



Research Paper

The circular role of perceived organizational trust in the relationship between fifth-level leadership and job commitmentHadi Seyed Fazli 

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Abstract

The purpose of the current research was to investigate the circular role of perceived organizational trust in the relationship between fifth-level leadership and job attachment. The statistical population of the research was made up of all staff members of the General Directorate of Tax Affairs of Tehran Province, numbering 422. Cochran's formula was used to determine the sample size. Based on this, 201 people were selected as a statistical sample using a stratified relative random method. Data collection tools were five-level leadership questionnaires (Collins, 2006), organizational trust (Ruder, 2003) and job attachment (Kanungo, 1982). The validity of the research tool was confirmed through face validity and the content reliability of the research tool was confirmed through Cronbach's alpha coefficient. In order to analyze the data, descriptive and inferential statistics were used by Smart PLS software. The findings of the research indicated that the power of level five leadership on organizational trust is equal (0.47), the power of organizational trust on job attachment is equal (53.0) and the strength of the influence of level five leadership on job attachment was equal to (0.25). In order to evaluate the mediating role of organizational trust, the bootstrap test was used and it was confirmed. The results of the research showed that there is a significant relationship between fifth-level leadership and job attachment, considering the mediating role of perceived organizational trust.

Keywords:

fifth level leadership, perceived organizational trust, job attachment.

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Extended Abstract

Introduction

Today's organizations are looking for ways to make their employees work harder, or so to speak, they are looking for more job attachment of their employees. Job attachment, as an attitude, is an important variable that helps to increase the effectiveness of the organization. The higher the level of job attachment of an organization's employees, the more effective it will be (Fasih & Hassanzadeh, 2018). On the other hand, one of the important needs of employees in the organization is to establish trust between them and the manager. The existence of high levels of trust in the organization will cause low costs of evaluation and other control mechanisms. It will also cause self-control of employees and create internal motivations (Shams & Esfandirari Moghaddam, 2015). Trust is known as one of the most important vital factors in many companies and organizations and it increases organizational flexibility and effectiveness and in design Detailed plans and strategies help the organization a lot (Vanhala et al, 2016). It seems that one of the ways to develop the development of employees' job commitment is the correct use of leadership styles. And their extraordinary influence puts a lot of pressure. According to the results of the American Management Association survey, leadership is the most decisive factor for the success of implementing changes, and instilling values and organizational communication. Successful leaders, while developing vision, strategy and culture of change; Employees are enthusiastic about change and involved in it (Shariat Nejad et al, 2018). Level five leadership as a model in which the leader is placed in the highest hierarchy of executive abilities and has all the conditions of the competency pyramid. , was chosen because leadership at this level can be new solutions for the leaders of organizations to face the challenges and changing environment today (majouni et al, 2023).

According to the above presented materials, the main problem of the current research is to investigate the relationship between fifth-level leadership and job attachment, taking into account the mediating role of perceived organizational trust among the headquarters staff of the General Directorate of Tax Affairs of Tehran province?

Theoretical framework

Five-level leadership is one of the organizational leadership models mentioned by Collins (2005) as the key to the success of organizations. Collins' leadership model in the discussion of the typology and classification of Arturjago's leadership theories, in the fourth type (post-industrial model based on collaborative efforts) (Shehada & Dawod, 2015). The fifth level leader is at the top of the hierarchy of executive abilities and is considered a condition for the transformation of an organization from good to excellent. The other four levels are each suitable in their place, but none of them have the power of level five. Level five leadership needs the abilities of all other levels and has all the conditions of the competency pyramid and creates lasting greatness by combining humility and professional will (Morettini et al, 2018). Trust is one of the dimensions of empowering employees and It is one of the factors affecting it. The first step in empowering employees is to share and distribute information throughout the organization, and the first condition for realizing this is the existence of high trust within the organization, and without the trust of managers to employees, employees to managers, and employees to their colleagues, the organization will not achieve its goals. Vanhala et al, 2016). Kanongo (1982) considers job attachment as a description of a person's current job and a function of how much his job can satisfy his current needs. The definitions given about job attachment are very similar. Job attachment is defined as the degree to which a person mentally identifies with his work and the degree of importance he attaches to his work (Ahmadi Gharacheh & Shojaeifard, 2023). Dubin (1961) considers job attachment to be the



internalization of values such as the goodness of work. important, in the eyes of a person; And in other words, the extent to which a person can make himself more available to the organization (Pakbaz & Babaei, 2023). (Ahmadi Gharacheh & Shojaeifard, 2023) in a research they conducted on the employees of the Education Department of Shiraz city acknowledged that job attachment and organizational trust can play a positive role as mediating variables in the relationship between organizational culture and job satisfaction of employees. Unproductive work can reduce employees' trust in the organization and reduce their job attachment.

Research Methodology

The method of the present research is an applied research in terms of its purpose and a descriptive and correlational research in terms of the nature of the data. The statistical population of the research was made up of 422 employees of the General Directorate of Tax Affairs of Tehran Province. The Cochran formula was used to determine the sample size. Based on this, 201 people were selected as a statistical sample. The method of stratified random sampling was relative. In order to collect data, five level leadership standard questionnaires (Collins, 2006), organizational trust (Ruder, 2003) and job attachment (Kanungo, 1982) were used. To analyze the data, Structural equation model was used and analyzed by SPSS version 26 and Amos software.

Research Findings

The results related to the first hypothesis showed that the power of level five leadership on organizational trust was calculated equal to (0.47), which shows that the correlation is favorable. The significance statistic of the test was also obtained (6.37), which was more than the critical value of t at the 5% error level, i.e. (1.96), and it shows that the observed correlation is significant. Therefore, it can be said that level five leadership has a positive effect on organizational trust. And they have meaning. The results related to the second hypothesis showed that the power of organizational trust on job attachment was calculated equal to (0.53), which shows that the correlation is favorable. The significance statistic of the test was also obtained (6.63), which was more than the critical value of t at the 5% error level, i.e. (1.96), and it shows that the observed correlation is significant. Therefore, it can be said that organizational trust has a positive effect on job attachment and have meaning. The results related to the third hypothesis showed that the strength of the influence of level five leadership on job attachment was calculated equal to (0.25), which shows that the correlation is favorable. The significance statistic of the test was also obtained (3.68), which was more than the critical value of t at the 5% error level, i.e. (1.96), and it shows that the observed correlation is significant. Therefore, it can be said that level five leadership has a positive effect on job attachment. And they are significant. In order to measure the mediating role of organizational trust, the bootstrap test was used. The results related to the fourth hypothesis showed that a significance level smaller than 0.05 was obtained, so the indirect effect of organizational trust was accepted.

Conclusion

The present study was conducted with the aim of investigating the circular role of perceived organizational trust in the relationship between fifth-level leadership and job attachment. The current research is in line with the results of (Hashemi, 2018), (Seif et al, 2017), (Ahmadi Gharacheh & Shojaeifard, 2023), (Taraz & Chenari, 2016). Five-level managers have a very important contribution in doing things. They can show the best performance in reaching predetermined goals and make valuable decisions in critical situations. They have proper



work habits for successful cooperation in the organization. Such people know their job description well and are well aware of the history, goals and mission of the organization. These people work more than expected and try to provide creative ideas to improve the organization's affairs in order to fulfill the assigned tasks. On the other hand, the managers of the organization had a broad vision like the leaders of the fifth level. They sought to lead their organization. They are from good to excellent, they consider personal abilities and mental patterns to be the core of this flow. The leaders of this successful organization arise from the culture of the same organization. Leaders who have spent all or most of their working life in that organizational culture and context, and with sufficient knowledge of the environment and context of their organization, they have directly touched all the problems of their organization in solving the problems. They continuously improve their knowledge and have a flexible relationship with their employees. Such managers try to do useful activities for the employees. They are always learning and changing and act in such a way that the employees They tend to follow them. Based on this, it is recommended that the professional characteristics of level five leaders can be cultivated with plans for training and choosing suitable successors, and the personality characteristics of these leaders, such as organization, humility, determination and A strong will to seek participation cannot be developed by spending money and training. Therefore, by using personality tests, you can choose the right people and try to educate them. It seems that planning and holding management courses will play a significant role in increasing the ability and improvement of the organization's managers. Through a suitable evaluation management system performance, employees get a good knowledge of their performance. In parallel with that, by implementing the organizational promotion system based on justice and meritocracy in the organization, this culture can be spread among the employees that the only condition for growth and promotion in the country's administrative system is to improve experience And expertise is central.