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Transformational leadership and trust in leadership impacts on employee commitment

Abstract

Purpose -This study explores the effects of leadership style and trust in leadership on employees' affective commitment in the context of a global pandemic.

Design/methodology/approach -A total of 580 valid questionnaires were collected online, targeting hospitality and tourism employees working from home during a particular period of the COVID-19 Coronavirus crisis. Structural equation modeling was used to analyze the data with AMOS software.

Findings -The findings indicated that perceived transformational leadership was a positive predictor of trust in leadership and affective commitment. In addition to the positive contribution to commitment, trust in leadership also mediated the relationship between transformational leadership and organizational commitment.

Originality/value -The current study contributes to the literature on leadership and organizational commitment. The results of this study may provide a valuable guide to organizations, leaders, and young employees.

Keywords transformational leadership, trust in leadership, emotional commitment, China

Paper type Research paper

1. Introduction

The outbreak of the COVID-19 pandemic has brought unexpected consequences for many industries. Employees were frequently required to work from home, which made telecommunicating commonplace within many organizations. Even though such a working system has dramatically cut commuting time for employees, it also brings drawbacks. Unlike working in the office, face-to-face, employees are working remotely from their organizations. Employees may not be satisfied with such arrangements; thus, they may become less committed to their organizations (Chordiya*et al.*, 2017; Dirani*et al.*, 2020; Vyas and Butakhieno, 2021). New approaches to leadership style may come to be seen as partial remedies for changing organizational context and commitment (Yahaya and Ebrahim, 2016, Kirchner *et al.*, 2021).Transformational leadership inspires employees to be faithful in their leaders' vision beyond their own interests (Ng, 2017). Effective leadership style fosters favorable job outcomes (Wang and Rode, 2010; Li, 2018). Podsakoff (1990) highlights that transformational leaders reinforce the subordinates' trust in leadership. This increased trust may lead to a higher commitment to organizations (Ghazinejad*et al.*, 2018).

Research studies have shown that the hospitality and tourism industry has greatly benefited from advances in technology (Kandampully and Solnet, 2019; Shiwen*et al.*, 2021).During the COVID-19 pandemic, modern technologies played a significant role in keeping businesses operating. In a sense, circumstances forced stakeholders (employers, employees, consumers) in hospitality and tourism to accelerate their response to Gretzel*et al.*'s (2020) call for transformative research into the deployment of technology in the industry as a response to COVID-19. However, information asymmetry between leaders and subordinates caused by remote working also occurred, which may cause negative job performance due to potential distrust between the two parties. Transformational leaders can help improve performance through their unique leadership styles (Wang *et al.*, 2011). This study was designed as a cross-sectional study, and it aims to explore the influence of transformational leadership on

employees' affective commitment in the specific context of COVID-19 in hospitality and tourism employment and its consequences for the workplace. Work in this industry, globally, has been hugely impacted by the consequences of the pandemic and this has served to exacerbate what are already recognized to be challenging working conditions in normal circumstances (Baum *et al.*, 2020). This study also seeks to examine the mediating effect of trust in leadership on the relationship between transformational leadership and affective commitment.

1.1 Theoretical foundation

Weiss and Cropanzano (1996) proposed that affective events theory demonstrates how employees' behaviors were affected by the organizations' affective events and reactions. This theory reveals an emotional mechanism that shows how working environment or leadership style can motivate employee behavior. It provides a theoretical foundation for this research. Based on affective events theory, each individual's emotions may be stimulated by work-related emotional affairs, such as leadership trust, which, in turn, influences their subsequent attitudes and behaviors (Weiss and Beal, 2005).

Social exchange theory, proposed by Blau (1964), holds that a person would engage in exchange activities for the sake of their own interest, which is a reciprocal process. Leaders and subordinates share such exchange processes. Leaders implement appropriate measures to guarantee that their subordinates are acting correctly. As for employees, they acquire satisfaction by matching themselves to a preferred leadership style (Boezeman and Ellemers, 2014).

Affective events theory and social exchange theory jointly form the foundations of this study. While leadership behavior is carried out in exchange for specific employee job outcomes, employees emotionally commit on the basis of confidence, trust, and satisfaction. For example, during the quarantine period, some hotel leaders' decisions and positive behaviors significantly affected employees' actions. Many hotel

employees shared pictures of their hotels, their managers, and supervisors contributing to the frontline fight against the virus. They also expressed that they were proud of their hotels and emotionally moved by their leaders' behavior. Furthermore, because of the COVID-19 pandemic, the tourism and hospitality industries have experienced a period within which transformative technologies have been increasingly widely applied (Gretzel*et al.*, 2020). Transformative changes affect employees' psychological conditions (Sun *et al.*, 2020) and it is essential and ethical that leadership styles match with employee expectations in order to make them more committed and productive (Yu *et al.*, 2020).

2. Literature review and proposal of hypotheses
2.1 Transformational leadership and trust in leadership

Transformational leaders motivate their employees through specific leadership behaviors. Li *et al.* (2005) summarized four dimensions that contribute to a transformational leadership style: moral modeling, articulate vision, individualized consideration, and charisma. The attitudes of admiration, favorable impression, and respect along with trust are significant factors that impact on certain organizational outcomes (Dierksmeier and Pirson, 2010; Ghoshal, 2005). It has been found that older managers tend to embrace a personalized ethics approach or social contract in decision-making processes (Minett et al., 2009). This indicates that managers with more working experience were confident both in themselves and in their subordinates, and the ways that leaders seek to influence others in the workplace may result in employee respect and trust. Employees' preferences, with respect to perceived leadership style, may uplift employees' morality and commitment，and help to build a harmonious and supportive relationship between leaders and employees (Colquitt *et al.*, 2007). Trust in leadership refers to subordinates' trust in their leaders' leading style. In many cases, employees evaluate leadership qualities through the interaction process with their leaders (Yu *et al.*, 2020).So, they adjust their attitudes and behavior based on their perceptions. When employees perceive their leaders are trustworthy, a closer bond emerges between the two parties, which leads to higher work

performance (Appelbaum *et al*., 2004).

Transformational leaders consider their employees, they articulate vision to inspire their subordinates, and they also set up a moral model themselves to make their subordinates believes that fair treatment is available in the organization; thus, subordinates are satisfied and trust the leadership style (Yang, 2016).The perceived transformational leadership behaviors may lead to subordinates' recognition and acceptance of their leaders by creating a trustful atmosphere in the organization, reinforcing subordinates' expectations of their organizational goal. Based on the above analysis, the following hypothesis was proposed:

H1: Transformational leadership may positively affect leadership trust.

2.2 Trust in leadership and affective commitment

Trust in leadership's significance has been noted by scholars for decades (Dirks and Ferrin, 2002). It is a long-term process of mutual interaction between the leaders and their followers. The level of trust may affect the degree of social exchange, predicting followers' behavior (Podsakoff, 1990). When subordinates think their leaders are trustworthy, a harmonious and stable relationship may be formed. A reliable leader may enhance followers' job security and job satisfaction (Baum *et al*., 2016;Chen *et al*., 2020). Satisfied workers may enthusiastically follow and support their leaders and exert more effort to help achieve organizational goals (Kong, 2008). From an emotional perspective, they are more attached to their leaders and organizations; their affective commitment is enhanced (Yan *et al*., 2012).

Leadership trust may motivate employees to work efficiently and increase employee organizational citizenship behaviors. Leaders' concern and support may also encourage employees to contribute to the organization with a positive heart and attitude (Baruch, 1998). Therefore, transformational leadership may enhance employees' emotional attachment to their organizations (Colquitt *et al*., 2007; Riketta, 2002). Thus, the following hypothesis was proposed:

H2: Leadership trust may positively influence affective commitment.

2.3 Transformational leadership and affective commitment

Affective commitment refers to employees' emotional attachment, cognition, and participation (Allen and Meyer, 1993; Meyer *et al.*, 1993). Employees who are affectively committed to the organization are more likely to achieve their career expectations (Conklin *et al.*, 2013; Liu *et al.*, 2020). Such commitment creates a psychological bond between employees and their organizations. Transformational leaders are thoughtful, charismatic, and adept at sharing their vision with their subordinates (Li *et al.*, 2005), from which a harmonious leader-follower relationship can be created. A comfortable psychological working environment makes the employees' more emotionally dependent, thus enhancing the affective commitment (Baruch, 1998; Baruch and Rousseau, 2019).

Through articulating vision, transformational leaders may depict a bright future to employees, which inspires followers' intrinsic motivation and confidence for the future. Therefore, it enhances employees' affective commitment. Individualized consideration provided by transformational leaders includes guidance with the job and offering a resolution to subordinates' life and family problems. Thus, followers are emotionally attached and are inclined to dedicate themselves to the organizations. Eisenbeiss *et al.* (2008) found that such consideration help improves subordinates' recognition of corporate culture and enhance innovation. Transformational leaders' charisma, such as positivity, enthusiasm, openness, determination, and innovativeness, may ignite their subordinates' passion for work and enhance their followership (Wang *et al.*, 2018, Dai *et al.*, 2020). Transformational leaders lead their subordinates to work actively and improve their initiative (Khurosani, 2018). Further, employees' identity of the organization and emotional dependence will be significantly enhanced when their satisfaction and expectations are met. They tend to be loyal to the organization. Employees are willing to dedicate themselves to help achieve the strategic goals of the organization. Thus, the following hypothesis was proposed:

H3: Transformational leadership may positively affect affective commitment.

2.4 The mediating effect of trust in leadership

Trust plays a vital role in improving organizational performance and maintaining long-term organizational stability. Trust also has moral foundations in the way we perceive others and thus leaders should demonstrate their moral compass to followers in order to elicit response (Sunar, 2009). In the industry context of this paper, Minett et al. (2009) encapsulate the ethical and moral basis of transformational leadership when it really works. Adequate communication and close relationships may increase employee trust in their leaders and leadership behavior. By explaining a vision for future development, leaders may encourage employees to accept organizational goals and increase their confidence in achieving these goals. All these may improve employees' loyalty and sense of belonging to the organization, leading to more effective job outcomes and enhanced job performance (McAlliste, 1995).

Employees may communicate with leaders actively and be proactive in their work when they receive care and consideration from their leaders (Kong, 2013; Pillai et al., 1999). Trust in leadership results in employees' positive emotional feelings toward their managers and loyalty to an organization (Pillai et al., 1999). Affective commitment is related to the emotional attachment, recognition, and participation of employees. Transformational leadership effectively promotes a morally-informed social exchange process between leaders and employees. Believing in the conduct of their leaders, subordinates tend to devote themselves to work and be more emotionally attached to their organizations (Mcallister, 1995). That is, trust in leaders may work as a mediator between leadership and organizational performance. Based on this, the hypothesis was proposed as follows:

H4: Trust in leadership may mediate the relationship between transformational leadership and affective commitment.

Please insert Figure 1 here.

3. Research methodology

3.1 Targeting sample

This study's target respondents are hotel employees born after 1980, who are the core workforce in the hospitality industry in China. The survey was conducted in four or five-star hotels in China's main tourist cities in Beijing, Qingdao, Jinan, and Hangzhou. To ensure that the respondents were objective in evaluating leadership style and affective commitment, a minimum working experience of one year was required.

3.2 Measurement items

Transformational leadership was measured using the instruments proposed by Li *et al*. (2005). The measurement items fit the context in China and are widely adopted by researchers. The instrument contains four dimensions and 26 items in total. Sample items are "My leader's ability is excellent" and "My leader is innovative". The measurement items of leadership trust were adopted from Leung *et al.*(2001). It includes five items, for example, "I believe that my leader is honest and upright" and "I believe that my leader treats subordinates fairly". As for affective commitment, items developed by Allen and Meyer (1993) were used. The measurement instrument includes six items and is extensively used by scholars to measure affective commitment. Sample items include "I feel happy to continue working in this organization" and "I feel that I am a member of this big family". Likert-7 measurement scale was adopted in this research.

3.3 Data collection

The survey was conducted online via Sojump. To guarantee the quality of response to the research, HR managers from the target hotel were contacted in advance, informing them of the requirement of the target respondents. As the survey was carried out on an anonymous and self-reported basis, invalid responses, for example, the same answers for all the questions, may exist. After all the questionnaires were collected, a data screening process was conducted to filterer missing data or invalid questionnaires.

Finally, 580 valid questionnaires were obtained.

3.4 Data analysis

Structural equation modeling with AMOS software was used to test the hypotheses. First, the individual measurement model was tested for each construct. Second, the overall measurement model was examined. Finally, the structural model and hypotheses were tested.

4. Results
4.1 Profile of the respondents

Of all the respondents, 54.8% were male, and 47.9% were female. More than 90% of the respondents were educated to bachelor's or master's degree or above. More than 70% of the respondents had less than five years' working experience, and their jobs were mainly management and technical positions.

4.2 Individual measurement model of transformational leadership

When testing the individual measurement model, the valid data collected were divided into two parts on a random basis. Each part has the same number of questionnaires. One data set was used to do exploratory factor analysis (EFA), and the other was used to do confirmatory factor analysis (CFA).

4.2.1 EFA of transformational leadership

The result of Bartlett's test of sphericity was significant, and the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was 0.89 (Field, 2005). The reliability of each dimension was 0.91, 0.89, 0.87, 0.86, and the confidence value of the overall scale was 0.94, all of which were greater than 0.70. The internal consistency of the scale was good, and the measurement scale was credible.

4.2.2 CFA of transformational leadership

EFA abstracted four dimensions, each of which had different measurement items, so it

was necessary to carry out CFA twice, including first-round and second-round CFA.

4.2.3 First-round CFA analysis

The test results showed that the model fits well with the data (x^2 =175.2, df=82, GFI=0.93, CFI=0.97, RMSEA=0.04). All the estimated values of standardized parameters were greater than 0.5 and significant (t > 1.96). Therefore, the structural validity of the model was ideal. AVE value was higher than 0.50, which indicated that the convergent validity was good. AVE was also greater than the square of the correlation coefficient, suggesting the discriminant validity was satisfactory.

Please insert Table 1 here.

4.2.4 Second-round CFA

The second-round CFA of the transformational leadership measurement model yielded the model fitting index: x^2 =18.8, df=14, GFI=0.93, CFI=0.97, RMSEA=0.04, showing that the model and data had a good model fit. The estimated values of the four dimensions' standardized parameters were all greater than 0.50, and the T value was above 1.96, which had reached a significant level statistically.

4.3 Individual measurement model of trust in leadership
4.3.1 EFA of trust in leadership

The EFA of leadership trust showed that the KMO=0.87, the result of Bartlett's test of sphericity was significant. The factor loading of the five leadership trust items was between 0.7 and 0.9, which was greater than 0.4. The overall reliability was 0.86, greater than 0.7, proving the scale's reliability and validity was good. All these combined to indicate that correlation generated valid and reliable factors (Field, 2005).

4.3.2 CFA of trust in leadership

The fitting index of the model was as follows: x^2=456.2, df=127, GFI=0.993,

CFI=0.997, RMSEA=0.036, indicating that the model fit the data well. The estimated values of all standardized parameters were above 0.5 and significant (t > 1.96). AVE value was 0.57, more significant than 0.50, and above the square of the correlation coefficient. Thus, both convergent validity and discriminant validity reached a satisfactory level.

Please insert Table 2 here.

4.4 Individual measurement model of affective commitment
4.4.1 EFA of affective commitment

EFA of affective commitment showed that KMO =0.90, and Bartlett's test of sphericity was significant. The factor loading of the six items of affective commitment ranged from 0.75 to 0.82, all greater than 0.40. The overall reliability was 0.87. The total variance of the explanation was 61.54%. The above statement showed that the measurement item might well reflect the variable of affective commitment, and the scale was credible.

4.4.2 CFA of affective commitment

The CFA of affective commitment was conducted with the other half of the data, which yielded the goodness of the index as follows: x^2 =32.8, df=11, GFI=0.999, CFI=0.99, RMSEA=0.031. The results indicated that the model and data fit well with each other. All the estimated values of standardized parameters were greater than 0.5 and significant (t > 1.96). Therefore, the structural validity of the model was ideal. AVE value was higher than 0.5, which indicated that the convergent validity was good. The AVE value was 0.54, which was higher than 0.50. It was also greater than the correlation coefficient's square, which indicated that the convergent validity and discriminant validity were good.

Please insert Table 3 here.

4.5 Overall measurement model

The overall measurement model yielded the goodness of index as follows:x^2=130.53, df = 87, GFI = 0.965, CFI = 0.986, RMSEA = 0.032, which indicated that the data was well fitted with the model. The normalized parameter estimates were both greater than 0.5 and significant (t-value is greater than 1.96). The AVE was above 0.5, indicating that the convergent validity was good. The AVE was also larger than the square of the correlation coefficient, and the discriminant validity was acceptable.

Please insert Table 4 here.

4.6 Structural model

The results showed that the fitting index of the model was ideal (x^2= 1067.81, df = 769, GFI = 0.965, CFI = 0.986, RMSEA = 0.032), and T value was greater than 1.96, which is statistically significant. Therefore, the structural model fits the data quite well.

As transformational leadership includes four dimensions: moral modeling, articulate vision, individualized consideration, and charisma, this study further examined the relationships between the four dimensions and the other two constructs. As shown in Table 5, the path coefficient value and significance level combined to indicate that the structural paths were both positive and significant. Thus, all the direct positive correlations were supported.

The mediating effect was examined based on the formulae of MacKinnon *et al.* (1995), and the significance level was calculated by the use of the Sobel Test. Indirect effect = a × b (where a indicates the path coefficient between the exogenous variable and the mediator and b is the path coefficient between the mediator and the endogenous variable). The significance level was calculated using the Sobel test. The results of the mediating effect of trust in leadership on the relationship between transformational leadership and affective commitment were: indirect effect coefficient = 0.11, t-value = 4.05, and p-value = 0.00. The results showed that the indirect effect coefficient was positive and significant (t > 1.96); thus, the mediating effect of trust in

leadership was supported.

Please insert Figure 2 here.

Please insert Table 5 here.

5. Conclusions

This study suggests that leadership style has marked psychological effects on employees. Subordinates with transformational leaders have a higher level of leadership trust. A higher degree of leadership trust increases the affective commitment that may contribute to organizational commitment. In addition, transformational leadership positively and directly influences affective commitment. Leadership trust was introduced as a mediator in the conceptual framework. The findings are consistent with what Yasir and Mohamad (2016) denoted in that transformational leadership style uplifts both leaders and subordinates' morality and motivation to a higher level. The COVID-19 pandemic has brought great challenges and a crisis for the tourism and hospitality industry (Gretzel*et al.*, 2020), which calls for the use of transformative technologies (Kong *et al.*, 2021) to reform the way that businesses are managed in order to better adapt to the unexpected circumstances. Transformational leading may mitigate the conflict between new business strategies and the old ones by improving employees' trust level and affective commitment levels. Under pandemic conditions, most employees were required to work remotely. Distant working can cause supervisory issues for leaders. Therefore, it is imperative for leaders to guide the subordinates to be moral and ethical in their behaviour. Results in this study highlight that moral modelling, articulate vision, individualized consideration and leader charisma fostered employees' trust and commitment. The results coincide with previous findings in the leadership literature (Minett *et al.*, 2009; Li *et al.*, 2005) in that suitable leadership styles contribute to better performances and outcomes.

6. Theoretical and practical implications
6.1 Theoretical implications

Theoretically, the current study contributes to the literature on leadership theories and career theories in three ways. First, this study explored how leadership styles might influence the subordinates' psychological factors from the perspective of affective events. Younger-generation employees tend to pay more attention to their emotional states, so it is vital to take their psychological feelings and moods into account (Kong *et al*., 2016). This study enriched leadership and career literature by providing the findings that perceived leadership style predicted the employees' organizational commitment.

Second, this study suggests that transformational leadership and trust in leadership employed together may lead to higher affective commitment. Enthusiastic and energetic leaders make their followers feel energized and recharged. By conveying a clear vision of the group's goals and an evident passion for the work, transformational leaders obtain admiration and trust from their subordinates. The positive emotions lead to higher levels of morality, motivation, and commitment. The findings of this study identified that the transformational leadership style (Minett *et al.*, 2009) was a positive one in helping employees achieve better career outcomes, which enriches the leadership theory.

Third, four dimensions of transformational leadership were analyzed in this study. It was identified that all four dimensions contributed positively to affective commitment. However, of these, charisma and moral modeling were the two critical factors with relatively higher contributions. The findings provided direction and guidance for future studies.

6.2 Practical implications

This study provides suggestions for organizations, leaders, and young employees. From an organizational perspective, transformational leadership was shown to be an effective leadership style to improve corporate performances. Working in an environment in which leaders and followers trust each other, the employees tend to enhance their capabilities, increase the need for self-realization, and make full use of their initiative (Kong and Song, 2011). Simultaneously, specific training processes (Tracey and Swart, 2020) should be offered to help the subordinates be transformational to achieve higher performances (Frieder *et al.*, 2018). Moreover, for

example, regular evaluation activities such as "my favorite leader" could be launched to promote the interaction activities between leaders and subordinates.

In terms of the leaders, transformational leadership style valuable to refer to (Bass and Steidlmeier, 1999).Leaders should adjust the appraisal system by considering employees. Transformational leaders share joys and sorrows with subordinates, always keep in mind that they will set good examples for their subordinates (Li and Mao, 2018). Leaders' positive and responsible behaviors may encourage and inspire the subordinates, from which respect from the subordinates was gained. Employees are willing to follow such leaders and stay in the organization to develop their strengths. Thus, their recognition and loyalty to the organization will be enhanced.

For employees, this study calls for high-quality leaders and tailor-made management activities (Liu, 2017). This study explored transformational leadership and trust from the younger generation perspective, and it sheds light on how to motivate and manage young talent. Generation Y employees in China are highly educated, energetic, and enthusiastic (Kong *et al*., 2016). Transformational leaders provide support and recognition, which can exert positive influences on their followers. For example, when young employees benefit from their leaders' career support, they tend to be proud of their jobs and reach a high level of job satisfaction (Kong *et al*., 2019). Therefore, it highlighted the necessity for leaders to set clear work goals and inspire the young generation to develop their potential.

7. Limitations and suggestion for future research

First, the limitation of this study lay in the sampling method. The questionnaire was mainly distributed by the social network through personal friends. Further research may expand the scope of the respondents and collected data of different ages. Second, this study was designed as a self-reported cross-sectional study, and social desirability problems may exist during the data collection process. In future studies, measures may be taken to reduce the adverse effects, and panel data can be employed.

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Figure 1. Theoretical Model

Transformational Leadership
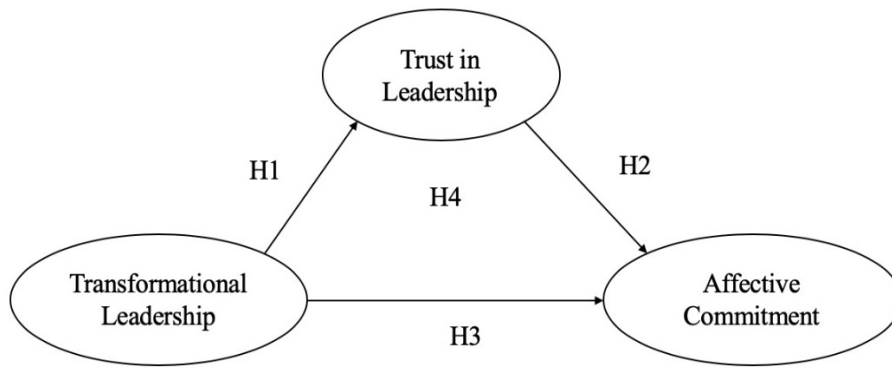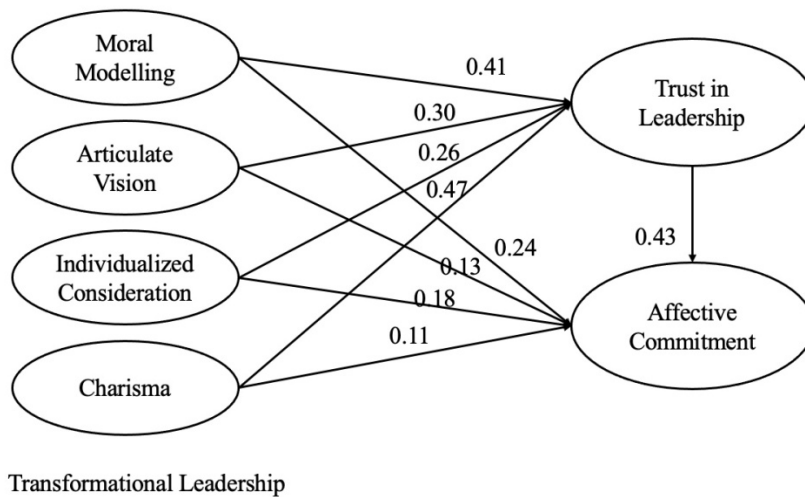
Figure 2. Final Structural Model with Path Results

Table 1. Correlations (Squared Correlation), Reliability, AVE, and Mean of Transformational Leadership

Construct	Moral Modelling	Articulate Vision	Individualized Consideration	Charisma

Moral Modelling	1.00			
Articulate Vision	0.47 (0.22)	1.00		
Individualized Consideration	0.55 (0.30)	0.54 (0.29)	1.00	
Charisma	0.49(0.24)	0.53 (0.28)	0.47 (0.22)	1.00
Reliability	0.79	0.81	0.85	0.90
AVE	0.57	0.59	0.52	0.51
Mean	3.99	4.11	4.02	3.69
Std.Dev.	0.70	0.73	0.72	0.73

Note: All are significant at the 0.01 level.

Table 2. CFA Results for Trust in Leadership

	Estimate	C.R. (t-value)	Std. Factor Loading	SMC
Factor 1: Trust in leadership				
Trust -> STL 1	1.00		0.79	0.63
Trust -> STL 2	0.87	17.08	0.74	0.55
Trust -> STL 3	0.98	18.66	0.82	0.68
Trust -> STL 4	0.92	17.45	0.77	0.59
Trust -> STL 5	0.84	13.96	0.63	0.39

Table 3. Correlations (Squared Correlation), Reliability, AVE, and Mean of Affective Commitment

Construct	AC1	AC2	AC3	AC4	AC5	AC6
AC1	1.00					
AC2	0.59(0.35)	1.00				
AC3	0.56(0.31)	0.53(0.28)	1.00			
AC4	0.52(0.27)	0.55(0.30)	0.50(0.25)	1.00		
AC5	0.57(0.32)	0.58(0.34)	0.54(0.29)	0.57(0.32)	1.00	
AC6	0.52(0.27)	0.58(0.34)	0.44(0.19)	0.51(0.26)	0.52(0.27)	1.00
AVE	0.54					
Mean	3.50	3.55	3.46	3.54	3.43	3.50
S.D.	1.02	1.15	1.02	0.97	0.88	1.03

Note: All are significant at the 0.01 level.

Table 4. Results of Overall Measurement Model

	Estimate	C.R. (t-value)	Std. Factor Loading	SMC
Transformational leadership (TL)				
TL-> Moral Modelling	0.96	11.99	0.71	0.50

TL->Articulate Vision	0.90	13.42	0.71	0.51
TL->Individualized Consideration	0. 89	12.85	0.72	0.51
TL->Charisma	1.00		0.71	0.51
Trust in leadership				
Trust -> STL 1	1.00		0.79	0.63
Trust -> STL 2	0.87	17.08	0.74	0.55
Trust -> STL 3	0.98	18.66	0.82	0.68
Trust -> STL 4	0.92	17.45	0.77	0.59
Trust -> STL 5	0.84	13.96	0.63	0.39
Affective commitment				
Affective commitment -> AC1	1.00		0.75	0.57
Affective commitment -> AC2	0.99	16.92	0.78	0.60
Affective commitment -> AC3	0.93	15.28	0.70	0.49
Affective commitment -> AC4	0.91	15.50	0.72	0.52
Affective commitment -> AC5	0.87	16.58	0.76	0.58
Affective commitment -> AC6	0.94	15.10	0.70	0.49

Note: All are significant at the 0.01 level.

Table 5. Path Results for the Final Structural Model (Hypotheses Testing)

Hypotheses/ Path	Coefficient	t-value	Results
H1: Transformational leadership-> trust in leadership	0.41	7.46**	Supported
H1: Transformational leadership-> trust in leadership	0.41	7.46**	Supported
1) Moral modelling -> trust in leadership	0.30	5.96 **	Supported
2) Articulate vision -> trust in leadership	0.26	5.07 **	Supported
3) Individualized consideration -> trust in leadership	0.20	3.86 **	Supported
4) Charisma -> trust in leadership	0.47	8.46**	
H2: Trust in leadership -> affective commitment	0.27	4.83 **	Supported
H3: Transformational leadership -> affective commitment	0.24	4.12**	Supported
1) Moral modelling -> affective commitment	0.24	4.82 **	Supported
2) Articulate vision -> affective commitment	0.13	2.68 **	Supported
3) Individualized consideration -> affective commitment	0.18	3.56 **	Supported
4) Charisma -> affective commitment	0.11	2.48**	Supported
H4: Transformational leadership-> trust in leadership-> affective commitment	0.11	4.05**	Supported

Note: All are significant at the 0.01 level.