Acknowledgments

The inspiration for this thesis may in a sense be traced all the way back to 2014, during my third year at the University of York, when my personality lecturer and bachelor thesis supervisor Dr. Gary Lewis introduced me to the HEXACO model of personality, and its potential novelties. During the years since I have followed the development of the model and sought angles that have not yet been pursued, particularly those that may be related to testing for selective recruitment or organisational development. A fascination for the emergent need for change in modern organisations, and a conviction that there are still many unexplored avenues for which the Honesty-Humility dimension in particular may be relevant, led me to decide on an explorative study that I considered to be of interest. I am responsible for the development of the thesis question, as well as gathering and analysing all data used in this standalone paper.

First and foremost I would like to thank my supervisor Karin Laumann, who provided me with invaluable critical questions and insights when my enthusiasm left me blind to the faults in my design, and whose tips, instructions and arguments have made this thesis possible. I am also greatly appreciative of the unceasing helpfulness and expertise of Kyrre Svarva concerning the technical challenges I have faced when struggling with data collection and analysis. Thank you to Bærum municipality as well, and to Kirsti Jacobsen and Tom Steen of the HR-unit in particular, for their hospitality and for allowing me to tap into their resources and recruit participants from their ranks. Finally, I need to thank my classmates, without whom I would never have made it through this process, and for all our shared experiences along the way.

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II

Abstract

This study aimed to explore antecedents to employee uncertainty in organisational change. While studies on change have often focused on resistance or openness to change, uncertainty has received less attention, but may be argued to provide a more inherently proactive perspective. Reflecting this, research on the concept of *Uncertainty in change* has emphasised the role of change communication and trust. The current study explored potential relationships between employee uncertainty in a specific change process and concepts related to change communication and trust, namely observed leader communication style and disposition to trust. Additionally, a core argument in this paper is based on how a social projection account of *Honesty-Humility*, one of the HEXACO model of personality dimensions, may be conceptually and empirically related to disposition to trust, and potentially *Uncertainty in change*. Previous research relating other personality structures to change related concepts such as resistance to change, indicate that other HEXACO personality dimensions may also be expected to predict uncertainty. A set of multiple regression analyses were conducted using data collected from participants employed in the administration of a large, Norwegian municipality, who had recently been affected by comprehensive organisational restructuring. The findings indicated that HEXACO *Emotionality* positively predicted *Uncertainty in change*, while no significant results were found for *Honesty-Humility*, *Propensity to trust* or leader communication styles. Nonetheless, the study has succeeded in bringing together several relevant elements of organisational psychology which interrelations have previously not been explored, and may inspire future research to investigate these concepts further.

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Introduction

One of the defining traits of modern organisations may be argued to be the emerging perspective of change as a necessity to keep ahead of competition, or even simply staying afloat. Technical advances in particular are moving at an unprecedented pace, forcing organisations to continually reinvent their structure or business model, or re-evaluate its focus for the future. While management may feel pressured to change in order to keep their organisation from becoming old fashioned, irrelevant or uncompetitive, their subordinates could struggle equally with remaining up to speed on their company's direction and their own roles in the organisation of tomorrow. Low quality communication or even lack of information communicated between organisation leaders and employees has the potential to create uncertainty during times of change, even for employees who are not necessarily disposed for change resistance. This uncertainty may lead to negative outcomes for the employees which, unless properly addressed by management, could impact the organisation long after the change process has ended.

It may be argued that employees who trust the judgment and good intentions of the company decision makers will experience less uncertainty through a change process in which they feel that they have little power or influence themselves. Although trust may be perceived as a variety of constructs, some people are likely to have a greater trait disposition for trust when they are vulnerable and dependent upon the actions of others. The basis for this propensity to trust is difficult to determine, but some have suggested that a social projection account may be viable. If that were to be the case, people who are less likely to take advantage or exploit another person's vulnerable position should also be more likely to trust others to treat them fairly in a reversed situation. Furthermore, this particular disposition could be conceptually linked to one of the dimensions in a relatively recently developed alternative model of personality. This suggests that measurements could readily be made with an existing and reliable tool, and that such a finding would be helpful in the pursuit of successful change processes, allowing leaders to tailor their change communication strategies to their employees to avoid uncertainty.

On the subject of personality, the field has been dominated by the notion that the ideal representation of personality is a five-dimensional structure, or the five-factor model (FFM), for more than three decades. During this time the FFM has been the catalyst for numerous papers, tests, scales and inventories, and has thus remained at the centre of development within the field. However, research emerging through the past two decades has proposed an alternative six-dimensional personality structure labelled HEXACO (Ashton & Lee, 2007;

Lee & Ashton, 2008; Ashton, Lee & De Vries, 2014), which may offer greater total predictive validity compared to the FFM. This paper intends to build on this research by applying the HEXACO model to an organisational change related outcome, representing a previously unpaired set of variables.

Since the first article was published in 2001, researchers Michael Ashton and Kibeom Lee have been the driving forces behind the development of the HEXACO model of personality. Their work was motivated by findings from the likes of Hogan (1986; Hogan & Hogan, 1995) and Hough, Eaton, Dunnette, Kamp and McCloy (1990) suggesting that alternative personality structures containing more factors may outperform the FFM for certain criteria. However, diverging from these previous models, they chose a different methodology from which to derive their structure. In fact, the HEXACO model is based on factor analysed lexical studies similar to those used to develop the FFM. As the HEXACO six-factor model has now been consistently replicated across 14 European and Asian languages it reflects the largest factor space that has been replicated widely between languages. Currently, these languages include Dutch, French, German, Hungarian, Italian, Korean, Polish, English, Greek, Croatian, Turkish, Filipino (Tagalog), Japanese and Spanish (Lee & Ashton, 2008; Wakabayashi, 2014; Romero, Villar, & López-Romero, 2015). While this may be considered a strength in and of itself, the six-factor structure is particularly interesting due to the *Honesty-Humility* factor which is conceptually the most different from any of the original big five.

Based on the following theoretical framework, this explorative study will investigate potential relationships between the HEXACO personality dimensions, propensity to trust, observed leader communication styles and employee experience of uncertainty in a specific change process. The framework will particularly focus on the HEXACO *Honesty-Humility* factor and its potential relation to trait trust, certain other personality factors such as *Emotionality*, and whether leader communication style may play a role alongside personality. Several hypotheses will be presented throughout the framework, which will then be addressed in light of the findings from the current study in the discussion section. The aim of this study is thus to explore which personality dimensions may predict uncertainty in change, and whether a leader communication style measure based on personality may add to our understanding and predictive ability. This will be achieved by attempting to answer the following thesis question: *How does the HEXACO model of personality, disposition to trust, and leader communication style relate to employee uncertainty in an organisational change process?*

Theoretical Framework

In order for this paper to effectively address the thesis question, the theoretical framework section of this paper will begin by describing the concept of *Uncertainty in change*, as well as findings of antecedents to uncertainty and other relevant change related outcomes. The paper will then delve into a brief presentation of the currently most prevalent model of personality, the Five-factor model (FFM), and its relation to the relevant concepts for this paper. Subsequently, the HEXACO model of personality will be presented and contrasted to the FFM, with a particular focus on the *Honesty-Humility* factor and relevant findings to date. Next, concepts of trust will be addressed, a definition of trust proposed for the purpose of the paper, and the relations between *Propensity to trust* and the other relevant concepts of this paper presented. Finally, the development of the communication style field of research will be presented, along with an overview of the Communication Style Inventory (CSI) applied in this study.

Uncertainty in Change

One of the most common psychological outcomes of organisational change is uncertainty. Defined by Milliken (1987, p. 136) as "an individual's inability to predict something accurately", it is generally considered to be caused by insufficient, ambiguous or contradictory information. Employees experiencing doubt concerning their future work environment, professional relationships or job security are likely to experience what Allen, Jimmieson, Bordia and Irmer (2007) refer to as job-related uncertainty. In a theoretical hierarchical pyramid, this type of organisational change uncertainty represents the lowest of three conceptualised levels according to Bordia, Hobman, Jones, Gallois and Callan (2004). Strategic uncertainty is the top level, which is concerned with uncertainty related to the aim, culture or business model of the organisation. The next level has been labelled both implementation uncertainty and structural uncertainty, and represents uncertainty related to the structure and function of organisational units. However, job-related uncertainty is most relevant for this paper as it represents the aspect of uncertainty that is most adequately measured by existing change uncertainty scales, such as the one employed in this study, according to Allen and his colleagues (2007). Furthermore, as noted by Klein (1996), job-related uncertainty is likely to be the greatest stressor due to the inherent personal relevance of these uncertainties.

Several authors have noted that individual uncertainty is related to a variety of negative job-related outcomes and that these derive from the lack of control employees experience as a

consequence (DiFonzo & Bordia, 2002; Lazarus & Folkman, 1984). These outcomes include increased stress (Ashford, 1988; Pollard, 2001; Schweiger & Denisi, 1991) and turnover intentions (Greenhalgh & Sutton, 1991; Johnson, Bernhagen, Miller, & Allen, 1996), as well as decreased satisfaction (Ashford, Lee, & Bobko, 1989; Nelson, Cooper, & Jackson, 1995), and commitment to the organisation (Ashford et al., 1989; Hui & Lee, 2000). Furthermore, the perceived loss of control itself, defined by Greenberger and Strasser (1986, p. 165) as "an individual's beliefs, at a given point in time, in his or her ability to effect a change, in a desired direction, on the environment", may lead to further negative outcomes. Studies have shown positive relationships between the perceived lack of control and anxiety (DiFonzo & Bordia, 2002), psychological strain (Spector, 1986, 1987, 2002; Terry & Jimmieson, 1999), learned helplessness (Martinko & Gardner, 1982) and lowered performance (Bazerman, 1982; Jimmieson & Terry, 1999; Orpen, 1994).

As this paper will be exploring potential predictors of *Uncertainty in change*, findings on antecedents in previous studies are valuable. There are, however, few such studies, and none explore personality quantitatively. Bordia et al (2004) did however investigate potential ways to manage uncertainty during change, and thus by association the factors contributing to uncertainty. Their findings suggested that the quality of change communication and employee participation in decision-making were both negatively related to all levels of change uncertainty. While the quality of change communication appeared to have a greater impact on top level strategic uncertainty, participation in decision-making was equally important to reduce job-related uncertainty. Additionally, qualitative findings by Allen et al (2007) support the notion that change information alone is not sufficient to tackle uncertainty and that the circumstances of the communication are important. This includes the quality of communication, but it is also suggested that the preferred source of communication is a trusted supervisor. The same paper (Allen et al, 2007) also included a supplementary quantitative study which provided significant findings relating quality of change communication, trust in management and openness to change to job-related uncertainty. Building on these findings, the following paragraphs will address the relation between different change related concepts, and relations to both trust and change communication will be presented later as a part of the theoretical framework.

While uncertainty in change is the variable which will be measured in the current study, it has rarely been featured in the literature in relation to personality traits. Rather, researchers have tended towards variations of resistance to change, urging Oreg (2003) to develop a multifaceted resistance to change scale, which has later been applied to personality (Saksvik

& Hetland, 2009). One explanation for the lack of research on uncertainty may be that researchers have considered other concepts, such as resistance to change, more valuable for real life applications. Another may simply be that these concepts are more readily measured as traits, and thus more adequately explored along with other traits, than the inherently contextual concept of uncertainty. Whatever the case, it would be careless not to consider the potential similarities between concepts which in some form may describe employee attitudes toward an ongoing change process. It follows that such similarities may also provide a basis for expectations of personality predictors of uncertainty in change.

The measure developed by Oreg (2003) features four factors derived using items conceptually related to existing scales measuring some aspects of resistance to change, such as reluctance to lose control, cognitive rigidity and reluctance to give up old habits. The emerging factors were labelled *Routine seeking*, *Emotional reaction*, *Short-term focus* and *Cognitive rigidity*, of which the former explained by far the biggest portion of total variance. Conceptually, it can be argued that particularly the first factor, *Routine seeking*, may be related to uncertainty in change because people who strive to maintain their routines may be likely to experience more uncertainty in the face of change. Furthermore, both the *Emotional reaction* and *Short-term focus* factors from the study included items from scales designed to measure reluctance to lose control. This is interesting considering the previously mentioned relationship between loss of control and the negative outcomes of job-related uncertainty. This may imply that employees who are reluctant to relinquish control could be made uncertain by an upcoming change, which then results in a negative emotional reaction, such as stress. The following segments will introduce relevant personality models and address these implications further.

Personality in Change

As has been noted, the five-factor model (FFM) of personality remains the most widely accepted and frequently applied representation of personality structure, as has been the case over the last four decades. During that time, its greatest contributors are likely Costa and McCrae, the developers of the NEO-Personality Inventory (NEO-PI (1985)) and its subsequent revisions. Although this paper will also present an alternative structural model, the benefits of this consensus are undisputable as years of trait personality research may easily be compared, repeated and built upon. Additionally, both models featured in this paper have been developed by applying the same principle, namely the lexical study approach, and the HEXACO model may therefore be perceived as a continuation of the FFM research rather

than an outright challenger. This segment will briefly describe the FFM and provide findings relevant to this paper. Subsequently, the HEXACO model will be presented with greater detail in the next segment as it is the lesser known model and the one applied in the current study. Note that Table 1 (p. 10) contains an overview of some of the factors that are most important in this context, along with their respective facets.

The dimensions of the FFM include *Neuroticism*, *Extraversion*, *Agreeableness*, *Openness to experience* and *Conscientiousness*. Previous research exploring relations between these factors and resistance to change have found positive correlations between *Neuroticism* and Oreg's (2003) resistance to change scale as a whole (Oreg, 2003; Saksvik & Hetland, 2009). These studies also found positive correlations linking *Neuroticism* to the three resistance factors *Routine seeking*, *Emotional reaction* and *Short-term focus*. As previously mentioned, these same factors may be conceptually related to *Uncertainty in change*. Some studies have found negative correlations between resistance to change and *Openness to experience* (Oreg, 2003, Saksvik & Hetland, 2009) or related concepts (Campbell, 2006), but these have been notably weaker than those relating to *Neuroticism*. Saksvik and Hetland (2009) also discovered several correlations in their study that had not previously been found. Their correlations suggested that *Extraversion* was negatively correlated to resistance to change and the three factors *Routine seeking*, *Emotional reaction* and *Short-term focus*. *Agreeableness* showed a similar pattern with weaker negative correlations, but this factor did not produce a significant correlation to *Emotional reaction*. Finally, *Conscientiousness* appeared to be positively correlated to *Routine seeking*, while negatively correlated to *Short-term focus*. Interestingly, the multiple regression analysis from the same study suggested positive relations to both *Neuroticism* and *Conscientiousness*, and a negative relationship to *Extraversion*. Both the former and the latter factor showed notably greater significance and effect sizes linking to resistance to change than was the case for *Conscientiousness*.

Considering the mechanisms of such findings, Oreg et al. (2008) later posited that the three resistance factors related to both *Neuroticism* and *Extraversion*, namely, *Routine seeking*, *Emotional reaction* and *Short-term focus*, conceptually appear to reflect insecurity. Saksvik and Hetland (2009) point out that insecurity does in fact share some similarities with Costa and McCrae's (1992) description of *Neuroticism*. Although semantically difficult to separate from uncertainty, insecurity may be argued to refer to a trait that is likely to promote the state of uncertainty in a given situation. Saksvik and Hetland (2009) also propose that an openness to new experiences and stimuli may be what drives both the correlations to *Extraversion* and *Openness to experience*, as well as a tendency toward positive emotions

regarding *Extraversion*. From the perspective that *Uncertainty in change* may be perceived as less inherently negative than resistance to change (Brashers, 2001; Brashers, Goldsmith & Hsieh, 2002), it could be argued that positive emotions toward the change are not as influential in relation to uncertainty as what appears to be the case for resistance. Ultimately, Saksvik and Hetland (2009) rationalise that the negative correlations between *Agreeableness* and the two resistance factors *Routine seeking* and *Short-term focus* may in part stem from the trusting nature of people high in *Agreeableness*. They argue that trust in management may make employees more positive to the long-term effects of the project, while also allowing them to depend on routines to a lesser extent. The following segment will build on these presumptions as the novelties of the HEXACO model, and particularly the Honesty-Humility factor, is presented.

The HEXACO Model of Personality

The HEXACO model of personality consists of six main dimensions, but is otherwise superficially similar to the FFM structure. Thus, the first five are familiar at first glance: *Emotionality*, *Extraversion*, *Agreeableness*, *Conscientiousness* and *Openness to experience*. The H in HEXACO however, comes from *Honesty-Humility* and does not seemingly relate to any of the original FFM factors. Thus it has become (along with *Emotionality* and *Agreeableness* to a lesser extent) the focal point for practically all the research exploring novel uses of the personality inventory, the HEXACO-PI. The fundamental reason for this, as Ashton and Lee (2007) explain, is that their theory describing the conceptual explanatory power of each factor within the HEXACO model implies that the six dimensions may be divided into two groups. The conceptual differentiation between the groups states that the factors of the first group represent individual differences in engagement in certain domains of endeavour. These domains are social (*Extraversion*), work-related (*Conscientiousness*) and idea-related (*Openness to experience*) engagement. The factors of the second group represent individual differences for three separate forms of altruistic tendencies. *Honesty-Humility* and *Agreeableness* reflect separate forms of reciprocal altruistic tendencies, and *Emotionality* specifically represents caring for self and kin. The apparent inseparability of the conceptual representations of altruistic tendencies in *Honesty-Humility* and HEXACO *Agreeableness* are also demonstrated by the highest inter-correlation between factors present in the model. However, there is a key theoretical difference. This dissimilarity is best explained by Lee and Ashton (2016) as follows: "*Honesty-Humility* represents a tendency to treat others fairly even

when one could successfully exploit them, and *Agreeableness* represents a tendency to be patient with others even when one may be treated unfairly by them." (p. 2).

Compared to the FFM, the factors within the first group have produced nearly isomorphic relations, meaning they have remained practically unchanged, and have consequently received little attention from researchers exploring the HEXACO model (Ashton, Lee & De Vries, 2014). Thus, as the first group is comparable to the FFM for all intents and purposes, the key differences in the HEXACO model lie in the latter group concerning altruism. This group is described by Ashton et al (2014) as containing a redistribution of the explanatory space of two FFM factors, namely *Neuroticism* and *Agreeableness*, into three novel dimensions (see Table 1 at the end of this segment for a visual complement to these paragraphs, p. 10). However, the authors also posit that the six-factor model has expanded the total explained variance beyond that of the FFM, primarily via the additional explanatory power of *Honesty-Humility*. Arguably, the HEXACO *Emotionality* and *Agreeableness* factors have thereby not simply forfeited some of their original explained variance, in effect they have also swapped certain conceptual features compared with their FFM counterparts. To an extent, these changes are evident from examining the facets of each factor in both models. The HEXACO *Emotionality* contains the facet scales *Fearfulness, Anxiety, Dependence* and *Sentimentality*, while *Anxiety, Hostility, Depression, Self-consciousness, Impulsiveness* and *Vulnerability* constitutes FFM *Neuroticism*. While there is certainly a resemblance between the two factors, particularly due to features such as anxiety and fearfulness (as opposed to vulnerability), the *Emotionality* factor does not appear to cover the anger associated with *Hostility*. Furthermore, *Neuroticism* apparently fails to explain any variance conceptually equivalent to *Emotionality*'s *Sentimentality*. Similarly, both HEXACO and FFM *Agreeableness* share an aspect of gentleness, but features associated with anger are present in the low poles of HEXACO *Agreeableness* which reflect quick-tempered, choleric, stubborn and quarrelsome traits. What is more, the aspect of sentimentality associated with FFM *Agreeableness* and *Emotionality* is not present within HEXACO *Agreeableness*.

Concerning the composition of *Honesty-Humility*, its facets are *Sincerity, Fairness, Greed-Avoidance* and *Modesty* as opposed to *Conceit, Deceit, Honesty* and *Pretentiousness*. Ashton et al (2014) consider the *Honesty-Humility*-factor to be only peripherally associated with FFM *Agreeableness*. According to Kibeom Lee and Michael Ashton's official HEXACO website hexaco.org (April 2018) the sum of these facets result in the following characteristic of people with high scores on *Honesty-Humility*: "Persons with very high scores on the *Honesty-Humility* scale avoid manipulating others for personal gain, feel little temptation to

break rules, are uninterested in lavish wealth and luxuries, and feel no special entitlement to elevated social status." This definition exemplifies what would appear to be a trustworthy character in the high stake context that is an organisational change process.

For the context of this paper, and to understand one of the key assumptions for this study concerning the relevancy of *Honesty-Humility* to *Uncertainty in change*, the findings by Thielmann and Hilbig (2014) are vital. The researchers conducted a study in which participants' personality was assessed using a version of the HEXACO-PI, and played economic games such as the Distrust Game, the Dictator Game, and the Ultimatum Game. These games provide an indication to the trustworthiness expectations of the participants by asking them how much they trusted the other party to not exploit them, even when the other party was given complete power over the outcome of the game. The authors hypothesised that social projection would influence the participants to base their trustworthiness expectations on their own trustworthiness, i.e. their willingness to exploit others. Their findings suggested that there was indeed a positive relation between *Honesty-Humility* and trustworthiness expectations, implying that people who score high on *Honesty-Humility* may also be dispositioned to trust. The importance of this finding and the relations between *Honesty-Humility*, trust and *Uncertainty in change* will be revisited in a subsequent segment addressing trust.

One final note on the structure of the model concerns the fact that the lexical studies included some adjectives that tended to divide their loadings between each of the three altruism related factors. The common theme in these terms was an association with prosocial tendencies such as sympathy and soft-heartedness, urging the authors to group them together in a 25th facet labelled *Altruism*. In test score analyses from the HEXACO-PI this facet is presented independently, rather than contributing to either of the total facet scores. The existence of this interstitial facet, according to Ashton et al (2014), supports the theoretical primary grouping of facets in the HEXACO model. However, as the current study applies the short version *HEXACO-60* in which *Altruism*-related items are not included, this facet will not be further addressed in this paper.

Table 1.

The right side of this table overview shows the HEXACO model factors that represent the conceptual differences compared to the five-factor model (FFM), as well as the corresponding FFM factors. The left side shows the facets related to each factor.

HEXACO	
Honesty-Humility	Sincerity
	Fairness
	Greed avoidance
	Modesty
Emotionality	Fearfulness
	Anxiety
	Dependence
	Sentimentality
Agreeableness	Forgivingness
	Gentleness
	Flexibility
	Patience

FFM	
Neuroticism	Anxiety
	Hostility
	Depression
	Self-Consciousness
	Impulsiveness
	Vulnerability
Agreeableness	Trust
	Compliance
	Altruism
	Straightforwardness
	Modesty
	Tender-Mindedness

Relating Personality and Change

As previously implied, FFM *Extraversion*, *Conscientiousness* and *Openness to experience* are theoretically indistinguishable from their HEXACO counterparts. This suggests that a degree of transferability between previous findings relating these factors to the resistance to change factors may be expected in relation to *Uncertainty in change* based on the proposed conceptual similarities. However, it is difficult to gauge the extent of transferability, and conceptually there is little to suggest increased correlations in this study. Nonetheless, when relating the HEXACO factors to the uncertainty in change concept and the findings on resistance to change, it is important to note the discrepancies between FFM *Neuroticism* and *Agreeableness* and HEXACO *Emotionality*, *Agreeableness* and *Honesty-Humility*.

Concerning *Emotionality*, the loss of anger and addition of sentimentality makes for a difficult comparison in this context because both concepts could potentially be linked to *Emotional reaction*. However, neither concept appears intuitively related to loss of control nor to stress, which is the emotional reaction specifically measured by the items in Oreg's (2003) resistance to change scale. In other words, it appears likely that *Emotionality* would produce similar correlations to resistance in change and the four dimensions in the scale as has been found for FFM *Neuroticism*. The same is true in relation to *Uncertainty in change*, as neither anger nor sentimentality appear particularly relevant. As HEXACO *Agreeableness* and *Emotionality* have essentially swapped anger and sentimentality between them, these same presumptions are made for *Agreeableness*. As noted however, FFM *Agreeableness* is more closely related to *Honesty-Humility* than is the case for *Neuroticism*, due in particular to the theoretical transfer of the variance explained by the FFM *Agreeableness* facets of *Trust* and *Straightforwardness*. Hence, it also appears that HEXACO *Agreeableness* may have lost the variance that provided the correlations between FFM *Agreeableness* and certain resistance to change factors in Saksvik and Hetland's (2009) study. The implications in which case would be that HEXACO *Agreeableness* does not reproduce the results found for FFM *Agreeableness*, and *Honesty-Humility* may be found to correlate in its stead. Building on the potential relevancy of trust, the following segment will briefly explore concepts of trust and its role in this study.

Based on this, the following hypotheses will be proposed on potential relationships between the HEXACO factors and *Uncertainty in change*:

H[1]: HEXACO *Emotionality* positively predicts *Uncertainty in change*.

H^2: HEXACO *Honesty-Humility* negatively predicts *Uncertainty in change*.

Trust in Organisational Change

There have been proposed a host of different definitions of trust that may be relevant in an organisational setting, which has lead researchers such as Burke, Sims, Lazzara and Salas (2007) to attempt to categorise the differing conceptualisations. From the perspectives of various researchers trust has primarily been viewed as either a consistent trait in an individual, an emergent state, or as a process. The perception of trust as a trait is referred to as propensity to trust. This concept infers that individuals have a stable default level of trust towards anyone they interact with, as well as a predisposed tendency to make positive or negative attributions to the intentions of others (Rotter, 1967). Trust viewed as an emergent state implies that trust towards individuals is a dynamic state in constant development. Interpersonal trust is thus affected by contextual factors, inputs, outcomes and processes (Marks, Mathieu, & Zaccaro, 2001), and may be built or broken down continually for specific behaviours within the context of an individual, based on specific relevant incidents. Lastly, trust is sometimes perceived as a process which may strengthen or weaken other behaviours, attitudes or relationships (Burke, Sims, Lazzara & Salas, 2007). In the context of this paper, the concept of trait trust is particularly important, as it constitutes one of the independent variables in the current study. Viewing trust as an emergent state is also relevant as it includes the potential effect of leader-employee communication, represented in this study as the perceived leader communication style. Similarly, the view of trust as a process is necessary to explain the dynamic nature of the leader-employee relationship. In other words, each of these concepts are relevant for this paper. For the purpose of maintaining this perspective of trust as both a trait and a state, the definition applied in this paper is the following, proposed by Mayer, Davis and Schoorman (1995, p. 712):

> The willingness of a party to be vulnerable to the actions of another party based on the expectation that the other party will perform a particular action important to the trustor, irrespective of the ability to monitor or control the other party.

In the context of the current study, this definition is highly interesting when perceived relative to the conceptualisations of the HEXACO *Honesty-Humility*-factor. In particular, part of Lee and Ashton's (2016) explanation to the conceptual difference between the dimensions *Honesty-Humility* and *Agreeableness* appears relevant: "*Honesty-Humility* represents a

tendency to treat others fairly even when one could successfully exploit them…" (p. 2). However, as was previously noted, the supposed relationship between *Honesty-Humility* and trust is dependent on Thielmann and Hilbig's (2014) social projection account. In essence, it seems plausible that a person would be more willing to accept vulnerability to the actions of another if that person is expected to treat people fairly when in a position where they could potentially exploit them. This supports one of the core arguments presented in this paper. In an organisational change process, employees are vulnerable to the actions of their leader, who will in turn have their own interests in mind. Whether these interests are in accordance with those of each individual employee may constitute a potential source of uncertainty for the employees. However, those employees who are willing to be vulnerable due to the expectation that their leader will perform the desired action and thus avoid exploiting them, regardless of opportunity and personal interests, may feel less uncertain in the face of the change.

H[3]: *Propensity to trust* is positively correlated to HEXACO *Honesty-Humility*.

Although no previous studies have investigated the relationship between propensity to trust and uncertainty in change specifically, one military study did explore a potential link to resistance to change (Campbell, 2006). This study did not find a significant relationship, suggesting that propensity to trust does not predict resistance to change. In light of more recent findings such as those of Saksvik and Hetland (2009), this appears plausible as FFM *Agreeableness* only produced moderate correlations to Oreg's (2003) resistance to change factors, which were thought to be partly driven by trust. It may be argued, however, that dispositional resistance to change was simply not the right variable to measure. For instance, Oreg's scale was applied in both studies and includes items such as "Generally, change is good" and "I generally consider changes to be a negative thing.". While these are items which may certainly measure dispositional resistance to change, a concept like propensity to trust would be unlikely to have an impact on a participant's answer because the items do not factor in other people. Thus, by extension, neither do they factor in the associated risk, interdependence or vulnerability, which are key aspects of the trust concept (Burke et al, 2007). *Uncertainty in change*, on the other hand, is an inheritably contextual concept and such a scale may therefore be more likely to measure a state in which trust is a key factor.

H[4]: *Propensity to trust* negatively predicts *Uncertainty in change*.

While the notion that individual disposition to trust in employees was suggested by Allen et al (2007) as an interesting avenue for further research on uncertainty in change, the main focus of most such studies have been the role of communication during the change process. As previously noted, Allen and his colleagues found that quality of information, source of information and trust were all important factors for the experience of uncertainty in change. The participants in the study tended to focus on the practical aspects of preferred sources of information and consistently agreed that their direct leader or supervisor contributed the most toward settling their uncertainty. However, an aspect that may affect all three of the factors is the way the information is communicated by the supervisor. Arguably, communication style may be related both to the perceived trustworthiness of the source and the ability to convey the information well. Therefore, the final segment of this framework will present organisational change communication, the field of communication style research, and a measure of communication style based on the HEXACO model of personality which is applied in the current study.

Communication during Organisational Change

To address communication during organisational change, it is important to understand the characteristics of organisational communication in general. However, general theories on organisational communication are plentiful and a wide consensus has proven difficult to reach. A common ground between many of these is based on the interpersonal setting and the way it influences communication. This setting may be the different levels of communication such as the individual level, group level, organisation level, or collective (societal) level. In the context of this paper, the interpersonal organisational communication level is the most relevant, as it refers to the internal communication between members of an organisation, like that of a leader and a subordinate. Furthermore, the flow of interpersonal communication within an organisation is mainly perceived in light of two different ways of conveying a message, information or knowledge, namely transmission versus sharing. While the former refers to a static, one-way form of communication, the latter is a more dynamic, two way interchange. (Falkheimer & Heide, 2014)

As pointed out in previous segments, organisational communication in times of change is affected by the need and expectance of information from leaders that employees experience. In regard to leadership theories, understanding the previously mentioned perspectives is key in an attempt to facilitate the experience of bottom-up rather than top-down processes. Therefore, this challenge is more prevalent in organisational communication

than in other contexts due to the hierarchical structure of most organisations. In essence, as Arnulf (2014) posits, leadership itself is a form of communication because it is the medium within which leadership is applied. Relevant to the change context, Arnulf perceives leadership as a means to generate support from employees that could possibly have different individual agendas, and communication as "changing behaviour through signs and symbols" (p. 126). Effectively, leaders have the potential to affect many organisational outcomes through the way they communicate with their employees, some of which will be addressed in the following sub-section of this framework.

Communication style. The field of communication style research emerged through both a desire to quantify communication and the perception of communication as part of an individual's behaviour, and thus as an expression of their personality. Hence, the first notable model of communication style was developed by applying personality theory, resulting in the two-dimensional interpersonal circumplex model (Leary, 1957). However, the field failed to keep pace with personality research through the second half of the 20th century, until a factor analysis of items from existing communication style scales produced the eight-dimensional *Communication Style Scale* (CSS (Gudykunst, Matsumoto, Ting Toomey, Nishida, Kim & Heyman, 1996)). More than a decade passed before De Vries, Bakker-Pieper, Alting Siberg, Van Gameren and Vlug (2009) noted that the nature of several of these dimensions, such as *Inferring Meaning*, *Use of Feelings* and *Positive Perceptions of Silence*, were intrapersonal rather than interpersonal. Effectively, these dimensions could be argued to assess personality or cognitive style rather than communication style, a crucial distinction if communication style scales are to assess a unique concept and provide practical applications beyond those of existing measures. Additionally, De Vries and his colleagues (2009) proposed a definition of communication style, which will be applied throughout this paper, which was incompatible with these dimensions as they do not relate to the characteristic way a person sends signals:

> the characteristic way a person sends verbal, paraverbal, and nonverbal signals in social interactions denoting (a) who he or she is or wants to (appear to) be, (b) how he or she tends to relate to people with whom he or she interacts, and (c) in what way his or her messages should usually be interpreted. (p. 179)

De Vries et al. (2009) attempted to rectify this inconsistency by applying similar methodology as that used to develop current leading personality models such as the FFM and HEXACO, sampling communicative words in a lexical study. The original seven-dimensional

model developed in this study was adapted two years later (De Vries, Bakker-Pieper, Konings & Schouten, 2011) due to issues of validity, with facets constructed for three factors showing a tendency to load on only one of the factors. The adaptation included the subsequent restructuring of three factors into one, and the addition of a factor intended to measure a deceptive communication style based on the *H*-factor presented in the HEXACO model of personality. Hence, the current *Communication Styles Inventory* (CSI) applied in this study consists of the following six dimensions: *Expressiveness*, *Preciseness*, *Verbal Aggressiveness*, *Questioningness*, *Emotionality*, and *Impression Manipulativeness* (See *Figure 1* for a representation of the corresponding HEXACO factors, p. 18).

The authors sought to provide evidence for both the incremental validity of the CSI compared to previous communication style measures and the proposed conceptual relationship to personality. De Vries et al. (2011) thus conducted an experiment which appeared to show the scales discriminant validity with non-behavioural intrapersonal cognition and feelings, as well as convergent validity with lexical communication marker scales and behaviour oriented communication scales. The findings also supported the hypothesised correlations between CSI factors and personality factors from both the HEXACO Personality Inventory-Revised (HEXACO-PI-R) and the Revised NEO Personality Inventory (NEO-PI-R).

As the previous paragraphs imply, there has been little time for researchers to investigate relevant organisational outcomes of communication style. One notable exception is Bakker-Pieper and De Vries' (2013) paper in which communication styles showed incremental validity over personality traits for various leader outcomes. For measured outcomes arguably relevant for this study such as Trust in leader, Leader-member exchange, Leader performance and Satisfaction with leader, CSI *Expressiveness* and *Preciseness* consistently outperformed the HEXACO *Extraversion* and *Conscientiousness*, respectively. These findings are particularly interesting when viewed in light of Allen et al's (2007) suggestion that quality of change communication, source of information and trust are the most important factors in uncertainty in change. For instance, Leader-member exchange and quality of change communication appear conceptually similar, while Trust in leader and trust in source of information are essentially the same. It is important to note that the study by Bakker-Pieper and De Vries (2013) applies both the HEXACO and CSI measures to leaders, while the leader outcomes are naturally assessed by the subordinates. The current study, on the other hand, measures the personality of the employees and the employees' perceived leader communication style.

Independently, the findings detailed above are not sufficient to predict whether any of the CSI dimensions will correlate with *Uncertainty in change*. The current study is explorative and this segment serves primarily as an interesting additional angle to the personality measures. All the same, it may be helpful to consider potential conceptual relationships between *Uncertainty in change* and the CSI dimensions in isolation, in order to generate a few tentative hypotheses. First of all, it appears likely that *Preciseness* may relate positively to quality of change communication, and thus prevent uncertainty. Secondly, although Bakker-Pieper and De Vries (2013) did not hypothesise *Impression Manipulativeness* to have incremental validity over *Honesty-Humility*, they did show a correlation between the two, as well as correlations between both factors and the Trust in leader-outcome. As the current study will be measuring perceived leader communication style, it appears plausible that a leader who is perceived as impression manipulative will also be perceived as less trustworthy, and may thus promote uncertainty. Finally, based on H[1] concerning the proposed relationship between *Emotionality* and *Uncertainty in change*, it appears that CSI *Emotionality* may also have an effect. Essentially, leaders whose communication style is perceived to be influenced by their own doubt, anxiety or other negative emotions may affect their subordinates and cause them to experience more uncertainty. Hence, the following hypotheses are proposed:

H[5]: CSI *Preciseness* negatively predicts *Uncertainty in change*.

H[6]: CSI *Impression Manipulativeness* positively predicts *Uncertainty in change*.

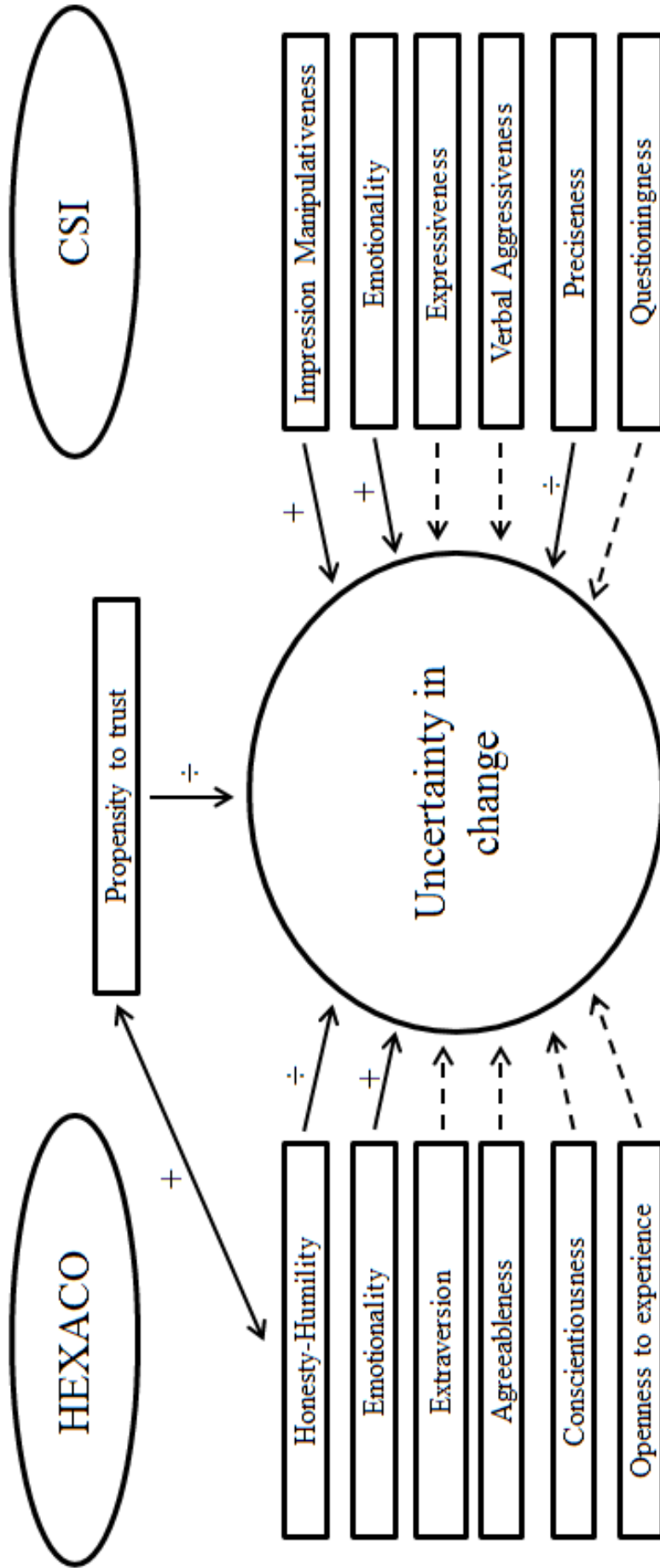H[7]: CSI *Emotionality* positively predicts *Uncertainty in change*.

Figure 1. The study design. The full lines represent hypothesised relationships, each denoted with symbols representing a positive or negative hypothesised direction above the line. HEXACO factors and correspondent CSI factors are arranged opposite of each other.

Methods

To begin with, this section will present the participants in this study, and the organisational context from which they were recruited. The structure of all four scale measures employed in this study will then be described. Finally, a brief overview of the data analysis process will conclude this methods section.

Participants and Organisational Context

The participants in this study consisted of 54 employees working in the administration of a large, Norwegian municipality employing about 12 000 people in total. The organisation had recently been affected by a restructuring of several administrative departments and the concurrent redistribution of personnel. Departments also included ones devoted to education, resulting in the transfer and relocation of a number of employees in mercantile positions at large educational institutions. The restructuring was extensive enough that all employees who were currently working in an existing department underlying the "HR and Service"-section were required to apply for a position within the new departments. Fortunately, the organisation avoided downsizing and the participants were recruited from the pool of employees who were involved in this process. Permission to recruit participants from the "HR and Service"-section was granted from the section leader and the leaders of each eligible unit, who provided lists of e-mails and informed their subordinates before the distribution of the questionnaire. The total amount of eligible candidates who were invited to participate was 137. The questionnaire was distributed about five months after the change became effective, and the participants were asked to rate their uncertainty as it was experienced during the change process. At this time the employees were still in the process of adapting to the change and were thus deemed to still be affected by the change and recall any experienced uncertainties.

To increase the validity of potential findings, this study was designed to rely on data from participants with a comparable change experience. Therefore, all data was gathered from a single organisation in which a group of administrative units had gone through the same change process over the course of twelve months previous to the distribution of the questionnaire. The organisation in question was chosen because of the scope and nature of the change, but also due to the author's personal, yet unobtrusive, observation of the change process from an intern position in one of the involved units. Based on observation, the eligible units employed educated workers performing comparable office jobs, and there was nothing to suggest that employees from a particular unit would experience the change significantly

different from those of any of the other units. The choice to only recruit affected employees as participants, rather than allowing leaders to assess their own communication style, was partly due to practicality, and partly methodological. It was practical because it was assumed that few leaders would deem the study sufficiently important to spend time on questionnaires without an incentive that the author did not have the resources to provide. Methodologically, it appeared that even if a leader were to be better at assessing their own communication style, this study is exclusively concerned with the employee perspective. The collected data and analysis results are likely to become more generalizable when all measures are based on the same point of view.

The change was initiated as a necessary response to an ongoing digitalisation process affecting the organisation as a whole. However, the digitalisation of certain tasks forced the centralisation and redefinition of various positions, which ushered the restructuring of several administrative units. Although the management ensured the affected employees that they aimed to avoid layoffs, several months passed between the announcement of the impending change and the official guarantee was communicated. Furthermore, employees were given the opportunity to state their top three desired units in the new organisation structure, but there were no guarantees that there would be a place for them in their favoured unit. Consequently, there appeared to be some unrest even after the employees were informed that they would retain their jobs in the organisation, as many may have feared that they would need to learn new skills, get separated from their co-workers, etc.

The flow of information in the months leading up to the change was reminiscent of a top-down process. Employees were given information on the proceedings of the change mainly through large cross-section meetings, and through their immediate leader or supervisor. Through most of the process the unit leaders did not know more than their subordinates regarding the change, and relied on information from higher levels of the organisation to pass anything on to their unit. In other words, the information received by the employees outside of the official meetings was second-hand at best.

Measures

The questionnaire distributed to the participants consisted of four separate existing measures, namely the *HEXACO-60* (Ashton & Lee, 2009)*, Communication Style Inventory (CSI)* (De Vries, Bakker-Pieper, Konings & Schouten, 2011), *Propensity to trust scale* (Mayer & Davis, 1999) and *Uncertainty in change scale* (Schweiger & Denisi, 1991). As the participants were all employed by a municipality in which the working language was

Norwegian, all measures needed to be presented in Norwegian. The former was provided by the official HEXACO website hexaco.org, and states that the Norwegian translation was made by Martin Larsen Ørnfjord. This translation, however, does not appear to have been included in any published academic papers at the time of writing. The remaining measures did not appear to have Norwegian translations, and were therefore translated by the author of this paper and subsequently reviewed by the project supervisor.

HEXACO-60. The shortest version of the HEXACO-PI-R, the *HEXACO-60*, was employed in this study to decrease completion time and thus recruit more participants. The measure consistently applies a 1-5 likert scale, in which a score of 1 represents to strongly disagree with the statement, and 5 represents to strongly agree with the statement. The reduction of items in this scale means that each factor is measured by ten items, and minimum two items representing each facet. As mentioned in the theoretical framework, the only exception being the interstitial facet *Altruism*, which items were are not included in this measure. Items from the original HEXACO-PI-R (*HEXACO-100* (Ashton & Lee, 2009; Lee & Ashton, 2004, 2006)) were chosen on basis of high primary factorial loadings and low secondary loadings. The researchers also ensured that four to six of the items representing each factor were reverse-keyed.

The full list of translated items used in this study may be found in the appendix. Examples of items for each factor from the original English language *HEXACO-60*, regular and reversed, include: "I wouldn't use flattery to get a raise or promotion at work, even if I thought it would succeed." (*Honesty-Humility*); "If I knew that I could never get caught, I would be willing to steal a million dollars." (Reversed *Honesty-Humility*); "I sometimes can't help worrying about little things." (*Emotionality*); "I worry a lot less than most people do." (Reversed *Emotionality*); "In social situations, I'm usually the one who makes the first move." (*Extraversion*); "I rarely express my opinions in group meetings." (Reversed *Extraversion*); "I rarely hold a grudge, even against people who have badly wronged me." (*Agreeableness*); "People think of me as someone who has a quick temper." (Reversed *Agreeableness*); "I plan ahead and organize things, to avoid scrambling at the last minute." (*Conscientiousness*); "When working on something, I don't pay much attention to small details." (Reversed *Conscientiousness*); "I'm interested in learning about the history and politics of other countries." (*Openness to experience*); "I find it boring to discuss philosophy." (Reversed *Openness to experience*).

Communication Styles Inventory (CSI). The communication style of each participant's immediate leader was measured using all 96 items (16 items for each factor)

from the *Communication Styles Inventory* (*CSI*) developed by De Vries and his colleagues (2011), as this was the only version of the measure available. Additionally, as the developers have not presented an observer-report version of the scale, the measure applied in this study was adapted to that format during the current author's translation process. Due to the phrasing of the items, this reformatting generally consisted of replacing words like "I" and "my" with "She/he" and "her/his". The items remained otherwise unaltered. The measure consistently applies a 1-5 likert scale, in which a score of 1 represents to strongly disagree with the statement, and 5 represents to strongly agree with the statement.

The full list of translated items used in this study may be found the appendix. Examples of items for each factor from the original English language, self-report *CSI*, regular and reversed, include: "I always have a lot to say" (*Expressiveness*); "I communicate with others in a distant manner." (Reversed *Expressiveness*); "I don't need a lot of words to get my message across." (*Preciseness*); "I sometimes find it hard to tell a story in an organized way." (Reversed *Preciseness*); "I tend to snap at people when I get annoyed." (*Verbal Aggressiveness*); "I am not very likely to tell someone what they should do." (Reversed *Verbal Aggressiveness*); "By making controversial statements, I often force people to express a clear opinion." (*Questioningness*); "I don't bother asking a lot of questions just to find out why people feel the way they do about something." (Reversed *Questioningness*); "I tend to talk about my concerns a lot." (*Emotionality*); "I am able to address a large group of people very calmly." (Reversed *Emotionality*); "I make sure that people cannot read it from my face when I don't appreciate them." (*Impression Manipulativeness*); "I tell people the whole story, even when this is probably not good for me." (Reversed *Impression Manipulativeness*).

Propensity to trust scale. The trait disposition to trust was measured using all eight items from the *Propensity to trust scale* developed by Mayer and Davis (1999), translated to Norwegian by the author of this paper. Participants were asked to express whether they agree with the item statements on a 1-5 likert scale, in which 1 represents to strongly disagree and 5 represents to strongly agree. The measure does not include any subscales, and two of the items are reverse scored. The full list of translated items used in this study may be found in the appendix. Examples of items from the original measure, regular and reversed, include: "Most people can be counted on to do what they say they will do." and "These days, you must be alert or someone is likely to take advantage of you." (Reversed).

Uncertainty in change scale. Feelings of uncertainty in regard to the specific change process that participants had been part of were measured using the *Uncertainty in change scale* developed by Schweiger and Denisi (1991), translated by the author of this paper. The

scale applied in this study asks the participants to express the extent of their uncertainty concerning different aspects of the change throughout the process through a 1-5 likert scale, in which 1 represents "never a source for uncertainty" and 5 represents "always a source of uncertainty". The potential sources of uncertainty concerned issues such as payment, colleagues, tasks, organisation culture, and promotion or demotion. Originally, the scale consists of 21 items, but for the purpose of this study the first item "Whether your pension plan will be changed." was removed as the organisation implied that this was not a potential outcome for any of the employees. Additionally, the original likert scale ranged from 1 to 7, but the applied scale was altered in preference of 1 to 5 for participant convenience and to avoid confusion. The full list of translated items used in this study may be found in the appendix. Examples of items from the original measure include: "Whether you will have to move to a new geographic location" and "Whether you will get to work with the same colleagues".

Data Analysis

The data gathered from the questionnaire was analysed using IBM SPSS 25. The analyses in this study included producing two correlation matrixes and two multiple regression analyses. Both sets of analyses included the *Uncertainty in change* variable, which was the dependent variable in the multiple regressions. One correlation and one regression were produced with the HEXACO factors along with *Propensity to trust*, while another set of analyses was produced with the CSI factors. The correlation matrixes were first of all necessary to detect the hypothesised correlation between *Honesty-Humility* and *Propensity to trust*. However, they also served as a supplement to the regression analyses and to detect intercorrelations between factors of the same scale. Multiple regression analyses were conducted to determine the potential effect each predictor variable had on the dependent variable *Uncertainty in change*. Two separate regressions were conducted to test for the effect of personality traits and communication styles respectively. Finally, the sample size in this study did not warrant a factor analysis of the scales used.

Results

As indicated previously, a pair of exploratory multiple regression analyses were ran on the collected data. Specifically, the first analysis included the self-reported personality variables from *HEXACO-60* and the *Propensity to trust scale*, while the second analysis includes the CSI factors. The dependent variable *Uncertainty in change* was represented in both analyses.

Descriptive Statistics

The descriptive statistics (see Table 2) indicate that on average, the participants answered above the median (3) for all HEXACO personality variables. Most notably the Honesty-Humility mean is close to 4 while the standard deviation is relatively low, suggesting stable high scores within this population. The same cannot be said about the Communication Styles Inventory (CSI) factors, which are on average both above and below the median, while also comparably close. The dependent variable Uncertainty in change stands out somewhat with the lowest mean score among these variables, as well as the highest standard deviation at 0.7. This suggests generally low scores and a slightly higher degree of fluctuation for this variable.

Table 2.

Descriptive statistics of variables

Variables	Mean	Std. Dev.
Uncertainty in change	2.30	0.70
Propensity to trust	3.00	0.44
HEXACO		
Honesty-Humility	3.87	0.47
Emotionality	3.03	0.52
Extraversion	3.48	0.51
Agreeableness	3.29	0.40
Conscientiousness	3.65	0.36
Openness to Experience	3.43	0.56
CSI		
Expressiveness	3.46	0.46
Preciseness	3.12	0.56
Verbal Aggressiveness	2.72	0.64
Questioningness	2.79	0.40
Emotionality	2.77	0.47
Impression Manipulativeness	2.86	0.42

Correlations

Tables 3 and 4 show Pearson correlation matrixes from the respective analyses, including correlations and two-tailed significance levels. The first table marks five significant correlations, among which only one involves the dependent variable *Uncertainty in change* which appears moderately positively correlated to HEXACO *Emotionality* ($r = .296$, $.01 < p < .05$). There are four correlations between predictors, all showing moderate effect sizes. The relationship between *Extraversion* and *Emotionality* is negatively directed, while the relations connecting *Openness to experience* to *Propensity to trust* and *Honesty-Humility* to both *Extraversion* and *Agreeableness* are positive. The relationship between *Openness to experience* and *Propensity to trust*, as well as that of *Honesty-Humility* and *Extraversion* are significant at the level of $.01 < p < .05$. Finally, both the relationships between *Honesty-Humility* and *Agreeableness*, and *Extraversion* and *Emotionality* are significant at the level of $p < .01$.

From these results it appears that the third hypothesis posited in this paper, "*Propensity to trust* is positively related to HEXACO *Honesty-Humility*" (H[3]), may be discarded as there is no significant correlation between the variables. Similarly, the second and fourth hypotheses "HEXACO *Honesty-Humility* negatively predicts *Uncertainty in change*." (H[2]) and "*Propensity to trust* negatively predicts *Uncertainty in change*." (H[4]), do not appear plausible as neither of the relevant correlations are significant.

Table 3.

Correlation matrix for Uncertainty in change, Propensity to trust and the HEXACO factors

Variables	1	2	3	4	5	6	7	8
1. Uncertainty in change	1							
2. Propensity to trust	-.037	1						
3. Honesty-Humility	-.082	.232	1					
4. Emotionality	.296*	.030	-.150	1				
5. Extraversion	-.079	.204	.307*	-.353**	1			
6. Agreeableness	-.181	.197	.372**	-.126	.159	1		
7. Conscientiousness	.124	.007	.195	-.111	.023	.129	1	
8. Openness to experience	.091	.273*	.259	-.180	.181	.074	-.057	1

Note. *p < .05, **p < .01, two-tailed.

Table 4 shows a positive significant relationship between *Uncertainty in change* and observed CSI *Emotionality* ($r = .283$). Besides this, several moderate to strong significant correlations are shown between *Preciseness*, *Verbal Aggressiveness*, *Emotionality* and *Impression Manipulativeness*, all correlating to each other. Notably, *Verbal Aggressiveness* shows particularly strong positive correlations to both *Emotionality* ($r = .741$) and *Impression*

Manipulativeness (*r* = .667). *Preciseness* is negatively related to the three other variables, which in turn have positive correlations between them. Two of the correlations show significance levels of .01 < p < .05, namely the positive relationship between *Uncertainty in change* and *Emotionality*, and the negative relationship between *Preciseness* and *Impression Manipulativeness*. Excluding the latter, all the correlations between *Preciseness*, *Verbal Aggressiveness*, *Emotionality* and *Impression Manipulativeness* are significant at a level of p < .01.

These results suggest that the fifth and sixth hypotheses, "CSI *Preciseness* is negatively related to *Uncertainty in change*." (H[5]) and "CSI *Impression Manipulativeness* is positively related to *Uncertainty in change*." (H[6]), may be discarded as neither of the relevant correlations are significant. However, the last hypothesis, "CSI *Emotionality* is positively related to *Uncertainty in change*." (H[7]) is supported.

Table 4.

Correlation matrix for Uncertainty in change and the Communication Style Inventory (CSI) factors

Variables	1	2	3	4	5	6	7
1. Uncertainty in change	1						
2. Expressiveness	-.171	1					
3. Preciseness	-.087	-.266	1				
4. Verbal Aggressiveness	.264	-.041	-.481**	1			
5. Questioningness	-.100	.180	.085	.074	1		
6. Emotionality	.283*	-.069	-.572**	.741**	-.045	1	
7. Impression Manipulativeness	.127	.190	-.270*	.667**	.257	.457**	1

Note. *p < .05, **p < .01, two-tailed.

Regression Analyses

While the relatively small sample size for the current amount of predictors in each of the analyses will be addressed in the discussion, neither analysis appears to violate the assumptions of multiple regression. Assumptions for linear regression including independent errors, homoscedasticity and normal distribution of errors were accepted by examining the Durbin-Watson test, regression plots of standardised predicted dependent variable values and the studentised residual, and normal predicted probability plots.

Table 5 shows the first analysis and provides unstandardised *b*-values (*b*), standard error (SE *b*), standardised beta values (β), the significance levels (p) from the *b*-value *t*-statistic for *Propensity to trust* and the HEXACO factors. The only significant value for any of the seven predictors is for HEXACO *Emotionality* (β = .351, p = .021), suggesting a positive effect of *Emotionality* on *Uncertainty in change*. Additionally, the R^2 implies that the model accounts for 17.9% of the total outcome variability.

These results suggest that the first hypothesis, "HEXACO *Emotionality* positively predicts *Uncertainty in change*." (H[1]) is supported. Furthermore, the results verify that the second and fourth hypotheses "HEXACO *Honesty-Humility* negatively predicts *Uncertainty in change*." (H[2]) and "*Propensity to trust* negatively predicts *Uncertainty in change*." (H[4]), may be discarded as neither variable significantly predicts *Uncertainty in change*.

Table 5.

Multiple regression analysis. DV: Uncertainty in change, IVs: Propensity to trust and the HEXACO factors

Variables	*b*	SE *b*	β	p
Constant	-0.167	1.719		p = .923
Propensity to trust	-0.116	0.232	-.072	p = .620
Honesty-Humility	-0.106	0.235	-.070	p = .655
Emotionality	0.474	0.199	.351	p = .021
Extraversion	0.086	0.207	.063	p = .680
Agreeableness	-0.257	0.254	-.148	p = .316
Conscientiousness	0.398	0.267	.207	p = .142
Openness to experience	0.257	0.183	.204	p = .168

Note. R^2 = .179

Table 6 shows the second multiple regression analysis, and provides unstandardised b-values (b), standard error (SE b), standardised beta values (β) and the significance levels (p) from the b-value t-statistic for the CSI factors. None of the six predictors show significant values implying predictions of *Uncertainty in change*. The R^2 implies that the model accounts for 11.9% of the total outcome variability.

These results further indicate that the last hypothesis, "CSI *Emotionality* is positively related to *Uncertainty in change*." (H^7), should also be discarded. The positive correlation between CSI *Emotionality* did not result in a significant prediction of *Uncertainty in change*, as was the case for HEXACO *Emotionality*.

Table 6.

Multiple regression analysis. DV: Uncertainty in change, IVs: CSI factors

Variables	b	SE b	β	p
Constant	1.712	1.762		p = .336
Expressiveness	-0.170	0.243	-.111	p = .487
Preciseness	0.102	0.232	.082	p = .662
Verbal Aggressiveness	0.173	0.275	.159	p = .523
Questioningness	-0.153	0.254	-.088	p = .550
Emotionality	0.304	0.336	.203	p = .370
Impression Manipulativeness	-0.010	0.331	-.006	p = .976

Note. R^2 = .119

Discussion

The aim of this study was to explore potential relationships linking the HEXACO model of personality, trait trust and leader communication styles to uncertainty during organisational change. This was to be achieved by attempting to answer the following thesis question: *How does the HEXACO model of personality, disposition to trust, and leader communication style relate to employee uncertainty in an organisational change process?*

The proposed hypotheses in this paper were as follows: H[1]) "HEXACO *Emotionality* positively predicts *Uncertainty in change*." H[2]) "HEXACO *Honesty-Humility* negatively predicts *Uncertainty in change*." H[3]) "*Propensity to trust* is positively related to HEXACO *Honesty-Humility*." H[4]) "*Propensity to trust* negatively predicts *Uncertainty in change*." H[5]) "CSI *Preciseness* negatively predicts *Uncertainty in change*." H[6]) "CSI *Impression Manipulativeness* positively predicts *Uncertainty in change*." H[7]) "CSI *Emotionality* positively predicts *Uncertainty in change*."

Results from the multiple regression analyses showed that the HEXACO *Emotionality* factor predicts *Uncertainty in change*, suggesting that employees who scored high on this personality trait dimension also reported high levels of uncertainty during this particular change process (H[1]). This finding is in line with previous research on other change related concepts, and one of the hypotheses proposed in this paper. In contrast to one of the major assumptions of this paper, the study provided no evidence for either proposed relationship linking the HEXACO *Honesty-Humility* factor or *Propensity to trust* to each other or *Uncertainty in change* (H[2], H[3], H[4]). Finally, none of the *Communication Styles Inventory* (CSI) dimensions were found to predict *Uncertainty in change*, although a significant correlation to CSI *Emotionality* was found (H[5], H[6], H[7]). As this is an explorative paper, this section will discuss these results in light of previous research presented in the theoretical framework and speculate on possible explanations for the lack of significant findings. Limitations of the current study and potential implications of its findings will be presented, along with suggested avenues for future research.

Current Results and Previous Research

This segment will discuss findings from the current study and their relation to previous research detailed in the theoretical framework. Uncertainty in change, as well as its relation to trust, will be discussed first as these contemplations affect the subsequent discussion on the HEXACO and CSI factors.

Uncertainty in change and trust. Before the findings of this study are discussed, there is one issue that should be addressed relating to the measurement of the dependent variable, *Uncertainty in change*. It could be conceivable that the results from this study may have been somewhat compromised due to the composition of the scale used to measure the concept. The 20 item measure applied in this study was based on the scale developed by Schweiger and Denisi (1991), which has consistently been the basis for recent organisational uncertainty measures (Allen et al, 2007; Bordia et al, 2004). The scale consisted of items asking participants to rate their uncertainty in regard to specific aspects of their job future as a result of the ongoing change. Although one item was removed from the original scale, the remaining 20 were deemed to be relevant in the context of this particular change process. However, it appears unlikely that all items would be equally relevant to all participants, regardless of position, unit or other individual variations. As is evident from Table 2 in the results section of this paper, *Uncertainty in change* had by far the lowest mean score (Mean = 2.30) of all the identified variables, suggesting that participants generally scored well below the median of 3. The implication is that participants would report a score of 1 (never a source of uncertainty) for many of the items, lowering their overall mean. Thus, participants who experienced high amounts of uncertainty in relation to a few of the aspects on the scale might be statistically indistinguishable from participants who reported low general uncertainty. Two such participants may experience their uncertainty vastly different, and both the causes and outcomes of their experiences may be completely different, regardless of their mean uncertainty score.

While this is somewhat problematic, and the amount of items may ideally be reduced, there does not appear to be a fool proof solution. As was rationalised in favour of applying the measure as it is, simply removing items could also constitute a problem as the researcher risks participants reporting low uncertainty scores because their particular source of uncertainty is not specifically covered. Furthermore, merging items together into new generalised items solves this problem, but instead risks a scale with too few items. Due to the inherent challenges of organisational change, a certain level of uncertainty appears practically unavoidable. If there are too few items, the researcher therefore runs the risk of practically all participants reporting uncertainty, and the overall mean inflating to mirror the low mean and statistical inseparability of those in the current study. Alternatively, and perhaps preferably, other studies could attempt to remodel the scale to represent a reflective measurement rather than the current formative form of measurement. This, however, was beyond the scale of this study, as developing such a scale for the concept of uncertainty in change is difficult and may

require a pilot study. *Uncertainty in change* is a difficult concept to measure reflectively as it may be challenging to devise items that do not involve sources or symptoms of uncertainty, and may therefore not actually measure an underlying common state. Nonetheless, the scale applied in this study does appear to measure job-related uncertainty, and the accumulative measurement of uncertainty across different sources of uncertainty may be the best way to structure such a scale for certain applications. Note that the full list of translated items used in this study may be found in the appendix.

Concerning the current results it may be argued that although this study did report a significant prediction, the results that were not significant are the most important as they represent some of the novelty of this explorative study. First among these is the finding that *Propensity to trust* did not correlate significantly to *Honesty-Humility*, nor did it predict *Uncertainty in change*.

In addressing the latter finding it is worth noting that this study separates itself from both those of Burke et al (2007) and Allen et al (2007) by assessing trait trust rather than interpersonal trust as an emerging state. As was admitted in the theoretical framework, both these concepts of trust are relevant in this context, but this study was only concerned with measuring trait trust due to the hypothesised relationship to *Honesty-Humility*. It is likely that the effect of trust in any specific organisational change process will be due to the actual state level of trust an employee has in regard to their supervisor, organisation or general management responsible for the process, during the change period. Thus, the trait trust measured in this paper will ultimately be one of several components that decide the level of state trust experienced by the employee. Furthermore, as leader-employee relationships grow closer, interpersonal trustworthiness expectations are likely to be increasingly dependent on past experiences, rather than an individual's baseline propensity to trust other people. Taking the specific change context into consideration, the participants were recruited from a state institution where the average age is high and turnover is generally low. It may therefore be speculated that *Propensity to trust* could have a greater effect on state interpersonal trust in an organisation where leaders and employees do not know each other as well as was the case in this study. If that were the case, *Propensity to trust* may also have had a greater effect on *Uncertainty in change*, as it would account for more of the variance in trustworthiness expectations. However, further research would be needed to explore this assumption.

On the other hand, the two concepts of trust rarely exist in isolation for practical purposes, and should be considered accordingly in this context. This represents a key difference between this study and that of Thielmann and Hilbig (2014), in which participants

acted in an environment that was practically without context. By the definition employed in this paper for trust in general (Mayer, Davis & Schoorman, 1995), thereby including both trait and state trust, the real life application of a trust relationship cannot exist unless it is directed towards an external party. As mentioned, the organisation in question employed about 12 000 people, and the organisational structure therefore consists of several levels of management. The result is that neither the employees participating in this study nor their supervisors knew specifically who was responsible for the change process, and from where decisions were made. In such a situation it is difficult to account for the role of trust in employee uncertainty. As Hosmer (1995) notes, implicit moral duty may be one underlying assumption of trust, which may not be part of the general employee conceptualisation of an organisation in the same way as it is in reference to another person. Consequently, it may be argued that disposition to trust is void and that trustworthiness expectations in regard to an organisation is based exclusively on past experience. Conversely, as this study assumed based on the findings by Thielmann and Hilbig (2014), disposition to trust could also be argued to be more important as there is no reciprocal interpersonal relationship for the emergent state trust to build upon. Nonetheless, it appears that the potential relative effect of *Propensity to trust* on *Uncertainty in change* may be highly dependent on contextual factors. However, the results of this study indicate that there is no effect in the organisational context of the present study, and further research is needed.

Concerning the lack of a significant correlation between *Propensity to trust* and *Honesty-Humility*, this finding negates the assumption made by this paper that social projection causes people who score high on *Honesty-Humility* to be more dispositioned to trust others. There are several possible explanations for this finding. It may be that social projection is not as prevalent as Thielmann and Hilbig (2014) suggested, the proposed conceptual link between *Honesty-Humility* and *Propensity to trust* is not representative, or the *Propensity to trust scale* applied is not representative of the employed definition of trust.

Interestingly, *Propensity to trust* did appear to have a positive significant correlation with *Openness to experience*, while both *Extraversion* and *Agreeableness* showed relatively high positive correlation coefficients that were not significant, similar to *Honesty-Humility*. It is worth considering Saksvik and Hetland's (2009) suggestion that FFM *Extraversion* showed negative correlations to resistance to change factors due to a tendency towards positivity in the face of new stimuli. *Openness to experience* and *Extraversion* in particular indicate a different concept from the one proposed in relation to *Honesty-Humility*. Exemplified by items from the scale such as "One should be very cautious with strangers." (Reversed), it

appears that this aspect of the *Propensity to trust* concept is defined by openness and positivity towards anything new and unknown. This is in contrast to the essence of the social projection account relating to *Honesty-Humility*, exemplified by items such as "These days, you must be alert or someone is likely to take advantage of you." (Reversed), which is more intrapersonal and not concerned with novelty. This is interesting with regard to the previously noted contextual factors in this study, potentially supporting the notion that *Propensity to trust* may have a greater effect on trustworthiness expectations in relationships between employees and leaders who do not have much experience working together.

      The HEXACO factors and uncertainty in change. As noted in the previous segment, *Honesty-Humility* was not significantly correlated with *Propensity to trust*, nor did it correlate to *Uncertainty in change*. The previous segment speculated that the essence of *Honesty-Humility* may reflect a concept of trust in general that is not in accordance with the suggested novelty aspect of *Propensity to trust*. As this would imply that high *Honesty-Humility* may increase trustworthiness expectations somewhat regardless of the nature of the leader-employee relationship, this could explain the marginally higher negative correlation coefficient to *Uncertainty in change* compared to *Propensity to trust*. However, it must be noted that this is speculative, particularly as these results imply that the effect would apparently be so small as to be practically negligible. Without evidence for the proposed relationship to trust, there is little else in the definition of the *Honesty-Humility* factor to suggest a connection to *Uncertainty in change*.

      The multiple regression analyses showed only one significant prediction from all of the personality or communication style predictors on *Uncertainty in change*, namely HEXACO *Emotionality*. As was hypothesised in the theoretical framework, this effect may be due to a greater response to the perceived loss of control in a change process experienced by people who are high in *Emotionality/Neuroticism*. This response may cause these people to experience more uncertainty than someone who is low in *Emotionality*, even if the perceived loss of control is the same. The results imply that this response appears to have a similar relationship with *Uncertainty in change* as it does with resistance to change, as found by Saksvik and Hetland (2009).

      Although the most notable findings on the HEXACO factors have been addressed, the significant positive correlation between *Openness to experience* and *Propensity to trust*, along with the positive yet insignificant correlation between *Openness to experience* and *Uncertainty in change* is worth mentioning. Previous research on FFM *Openness to experience* and resistance to change (Saksvik & Hetland, 2009), as well as conceptual

rationalisations of the significant relation to *Propensity to trust* would suggest that the relationship between *Openness to experience* and *Uncertainty in change* should be negative rather than positive. While it must be noted that the insignificant correlation in question is minute ($r = .09$), it may imply that there are conceptual aspects of either variable that this paper has not accounted for. On the other hand, it may also be plausible that this result reflects methodological issues, such as the relatively small sample size.

   Leader communication styles and uncertainty in change. The only significant finding relating either of the CSI factors to *Uncertainty in change* was a positive correlation to CSI *Emotionality*. It is therefore important to note that this finding merely implies a moderate correlation between the variables and does not imply that *Emotionality* predicts *Uncertainty in change*. Nonetheless, as suggested in the theoretical framework, this relationship may be due to supervisors influencing employees through a communication style that signals their own doubt, anxiety or other negative emotions. Due to the lack of a predictive result, this finding serves first and foremost as an avenue for further research.

   Two additional factors failed to produce the hypothesised significant correlations or predictions, namely *Preciseness* and *Impression Manipulativeness*. Regarding *Impression Manipulativeness*, it is reasonable to suggest that this factor would not have been likely to have an effect on employee uncertainty in this context. This is because, as previously mentioned, the leaders whose observed communication styles were measured may not have been perceived to be responsible for the change process. This indicates that they are not in a position from which they may exploit employees, and consequently, their experienced tendency toward, for instance, deceitful communication is unimportant. In other words, this finding is inconclusive and it may still be interesting to explore this relationship in a suitable organisational context. Conversely, this issue should not be relevant to findings on *Preciseness*, as this factor was suggested to represent an extent of quality of change communication. This position assumes that high quality of change communication should be effective in reducing *Uncertainty in change*, and that leaders who score high on observed *Preciseness* are able to increase quality of change communication through facets such as *Structuredness*, *Conciseness* and *Thoughtfulness*. As the participants were asked to rate their closest supervisor/leader on the CSI scale, who is also likely to be their primary source of change communication, this factor should be relevant in the context. Thus, this finding appears to imply that *Preciseness* does not promote quality of change communication, and by extension, *Uncertainty in change* as was hypothesised.

Finally, the results showed consistently moderate to high significant intercorrelations between four CSI factors, namely *Preciseness*, *Verbal Aggressiveness*, *Emotionality* and *Impression Manipulativeness*. This finding is somewhat surprising as the original study by De Vries et al (2011) does not show quite the same pattern, while the more recent study by Bakker-Pieper and De Vries (2013) shows a similar pattern, albeit with weaker correlation coefficients. Most likely, this may be attributed to the fact that previous studies applied a self-report version of the scale while the current study asked employees to report on the observed communication style of their supervisor. Additionally, the scale employed in this study was translated from the original language, and thus both possible mistranslations and cultural differences should be considered. Although these results are of some concern regarding the validity of the scale, further research would be needed to draw conclusions regarding this issue.

Limitations

Although some of what has been discussed so far may be considered limitations, the main methodological limitation of this paper is that the number of participants in this study represents an issue in regard to the reliability of the multiple regression analyses conducted. According to Field (2013), an expected medium sized effect ($R^2 = .13$) in a regression with six predictors should be based on a sample size of at least 98. The corresponding number for a large expected effect ($R^2 = .26$) is 46. In other words, the sample size in the current study (54) is sufficient for a large expected effect in a multiple regression with six or seven predictors. However, as the regression on the HEXACO factors and *Propensity to trust* produced an effect size of $R^2 = .18$, a larger sample size would have been preferred to ensure high statistical power and reliability of the findings. The implication is that the chance for type two errors in this study increase, and studies with more participants could potentially show significant results for effects that were insignificant in this study. Another unfortunate implication of the low sample size was that it did not warrant factor analyses, which would have strengthened the validity of potential findings.

Implications and Future Research

Besides the implications of significant findings, the aim of an explorative study such as this is to explore angles that have yet to be addressed by previous studies, and thus serve as inspiration for future research. In this, the current study has been a success by exploring relationships between several elements that are relevant to the field of organisational

psychology, but have yet to be investigated in parallel. Considering theoretical and practical implications of the findings from this study however, the primary result is the significantly positive effect of HEXACO *Emotionality* on *Uncertainty in change*. Theoretically, this result supports the notion that *Emotionality* and FFM *Neuroticism* are the primary predictors of negative change outcomes. This implication also serves mostly as encouragement for further research on the antecedents of *Uncertainty in change*, as personality has been largely neglected so far.

Practically, on the other hand, it may be argued that *Uncertainty in change* represents a change outcome that may be countered to great effect by management by strategically promoting quality change communication and trust, as suggested by Bordia et al (2004). Contrary to resistance to change, this perception on change outcomes is focused on the experience of the employees rather than the problem that employee attitudes represent. As such, relating the *Emotionality* trait to uncertainty rather than resistance may promote a more solution oriented approach that may benefit management and employees alike.

As has been noted in this section, the failure to produce significant results for *Propensity to trust* does not necessarily indicate that trust is not a factor in organisational change related uncertainty experienced by employees. Future research may seek to include both trait and state measures of trust, of which the state trust measure is related to a manager that is at the very least partially responsible for the change process. Such studies may also take care to procure an indication of the relationship between employees and their manager. This way, the study may be able to account for the total variance explained by trust and the respective relationship between trait and state trust on *Uncertainty in change*. In addition, studies aiming to increase our understanding of the *Uncertainty in change* concept may consider revising the current measure and possibly attempt to devise a reflective measure, rather than the formative form of measurement represented by the applied scale.

In regard to the HEXACO model of personality, the *Honesty-Humility* factor remains one of the most interesting conceptual representations of personality space variance. Particularly future studies including measures on state trust, as well as other trust related concepts, are encouraged to explore possible relations to this factor further.

Future research is also an absolute necessity in regard to the continued development of a valid and reliable measure of communication style, as well as the potential applications of such a tool. However, both the significant positive correlation between CSI *Emotionality* and *Uncertainty in change*, and the lack of a significant finding relating to *Impression Manipulativeness* raise interesting questions to be addressed.

Conclusion

Firstly, the proposed relationships between the *Honesty-Humility* factor and disposition to trust, as well as both these traits relating to uncertainty in organisational change, were not supported by the findings in this study. Nonetheless, the conceptual resemblances highlighted in this paper suggesting a connection between this personality dimension and the general conceptualisation of trust warrants further investigations. Similarly, trust in leadership, in which disposition to trust is a factor, may still be relevant for employee uncertainty in change. As such, this explorative study has the potential to serve its intended purpose of inspiring further research on relationships between aspects of organisational psychology that have yet to be investigated. Secondly, the most important aspect of the finding relating the HEXACO *Emotionality* factor to *Uncertainty in change* may be that it suggests that there is an alternative to focusing on resistance to change in personality research within the organisational context. This finding emphasises that resistance to change and *Uncertainty in change* are related concepts that may also be preceded by similar personality traits. It could be argued that the best application of this information in academia is to spark a debate concerning the purpose of researching either resistance or uncertainty in change. Finally, research on communication style remains scarce and more research is needed. However, this study may hopefully inspire avenues for future communication style research on novel outcomes, despite the present lack of significant findings.

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Appendix

Appendix A: Scales

All items of all four measures used in this study translated to Norwegian as they appeared in the questionnaire.

HEXACO-60.

Items of the HEXACO-60

Number	Recoded*	Facet	Item
1.	R	*O*	Jeg ville kjedet meg ganske mye på et kunstgalleri.
2.		*C*	Jeg rydder ganske ofte kontoret eller hjemmet mitt.
3.		*A*	Selv mot personer som virkelig har gjort meg urett, bærer jeg sjelden nag.
4.		*X*	I det store og det hele føler jeg meg tilfreds med meg selv.
5.		*E*	Jeg vil føle meg redd hvis jeg måtte reise i dårlige
6.	R	*H*	Hvis jeg vil ha noe fra en person jeg misliker, vil jeg være svært snill mot den personen for å få det jeg vil ha.
7.		*O*	Jeg er interessert i å lære om andre lands historie og politikk.
8.		*C*	Når jeg jobber, setter jeg meg ofte ambisiøse mål.
9.	R	*A*	Folk forteller meg noen ganger at jeg er for kritisk til andre.
10.	R	*X*	Jeg gir sjelden uttrykk for mine egne meninger i gruppemøter.
11.		*E*	Noen ganger klarer jeg ikke å stoppe og bekymre meg over små ting.
12.	R	*H*	Hvis jeg visste at jeg aldri kunne bli tatt, ville jeg være villig til å stjele ti millioner norske kroner.
13.	R	*O*	Jeg ønsker en jobb som krever å følge en rutine fremfor å være kreativ.
14.		*C*	Jeg ser ofte over arbeidet mitt flere ganger for å finne alle feil.
15.	R	*A*	Folk sier noen ganger til meg at jeg er altfor sta.
16.	R	*X*	Jeg unngår "small talk" med andre.
17.		*E*	Når jeg lider som følge av en smertefull opplevelse, trenger jeg andre for å føle meg vel.

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Items of the HEXACO-60 (continued)

Number	Recoded*	Facet	Item
18.		*H*	Å ha mye penger er ikke spesielt viktig for meg.
19.	R	*O*	Jeg synes at å følge med på radikale ideer er å kaste bort tiden.
20.	R	*C*	Jeg tar beslutninger basert på følelser i øyeblikket fremfor grundige overveielser.
21.	R	*A*	Folk ser på meg som en person med kort lunte.
22.		*X*	Jeg er energisk nesten hele tiden.
23.		*E*	Jeg føler for å gråte når jeg ser andre personer gråter.
24.		*H*	Jeg er en helt vanlig person som ikke er noe bedre enn andre.
25.	R	*O*	Jeg ville ikke bruke tiden min på å lese en bok poesi.
26.		*C*	Jeg planlegger og organiserer ting for å unngå kaos i siste liten.
27.		*A*	Min holdning overfor andre som har behandlet meg dårlig er å tilgi dem og å legge det bak meg.
28.		*X*	Jeg tror de aller fleste mennesker liker noen aspekter ved min personlighet.
29.	R	*E*	Det gjør meg ikke noe å gjøre jobber som involverer farlig arbeid.
30.		*H*	Jeg vil ikke bruke smiger for å få en lønnsøkning eller forfremmelse på jobben, selv om jeg tenkte det vil lykkes.
31.	R	*O*	Jeg har egentlig aldri likt å se i leksikon.
32.	R	*C*	Jeg gjør kun det arbeidet som trengs for å komme meg igjennom.
33.		*A*	Jeg er mild når jeg dømmer andre mennesker.
34.		*X*	I sosiale situasjoner er jeg vanligvis den som først tar initiativ.
35.	R	*E*	Jeg bekymrer meg mye mindre enn folk flest.
36.		*H*	Jeg vil aldri ta i mot en bestikkelse, ikke engang hvis den var svært stor.
37.		*O*	Folk har ofte fortalt meg at jeg har en livlig fantasi.

(continued)

Items of the HEXACO-60 (continued)

Number	Recoded*	Facet	Item
38.		C	Selv om det går på bekostning av tid, forsøker jeg alltid å være nøyaktig i mitt arbeid.
39.		A	Når noen er uenige med meg, er jeg som oftest svært fleksibel i mine meninger.
40.		X	Det første jeg alltid gjør på et nytt sted er å skaffe meg venner.
41.	R	E	Jeg kan takle vanskelige situasjoner uten å trenge følelsesmessig støtte fra noen andre.
42.	R	H	Jeg ville fått masse glede av å eie dyre luksusvarer.
43.		O	Jeg liker personer som har ukonvensjonelle synspunkter.
44.	R	C	Jeg gjør mange feil fordi jeg ikke tenker før jeg handler.
45.		A	Folk flest blir fortere sinte enn meg.
46.	R	X	Folk flest er mer optimistiske og dynamiske enn det jeg generelt er.
47.		E	Jeg kjenner sterke følelser når noen som er meg nær kommer til å være borte i lang tid.
48.	R	H	Jeg vil at andre skal vite at jeg er en viktig person med høy status.
49.	R	O	Jeg ser ikke på meg selv som en kunstnerisk eller kreativ type.
50.		C	Folk kaller meg ofte en perfeksjonist.
51.		A	Selv når andre personer gjør mange feil, sier jeg sjeldent noe negativt.
52.		X	Jeg føler av og til at jeg er en verdiløs person.
53.	R	E	Selv i en nødsituasjon ville jeg ikke blitt grepet av panikk.
54.		H	Jeg vil ikke late som om jeg liker noen bare for å få den personen til å gjøre tjenester for meg.
55.	R	O	Jeg synes det er kjedelig å diskutere filosofi.
56.	R	C	Jeg foretrekker å gjøre det som faller meg inn i stedet for å holde meg til en plan.

(continued)

Items of the HEXACO-60 (continued)

Number	Recoded*	Facet	Item
57.	R	*A*	Når andre forteller meg at jeg tar feil, er min første reaksjon å argumentere mot dem.
58.		*X*	Når jeg er en del av en gruppe, er jeg ofte den som uttaler seg på vegne av gruppen.
59.	R	*E*	Jeg forblir følelsesmessig upåvirket selv i situasjoner hvor folk flest blir veldig sentimentale.
60.	R	*H*	Jeg ville være fristet til å bruke falske penger hvis jeg var sikker på å slippe unna med det.

Note. H = Honesty-Humility, *E* = Emotionality, *X* = Extraversion, *A* = Agreeableness, *C* = Conscientiousness, *O* = Openness to experience.

* 1 = 5, 2 = 4, 4 = 2, 5 = 1.

Communication Styles Inventory (CSI).

Items of the Communication Styles Inventory (CSI)

Number	Recoded*	Facet	Item
1.		*X*	Hun/han har alltid mye å si.
2.		*P*	Når hun/han forteller en historie er de forskjellige delene alltid tydelig koblet til hverandre.
3.		*V*	Hvis noe mishager henne/ham kan hun/han noen ganger eksplodere i sinne.
4.		*Q*	Iblant bidrar hun/han med å hive svært uvanlige idéer inn i en gruppediskusjon.
5.		*E*	Når hun/han ser andre gråte sliter hun/han med å holde tårene tilbake selv.
6.		*I*	Hun/han berømmer noen ganger andre overdrevent mye for å få dem til å like seg.
7.		*X*	Hun/han tar ofte føringen i samtaler.
8.		*P*	Hun/han tenker seg godt om før hun/han sier noe.
9.	R	*V*	Det er sjelden hun/han forteller noen hva de burde gjøre.

(continued)

Items of the Communication Styles Inventory (CSI) (continued)

Number	Recoded*	Facet	Item
10.	R	*Q*	Hun/han begir seg aldri inn på diskusjoner om menneskehetens fremtid.
11.		*E*	Når hun/han er bekymret over noe synes hun/han det er vanskelig å snakke om andre ting.
12.			Noen ganger bruker hun/han sjarm for å få noe gjort.
13.		*X*	Humoren deres gjør at hun/han ofte får mye oppmerksomhet i grupper med andre mennesker.
14.		*P*	Samtaler med henne/ham dreier seg alltid om et viktig emne.
15.	R	*V*	Hun/han gjør aldri narr av noen på en måte som kan såre dem.
16.		*Q*	I løpet av en samtale prøver hun/han alltid å finne ut hva som ligger til grunn for andres meninger.
17.		*E*	På grunn av stress klarer hun/han iblant ikke å uttrykke seg ordentlig.
18.		*I*	Hun/han sørger for at folk ikke kan se det på henne/ham når hun/han ikke liker dem.
19.	R	*X*	I kommunikasjon med andre fremstår hun/han som distansert.
20.		*P*	Hun/han trenger ikke mange ord for å få frem budskapet sitt.
21.	R	*V*	Hun/han kan være en god lytter.
22.		*Q*	For å stimulere til diskusjon uttrykker hun/han iblant et annet synspunkt enn samtalepartneren sin.
23.		*E*	Kommentarer fra andre har en merkbar effekt på henne/ham.
24.		*I*	Hun/han skjuler iblant informasjon for å sette seg selv i et bedre lys.
25.		*X*	Det er vanskelig for henne/ham å være stille rundt andre mennesker.
26.	R	*P*	Iblant synes hun/han det er vanskelig å fortelle en historie på en strukturert måte.

(continued)

Items of the Communication Styles Inventory (CSI) (continued)

Number	Recoded*	Facet	Item
27.		*V*	Selv når hun/han er sint vil hun/han ikke la det gå ut over andre.
28.		*Q*	Hun/han sier ofte uventede ting.
29.	R	*E*	I løpet av en samtale blir hun/han sjelden følelsesmessig opprørt.
30.		*I*	I diskusjoner gir hun/han noen ganger uttrykk for en mening hun/han egentlig ikke støtter for å gjøre et godt inntrykk.
31.	R	*X*	Vanligvis bestemmer andre mennesker hva samtalen skal handle om og ikke hun/han.
32.		*P*	Hun/han avveier svarene sine nøye.
33.		*V*	Hun/han insisterer iblant på at andre skal gjøre som hun/han sier.
34.		*Q*	Hun/han liker å snakke med andre om de dypere sidene av tilværelsen.
35.		*E*	Hun/han har en tendens til å snakke mye om bekymringene sine.
36.		*I*	Hun/han flørter noen ganger litt for å få noen med på laget.
37.	R	*X*	Det er vanskelig for henne/ham å være humoristisk i en gruppe.
38.		*P*	Du hører ikke henne/ham bable om overfladiske temaer.
39.		*V*	Hun/han har til tider fått andre til å se dumme ut.
40.	R	*Q*	Hun/han bryr seg ikke med å stille spørsmål for å finne ut av hvorfor noen mener som de gjør.
41.		*E*	Hun/han kan bli merkbart spent i løpet av en samtale.
42.		*I*	Selv når noen spør om hennes/hans tanker om noe vil hun/han sjelden røpe dem dersom tankene er uakseptable for andre.
43.	R	*X*	Hun/han oppfører seg noe formelt når hun/han møter noen.
44.		*P*	Hun/han trenger stort sett få ord for å forklare noe.

(continued)

Items of the Communication Styles Inventory (CSI) (continued)

Number	Recoded*	Facet	Item
45.	R	*V*	Hun/han viser alltid forståelse for andre menneskers problemer.
46.		*Q*	Hun/han liker å provosere andre ved å uttrykke dristige påstander.
47.	R	*E*	Stygge kommentarer fra andre mennesker plager henne/ham ikke så mye.
48.		*I*	Hun/han "glemmer" iblant å fortelle om noe dersom det er fordelaktig for henne/ham.
49.	R	*X*	Hun/han er aldri den som bryter stillheten ved å begynne å snakke.
50.		*P*	Hun/han uttrykker alltid resoneringen sin tydelig når hun/han argumenterer for noe.
51.		*V*	Hun/han har en tendens til å uttrykke seg skarpt når hun/han blir irritert.
52.		*Q*	I diskusjoner legger hun/han ofte frem uvanlige synsvinkler.
53.		*E*	Når hun/han beskriver egne minner blir hun/han noen ganger tydelig emosjonell.
54.		*I*	Iblant bruker hun/han smiger for at noen skal bli i et fordelaktig humør.
55.		*X*	Hun/han avgjør ofte hvilke emner som diskuteres i en samtale.
56.	R	*P*	Påstandene hennes/hans er ikke alltid gjennomtenkte.
57.		*V*	Hun/han forventer at folk skal adlyde når hun/han ber dem om å gjøre noe.
58.	R	*Q*	Hun/han engasjerer seg aldri i såkalte filosofiske samtaler.
59.		*E*	Folk merker når hun/han blir engstelig.
60.	R	*I*	Dersom hun/han kunne ville hun/han ikke brukt utseende sitt til å få folk til å gjøre noe for seg.
61.		*X*	Humoren hennes/hans tiltrekker seg alltid mye oppmerksomhet.

(continued)

Items of the Communication Styles Inventory (CSI) (continued)

Number	Recoded*	Facet	Item
62.	R	*P*	Hun/han kan ofte prate om trivielle ting.
63.		*V*	Det har skjedd at hun/han har ledd folk rett i ansiktet.
64.		*Q*	Hun/han stiller mye spørsmål for å avdekke andres motiver.
65.	R	*E*	Hun/han kan tiltale en stor gruppe mennesker på en rolig og samlet måte.
66.		*I*	Hun/han er god til å skjule negative tanker om andre mennesker.
67.		*X*	Hun/han tiltaler andre på en avslappet måte.
68.	R	*P*	Hun/han er ofte ganske omstendelig når hun/han må forklare noe.
69.	R	*V*	Hun/han tar seg alltid tid til noen som vil prate med henne/ham.
70.		*Q*	Hun/han prøver å finne ut hva andre tenker om et emne ved å få dem til å debattere med henne/ham.
71.		*E*	Når folk kritiserer henne/ham blir hun/han synlig såret.
72.	R	*I*	Hun/han forteller folk hele sannheten selv om det går på bekostning av henne/ham selv.
73.		*X*	Hun/han liker å prate mye.
74.		*P*	Historiene hennes/hans er alltid logisk bygd opp.
75.		*V*	Hun/han reagerer noen ganger irritabelt til andre.
76.		*Q*	I samtaler leker hun/han ofte med ville idéer.
77.		*E*	Folk merker at hun/han blir følelsesmessig påvirket av visse samtaleemner.
78.		*I*	For å bli ansett som omgjengelig sier hun/han noen ganger ting samtalepartneren hennes/hans liker å høre.
79.		*X*	Hun/han bestemmer ofte hvilken retning en samtale går i.
80.		*P*	Hun/han velger sine ord med omhu.
81.		*V*	Når hun/han føler at noen burde gjøre noe for henne/ham bruker hun/han en krevende tone.

(continued)

Items of the Communication Styles Inventory (CSI) (continued)

Number	Recoded*	Facet	Item
82.		*Q*	Hun/han har ofte diskusjoner med andre om meningen av livet.
83.		*E*	Når hun/han bekymrer seg legger alle merke til det.
84.		*I*	Hun/han bruker iblant en forførende stemme når hun/han vil ha noe.
85.		*X*	Hun/han får ofte andre til å le.
86.		*P*	Det er sjelden eller aldri at hun/han bare snakker i vei om hva som helst.
87.		*V*	Hun/han har ydmyket noen foran andre mennesker.
88.		*Q*	Hun/han spør alltid hvordan folk kommer frem til konklusjonene sine.
89.		*E*	Hun/han synes det er vanskelig å snakke på en avslappet måte når det hun/han sier legges stor vekt på.
90.	R	*I*	Andre mennesker oppfatter lett om hun/han tenker lite om dem.
91.	R	*X*	Hun/han kan oppfattes som litt stiv i møte med folk.
92.		*P*	Hun/han kan vanligvis tydeliggjøre poenget sitt til alle med noen få ord.
93.	R	*V*	Hun/han behandler alltid folk med respekt.
94.		*Q*	Ved å tilby kontroversielle påstander tvinger hun/han ofte andre til å uttrykke en tydelig mening.
95.		*E*	Hun/han synes det kan være vanskelig å takle kritiske bemerkninger.
96.	R	*I*	Selv om hun/han hadde tjent på å holde tilbake informasjon fra noen ville hun/han slite med å gjøre det.

Note. X = Expressiveness, *P* = Preciseness, *V* = Verbal Aggressiveness, *Q* = Questioningness, *E* = Emotionality, *I* = Impression Manipulativeness.

* 1 = 5, 2 = 4, 4 = 2, 5 = 1.

Propensity to trust scale.

Items of the Propensity to trust scale

Number	Recoded*	Item
1.	R	Man burde være veldig forsiktig rundt fremmede.
2.		De fleste eksperter forteller sannheten om begrensninger ved sin egen kunnskap.
3.		Man kan regne med at folk flest gjør det de sier at de kommer til å gjøre.
4.	R	Dersom du ikke er oppmerksom nå til dags kommer noen til å utnytte deg.
5.		De fleste selgere er ærlige når de beskriver produktene sine.
6.		De fleste håndverkere unngår å overprise tjenester til folk som ikke kjenner yrket deres.
7.		De fleste svarer ærlig på spørreundersøkelser.
8.		De fleste voksne mennesker er kompetente når det kommer til jobben deres.

* 1 = 5, 2 = 4, 4 = 2, 5 = 1.

Uncertainty in change scale.

Items of the Uncertainty in change scale

«Vedrørende din fremtid i din organisasjon, i hvilken grad er du usikker på det følgende?»

Number	Item
1.	Om du vil bli flyttet til en annen avdeling.
2.	Om du vil kunne jobbe med dine gamle kolleger.
3.	Om du vil ha kontroll over jobben din.
4.	Om du vil bli avskjediget.
5.	Om du vil ha nok informasjon til å gjøre jobben din.
6.	Om du vil bli flyttet til en annen geografisk lokasjon.
7.	Om du vil ha innflytelse på endringer i jobben din.
8.	Om du må ta på deg mer arbeid enn du har kapasitet til.
9.	Om du vil ha muligheten til å få en forfremmelse.
10.	Om du må gå ned i lønn.
11.	Om du må lære nye arbeidsferdigheter.
12.	Om du kan bli tvunget inn i en lavere stilling.
13.	Om du vil kunne jobbe med nære kolleger av deg.
14.	Om du må ta på deg jobber som du ikke har blitt opplært til.
15.	Om det vil være muligheter til å bevege seg oppover i organisasjonen.
16.	Om venner og kolleger kan miste jobbene sine.
17.	Hvordan arbeidsinnsats blir målt.
18.	Om organisasjonen kommer til å være et godt sted å jobbe.
19.	Om du vil passe inn i organisasjonskulturen.
20.	Om organisasjonskulturen kommer til å endre seg.

* 1 = 5, 2 = 4, 4 = 2, 5 = 1.

Appendix B: Participant Information and Consent

Forespørsel om deltakelse i forskningsprosjekt

Personlighet, kommunikasjonsstil og usikkerhet i omstilling.

Bakgrunn og formål
Følgende studie gjennomføres i forbindelse med en masteroppgave i psykologi ved Norges teknisk-naturvitenskapelige universitet (NTNU). Formålet med studien er å undersøke forhold mellom personlighet, kommunikasjonsstil og opplevelse av usikkerhet i omstillingsprosesser.

Vi ber deg om å gjennomføre denne undersøkelsen ettersom du nylig har vært berørt av en omstilling i organisasjonen du jobber i, og vil derfor dra nytte av dine erfaringer.

Hva innebærer deltakelse i studien?
Deltakelse i denne studien innebærer en enkel og anonym spørreundersøkelse på ca. 10-15 minutter. Spørsmålene vil omhandle dine observasjoner av egen atferd og egne tanker og følelser, samt spørsmål om din nærmeste leder i løpet av omstillingsprosessen. Svarene vil bli gitt i form av tallverdier.

Hva skjer med informasjonen om deg?
Alle personopplysninger vil bli behandlet konfidensielt. Utelukkende student og veileder ved NTNU vil ha tilgang til eller behandle all innsamlet data. Ingen deltakere vil bli beskrevet eller stå i fare for å kunne bli gjenkjent i en eventuell publikasjon (masteroppgave/vitenskapelig artikkel).

Prosjektet skal etter planen avsluttes 02.05.2018, og alt datamateriale vil anonymiseres.

Frivillig deltakelse
Det er frivillig å delta i studien, og du kan når som helst trekke ditt samtykke uten å oppgi noen grunn. Dersom du trekker deg, vil alle opplysninger om deg bli anonymisert

Dersom du ønsker å delta eller har spørsmål til studien, ta kontakt med student Christoffer Gundhus (cgundhus@gmail.com, tlf: 90272292) eller veileder Karin Laumann (karin.lauman@ntnu.no, 91602627).

Studien er meldt til Personvernombudet for forskning, NSD - Norsk senter for forskningsdata AS.

Samtykke til deltakelse i studien

Du samtykker til å delta i studien ved å svare på spørreskjema.

Appendix C: Receipt, NSD

NSD

Karin Laumann

7491 TRONDHEIM

Vår dato: 02.11.2017   Vår ref: 56189 / 3 / OOS   Deres dato: Deres ref:

Tilrådning fra NSD Personvernombudet for forskning § 7-27

Personvernombudet for forskning viser til meldeskjema mottatt 25.09.2017 for prosjektet:

56189	*The Relation Between Honesty-Humility, Communication Styles and Uncertainty in Organisational Change.*
Behandlingsansvarlig	*NTNU, ved institusjonens øverste leder*
Daglig ansvarlig	*Karin Laumann*
Student	*Christoffer Gundhus*

Vurdering
Etter gjennomgang av opplysningene i meldeskjemaet og øvrig dokumentasjon finner vi at prosjektet er unntatt konsesjonsplikt og at personopplysningene som blir samlet inn i dette prosjektet er regulert av § 7-27 i personopplysningsforskriften. På den neste siden er vår vurdering av prosjektopplegget slik det er meldt til oss. Du kan nå gå i gang med å behandle personopplysninger.

Vilkår for vår anbefaling
Vår anbefaling forutsetter at du gjennomfører prosjektet i tråd med:
• opplysningene gitt i meldeskjemaet og øvrig dokumentasjon
• vår prosjektvurdering, se side 2
• eventuell korrespondanse med oss

Meld fra hvis du gjør vesentlige endringer i prosjektet
Dersom prosjektet endrer seg, kan det være nødvendig å sende inn endringsmelding. På våre nettsider finner du svar på hvilke endringer du må melde, samt endringsskjema.

Opplysninger om prosjektet blir lagt ut på våre nettsider og i Meldingsarkivet
Vi har lagt ut opplysninger om prosjektet på nettsidene våre. Alle våre institusjoner har også tilgang til egne prosjekter i Meldingsarkivet.

Vi tar kontakt om status for behandling av personopplysninger ved prosjektslutt
Ved prosjektslutt 02.05.2018 vil vi ta kontakt for å avklare status for behandlingen av personopplysninger.

Dokumentet er elektronisk produsert og godkjent ved NSDs rutiner for elektronisk godkjenning.

NSD – Norsk senter for forskningsdata AS	Harald Härfagres gate 29	Tel: +47-55 58 21 17	nsd@nsd.no	Org.nr. 985 321 884
NSD – Norwegian Centre for Research Data	NO-5007 Bergen, NORWAY	Faks: +47-55 58 96 50	www.nsd.no	

Se våre nettsider eller ta kontakt dersom du har spørsmål. Vi ønsker lykke til med prosjektet!

Vennlig hilsen

Marianne Høgetveit Myhren

Øyvind Straume

Kontaktperson: Øyvind Straume tlf: 55 58 21 88 / Oyvind.Straume@nsd.no
Vedlegg: Prosjektvurdering
Kopi: Christoffer Gundhus, cgundhus@gmail.com

Personvernombudet for forskning

Prosjektvurdering - Kommentar

FORMÅL

Formålet med prosjektet er å utforske hvorvidt Honesty-Humility, én av faktorene i 6-faktorsmodellen HEXACO, kan predikere disposisjon for tillit, og potensielt hvorvidt denne koblingen kan ha betydning for en eventuell kobling til usikkerhet for ansatte i en omstillingsprosess. Studien vil se på forholdet mellom personlighet, kommunikasjonsstil og opplevelse av usikkerhet i omstillingsprosesser.

INFORMASJONSSKRIVET

Utvalget informeres skriftlig og muntlig om prosjektet og samtykker til deltakelse. Informasjonsskriv og samtykkeerklæring er noe mangelfullt utformet. Det fremgår ikke av informasjonen at spørreundersøkelsen innebærer spørsmål om nærmeste leder. Vi ber derfor om at dette legges til.

Et revidert informasjonsskriv skal sendes til personvernombudet@nsd.no før utvalget kontaktes.

INFORMASJON OM TREDJEPERSON

Opplysninger om andre personer enn respondentene selv regnes som tredjepersoner. Studien innebærer at det kan komme frem personopplysninger om respondente sin nærmeste leder, og denne informasjon kan være indirekte identifiserbar. Dersom personopplysninger om tredjeperson samles inn er hovedregelen at den opplysningene gjelder må få informasjon om prosjektet, og mulighet til å reservere seg. Personvernombudet forutsetter derfor at prosjektet gjøres kjent i alle aktuelle avdelinger via ledelsen i den aktuelle bedriften.

SENSITIVE DATA

Vi gjør oppmerksom på at spørreundersøkelsen innebærer å behandle sensitive personopplysninger om deltakernes psykiske helse. Personvernombudet vurderer data til å være relevante og nødvendige for å gjennomføre prosjektet, og har ingen innvendinger til datainnsamlingen i prosjektet.

DATASIKKERHET

Personvernombudet legger til grunn at forsker etterfølger NTNU sine interne rutiner for datasikkerhet. Dersom personopplysninger skal sendes elektronisk, bør opplysningene krypteres tilstrekkelig.

PROSJEKTSLUTT

Forventet prosjektslutt er 02.05.2018. Ifølge prosjektmeldingen skal innsamlede opplysninger da anonymiseres. Personvernombudet gjør oppmerksom på at anonymisering innebærer å bearbeide datamaterialet slik at ingen enkeltpersoner kan gjenkjennes. Det gjøres ved å slette/omskrive indirekte personopplysninger (identifiserende sammenstilling av bakgrunnsopplysninger som f.eks. alder og kjønn).