

The Mediating Role of Organizational Trust on The Effects of Servant Leadership and Organizational Justice on Organizational Identification

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Extensive Summary

Introduction

OI that provides positive job attitudes for employees who are the driving force to achieve organizational goals describes the level of interaction with the organizations which established voluntary commitment (Dennis and Winston, 2003). Certainly, the contributions of leaders in the formation of OI are noteworthy for researchers. (Wang et al., 2010). However, the leadership styles which applied are more important than the existence of the leader for the development of OI (Liden et al., 2008). Therefore, Greenleaf (2002, p.27)'s words "beyond being only showing the way, being volunteered for service" explain SL which characterizes leaders who ensure the development of OI. (Dennis and Winston, 2003). Thus, it has been hypothesized that;

H₁: SL behavior has a positive effect on OI.

Another important job attitude which has contribution to the formation of OI is employees beliefs of equality, justice and, consistency in their organizations reflect the perception OJ (Hopkins and Weathington, 2006). The height of the employees' OJ perceptions seem to be a significant and positive predictor for OI (Cheung and Law, 2008). Thus, it has been hypothesized that;

H₂: OJ perception has a positive effect on OI.

OT which reflects the beliefs of employees about the continuing of OJ is a wanted factor (Avcı and Turunç, 2012). It is argued that leaders who adopted approach of SL created OT beliefs on followers in organizations which placed OJ perception by senior management (Ashforth and Mael, 1989). The followers of SL leaders that have high OI degree who were motivated to high achievement can provide more positive attitudes for their organizations (Page and Wong, 2009). Thus, it has been hypothesized that;

H₃: SL behavior has a positive effect on OT.

H₄: OJ perception has a positive effect on OT.

H₅: OT level has a positive effect on OI.

It is argued that the lack of OT in the relationship between SL and OJ with OI prevents OI (Stuart and Ashforth, 2000). Hopkins and Weathington (2006) expressed that there are also indirect (mediation) effects of OT in the relationship between job satisfaction and organizational commitment with OJ. In this study, it was accepted that there were also indirect effects of OT in relationship between SL and OI or OJ and OI. Thus, it has been hypothesized that:

H₆: OT has mediating effect on the relationship between SL and OI.

H₇: OT has mediating effect on the relationship between OJ and OI.

Method

Procedure and Instruments

Research was carried out by electronic questionnaire with 191 employees of a leading electronics company in it's sector. The questionnaire has been developed with (1) Dennis and Bocernea (2006)'s scale of SL that was adapted to Turkish by Aslan & Özata (2006); (2) Colquitt (2001)'s scale of OJ that was adapted to Turkish by Özmen, Arbak and Özer (2007); (3) Mael and Ashforth (1992)'s scale of OI that was adapted to Turkish by Tüzün (2006); (4) Bromiley and Cummings (1996)'s scale of OT that was adapted to Turkish by Tüzün (2006).

SL scale consists of 14 questions and 5 factors. It's factors are love (1-3), empowerment (4-6), vision (7, 9), sacrifice (10,11) and trust (12-14), the scale is reliable $\alpha = 0.95$; OJ scale consists of 14 questions and 5 factors. It's factors are distributional (8-11), operational (1-7) and interactive (8-20), the scale is reliable $\alpha = 0.93$; OI scale consists of 14 questions and 5 factors, It's factors are distributional (8-11), operational (1-7) and interactive (8-20), the scale is reliable $\alpha = 0.76$; the short form of OI scale consists of 12 questions and 2 factors, It's factors are cognitive (7) and emotional (5), the scale is reliable $\alpha = 0.87$.

Findings

According to demographic indicators: 62,8% of participants are male (n=120); 52,9% of participants are high school graduate (n=101); 47,6% of participants are 26-35 age (n=90); 5,7% of participants are 11-15 years in work life (n=7), %93,7 of participants are employees.

The assessment of the factors of SL scale that "love" (Avg. = 3.21, sd. = 1.16) is high, the other four dimensions are low. The factors of OJ scale that distribution (Avg. = 2.81, sd. = 1.14) and operational are low (Avg. = 3.23, sd. = 0.85) and interaction (Avg. = 3.21, sd. = 1.16) is higher. The factors of OT scale that cognitive (Avg. = 4.23, sd. = 1.18) and emotional (Avg. = 4.17, sd. = 1.06) is high. The OJ scale levels (Avg. = 3.38, sd. = 0.96) was found.

According to the correlation between SL, OJ, OI and OT's cognitive trust factor there are significant and positive relationship between each other. However, the lower dimensions of each variable was found to among themselves significant and positive relationship. In contrast, the emotional trust dimension of OT has significant and positive relationship between only cognitive trust dimension.

The adaptation values of structural equation models which was created in order to test of hypotheses from H1 to H5 have been observed within acceptable limits. It was observed that SL directly affects to OI ($\beta = 0.20$; $p < 0.05$) and OJ directly affects to OI ($\beta = 0.59$; $p < 0.05$). This effects are supported by reference to H₁ and H₂. It was observed that SL directly affect to OT ($\beta = 0.21$; $p < 0.05$) and OJ directly affects to OI ($\beta = 0.59$; $p < 0.05$). This effects are supported by reference to H₃ and H₄. It was observed that OT directly affects to OI ($\beta = 0.62$; $p < 0.05$). This effects are supported by reference to H₅. In addition, OT has got indirect effect in relationship between SL and OI or OJ and OI. It may be mentioned partial indirect effect due to β fall down from 0.20 to 0.06 at the direct effect of OT on OI and the direct effect of SL on OI from 0.59 to 0.25 at the direct effect of OJ on OI. In light of these findings, Baron and Kenny (1986) argued that the provision in the third stage is also supported H₆ and H₇.

Discussion

According to literature of organizational behavior the researchers and the leading theorists have shown an intense effort in order to introduce of the SL approach as a valid model for today's organizations.

In the study, cause of "Love" dimension that reached to higher average value than the others; to ignore the worst features when assess a loved person, or to bring forth the best features are assumed to be due to the tendency of assessment. In this case, considered to be effective the emotional commitment like the relationship between mother and child, teacher and student, commander and soldier or leader and follower.

According to the analysis results; the values of transactional and interactional justice dimensions of OJ perception were higher than distributive justice. It is evaluated that the cause of having of distributional justice low value is people are not courageous in quest of own rights, being of abstinent and, being of assent to given. The cause of increased the values of transactional and interactional justice like SL's dimensions are considered value given to the bilateral human relations or, the leaders established well-interaction who much loved.

The cognitive and emotional trusts of the participants to own businesses were found relatively higher compared to other dimensions. Here again are evaluated that participants established emotional commitment with a good leader and, do a good exchange of information. It's understand that the participants made superior assessment on levels of OI. It's considered that the evaluation of these results, people have established a high level of confidence and so good interaction with leaders who is loved in organization which lived. It's understand that the participants made superior assessment for levels of OT. These results was shown that, people have trusted to their organizations by establishing high level of confidence and, so good interaction with leaders who is loved.

Results show that leaders that behaviors are similar with the features of SL approach provides followers experienced their feelings more easily and the protection of levels. Quality interaction between employees and management based on trust established by SL will influence to positive attitudes towards job. OT has got indirect effect on the relationship between SL and OI or OJ and OI. It was emphasized once more the importance of quality in relationship between OJ perception and SL in terms of OT. It was probably expected which having an indirect impact of OT on the

relationship between OJ and OI. However, the indirect effect of OT on the relationship between SL and OI was also not surprising. In this sense, it is argued that qualified and fiduciary relationship between the followers and SL bring organizational success in absolute terms. Otherwise, employees don't present high achievement to non-confidence organizations.

Especially like United States, the world's multinational corporations in many countries has been met with intense like moral and ethics interest inspiring dimensions of the SL approach and has tried through the development on these dimensions and size. According to the results obtained from this study reached the following conclusions; presenting consultancy in a proactive manner to the problems that may occur in HR issues; sharing issues that will help in solving the problems experienced in labor relations; take attention to some issues that may play important role in improving organizational performance.