

**Effects of Task Interdependence on Innovative Work Behavior: The Mediating Role of Mutual  
Trust**

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### **Abstract**

Organizational change and adaptation to rapidly evolving environments are crucial characteristics for organizations to maintain competitiveness the present day. Innovative work behavior exhibited by employees plays a role for this particular form of organizational success. This study aimed to examine variables that might be positively associated with innovative work behavior (IWB). We hypothesized that task interdependence would positively influence IWB, and that mutual trust would mediate this relationship. A multi-source cross-sectional field study was conducted. The study included 89 dyads from Dutch companies consisting of employees and their leaders, that filled out a questionnaire. The findings indicate that task interdependence is positively associated with IWB, while trust has a marginally significant effect on IWB. However, trust does not significantly mediate the relationship between task interdependence and IWB. These results suggest that other factors may play a role in this relationship, highlighting the complexity of the dynamics involved. The study contributes to the literature on leader-employee working dynamics and innovation, offering practical insights for fostering innovative behavior in organizational settings.

*Keywords:* leader, employee, working dynamics, innovative work behavior, innovation, trust, trust building, task interdependence, dyadic approach

## **Effects of Task Interdependence on Innovative Work Behavior: The Mediating Role of Mutual Trust**

Organizational change and adaptation to new and fast changing surroundings are crucial characteristics for today's organizations to remain competitive (Hoch, 2012). To cope with competition and environmental uncertainty, organizations need employees who not only fulfill their formal job requirements, but also exceed their standard work behaviors by engaging in innovative behavior (Van Der Vegt & Janssen, 2003). Innovative work behavior can be described as the creation of novel and useful ideas, and their application in organizational settings. It goes beyond creativity because it also includes the generation, promotion and realization (or implementation) of novel and useful ideas. Therefore, innovation should not be seen as equal to creativity (Carmeli & Spreitzer, 2009). For organizations, innovation is beneficial and crucial for success and continuity of existence, as they tend to achieve higher levels of performance and it benefits the teams (Hoch, 2012). Innovative behaviors at work include actions such as seeking out new ideas, advocating ideas at work, and securing funds or planning for the implementation of ideas. Contrary to a more conventional focus on compliance and conforming, exhibiting innovative work behavior requires taking risks and thinking out-of-the-box (Carmeli & Spreitzer, 2009). To achieve a work environment where innovative work behavior in employees is encouraged, one might want to look at the dynamics between the leader and employee. Namely, when a leader is acting in the employee's best interest, by working closely together and being trustworthy, open, motivating and making fair decisions, this could change employee perception of work and work context and the employee might reciprocate by showing more effort and innovative work behavior (Zahra et al., 2017). To be able to increase and promote innovative work behavior, it is useful to look at variables in this dynamic that might have a positive effect on the occurrence of this behavior. The current study will specifically consider the effect of task

interdependence on innovative work behavior, while also taking into account mutual trust as a mediator that can help explain this relationship.

Task interdependence is the extent to which individuals rely on each other and receive direct support, and how much cooperation is required in order to complete tasks and flourish in their work (Vidyarthi et al., 2014). The present study will investigate the effects of task interdependence on innovative work behavior. Previous studies have also investigated the relationship between task interdependence and innovative work behavior and have found a positive one. It was found that structuring tasks and goals in such a way so that co-workers work interdependently and toward achieving common team goals, makes it likely to increase innovative work behavior by facilitating communication, cooperation and increasing motivation to effectively coordinate and work together, which possibly fosters innovative work behavior (Byron et al., 2022) This increased motivation and communication due to task interdependence can also help build trust (Sias et al., 2020). The term trust, within the context of this study, represents the mutual trust between the leader and the employee have in each other to complete the tasks in a desirable manner. This involves the amount of confidence, certainty, and positive expectations about the actions of the other person (belief that the actions of the other will be beneficial) (De Jong & Elfring, 2010). Trust plays an important role in many different social interactions and it is a key aspect for satisfactory organizational collaboration and performance (Chen et al., 2021). In previous literature, it was found that trust between a leader and employee provides a safer environment where one can more freely execute innovative work behavior (Chughtai & Arifeen, 2024).

To gain more insights on the relationship between task interdependence and innovative work behavior, the present study will consider the mediating role of trust. A mediation model is appropriate here because we are interested in understanding the process through which task interdependence affects innovative work behavior, especially in the

context of a direct employee-leader relationship instead of a co-worker/team-setting. The expectation is that task interdependence (independent variable) increases trust (the mediator) through more frequent and open communication. This increased trust then in turn could encourage innovative work behavior (the dependent variable) by creating a safe environment for employees to take risks and share information without fear of negative consequences. The presence of trust thus might explain how and why task interdependence can lead to higher levels of innovative work behavior. Since trust, interdependence and innovative work behavior all seem to be interconnected but have not been investigated in this particular manner yet, we aim to create new findings that will contribute to the existing literature on this topic.

### **Theory Development and Hypotheses**

#### **Innovative Work Behavior: Three Stages**

Innovative work behavior can be exhibited by employees in the workplace. In innovative work behavior, three stages can be distinguished: idea generation, idea promotion, and idea realization (or implementation) (Chughtai & Arifeen, 2024). With these three given stages, innovative work behavior can be explained. Innovation begins with problem recognition and idea generation. Idea generation is the production of novel and useful ideas or solutions (Scott & Bruce, 1994). Idea generation can be done alone or in groups, and strongly relies on factors like openness and cognitive flexibility. The second stage is idea promotion. This involves social activities to gain support of relevant decision makers within an organization who can help move the generated ideas forward. Therefore, the promotion of ideas is more interpersonally oriented than idea generation, as it requires networking skills and social influence. The final stage of idea realization includes the actual implementation of an idea, like the production of a product or prototype, or the adoption of a new procedure or

technology. This concept then needs to be accepted and taken on by the organization (Mascareño et al., 2021).

### **Task Interdependence and Innovative Work Behavior**

As previously explained, task interdependence is about the amount of required coordination between the leader and employee to complete a task. It implies whether the work is structured to such an extent that they depend on each other to achieve desired outcomes, higher goals and to both successfully perform in their jobs. Task interdependence is high when the success of the outcome relies on efforts of both parties and they have to rely on each other's support and execution (Van Der Vegt et al., 2001). Research suggest how task interdependence may be linked to innovative work behavior. Innovative behavior is an important part of the effective functioning of teams and organizations. Innovative work behavior is an interactive process where individuals generate, promote, realize, discuss and modify new ideas together (Van Der Vegt & Janssen, 2003). Higher task interdependence fosters cooperative and helpful cooperation more knowledge-sharing, which can foster innovative work behavior. It may also provide motivation, structure and direction, which could help teams to manage the uncertainty and ambiguity that can come with innovative work behavior (Byron et al., 2022). Thus, it is hypothesized here that task interdependence may play a role in predicting individual employees' innovative work behavior.

**Hypothesis 1.** Task interdependence is positively associated with innovative work behavior.

### **Task Interdependence and Trust**

When investigating the moderating role of trust between task interdependence and innovative work behavior, it is important to firstly address the underlying relationships, one of them being the relationship between task interdependence and mutual trust. Task interdependence can promote positive relational outcomes such as trust. It is stated that more

task interdependence in a work environment leads to more frequent communication (Sias et al., 2020). Consequently, this communication functions to build mutual trust so that one can more freely share their feelings and opinions and trust that the other will listen and care. Additionally, task interdependence requires and motivates helping behavior, which also helps to develop mutual trust (Oedzes et al., 2018). This contributes to the prediction that task interdependence is positively associated with mutual trust, so the more interdependent they perceive their tasks to be, the higher their mutual trust is.

**Hypothesis 2.** Task interdependence is positively associated with trust.

### **Trust and Innovative Work Behavior**

Another relationship in this model to be considered is the one between trust and innovative work behavior. In the workplace, mutual trust between leader and employee is an important condition for effective cooperation and it is something that leaders should create with their employees to potentially promote desirable innovative work behavior. Whenever the employee considers their leader as trustworthy, they are more likely to engage in risk-taking behaviors such as sharing information and cooperating with the leader (innovative work behavior). Whenever there is too little trust in the relationship, the employee might fear being judged or penalized if they experience failure (Chughtai & Arifeen, 2024). Thus, there needs to be trust and care in the relationship between the leader and employee to reassure the employee that they will be praised and supported to make them more prone to share their innovative ideas and engage in innovative work behavior. Once a generated new idea needs to be promoted and realized, the leader (decision maker) helps move the idea forward (Mascareño et al., 2021). Conclusively, the prediction is made that mutual trust in the relationship between the leader and employee may be positively related to the amount of exhibited innovative work behavior.

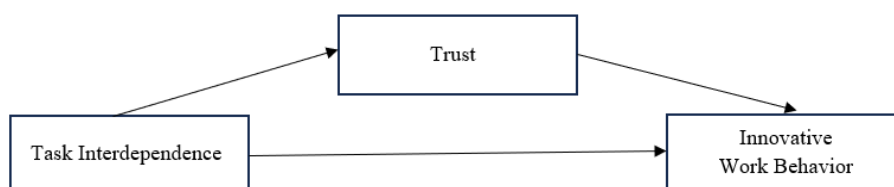
**Hypothesis 3.** Trust is positively associated with innovative work.



## The Mediating Role of Trust

In a work environment with higher task interdependence, employees and leaders are required to communicate more frequently and work more closely together. This increased communication and familiarity should create more mutual trust, as both parties feel more comfortable sharing their thoughts and opinions, confident that they will be heard and understood. When employees perceive their leaders as trustworthy, they are more inclined to engage in innovative work behaviors, such as sharing new ideas and collaborating on projects, as they do not fear judgment or repercussions in case of failure. The presence of trust may thus explain how and why task interdependence can lead to higher levels of innovative work behavior. Therefore, it is predicted that trust has a mediating role in the relationship between task interdependence and innovative work behavior, facilitating this positive relationship.

**Hypothesis 4.** Trust mediates the relationship between task interdependence and innovative work behavior. Figure 1 illustrates this proposed research model.



**Figure 1.** Research model.

## Method

### Participants

A total of 450 participants from Dutch companies were recruited in this study. In total, 272 participants (136 dyads) had to be excluded from the study for several reasons, for instance because of incompleteness of the questionnaire or unmatched codes, which will be further elaborated on later in this paper. Thus, the sample contained 89 employees and 89 leaders, that form 89 dyads in total. The sample of participants consisted of 46.6% women and 53.4% men and the age of the participants ranged between 18 and 63, with a mean of 37.70 years ( $SD = 12.95$ ). As for the education level, roughly 80% of the sample received

higher education. Furthermore, the amount of working hours per week was also measured, with a minimum of 17 hours a week and a mean of 31.69 hours ( $SD = 7.58$ ) for employees and 37.40 hours for leaders ( $SD = 7.48$ ). The top three most mentioned branches of work were the health care sector (13.5%), the hotel and catering sector (11.2%) and the construction and installation-, retail-, wholesale-sector (10.1%). Most commonly, the involved organizations had less than 50 workers (43.3%), followed by companies with more than 250 workers (33.7%), and lastly between 50 and 250 workers (23%). Additionally, more than half of the participants had been employed in their function for at least 2 years (61.8%) and most of the dyads met with each other at least a couple of times a week or every day (83.1%). This data describes the sample that was used for the present study and could be explored for recommendations for future research.

### **Research Design**

We conducted a multi-source cross-sectional field study. In this study, there was no form of manipulation, only a questionnaire (Qualtrics) was used to collect data for observation. We focused specifically on dyads consisting of an employee and their leader, in Dutch companies. Participation was voluntary and confidentiality was assured. The questionnaire started with an informed consent page and at the end of the questionnaire a contact-email was offered where comments could be sent if needed. With the questionnaire, we asked participants to rate different aspects of their own and each other's behavior in the workplace. We measured several variables, including: trust, self-efficacy, psychological safety, legitimacy, reflexivity, task interdependence, process conflict, shared leadership, destructive leadership, despotic leadership, innovative work behavior, team potency, performance and job satisfaction. The variables selected to investigate in this study were innovative work behavior, mutual task interdependence and mutual trust.

### **Procedure**

The study was conducted online. The participants mostly filled out the questionnaires on their own device at a location of their choice. We recruited participants by taking a convenience sample, where we contacted randomly selected companies by phone or e-mail, we approached people directly in their workplace (café's, offices, etc.) or we approached people through personal acquaintances. There were two separate questionnaires, one for the employee and one for the leader. In the questionnaire, both the employee and leader had to fill out a code to keep the questionnaires anonymous and still be able to match the results of both questionnaires and form dyads (see appendix A for code instructions). Both questionnaires took approximately 15 minutes to fill out and the instructions and questionnaires were in Dutch. The employee and leader had to be in direct contact, working together in the same Dutch company and they had to answer questions about themselves and each other. We did not ask for any identifying information in the questionnaire (name, date of birth, address) and the reported answers were not shared with anyone outside of our research group.

### **Measures**

All of our variables were measured with established and reliable multi-item scales. The original items were in English, however in the present questionnaire the Dutch translation for the items in these scales was used. See appendix B for the full scales in both Dutch and English. The items for innovative work behavior were measured with a 7-point frequency-based scale that ranges from 1 (*never*) to 7 (*always*). The items for task interdependence and trust were measured with a 7-point Likert scale ranging from 1 (*completely disagree*) to 7 (*completely agree*).

#### ***Innovative work behavior***

To measure innovative work behavior in the workplace, we used a 9-item scale by Janssen (2000) that was rated with a 7-point frequency-based scale. This measure was only included in the questionnaire for the leader, so the leader assessed and rated the innovative

work behavior of their employee. The scale thus consists of three categories, namely idea generation, idea promotion and idea realization. For instance, items like “Creating new ideas for improvements.” (generation), “Making important organizational members enthusiastic for innovative ideas.” (promotion) and “Transforming innovative ideas into useful applications.” (realization) were used. The reliability of this scale was measured using Cronbach's Alpha. This resulted in a value of .95 which indicates that the scale has excellent reliability (Hinkin, 1998).

### ***Task interdependence***

Task interdependence was measured with a scale created by Van Der Vegt et al. (2001) with five items that were rated using a 7-point Likert scale. The same items were included in both the employee and the leader questionnaire, to be able to compute a mean value that represents mutual task interdependence. Two examples of the items are as follows: “I rely on my employee/supervisor to complete my work” and “I need to closely collaborate with my employee/supervisor to do my work well.” For this scale reliability was measured with a result of a slightly low Cronbach’s Alpha of .59, which indicates some potential issues concerning the reliability of the scale. However, since established scales were used that were validated in previous research, we trust that the overall construct validity remains intact. It is possible that the lower Cronbach's Alpha reflects certain characteristics of our sample or the context in which the scale was used, rather than a fundamental flaw in the scale itself (Taber, 2017). Further investigation and possibly a refinement of certain items could improve reliability in future applications.

### ***Trust***

To measure trust, De Jong and Elfring’s (2010) 5-item scale was used and rated with a 7-point Likert scale. The same items were included in both the employee and the leader questionnaire, to be able to compute a mean value that represents mutual trust between the

leader and employee. For example, items like “I am confident that my employee/supervisor will keep me informed about issues that concern my work.” and “I can rely on my employee/supervisor to keep their word.” were provided. The items were the same for the leader and the employee. The reliability of this scale was measured using Cronbach's Alpha. This resulted in a value of .94, indicating a strong reliability for this scale (Hinkin, 1998).

## Results

### Descriptive Statistics

Before performing the hypothesis testing, the data was explored to identify the means and correlations among the variables. An overview of the means, standard deviations and the other correlations can be found in Table 1. The means represent values that were based on a 1 to 7 Likert scale. The mean scores for innovative work behavior and task interdependence in our sample were moderate. The mean score for trust in this sample turned out to be quite high. Furthermore, the correlations between the different variables were explored. The correlation between task interdependence and innovative work behavior was the only statistically significant correlation observed (see Table 1), indicating a modest positive relationship between these two variables.

**Table 1.** Descriptive Statistics

Variable	Mean	SD	1.	2.	3.
1. Innovative Work Behavior	3.85	1.24	–		
2. Task Interdependence	3.87	.86	.21*	–	
3. Trust	5.29	.61	.16	-.09	–

*Note.*  $N = 89$ . \*  $p < .05$ .

### Regression Assumptions

Before running the linear regression analysis for the mediation model with innovative work behavior, task interdependence and trust, a couple of important assumptions needed to be checked. Firstly, the assumption of linearity of the relationships was checked. The scatterplots representing these relationships can be found in Figure 1 in Appendix C. These plots show linear relationships between all three variables. Based on this figure, we can confirm the linearity assumption. Secondly, the assumption of normality was checked by looking at the distribution of the residuals. We can interpret the normality by looking at the histogram (Appendix C, Figure 2). From this figure we can conclude that there is a normal distribution of residuals. Another helpful strategy to check the normality assumption is to use the Shapiro-Wilk test. For innovative work behavior, there was a statistically nonsignificant result on the Shapiro-Wilk test ( $p = .34$ ), so we can assume that the data for innovative work behavior is normally distributed. As for task interdependence, there was also a statistically nonsignificant value ( $p = .21$ ) that indicates normal distribution. For the third variable trust, there was a statistically significant result, which indicates a violation of the normality for this variable ( $p = <.001$ ). There were also four outliers observed in the data for trust. Even though this is not in line with the assumption, it is not problematic enough to violate the assumption of normality. Therefore, we can conclude that the normality assumption in this regression is sufficiently adhered to. Thirdly, the assumption of homoscedasticity of the residuals was checked. The scatterplot for this can be found in Appendix C, Figure 3. At all levels of the predicted outcome variable, the residuals are nicely distributed above and below zero. However, the outcome variable is predicted slightly better for high levels of the outcome variable. Despite this small discrepancy, the overall homoscedasticity assumption was not violated. The fourth assumption that was checked was the absence of multicollinearity. The VIF was used to measure how much the variance of the regression coefficient is inflated due to multicollinearity. The VIF value for trust and task interdependence was 1.01, which

indicated absence of multicollinearity and thus no violation of the assumption. Lastly, the assumption for uncorrelatedness of the residuals was checked. A Durbin-Watson test with a value of 1.86 indicated that this assumption was not violated. Conclusively, although there are some minor violations in these assumption checks, the overall outcomes are sufficient and it is permissible to proceed with the linear regression.

### **Model Hypotheses Testing**

A mediation analysis using PROCESS Model 4 was conducted to examine the hypotheses in this study. For the complete model, the outcome variable innovative work behavior was predicted as a function of task interdependence and trust. The overall model was proven to be statistically significant ( $F(2, 86) = 3.80, p = .03, R^2 = .08$ ). 8% of the variance in innovative work behavior is explained by the predictors in this analysis and when this is adjusted for the number of predictors and the sample size to have a more accurate measure of the model's explanatory power, the explained variance is 6% ( $R^2 = .08, R^2_{adj} = .06$ ). An overview of all the results for each hypothesis can be found in Table 2. In line with the first hypothesis, a statistically significant direct effect of task interdependence on innovative work behavior was found. The second hypothesis predicted that task interdependence positively influences trust. The findings do not support this hypothesis, since the direct effect of task interdependence on trust was found not to be significant. Furthermore, there was a marginally significant effect ( $p < .10$ ) of the mediator trust on innovative work behavior. This suggests that higher levels of trust may be associated with increased innovative work behavior and thus provides some support for the third hypothesis. Lastly, the fourth hypothesis was investigated to see whether trust mediates the relationship between task interdependence and innovative work behavior. A nonsignificant indirect mediation effect was found, since the 95% confidence interval includes zero. These findings do not provide support for our fourth hypothesis.

**Table 2.** Results of PROCESS Mediation Analysis: Task Interdependence (TI), Innovative Work Behavior (IWB), and Trust (TR).

Hypotheses	Relationship	Estimate	SE	t	p	Conclusion	LLCI	ULCI
H1	TI → IWB	.33	.15	2.20	.03	Supported	.03	.63
H2	TI → TR	-.09	.11	-.81	.42	Not supported	-.30	.12
H3	TR → IWB	.28	.15	1.85	.07	Supported*	-.02	.58
H4	TI→TR→IWB	-.02	.04	-	-	Not supported	-.12	.04

*Note: N = 89. CI = 95%. \* marginally significant.*

### Discussion

The present study aimed to explore the relationships between task interdependence, trust, and innovative work behavior. The findings provided partial support for the hypotheses. Firstly, we found that higher levels of task interdependence are indeed associated with higher levels of innovative work behavior, supporting our first hypothesis. Our second hypothesis predicted a positive relationship between task interdependence and trust and was not supported, as task interdependence did not significantly predict trust. Interestingly, the outcome for our third hypothesis suggested that higher levels of trust might be associated with increased innovative work behavior. However, this relationship was only marginally significant thus it should be interpreted with caution and further research is needed to confirm this relationship. Finally, our fourth hypothesis predicted the role of trust as a mediator between task interdependence and innovative work behavior. This was not supported, since trust turned out not to significantly mediate the relationship between task interdependence and innovative work behavior. This suggests that other factors may play a role in mediating or moderating the relationship between task interdependence and innovative work behavior, highlighting an area for future research.



## **Theoretical Implications**

In line with preceding literature, we found that task interdependence is positively associated with innovative work behavior. Thus, this is a confirmation of the existing knowledge on this topic and this specific relation (Byron et al., 2022). In contraction with the previous research, we did not find support for the relationship between task interdependence and trust. This relationship has been discussed in previous literature, but we were not able to replicate this (Oedzes et al., 2018). The relationship between trust and innovative work behavior was found, in line with previous literature, except for the fact that we were only able to find partial support for the relationship, which leaves room to further investigate this relationship (Chughtai & Arifeen, 2024). The testing our model with trust as a mediator was an addition to the existing literature since it had not been executed before. However, we could not find support for this mediation. Even though the mediation effect of trust was not statistically significant, the marginally significant direct effect of trust on innovative work behavior suggests that trust still is an important factor to further investigate in relation to innovative work behavior. Our findings also suggest that there may be other intervening mechanisms involved in addition to trust. For instance, including covariates like age or work experience may provide further insights into this relationship, since these may influence the type of relation a leader and employee might have. Overall, findings of the present study extend the existing literature on task interdependence and innovative work behavior by highlighting the potential mediating role of mutual trust. It introduces the topic of leader employee working dynamics further and could spark an interest in others to continue investigating and contributing to this particular research field. This study highlights the complexity of the relationships between the chosen variables and the future paths that can still be taken. It encourages other researchers to consider additional mediators and moderators that may explain or influence these relationships.

## **Practical Implications**

From a practical point of view, the present study provides valuable insights for organizations and specifically leaders in organizations. To encourage innovative work behavior in employees, it is preferred to create a context where task interdependence is structured in a way that it entails frequent and meaningful interactions between employees and their leaders, for example by designing projects that require collaboration. Additionally, building a culture of trust within the organization can increase employees' innovative behaviors even more. For instance, companies could implement beneficial training programs that focus on effective communication strategies, teamwork and trust-building. Leaders could also implement frequent feedback discussions and try to approach their employees in a supportive, motivating and encouraging manner.

## **Strengths, Limitations and Future Directions**

One of the key strengths of this study is the use of a dyadic approach. Most studies tend to focus either on individuals or on teams as a whole, often neglecting the interactions that occur between specific pairs of individuals, such as an employee and their leader. By looking at dyads, the present study provided a better understanding of the leader-employee dynamics that influence innovative work behavior. Our method acknowledged that the relationship between a leader and an employee is not one-dimensional but it is shaped by mutual task interdependence and trust. The study provided deeper insights on how trust and task interdependence can drive innovative behaviors in organizational settings.

Moreover, the present study has several limitations that should be acknowledged. Firstly, the sample size of 89 dyads has to be addressed. While this might be adequate for some statistical analyses, it is relatively small to detect all desired outcomes in this particular study. Future research should aim to include a larger sample size to increase the power of the study and provide more robust results. Secondly, a large obstacle was encountered in this

study due to incomplete questionnaires and dyad codes that remained unmatched (wrong order, wrong letters, only one part of the dyad filled out the questionnaire, etcetera). This resulted in the exclusion of more than half of the recruited participants. If this study will be replicated in future research, it should be a priority to ensure participants finish the whole questionnaire and a new method should be invented to match dyad codes. Thirdly, the study was conducted in a very specific cultural context: Dutch companies with Dutch speaking employees, mainly in the North of the Netherlands even. Plus, the sample of participants was mostly higher educated which may limit the generalizability of the findings to other settings. Future research should consider different cultural contexts and a more diverse sample in terms of educational background to examine whether the observed relationships hold across different contexts. Another limitation would be that the self-reporting questionnaire measure may be a risk for biases, as participants might respond in socially desirable ways or may be influenced by their current mood. Future research could include multi-source data, like peer reviews and objective performance measures, to reduce the potential for bias. A possible improvement would be to take the questionnaire in a more controlled setting, at a specific location and time, to be able to emphasize the anonymity even more. Other factors that could contribute to bias include employees potentially believing that their leader would want to see or discuss their responses, or dyads filling out the questionnaire while sitting next to each other. To lessen these biases, future studies could have the questionnaire be taken in a more controlled environment, by ensuring that participants complete the questionnaire at a designated location and time without the presence of the other person to emphasize anonymity. Additionally, due to the cross-sectional design it is not possible to infer causality between task interdependence, trust, and innovative work behavior. For future research, longitudinal studies would be beneficial to find causal relationships and understand the direction of these effects over time. Another limitation concerns the measurement of task

interdependence that showed a relatively low Cronbach's alpha, indicating potential issues with the reliability of the scale. Further investigation into the scale items and potential refinements might be necessary to use a more reliable measure in future research.

Lastly, this study explored the mediating role of trust without considering any other potential variables as mediators or moderators. One specific mediator that could be suggested for future research would be team efficacy. Since task interdependence may increase team efficacy and this in turn might affect innovative work behavior (Byron et al., 2022). Future research could investigate additional factors such as psychological safety or team potency that may influence the relationship between task interdependence and innovative work behavior. An interesting suggestion for future directions would be to explore the role of trust as a moderator, rather than as a mediator as examined in the present study. Specifically, future research could investigate whether the relationship between task interdependence and innovative work behavior is influenced by varying levels of trust, potentially influencing the strength of this relationship.

## **Conclusion**

Our findings were partly in line with our predictions and previous literature. We found a positive relationship between task interdependence and innovative work behavior and partial support for the relationship between trust and innovative work behavior. While our study had its limitations, it was an addition to the existing body of literature and made some helpful suggestions for future research. It offered insights for organizations concerning the encouragement of innovative work behavior through task interdependence and trust-building efforts.

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## **Appendix A**

### **Code Employee**

To be able to compare your answers with those of your supervisor and maintain the anonymity of your data, we would like to ask you to create a code. The code is designed so that no one, not even the researchers, can identify you personally. The guideline for creating the code is as follows:

The code consists of 2 elements:

1. The last 2 letters of your supervisor's last name. (Example: Van der Broek = EK)
2. The last 2 letters of your own last name. (Example: De Vries = ES)

Enter the 2 elements (4 characters) in the field below (for the current example, this would be: EKES)

### **Code Employee**

To be able to compare your answers with those of your employee and maintain the anonymity of your data, we would like to ask you to create a code. The code is designed so that no one, not even the researchers, can identify you personally. The guideline for creating the code is as follows:

The code consists of 2 elements:

1. The last 2 letters of your own last name. (Example: Van der Broek = EK)
2. The last 2 letters of your employee's last name. (Example: De Vries = ES)

Enter the 2 elements (4 characters) in the field below (for the current example, this would be: EKES)

## **Appendix B**

### **Measure Innovative Work Behavior**

#### ***Dutch***



Onderstaand staan een aantal specifieke werkgedragingen die te maken hebben met nieuwe ideeën. Wilt u aangeven hoe vaak uw medewerker deze werkgedragingen vertoont in zijn of haar werksituatie. [1 = nooit; 2 = sporadisch; 3 = af en toe; 4 = regelmatig; 5 = dikwijls; 6 = heel vaak; 7 = altijd]

Hoe vaak komt het voor dat uw medewerker in zijn/haar werk ....

[Idee-Generatie]

1. Nieuwe werkwijzen, technieken of instrumenten bedenkt.
2. Met originele oplossingen komt voor werkproblemen.
3. Creatieve ideeën bedenkt voor verbeteringen.

[Idee-Promotie]

4. Steun mobiliseert voor vernieuwende ideeën.
5. Bijval oogst voor vernieuwende ideeën.
6. Sleutelfiguren enthousiast maakt voor vernieuwende ideeën.

[Idee-Realisatie]

7. Vernieuwende ideeën uitwerkt tot werkbare toepassingen.
8. Vernieuwende ideeën planmatig invoert.
9. De invoering van vernieuwende ideeën grondig evalueert.

### ***English***

Below are several specific work behaviors that are related to new ideas. Could you indicate how often your employee exhibits these work behaviors in their work situation? [1 = never; 2 = sporadically; 3 = occasionally; 4 = regularly; 5 = frequently; 6 = very often; 7 = always]

[Idea-Generation]

1. Searching out new working methods, techniques, or instruments.
2. Generating original solutions to problems.

3. Creating new ideas for improvements.

[Idea-Promotion]

4. Mobilizing support for innovative ideas.

5. Acquiring approval for innovative ideas.

6. Making important organizational members enthusiastic for innovative ideas.

[Idea-Realization]

7. Transforming innovative ideas into useful applications.

8. Introducing innovative ideas into the work environment in a systematic way.

9. Evaluating the utility of innovative ideas.

### **Measure Task Interdependence**

#### ***Dutch***

De volgende vragen gaan over uw medewerker/leidinggevende. Geef alstublieft aan in hoeverre u het eens bent met de stellingen. [1 helemaal mee oneens; 7 helemaal mee eens; 4 niet mee eens, niet mee oneens]

1. Ik moet informatie en advies van mijn medewerker/leidinggevende vragen om mijn werk te kunnen voltooien.
2. Ik ben afhankelijk van mijn medewerker/leidinggevende voor de voltooiing van mijn werk.
3. Ik werk alleen; ik hoef zelden mijn werk te laten controleren of met mijn medewerker/leidinggevende samen te werken.
4. Ik moet nauw samenwerken met mijn medewerker/leidinggevende om mijn werk goed te kunnen doen.
5. Om zijn/haar werk te kunnen doen, moet mijn medewerker/leidinggevende informatie en advies bij mij inwinnen.

**English**

The following questions are about your employee/supervisor. Please indicate the extent to which you agree with the statements. [1 completely disagree; 7 completely agree; 4 neither agree nor disagree]

1. I need to receive information and advice from my employee/supervisor to complete my work.
2. I rely on my employee/supervisor to complete my work.
3. I work alone; I rarely need to have my work checked or collaborate with my employee/supervisor.
4. I need to closely collaborate with my employee/supervisor to do my work well.
5. For my employee/supervisor to do their work, they need to seek information (and advice) from me.

**Measure Trust****Dutch**

De volgende vragen gaan over uw medewerker/leidinggevende. Geef alstublieft aan in hoeverre u het eens bent met de stellingen. [1 helemaal mee oneens; 7 helemaal mee eens; 4 niet mee eens, niet mee oneens]

1. Ik kan op mijn medewerker/leidinggevende rekenen voor hulp als ik problemen heb met mijn werk.
2. Ik heb er vertrouwen in dat mijn medewerker/leidinggevende rekening met mijn belangen houdt bij het nemen van werk-gerelateerde beslissingen.
3. Ik heb er vertrouwen in dat mijn medewerker/leidinggevende mij op de hoogte brengt van onderwerpen die belangrijk zijn voor mijn werk.
4. Ik reken erop dat mijn medewerker/leidinggevende zich aan zijn/ haar woord houdt.
5. Ik vertrouw mijn medewerker/leidinggevende.

## English

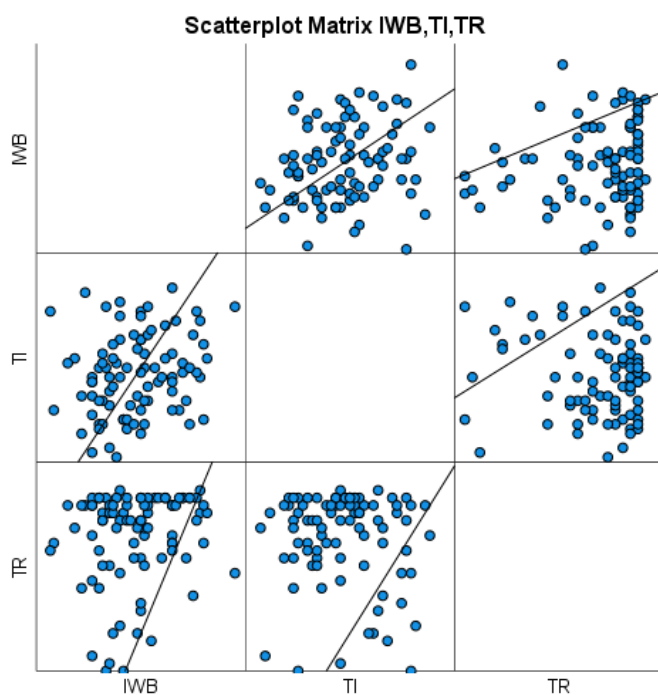
The following questions are about your employee/supervisor. Please indicate the extent to which you agree with the statements. [1 completely disagree; 7 completely agree; 4 neither agree nor disagree]

1. I am able to count on my employee/supervisor for help if I have difficulties with my job.
2. I am confident that my employee/supervisor will take my interests into account when making work-related decisions.
3. I am confident that my employee/supervisor will keep me informed about issues that concern my work.
4. I can rely on my employee/supervisor to keep their word.
5. I trust my employee/supervisor.

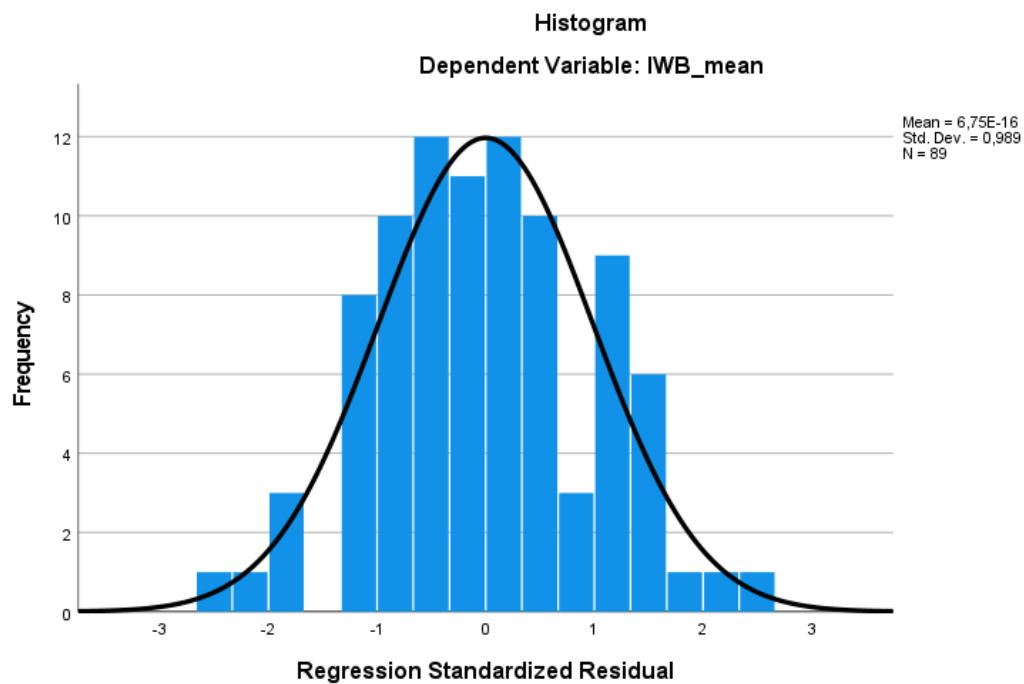
## Appendix C

### Linear Regression Assumption Checks

*Figure 1.* Scatterplot Matrix Linearity Assumption Check



**Figure 2.** Histogram for Normality of Residuals Assumption Check



**Figure 3.** Scatterplot for Homoscedasticity of Residuals Assumption Check

