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## **MEDIATION ROLE OF TRUST IN LEADER IN THE EFFECT OF ORGANIZATIONAL SUPPORT AND AFFECTIVE COMMITMENT**

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### **ABSTRACT**

The aim of this study is to investigate whether organizational commitment has a mediating role in the influence of trust in leader on affective commitment. For this purpose, data was collected from 275 participants working in hotel establishments in Alanya province through the survey. The relationship between the variables was determined by validating factor analysis for scale validity, and tests of the structural equity model and the goodness of fit model and regression analysis were performed. In order to test the role of mediation, the significance of the indirect effect was investigated at and the bootstrap method was used for this. The analysis found that trust in leader positively affects affective commitment significantly. As a result of the mediation analysis, it was determined that trust in leader has a partial mediation role in the relationship between organizational support and affective commitment.

**Keywords:** Organizational Support, Trust in Leader, Affective Commitment.

**Jel Codes:** M1, M10.

### **INTRODUCTION**

Public and private sector organizations require trustworthy leaders to carry out their operations effectively and keep up with transition. Organizations should then coordinate their operations to conform to age requirements and establish a sense of confidence in the workers. Leadership of both private and corporate existence has been a much bigger term. Trust is a concept that has been commonly looked at in relation to leadership. Trust in leadership by the followers is key to successful leadership (Monzani, Ripoll, & Peiró, 2015). Recent findings have found that leadership style has an effect on the trust of the workforce of their leader (Gillespie & Mann, 2004).

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Organizational support claims that workers develop a common understanding of the degree to which leaders respects their efforts and cares for their well-being in order to fulfill socio-emotional concerns and to determine the effects of additional affective commitment. This perceived organizational support would enhance the workers' feeling responsibility to help the company accomplish its goals, their loyalty to the enterprise and their hope that increased results would be rewarded (Eisenberger et al., 2001). Affective commitment is one of the main factors of concern in business and organizational behavior. Researchers are trying to grasp the causal antecedents. This research is intended to examine the connection between perceived organizational support, trust in leader and affective commitment. interaction with the company. In addition mediation role of trust in leader in the effect of organizational support and affective commitment will be examined.

## **1. THEORETICAL FRAMEWORK AND HYPOTHESES**

### **1.1. Organizational Support**

The perception of organizational support is to some extent defined as the organization's value to the employee's contribution and its interest in their well-being (Eisenberger et al., 2001). The perception of the interest and support that organizations offer to their employees is likely to influence employees' intentions and behavior. The general theme found in all definitions is that employees' contributions should be valued and their organizations should take an interest in the welfare of employees. According to organizational support theory, the perception of organizational support developed as a result of employees' tendency to assign human values to the organization. Levinson (1969) stated that the movements exhibited by the representatives of the organization were perceived as the purpose of the organization, not as the representatives' own personal purposes.

Gouldner (1960) states that the principle of reciprocity is the basis for employees with a perception of organizational support to demonstrate appropriate workplace behavior. In particular, it is human nature to respond with kindness in exchange for kindness. According to organizational support theory, employees develop a perception of organizational support in response to the satisfaction of socio-emotional needs and the reward of increased effort given against the organization (Eisenberger et al., 2002). These positive gains that employees gain through organizational support are the ones that employees make to the organization increases their affective commitment and causes their intention to leave work to be reduced or eliminated. (Aslan & İnce, 2019). Based on this proposition, employees will remain committed to their organization and show the greatest effort in doing their work for socio-emotional benefits such as material benefits and salary as well as caring (Eisenberger, Huntington, Hutchison, & Sowa, 1986).

### **1.2. Trust in Leader**

Trust was described as the belief of the individual that the subject of confidence would act in a manner beneficial to the individual, or at least not detrimental to the individual (Dasgupta & Gambetta, 1988). In general, trust has been described as the degree to which individuals are prepared to depend on others and to become susceptible to them (Tschannen-

Moran & Hoy, 2000). On the basis of this general concept, the employee's trust in his or her leader is characterized as a psychological condition of optimistic perceptions of the leader's actions or activities with respect to himself or herself in circumstances of danger (Premeaux & Bedeian, 2003). Mayer, Davis, and Schoorman (1995) expanded this concept and introduced the individual's ability to be responsive to the actions of the other dependent on the assumption that the other will be carrying out a particular activity essential to the trustee. The trust of the subordinates in the organizational superior represents, in part, their individual ability to confidence others (Rotter, 1971) and their faith in the entity embodied by the superior (Zucker, 1986). Trust ties, in particular those formed by workers with substantial organizational partners (for example, their supervisors), have important consequences for their attitudes and behavior at work (Xiong, Lin, Li, & Wang, 2016). In line with this viewpoint on the facilitative impact of trust, several studies have reported that positive work results occur when workers trust their leaders; for example, affective commitment (Bobbio, Bellan, & Manganelli, 2012; Xiong et al., 2016).

### **1.3. Affective Commitment**

Affective commitment is described as "an affective or emotional connection to the organization in such a way that the highly committed person accepts, participates and enjoys participation in the organization" (Allen & Meyer, 1990). Porter, Steers, Mowday, and Boulian (1974) described affective commitment as the confidence and recognition of organizational goals and principles, the ability to follow organizational goals, accomplishments and a strong desire to retain organizational participation. Employees maintain organizational goal success, acceptance of their core goals and values, and organizational membership they strive towards their will. (Büyükbese & Aslan, 2019) Meyer and Allen (1991) identified affective commitment as emotional connection, identification and participation in the organization. Affective commitment relates to the feeling of attachment and the sense of connection to the organization. Affective commitment relates to the feeling of identity and the sense of connection to the organization. It has been related to personal traits, leadership practices and organizational frameworks (Hartmann, 2000). Affective commitment is characterized as "identification, participation, and emotional connection to the organization" (Allen & Meyer, 1996). Studies have commonly found commitment to be made up of two conceptually distinct yet empirically linked principles or elements of loyalty, respectively attitudinal and behavioral (Iverson & Buttigieg, 1999). Affective commitment is the extent of the individual's allegiance to the company and underlines his or her identity and association with it.

### **1.4. Relationship between Organizational Support and Trust in Leader**

The trust in leader is vital to the creation of a safe work environment (Cook & Wall, 1980). The formation of trust is a mechanism focused on the assumption that the other party would uphold its responsibilities (Robinson, 1996) and that its purposes are beneficial (Dooney & Cannon, 1997). The fact that workers are adequately supported is also a symbol of benevolence for them and enhances employee trust in the organization (Robinson & Morrison, 1995).

Along with the findings of longitudinal research, which indicate that an organization's trust rises when workers believe that the company is worried about their well-being and respects their contributions (Whitener, 2001). In the light of this knowledge we can propose this hypothesis:

H1. Organizational Support affects trust in leader significantly.

### **1.5. Relationship between Trust in Leader and Affective Commitment**

According to Bennis (1995) Trust ties leaders and their followers emotionally. In addition, trust in the leader was shown to influence a variety of organizational outcome such as the affective commitment of employees to the organization (Yang & Mossholder, 2010). For example, Dirks and Ferrin (2002) have found a positive correlation between leader trust and affective commitment. Yang and Mossholder (2010) found that the trust of employees in leader is positively linked to their affective commitment. Dirks and Ferrin (2002) and Burke, Sims, Lazzara, and Salas (2007) studies indicate that the trust of subordinates in their leader was positively connected to their affective commitment to the organization. In the light of this knowledge we can propose this hypothesis:

H2. Trust in Leader positively affects Affective Commitment significantly.

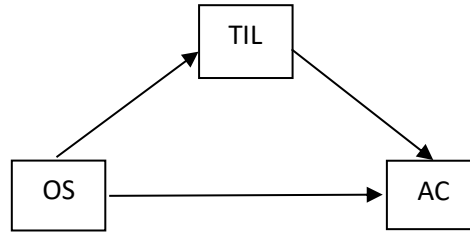
### **1.6. Relationship between Organizational Support and Affective Commitment**

The association between perceived organizational support and affective commitment has been clarified mainly in terms of social interaction (Lee & Peccei, 2007). Centered on the concept of reciprocity (Gouldner, 1960), the theory of social exchange (Blau, 1964) maintains that social existence is controlled by social exchange mechanisms. The link between perceived organizational support and Affective commitment have been studied in the literature by many researchers (Mathieu & Zajac, 1990; Meyer & Allen, 1997; Meyer et al., 2002; Mowday, Porter, & Steers, 1982).

## **2. METHOD OF RESEARCH**

This research, aimed at determining mediation role of leader trust in the influence of organizational support on affective commitment, firstly information on sample and scales are given. Then, analysis of the model was made based on the data obtained from the sample. In this context, factor analyses were carried out and correlations between variables were determined and structural equation model and goodness of fit tests were conducted on the existing model. The results of regression analysis between variables and hypothesis testing were also presented while the goodness of fit tests were conducted.

Within the scope of the research, the model shown in Figure 1 was created to reveal the relationships between variables.



**Figure 1: Model of Research**

## 2.1. Universe and Sample of Research

Hotel employees form the universe of research. Sample is the five-star hotel employees in Alanya province, which are selected by easy sampling method. It was planned to conduct a survey of 300 employee from 12 hotel. Of the surveys conducted, 20 polls were unanswered, while 5 polls were incomplete. Therefore, the sample was determined as 275. 150 of the employees are women and 125 are men. 116 of the employees are aged 18-29, 100 are aged 30-40 and 59 are in the age range of 41 and over. In terms of work experience, 94 of the employees have 1-4 years, 158 have 5-10 years and 23 have 11 years or more of work experience.

## 2.2. Scales of Research

**Organizational Support:** Eight items one dimensioned short version of the Organizational support scale developed by Eisenberger et al. (1986) was used. Respondents used a 5-point Likert scale to respond to each item. In the present sample, internal consistency scale was .82 on average.

**Trust in Leader:** 7 items one-dimension Marlowe and Nyhan's (1992) trust in leaders Scale was used. Respondents used a 5-point Likert scale to respond to each item. In the present sample, internal consistency scale was .91 on average.

**Affective organizational commitment:** Six items and one dimensioned scale designed by (Meyer, Allen, & Smith, 1993; Meyer et al., 2002) to test affective commitment. Respondents used a 5-point Likert scale to respond to each item. In the present sample, internal consistency of scale was .70 on average.

### 3. FINDINGS

The data obtained in the research was analyzed in SPSS 24 and Amos program. Validation factor analysis was performed to examine the structural validity of the measurement model, where all the scales used in the study were examined together. The scales and research model have been found to be in good harmony with data according to the values of goodness of fit achieved and presented in Table 1 (Gürbüz & Şahin, 2016; Meydan & Şeşen, 2015).

**Table 1: Goodness of Fit Scales**

Goodness of Fit Values	$\chi^2$	ddf	CMIN/DF	CFI	TLI	RMSEA
<b>Organizational Support</b>	44.522	11	4.047	.982	.949	.066
<b>Trust in Leader</b>	28.489	88	3.561	.992	.986	.061
<b>Affective Commitment</b>	4.967	44	1.242	.999	.997	.019
<b>Measurement Model</b>	353.255	146	2.420	.968	.963	.045

The correlation values between variables and the reliability and descriptive statistics of the variables are included in Table 2. Table 2 shows positive and meaningful relationships between variables.

**Table 2: Descriptive Statistics and Correlation Coefficients**

	Mean	SSd.	Skewness	Curtosis	1	2	3
<b>1.Organizational Support</b>	2.33	.61	-.031	-.255	(.82)		
<b>2.Trust in Leader</b>	3.03	.84	-.164	-.359	.316**	(.91)	
<b>3. Affective Commitment</b>	3.42	.58	-.521	-.164	.252**	.389**	(.70)

\*\*p<.001, n=275, the values given in parentheses are Cronbach alpha values.

In this part of the research, the structural equality model in Figure 2 was established in order to test the research hypotheses. In order to look at the significance of the indirect effects for the test of the mediation role, the Monte Carlo parametric bootstrap option used the highest probability method in the 95% confidence range of 5000 samples.

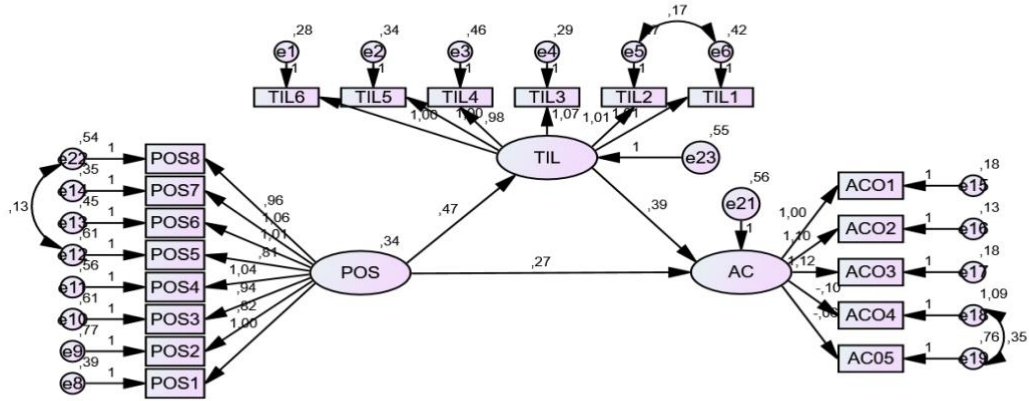


Figure 2: Structural Equation Model

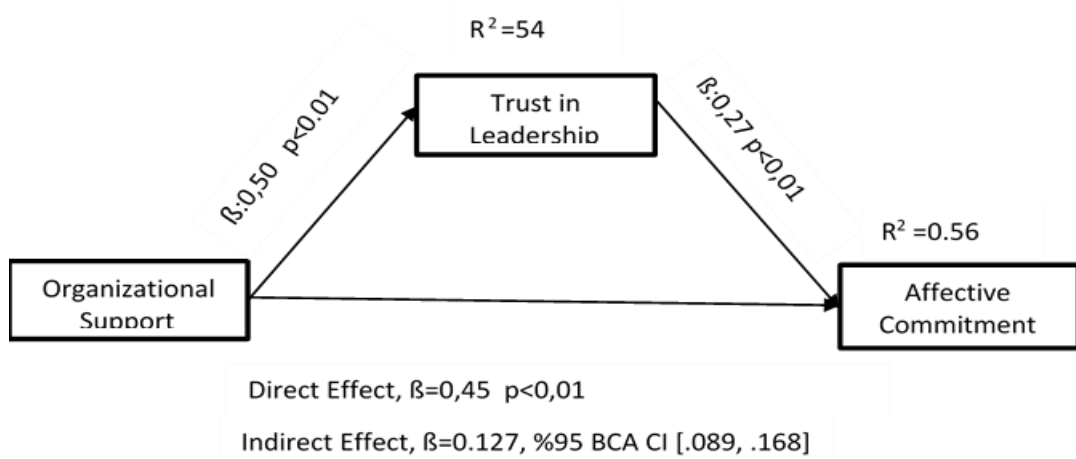


Figure 3: Mediation Model

**Note:** Values of non-standardized beta coefficients have been reported. R<sup>2</sup> values show the variance described.

The measurement model, consisting primarily of organizational support (eight items), trust in leader (seven items), and affective commitment (six items) variables, has been tested. Due to the normal distribution of the data, a covariance matrix is created using the maximum Likelihood calculation method (Gürbüz & Şahin, 2016). As a result of the analysis, acceptable values were reached in the values of compliance indices. However, it was assessed that it would be appropriate to exclude 2 items (AC06), (TIL7) from the analysis in the accepted threshold variable of RMSEA (0.08). On top of this, the measurement model was tested over 19 items and the RSMEA value (0.045) obtained as a result of the analysis was found to improve goodness of fit, indicating that the measurement model has been confirmed.

(X<sup>2</sup>[146,N=275]=353,255;p<.01; X<sup>2</sup> /sd=2,420;RMSEA=0.045;CFI=0.96;GFI=0.94).

After verification of the measurement model, research hypotheses were tested through the implicit variable structural model. First, H1 (organizational support→trust in leader) was tested and it was determined that organizational support effects trust in leader ( $\beta=0.50$ ;  $p<0.01$ ). In this case the H1 hypothesis was supported. Then H2 (trust in leader→ affective commitment) was tested. Accordingly, trust in leader has been seen to effect affective commitment. The H2 hypothesis has been supported.

In order to test the other hypotheses of the research, a separate model was established in which organizational support is the mediation variable. Accordingly, the effect of mediator variable trust in leader on affective commitment behavior ( $\beta=0.27$ ;  $p<0.01$ ) was found to be significant. In this case, the H3 hypothesis was supported. However, with the inclusion of trust in leader, which is mediation variable, in the model, the path coefficient from organizational support variable to affective commitment behavior was still found to be significant ( $\beta=0.40$ ;  $p<0.01$ ). Together with the trust in leader, organizational support explained 44% of the change (variance) in affective commitment behavior. The fact that the goodness of fit indices obtained from the path analysis are above the threshold values indicates that the model is compatible and acceptable with the data.

(X<sup>2</sup> 146,N=275]=353,255;p<0.01;X<sup>2</sup>/sd=2,420;RMSEA=0.045;CFI=0.96;GFI=0.94).

According to Bootstrap results, the indirect effect of trust in leader on affective commitment behavior through organizational support was found to be significant. ( $\beta=.064$ , %95 BCA CI [0.033, 0.100]). These results show that there is a mediated effect of trust in leader in the relationship between organizational support and affective commitment behavior. H4 is supported in this case.

## RESULTS

In order to determine the mediating role of trust in leader in the effect of organizational support on affective commitment, data collected through the survey analyzed in this research conducted in Hotel Enterprises in Alanya province. As a result of the analysis, it was determined that organizational support positively affects trust in leader significantly. This finding is consistent with the results of research aimed at determining the effect of organizational support on trust in leader (Dooney & Cannon, 1997; Robinson, 1996; Robinson & Morrison, 1995; Whitener, 2001). This finding suggests that organizational support aggravates trust in leader. In fact, leaders reflect the proximal ties between followers and the organization as a whole (Yukl & Becker, 2006), trust in leader is often believed to be strongly associated with support in the organization (Dirks & Ferrin, 2002). Moreover, due to the impact of organizational support, employees have positive feelings towards their institutions in accordance with the principle of reciprocity. As (Dirks & Ferrin, 2002; Yang & Mossholder, 2010) mention trust in leader has been shown to influence a variety of organizational results, such as employee affective commitment.

According to the findings of the study, Organizational support and trust in leader can be beneficial to the followers. This management and business assistance is invaluable because followers doubt how much leaders value their views and wishes.

As a result of the analysis conducted, the role of partial mediation of trust in leader in the effect of organizational support on affective commitment has been identified. This finding show that leadership trust has an enhancive role in the effect of organizational support and affective commitment. As the trust in leader diminishes, followers can see the leader as incompetent and lower their affective commitment to the organization. However, all the findings should be evaluated within the framework of the selected sample, preferred survey method, cross-sectional research limitations. The most important contribution of this study to the literature is to prove that trust in leader has a meditation role in the effect of organizational support on affective commitment. In this respect, this study will contribute to the literature is evaluated. For future studies, it is suggested that studies should be carried out that address the effect of variables such as leader-member interaction, transactional justice and distributive justice on servant leadership and affective commitment as mediation variables of dedication to work. For practitioners, it is recommended that work should be done to increase employee satisfaction and loyalty levels through fair management practices.

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