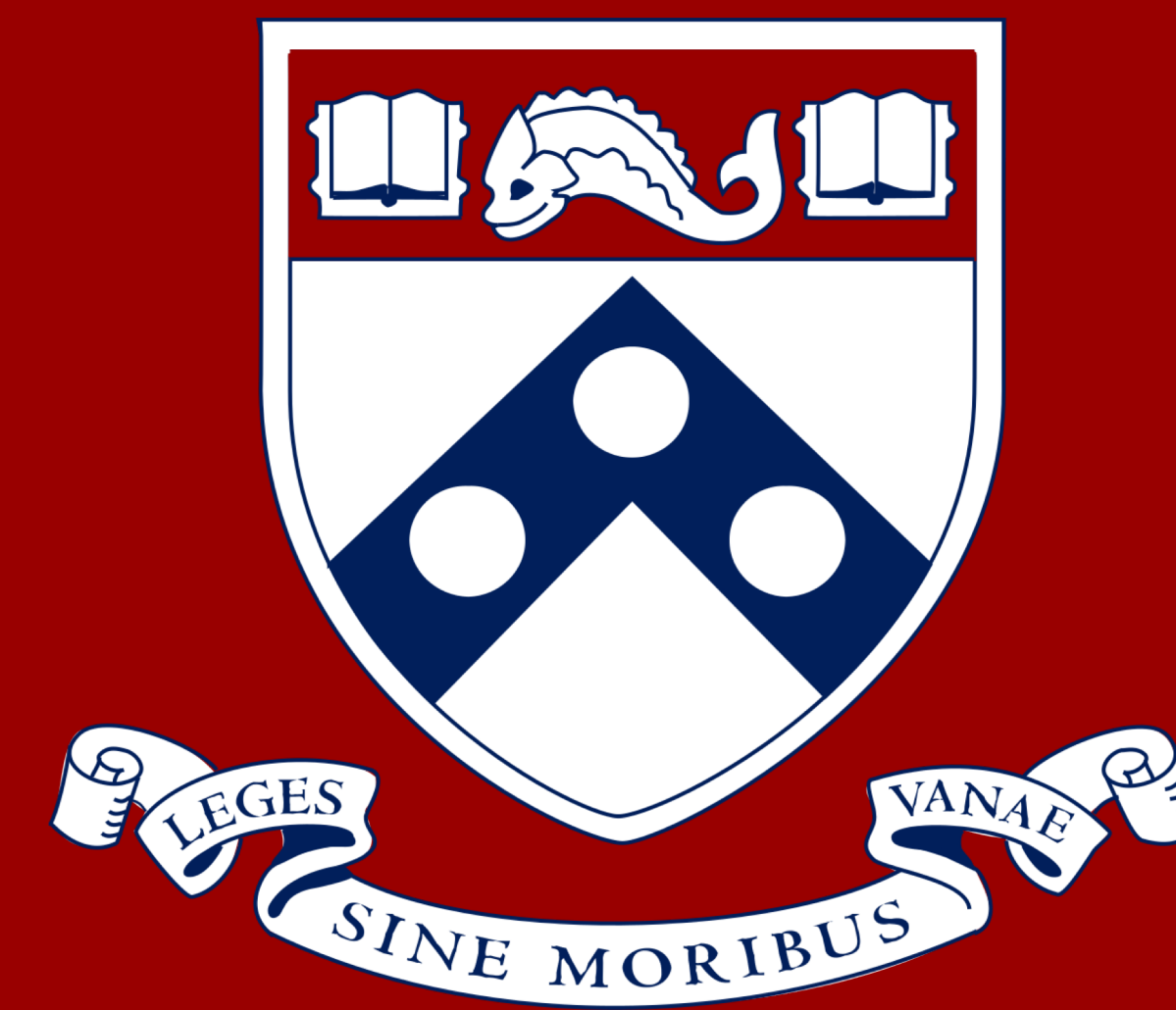
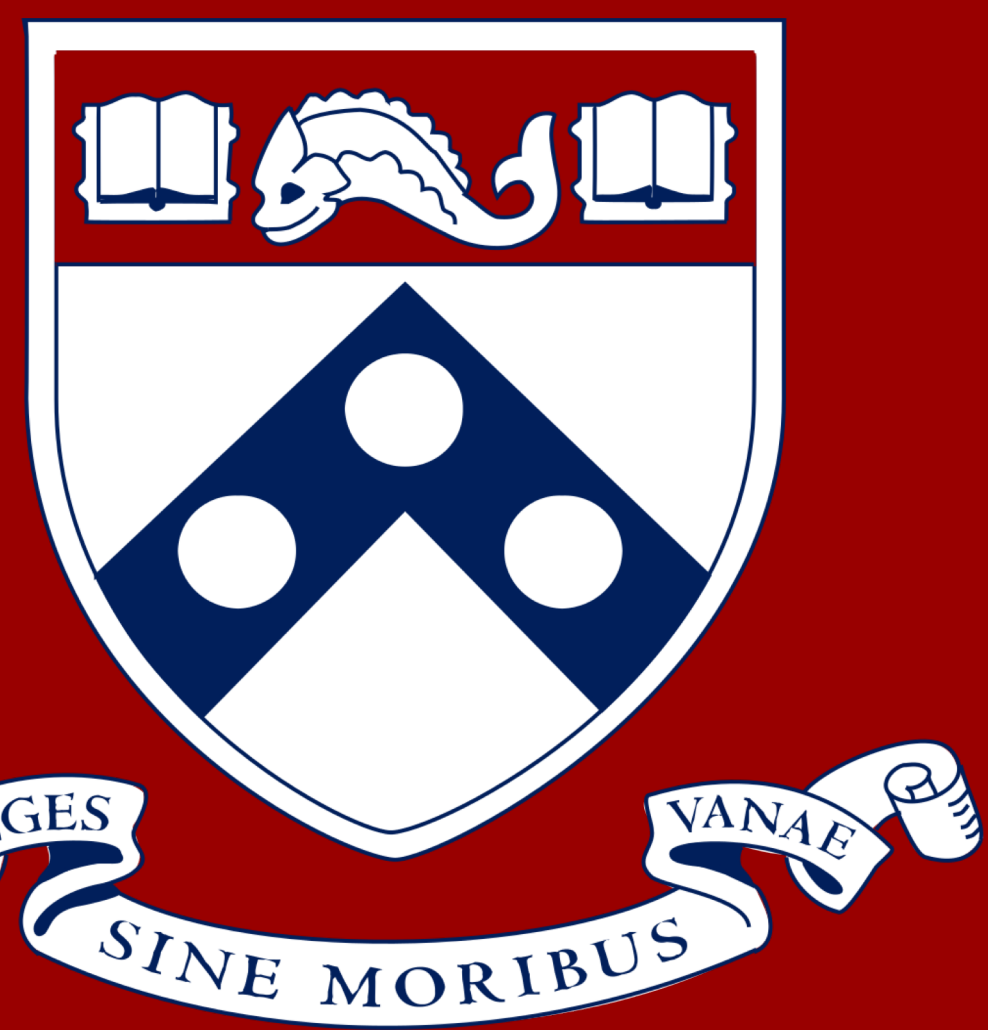


The Negative Effect of Working Just in Time on Interpersonal Judgments of Trust

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People who finish work *just in time* are trusted less than people who hold another work style.

INTRO

- How does working just in time, or starting and finishing a project right before it is due, affect interpersonal judgments of trust?
- Drawing upon attribution theory, we can say that one's work style will affect character attributions.¹
- Studies have shown that perceptions of higher self-control equal higher ratings of trust.²
- We hypothesized that participants would trust targets who work just in time less than targets who work another way as a just in time work style is seen as a lack of self-control.

METHODS

Study 1: Establishing the Effect

- N = 582 ($M_{age} = 38.4$)
- Participants were placed in 1 of 5 work style conditions for this experimental survey study
- Measures of trust: benevolent trust, competent trust, integrity-based trust, willingness to work with the target, desire to control the target's behavior

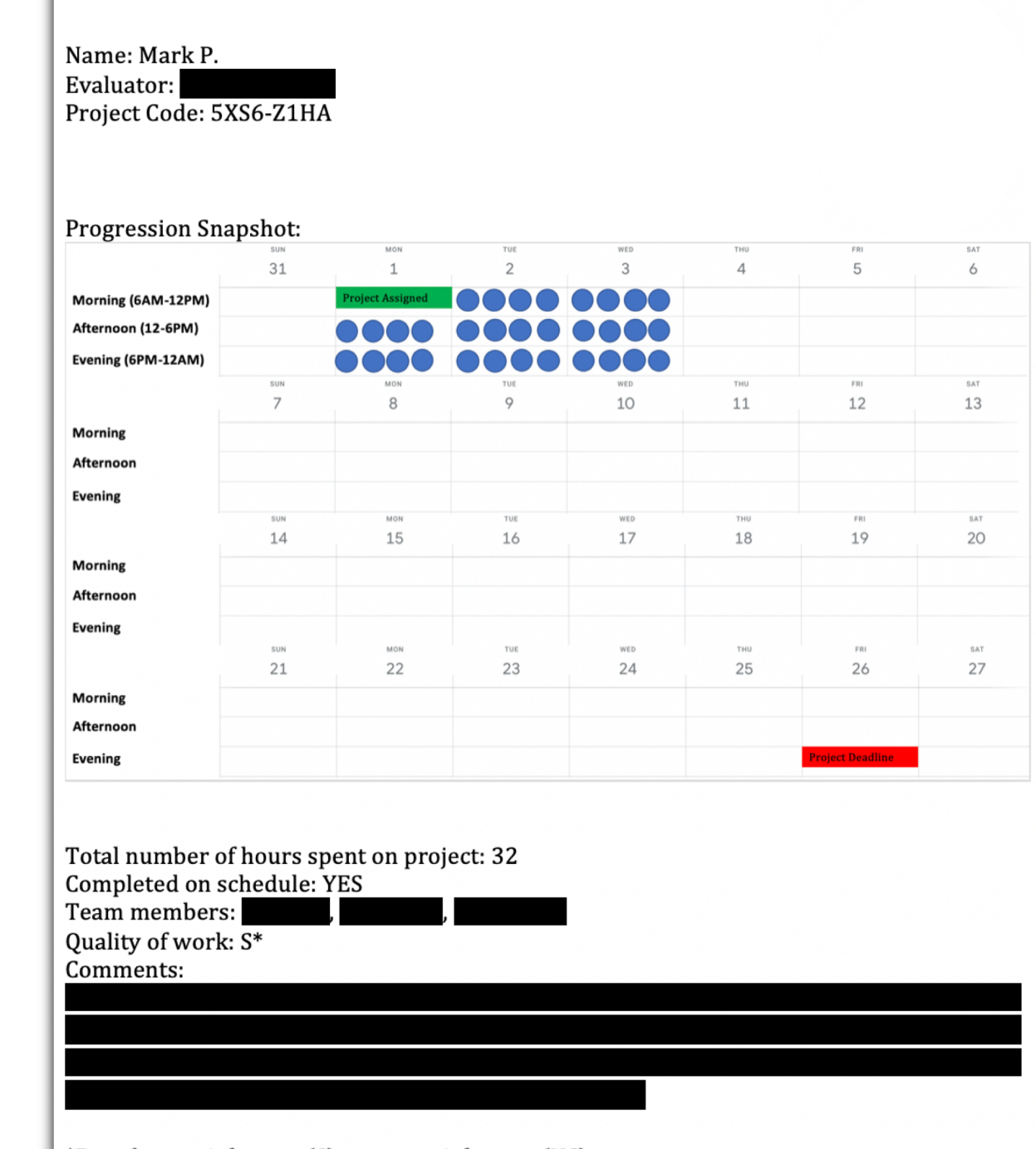


Figure 1. Project Task Reports

Study 2: Addressing Explanations

- N = 412 ($M_{age} = 35.6$)
- Participants were placed in 1 of 4 conditions for this experimental survey study: 2 (target's work style: *eating the frog*, *just in time*) x 2 (deliberateness of work: deliberate, not deliberate)
- Same measures used as in Study 1



Figure 2. Bar graphs of means and associated standard errors for measures of trust by work style condition

RESULTS

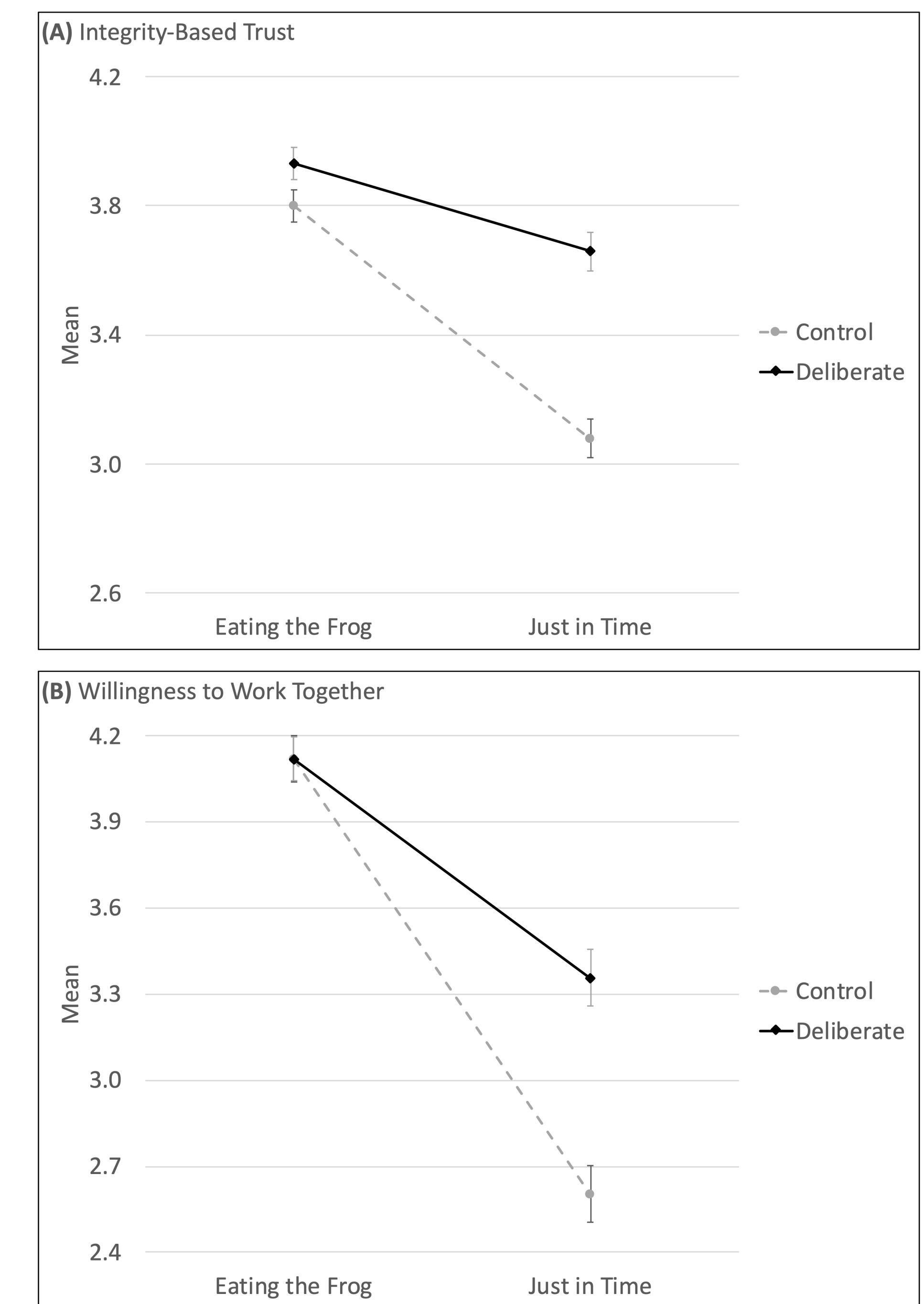


Figure 3. Linear visualization of how deliberateness moderates the effect of a just in time work style on measures of trust

DISCUSSION

- Even when we have flexibility in scheduling work, it seems that we must avoid starting and finishing work right before deadlines if we want to be trusted.
- To minimize negative attributions of trust, those who deliberately complete work right before a deadline should explicitly state their plan.
- To increase external validity for these effects, a future direction of research could be to record individuals' work styles in real group settings and operationalize them for a study.

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¹Kelley, H. H., & Michela, J. L. (1980). Attribution theory and research. *Annual review of psychology*, 31(1), 457-501.

²Righetti, F., & Finkenauer, C. (2011). If you are able to control yourself, I will trust you: the role of perceived self-control in interpersonal trust. *Journal of Personality and Social Psychology*, 100(5), 874.