



## Research Paper

# Studying the Mediating Role of Perceived Organizational Trust in the Relationship Between Charismatic Leadership and Employee Job Engagement

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### Abstract

The aim of the present study was to study the mediating role of perceived organizational trust in the relationship between charismatic leadership and employee job engagement. The research method was descriptive-correlational. The statistical population of the study consisted of 108 employees of the branches of the Agricultural Bank of Karaj. 108 people were selected as the statistical sample using census sampling. The data collection tools were the standard organizational trust questionnaires of Ruder (2003), charismatic leadership of Rezaian et al. (2009), and job engagement of Kanungo (1982). Confirmatory factor analysis was used to measure the validity of the research tool, and Cronbach's alpha coefficient was used to measure the reliability of the research tool. Statistical tests were conducted in two descriptive and inferential sections using Lisrel statistical software. The research findings showed that all research hypotheses were confirmed. The research results can be a management guide in the organization. The country's financial and credit institutions.

### Keywords:

Charismatic leadership,  
job commitment,  
organizational trust.

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## Extended Abstract

### Introduction

Today's organizations are increasingly looking for ways to motivate employees to work harder, or in other words, to increase their employee engagement. Engagement, as an attitude, is an important variable that helps increase organizational effectiveness. The higher the level of employee engagement in an organization, the higher its effectiveness (Fahim Devin et al, 2020) and engagement shows the extent to which the organization has been able to "capture the hearts and minds of its employees for strong business performance" (Mohsin et al, 2015). Engagement plays an important role in gaining competitive advantage, achieving high productivity, and ensuring reduced absenteeism and turnover (Soleimani Rad & Rabiei Mandejin, 2020). One way to enhance employee engagement is through leadership styles. Charismatic leaders must be truly passionate about the needs and values of their followers and use these cues as input to create and articulate a vision. Leaders use vision to guide their organization and complete their multiple goals. The vision seems to create attraction for the leader, and in this way, people are attracted to the ability to implement the vision and the rewards it offers. They believe. Vision is an ideal and future-oriented goal. Vision plays an important and multiple role in the process of charismatic leadership influence and in the actual success of the leader's goals (Babaei Khalili, 2019). Another characteristic that seems to improve job engagement in employees is their perceived trust in the organization. The presence of high levels of trust in the organization will create low evaluation costs and other control mechanisms. It will also cause employee self-control and create intrinsic motivation (Shams & Esfandirari Moghaddam, 2015). Various organizational affairs researchers have emphasized the importance of trust in the organizational complex. The effect of increasing trust in the organization includes the development of desirable tendencies such as knowledge creation and sharing, job satisfaction, and the like, as well as the reduction of undesirable tendencies such as job abandonment and defensive behaviors (Khaki, 2020). Considering the above, the main research question is to investigate the relationship between charismatic leadership and job commitment, considering the mediating role of perceived organizational trust. The main research question is whether there is a relationship between charismatic leadership and job commitment, considering the mediating role of perceived organizational trust among employees of the Agricultural Bank branches in karaj?

### Theoretical framework

The charismatic leader was first used by politicians who attracted their supporters outside the framework of reason with their behavior and special style in their speeches and fiery speeches. The charismatic characteristics of these politicians became a means of attracting people (Abedi Jafari, 2008). Charismatic leadership is described as a type of leadership that has the power to inspire followers so that the abilities originate solely from the strength of the individual's personality and commitment. Also (Kangaroo & Kanang, 1996) have defined charismatic leadership as: the process of moving followers from the current situation to a better future by creating and expressing a vision, accepting personal risks, unconventional behaviors, showing sensitivity to the needs of followers, and environmental sensitivity (Dehghani Soltani et al, 2021).

Organizational trust: The concept of trust is one of the concepts that has been considered and studied by experts in different scientific fields. In fact, researchers in these fields have examined the same issue from different approaches, each of which has focused on specific aspects of the concept of trust, which has led to an incomplete definition of the trust construct (Afkhami, 2022). (Hosmer, 1995) believes that there are many differences of opinion about



the definition of the trust construct. (Wilson, 1993) states that although trust is an important concept to study, it is a subject that has different interpretations and interpretations (Dehghani Soltani et al, 2021). (Porter et al, 2003) believe that trust is like an atmosphere, it is widely discussed, it is vital for organizations, but when it comes to its precise definition in the field of organization, it suffers from many ambiguities (Heydari & Heydari, 2019).

#### Job Engagement:

(Kanungo, 1982) considers job engagement as a description of an individual's current job and a function of the extent to which his job can satisfy his current needs. The definitions provided about job engagement are very similar. Job engagement is said to be the degree to which a person mentally identifies with his job and the degree of importance that the person attaches to his job (Hayat et al, 2022). (Dubin, 1961) considers job engagement to be the internalization of values such as the goodness of important work, in the person; In other words, the extent to which a person can make himself more available to the organization (Palayesh, 2020).

(Hayat et al, 2022) In a study, they analyzed the relationship between charismatic leadership style and employee job commitment and acknowledged that applying charismatic leadership style in the organization will improve employee job commitment. (Jedaman et al, 2022) In their study, they examined sustainable charismatic leadership in relation to job satisfaction and organizational commitment of education and training employees and concluded that sustainable charismatic leadership has a positive and significant effect on employee job satisfaction and organizational commitment.

#### Research Methodology

The present study is descriptive-correlational in nature and practical in purpose. The statistical population of the study consisted of 108 employees of the branches of the Agricultural Bank of Karaj. Given the limited statistical population, the census sampling method was used. Accordingly, the sample size of the study was 108 people. In order for all members of the statistical sample to have an equal chance of being selected, the simple random sampling method was used. Confirmatory factor analysis was used to assess the validity of the research tool. Cronbach's alpha coefficient test was used to confirm the reliability of the questionnaire. The structural equation technique was used by the LISREL statistical software to analyze the data. The data collection tools were the standard organizational trust questionnaires by Ruder (2003), charismatic leadership by Rezaian et al. (2009), and job commitment by Kanungo (1982). The details of the questionnaires are mentioned below.

#### Research Findings

Descriptive statistical results related to demographic information indicate that 64 (59%) employees were male and 44 (41%) employees were female. 19 (17%) were in the age range (20-30 years), 55 (51%) were in the age range (31-40 years), 23 (22%) were in the age range (41-50 years) and 11 (10%) were in the age range (6-51 years). 6 (5%) had a diploma or higher diploma, 54 (50%) had a bachelor's degree, 46 (42%) had a master's degree and 2 (3%) had a doctoral degree. 59 (54%) had less than 10 years of work experience, 37 (34%) had work experience (11-20 years) and 12 (12%) had more than 20 years of work experience. The descriptive statistical results related to the research variables showed that the organizational trust variable had a mean of (24.27) and a standard deviation of (10.243), the charismatic leadership variable had a mean of (26.78) and a standard deviation of (8.508), and the job commitment variable had a mean of (29.06) and a standard deviation of (8.850).



## Conclusion

The first hypothesis examines the relationship between charismatic leadership and employees' perceived organizational trust. In explaining this hypothesis, it can be stated that bank employees whose managers use charismatic leadership are understood and are involved in decisions. These managers think along with their employees and use them in job processes. The second hypothesis examines the relationship between perceived organizational trust and employees' job commitment. In explaining this hypothesis, it can be stated that bank employees make the most of all available capacities and internal potentials in order to achieve the organization's goals, and even make full use of the training workshops designed and held by the central branch of this bank for employees, and continuously strive to improve their working conditions and increase their job effectiveness. The third hypothesis examines the relationship between charismatic leadership and employees' job commitment. In explaining this hypothesis, it can be stated that managers who use effective leadership styles such as charisma in management in Keshavarzi Bank branches promote employees' career growth and improve their satisfaction. The fourth hypothesis deals with the mediating role of perceived organizational trust in the relationship between charismatic leadership and employee job engagement. In explaining this hypothesis, it can be stated that being charismatic is not an individual trait that results from an individual's position in the organization, but rather a specific characteristic that results from the leader's behaviors. Perhaps one of the most profound research in this field is the classification of Kanger and Kanango. These two researchers point out that if the trait of charisma depends on the observed behaviors of individuals, then there are a number of behavioral components that are responsible for these traits. When bank managers use a charismatic leadership style, they can present very contrasting perspectives with the current situation in the organization, which in turn leads to questions in the minds of employees and makes them doubt their career path.

The results of this hypothesis are consistent with and supported by the findings of (Afkhami, 2022), (Dehghani Soltani et al, 2021). The results of the study indicated that virtuous leadership has a positive and significant effect on trust in the leader. Trust in the leader also has a positive and significant effect on work-related effects, job satisfaction, and job enthusiasm. Based on the results of the study, the following suggestions are recommended: Retraining bank managers in the form of continuous training, in order to increase the experiential dimension of their skills and capabilities and ultimately make them professional in the management process. Senior managers of the Agricultural Bank are recommended to provide the necessary training in determining career goals for branch managers. In this regard, it is suggested that the officials of the Provincial Agricultural Bank create conditions for managers to keep their knowledge and skills up to date in the field of leadership styles by participating in in-service training workshops.