When Trust in Mentors Matters, the Role of Proactive Personality[1]

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ABSTRACT

Trust is an understudied area in the mentoring literature. Researchers need to better understand the role of trust in formal mentoring programs and with proactive personality. The present study uncovers how trust improves the effectiveness of formal mentoring programs. Additionally, findings show how low proactive mentees rely on trusting their mentors more than others.

SUMMARY

Mentoring has many positive outcomes for both mentors and mentees. Trust is an understudied area in the mentoring literature that contributes to our understanding of positive mentoring outcomes. Additionally, researchers need to further study what mentee qualities determine the success of a mentoring relationship. The present study looks at the moderating effect proactive personality has on the relationship between trust in mentoring relationships and mentoring outcomes. The findings demonstrate that mentees with lower proactive personality may rely on trusting their mentors more than those with higher proactive personality.

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**The Influence of Mentee Personality in Mentoring Effectiveness**

Over the past three decades, research has noted the positive impact mentoring has on organizational outcomes. Studies show that mentored individuals have increased salaries, higher career satisfaction, and organizational commitment among other positive work attitudes (Allen & Eby, 2003; Allen, Poteet, Eby, Lentz, & Lima, 2004; Kram & Ragins, 2007; Raabe & Beehr, 2003; Ragins, Cotton, & Miller, 2000). High relationship quality is important to mentoring as it improves mentee outcomes (Eby et al., 2013; Ragins, 2016). One crucial, yet understudied requirement to high relationship quality is trust. Thus, further research is needed to investigate how trust contributes to effective mentoring relationships.

The positive outcomes of mentoring relationships appeal to organizations and lead them to implement formal mentoring programs (Eby, Allen, Evans, Ng, & DuBois, 2008). Because formal programs are typically less effective than informal mentoring (Chao et al., 1992; Ragins & Cotton, 1999; Ragins et al., 2000), a practical question is how to encourage effective mentoring relationships in these formal programs. Building trusting relationships may be one such path to improving the effectiveness of formal relationships.

Additionally, mentoring researchers have not adequately uncovered personality's influence on successful mentoring relationships (Chandler, Kram, & Yip, 2011; Wanberg, Welsh, & Hezlett, 2003). Studies mainly assess the influence of personality in initiating mentoring relationships and the effectiveness of mentor support (Turban & Lee, 2007); fewer studies examine the effects of personality on the outcomes of mentoring relationships (Turban & Lee, 2007). Studying mentee personality will demonstrate the types of traits that ultimately contribute to positive mentee outcomes and overall effectiveness of mentoring relationships.

To understand how personality contributes to mentoring and further explore how trust impacts effective mentoring relationships, we examine how mentee proactive personality interacts with mentee perceptions of trust in their mentor and positive mentee outcomes – job satisfaction, well-being, job engagement, and relationship quality. In the following sections, we review extant research that supports our proposed hypotheses.

**Mentee Trust as a Predictor of Workplace Outcomes**

Mentoring can be one of the most formative relationships in an individual's professional growth at any stage in their career (Eby, Rhodes, & Allen, 2007; Kram & Hall, 1991). Mentoring is a relationship between a person with expertise (mentor) and a person with less experience (mentee) that leads to the professional and psychosocial development of the latter person (Kram, 1985). Mentoring is a unique relationship from other professional relationships because the mentor provides different types of support (most often career and psychosocial support) with the main purpose of *helping* the mentee (Eby, et al., 2007).

Mentoring relationships can be formal or informal. Informal mentoring is a spontaneous relationship, while formal mentoring involves organizational oversight, usually beginning with assigning mentoring pairs (Forret, Turban, & Dougherty, 1996; Raabe & Beehr, 2006; Ragins et al., 2000; Underhill, 2006). The benefits of informal relationships likely exceed those of formal relationships because informal relationships are based on mutual attraction and dyads more easily develop trust and therefore higher relationship quality (e.g. Allen & Eby, 2003; Ragins & Cotton, 1999; Underhill, 2006).

Trust is essential for the effectiveness of working relationships (Van der Werff & Buckley, 2014) and within mentoring relationships. Trust has been defined many ways (e.g. Gillespie, 2012; Van der Werff & Buckley, 2014), but researchers tend to agree that trust

requires people to willingly be vulnerable or rely on one another (Costa, Roe, & Taillieu, 2001). Trust can come from a number of sources, including the trustor, trustee, and relationship itself (Dietz & Den Hartog, 2006; Mayer, Davis, & Schoorman, 1995). The trustor brings individual factors such as the propensity to trust others, cultural values, and politics. The trustee's personal traits and past behavior indicate their trustworthiness. The stability of the relationship indicates how invested one should become in the relationship and how much of an affective bond the pair can form (Dietz & Den Hartog, 2006; Mayer et al., 1995).

Trust in mentors is associated with greater relationship quality (Ragins, 2016), and mentee well-being (Bakker, Demerouti, & Euwema, 2005; Ragins, 2016), job engagement (e.g. Crawford, LePine, & Rich, 2010), and job satisfaction (Dirks & Ferrin, 2002; Levin, Whitener, & Cross, 2006; McAllister, 1995). When mentees trust their mentors, mentees often feel psychologically safe in their relationship, which cultivates job engagement (Kahn, 1990) and well-being (Dollard & Bakker, 2010) among other positive outcomes. For instance, Legace (1991) demonstrated the importance of trust to relationship quality in both the supervisory and subordinate roles such that greater trust was associated with greater relationship quality. So, in the presence of trust, formal mentoring relationships may be as effective as informal relationships in terms of the above mentoring outcomes.

**Moderating Effects of Proactive Personality**

Mentor and mentee personality are important to forming trusting relationships and effective mentoring relationships. Thus, proactive personality may strengthen the relationship between trust in mentors and the positive mentee outcomes. Proactive personality is a disposition based on the tendency to take action and influence the environment. Those with proactive personalities find and act upon opportunities, show initiative, and try to make a meaningful

impact (Bateman & Crant, 1993); these behaviors have implications for one's career. Specifically, a meta-analysis conducted across 107 studies showed that proactive personality predicted career success (Fuller & Marler, 2009). Extended to mentoring, mentees high in proactive personality should use their mentoring relationships to become successful in their careers more than those who low in proactive personality.

The purpose of the present research is to demonstrate the influence of trust on formal mentoring programs and how mentee personality enhances the relationship between trust in a mentor and positive mentee outcomes, specifically, well-being, relationship quality, job engagement, and job satisfaction.

**Hypothesis 1:** Proactive personality will moderate the relationship between trust and a) relationship quality, as well as mentee: b) well-being, and c) job engagement.

## Methodology

### Participants

Respondents were mentees and full-time employees in the same organization as their mentor. The sample consisted of 459 participants (49.9% male, $M_{age} = 36.4$ $SD_{age} = 8.0$). Most participants indicated that their mentor was also their supervisor (64.5%) and met often (45.1%) or very often (39.4%) with their mentor. The majority of participants were in formal mentoring programs (56.9%).

### Procedure

All respondents were recruited as part of a Qualtrics study panel. Respondents gave informed consent and confirmed that they were in a mentoring relationship before completing measures. Coefficient alphas for the current study are provided in measure descriptions.

**Measures**

   **Proactive Personality.** Proactive Personality is assessed using Bateman and Crant's (1993) measure of Proactive Personality ($\alpha = .90$). This 17-item measure assessed the degree a mentee takes action in their life. A sample item from this scale is "I am constantly on the lookout for new ways to improve my life."

   **Trust.** Trust was assessed using Mayer and Davis' (1999) Organizational Trust Instrument. This 21-item measure assessed four dimensions of trust: the mentor's ability ("My mentor is very capable of performing their job," $\alpha = .91$), the mentor's benevolence (e.g., "My mentor is very concerned about my welfare," $\alpha = .89$), the mentor's integrity ("I never have to wonder whether my mentor will stick to their word," $\alpha = .90$), and general trust toward the mentor ("I would be willing to let my mentor have complete control over my future in this company," $\alpha = .14$).

   **Relationship Quality.** Relationship Quality was measured using Allen and Eby's (2003) five-item relationship quality measure. modified to address the mentee's perspective ($\alpha = .91$). A sample item from the measure is "My mentor and I enjoy a high-quality relationship"

   **Job Engagement.** Job Engagement is measured using Rich, LePine, and Crawford's (2010) 18-item, three-dimensional scale: Physical ($\alpha = .90$), Affective ($\alpha = .93$), and Cognitive ($\alpha = .92$) engagement. Overall scale alpha was .96.

   **Well-being.** Research suggests well-being should be measured using multiple scales to reduce error and bias (Diener, 1994; 2000; Ganster, 2008; Pavot, 2018). Here, we measured Well-Being through job affect and life satisfaction, using the Job-Related Affective Well-Being Scale (JAWS) (Van Katwyk, Fox, Spector, & Kelloway, 2000) and the Satisfaction with Life Scale (SWLS) (Diener, Emmons, Larsen, & Sharon, 1985).

JAWS is a 30-item scale assessing how an employee feels toward their job given a certain time period (here, the past 30 days). JAWS consists of four dimensions: high pleasure-high arousal (HPHA) (e.g. "excited;" $\alpha$ = .91), high pleasure-low arousal (e.g. "satisfied;" $\alpha$ = .86), low pleasure-high arousal (e.g. "furious;" $\alpha$ = .87), and low pleasure-low arousal (e.g. "bored;" $\alpha$ = .87). Overall scale $\alpha$ was .77. SWLS is a five-item scale assessing life satisfaction ($\alpha$ = .92). A sample item from this scale is "I am satisfied with my life."

## Results

To test the hypotheses, we conducted a two-way linear interaction via regression analysis in R Studio. Trust variables and Proactive Personality were first mean-centered. We then calculated the main effects, then tested the interaction. Interactions were plotted setting proactive personality at the following levels: -1 SD below the mean (low), the mean, and +1 SD above the mean (high).

Hypothesis 1a proposed that Proactive Personality will moderate the relationship between Trust and Relationship Quality. The four dimensions of Trust and Proactive Personality explained 65% of the variance in ratings of Relationship Quality ($R^2$ = .645, F = 164.67, p<.001). Beta weights for each of the five predictors were significant. The interaction terms were entered as a set in step 2, and explained an additional .9% of the variance in Relationship Quality ($\Delta R^2$ = .009, F = 2.08, p<.01), thus supporting Hypothesis 1a. As shown in Table 1, the moderating effect was carried by the interaction of Proactive Personality and Ability Trust ($\beta$ = .11) and Proactive Personality and Integrity Trust ($\beta$ = -.15).

Figure 1 shows the simple slopes of Ability Trust on Relationship Quality at three levels of Proactive Personality. The simple slope of Ability Trust on Relationship Quality at low Proactive Personality is significant ($b$ = .65, $p$ < .01), at mean Proactive Personality is significant

($b$ = .73, $p$ < .01), and at high Proactive Personality is significant ($b$ = .82, $p$ < .01). Figure 2 shows the simple slopes of Integrity Trust on Relationship Quality at three levels of Proactive Personality. The simple slope of Integrity Trust on Relationship Quality at low Proactive Personality is significant ($b$ = .78, $p$ < .01), at mean Proactive Personality is significant ($b$ = .67, $p$ < .01), and at high Proactive Personality is significant ($b$ = .55, $p$ < .01).

Hypothesis 1b proposed that Proactive Personality will moderate the relationship between Trust and Well-Being. Beginning with Satisfaction with Life, the four dimensions of Trust and Proactive Personality explained 23% of the variance in ratings of Satisfaction with Life ($R^2$ = .23, F = 27.65, $p$ < .01) (see Table 2). Beta weights for all predictors except integrity trust were significant. The interaction terms were entered again in step 2 and explained an additional 3% of the variance in Life Satisfaction ($\Delta R^2$ = .03, F = 4.61, $p$ < .01), thus supporting Hypothesis 1b. The moderating effect was carried by the interaction of Proactive Personality and Ability Trust ($\beta$ = -.20, see Figure 3) and Proactive Personality and Benevolence Trust ($\beta$ = .18, see Figure 4).

The next measure of well-being is JAWS. As shown in Table 3, the four dimensions of Trust and Proactive Personality explained 33% of the variance in ratings of the HPHA subdimension of JAWS ($R^2$ = .33, F = 43.76, $p$ < .01). Proactive Personality is the only significant beta weight. The interaction terms were entered again in step 2 and explain 0% of the variance in HPHA ($\Delta R^2$ = 0, F = 0.00, n.s.), thus not supporting Hypothesis 1b.

The four dimensions of Trust and Proactive Personality explained 33% of the variance in ratings of the HPLA subdimension of JAWS ($R^2$ = .33, F = 44.43, $p$ < .01) (see Table 3). Beta weights for all predictors were significant. The interaction terms were entered again in step 2 and explain 0% of the variance in HPLA ($\Delta R^2$ = 0, F = 0.00, n.s.), thus not support Hypothesis 1b.

The four dimensions of Trust and Proactive Personality explained 16% of the variance in ratings of the LPHA subdimension of JAWS ($R^2 = .16$, F = 17.09, $p < .01$) (see Table 3). Beta weights for all predictors, aside from Ability and Benevolence Trust, were significant. The interaction terms were entered again in step 2 and explain an additional 3% of the variance in LPHA ($\Delta R^2 = .03$, F = 4.24, $p < .01$), thus supporting Hypothesis 1b. However, no interaction terms were significant.

The four dimensions of Trust and Proactive Personality explained 23% of the variance in ratings of the LPLA subdimension of JAWS ($R^2 = .23$, F = 26.88, $p < .01$) (see Table 3). Beta weights for all predictors, aside from Ability and Benevolence Trust, were significant. The interaction terms were entered again in step 2 and explain an additional 2% of the variance in LPLA ($\Delta R^2 = .02$, F = 3.05, $p < .05$), thus supporting Hypothesis 1b. However, no interaction terms were significant. Considering the mixed results of the moderating effects on SWLS and JAWS, Hypothesis 1b is partially supported.

Hypothesis 1c proposed proactive personality will moderate the relationship between Trust and Job Engagement. While the main effects of dimensions of trust and proactive personality were significant predictors of all three dimensions of Job Engagement, the interaction effects were not significant for any dimension (see Table 4). Therefore, Hypothesis 1c was not supported.

## Discussion

The purpose of this study was to better understand how proactive personality moderates the influence of trust on mentoring outcomes. We tested the relationship joint effects of four dimensions of mentee trust in the mentor and proactive personality on the outcomes of Relationship Quality, Life Satisfaction, Affective Well-Being, and Job Engagement. The results

showed that Proactive Personality moderated the relationship between mentor trust and Relationship Quality, Life Satisfaction, and some dimensions of Affective Well-Being. It did not moderate effects on Job Engagement.

The results demonstrate that formal mentoring programs can be as effective as informal mentoring programs when mentees trust their mentors. Also, proactive personality served as a meaningful moderator between the mentee's trust in their mentor's ability and relationship quality, the mentee's trust in their mentor's integrity and relationship quality, the mentee's trust in their mentor's ability and affective job engagement, the mentee's trust in their mentor's integrity and affective job engagement. Interestingly, these findings indicate that mentees high in proactive personality do not always rely on trusting their mentors for positive outcomes. Mentees lower in proactive personality may be more reliant on trusting their mentors to gain positive outcomes from their relationship. More specifically, mentees lower in proactive personality may need to trust their mentor's integrity and ability to enjoy higher relationship quality with their mentor and affective job engagement.

Lower proactive personality mentees may need an external source to redirect their energy toward achieving positive mentoring outcomes, while mentees higher in proactive personality are self-directed and do not need an external source. Some studies have shown that proactive individuals take initiative in their careers, which explains why some of those individuals seek mentoring relationships (Fuller & Marler, 2009; Seibert, Kraimer, & Crant, 2001; Turban & Dougherty, 1994). A proactive mentee would seek a mentoring relationship in order to further their career. Because a proactive person is also goal directed, a proactive mentee could accomplish tasks outside the context of their mentoring relationship (Wanberg, Kammeyer-Mueller, & Marchese, 2006).

The present study demonstrates a unique contribution to the mentoring literature because few studies have found how to increase the effectiveness of formal mentoring programs. Additionally, few studies focus on trust in mentoring relationships, mentee proactive personality, and the level or type of support mentees higher or lower on proactive personality would need. Specifically, these findings suggest mentees lower on proactive personality may need to meet more frequently than their more highly proactive counterpart.

This study is not without limitations. As this study was a cross-sectional design, it is not possible to conclude causal relationships exist and in what direction. Additionally, all ratings (including Trust and Relationship Quality) were only from the perspective of the mentee. This research does not study how to cultivate trust in organizational settings. Future research should learn how to best form trust in formal mentoring programs. Therefore, future researcher needs to investigate whether spontaneous relationship formation is related to trust in mentoring relationships.

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Table 1. *Summary of Linear Regression Analysis for Variables Predicting Relationship Quality*

| Variable | Model 1 | | | Model 2 | | |
|---|---|---|---|---|---|---|
| | *B* | *SE B* | *β* | *B* | *SE B* | *β* |
| General Trust | .08 | .04 | .07* | .08 | .04 | .07* |
| Integrity Trust | .27 | .06 | .24** | .25 | .06 | .23** |
| Ability Trust | .19 | .05 | .15** | .23 | .07 | .18** |
| Benevolence Trust | .35 | .05 | .34** | .33 | .05 | .33** |
| Proactive | .19 | .03 | .19** | .19 | .03 | .19** |
| ProactiveX General Trust | | | | -.03 | .05 | -.02 |
| ProactiveX Integrity Trust | | | | -.20 | .08 | -.15** |
| ProactiveX Ability Trust | | | | .14 | .07 | .11* |
| ProactiveX Benevolence Trust | | | | .06 | .06 | .02 |
| $R^2$ | | .645 | | | .654 | |
| $\Delta R^2$ | | .65 | | | .009 | |
| *F* for change in $R^2$ | | 164.67** | | | 2.98* | |

*Note:* All variants of trust and proactive personality are centered at their means. "Proactive"

indicates proactive personality.

*N* = 459

*p* < .05. **p* < .01.

Table 2. *Summary of Linear Regression Analysis for Variables Predicting Satisfaction with Life*

| Variable | Model 1 | | | Model 2 | | |
|---|---|---|---|---|---|---|
| | *B* | *SE B* | *β* | *B* | *SE B* | *β* |
| General Trust | -.21 | .09 | -.10* | -.23 | .09 | -.11* |
| Integrity Trust | .23 | .15 | .12 | .30 | .15 | .16 |
| Ability Trust | -.44 | .13 | -.20** | -.69 | .17 | -.31** |
| Benevolence Trust | .48 | .13 | .27** | .56 | .13 | .32** |
| Proactive | .59 | .08 | .34** | .59 | .08 | .34** |
| ProactiveX General Trust | | | | .07 | .12 | .03 |
| ProactiveX Integrity Trust | | | | -.08 | .20 | -.03 |
| ProactiveX Ability Trust | | | | -.46 | .17 | -.20** |
| ProactiveX Benevolence Trust | | | | .39 | .16 | .18* |
| $R^2$ | | .23 | | | .26 | |
| $\Delta R^2$ | | .23 | | | .03 | |
| *F* for change in $R^2$ | | 27.65** | | | 4.61** | |

*Note:* All variants of trust and proactive personality are centered at their means. "Proactive" indicates proactive personality.

*N = 459*

*p* < .05. **p* < .01.

Table 3. *Summary of Linear Regression Analysis for Variables Predicting JAWS*

| Variable | Model 1 | | | Model 2 | | |
|---|---|---|---|---|---|---|
| | *B* | *SE B* | *β* | *B* | *SE B* | *β* |
| General Trust | -.20 | .07 | -.12** | -.18 | .07 | -.11* |
| Integrity Trust | -.27 | .12 | -.18* | -.24 | .12 | -.16 |
| Ability Trust | .12 | .11 | .07 | -.08 | .13 | -.04 |
| Benevolence Trust | -.17 | .10 | -.12 | -.18 | .20 | -.13 |
| Proactive | -.36 | .06 | -.26** | -.35 | .07 | -.25** |
| ProactiveX General Trust | | | | -.03 | .10 | -.01 |
| ProactiveX Integrity Trust | | | | .02 | .16 | .01 |
| ProactiveX Ability Trust | | | | -.22 | .13 | -.13 |
| ProactiveX Benevolence Trust | | | | -.10 | .13 | -.06 |
| $R^2$ | | .23 | | | .25 | |
| $\Delta R^2$ | | .23 | | | .02 | |
| *F* for change in $R^2$ | | 26.88** | | | 3.05* | |

*Note:* All variants of trust and proactive personality are centered at their means. "Proactive" indicates proactive personality.

Models 1 and 2 represent the LPLA subdimension of JAWS. Models 3 and 4 represent the HPLA subdimension of JAWS. Models 5 and 6 represent the HPHA subdimension of JAWS. Models 7 and 8 represent the LPHA submission of JAWS.

*N = 459*

*p < .05. **p < .01.

Table 3 *Continued. Summary of Linear Regression Analysis for Variables Predicting JAWS*

| Variable | Model 3 | | | Model 4 | | |
|---|---|---|---|---|---|---|
| | *B* | *SE B* | *β* | *B* | *SE B* | *β* |
| General Trust | -.12 | .06 | -.09* | -.12 | .06 | -.09* |
| Integrity Trust | .22 | .09 | .18* | .22 | .09. | .18* |
| Ability Trust | -.17 | .08 | -.12* | -.17 | .10 | -.12 |
| Benevolence Trust | .25 | .08 | .22** | .25 | .08 | .22** |
| Proactive | .45 | .05 | .41** | .45 | .05 | .40** |
| ProactiveX General Trust | | | | .02 | .07 | .01 |
| ProactiveX Integrity Trust | | | | .05 | .12 | .04 |
| ProactiveX Ability Trust | | | | -.01 | .10 | -.01 |
| ProactiveX Benevolence Trust | | | | -.04 | .10 | -.03 |
| $R^2$ | | .33 | | | .33 | |
| $\Delta R^2$ | | .33 | | | 0 | |
| *F* for change in $R^2$ | | 44.43** | | | 0.00 ns | |

*Note:* All variants of trust and proactive personality are centered at their means. "Proactive" indicates proactive personality.

Models 1 and 2 represent the LPLA subdimension of JAWS. Models 3 and 4 represent the HPLA subdimension of JAWS. Models 5 and 6 represent the HPHA subdimension of JAWS. Models 7 and 8 represent the LPHA submission of JAWS.

*N = 459*

*p* < .05. **p* < .01.

Table 3 *Continued. Summary of Linear Regression Analysis for Variables Predicting*
*JAWS*

|  | Model 5 | | | Model 6 | | |
|---|---|---|---|---|---|---|
| Variable | *B* | *SE B* | *β* | *B* | *SE B* | *β* |
| General Trust | -.04 | .06 | -.03 | -.05 | .06 | -.04 |
| Integrity Trust | .17 | .10 | .13 | .18 | .10. | .14 |
| Ability Trust | -.10 | .08 | -.07 | -.12 | .11 | -.08 |
| Benevolence Trust | .15 | .08 | .13 | .16 | .08 | .13 |
| Proactive | .55 | .05 | .47** | .53 | .05 | .46** |
| ProactiveX General Trust | | | | .08 | .008 | .05 |
| ProactiveX Integrity Trust | | | | .004 | .13 | .003 |
| ProactiveX Ability Trust | | | | -.06 | .11 | -.04 |
| ProactiveX Benevolence Trust | | | | .02 | .10 | .01 |
| $R^2$ | | .33 | | | .33 | |
| $\Delta R^2$ | | .33 | | | 0 | |
| *F* for change in $R^2$ | | 43.76** | | | 0.00 ns | |

*Note:* All variants of trust and proactive personality are centered at their means. "Proactive"

indicates proactive personality.

Models 1 and 2 represent the LPLA subdimension of JAWS. Models 3 and 4 represent the

HPLA subdimension of JAWS. Models 5 and 6 represent the HPHA subdimension of JAWS.

Models 7 and 8 represent the LPHA submission of JAWS.

*N = 459*

*p < .05. **p < .01.

Table 3 *Continued. Summary of Linear Regression Analysis for Variables Predicting JAWS*

| Variable | Model 7 | | | Model 8 | | |
|---|---|---|---|---|---|---|
| | *B* | *SE B* | *β* | *B* | *SE B* | *β* |
| General Trust | -.20 | .008 | -.13** | -.19 | .08 | -.12* |
| Integrity Trust | -.29 | .12 | -.20* | -.27 | .12 | -.18* |
| Ability Trust | .08 | .11 | .04 | -.06 | .14 | -.04 |
| Benevolence Trust | -.04 | .10 | .-.03 | -.07 | .11 | -.05 |
| Proactive | -.29 | .07 | -.21** | -.28 | .07 | -.21** |
| ProactiveX General Trust | | | | .02 | .10 | .01 |
| ProactiveX Integrity Trust | | | | -.12 | .16 | -.07 |
| ProactiveX Ability Trust | | | | -.10 | .14 | -.06 |
| ProactiveX Benevolence Trust | | | | -.14 | .13 | -.08 |
| $R^2$ | | .16 | | | .19 | |
| $\Delta R^2$ | | .16 | | | .03 | |
| *F* for change in $R^2$ | | 17.09** | | | 4.24** | |

*Note:* All variants of trust and proactive personality are centered at their means. "Proactive"

indicates proactive personality.

Models 1 and 2 represent the LPLA subdimension of JAWS. Models 3 and 4 represent the

HPLA subdimension of JAWS. Models 5 and 6 represent the HPHA subdimension of JAWS.

Models 7 and 8 represent the LPHA submission of JAWS.

*N = 459*

*$p < .05$. **$p < .01$.

Table 4. *Summary of Linear Regression Analysis for Variables Predicting Job Engagement*

| Variable | Model 1 | | | Model 2 | | |
|---|---|---|---|---|---|---|
| | *B* | *SE B* | *β* | *B* | *SE B* | *β* |
| General Trust | -.04 | .04 | -.04 | -.06 | .05 | -.05 |
| Integrity Trust | .17 | .07 | .16* | .16 | .07 | .15* |
| Ability Trust | .27 | .06 | .22** | .35 | .08 | .28** |
| Benevolence Trust | .05 | .06 | .05 | .03 | .06 | .03 |
| Proactive | .36 | .04 | .38** | .35 | .04 | .37 |
| ProactiveX General Trust | | | | .08 | .06 | .05 |
| ProactiveX Integrity Trust | | | | -.28 | .09 | -.22** |
| ProactiveX Ability Trust | | | | .16 | .08 | .13* |
| ProactiveX Benevolence Trust | | | | .08 | .08 | .07 |
| $R^2$ | | .42 | | | .43 | |
| $\Delta R^2$ | | .42 | | | .01 | |
| *F* for change in $R^2$ | | 64.95** | | | 2.09 ns | |

*Note:* All variants of trust and proactive personality are centered at their means. "Proactive" indicates proactive personality.

Models 1 and 2 represent the Affect subdimension of JES. Models 3 and 4 represent the Physical subdimension of JES. Models 5 and 6 represent the Cognitive subdimension of JES.

*N = 459*

*p < .05. **p < .01.

Table 4 *Continued. Summary of Linear Regression Analysis for Variables Predicting Job Engagement*

| | Model 3 | | | Model 4 | | |
|---|---|---|---|---|---|---|
| Variable | B | SE B | β | B | SE B | β |
| General Trust | -.03 | .04 | -.03 | -.04 | .04 | -.05 |
| Integrity Trust | .03 | .06 | .04 | .05 | .06 | .06 |
| Ability Trust | .44 | .05 | .44** | .41 | .07 | .41** |
| Benevolence Trust | -.05 | .05 | -.06 | -.05 | .05 | -.07 |
| Proactive | .25 | .03 | .32** | .24 | .03 | .31** |
| ProactiveX General Trust | | | | .08 | .05 | .07 |
| ProactiveX Integrity Trust | | | | -.13 | .08 | -.12 |
| ProactiveX Ability Trust | | | | -.02 | .07 | -.02 |
| ProactiveX Benevolence Trust | | | | .02 | .06 | .02 |
| $R^2$ | | .39 | | | .40 | |
| $\Delta R^2$ | | .39 | | | .01 | |
| F for change in $R^2$ | | 58.26** | | | 1.91 ns | |

*Note:* All variants of trust and proactive personality are centered at their means. "Proactive" indicates proactive personality.

Models 1 and 2 represent the Affect subdimension of JES. Models 3 and 4 represent the Physical subdimension of JES. Models 5 and 6 represent the Cognitive subdimension of JES.

*N = 459*

*$p < .05$. **$p < .01$.*

Table 4 *Continued. Summary of Linear Regression Analysis for Variables Predicting Job Engagement*

| Variable | Model 5 | | | Model 6 | | |
|---|---|---|---|---|---|---|
| | *B* | *SE B* | *β* | *B* | *SE B* | *β* |
| General Trust | -.10 | .04 | -.10* | -.12 | .04 | -.11** |
| Integrity Trust | .10 | .07 | .10 | .13 | .07 | .13 |
| Ability Trust | .39 | .06 | .34** | .33 | .08 | .29** |
| Benevolence Trust | -.06 | .06 | -.06 | -.05 | .06 | -.05 |
| Proactive | .31 | .04 | .35** | .30 | .04 | .34** |
| ProactiveX General Trust | | | | .09 | .06 | .07 |
| ProactiveX Integrity Trust | | | | -.06 | .09 | -.06 |
| ProactiveX Ability Trust | | | | -.11 | .08 | -.09 |
| ProactiveX Benevolence Trust | | | | .09 | .08 | .08 |
| $R^2$ | | .35 | | | .36 | |
| $\Delta R^2$ | | .35 | | | .01 | |
| *F* for change in $R^2$ | | 48.41** | | | 1.79 ns | |

*Note:* All variants of trust and proactive personality are centered at their means. "Proactive" indicates proactive personality.

Models 1 and 2 represent the Affect subdimension of JES. Models 3 and 4 represent the Physical subdimension of JES. Models 5 and 6 represent the Cognitive subdimension of JES.

*N = 459*

*p < .05. **p < .01.

*Figure 1. Differential Effect of Ability Trust on Relationship Quality by Proactive Personality*
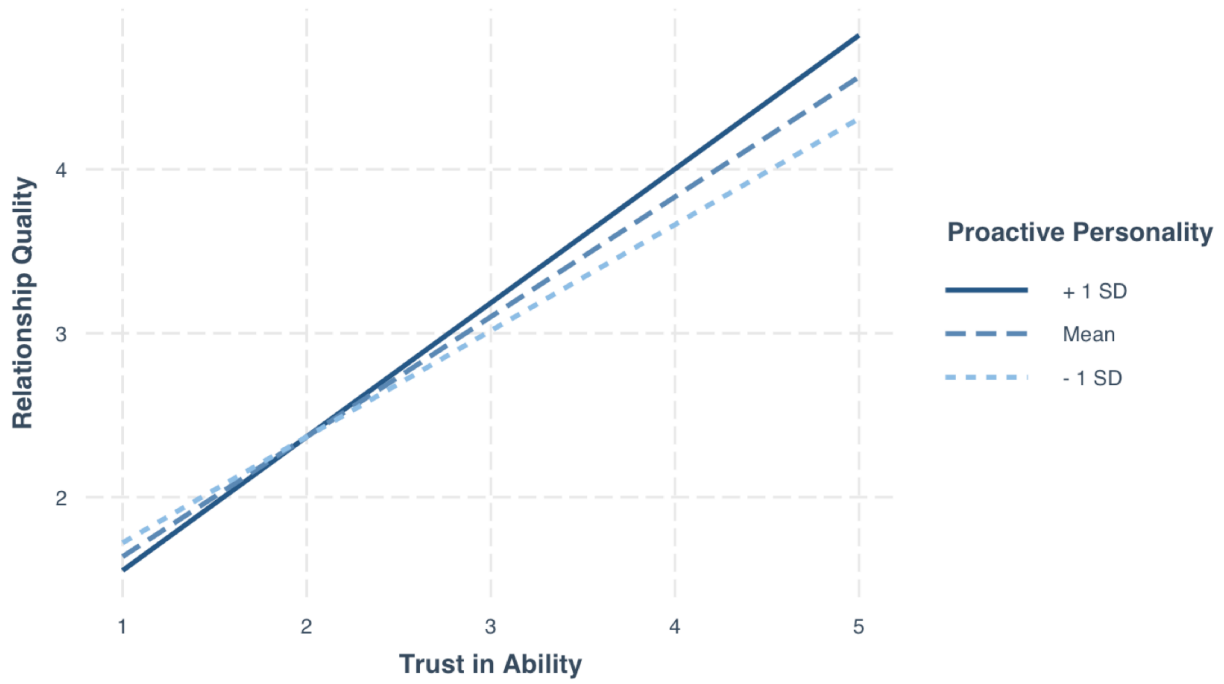


Figure 2. *Differential Effect of Integrity Trust on Relationship Quality by Proactive Personality.*

*Figure 3.* Plot of the Interaction of Proactive Personality on Trust in Ability and Satisfaction with Life.
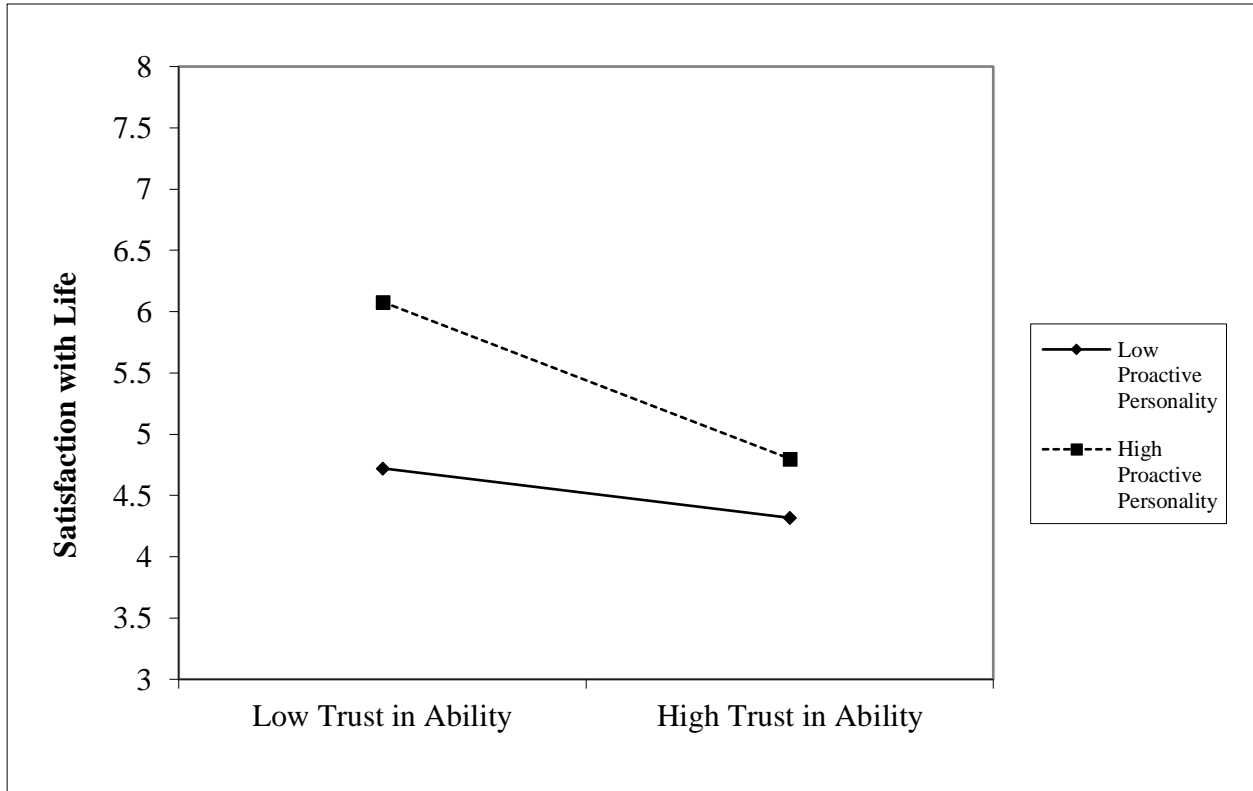


*Figure 4.* Plot of the Interaction of Proactive Personality on Trust in Benevolence and Satisfaction with Life.