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**EVALUATION MODERATING ROLE OF ORGANIZATIONAL
TRUST ON RELATIONSHIP BETWEEN LEADERSHIP STYLES
WITH EMPLOYEE PERFORMANCE**

Maryam Pourakbar* Islamic Azad university, Mashhad Branch Ma_pourakbar2@yahoo.com

* Corresponding author

ABSTRACT

Aim/Purpose The main objective of this study is to analyze the relationship between leadership style, performance, and organizational trust. In addition, it will look into the relationship between four leadership styles and employee performance moderating by organizational trust in the case of Shahid Hashemi nejad Gas Refinery.

Background The leadership is one of the key important functions in the organization. The leader is the one who can control factors and practices in the organization such as: individual rights, working conditions, and policies of the organization, assess progress and assign responsibility. In fact, how the leaders controls these factors and motivate the staff is and index of the extent to which the leader has been effective. For this reason, it is expected that the person who is the leader of an organization does necessarily have an understanding of how to perform all the duties of a manager. However, there has not been a complete research on the effectiveness of organizational trust in the relationship between leadership style (based on Likert's theory) and the performance of employees in government agencies. Therefore, the main research question is; whether organizational trust has a moderating role in the relationship between leadership style and employee performance.

Methodology The present study is applied research. The measurement instruments used in this research is a survey questionnaire. The Validity and reliability of the questionnaires are based on expert opinions. The statistical population of this research is all employees of Shahid Hashemi Nejad Gas Refinery using stratified random sampling. A total of 196 employees were selected as the sample of this study. The structural equation modeling (SEM) was perfumed in order to answer the research questions.

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Moderating role organizational trust on leadership style & employee performance

Contribution	This paper aims to focus on the sanctions, limitations and seriousness of the situation and prioritize steps to use the right leadership style in organizations.
Findings	In general, the findings of the research indicate the absence of evidence of a moderating role played by organizational trust (horizontal, vertical, institutional) in the relationship between leadership style and employee performance.
Recommendations for Practitioners	This paper-subtly suggests a certain course of action and serious recognition of flaws and deficiencies in the system that are obvious and emerges and which are critical and must be addressed.
Recommendation for Researchers	It is suggested that this type of research needs to be conducted in private-ownership organizations; that one measures and analyzes the impact of leadership styles on employee commitment and the effectiveness of management participation. Considering the level of performance of staff in relation to leadership styles, it is suggested that other factors that affect or interact with employee performance in the organization are investigated. For example, investigate factors affecting the establishment of authoritarian rule.
Impact on Society	All public and private companies can increase their employee performance by using and improving their leadership style.
Future Research	More research needs to be done in private organizations with respect to the impact of leadership styles on employee commitment; and with respect to the effectiveness of management participation versus authoritarian rule. There are other factors affecting or interacting with the performance of employees in the organization that should be investigated. For Example, to investigate the factors affecting the establishment of institutional trust in an organization.
Keywords	Leadership styles, organizational trust, employee performance, structure equation modeling

INTRODUCTION

In the organization, one of the vital factors determining performance is leadership. The leader of the organization controls factors such as individual rights, working conditions, policies and guidelines of the organization, recognition, and advancement. In fact, these factors and how well the leaders motivate employees reflect the quality and effectiveness of a leader. It is for this reason that one who is expected to be the leader of an organization is expected to have knowledge of how carry out all the duties of a manager. Human performance is defined as outcomes of a series of actions for achieving targets based on a specific standard. Actions may include observable behaviour or invisible mental processing (e.g. problem solving, decision making, planning, and reasoning). Organizational trust is divided into two parts, individual trust (trust between individuals) and non-individual trust (institutional trust). This type of trust is divided into two sub-categories: horizontal trust (trust between employees) and vertical trust (trust between employees and managers). Interpersonal trust is measured in terms of competence, benevolence and reliability. The issue of leadership has increased in recent years, and a variety of business, non-profit, and educational organizations as well as government organizations have used the appropriate leadership approach to manage their organization. However, the effectiveness of organizational trust in the relationship between leadership style and employee performance in government agencies has not been thoroughly investigated.

Thus, the main research question of the study is:

Does organizational trust play a moderating role in the relationship between leadership style and employee performance?

SIGNIFICANCE OF THE STUDY

The importance of doing this research is to know which leadership style can increase organizational trust, and indirectly is positively related to employee performance. When employees feel that the manager supports them, they are doing more with their loyalty and trust than their manager and organization.

REVIEW OF STUDIES FOR A CROSS SECTION OF INDUSTRIAL AND INSTITUTIONAL SECTORS

Human performance is defined as the outcomes of a series of actions for achieving targets based on a specific standard. An action may include visible behavior or invisible mental processing (e.g. problem solving, decision making, planning). Organizational trust is divided into two parts: individual trust (trust between individuals) and non-individual trust (institutional trust). In organizations, trust exists in two ways: individual and non-individual (institutional). The latter type of trust is divided into two types of trust: horizontal trust (trust among staff) and vertical trust (trust among staff and managers). Individual trust is based on merit, benevolence and reliability. Creating trust improves the effectiveness of the organization and reduces the costs of evaluation and control. The issue of leadership has increased in importance in recent years. In addition, a variety of business, nonprofit, and educational organizations, as well as government agencies, use the appropriate leadership method to manage their organization. McKee (1991) conducted research on leadership style, studying the relationship between the heads of public colleges and employee job satisfaction based on a sample of 321 respondents for public colleges. Based on his research the top job satisfaction is positively related to leadership style for job satisfaction among men in professional staff. Heller et al. (1993) reported that in an investigation into the relationship between the leadership style (orders, and participatory devolution) and the job satisfaction of teachers, 42 % of the 339 responded. The correlation between job satisfaction of teachers and leadership style was positive but not significant. However, another study (Armstrong et al., 2015) shows that lower stress from supervisors reduces the work stress and leads to higher job satisfaction. There are also other factors, which increase the job satisfaction and have positive impact on performance. Factors such as trust, exchange, and confidence are the most influential ones as indicated by many researchers (Chen et al., 2008; Hsu et al., 2010). Similarly, Bao et al. (2013) found a positive relationship between the individual and organizational well-being with leadership style. Moreover, there is evidence of the purported mediation of confidence and trust on the relationship between employee well-being and leadership style (Kumar & Saha, 2017). When it comes to moderation effect and performance, the variable power distance was mentioned in previous studies (Meydan et al., 2014). Although power distance is mainly cultural and it is more common in East society as compared to West, still employee performance are determined from impression of themselves in others' mind. On the other hand, environmental and competitive pressures have pushed employees to perform better. However, such arrangements involve trust between employees and their managers. As a result, this trust at the interpersonal level motivates employees to engage in extra roles to ensure individual improvement and organizational performance (Singh & Srivastava, 2009). Past empirical studies have confirmed the mediating effect of correlation between trust and employee performance in the schools (Cerit, 2013). As a result, many studies point out the importance of leadership on job satisfaction as well as how influential it is on team potency and individual performance (Schaubroeck et al., 2007). However, it is important to empirically examine the phenomenon of trust and its influence on the relationship between leadership style and employee performance in a changing business environment. The present study focused on key factors responsible for trust at the work place, organizational behavior and leadership.

THEORETICAL FRAMEWORK OF STUDY

Rensis Likert and his colleagues at the University Of Michigan Institute Of Social Research have emphasized the need to focus on human resources and capital resources as assets that require decent

and appropriate management. As a result of numerous studies on organizational behaviour, Likert has developed and implemented organizational change plans at various industrial facilities. (Likert, 1961a). In addition, in his studies, Likert found that the common leadership style of organizations could be shown on a continuum of systems one to four.

System 1) Exploitative authoritative: In this style, the leader has a low concern for people and uses such methods as threats and other fear-based methods to achieve conformance. Communication is almost entirely downwards and the psychologically distant concerns of people are ignored.

System 2) Benevolent authoritative: When the leader adds concern for people to an authoritative position, a “benevolent dictatorship” is formed. The leader now uses rewards to encourage appropriate performance and listens more to concerns lower down the organization, although what they hear is often rose-tinted, being limited to what their subordinates think that the boss wants to hear. Although there may be some delegation of decisions, almost all major decisions are still made centrally.

System 3) Consultative: The upward flow of information here is still cautious and rose-tinted to some degree, although the leader is making genuine efforts to listen carefully to ideas. Nevertheless, major decisions are still largely centrally made.

System 4) Participative: At this level, the leader makes maximum use of participative methods, engaging people lower down the organization in decision-making. People across the organization are psychologically closer together and work well together at all levels.

ORGANIZATIONAL TRUST

Organizational trust includes two dimensions of interpersonal trust (horizontal and vertical trust) and non-personal trust (institutional trust) (Alonen et al., 2008). Horizontal trust refers to the trust between employees in an organization. Institutional trust refers to the trust of the organization’s members in the organization’s business and technical competencies, and trust in organizational structures and processes, such as its human resource policies. The chart below identifies conceptual framework of the relationships discussed above.

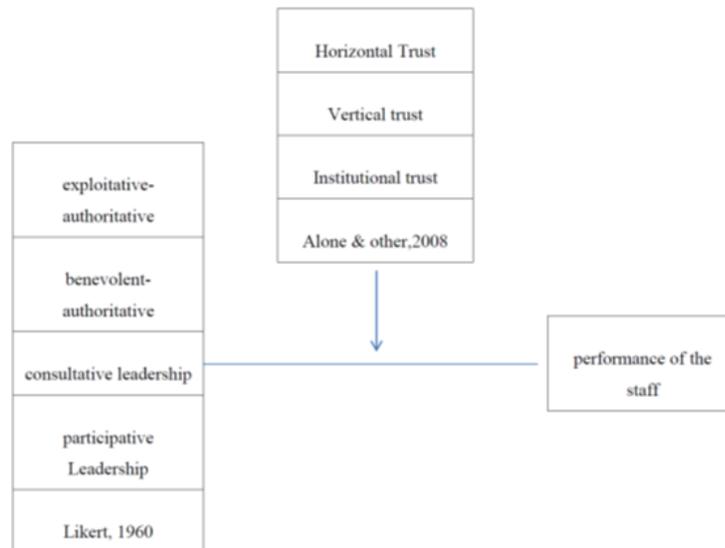


Figure 1: Conceptual Framework of the Study Adopted from theory of organization and management (Likert and Bowers, 1969)

METHODOLOGY

The present research is applied. The analysis is based on survey sample survey methods described below and correlation analysis methods based on structural equation modeling (SEM). The measurement instruments used in this research is a survey questionnaire that consists of the following components:

1. A Likert Scale questionnaire constructed by the researcher to determine leadership styles (Likert, 1961)
2. A questionnaire measuring organizational trust (Alone, 2008)
3. A Questionnaire Measuring Employee Performance Evaluation based on the goals set by Shahid Hashemi Nejad Gas Refinery.

The Validity and reliability of the questionnaires are based on expert opinions. The statistical population of this research is all employees of Shahid Hashemi Nejad Gas Refinery.

In this research, stratified random sampling was used to select the sample. Total sample of 196 employees were selected for the research study.

HYPOTHESES:

The basic assumptions and following hypotheses have been formulated and developed for the purpose of this study:

Ho₁: There is no meaningful relationship between leadership styles (Likert) and employee performance.

Ho₂: Organizational trust has no moderating role in the relationship between leadership styles and employee performance.

Sub assumptions:

Hypothesis 1 - 1:

Ho: There is no significant relationship between authoritarian leadership style and employee performance.

Hypothesis 2 - 1:

Ho: Between the style of leadership and advisory employee performance there is no significant relationship.

Hypothesis 3 - 1:

Ho: There is no significant relationship between counselling leadership style and employee performance.

Hypothesis 4 -1:

Between the style of leadership and Participatory Leadership, there is no significant relationship employee.

Hypothesis 1 - 2:

Ho: There is no Horizontal confidence in the relationship between the leadership style and employee performance moderating role.

Hypothesis 2 - 2:

Ho: There is no vertical confidence in the relationship between the leadership style and employee performance moderating role.

Hypothesis 3 - 2:

Ho: There is no institutional trust in the relationship between the leadership style and employee performance moderating role.

RESULTS AND DISCUSSION

The subject of the study was to investigate the role of moderation in organizational trust in the relationship between leadership style and employee performance in Shahid Hasheminejad gas refinery. The number of samples in this research, using the Cochran formula and the Morgan table estimated to be 196 of 400 people.

$$n = \frac{NZ\alpha/2}{e^2(N-1) + Z\alpha/2(p.q)} = \frac{400*(1.96)^2*0.5*0.5}{(0.5)^2(400-1) + (1.96)^2*0.5*0.5} = 196$$

Using stratified random sampling, the research area is divided into 4 units and then the sample size (196) is determined by the following formula for each unit. (See Table 1)

$$\frac{\text{Number in Each Population Strata}}{\text{Population Size (400)}} * \{(\text{Sample Size} = 196)\} = X_k$$

Where X_k equal the number of respondent in each of the $k = 4$ sample strata which presents in Table 1. In this research, we used three questionnaires: leadership style; organizational trust and employee performance evaluation.

RESULTS OF DESCRIPTIVE ANALYSIS

With respect to the characteristics of the selected sample, we collected data on five demographic characteristics, age, education, work experience, occupational status were investigated as follows.

Table 1: Number of Sample Unites Per Strata

Refinery units	Number of employees
Exploitation	174
Engineering	12
Education	5
Laboratory	5
Total	196

Out of 196 questionnaires, 121 of them were fully acceptable and therefore the response rate was 62%. The frequency of age distribution in the sample population indicates that the majority of sample individuals are over 40 years of age, indicating that the majority of employees (53.3%) are middle-aged in the sample.

Table 2: Respondents Age (frequency and percentage)

Age	Frequency	Frequency Percentage	Valid Percentage
Between 26 and 30 years	2	1.7	1.9
Between 31 to 35 years	25	20.7	23.8
Between 36 and 40 years	22	18.2	21.0
Over 40 years	56	46.3	53.3
Total	105	86.8	100.0
no answer	16	13.2	1.9
Total sum	121	100.0	

The review of number of graduates and general level of education indicate that most of the respondents have undergraduate degrees (54.2%). These selected sample results show that the employees at the Refinery have a relatively high level of education. According to Table 3, a number of 14 did not indicate their education. Most of the respondents had bachelor degree. These sample results show that the employees at the Refineries have a relatively high level of education (Table 3).

Table 3: Respondents Educational Level (frequency and percentage)

Education level	Frequency	Frequency percentage	Valid percentage
Under the diploma	2	8.3	9.3
Diploma	10	26.4	29.9
Associate Degree	32	47.9	54.2
Bachelor	58	3.3	3.7
MA	4	0.8	0.9
PhD	1	88.4	100.0
Total	107	11.6	1.9
no answer	14	100.00	9.3
Total sum	121	8.3	9.3

The number of years working and service experience suggests that most people in the sample group have a history of 5 to 10 years or more than 25 years of age, reflecting the collaboration of people with a relatively low experience, along with experienced people.

Table 4: Respondents Year of Experience (frequency and percentage)

Work experience	Frequency	Frequency percentage	Valid percentage
Between 5 and 10 years	31	25.6	28.2
Between 11 and 15	18	14.9	16.4

years			
Between 16 and 20 years	8	6.6	7.3
Between 21 and 25 years	22	18.2	20.0
More than 25 years	31	25.6	28.2
Total	110	90.9	100.0
no answer	11	9.1	
Total sum	121	100.00	

Frequency and percentage of job occupation in the sample group indicate that most people are in the operational category (91.5%).

Table 5: Respondents Position (frequency and percentage)

Job category	Frequency	Frequency percentage	Valid percentage
Middle	10	8.3	8.5
Operational	108	89.3	91.5
Total	118	97.5	100.00
no answer	3	2.5	
Total sum	121	100.00	

DISCUSSION AND PRESENTATION OF RESULTS OF STRUCTURAL EQUATION MODELING

Based on the research findings, the following results were obtained for the hypotheses:

Inferential statistics:

In this section, first, the explanation of the proposed method of analysis in this research (structural equation modeling) is discussed. Then, using this method, the research hypotheses are examined and tested.

Structural Equation Modeling

In research, the purpose of which is to test a specific model of the relationship between variables, we use the structural equation modeling (SEM) analysis. This model is a comprehensive approach for testing assumptions about the relationships of observed and non-existent variables.

One of the techniques used is the SEM Minimum Squares Division (PLS), which focuses on the variance of structures (Wu, 2010). In PLS, structural parameters and measurements are estimated through a repeated procedure, which combines simple and multiple regression with the least squares ordinary (OLS). Therefore, it avoids any assumption of the distribution of observed variables. The size of the sample required in the PLS is small (Pinto, 2008). This technique provides simultaneous assessment of the validity and reliability of the theoretical structure measurement tool. For evaluation of the measurement and structural models with multi-index structures with direct and indirect effects are also used (Chua & Chen, 2009). In this study, smart PLS software was used to investigate the research hypotheses.

Measuring the reliability of the questionnaire

Reliability is one of the technical characteristics of measuring instruments. The concept is concerned with how much measurements in the same conditions give similar results. The reliability range is between zero and one, and the closer this coefficient tends toward one, it is more reliable (Table 6).

Table 6: Reliability of the questionnaire

Variables	Cornbrash's alpha	Composite reliability coefficient (CR)
Exploitative-Authoritative Style	0.727	0.743
Benevolent-Autocratic Leadership Style	0.764	0.7
Consultative Leadership Style	0.702	0.757
Participative Leadership Style	0.7	0.720
Horizontal trust	0.763	0.744
vertical trust	0.759	0.713
Institutional trust	0.792	0.750
Employee Performance	0.941	0.511

Verifying the validity of the measurement model

This model is based on pre-empirical information about the data structure, and before conducting the path analysis (structural model), a confirmatory factor analysis (measurement model) must first be performed and, in fact, it is examined whether the selected structured questions provide an appropriate factor for measuring the dimensions studied in the research model. In the factor analysis, the closer the gain is to one, the fact is that the questionnaire has a stronger relationship with the variables and if the gain is zero, this means that there is no relation between the questionnaire and the variable. Negative factor load means reversal to influence the questionnaire question on the variable. The results of the confirmatory factor analysis are presented in Appendix (Table A1). Based on the results of the above table, it is shown that all markers of the studied structures are important because of the higher value of the t statistic from 1.96, and also the greater the factor load values than 0.3. To validate the validity, the instrument was used in addition to the structural validity of the convergent validity index. The convergent validity of this principle is that the indices of each structure are highly correlated with each other. For convergence validity, the AVE criterion is used. The value of this coefficient is from zero to one variable, which is accepted at values greater than 0.5. According to the results of the table below, it can be concluded that the indices of each structure are highly correlated with each other (Table 7).

Table 7: Convergence validity results

Variables	Convergent Validity (AVE)
Exploitative-Authoritative Leadership	0.506
Benevolent-Autocratic Leadership	0.508
Consultative Leadership	0.657
Participative Leadership	0.521
Horizontal trust	0.501

vertical trust	0.548
Institutional trust	0.584
Employee Performance	0.504

As mentioned earlier there hypotheses developed for this study to measure the relationship and correlation between the variables. The hypotheses are listed as below:

Ho₁: There is no significant relationship between authoritarian leadership style and employee performance.

In assessing the effect of authoritarian leadership style on employee performance, the level of leadership style of tyranny and staff is equal to -0.284. The absolute value of t-statistic is equal to 1.006 That Less than the number 1.96. As a result, with 95% confidence, there can be no significant relationship between authoritarian leadership style and employee performance. Therefore, the first Null hypothesis of research is accepted and the alternative rejected (Table 8).

Table 8: Route coefficient and T statistic for hypothesis 1

Path coefficient	T statistic	Standard error	Result
-0.284	1.006	0.282	Accept the Null hypothesis

Ho₂: There is NOT significant relationship between counselling leadership style and employee performance.

In the study of the effect of advisory leadership style on employees performance, the rate of path between conscientious leadership style and employee performance is equal 0.155. The absolute value of t-statistic is equal to 2.046, that more than the number 1.96. As a result, with 95% confidence, there reject the Null that there is not a significant negative relationship between consultative leadership style and employee performance and therefore, the Alternative hypothesis of the research is accepted: there is a significant relation (Table 9).

Table 9: Route coefficient and T statistic for hypothesis 2

Path coefficient	T statistic	Standard error	Result
0.155	2.046	0.0756	Reject the Null the hypothesis

Ho₃: There is no significant relationship between benevolent leadership style and employee performance.

In the study of the effect of benevolent leadership style on employees performance, the rate of path between benevolent leadership style and staff performance is equal -0.204. The absolute value of t-statistic is equal to 1.014 That Less than the number 1.96. As a result, with 95% confidence, there can be no significant relationship between benevolent leadership style and employee performance and therefore the alternative to Third hypothesis of research is rejected (Table 10).

Table 10: Route coefficient and T statistic for hypothesis 3

Path coefficient	T statistic	Standard error	Result
-0.204	1.014	0.2007	Accept the Null hypothesis

Ho₄: There is no significant relationship between participatory leadership style and employee performance.

In the study, the effect of collaborative leadership style on employees performance, the rate of path between the participatory leadership style and employee performance is equalled -0.082. The absolute value of t-statistic is equal to 0.738 that less than the number 1.96. As a result, with 95% confidence, it can be said that there is no meaningful relationship between the participatory leadership style and the employee performance, and thus the alternative of fourth Null hypothesis of the research is rejected (Table 11).

Table 11: Route coefficient and T statistic for hypothesis 4

Path coefficient	T statistic	Standard error	Result
-0.082	0.738	0.1113	Accept the Null hypothesis

Ho₅: Horizontal trust has no moderating role in relation between leadership styles and employee performance.

In the study of the effect of moderating Horizontal trust on the relationship between leadership styles and staff performance, the moderating effect of Horizontal trust is equal 0.275. The absolute value of t-statistic is equal to 1.341, that less than the number 1.96. As a result, with 95% confidence, Horizontal trust has no moderating effect on the relationship between leadership style and employee performance. As a result, the Alternative of the fifth hypothesis of the research is rejected (Table 12).

Table 12: Route coefficient and T statistic for hypothesis 5

Path coefficient	T statistic	Standard error	Result
0.275	1.341	0.205	Accept the Null hypothesis

Ho₆: Vertical trust has no moderating role in the relationship between leadership styles and employee performance. In the study of the effect of moderating Vertical trust on the relationship between leadership styles and staff performance, the moderating effect of vertical trust is equal 0.191. The absolute value of t-statistic is equal to 1.249, That Less than the number 1.96. As a result, with 95% confidence, the vertical trust moderator effect is not significant on the relationship between leadership style and employee performance. As a result, the alternative to sixth null hypothesis of the research is rejected (Table 13).

Table 13: Route coefficient and T statistic for hypothesis 6

Path coefficient	T statistic	Standard error	Result
0.191	1.249	0.153	Accept the Null hypothesis

Ho₇: Institutional trust does not have a moderating role in the relationship between leadership styles and employee performance.

In the study of the effect of moderating institutional trust on the relationship between leadership styles and employee performance, the effect of institutional adjustment moderator is equalled 0.303. The absolute value of t-statistic is equal to 1.436 that is less than the critical test value 1.96. As a result, with 95% confidence, the Institutional trust moderator effect is not significant on the relation-

ship between leadership style and employee performance. As a result, the alternative of the Seventh hypothesis of the research is rejected (Table 14).

Table 14: Route coefficient and T statistic for hypothesis 7

Path coefficient	T statistic	Standard error	Result
-0.303	1.436	0.211	Accept the Null hypothesis

CONCLUSION

In general, this study shows that there is no relationship between the authoritarian and the benevolent and participatory leadership style with the performance of the staff. But the counselling leadership style has a direct and significant relationship with employee performance. This may be specific to this particular company and its culture. Other findings of the research are the absence of evidence of a moderating role played by organizational trust (horizontal, vertical, institutional) in the relationship between leadership style and employee performance. This is perhaps a reflection that factors other than trust and goodwill among the members of the organization, (perhaps environmental and competitive factors and or professional training and learning attitudes) may be responsible for increasing the performance of the staff. Drawing on non-model assumptions, we conclude that age, background, gender, education, and occupational status of employees do not have any effect on the leadership style of managers. That is to say, managers, have their particular personal and social characteristics and that they choose a type of leadership style, which is actually applied in practice. Hence, staff characteristics also have no effect on leadership style. This is perhaps why in this case the overall result is that there is no relationship between the authoritarian and the benevolent and participatory leadership style with the performance of the staff.

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APPENDIX

Table A1: The results of factor analysis confirmation of variables

Variables	questions	Factor load	T statistic	standard error(SE)
Exploitative-Authoritative Leadership	q1	0.615	2.372	0.259
	q2	0.837	3.648	0.229
	q3	0.749	2.445	0.306
	q4	0.620	3.863	0.161
Benevolent-Autocratic Leadership	q5	0.582	3.624	0.161
	q6	0.827	4.954	0.167
	q7	0.708	4.285	0.165
Consultative Leadership	q8	0.905	5.200	0.174
	q9	0.704	4.112	0.171

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Participative Leadership	q10	0.756	7.341	0.103
	q11	0.650	2.005	0.324
	q12	0.794	2.119	0.375
	q13	0.678	3.427	0.198
Horizontal trust	QS1	0.960	3.048	0.315
	QS2	0.712	4.530	0.157
	QS3	0.640	4.860	0.132
	Qs4	0.620	3.065	0.202
	QS5	0.534	2.559	0.209
vertical trust	QS6	0.532	3.238	0.164
	QS7	0.727	2.024	0.359
	QS8	0.861	2.111	0.408
	Qs9	0.658	3.970	0.166
	QS10	0.869	6.427	0.135
Institutional trust	QS11	0.747	2.012	0.371
	QS12	0.825	2.928	0.282
	Qs13	0.706	2.633	0.268
	QS14	0.751	2.575	0.292
	QS15	0.789	3.351	0.235
Employee Performance	p1	0.634	6.460	0.098
	p2	0.554	8.317	0.067
	p3	0.634	6.524	0.097
	p4	0.610	6.481	0.094
	p5	0.737	11.338	0.065
	p6	0.659	5.085	0.130
	p7	0.823	9.389	0.088
	p8	0.694	6.657	0.104
	p9	0.668	6.142	0.109
	p10	0.754	10.102	0.075
	p11	0.888	15.804	0.056
	p12	0.849	13.347	0.064
	p13	0.635	7.815	0.081
	p14	0.608	6.860	0.089

	p15	0.585	6.744	0.087
	p16	0.688	8.827	0.078
	p17	0.620	5.834	0.106
	p18	0.698	7.484	0.093
	p19	0.657	4.812	0.137
	p20	0.646	6.556	0.099
	p21	0.757	10.406	0.073
	p22	0.610	5.474	0.111
	p23	0.886	15.885	0.056
	p24	0.823	12.380	0.067
	p25	0.699	7.544	0.093
	p26	0.799	12.459	0.064
	p27	0.679	7.835	0.087
	p28	0.816	11.320	0.072

Table A2: Data Collection Instrument of Study (Questionnaire)

Section one: Demographic Profile of the respondents:

Age	Gender	Education	Occupation	Job category

Section two: Leadership Style

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
How much the manager is sensitive to the attendance of the staff and emphasizes their timely presence.					
How much does the manager handle without consulting the staff?					
The manager is in the execution and execution of affairs, calling for the strict obedience of the staff.					
To what extent the manager emphasizes the implementation of directives and regulations.					
The administrator sometimes requests employee opinions.					
The manager likes to make decisions personally, but somewhat demands the opinion of the staff.					
How much the manager tries to impose on employees that their view is in their favor?					

Moderating role organizational trust on leadership style & employee performance

The administrator allows the subordinates to make decisions in very specific and specialized cases.					
The administrator gives employees some degree of freedom of action.					
The manager participates in determining the purposes and means of carrying out the work of the staff and trusts his methods of work.					
How much does the manager determine the type of rewards and appreciation by the aggregate?					
The staff finds out and their issues are easily shared with their manager.					
The manager honors employees and gives them the opportunity to comment.					

Section three: Organizational trust

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Company employees try to be fair in dealing with others and treat them with justice.					
I believe that the majority of the employees of the company are skilled in their field of expertise.					
Most of the time employees try to help each other and sincerely worry about each other's problems.					
Most employees in the company are loyal to their promise, and honesty is a key value for them.					
Most managers often try to help each other instead of merely watching each other's misunderstandings.					
Most executives in the company are loyal to their promise, and honesty is a key value for them.					
Managers of the company try to be fair in dealing with others and treat them with justice.					
I have a lot of confidence in the skills of company managers and I believe that they do their job skillfully.					
In this company, executives are typically honestly concerned about the problems of others and their needs and interests are important to them.					
Managers of the company have a lot of knowledge and know that they should be successful in their work.					
Our human resources activities are well supported by our operations.					

I believe the company is well-qualified in terms of its business and technology, and its processes are of high quality.					
I am satisfied with working in a company because it meets its obligations.					
In my opinion, the company looks at all people equally and with respect and takes into account the future and welfare of the employees.					
I am aware of corporate strategy and positively evaluate the orientation of top management towards the company.					

BIOGRAPHIES



Maryam Pourakbar is working at the Nahamin Pardazan e Asia Co. (As HR Manager) and Ferdowsi Business Accelerator (As Mentor). She has been teaching in Ferdowsi Academy for four years and delivering courses in leadership, design business models and entrepreneurship and innovation. She has also been involved in professional training for professionals.