

Transformational Leadership, Organizational Commitment, and Mediating Effect of Trust

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Abstract

This study has analyzed the interrelation between transformational leadership (TL) and organizational commitment (OC) so as to verify the mediating effect of their trust on OC, finding that charisma and intellectual stimulus have a significant effect on affective and continuous commitment. This finding is different from any existing arguments where the charisma of TL and the individual consideration are said to have a significant and positive effect on affective and continuous commitment. Furthermore, the mediating effect, which was expected to be highly relevant on the grounds of the findings of previous researches that any high trust of a leader would lead to a high level of OC of members, has been revealed as a complete mediation in the relationship of emotional trust between individual consideration and OC, which shows that the correlation between TL and OC may vary depending on the characteristics of an organization and its members both of which are sample objects.

This study, unlike most previous researches with their research samples in industrial fields, has estimated the growing interrelation of NGOs. Therefore, while this study itself may have its research-limit of specificity, it is expected to make a useful contribution to any future researches of the same category.

Keywords: Transformational Leadership, Organizational Commitment, Trust

JEL Classifications: M10, M12

I . Introduction

The speed and size of the change in the 21st century's business environments we are facing at the present have gotten so diverse that we can't cope with them in the management systems familiar to us. For more efficient actions to these rapidly changing environ-

ments, the leaders of any groups or organizations should take creative and competitive leadership. Since the beginning of history, an outstanding leadership has been taken in the growth and development of any community, yet that kind of leadership has also changed little by little due to unique properties and historical conditions of communities.

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A leadership suitable for these times must be innovative with not only highly adventurous spirit and excellent flexibility to environment changes but also ethics and morality which should be involved in innovation processes. The TL views organizational members not as the objects for mere economic exchanges but as new beings of higher level, encouraging them to seek for higher ideas and values beyond their own personal profits and to exhibit their maximum capability (Bass, 1985).

The TL, is a new concept to present the possibility for overcoming the restrictions of transactional leadership theory with constant limits to effectiveness improvement in organizations and to describe those leaders motivating their members by transcendental goals. Its earlier research was carried out by Burns (1978), and later, was systemized by Bass (1985). And at home and abroad, continuous follow-up researches on it have been going on.

A leadership, requires a great deal of trust between a leader and members, and therefore it is stated to be a necessary and sufficient condition for maintaining a stable cooperation system between the two (Korsgaard, Schweiger & Sapienza, 1995), which indicates that the trust should be considered as a very important factor in any study on leadership. Any situation where the TL is taken suggests that this kind of trust must be having an effect on its effectiveness (Yukl, 1989; Podsakoff, 1990; House, Spangler & Woycke, 1991; Pillai, 1996).

For this study, NGOs, were selected as research samples in order that the correlation between leadership and OC might be verified, for which this study has estimated the effect of the TL on the OC, a representative proxy measure for organizational effectiveness. Con-

sequently, this study is intended to make a contribution to any follow-up researches and organizational activation by verifying the mediating effect of members' trust on leaders.

II. Theoretical Background and Literature Review

2.1 Transformational Leadership and Trust

The TL, is to change members' way of thinking so that they may create new opportunities not just by obedience but by changing the frames for their cause, desire, value and thought. In addition, it is to change members so that they may develop themselves to be above their own personal interests for the realization of group interests, ultimately achieving their project goals (Bass, 1985).

Those previous leadership theories are mostly focused on the transactional leadership with the ground of interrelation between leaders and their members. However, the TL, has been widely accepted, whose sub-factors are charisma, individualized consideration and intellectual stimulus.

First, charisma means a leader's ability to lead members through such personal charms as self-sacrifice and service for securing their support by being acknowledged as a symbol of achievement by organization members. Second, the individualized consideration is an act of paying attention to natures, desires and conditions of organization members, taking them into consideration and respect them. Third, the intellectual stimulus is a behavior to spur them to hold novel and creative thinking by encouraging them to raise ques-

tions about their existing causes and values.

The earlier researches on the TL were mostly made up of inter-comparison with the transactional leadership. And since then there have been those researches on the factors adjusting the relationship between the TL and its performance.

Though the definitions of trust are so various that it is difficult to find any common ground. The lexical definition of trust is the expectation that members will behave with honesty, their speeches and actions will be consistent, and they will fulfill their promise, as well as that they will perform well in their roles. And also the trust can be said to be built not accidentally but out of active expectation on those who speak, act and make decision (Robbins, 2001).

Lewis & Weigert (1985) argues that trust includes content multi-dimensionality. Cognitive Trust is defined as making a decision about whether to trust any object on the ground of any knowledge or information on the object to be trusted. Emotional Trust is a subjective expectation or emotional fellowship that the behavior of the object will measure up the truster.

Actual trust means the will to increase the dependence on the objects to be trusted. This study, distinguishing cognitive trust from emotional trust, has additionally researched the influencing relationship of the TL on OC and the trust.

2.2 Influential Relationship between Transformational Leadership and Trust

Trust is considered very significant in the research of leadership. Preparing for any

change to their current risk-taking state, those following a transformational leader expect their leader's support. Any leader must secure the followers' trust to make it possible for them to prefer risks and plan for any new fields. Since trust is indispensable for angling for the commitment of followers, any transformational leader needs trust still more (Bass, 1985).

Yukl (1989) argues that their most important motivations for achieving more performance than expected are trust on and loyalty to their leader. The leader's traits acknowledged the most by those who follow their leader's values are honesty, integrity, and trust, and in particular, trust is the most significant medium to the TL. Accordingly, when an organization is on a razor-edge, the trust on a leader is indispensable (Mishra, 1996).

In order to improve any concrete trust on leadership, it is very important to clarify the organization's mission, emphasize its vision, consider personal concern and desire, offer a fair treatment, provide intellectual stimuli to those followers' thinking-way, and show them such actions as engagement in decision-making processes (Bass, 1985). Leader's acts motivating inspiration with charisma will lead them to feel the sense of unity to their leader and the hope for their future and organization, and finally make it possible for a strong sense of trust on the leader to be built, which ultimately enables to establish mutual trust and to arouse an emotional energy.

In addition, when a leader treats the members fairly with aggressive concern and consideration of the followers' desire, interest and welfare, their trust will grow (Mishra, 1996).

2.3 Relation between TL and OC

Leadership is related to members' organizational effectiveness, and in particular, the TL has been verified to be closely related with their performance (Perry, Pearce & Sims, Jr., 1999). A number of researches have verified the correlation between TL and organizational effectiveness. The organizational effectiveness, serves as a standard for evaluating the performance of an organization. The ways to measure an organizational effectiveness are goal approach which puts stress on productivity and Systematic Approach that emphasizes process, means and maintenance, the two of which should be harmonized for a desirable research.

The productivity indices include quantitative productivity, profits, and sales involve job satisfaction, OC, reactivity, employment separation rate, and absenteeism. This study has chosen job satisfaction and OC, the maintaining indices proper to duties as measurement variables. A great number of researches on leadership have the tendency of preferring OC to job satisfaction as performance of an organization (Meyer & Allen, 1991; Shamir, House & Arthur, 1993; Allen & Hackett, 1995).

OC is defined as the internalization of the value of the organization, the will to concentrate their efforts on achieving its goal, or the strong desire to remain as members of the organization (Porter, Steers, Mowday & Boulian, 1974).

The OC can be classified into the followings: first, Affective Commitment that the members want to remain in their organization because their value coincides with that of their organization, second, Continuous Commitment that they desire to be in the organization due

to the reward from their organization, and third, Normative Commitment that they try to remain in the organization because the sense of duty was or is formed before or after their involvement in the organization. Preceding researches show that the TL has a strongly positive relationship with affective commitment (Meyer & Allen, 1991; Bycio, Allen, & Hackett, 1995; Summer, Bae & Luthans, 1996). In many studies home and abroad, normative commitment was not distinguished as much as the other two and it is also thought to have considerably little effect on any leading variables (Hackett, Bycio & Hausdorf, 1994; Lahiry, 1996).

2.4 Correlation between Trust and OC

Trust, as a foundation enabling the social cohesion mainly among parties concerned, is defined as reciprocal faith on the other parties and core mechanism which simplifies the complexity of reasonable calculation (Lewis & Weigert, 1985).

Depending on objects, trust can be categorized into the following three: first, Vertical Trust between a leader and his members, second, Lateral Trust among colleagues, and, third, Institutional Trust related to the relationship among organizations or their systems (Cook & Wall, 1980). Trust is classified into Emotional Trust that members show strong and positive feelings toward the objects to be trusted and Cognitive Trust indicating rational reason for the reward resulting from trust, and the constant combination of the two brings about the behavior of trust (McAllister, 1995). On the other hand, it is supported that emotional trust exists after the foundation of cognitive trust becomes completely worthless (Zajonc, 1980).

Those members in the environment of higher trust may fulfill more efficient performance than those in that of lower trust, which suggests that the interpersonal trust is a significant factor to the effectiveness of a working group (Boss, 1978). The working relationship based on trust reduces the conflicts and the job-search intention while it increases the OC.

2.5 Mediating Effect of Trust on TL and OC

Transformational leaders must be able to lead such innovation that will trigger members' high-level desires for the presentation of long-term vision to their members and the pursuit of profit, create the atmosphere of trust between leaders and their members, and motivate the promotion of organizational effectiveness rather than personal gains in order to achieve more performance than expected (Bass, 1985), for which transformational leaders will emphasize their members' commitment to organization by setting up visions and inspiring members' self-confidence in the accomplishment. This is because the members try to maintain the balance in the exchange relationship with their organizations (Eisenberger, 1990).

Through TL that a dynamic organizational vision for any change to the organization can be created and for the realization of the vision, leaders induce a great deal of effort and commitment from their members (Pawer & Eastman, 1997). Furthermore, in order to materialize these visions transformational leaders will draw a great amount of effort and commitment from their members (Pawer & Eastman, 1997). Also a clear presentation of visions oriented for the organization develop-

ment on the ground of trust comes to motivate organizational change and business promotion. With this, senses of belonging and attachment to their organization are induced from the members, who will be faithful to their duties through identification of their values and visions with those of their organization.

The TL makes members call outdated values into question, induce them to explore alternatives, and lead them to engage in their organization activities voluntarily through stimulation, individual encouragement, or motivation so that the organizational effectiveness may be enhanced. But the trust formed in an organization makes the members cooperate with their leader, which enables them to make a commitment to their duties and organization by aggressively exhibiting their capability through positive work-relations. When members are aware that they are valued by their leader or their organization, they can be sure of their trust on the leader or the organization, and consequently their emotional commitment to voluntary engagement in organizational activities gets reinforced (Wayne, Shore & Liden, 1997).

III. Hypotheses and Research Models

3.1 Hypothesis Setting-up

Based on various studies on TL, 4 hypotheses for the correlation between the trust on TL and OC have been set up as the following.

<3.1.1> Avolio & Bass (1995) stated that when a TL is exercised, thanks to the establishment of trust between leaders and

members, the goal of any organization or team, which is beyond personal gains, will be accomplished. Kim Youn-Sook (2014) analyzed the correlation between TL and organizational trust, arguing that all sub-factors to the TL have a significant and positive effect on the organizational trust. Kim Jung-Wan, Kim Chung-Nam (2002) stated that the more a leader stimulates members with his or her leadership, the stronger the trust on the leader will get, for the members identify themselves with their leader and that the more trust on their leader there is, the higher the level of involvement and motivation gets. With the deduction that the behavior of TL should have effect on the members' trust on their leader, the following H1 has been established.

H1: TL will have a positive effect on trust.

<3.1.2> Harter & Bass (1988) said that when members have been able to recognize a powerful TL, the effectiveness of that leadership is realized more strongly, and Lee Duk-Ro (1994) revealed that in 13 small businesses the TL is a positive influence factor to job satisfaction and job engagement. Kim

Soo-Gyum, Hong Nam-Son (2015) set forth their view that the TL in small businesses has a significant and positive effect on the organizational outcomes. On the foundation of these research results, the following H2 has been deduced.

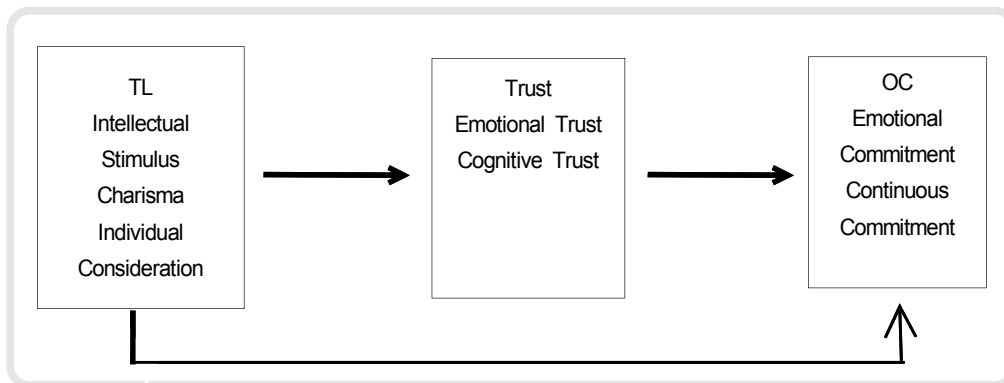
H2: TL will have a positive effect on OC.

<3.1.3> McAllister (1995), suggesting that trust has much to do with factors of OC and has a significant effect on organizational citizenship behavior, stated that since the level of cognitive trust on a leader was higher than that of emotional trust, some degree of cognitive trust was necessary for the enhancement of emotional trust. Kim Byung-Jik, Kim Ji-Yeun (2012) revealed that trust had enough influence on members' attitude and behavior to have a significant effect on OC. These findings enables to infer H3 below.

H3: Trust will have effect on OC.

<3.1.4> Kim Sung-Eun (2009) claimed that while the usefulness of cognitive trust on superiors to emotional commitment in the

Fig. 1. Research Model



relationship between the two dimensions of organizational effectiveness and trust had not been verified, emotional trust had a significant effect on emotional commitment. Then the group under a powerful TL will have a strong trust on their leader and keep a high organizational effectiveness. Based on these preceding dissertations, the following H4 has been established.

H4: The correlation between TL and OC will be mediated by trust.

3.2 Research Model

The TL, an independent variable, is classified into charisma, individual consideration and intellectual stimulus, and again the OC which is a dependent variable is categorized into emotional commitment and continuous commitment. Trust is divided into emotional trust and cognitive trust to be designed as parameters. With the hypotheses established for this study, <Fig.1> has been drawn for the analysis of mediating effect of trust between TL and OC.

IV. RESEARCHING METHOD AND RESULTS

4.1 Data Collection and Sample

The sample objects for this study are specific societies, NGOs made up of foreign students from diverse nations, in the universities in Jeonbuk, Kangwon, Daegu and Kwangju. The survey was conducted for 4 weeks from Dec 25 2015 to Jan 20 2016. The total 760 copies of questionnaire were distributed, 562 of

which were recollected. With the exclusion of 83 of them, which had undependable answers, the rest 479 copies were employed for analysis. Since the number of 479 is 74% out of the total, the rate of recollection is thought to be considerably high. Among the respondents, 123 (25%), 95 (20%), 161 (34%), and 100 (21%) are from Jeonbuk, Kangwon, Kwangju and Daegu respectively. Males are 209 (44%) and females 270 (56%). They are 10 professional instructors (2%), 301 student-leaders with a certain level of training (63%) and 168 new members (35%). Their ages are from 19 to 35, and those of 20~23 are 358 key respondents (75%).

4.2 Questionnaire Configuration and Analysis Method

The questionnaire with 42 questions was composed of three parts. MLQ on the TL developed by Bass (1995) was employed for the questions about leadership. Among the total 14 questions, there were 7 about Charisma, 3 about Intellectual Stimulus and 4 about Individual Consideration, all of which are the sub-factors to the TL. In order to measure the effectiveness of leadership, out of 16 questions 6 about emotional commitment, 5 about continuous commitment and 5 about normative commitment) developed by Meyer & Allen (1990), 11 were used with the exclusion of those 5 about normative commitment. For the issue of trust, which is a moderating variable, 12 questions developed by McAllister (1995) were applied, among which 6 are on cognitive trust and the other 6 emotional trust. Position, gender, age, attendance year and attendance times, all of which were demographics variables, were applied to the question configuration to be used as nominal scale. All vari-

ables of TL, trust and OC are made up of 5-point Likert scale. As an analysis method, Cronbach's Alpha Coefficient was employed for calculation so that the reliability might be verified. For measuring the validity of observed variables, a factor analysis was conducted with the exception of the factors with less than 0.5 validity and those not classified by factor. The statistical package of SPSS WIN 18.0 was utilized for statistical analysis.

4.3 Verification of Reliability and Validity of Variables

The analysis of TL's reliability(Cronbach's Alpha) shown at <Table 1> indicates Intellectual Stimulus $\alpha=.8013$, Charisma $\alpha=.8180$, and Individualized Consideration $\alpha=.7162$, all of which are considered to be satisfactory. Factor analysis was carried out for the verification of data validity. Principal component analysis and Varimax Criterion for Analytic

Table 1. Reliability & Factor Analysis of TL

Independent Variables	Reliability	Validity			
		Question	1	2	3
Charisma	.8180	1	.852	.132	.109
		2	.811	.135	.148
		3	.593	.162	.305
		4	.591	.371	.202
		5	.522	.263	.260
Individual Consideration	.7162	1	.240	.801	.160
		2	.212	.662	.328
		3	.194	.655	.286
		4	.185	.625	.204
Intellectual Stimulus	.8013	1	.202	.118	.839
		2	.196	.272	.773
		3	.200	.194	.746
Eigenvalue			6.293	1.404	1.174
Explained Variance %			44.951	10.028	8.389
Cumulative Variance %			44.951	54.979	63.368

Table 2. Reliability & Factor Analysis of Trust

Variable Identifier	sub-factors	Reliability	Validity		
			Question	1	2
Trust	Cognitive Trust	.8563	1	.858	.176
			2	.848	.287
			3	.795	.357
			4	.740	.140
			5	.712	.299
	Emotional Trust	.7776	1	.187	.901
			2	.124	.886
Eigenvalue			3.162	1.718	
Explained Variance %			45.174	24.545	
Cumulative Variance %			45.174	69.719	

Rotation were employed for the adoption of factors with Eigenvalue of over 1.0, which resulted in the loading of five factors as seen at <Table 1>. It shows that the total variance of 61.784% is comparatively high.

The measurement of the reliability(Cronbach’s Alpha) on the sub-factors to the trust estimated at <Table 2> shows cognitive trust $\alpha=0.8563$ and emotional trust $\alpha=0.7776$, both of which are satisfactory. Factor analysis was carried out for the verification of data validity.

Principal component analysis and Varimax Criterion for Analytic Rotation were employed for the adoption of factors with Eigenvalue of over 1.0. The total variance of 61.784% is persuasive.

As seen at <Table 3>, the reliabilities (Cronbach’s Alpha) of emotional commitment and continuous commitment, which are sub-factors to OC, are sufficient with $\alpha=0.7793$ and $\alpha=0.7263$ respectively. To analyse factors for the verification of data validity, principal com-

Table 3. Reliability & Factor Analysis of OC

Variable Identifier	sub-factors	Reliability	Validity		
			Question	1	2
OC	Emotional Commitment	.7793	1	.815	.166
			2	.779	.367
			3	.718	.228
			4	.664	.171
			5	.629	.169
	Continuous Commitment	.7263	1	.123	.875
			2	.352	.871
	Eigenvalue			2.648	1.632
	Explained Variance %			37.831	23.310
	Cumulative Variance %			37.831	61.141

Table 4. Multiple Correlation Analysis

Classification	Average (Standard Deviation)	1	2	3	4	5	6	7
Intellectual Stimulus	3.6270 (.6537)	1.000						
Charisma	3.8205 (.6299)	.531**	1.000					
Individual Consideration	3.3899 (.6668)	.495**	.524**	1.000				
Emotional Trust	2.8466 (.8928)	.328**	.315**	.578**	1.000			
Cognitive Trust	3.9599 (.6442)	.496**	.682**	.448**	.238*	1.000		
Emotional Commitment	4.074 (.6215)	.379**	.452**	.240**	.117*	.479**	1.000	
Continuous Commitment	3.2988 (.9919)	.166**	.156**	.054	-.015	.195**	.265**	1.000

* Correlation Coefficient is significant at the level of 0.05 (both sides).
 ** Correlation Coefficient is significant at the level of 0.01 (both sides).

ponent analysis and Varimax Criterion for Analytic Rotation were employed for the adoption of factors with Eigenvalue of over 1.0. The total variance of 61.141 is highly persuasive.

4.4 Analysis of Correlation with Descriptive Statistics Quantity

As shown at <Table 4>, the linear relationship seen at TL, trust and OC has a clear positive correlation with the TL at the independent variable of emotional commitment, while a weak one at continuous commitment. The correlation between intellectual stimulus and trust shows a positive, which is totally different from that found to have a negative in preceding researches (Podsakoff, et al, 1990; You Seung-Dong, 2001).

4.5 Hypothesis Verification

H1: TL will have an effect on trust.

First, H1 has been verified by examining what effect the TL has on the degree of cognition depending on the type of trust, a

parameter and also by conducting a multiple regression analysis to find out how much effect the TL has on trust.

Charisma ($t = -.822$) was found to have no effect on emotional trust, which shows that the degree of emotional communication between leader and members is low and has not been verified reasonably. On the contrary, individual consideration ($t = 6.323^{***}$) is seen to have a powerful effect on emotional trust, which explains that thanks to emotional communication the members become an In-group within their organization to engage in the organizational activities voluntarily and pleasantly so that they may contribute to the promotion of organizational effectiveness. Intellectual stimulus ($t = 3.023^{**}$) was found to have a general level of significant and positive effect on emotional trust.

The regression analysis showing a correlation between TL and cognitive trust revealed that since charisma, which is the highest factor, enables a leader's natural extraordinariness to turn up through his or her sacrifice and service which no one can copy while his or her behavior characteristics are being acknowledged by members, the cognitive trust

Table 5. Regression Analysis on Relationship between TL and Trust

Classification	Emotional Trust		Cognitive Trust	
	β	t	β	t
Constant	.864	3.141**	1.593	10.272***
Charisma	-.050	-.822	.520	10.023***
Individual Consideration	.385	6.323***	.159	3.034**
Intellectual Stimulus	.191	3.023**	.080	1.462
R ²	.231		.435	
F	31.873		78.465	

***: $p < 0.001$ **: $p < 0.01$ *: $p < 0.05$

is very high.

Individual consideration($t= 3.034^{**}$) has an average level of effect on cognitive trust. Members' awareness of individual consideration enhances cognitive trust, which results in increased organizational effectiveness. Intellectual stimulus($t= 1.462$) has found to have no effect on cognitive trust at all, which indicates that when a leader's behavior has not been verified until members are appreciated and persuaded enough to trust their leader, it will never be influential.

These findings not only agree with the appropriateness that there should be strategic approaches to enhance emotional trust on the basis of deductions in preceding dissertations but also suggest that it will be effective to exhibit a TL corresponding to emotional and cognitive trust for the purpose of promoting trust in the profit-making industrial fields as well as in those non-commercial NGOs which are sample objects for this study. Accordingly, H1 has been partly adopted.

H2: TL will have a positive effect on OC.

For the verification of H2, an investigation was carried out to see if the recognition of

transformation leadership has any significant effect on OC depending on its type, and also a multiple regression analysis was conducted as the first step to find out how much effect the leadership has on OC.

<Table 6> supports the argument of preceding researches that the charisma ($t=4.831^{***}$) of TL has a strong and positive effect on emotional commitment. It, however, shows an outcome different from the finding of preceding researches that individual consideration has a significant effect while intellectual stimulus does not(Lee, Deog-Ro, 1994).

This study has found that while intellectual stimulus($t= 4.464^{**}$) has some effect on emotional commitment, individual consideration($t=.381$) has none. The result of multiple regression analysis which was aimed to see if TL has any effect on emotional commitment that indicates members' voluntary participation supports the preceding research results in part. Charisma has effect on OC indifferently regardless of the types of sample objects and job characteristics, while intellectual stimulus and individual consideration were found to have different levels of effect on it depending on the two factors. The regression analysis for TL aimed at continuous commitment on the

Table 6. Regression Analysis on Relationship between TL and OC

Classification	Emotional Commitment		Continuous Commitment	
	β	t	β	t
Constant	1.952	8.548 ^{***}	1.706	4.737 ^{***}
Charisma	.295	4.831 ^{***}	.214	3.732 ^{**}
Individual Consideration	.024	.381	.012	.184
Intellectual Stimulus	.222	4.464 ^{**}	.105	1.515
R ²	.217		.084	
F	28.257		9.342	

***:p<0.001 **:p<0.01 *:p<0.05

basis of transaction relation has revealed that charisma($t=3.732^{**}$) has a common degree of significant effect on it. It, however, shows that neither individual consideration($t=.184$) nor intellectual stimulus($t=1.515$) has effect on continuous commitment, which implicates that the most effective type of leadership for beefing up OC of members is charisma. And it also suggests that it will be very efficient to realize the appropriateness to members and their job environments in case of any other types of TL. Consequently, H2 has been partly adopted.

H3: Trust will have a positive effect on OC.

The regression analysis has revealed the fact that the effect of emotional trust($t=1.970$) and cognitive trust($t=7.384^{***}$) on emotional commitment is totally different, which means that only the cognitive trust on a leader can induce a voluntary engagement. Likewise, another regression analysis about the effect of trust on continuous commitment, an transactional engagement, showed those of emotional trust($t=-.058$) and cognitive trust($t=2.960^{**}$) are not the same and that only the cognitive trust has a positive effect, which implicates that members commit to their organizations with a reasonable consideration of one thing

or another. This supports that emotional trust is increased on the ground of cognitive trust. That is, leaders try to understand their members not by forcing them to participate recklessly but through the communications with them in the organization and voluntary engagement in organizational activities so that the leaders may be persuasive with them. It implicates that only the cognitive trust established by a rational recognition of their organization and leader has a positive effect on OC. It also explains that the OC may vary depending on the degree of their reasonable recognition of their leader through communications with them and that the differentiation by leaders' honesty, fairness and extraordinariness can reinforce the OC. Accordingly, since H3 supports the findings of preceding dissertations, it has been partly adopted.

H4: The relationship between TL and OC will be mediated by Trust.

The first step of regression analysis for mediation at H4 was to conduct the regression analysis of parameters against independent variables, the second was to carry out that of dependent variables against those independent and the last was that of dependent varia-

Table 7. Regression Analysis on Relationship between Trust and OC

Classification	Emotional Commitment		Continuous Commitment	
	β	t	β	t
Constant	1.750	6.891 ^{***}	2.296	5.601 ^{***}
Emotional Trust	.107	1.970	-.003	-.058
Cognitive Trust	.400	7.384 ^{***}	.177	2.960 ^{**}
R ²	.201		.025	
F	38.559		4.885	

***: $p < 0.001$ **: $p < 0.01$ *: $p < 0.05$

bles against both independent ones and parameters at the same time.

The conditions for determining the roles of parameters are: the independent variables should have significant effects on parameters at the first step, they also should have significant effects on dependent ones at the second step and at the third step the parameters should have significant effects on dependent variables while the effect at this step must be smaller than that at the second step, when if the parameters is controlled and mediated at the third step the full mediating should not be significant between independent and dependent variables and partial mediating should be of significant relationship between

the two(You Seung-Dong, 2001).

<Table 8> shows that the emotional trust between TL and OC is playing a full mediating role between individual consideration and OC, where the emotional commitment is seen to have more full mediating effect than the continuous commitment. In case of mediation of emotional trust between TL and emotional commitment, the mediating effect of emotional trust between charisma and emotional commitment, between intellectual stimulus and emotional commitment is shown to be partial, which implicates that the emotional trust should be the ground for any promotion of OC through the individualized consideration of TL.

Table 8. Mediating Effects of Emotional Trust on Relationship between TL and OC

Classification	Step	Emotional Commitment		Continuous Commitment		
		β	t	β	t	
Charisma	1	.437	8.518***	.176	3.130**	
	2	.421	8.148***	.274	4.995***	
	3	Independent	.241	3.710***	.272	3.827***
		Mediating	.284	4.364***	.003	.044
	R ²		.220		.069	
	F		44.662		12.438	
	$\beta_2 - \beta_3$.180		.002	
Individual Consideration	1	.437	8.518***	.176	3.130**	
	2	.277	5.056***	.166	2.955*	
	3	Independent	.105	1.848	.110	1.769
		Mediating	.390	6.867***	.127	2.043*
	R ²		.194		.034	
	F		38.271		6.497	
	$\beta_2 - \beta_3$.160		.056	
Intellectual Stimulus	1	.438	8.518***	.176	3.130**	
	2	.388	7.378***	.222	4.002***	
	3	Independent	.244	4.418***	.180	2.927*
		Mediating	.331	5.986***	.098	1.585
	R ²		.234		.051	
	F		48.217		9.302	
	$\beta_2 - \beta_3$.144		.042	

***:p<0.001 **:p<0.01 *:p<0.05

The individual consideration between leaders and their members is a phenomenon of identifying the members with In-Group through closer familiarity to each other. Accordingly, the leaders' most effective leadership behavior is to encourage their members to voluntarily engage in the organizational activities with pleasure for the achievement of their goal while caring for each member's conditions with not task-oriented reason but the sense of sympathy. Charisma and intellectual stimulus may have a mediating effect on emotional commitment just like emotional trust does, and when the two does so, the utilization of emotional trust can still play a facilitatory role, which may not be enough. But

it also implicates that from the viewpoint of members' transaction its effect on continuous commitment will never increase through the emotional trust.

For the mediating effect of cognitive trust between TL and OC, a three-step mediating analysis was conducted in the same way as that in <Table 9>. It shows that the cognitive trust between TL and emotional commitment has a partial mediating effect in relations of emotional commitment with charisma, individual consideration and intellectual stimulus, which has confirmed that the cognitive trust is very important for the charisma of a leader to induce members' emotional commitment. It means that the leader's model of differentiated

Table 9. Mediating Effects of Cognitive Trust on Relationship between TL and OC

Classification	Step	Emotional Commitment		Continuous Commitment		
		β	t	β	t	
Charisma	1	.243	4.388***	.056	.992	
	2	.421	8.148***	.274	4.995***	
	3	Independent	.386	7.367***	.275	4.881***
		Mediating	.155	2.965**	-.006	-.101
	R ²	.220		.069		
	F	38.431		12.442		
	$\beta_2 - \beta_3$.035		-.001		
Individual Consideration	1	.243	4.388***	.056	.992	
	2	.277	5.056***	.166	2.955*	
	3	Independent	.209	3.413**	.178	2.806*
		Mediating	.145	2.371*	-.026	-.412
	R ²	.087		.022		
	F	15.783		4.440		
	$\beta_2 - \beta_3$.068		-.012		
Intellectual Stimulus	1	.243	4.388***	.222	4.002***	
	2	.388	7.378***	.056	.992	
	3	Independent	.345	6.134***	.233	3.898***
		Mediating	.115	2.042*	-.030	-.500
	R ²	.156		.044		
	F	29.586		8.112		
	$\beta_2 - \beta_3$.043		-.177		

***:p<0.001 **:p<0.01 *:p<0.05

and extraordinary capability should be exhibited for the realization of the emotional commitment which stands for members' spontaneity.

Individual consideration, too, is subject to the concern not tricky, extemporaneous or ambiguous but sincere and genuine. In terms of the leader's intellectual stimulus and emotional commitment, creative problem-solving approaches should be incessantly presented to the members through constant learning and integrated thinking with such intangible assets as the leader's experience and judging ability so that the members' voluntary engagement may be materialized on the basis of the very cognitive trust. However, the mediation of cognitive trust between TL and continuous commitment is not always effective. Accordingly, H4 has been partly adopted.

V. Conclusion

This study has been focused on the relevance between TL and members' OC. Its main purpose is to confirm the effect of TL on their OC and the mediating effect in the relationship between those sub-factors to the trusted leadership and the OC. Prior to any empirical analysis of this study, from various preceding researches were found the research result that the emotional commitment has the most positive effect between TL and OC (Bycio, Allen & Hackett, 1995). Therefore, this study not only has reviewed the correlation between OC and those sub-factors of a leadership on the ground of those findings in preceding researches, but also has measured the mediating effect of trust through step-by-step regression analysis methods.

The followings are the key results of this

study and the implications relevant to them. First, this research fully supports those existing arguments of preceding studies that emotional commitment has a positive(+) effect on the correlation between TL and OC. However, this study has revealed that it is not significant at individual consideration but has a strong and positive effect on charisma and intellectual stimulus, which is an outcome very different from that of Lee(1994) and implicates charisma may have another relationship with leadership and OC depending on the properties of research objects.

While the objects of preceding researches were the employees of small businesses with the quantitative performance-goal, those at this study are christian college students voluntarily sacrificing themselves for service to their organizations. Accordingly, this study has revealed that the leaders' charismatic leadership will be intensely developed for more OC of those members and a leadership behavior of intellectual stimulus can be a very useful tool.

Second, this study has found that the emotional commitment has no significant effect on the relationship between trust and OC and that the cognitive trust has a significant effect on OC and in particular, and it has revealed emotional trust has a strong and positive effect on emotional commitment, which implicates that when members have the same opinion on any value of higher dimension and definite vision or philosophy, they can be drawn to more dynamic OC through the leadership presenting clear vision, philosophy and direction.

Third, this study has also found that the trust on the relationship between TL and OC has a significant mediating effect on emotional commitment, which indicates that leaders

should be equipped with the attitude of making efforts and taking initiatives for self-development needed to materialize the promotion and raise of ability, integrity and benevolence which are all factors to secure members' trust for their more effective OC. Especially, since the groups of christian college students aim at the qualitative advance which requires ethics and morality, their trust on their leaders can't be emphasized too much. This is because those industrial fields aiming at quantitative goals are based on the trust on the ability to achieve certain performance while in any religious communities or organizations the trust on leaders' ethics and thoughts is the ground for judgment.

Since this study has been carried out with those objects of missionary groups with Christian idea, its findings may be different from those of preceding researches in some respects. Moreover, the members will be able to regard their leader not as a simple manager with independent leadership but subject to their own supervisors presenting absolute philosophy or vision to them. These can be pointed out as limits of this study, but since preceding studies tended to be extremely quantitative and focused on factors in the past, this study is very novel and meaningful in that it has verified the correlation between organization leaders and their members on the basis of qualitative and motivating factors. Consequently, this study is expected to make a great contribution to future researches on correlations of NGOs or any other organizations similar to them.

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