Our previous analysis has enabled us to build a comprehensive picture of under which conditions trust is influenced and which aspects of trust are involved when we take into consideration the factor of the age difference of young managers over older subordinates. This next analysis is only dedicated to empirical findings related to the influence of age difference on the relationship between managers and subordinates and on their propensity to trust each other. We will try to harmonise and categorise the data in a clear and structured way based on the previous analysis and the theoretical framework.

5.5.1 Positive influence of older subordinates

We have seen a significant characteristic of the age of older subordinates through a common and repetitive answer. It refers to the experience and the level of knowledge that older subordinates bring to the company and other employees.

“ The usual one is of course experience.” : M1
“The nice thing about the older team leaders is that I do not have to worry at all whether they know how to keep the production up and running.” : M1

“The old people bring a lot of experience especially, listen very carefully to those men, and summarize and look: how can we make the next step most of the time they’re full of good ideas.” : M3

“They have a lot of knowledge, their level of knowledge is really high.” : M3

There is an instant and initial trust that the age provides through their experience and their knowledge. These elements have been emphasised by all of the interviewed managers, which gives us significant information on how older subordinates are perceived but younger managers. One manager even mentioned, “So How would I do that without anyone below me who has that knowledge?“ : M2 to described to necessity to have older subordinates with expertise and knowledge.

Then, we have observed that this experience and knowledge brings other characteristics on the older subordinates perceived by younger managers. Their experience brings the perception and the dimension of respect:

“What I think is important is that they because of their seniority, they automatically get respected.” : M1

“The old people bring a lot of experience especially, listen very carefully to those men, and summarize and look: how can we make the next step.” : M3

Younger managers also pointed out some elements characterised by the older age of their subordinates that would influence their trust beyond their relationship with them. Which means a direct influence of the age difference on trust through their expertise and knowledge. The notions of wisdom or serenity, autonomy have been discussed and have influenced managers’ trust toward subordinates because older managers have the ability to reduce the risks.

“The older people you don’t have to tell them what to do or how to do it, they know how to do it and know it better than I. So I give them a certain amount of freedom.” : M1

“The nice thing about the older team leaders is that I do not have to worry at all whether they know how to keep the production up and running.” : M1

“Because they know what to do, you know, they have experienced everything already, they won’t be nervous or excited from one time a wrong product from the line, or a small accident.” : M1

“They have experienced. they are not angry directly they just respond with a balanced reaction.” : M1

Through the collected answers, we can see repetitive patterns that relates to trust. Trust is present because older subordinates have experience, and more freedom can be given to
them. The risk of failure for the tasks to be done is lower than with someone with no experience. The trust from the manager is clearly expressed in this sentence: “Because they know what to do, you know, they have experienced everything already, they won’t be nervous or excited from one time a wrong product from the line, or a small accident.” : M1. Here the notion of risk through the production facility safety is mentioned. In the last line, subordinates are referred to their emotional intelligence and their capacity to handle critical situations with confidence and serenity.

5.5.2 Negative influence of old age

Managers also have observed major characteristics that can be found to older subordinates. We found that the most common characteristic is that older people are reluctant to change. Reluctant to change to enterprise culture, new technologies, new techniques of management and others: “you need to make sure you have a nice mixed team as well, otherwise you’ll get all of these old grumpy men who don’t want to change. And then it will be complaining and nagging all the time”. This reflects the importance of the age and of a mixed age team for better relationship to each other. Managers see the need to change and evolve to increase to productivity of the teams and some ways of doing job have to be enhanced. We can complete this aspect by other contributions from managers.

“About covering for each other, and using systems and computers is of course one thing. The changes, the change in organisation, the change in commandment, the people change, the factory changes, everything becomes more technical and modern, challenges on an older age, to keep going along with everything. so you need to adapt.” : M2

“What you hear a lot is that older people do not want to change.” : M2

This notion of adaptability to changes is important for managers in order to keep a long-term vision and for anticipation purpose. One the factors that we have been able to notice is the decrease of motivation and ambition with the age: “they do not have the ambition to start many new things or do something completely different”.

5.5.3 Positive influence of young age of managers

Even though we can consider our findings as not new concerning older subordinates, gathering data from older subordinates about their perception on the inner influence of the age of young managers needed more attention. We have tried to identify the key characteristics of the young age of managers from older subordinates point of view. With regard to the young age of managers, we have been able to collect many different information and characteristics. Some are more affect-based and relational and others are more cognitive and rational. We will try here to differentiate both sides and enumerate the key components.

As we noticed previously, old subordinates lack a bit of ambition and motivation. Not with surprise, it goes in the opposite direction for younger managers. The fact that
managers are younger gives older subordinates more motivation and more energy to work or to develop their skills. The freshness of young managers brings positivity and they received globally positive feedback for their enthusiasm and dynamism.

“From young people I get a lot of energy, people who have a drive to grow and make big steps in their career, that gives me energy. When you have younger subordinates, you focus more on the development.” : M1

“So I like to work with younger managers, they keep you awake, I am an old school guy, so we completely look at things differently.” : S2A

“They attract a lot of new motivation and enthusiasm, which is nice to have that because otherwise you get this rusted stuck bunch of people.” : M4

It is the consequence of their age and their position: “who are put in the team leaders places, are not there without a reason, we expect a bit more independence and motivation from them.” : S2A. We think in these statements that older subordinates working within in an environment of people of the same age lose motivation from the absence of mutual motivation and motivational triggers due to the fact that the will retire soon. The young managers help them to find back a taste of motivation through personal development, new visions of management and culture of enterprise and flexibility to adapt to changes and new environments: “Well I see that the younger people, want more than just work, the younger ones think more of work as something necessary to live, and want to do more outside work” or “young people are always open for change, with younger people you may be a bit more easy going.” : S2A. So, we see here that older subordinates attitude and behaviour is shaped by younger managers through what they bring back new to the subordinates. Motivation, dynamism and flexibility have been elements that have been found more than 1 time.

On the cognitive side, older subordinates have mentioned positive aspects brought by the young managers. These concerns the quality of their education, and their knowledge, an aspect that has been found also from managers to subordinates: hey all come in now, really well education, and his way of handling is way faster and his thinking is way faster” and “he is really well educated, and he has a really nice view on society, and tells me what I should be doing.” : S1A. We think that trust between is strengthened by the quality of managers’ education. Older subordinates compare their knowledge and themselves while they were younger to the managers today and rationally make a judgment on the perceived competencies of the manager.

5.5.4 Negative influence of young age of managers

In the same way, we have been collecting older subordinates’ perceptions on the negative impact of age on young managers. The contrast and comparison with managers’ thoughts on older subordinates is interesting in the analysis approach and the important elements taken into consideration.
Our first observation concerns the identification-based comparison on the emotional reciprocity perspective. The lack of empathy toward young managers has been mentioned by 3 of our subordinate interviewees. It goes with the need from older subordinates of mutual set of principles where emotional intelligence is placed as a priority for a good relationship or a positive perception.

“And that is empathy, no empathy. Now they need to learn how to be independent and discover things. he misses a bit in life experience.” : S2A

“The part of empathy from young to old is a thing he needs to learn. But the young people lack a bit of social skills.” : S3A

“That is the ambition that still radiates from that.” : S2A

Therefore, young managers are perceived as ambitious individuals focusing on their career but lacking of social skills and emotional intelligence: “they will at least try to make a career. Nowadays it is diplomas and degrees, so no more building your career up at the same place.” : S3A. It does not give elements yet on whether this perspective, of different set of principles related to emotional reciprocity such as empathy, influence the factor of trust. But it does give us some information on subordinates’ expectations toward their managers as shown in figure 8.

<table>
<thead>
<tr>
<th>Factors of trustworthiness</th>
<th>Attributes</th>
<th>Influence of older age</th>
<th>Influence of younger age</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability</td>
<td>Experience</td>
<td>+</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Knowledge</td>
<td>+</td>
<td>+</td>
</tr>
<tr>
<td></td>
<td>Respect</td>
<td>+</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Low risk</td>
<td>+</td>
<td></td>
</tr>
<tr>
<td>Emotional reciprocity</td>
<td>Serenity</td>
<td>+</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Emotional intelligence</td>
<td>+</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Empathy</td>
<td>+</td>
<td>-</td>
</tr>
<tr>
<td>Cooperation intention</td>
<td>Adaptability</td>
<td>-</td>
<td>+</td>
</tr>
<tr>
<td></td>
<td>Flexibility</td>
<td>-</td>
<td>+</td>
</tr>
<tr>
<td></td>
<td>Ambition</td>
<td>-</td>
<td>+</td>
</tr>
<tr>
<td></td>
<td>Motivation</td>
<td>-</td>
<td>+</td>
</tr>
<tr>
<td>Benevolence</td>
<td>Autonomy</td>
<td>+</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Enthusiasm</td>
<td>-</td>
<td>+</td>
</tr>
<tr>
<td></td>
<td>Dynamism</td>
<td>-</td>
<td>+</td>
</tr>
</tbody>
</table>

Figure 8, Influence of the age difference on factors of trustworthiness and attributes of trust
6. Discussion

In this chapter we will relate our findings to our preliminary theoretical framework, and with that create a deeper understanding of the theories known to us and the findings we got from our research. The end-result is a new theoretical framework that will serve as a basis for future research and a deeper understanding of trust in manager–subordinate relationships.

The thematic network analysis has been chosen as an analysis method according to its nature and our empirical findings. It aims the explore and analyse connections between the empirical findings through the interviewees’ statements and the implicit meaning that can be found in these statements (Stirling, 2001, p. 387). Our interview method has been described previously, and we are now taking into consideration interviewees statements implications for our research. Empirical findings are claims and the thematic network analysis help us the draw a picture on the signification of an idea (Stirling, 2001, p. 387).

The last part of the thematic network analysis will be the interpretation of patterns we have drawn in the empirical findings. In other words, we will connect our summary deductions to relevant theories that have used in the theoretical framework. It aims to focus on the original research question and the theories involved in it (Stirling, 2001, p. 387). The objective of our research has been focused on the influence of the age difference of young managers over older subordinates on trust. In the empirical findings, we have been able to identify themes where we think the age difference influences directly or indirectly trust. Among them we have identified that the age difference influences managers and subordinates’ expectations and their relationship through specific factors of trustworthiness, type of trust and perception to risk. Therefore, we have found empirical evidences that the age difference influences trust when a manager is young that his or her subordinates because the age modifies individuals’ expectations and interpersonal relationships. Their perceptions of factors of trustworthiness showed differences either it was from managers or subordinates which shows a different approach to trust according to the age. Then we found that the age difference influences trust among different type of trust, that we mentioned in the theoretical framework which are, deterrence-based trust, knowledge-based trust and identification-based trust. We will now develop each point mentioned and try to interpret our empirical findings and connect to theories.

Through our empirical findings, we have been able to identify three main themes: The exchange relationship between managers and subordinates, including sub-categories of interpersonal relationship and the social exchange theory. Behaviours of trustworthiness through managers’ integrity, benevolence and ability. And in third point, we identified trustworthy behaviours antecedents with managers and subordinates’ expectations, relational factors and individual factors. We have selected these three global themes as we found empirical evidence that the age difference was a factor of influence in trust in these three categories. With the support of theories, we will now try to interpret the results.
6.1. Behaviours of trustworthiness

Managers’ and subordinates’ behaviours are crucial elements in the setting up of an interpersonal relationship and the trust that follows (Whitener et al., 1998, p. 516). Managers engage in a relationship with subordinates through a trustworthy behaviour as a mean to build trust (Whitener et al., 1998, p. 516). Therefore, some behaviours are perceived by employees as more trustworthy than others, and the volatility of trust depends to the affects given by a compatible behaviour. As we have seen in the theoretical framework, Mayer et al. (1995, p. 795), integrated three main components in the model of trust: the ability, the integrity and the benevolence. We have found in our empirical findings and therefore confirm that these elements are major contributors of trust in a relationship between young managers and older subordinates. We have been able to describe these factors through the leader-member exchange theory. It confirms suggestions made by Schaubroeck et al., (2011 p. 1074), regarding leadership attributes affecting different sub-facets of trust, such as cognitive vs affective, or knowledge-based vs identification-based trust, as well as how these perceptions may change over the duration of the relationship. We found also that the young age of managers influences the perception of knowledge from their educational background, and their position within the company. Older subordinates trust their younger managers through their ability to handle and drive team. Younger managers also mentioned frequently their trust toward their subordinates because of their knowledge they acquired through their experiences and also their autonomy to do the given tasks. Therefore, it seems that the age gap between managers and subordinates brings trust from educational competencies for young managers and experience and knowledge for older subordinates. Managers and subordinates trust each other on this ability factor of trustworthiness and the age difference influences positively the trust on both parties with however small effect as we think the age of young managers does not have a greater impact than if managers and subordinates would have had the same age.

Our findings show that the young age of managers is related to the factor of benevolence. Young managers seem more willing the show good intentions and kindness toward other employees and their subordinates than their subordinates would do toward their manager. We found that young managers are more enthusiastic and dynamic than their peer subordinates which strengthen the ties between managers and subordinates. The young age of managers influences the benevolence factor of trustworthiness. Levin & Cross (2004, p. 1479) found that ability and benevolence are closely related when knowledge trust and good receptivity of benevolence influence the vulnerability and increase the trust between the manager and employees. As subordinates expressed their opinion where they trust their young managers for their knowledge and their intentions to do good things toward them, we see that the age of young managers influences trust. We link these results to different behaviours between young managers and subordinates as a consequence to social changes and environment. These elements found in our empirical results have been taken through the lense of the social exchange theory which related to through distinctive personal interests, two parties might find a reciprocity to the formation of a good relationship involving the exchange of resources, assets or knowledge (Cropanzano & Mitchell, 2005, p. 876).

Mayer et al. (1995, p.795) described integrity as the acceptance between two parties of a mutual set of principles. In other words, to be trusted, a manager has to have values that
subordinates perceive as important and positive and that the manager act as consistent with these values (Mayer & Davis, 1999, p. 124). Therefore, subordinates agree to be more vulnerable toward their managers as long as they see in them personal values. From our understanding, these elements provide us indications of categorization since managers and subordinates analyse and compare their inner and individual values to each in order to evaluate the level of risk and therefore the propensity of trust. Therefore our empirical findings give us elements related to the social identity theory and the self-categorization theory where ingroups norms are formed under certain constrains regarding a specific leader or manager. These findings have been conducted through a psychological approach as this trustworthy behaviour does not seem to be observable. The analysis of integrity as a factor of trustworthiness, as we think, has brought significant impact for our research as integrity is defined by the reciprocity for one of the party of a set of personal principles. It means that, trust based on integrity is built with managers or subordinates’ behaviour on one side and the validation of the behaviour among a set of principles. This element is also clearly related to social identity and self-categorization theories as there is a validation of set of principles and creations of norms based on values and managers’ wants. The social exchange theory helped us to observe that managers and subordinates’ attitude and behaviour had different attitudes and behaviour related to their past experience, the environment they have been growing up, their cultural and educational background which brings different values and vision. The empirical findings show that managers are more rationally oriented with risk aversion behaviour while older subordinates were in majority affect-based oriented with sensibility to interpersonal relationship and shared values. Dasgupta (1988, p.50) has identified different types of behaviours that are key elements in the influence of integrity: the fact that managers or subordinates are telling the truth and that promises are kept and respected. These two elements will affect subordinates’ trust toward their managers. From our empirical findings, we have seen that older subordinates’ expectations toward their manager were oriented on relational factors in which manager’s personality traits, life vision and self-criticism were attributes contributing largely to build a healthy relationship. However, after being asked about the link of the young age of managers on their relationship, older subordinates mentioned clearly the lack of empathy and reciprocity of emotional intelligence. Younger managers are perceived as career driven and individualistic by older subordinates which from the age gap creates a wide difference of principles and values. We can also emphasise the fact that older subordinates mention this statement of lack of empathy, which puts them in a situation where they have some issues to accept new visions and new ideas, those perceptions that have been mentioned by managers. Therefore, the wide age gap between young managers and older subordinates influences their vision which tends to be more and more different with time and age elasticity. As it relates to the social identity theory and the social exchange theory through a choice behaviour approach, it brings us to say that the age difference of young managers over older subordinates influences the factor of integrity which conducts to a lower propensity of trustworthiness.

Mayer & Davis (1999, p. 125) emphasised that the combination of the three factors of trustworthiness, benevolence, integrity and ability have a large influence on trust between managers and employees. The evaluation of these criteria are based on the perception on each of factors of trustworthiness from the individual point of view which require a psychological approach. By asking managers and subordinates’ expectations, what makes a good, healthy relationship and the attributes of trust, we think we have been able to collect significant data to evaluate the influence of the age difference on these factors and
indirectly the influence on trust. We can now take back the figure we used in the empirical findings to illustrate the mechanism of factors of trustworthiness and the potential influence of the age difference on them. We know already the limitation of our findings which result from interpretation of interviewees statements. Conducting a quantitative study through, for example, a multivariate analysis of variance and regression would have enabled us to measure more accurately the influence of the age difference on factors of trustworthiness. We have summarized the factors of trustworthiness in figure 9.

As we know, trust is based on the involvement of a trustee and a trustor in which one of them needs to take risks to be more vulnerable in order to trust the other party (Mayer et al., 1995, p.795). This statement indicates that trust is given through individual factors related to antecedent to trust such as the propensity to trust or personal values and individuals’ expectations. Trust is by consequence built on relational factors between the managers and subordinates (Whitener, 1998, p. 521). Our psychological approach and our empirical findings enabled us to draw patterns on antecedents of trustworthy behaviours among two categories: Individual factors described by subordinates’ propensity to trust their managers and individuals’ values and relational factors involving managers and subordinates’ initial interactions and expectations. These two components of trust will be detailed in correlation with our results. This involves certain assumptions about managers and subordinates’ behaviour such as their emotions, values and feelings about other individuals, their selves in comparison with others through a psychological and behavioural perspective.

Mayer et al. (1995, p.795) argued that each individual has a different degree of propensity to trust. In other words, through unique backgrounds, culture or education, individuals build some beliefs that they will lean on to perceive others’ trustworthiness according different criteria. One of them is called the propensity to trust. We have noticed that managers have a high propensity to trust due to high expectations from subordinates. We think the age difference of young managers influence their expectations over older subordinates through their high level of motivation and obligation of responsibility. Therefore, subordinates’ perception of the high managers’ expectations has an influence on trust. We have seen that older subordinates highly appreciated drive-oriented managers

![Figure 9, Trustworthy behaviour antecedents](image-url)
and their dynamism which indirectly explained by their age. Whitener (1998, p. 521) have shown that a higher propensity to trust from managers, increase the likelihood that the manager engages in a trustworthy behaviour. High expectations from older subordinates for respect and strong moral values linked to a wide age gap showed a high level of integrity from managers’ side. We conclude, based on the social identity theory that the age difference of young managers over older subordinates influences trust through a greater likelihood for integrity. Continuing with the same theory and through a psychological approach, we have been able to find patterns regarding individuals’ values and their influence toward trust.

Individuals’ values influence their choices and motivations of displaying behaviours of trustworthiness (Whitener, 1998, p. 521). We expected the age difference to influence greatly individual’ behaviour and attitude. We have seen through our empirical findings that the level of trust would be increased if managers present and share common values with their subordinates. Therefore, mutual reciprocity of set of principles increases trust between managers and subordinates. We find that the gap age between young managers and older subordinates is perceived and recognised by both parties but doesn’t influence directly the trust they bear to each other. However, if the age gap widens, it makes a greater difference of values and set of principles. We have shown in our empirical findings that older subordinates would take into consideration values such as concerns toward their employees. Indeed, our study finds that older subordinates present high emotional intelligence faculties with for example a high degree of empathy and serenity which has been perceived positively by younger managers. Conversely, young manager showed a lower degree of emotional intelligence and values where a low level of empathy has been emphasised several times by older subordinates. Therefore, we think that the age widens the gap between subordinates’ expectations and managers’ behaviour which are then correlated to trust.

High-quality of exchange relationship between subordinates and managers have shown to be closely linked to the share of mutual set of principles, mutual respect and concerns described previously (Whitener, 1998, p. 521). Therefore, through the social exchange theory, the display of such behaviours from managers increase the quality of exchange relationship. We have found that young managers show clear motivations, involvement and engagement in their actions and into driving teams in order to perform well. According to older subordinates we have been interviewing, these characteristics are both linked to their position status and their young age. We then identified two factors influencing exchange relationship: the initial interaction and subordinates’ expectations.

Initial interaction or initial trust is the level of trust for each individual when they meet for the first time (McKnight et al., 1998, p. 473). Their initial trust is based on rational perception of information or principles of knowledge-based trust seen in the theoretical framework. We have seen that even though there is always a part of initial trust, trust develops and increases gradually through time and interaction frequency (McKnight et al., 1998, p. 473). Initial trust within company is commonly present as managers and subordinates need to trust each other quickly in order to create an environment of efficiency. Our empirical findings validate the previous findings, that initial trust comes from managers’ and subordinates’ individual disposition to trust another without previous knowledge. We found interesting results regarding the nature of initial trust from young managers and older subordinates. Older subordinates’ initial trust comes from younger managers’ status where their job position gives managers some credibility on ability and
management skills. As it relates from environmental factors and observable behaviour, the behavioural approach enabled us to see that the organisational context influences the propensity to trust. However, we haven’t found critical influence of the age difference of young managers, either direct or indirect, on initial trust, whatever older subordinates’ disposition to trust. On the manager’s side, we have seen that their initial trust toward older subordinates was based on their capacity to handle tasks in an total autonomy and that their experience and knowledge was influencing managers’ trust. We can say that the age of older subordinates that reflects ability, experience and knowledge increases younger managers’ initial trust and therefore their propensity to trust them disregarding any other information.

6.2 Trust from young manager - older subordinates’ relationship

After covering theories defining the nature of trust, we have presented in our theoretical framework important factors influencing trust between two parties: interpersonal relationship and the social exchange theory. This has been an important part of our work since our interviews have been oriented toward the relationship between young managers and older subordinates. We tried to analyse the influence of the age difference of young managers on their relationship with their subordinates and then see how it affects their trust. We know that trust leads to better relationships and makes communications and cooperation better between managers and subordinates (Nicholson et al., 2001, p. 3). A large part of trust in a relationship is a consequence of managers and subordinates’ common values and set of common principles (Nicholson et al., 2001, p. 3). We have found that the age gap between young managers and older subordinates was widening differences of values and principles. Young managers and older subordinates seem to be different vision and perception of principles such as the respect, some emotional intelligence factors, sociability behaviours. Young managers, according to subordinates, have less sense of empathy and emotional intelligence. Even though subordinates mentioned not being influenced by these attributes related to the age difference, we think that these differences affect the level of trust unconsciously. Common values create personal attachment and triggers personal emotions that can be related to affect-based trust (Nicholson et al., 2001, p. 3). Indeed, we have seen differences on expectations and values from younger managers and subordinates. Older subordinates mentioned several times the lack for managers of empathy, communication skills and vision while they were focusing on their career and driven by their performance. A larger age gap, decrease this probability of mutual attractions and then decrease the propensity to trust over the long term. Therefore, based on interpersonal relationship, the age difference of young managers has an influence on trust.

Interpersonal relationship involves mutual interests and shared values but also cooperation between two individuals which the foundation of trust (John, 1984, p. 279). This concept is linked to the perception of risks from both parties where each individual bears a share of willingness to trust the other one (Nicholson et al., 2001, p. 4). Furthermore, directly related to interpersonal relationship, are the literatures covering social exchange theory which suggest that trust is a result of sharing values (Young-Ybarra & Wiersema, 1999, p. 445). The trust resulting from the share of similar values requires knowledge on the other party and involves managers’ skills in communication (Young-Ybarra & Wiersema, 1999, p. 445). Those that will be analysed further in this
section. Subordinates mentioned several times positive perception of cooperation attributes from young managers. Indeed, attributes such as flexibility, adaptability, and motivation have been emphasised and were strengthening the cooperation between managers and subordinates. This perception of intention of cooperation is positively correlated to trust through a greater acceptability from older subordinates to be vulnerable as their perception of risk decreased. According to subordinates, these attributes linked to cooperation is closely related to the age of young managers. One of the reasons for these results, beyond the emotional reciprocity cited above, is the young manager's ability to communicate with their subordinates. We know that cooperation between managers and subordinates and the trust the bear to each other is closely tied to communication skills and mechanism used in an interpersonal relationship (Nicholson et al., 2001, p. 14). Interviewed subordinates have mentioned the competence from managers to communicate in a way so that it was influencing positively their perception. Among communication characteristics, the accuracy of information given for tasks was mentioned. A second one has been the managers’ openness to communication which can be translated as subordinates’ fear to say something in contraction with what the manager said. This concept is once again related to the perception of risk and good communication skills reduce the perceived risk. Even though subordinates emphasised the good ability of communication, we are not able to identify if the age difference has a significant influence on communication and trust.

6.3 Revised conceptual model

We concluded here with a revised conceptual model from the first original framework presented in the theoretical framework chapter. The model shows through which factors the age difference based on young managers’ perception influences trust. We have identified three distinct aspects of trust in which the age difference has a major influence and integrated trust characteristics in which the age influences trust. First, the age influences individuals’ antecedents trustworthy behaviour on both individual and relational factors. In second, the age difference influences trust through factors of trustworthiness involving the three major attributes found by existing theories: benevolence, ability and integrity. And third, the age difference influences trust through the exchange relationship between the young manager and the older subordinates. We have shown that the social exchange theory and the interpersonal concept are involved through the influence of the age difference of young managers on the manager - subordinate exchange relationship. As we have seen that trust is related to risk taking and risk perception as one of the primary factor, we have incorporated these notions within our revised conceptual model. To conclude, we integrated the main attributes of trust as well the types of trust, which characterise the concept of trust.
Even though these aspects of trust are covering a large part of the concept, we admit that the model could have had more theories related to the organisational context, procedural and personal justice. However, conducting a qualitative study reduced our capacity to interpret the results as well as depth of our analysis relating to the influence of the age difference.

This study reflects a literature review on general trust within organisation and examined the influence of the age of young managers over older subordinates on trust. Through the study, we have seen the importance of the factor of age on managers and subordinates’ behaviour, attitude, expectations, beliefs, propensity to trust and other factors on the degree they attribute to trust in a relationship based on the social identity theory, the self-categorization theory and the social exchange theory. The field of trust has been largely covered by researchers through different motives and aspects (Gambetta, 1988; Luhmann, 1982; Zucker, 1986, Kramer, 1996; McKnight, 1996) and some have shown a personal interest on trust within organisations on the relationship between managers and subordinates (Rich, 1997; Brower et al., 2009; Connell et al., 2003; Zhang et al., 2008). We have used a mix of both orientation of studies and theories in order to have a clear understanding of the evolution of the concept of trust and then to understand its implication within companies. The factor of age has been taken into consideration in a quantitative study conducted by Tarrant et al. (2003) demonstrating that the factors of age and ethnicity were influencing trust with a positive relationship between the age and trust (Tarrant et al., 2003, p. 799). However, we have not found any other research being conducted on the influence of the factor of age difference in a large sample of aspect of trust between managers and subordinates. Our results consist of a first attempt to try to understand the influence of the age difference between young managers and older subordinates on trust. In an ageing population, where managers are younger and subordinates are older, especially in the field of industries, we believe on the actual relevance of our topic. This study shows under which factors and attributes the age difference managers influences their propensity of trust. It also shows how subordinates and managers perceive the age of each individuals and how it may affect their perception,
beliefs, behaviour and attitude with each other and within the company. It can be a first attempt to analyse and study the factor of age within companies for managerial purpose and ethical consideration. This section will be further discussed on managerial considerations.

This study provides observations that the factors of age difference influence trust through both individuals’ behaviour and perception, confirming our decision to use both a psychological and behavioural approach. As the concept of trust is wide, we have decided to organise our results according to strategic thematic related to the relationship between managers and subordinates. This is the reason why we haven’t used the notions of knowledge-based, deterrence-based, identification-based trust as well as cognition-based and affect-based trust, which are related to the social exchange relationship, as main thematic. The thematic used in the empirical findings and in the analysis can be easily used for managerial implications and may be referred to organisational theories of trust. We are aware also that some other theories could have been used, but our data collection did not enable us to explore in detail these aspects of trust theories.

We find that the age difference based on young managers has indirect influence on trust between subordinates and managers through the lens of factors of trustworthiness. The literature reviews identified factors that have been used and mentioned several times through research and study. Considering our research question, we focused our efforts on three components: benevolence, ability and integrity. Our empirical findings and analysis showed us that the age of young managers influences the factor of benevolence and ability and influences indirectly the trust from subordinates perceptive. However, the age of managers influences integrity which decreases the propensity to trust. This can be explained by the difference of shared values and set of principles which find to be mostly different on the affect-based. Generational gap triggers multiple visions and disagreement may appear if emotional attributes such as empathy lacks to the relationship between the manager and the subordinates. Other studies found other factors of trustworthiness influencing trust in a relationship between subordinates and managers such as delegation of control and demonstration of concerns toward subordinates, however we haven’t been able to identify these factors in the collection of our data.

Previous research also indicated the importance of antecedents to trust, which has been used in our conceptual model, reflecting the initial propensity to trust of managers and subordinates without previous knowledge. Literature reviews show that two components are taken into consideration: individual factors through the propensity to trust and the perception of shared values. On the other hand, relation factors characterised by the initial interactions’ and subordinates and managers’ expectations toward each other. Through our analysis of our data we first have been able to confirm these elements and it provided significant results regarding the influence of the age difference. We found that the age of young managers had a significant influence on subordinates’ perception of managers’ attitude, behaviour and values. Stereotypical bias characterised by the young age of managers modify and intensify previous beliefs or assumptions subordinates have on the younger generation. Therefore, we found that, young managers have a greater initial propensity to trust than older subordinates and that they share different values and set of principles. We haven’t been able to identify the cause of this phenomenon, however we think that the greater motivation, involvement into the work, and their new position, bringing managers personal satisfaction influences the propensity to trust. We can think
the opposite for older subordinates who after some years of experience have a lower feeling of reward for their effort.

Relational factors have been the second part of this analysis within the theme of antecedents of trustworthy behaviour. Among these relation factors, initial interactions and expectations were the main components. Literature reviews have shown that manager’s first impression on based on their expectations on subordinates’ competencies was contributing to influence their relationship. We found that the age of older subordinates, giving them the perception of knowledge and autonomous experienced workers was in phase with young managers’ expectations. Therefore, the age of older subordinates and therefore the age difference influence trust from their initial interaction. Even though we have found positive attributes concerning managers’ ability and attitude, we haven’t been able to identify clearly strong elements showing that subordinates were influenced by the age difference of managers during their first interaction. This may be explained by differences of expectations in regards of attitudes, behaviours, skills and values. We have found that older subordinates were orienting their expectations mostly toward affect-based values such as empathy, relationship, interpersonal interactions. Managers had expectations oriented mostly toward rational factors, such as capacity to handle tasks, flexibility and autonomy. We think the age gap plays a role in the differences of expectations in the same way that differences in values.

The third thematic has been the subordinates and managers’ exchange relationship based on the social exchange theory. We divided the theme by two sub-categories which are the role of the social exchange theory based on expectations on trust and the one of interpersonal relationship between managers and subordinates. Literatures covering interpersonal relationship between managers and subordinates have shown that individuals with a high degree of affect-based trust were found to be more engaged in having a relationship with others (McAllister, 1995, p. 52). Our results show then that older subordinates have a stronger preference for affect-based trust in their relationship expectations that younger managers. If we link these results with findings concerning positive interpersonal behaviours in managers from subordinates’ expectations, we find these elements to be related to the age of each individuals. However, we haven’t been able to identify the key elements related to the age influencing significantly the quality of interpersonal relationship between young managers and older subordinates. The only element we have been able to relate is the skills of managers in communication with subordinates. Subordinate interviewees have been relating this statement several times, giving us the possibility to interpret this as a competency form young managers for accuracy in their instructions and their openness in receiving feedbacks. We think the attribute of openness which has been found to be correlated to the quality of the relationship between subordinates and managers is significantly due to the young age and the age gap. We found that the age gap between managers and subordinates increases the formality of their relationship and the respect young managers were giving and showing to older subordinates. This shows that the young age of managers is correlated to the interpersonal relationship and indirectly correlated to trust. Finally, we have seen that young managers have a high propensity of cooperation with their subordinates. This can be explained also by their high level of expectation and positive results from older subordinates’ attributes fitting managers’ expectations. Therefore, the young age of managers influences communication and cooperation and indirectly the trust from subordinates’ perceptive. Therefore, the age difference influencing managers and
subordinates way of communication and cooperation plays a role in their trustworthy relationship.

In a global point of view, we have been able to show the influence of the age difference of young managers over older subordinates on trust through the lens of their relationship. We have tried to use and interpret the collected data in the most accurate way for the relevance of our research question. However, we know that the data could not offer us a proper way to measure the influence of the age difference on all factors of trustworthiness taken into consideration. We will discuss the limitations we encountered in the following conclusion where we will explain further potential research and the limits of our study.
7. Conclusion and recommendation

This chapter draws a conclusion for the study. We provide an answer to the study’s research question and purpose. Theoretical and practical recommendation will be discussed further on based on our findings. We will also discuss the limitations of our study and we will recommend further research in order to complete our results. Finally, truth criteria will be explored.

7.1 Findings

The main purpose of the study was to develop a deeper understanding of the influence of age difference on trust between young managers and their older subordinates. We also aimed to explore under which dimension of trust, the age of young managers could influence trust in a manager-subordinate relationship. Through our research, we developed categories and subcategories in which the age difference influences trust. These categories and subcategories have been explored and discussed within the theoretical framework in order to illustrate which elements of trust we would take into consideration in our study. Our purpose was to understand which aspect of trust was influenced by the age difference, under which conditions and which context. We explored external environment such as the organisational aspect, the exchange relationship between managers and subordinates and the inner human being psychology. Therefore, the research question has been presented as followed:

**How does age difference influence trust between young managers and their older subordinates?**

This study is a reflection made on the evolution of demography within organisations. The developed countries’ population is ageing and will follow a reorganisation of companies’ hierarchy and employee structure. Through personal experiences and observations, we have found this topic relating the influence of the age difference between young and older subordinates necessary where we have seen direct managerial and organisational implications for performance and quality of employees’ relationship. We have described through a qualitative study made with 11 employees working in the same Dutch company and having a minimum age gap of 20 years, that the age of young managers was influencing at different level and degree the trust with their subordinates. Despite an increased interest for trust and its organisational theoretical and practical implications (Six & Sorge, 2008; Morreale et al., 2010; Anjum et al., 2016; Schnackenberg & Tomlinson, 2016) which focused primarily on employee satisfaction, organisation’s transparency and policies for trust, few studies have been related to the factor of the age (Siegrist et al., 2005; Chattopadhyay, 1999; Siegrist et al., 2008; Bal et al., 2011) and from our knowledge none has been conducted on the influence of the age difference on trust between managers and subordinates.

In order to answer our research question, we established a solid theoretical framework covering a literature review of the concept of trust, and its potential implication with the age of young managers in a manager-subordinate relationship. We took position on the scientific methodology. We opted for a subjectivist ontological perspective,
interactivism epistemological approach and as involved researcher in our study we admitted we would be value bound. Following the methodological choices, it implied an inductive research approach and a conventional content analysis which adhere to the naturalistic paradigm (Hsieh & Shannon, 2005, p. 1277). Semi-structured interviews have been conducted with open-ended questions. We aimed for a solid and logical research methodological design in order to make interviewees data as relevant as possible to the research question and to provide a study that may be implied for further research. All choices have been argued and defined according methodological guidelines, thesis manual and research purposes.

For us to provide key elements answering the research question, we had to build an extensive literature review of the concept of trust. Main attributes of trust, factors of perceived trust, cognition and affect-based trust, organisational trust, types of trust and antecedents to trust have been explored. The analysis of our empirical findings enabled us to identify which of these aspects of trust the age difference influences. In the analysis of our qualitative research, we have been able to identify categories and subcategories through our coding process. The step has been made possible through a data analysis in depth with keywords detection, categorisation and logical structure of data. Classified elements provided by the interviewees have been related to the theoretical framework and interpreted in order to answer the research question.

We provided clear evidences that the age difference influence trust in a manager-subordinate relationship within the organisational context. The results have been presented under the form of text results and summarized with tables. Our revised conceptual model gives a clear picture of how does the age difference influence trust. Even though, due to our research design, we have not been able to quantify our results and therefore we could not provide positive or negative correlation between the age and trust. We found however, influence of the age difference on antecedents of trust at the individual and relational level. The age difference also influenced factors of perceived trust such as individuals’ ability, benevolence and integrity. These results have been presented under cognition-based trust and affect-based trust in order to make a distinction of the nature of the age difference influence. We also found evidences that the age difference has an influence on the main attributes of trust discussed in the theoretical framework: risk, uncertainty, expectation and vulnerability. It means that the age of young managers influences subordinates’ perspective related to trust. Therefore, we have seen that the age difference influences in one side individual’s’ behaviour, attitude and personality and on the other side the perception one gives to the other party. Hence, conditions of trust are influenced by the factor of age difference.

7.2 Implication for research

Even though this master thesis is a first attempt in trying to fulfil a research gap among the research of trust within organisations, we think the literature reviews we have made as well as the empirical findings may open new opportunities for new research. Or research has been conducted from previous models and studies that have been reviewed and confirmed by peers and our work involves to add a new factor influencing trust in a relationship between young managers and older subordinates. We aimed to emphasise the importance of the age in the psychological composition of human being and particularly
the complex psychology between managers and subordinates. The developmental social psychology of the age characterises each individual’s perception to each other. We have shown that managers psychological characteristics were modifying their subordinates’ perception on factors and attributes influence trust.

We first think, that more research in the field of psychology would enable a greater understanding of individual’s characteristics according to their age as well as individuals’ perception of others through the factor of age. We have seen that individuals, through their lifetime experience, present different phase of social behaviours, and a way of reasoning that differs over time and over the context. We know we have had some issues to measure, through our qualitative study, the impact of these factors on trust even though some elements have shown significant results. In the analysis of the evolution of human psychology through the lense of their age, we would be able to identify more easily the part of cognitive and affect factors playing in the traits of individuals. We suppose strongly that the social context shapes individual’s psychology and would influence their antecedents of trustworthy behaviours and the nature of complex interactions between managers and subordinates. This would open to researchers ways to analyse and interpret the symbiosis emerging from the relationship between young managers and older subordinates.

Second, we have been able to identify which attributes of trust is influenced by the age difference. However, we haven’t been able to study the implication on organisational level as well as on the performance level. We found positive and negative correlations to trust, but we could not measure the consequences of trust variations. Further research may be conducted on the performance side in order to indicate to managers and subordinates the optimal behaviours for trust. Even though some studies have been made on the implication of trust in team and organisation performance, it is not clear whether or not the age of young managers would be a significant factor. Furthermore, it is also not clear whether or not changes in the compositions of teams in term of age would destabilise team cooperation and cohesion. We bear some concerns regarding age discrimination and a strengthening of stereotypes with an increasing age gap between managers and subordinates. A change in the composition of teams might modify individual’s beliefs born on old stereotypes and therefore impact interpersonal relationship on the long term. A study in the field of organisational demography would be relevant in order to predict firms’ demography evolvement and prevent companies to keep the same organisational rules and control with individuals having distinct attitudes, behaviours and beliefs.

7.3 Practical implications

Our findings present some practical implications for organisations, managers and subordinates. After presenting correlations and influences of the age difference on trust we aimed to display a clear and comprehensive understanding of the influence of the age difference on trust between managers and subordinates for two reasons.

The first one would be to incentivise employees on interpersonal relationships complexity and its implication on trust. We think that the factors of trust are a critical factor within organisation for strong relationship between subordinates and managers as well as for performance and productivity purposes. Bringing information and knowledge to
employees would enhance the understanding of relationship and trust processes and adding the factors of the age would add a better comprehension of a new demographic environment.

Furthermore, we think our results, if confirmed and enhanced quantitatively, could be used for educational purposes for managers to understand critical component of trust and therefore raise awareness of managerial concerns. Rising managers’ education of the psychological process and social mechanism taken into consideration in a relationship between managers and subordinates would help to predict unwanted reactions or negative behaviours. As we said, the ageing population will increase the age gap within organisation and by consequence, young managers may have to work more and more with older employees. Even though we haven’t received any particular complaints from older subordinates over younger managers, we may predict conflicts regarding generational beliefs and differences in values and visions as mentioned by subordinates. This may give birth to new tensions within companies who does not take into consideration the factor of age in relationship and trust.

7.4 Limitations and further research

The main issue we have encountered has been the difficulty to understand the concept of trust and classify all the components and attributes involved in trust. The trust literature review has been covered widely and in depth which provide in one side many information on the topic and make it confusing to pick relevant categories and subcategories of trust. This confusion may have an effect on the significance of our results. For this reason, we recommend to measure to validity of our results through a quantitative study. A quantitative study would enable the indicate at which degree the age difference influences the different factors of trustworthiness in order to classify them from the most significant to the less significant.

A qualitative study provides us a solid base on which factors and attributes, based on previous research, influence trust. However, we doubt about the validity of the answers given by the interviewees. Even though we have respected the process guideline of a qualitative interview, we felt that the answers provided a lack of subjectivity and might not reflect the reality. Answers have been given consciously with an understanding of interpretations and consequences. We suggest, in complement of a quantitative study, to realise an analysis based on observations of employees’ daily life in order to understand the mechanisms of trust and relationship between the managers and subordinates. It would also enable research to confirm or not our empirical findings to identify whether or not the age difference influences the founded elements.

Another concern is oriented toward the limitation of our conceptual model. Because of a lack of time, we have not been able to identify all elements characterising trust in which the age difference would have an influence. We would suggest a revision and reconsider our conceptual model in order to gather the most significant elements regarding trust. And finally, we found some limitations in regards with the diversity of the interviewees’ sample. The managers and subordinates that we have had interviewed have been chosen from the same company and the same country. We think that cultural backgrounds as well as organisations’ cultures shapes individual’s behaviours and we expect to find different
results according to these factors. Therefore, we suggest further research on the influence of the age difference on trust for different cultures and countries but also different type and size of companies.

As we have seen within the theoretical framework, individuals’ trust is connected to their experience, their cultural background, their values and goals. By interviewing employees from the same company, even though different departments, we are aware of the limitations this aspect involves. We expect that by analysing and interpret daily life experiences of employees from the same country and same company we reduce considerably our field of research and the extent to which we can evaluation the influence of the age difference on trust. Without exploring the subject of individuals’ values, we expect these ones to be different country by country through cultural differences and therefore we expect modification of the meaning of trust and its implication within organisations. As we described trust as a concept that serves as foundation in a social exchange relationship, we suppose that trust is strongly related to one’s perceptions according to his or her values which are shaped by cultural background. In order to explore this aspect, we suggest conducting new studies by regions, countries and sector of activity. We aim here to explore whether the age difference influences trust according for a specific region and how cultural differences modifies the state of trust as well as the age difference influence.

7.5 Truth criteria

The two most important concerns considering qualitative research and especially interview studies are reliability and validity (Beck, 1993, p. 264; Flick, 2007, p. 128). For research to be qualified as valid and credible the informants and the readers who have experienced the phenomenon, need to be able to recognize their own experiences in the experiences described by the researchers (Beck, 1993, p. 264).

We have made sure that our subjects understood the terms we were interested in by explaining them rather than just giving the definition. For example, we have asked the subjects if they trust their managers/subordinates (using only a definition), as well as we have asked the same subjects if they believe that the manager/subordinates do what is best for the subjects (using the description of trust).

External validity defines the extent to which a research result can be generalized to other populations (Beck, 1993, p. 264). In our case the research is focused on one company only, which will make it less generalizable. However, we do believe that we are able to get a broader view of the topic as we interview people from many different departments as well. And we do believe that there is a certain coherence in production enterprises that will reflect the same behaviour and would provide us with the same findings. Assuming that our findings will be applicable onto different situations as well would however be too premature. Flick (2007, p. 126) argues that for findings to be generalizable one needs to address the questions: why, and how to generalize? As defining something to be generalizable means that one truth is the only truth and that his is applicable in different situations as well (Flick, 2007, p. 126). We do aim to find a certain level of generalizability but do take in account that our research is limited to one company only, and provides a deeper understanding instead of generalizable results.
Flick (2007, p. 122) argues that validity refers to how true a statement actually is. In a qualitative research, it is hard to obtain an absolute truth. There are, however, ways to improve the validity of the information gathered. This can be done by a process of validation which includes the examination of competing and falsifiable results, resulting in a relative credibility (Flick, 2007, p. 123). To properly implement this process of validation the researchers must continuously check, question and theorize their findings (Flick, 2007, p. 123). To question the findings, the researchers have to ask the question if the reason and findings are aligned with what the researchers were set out to find out from the beginning, by constantly attempting to falsify the knowledge propositions of the research process one checks the validity of the research and by constantly theorizing the phenomena one theorizes their findings (Flick, 2007, p. 123). By constantly relating the answers given by the interviewees to the theory known to us we attempted to keep our gathered data as valid as possible. We take extra care of falsifying our findings as well by not only interviewing our target group but also the opposite. Therefore, we chose to include one set of interviews containing an old manager and a young subordinate.

When it comes to reliability there are two types of reliability a research needs to live up to: internal and external reliability (Flick, 2007, p. 128). The degree of replicability of a study is defined as the external reliability (Bryman & Bell, 2011, p. 395). A qualitative study does not have replicability as its main priority but focuses on a deeper understanding of a certain phenomenon (Bryman & Bell, 2011, p. 408). We have however tried to maximize replicability by using an interview guide, ensuring that the same question can be asked when one attempts to do the same research in a different environment. We have also described why we used this form of data collection and how we analysed the gathered data.

When it comes to internal reliability LeCompte & Goetz (1982, p. 41) argue that it defines the level on which the researchers conducting the study agree on what is seen and heard. As we were only a team of two researchers, we could keep up an open dialogue without effort. This ensured that we agreed upon our method of data gathering, the theories that would be used, the topic addressed and any further issues that came up during the writing of this thesis. Therefore, we are confident that we devoted power to maximize our internal reliability. Considering all truth criteria, we have established a highly valid and reliable study.
References


Capko, J. (2010). Your staff has generation gaps: How to bridge them: Success means understanding the unique differences among three age groups.(Practice Management). *Urology Times, 38*(4), 44.


Jones, A. P., James, L. R., & Bruni, J. R. (1975). Perceived leadership behaviour and employee confidence in the leader as moderated by job involvement. *Journal of Applied Psychology, 60*(1), 146-149.


Rodwell, J., McWilliams, J., & Gulyas, A. (2017). The impact of characteristics of nurses’ relationships with their supervisor, engagement and trust, on performance behaviours and intent to quit. *Journal of advanced nursing, 73*(1), 190-200.


Appendix 1: Interview guide

<table>
<thead>
<tr>
<th>Question or Dialogue</th>
<th>Purpose</th>
<th>Related Theory</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Introduction</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thank you for your time, we know you are on a busy schedule so we will make sure we stick to the 45 to 60 minutes maximum that we told you. We are writing our thesis on trust and the influence of age difference on trust between managers and their subordinates. We are mostly looking for your experiences so we would like you to just tell us what you think and how you experience it and we will just continue from there!</td>
<td>Introducing the subjects to the topic, making them aware on the topic of the interview and the manner we would like them to answer the questions.</td>
<td></td>
</tr>
<tr>
<td>We would like to record your answers so we can listen to it carefully later so we remember everything you said and can really use the information you give us, is that okay with you?</td>
<td>Securing that the subject is informed about the audio recording and agrees upon it specifically.</td>
<td></td>
</tr>
<tr>
<td>All your answers will be handled anonymously and there will be no mentioning of names or specific position.</td>
<td>Providing the subjects with a secure feeling and a guarantee that they can speak freely without consequences.</td>
<td></td>
</tr>
<tr>
<td><strong>Background questions</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>How old are you?</td>
<td>Defining the age of the subject to show age difference in the relationship</td>
<td></td>
</tr>
<tr>
<td>Question</td>
<td>Method</td>
<td>Concept</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------</td>
<td>--------------------------------</td>
</tr>
<tr>
<td>Do you know how old your subordinates/manager is?</td>
<td>Questioning the awareness and interest of the subject of the age of the manager/subordinates and defining the age difference</td>
<td>Social categorization</td>
</tr>
<tr>
<td>How long have you been working for this company??</td>
<td>Defining experience, comparing perceived experience and actual experience</td>
<td></td>
</tr>
<tr>
<td>How long has your subordinate/manager been working here</td>
<td>Questioning the awareness and interest of the subject towards their manager/subordinate and their perceived experience to relate to trust</td>
<td>Cognition based trust</td>
</tr>
<tr>
<td>And how long has your manager been your manager for/how long have you been manager for?</td>
<td>Defining the experience and the length of the relationship of both</td>
<td>Cognition based trust, Affect based trust, Knowledge based trust,</td>
</tr>
<tr>
<td>Is this the first time you have a young manager/Is this the first time you manage older subordinates?</td>
<td>Questioning previous experiences</td>
<td>Knowledge based trust</td>
</tr>
<tr>
<td>Do you have experiences with older managers/young subordinates as well?</td>
<td>Questioning previous experiences for comparison in behaviour</td>
<td>Knowledge based trust</td>
</tr>
<tr>
<td>What do you like most? Working with older subordinates/managers or younger subordinates/managers?</td>
<td>Questioning preferences in age and motivations and arguments for that</td>
<td>Social categorization</td>
</tr>
</tbody>
</table>

**Previous experiences**

**Relationship and trust**
<table>
<thead>
<tr>
<th>Question</th>
<th>Answering Method</th>
<th>Trust Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>How would you describe your relationship with your manager/subordinate?</td>
<td>Questioning the relationship and the mood between both parties</td>
<td>Affect based trust</td>
</tr>
<tr>
<td>How much do you trust your manager/subordinate? Do you believe that whatever they do is always the best and right for this company and the team?</td>
<td>Questioning the trust in the other party, and defining the level of trust between both parties</td>
<td>Cognition based trust, 2.1.2 affect based trust, 2.2.3 interpersonal trust</td>
</tr>
<tr>
<td>What is the best your manager/subordinate brings to this company?</td>
<td>Questioning if the perceived positive aspects are age related</td>
<td>Factors that perceive trust worthiness</td>
</tr>
<tr>
<td>What could your manager/subordinate do better?</td>
<td>Questioning if the perceived negative aspects are age related</td>
<td>Cognition based trust</td>
</tr>
<tr>
<td>What could your manager do to improve the relationship with the team, and with you? / What could you do to improve the relationship with your subordinates?</td>
<td>Questioning if the improvements that can be made are age or trust related</td>
<td>Social categorization, Factors that perceive trust worthiness, Interpersonal trust</td>
</tr>
<tr>
<td>Do you ever feel that your manager says or does things that are not in the best interest of the team? / Do you ever feel that the subordinates don’t do what is best for the team?</td>
<td>Questioning lack of trust and the way they cope with that lack of trust in the other party</td>
<td>Calculus based trust, Factors that perceive trust worthiness</td>
</tr>
<tr>
<td>When it does not feel like the right thing, and you don’t agree on it, do you sometimes slack while doing it just to get it over and done with?</td>
<td>Questioning the trust in the decisions of the other party and their work motivation</td>
<td></td>
</tr>
<tr>
<td>Have you ever experienced a lack of motivation or work ethic due to a bad relationship with your managers?</td>
<td>Questioning the motivation and the influence of the relationship on said motivation</td>
<td></td>
</tr>
</tbody>
</table>
## Miscellaneous

<table>
<thead>
<tr>
<th>Have you ever experienced something that may be due to the age of your manager/subordinates?</th>
<th>Questioning if subject relates issues to age, and how the subject perceives issues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you have anything to add that could help us with our research?</td>
<td>Looking for further information which may have been missed</td>
</tr>
<tr>
<td>Again, thank you very much for your time! We really appreciate it and again, we will make sure to treat your answers anonymously.</td>
<td>Thanking and reassuring the subject.</td>
</tr>
</tbody>
</table>