

Research Article

Understanding the Leadership Style-Employee Commitment Nexus in Banking Industry: The Mediation Role of Trust in Supervisor Using Structural Equation Modelling

Silesh Dessalegn¹, Zerihun Kindie Alemu², Assefa Tsegay Tensay^{3*}

Abstract

This study introduces the issue of Trust in Supervisor in the Leadership Style-Employee Commitment debate. The literature review pointed out that trust in supervisor plays a basic part in making committed workforce. The purpose of the study is to examine the effect of leadership style on employee commitment through the mediation of role of employees trust in supervisor with reference to Awash Bank. The study employed AMOS and SEM Method to test the hypothesized model. The result of the study indicated that the magnitude of all leadership styles, employees trust in supervisor and commitment was found high. In comparison, supportive leadership was the dominant type of leadership style while achievement oriented leadership style was the least practiced type. With respect to the mediation analysis, the result confirmed that employees trust mediates the relationships between leadership styles and employee commitment. Based on the result the study concluded that employees trust significantly and fully intercedes the linkage between directive, participative, achievement oriented leadership styles and commitment; whereas, employees trust partially mediates association between supportive leadership style and commitment.

Key Words: Trust in Supervisor, Employee Commitment, Leadership Styles, and Awash Bank

1. Introduction

In today's multifarious and dynamic business environment, banks should be competent enough to survive and become successful. But, success couldn't be achieved easily without an appropriate leadership. It is widely recognized that leadership is a critical factor that leads to failure or success. This implies that successful organizations are the reflection of their leadership as such organizations began with outstanding leadership (Bass, 1997).

Within the leadership literature, Leadership is continued to become one of the essential research area for many scholars. Be that as it may, there's no commonly concurred clarification for the construct. This is because different scholars define leadership differently. For example, Achua and Lussier (2013) characterized leadership as the process of influencing people to achieve organizational purposes through change. Daft (2008) demarcated leadership as an influence on relationship between leaders and followers. As it can be understood from the above definition, leadership is a process of influencing the people to achieve goals. Leadership is a crucial factor

¹University of Gondar, *Corresponding Author

Understanding the Leadership Style-Employee Commitment Nexus in Banking Industry: The Mediation Role of Trust in Supervisor Using Structural Equation Modelling

that can be noticed as managerial perspectives, attitudes, behaviors, characteristics and skills (Alkhatani, 2016).

Different studies (see: Garg and Ramjee, 2013; Raja & Palanichamy, 2011; Githuka, 2017) uncovered that leadership style has positive and critical influence on employees' commitment. In any case, the effect of leadership style on employee commitment for organizations not yet sufficiently addressed especially in developing countries (Garg and Ramjee, 2013). The other problem associated with the style of leadership and employees' commitment nexus is that the results were inconclusive, indicating that an intervening variable is required to establish a consistent findings in the literature.

Empirically, some prominent studies (see: Nyhan, 1999; Poon e al, 2006; Lau and Moser, 2008; Sholihin & Pike, 2009; Aryee et al., 2012; Zand, 2013; Albrecht and Travaglione, 2013; Avolio, et al., 2015; Lewicki, McAllister & Bies, 2018) confirmed the positive and substantial association between Trust in supervisor and employee commitment. For example, Poon e al (2006) established a positive and critical impact of employees' trust in supervisor on employee commitment. In the public sector, Albrecht and Travaglione (2013) proven the positive link between employees' trust in supervisor and employee commitment. The study of Avolio, et al., (2015) indicated that employees who have confidence in their leaders will show better commitment and are likely to perform at a better extent since they have inevitability that their employees will proceed to honor their contracts through time. Similarly, Zand (2013) also believed that when there is high extent of employees' trust in their supervisor, it will improve their connections with their leader, and led to higher commitment. Moreover, the study of Aryee et al. (2012) demonstrated that employees will be more committed and satisfied with their job if they build and have higher level of trust in their leaders. The above mentioned studies demonstrated the direct link between employees' trust in their supervisor and employee commitment.

In connection between leadership and employees' trust in immediate supervisor, there are some studies that supports the link between leadership style and trust. For example, Bennis and Nanus (2015) pointed out leadership styles are linked with employee trust in supervisor and commitment. They claimed that both achievement oriented leadership style and participatory leadership styles improve employees' trust in supervisor in some organizations. Similarly, Gillespie and Mann, (2014) revealed that leadership style enable the development of trust. This is because leaders who inspire employees can help to build trust by employees in organizations (Gillespie and Mann, 2014). Thus, the above empirical studies displayed that a leader who involve in appropriate leadership styles are expected to be more trusted by employees (Bradberry and Tatum, 2012). The above mentioned finding shows that employees' trust in leader can be used as a mediation role in the nexus amid leadership style and employee commitment. Some other studies (see: Dirks & Ferrin, 2012; Bradberry and Tatum, 2012; Avolio et al, 2013) supported the mediation role of trust in supervisors between leadership and commitment. In this respect, this study used Employees' Trust in Leaders as a mediation variable that can strengthen the link between the style of leadership and employees' commitment.

In the Leadership literature, the impact of leadership style on employee commitment for organizations not yet adequately discovered especially in developing countries (Garg and Ramjee). In addition, there is a scarcity of research works that focused on examining the intervening role of employee trust in supervisor in the link amid leadership style and employee commitment in banking sector. Utmost research has only examined the direct effect between styles of leadership

and employee commitment. Alternatively, various studies also investigate this linkage between leadership style and employee commitment through the mediation constructs such as culture (Ogbonna & Harris, 2010; Lo, et al., 2010) and knowledge management (Gowen, Henagan, & McFadden, 2009). However, understanding for the mechanism through which the leader put into practice to build trust among employees and in turn, enhance employee commitment is still limited and largely unaddressed. This shows that little empirical study has been done about the link between the study variables, particularly in the Ethiopian context.

In general, the following are the research gaps and limitations. Firstly, no recent study in literature has investigated to what extent does directive, supportive, participative and achievement oriented leadership styles are experienced in the banking industry with in Ethiopian context especially the Amhara Regional State. Besides, most studies investigated on the link between leadership and commitment were concentrated on both transactional and transformational leadership styles, indicating that the other leadership styles mentioned in this study (are not frequently studied. Thus, the nexus between leadership style, employees' trust in supervisor, and employee commitment in the bank industry is still left to be addressed.

Secondly, even though several research studies has been conducted internationally on the connections between leadership and commitment, the majority of the studies were mainly projected to examine the direct link between the various styles of leadership (directive, supportive, participative and achievement oriented) and employee commitment in different study context. In this respect, the indirect influence of leadership styles on employee commitment through the mediation variable of employees' trust in supervisor/leader is still needs further investigation. Thus, this study addresses the possible mediating effect of trust in leaders in the link amid leadership style and employees' commitment in Banking Sector with reference to selected branches of Awash Bank S.C.

Thirdly, the majority of the study were conducted in developed countries and Asian countries. The role of leadership style in improving employee commitment has not been sufficiently addressed especially in developing countries (Garg and Ramjee). In addition, the nexus between Leadership Style, Employees' Trust and Employee Commitment were conducted in different industries and settings such as telecommunication industry (Malik et al, 2016); Non-government organizations (Githuka, 2017); Public Sector (Abasilim et al, 2019; Albrecht and Travaglione (2013). This indicates that there is scarcity of studies in the banking industry context. The final justification is in relation to method of data analysis. Methodologically, the lion's share of the studies exploratory the link between Leadership Styles, Trust and Commitment were done by means of either multiple regression or other less-sophisticated method of data analyses. As a result, this study employed Structural Equation Modeling (SEM) Technique using AMOS Software to examine the direct and indirect effect of the study variables. So, the above four justification motivates this study to be conducted.

The purpose of this study is to examine the influence of Leadership Style on Employee Commitment through the mediation role of Employees' Trust in Supervisor in the Banking Industry. This article as well examined the effect of the four dimensions of Leadership Styles (directive, supportive, participative and achievement oriented leadership styles) on Employee Commitment through the mediation effect of trust in supervisor. The remaining part of the present study is presented by considering theoretical explanations, empirical evidences, conceptual model and hypothesis formulation on the foregoing relations. Next, the sampling procedures,

Understanding the Leadership Style-Employee Commitment Nexus in Banking Industry: The Mediation Role of Trust in Supervisor Using Structural Equation Modelling

measurement of the constructs, data collection and analysis part are discussed. And also included is the findings and discussions of the current study. As a final point, we displayed study conclusion, recommendations and ways for future research.

2. Literature Review, Conceptual Model and Hypothesis Testing

2.1 Definition of Constructs

2.1.1 Leadership style

The concept of Leadership is one of the key factor that leads organization into failure or success. That is why many scholars conducted their research in leadership. However, scholars have little agreement regarding the definition of the conduct. For example, Achua and Lussier (2013) demarcated the concept leadership as influencing people through change to achieve organizational objectives. They believe that leadership is an influence of the follower through various mechanisms such as communication, obtaining acceptance by flowers and encouraging them to apply the ideas through change, indicating that organizational achievement will be targeted based on appropriate leadership practices. Similarly, Daft (2008) characterized leadership as an influence on connection between leaders and employees who anticipated tangible outcomes. This shows that strong relationship between the manager and the employees enable them to have common understanding on the mission and vision of their organizations.

In the literature, leadership is considered as the most important issue in managing and controlling organizational resources such as Human Resource, Material, Capital, Finance and other basic resources and, can be observed as managerial perspectives, attitudes, behaviors, characteristics, and skills (Alkhatani, 2016). Leadership is regarded as a critical factor that brings fundamental change in organizations, which will have a positive impact on employees' attitude and behavior (Raja & Palanichamy, 2011). In theories of leadership, it is widely known that organizations achieve their goals through effective leadership. In contingency theory, leaders should adjust their behavior and style according to the situation. Within the contingency theory, some prominent scholars (Robbins, 2005; Richard et al, 2012) believed that the path-goal theory as the utmost widespread and powerful theory in leadership. Rendering to this theory, a leader delivers supervision and support for its employees in order to enable them achieve their goals. Richards et al (2012) argued that a leader should use not only different styles to different employees but also he/she should employ different leadership behaviors for the same employees in various situations, which is in line with the path-gal theory.

Even though leadership theories proposed a number of leadership styles in the literature such as autocratic, participative, democratic, laziness-fair, servant, transactional, charismatic and other, this study concentrated on the four types of leadership styles (directive, supportive participatory and achievement-oriented leadership styles). In the introduction section, it was identified as one of the research gap. That means, most of the studies were emphasized on the transactional, lassies fair, servant, transformational and other types of leadership styles. We identified and selected the four styles of leadership as per the goal theory (directive, participative, supportive and achievement-oriented). Directive leadership style offers employees direction on what to do such that they have a higher degree of certainty on what the leader expects of them by specifying the rules, procedures and time period. (Nevarez, Wood, & Penrose, 2013). The supportive leadership style shows apprehension for employees' welfare and particular needs displaying respect and positive behaviors (Nwokocha & Iheriohanma, 2015).The participative leadership style provides its employees the opportunity to involve in decision making, meetings and sharing information

(Kim, 2002) whereas the achievement-oriented is involved in providing a clear and challenging goals for employees and the leader seeks continuous improvement (Daft, 2008). The literature review revealed that each of the leadership style can be applied differently to different situations.

2.1.2 Employees' Trust in Supervisor

Trust is hard to define. Mayer et al. (1995) characterized trust as the “readiness of a party to be susceptible to the actions of another party based on promising expectation from other party”. On the other hand, Colquitt et al (2012) defined trust as ‘uncertainty reducer’. They contended that trust can improve employee’s confidence for better work outcomes such as commitment. In the literature, there are various kinds of trust such as organizational trust, trust in supervisor, top management, and colleagues (Das & Teng, 2001). On the other hand, Dirks & Ferrin (2002) identified as trust in direct leaders and trust in executives. They investigated that both types of trust significantly correlated to positive work outcomes and empirically they found that trust in supervisor have solid connection with commitment, satisfaction and OCB than trust in senior management. For this study, we focus on trust in immediate supervisor, suggesting that immediate leadership plays critical role in this regard than the other types of trust.

Different scholars define trust in supervisor in various ways and it is hard to get uniform explanation for the construct. According to Dirks & Ferrin (2002), employees’ trust in immediate manager refers to the degree of trust that employees hold toward their immediate leader. Podsakoff et al (2000) defined the term trust in supervisor to refer to employee's reliance and belief in supervisor. The implication is that if employees have high trust in their immediate supervisor, then they expect positive attitude, respect, treatment and smooth employee-employer relationship. Alper Ertürk (2007) additionally characterized trust in supervisor as a mawkishness of certainty and backing in an employee that his/her manager will be there to enhance commitment.

Existing empirical studies (for example: Greenberg, 2003; Dirks & Ferrin, 2012) claimed that employees’ trust in leaders mediates the link amid several leadership styles and employee attitudes such as commitment. The implication is that appropriate leadership style build trust in their employees, in return, will show higher commitment level, which is reinforced by the social exchange theory. The main essence of SET is that employees will be committed to their job if they got support from their organization. So, this article considered employees’ trust in their leader as an intervening variable in the link between leadership and commitment.

2.1.3 Employee Commitment

In management literature, commitment is one of the research agenda in the organizational behavior field, which is highly researched and continued to be researched by management scholars. It was widely stated that commitment is a key factors for enhancing individual and organizational performance (Kim, 2002). Different scholars defined commitment differently. For example, Meyer & Herscovitch (2001) characterized employee commitment as individual’s identification with an organization and connection to it. Mayer and his colleagues (1990) developed a three-dimension model of organizational commitment (affective, normative and continuance), which was frequently investigated by many scholars.

According to Mayes and colleagues, affective commitment is related to individuals’ attachment and identification with their organization; normative commitment is related to individuals’ feelings of moral responsibility to their organization whereas continuance commitment denotes to

Understanding the Leadership Style-Employee Commitment Nexus in Banking Industry: The Mediation Role of Trust in Supervisor Using Structural Equation Modelling

individuals' economic attachment to their organization. If employees are committed to their job and organization, they become productive, efficient and effective. This is very important for organization. But, making employees committed is one of the most difficult task for managers at the workplace. Some studies (for example, Clinebell et al., 2013) exhibited that leadership style affects employee commitments, including the three dimensions of commitment. In 2017, a study by Githuka shows all the four leadership styles have an encouraging and substantial effect on employee commitment.

3.1 Empirical Literature

In this section, prior studies in the nexus between leadership styles and employee commitment were reviewed as follows. Lo and colleagues (2009) investigated a study on the link between leadership style and employee commitment in Malaysia in the manufacturing industry and the finding of the study revealed that leadership styles have a positive and substantial effect on employee commitment.

In the South African public sector, Garg and Ramjee (2013) studied the effect of leadership styles on employee commitment. The result of the study shown that there is a positive and significant relations between the study variables and suggested that leadership styles plays crucial roles in enhancing the level of affective, continuance and normative commitment. In India, Raja and Palanichamy (2011) conducted a study to examine the role of leadership styles in enhancing employee commitment. The result of the study discovered that transformational leadership has more superior and positively related with employee commitment than the other leadership styles.

A study conducted by Dyah, Surakarta and Endang (2015) surveyed the effect of leadership styles on employee attitude and behavior (satisfaction, trust, and commitment). Based on Structural Equation Modelling (SEM) analysis, it was found that leadership affects employee job satisfaction, trust in leaders and employee commitment. Regarding the mediation analysis, the trust in leader mediates the link between leadership and employee's job satisfaction. In addition, employee commitment intercedes the link between leadership style and job satisfaction.

Similarly, Suleman, Adil and Muhammad (2011) conducted a study (conceptual paper) with the aim of examining the effect of leadership style on employee commitment. The finding of this study recommended that leadership is a key factor of employee commitment. In Nigerian civil service, Abasilim et al (2019) studied the link between leadership style and employee commitment. The result of the study confirmed a positive and substantial linkage between leadership styles and employees' commitment.

Based on the above empirical review, it is recognized that leadership is one of the most important issues in enhancing employee commitment. Despite the above achievements, there is no or little studies that examined the link between leadership and commitment by considering employees' trust in immediate supervisor as an intervening variable. In addition, most of the study were conducted in advanced countries and Asia Countries. Contextually, the majority of the studies were conducted in manufacturing industry, telecommunication, public and private sector. Moreover, most of the study were focused on the three types of leadership styles (transformational, transactional and laisses-fair leadership styles) and couldn't emphasize on the other types of leadership styles such as participative, directive, supportive and achievement-oriented leadership styles. Hence, this study was done to fill the research gap by examining the existing relationship

between leadership style and employee commitment interceded by employees' trust in supervisor in the banking industry.

3.2 Conceptual framework of the study

The leadership styles, which consists achievement, supportive, participative and directive leadership style plays an independent role with the mediator, trust in supervisor in the study and commitment as a dependent variable. The study use both bootstrap procedure and Baron and Kenny (1986) mediation model to analyses the Simple mediation using the mediation role of employees' trust in immediate leader amid leadership and employee commitment.

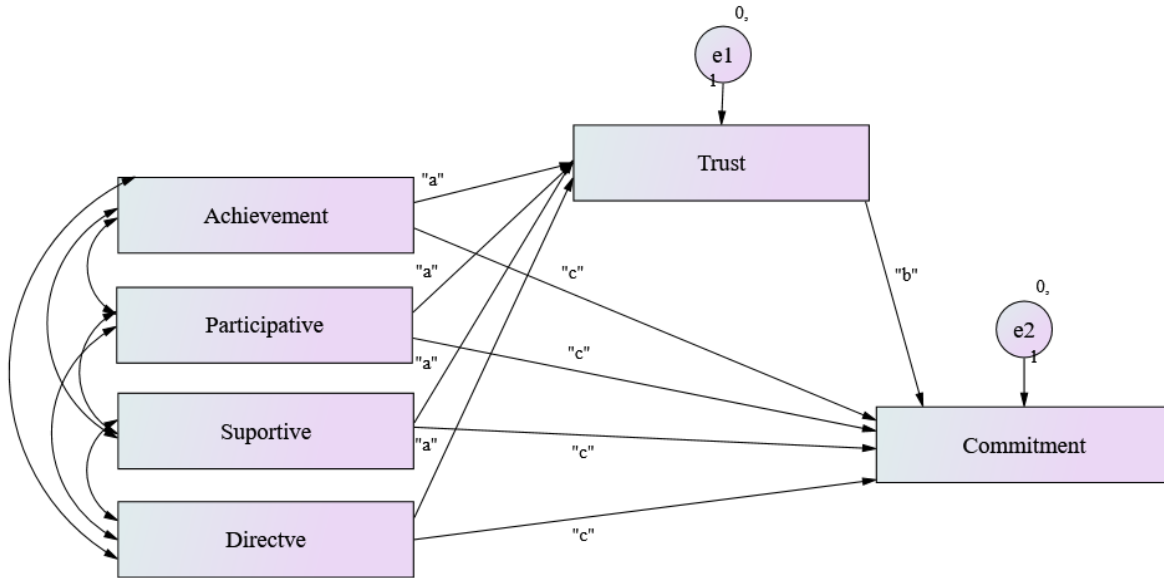


Figure 1 Conceptual Framework

Source: - Barbara, Waldherr and Sartori (2012)

Where

- a indicates the link between leadership styles on employees' trust in supervisor;
- b indicates employees' trust in supervisor-employees' commitment link;
- c shows the leadership styles and employees' commitment relation

Figure 1 displays the connection amid the three study variables (Leadership Style, Employees' trust in supervisor and employee commitment). The conceptual framework was adopted from the Barbara, Waldherr and Sartori (2012). As it is indicated in the conceptual framework, the four types of leadership styles are considered as an independent variables; Employees' Trust in Supervisor is an intervening variable whereas employee commitment is treated as a dependent variable. As it is indicated above there are direct and indirect paths. The direct effect shows a direct link between Leadership and the other two variables (trust and commitment). The indirect effect indicates that if organizations employ an appropriate leadership, then employees will have the opportunity to build trust in their manager which ultimately enhance their commitment level. This study was guided by SET.

3.3 Hypothesis of the Study

This article employed both path-goal theory and social exchange theory as a theoretical perspective underpinning the link between leadership, trust and commitment. So, based on the theoretic and review of prior studies, the subsequent hypotheses were developed and tested.

2.1.4 Direct Relationship between of Employees' Trust in immediate Leader and Leadership Style (path 'a')

- H1= directive leadership has statistically significant effect on employees' trust in supervisor
- H2= Supportive leadership has statistically significant effect on employees' trust in supervisor
- H3= Achievement oriented leadership has statistically significant effect on employees' trust in supervisor
- H4= Participatory leadership has a positive and significant effect on employees' trust in supervisor

2.1.5 Direct Link between Employees' Trust in Supervisor and Employees' Commitment (dependent variable) (Path 'b')

- H5= employees' trust in supervisor has a positive and significant effect on employees' commitment.

2.1.6 Direct Relationships between leadership styles and employee commitment (Path 'c')

- H6= directive leadership has a positive and significant effect on employee's commitment
- H7= Supportive leadership has a positive significant effect on employee's commitment
- H8= Achievement oriented leadership has a positive significant effect on employee's commitment
- H9= Participatory leadership has a positive significant effect on employees' commitment

2.1.7 The Mediation Role of Trust in Supervisor in the Link between Leadership Style and Employee Commitment (Indirect Relationship)

- H10= Employees' Trust in Supervisor mediates the link between leadership styles and employees' commitment.

4. Research Methods

4.1 Data and Measurement

This study employed a cross-sectional survey design. With regards to the research approach, the research employed quantitative research approach. In this study, all of the Awash Bank branches was used as a target population of the study. In this respect, a total of 10 branches were randomly selected with 213 employees based on census method. In order to gather sufficient information,

both primary as well as secondary data sources were utilized. The research gathered data by using standardized questionnaire that was taken from different literatures.

The questionnaire for leadership style was adopted from path goal leadership theory available from Leadership: Theory and Practice, by Peter Northouse (2001). Similarly, the employees trust in supervisor was measured by using an instrument adopted from Barbara, Adams, Sonya Waldherr and Jessica (2008) whereas OCQ sort form item questionnaire was utilized to measure the extent of employees' commitment in the study area. Before actual administration, these instruments were tested to check the reliability and legitimacy of questionnaire items. Accordingly, data were collected using the liker's five-point scale adopted from the literatures which produced highly reliable results.

4.2 Data Analysis Techniques

The study data was processed using Statistical Package for Social Science (SPSS) version 20 and SPSS AMOS V22 to test the mediation role employees' trust in leader in the nexus between leadership and commitment. For descriptive analysis, mean, standard deviation are considered. To analyze the impact of leadership styles on employees' commitment through the mediation of employees trust in their immediate leaders, the study used the Amos V22, which uses a regression-based approach to mediation. In addition, to determine the association between leadership style, trust and commitment, correlation analysis technique was employed. To evaluate the total effects, the study used the following equation:

$$C' = c + ab$$

Where

- C' = the total effect of leader ship styles on employees' commitment
- C = the direct effect of leadership on employees' commitment
- ab = the amount of mediation or indirect effect of leadership styles and employee trust on employees' commitment

To compute the magnitude of the indirect effect (mediation effect), this study used the formula stated below:

$$ab = c' - c.$$

Where

- ab = the measure of the amount of mediation.
- C = the total effect of factors on employees' commitment.
- c' = the direct effect of leadership styles on employees' commitment.

The mediation effect (indirect effect) is computed as the decrease of the effect of the independent construct on the outcome (employee commitment)

5. Results

5.1 Mean, SD and Correlation Analysis

Table 1 displays the mean, SD, Cronbach's alpha and correlation among the constructs. As it is shown in the table below, the Pearson correlation coefficient result establishes positive and strong

Understanding the Leadership Style-Employee Commitment Nexus in Banking Industry: The Mediation Role of Trust in Supervisor Using Structural Equation Modelling

correlation among the study variables. Regarding the internal consistency, all the constructs met the threshold and hence they are reliable (Hair et al, 2010). It was also found that employees' perception regarding the study variable was above average although there is some deviation among themselves in perceiving leadership styles, trust in supervisor and employee commitment level.

Table 1: the mean, SD, Cronbach's alpha and Relationship

Construct	Mean	SD	1	2	3	4	5	6
Achievement oriented	3.3690	0.5702	0.79					
Participative leadership	3.3925	0.6488	0.66	0.75				
Supportive Leadership	3.4585	0.4423	0.53	0.52	0.77			
Directive Leadership	3.4365	0.5433	0.43	0.70	0.32	0.81		
Trust in Supervisor	3.6680	0.4278	0.69	0.72	0.59	0.65	0.83	
Employee Commitment	3.5549	0.4326	0.64	0.61	0.48	0.52	0.73	0.81

** Association is significant at the 0.01 level (2-tailed) and diagonal parenthesis signify alpha

5.2 Preliminary Analysis

Before going to perform Confirmatory Factor Analysis (CFA), data must be prepared and screened. This is key step because lack of clean, coded and screened data results in bias and bad results (Kline, 2016). In this respect, we checked for missing data, deviations (outlier), normality of data and multicollinearity cases and it was found that there is no such problems. Based on this result, we proceed to the next step, the evaluation of the measurement model.

5.3 Assessment of the Measurement Model

In SEM analysis, evaluating the measurement model is a key step which was done by conducting Confirmatory Factor Analysis (CFA). The purpose of evaluating the measurement model is to ensure the reliability and validity of the study constructs (Kline, 2011, 2016). Participative, supportive, achievement-oriented and directive style of leadership, Trust in Supervisor and Employee Commitment are treated as first order constructs. Figure 2 displays the overall CFA of the measurement model. It shows the correlation between study variables as well as correlation between items within the study variables under investigations.

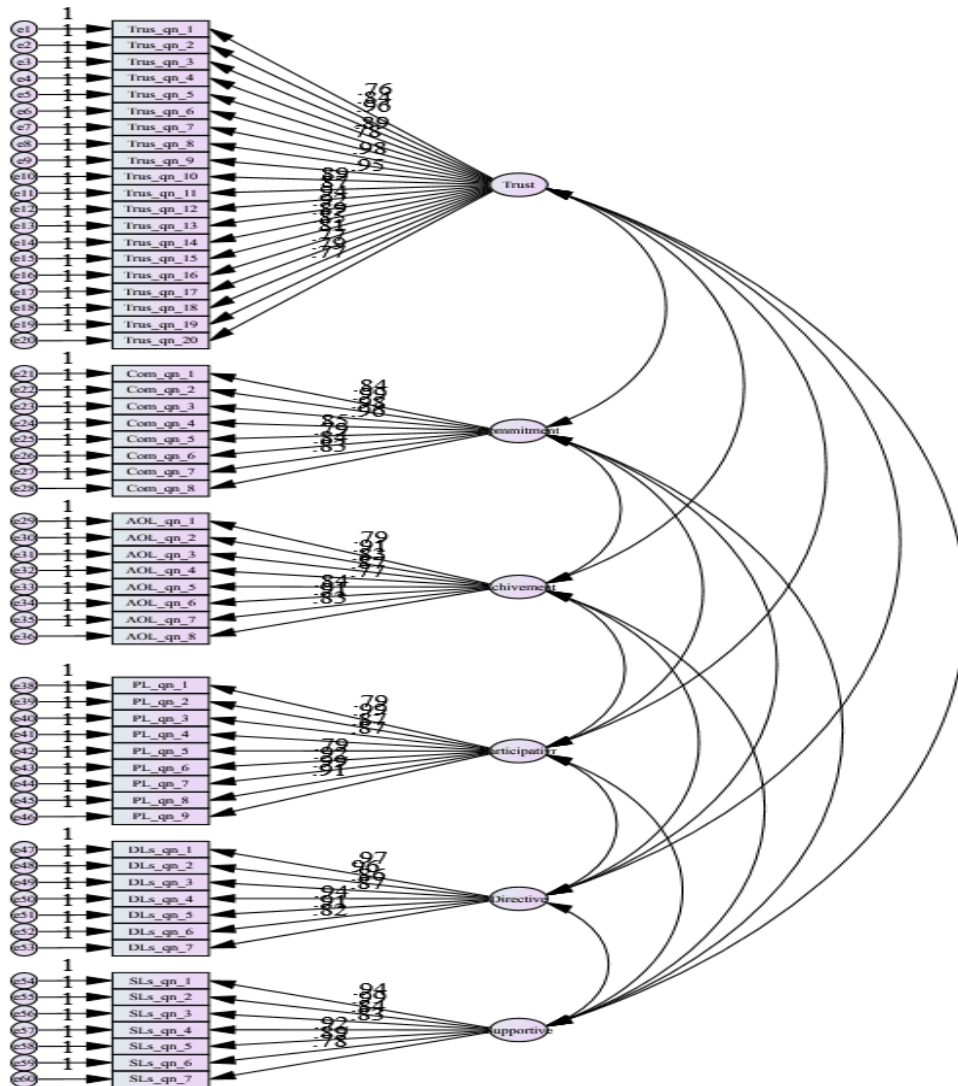


Figure 2: Overall CFA for the Measurement Model

In Structural Equation Model (SEM) Analysis, the measurement model was evaluated with the aim of assuring the validity (Construct and Divergent Validity) of the study variable under investigation (Kline 2016). Factor loading, average variance extracted and composite reliability was considered to check the convergent validity (Kline, 2016). According to the SEM literature, it is confirmed that factor loading values are expected to be greater than 0.7; average variance extracted (AVE) must be higher than 0.5 whereas the value for composite reliability (CR) has to be greater than 0.7 (Kline, 2011; 2016). Table 2 shows the detailed information of each conducts (achievement—oriented, supportive, participative, directive, trust and commitment) regarding the factor loading, CR and AVE. In this respect, the finding of the CFA result demonstrated that the factor loading of all the study variable meet the minimum requirement and meaningfully related to the constructs at $p < 0.001$. Above and beyond, the AVE of each construct was above 0.5 and that of CR is greater than 0.7. So, the convergent validity is confirmed.

Understanding the Leadership Style-Employee Commitment Nexus in Banking Industry: The Mediation Role of Trust in Supervisor Using Structural Equation Modelling

Table 2: Measurement Model				
First order Construct	Items	Factor Loading	CR	AVE
Achievement oriented	AOQ 1	0.79	0.91	0.81
	AOQ 2	0.91		
	AOQ 3	0.83		
	AOQ 4	0.87		
	AOQ 5	0.77		
	AOQ 6	0.84		
	AOQ 7	0.91		
	AOQ 8	0.83		
Participative leadership	PLQ 1	0.79	0.81	0.84
	PLQ 2	0.99		
	PLQ 3	0.87		
	PLQ 4	0.87		
	PLQ 5	0.79		
	PLQ 6	0.79		
	PLQ 7	0.92		
	PLQ 8	0.99		
	PLQ 9	0.91		
Supportive Leadership	SLQ 1	0.97	0.86	0.69
	SLQ 2	0.96		
	SLQ 3	0.86		
	SLQ 4	0.87		
	SLQ 5	0.94		
	SLQ 6	0.91		
	SLQ 7	0.82		
Directive Leadership	DLQ 1	0.94	0.91	0.81
	DLQ 2	0.99		
	DLQ 3	0.84		
	DLQ 4	0.83		
	DLQ 5	0.92		
	DLQ 6	0.89		
	DLQ 7	0.78		
Trust in Supervisor	ETQ 1	0.79	0.83	0.76
	ETQ 2	0.80		
	ETQ 3	0.98		
	ETQ 4	0.86		
	ETQ 5	0.89		
	ETQ 6	0.78		
	ETQ 7	0.87		
	ETQ 8	0.98		

	ETQ 9	0.96		
	ETQ 10	0.95		
	ETQ 11	0.89		
	ETQ 12	0.86		
	ETQ 13	0.91		
	ETQ 14	0.92		
	ETQ 15	0.89		
	ETQ 16	0.85		
	ETQ 17	0.74		
	ETQ 18	0.77		
	ETQ 19	0.78		
	ETQ 20	0.74		
Employee Commitment	ECQ 1	0.84	0.79	0.84
	ECQ 2	0.89		
	ECQ 3	0.82		
	ECQ 4	0.89		
	ECQ 5	0.96		
	ECQ 6	0.91		
	ECQ 7	0.92		
	ECQ 8	0.94		

The other concern is ensuring discriminant validity. To do so, overall CFA was accompanied by combining the six study variables together (see **figure 2** above), indicating that measurement model was suitably fit ($\chi^2/df = 1.25$; GFI=0.912; CFI = 0.963; AGFI = 0.898; and RMSEA= 0.02)..Thus, divergent validity is confirmed.

5.4 Hypothesis Testing

In this study, ten hypothesis were developed and tested using the Structural Equation Modeling using the AMOS Software. The detail results and discussions were stated below:

Structural Path	Estimate	S.E.	C.R.	P	Result
Trust<--- Achievement	0.2423	0.0426	5.6908	***	Significant
Trust<---Participative	0.1518	0.0324	4.6802	***	Significant
Trust<---Supportive	0.3240	0.056	5.7867	***	Significant
Trust<---Directive	0.1260	0.0551	2.2857	***	Significant

***P-Value<0.001

Hypothesis 1 proposed that Achievement-oriented Leadership has statistically significant effect on Employees' Trust in Supervisor. As it is indicated above (see table 3), the result established that Achievement-oriented Leadership has a positive and substantial effect on Employees' Trust in Supervisor ($\beta = 0.2423$, $p < .001$), which is accepted. Similarly, participative leadership ($\beta = 0.1518$, $p < .001$), supportive leadership ($\beta = 0.3240$, $p < .001$) and directive leadership ($\beta = 0.1260$,

Understanding the Leadership Style-Employee Commitment Nexus in Banking Industry: The Mediation Role of Trust in Supervisor Using Structural Equation Modelling

$p < .001$) has a positive and substantial effect on Employees' Trust in Supervisor. Thus, Hypothesis 2, 3 and 4 are accepted.

The results of the study implies that a one level increase in achievement oriented, participative, supportive and directive leadership styles significantly contribute to an increase in employee trust in supervisor by 24.23%, 15.18%, 32.40% and 12.6 percent respectively. The finding of the study are consistent with the previous findings of (Rafiei et al, 2014; Garg and Ramjee, 2013; Raja & Palanichamy, 2011; Githuka, 2017).

Table 4: The effect of Employees' Trust in Supervisor on Employee Commitment					
Structural Path	Estimate	S.E.	C.R.	P	Result
Commitment<--- Trust	0.4841	0.0821	5.895	***	Significant

*****P-Value<0.001**

Hypothesis 5 assumed that leadership style has a statistically significant link between Employees' Trust in Supervisor and Employee Commitment. In this case, Employees' Trust in Supervisor found to be correlated with employee commitment in the study context. The direct effect of Employees' Trust in Supervisor on Employee Commitment was significant ($\beta = 0.7345$, $p < .001$). The result implies that the relationship between trust and commitment was found statistically significant and positive. In connection, there was a strong connection was exhibited between Employees' Trust in Supervisor and employee commitment. Therefore, the hypothesis predicted that Employees 'trust significantly and positively related with employee commitment was supported, which is in line with previous studies (see: Poon e al, 2006; Lau and Moser, 2008; Sholihin & Pike, 2009; Aryee et al., 2012; Zand, 2013; Albrecht and Travaglione, 2013; Avolio, et al., 2015; Lewicki, McAllister & Bies, 2018)

Table 5: The effect of Leadership Style on Employee Commitment					
Structural Path	Estimate	S.E.	C.R.	P	Result
Commitment<--- Achievement	0.046	0.053	0.870	0.384	Insignificant
Commitment <---Participative	0.020	0.039	0.511	0.608	Insignificant
Commitment <---Supportive	0.232	0.070	3.31	***	Significant
Commitment <---Directive	0.045	0.065	0.698	0.484	Insignificant

*****P-Value<0.001**

Hypothesis six claimed that Supportive Leadership style has statistically significant and positive effect on employee commitment. As it is indicated above (see table 5), the result of the study demonstrated that Supportive Leadership has significant and positive effect on employee commitment ($\beta = 0.232$, $p < .001$), indicating that sixth hypothesis was accepted. This implies that the supportive leadership style correlated positively and significantly with commitment. The findings of this study is also consistent with Gill, Meyer, Lee, Shin and Yoon (2011). However, contrary to our expectation, participative leadership ($\beta = 0.020$, $p > .001$), achievement leadership ($\beta = 0.046$, $p > .001$) and directive leadership ($\beta = 0.045$, $p > .001$) failed to show positive and substantial effect on Employee Commitment. Thus, Hypothesis 7, 8 and 9 are unaccepted. The regression result for employee commitment as presented in Table 5 shows that achievement oriented, participative and directive leadership styles exhibited insignificant effect on commitment at 0.05 error level.

The 10th hypothesis of this article was to test the mediation effect of Employees' Trust in Supervisor on the Leadership Style-Employee Commitment link. This hypothesis proposed the indirect effect involves causal effect of employees' trust in supervisor between leadership styles and employee commitment, which is shown below in figure 3

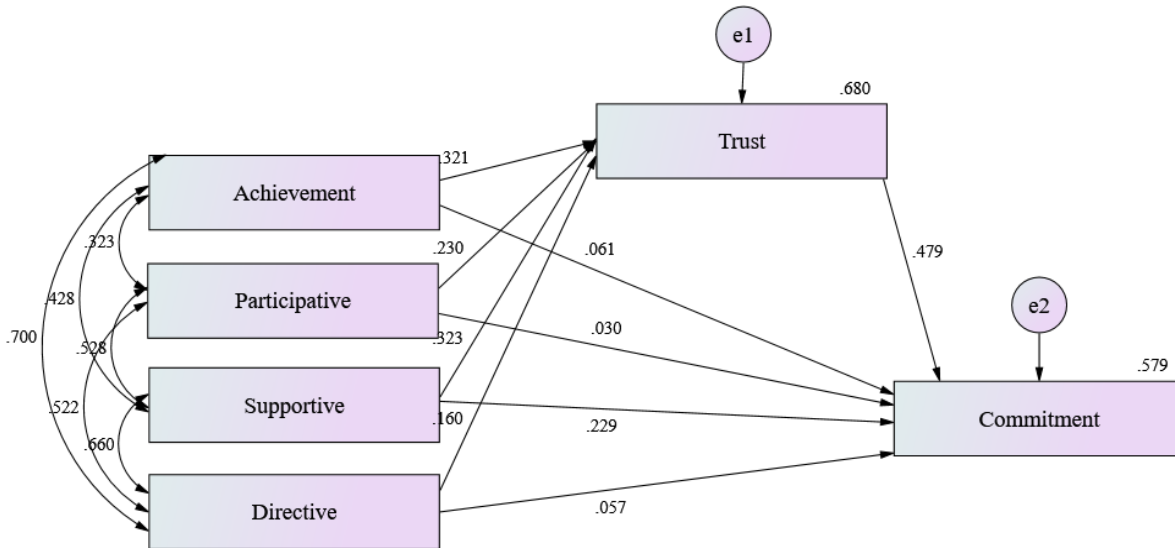


Figure 3: The mediation effect of Employees' Trust in Supervisor

In mediation analysis, the current study employed both the Baron and Kenny (1986) and the bootstrap procedure. First, the four conditions were tested and fulfilled, indicating that there is mediation. Secondly, based on the AMOS Software, bootstrap (2000 number at 95%) was performed.

Table 7: The Indirect Effect of Leadership Style on Employee Commitment through Employees' Trust in Supervisor

	Supportive	Directive	Participative	Achievement
Indirect Effects (Estimates)	0.1568	0.061	0.0735	0.1173
Lower Bounds (PC)	0.0846	0.009	0.0343	0.063
Upper Bounds (PC)	0.2456	0.1229	0.1188	0.1864
Two Tailed Significance (PC)	0.001	0.0218	0.001	0.001

As it is indicated above (see table 7), the estimate of the mediated effect of supportive leadership is equal to $(ab)^{\wedge} = (0.3240) (0.4841) = 0.1568$. The mediated effect of supportive style on commitment through trust was equal to 0.1568. The indirect impact of supportive leadership on commitment through employees' trust in supervisor was not zero at 95% bias-corrected bootstrap confidence interval (based on 2,000 bootstrap samples) with a point estimate of 0.001. From the above result, the upper and lower bound of the bootstrap estimates does not include zero. This implies that the mediated effect of supportive leadership on employee commitment is significantly different from zero at the 0.001 level ($p=0.001$). In addition, all of the proposed paths such as path "a" and path "b" and path "c" were significant, and since path "c" is significant to imply that, employees' trust in immediate leader does not fully mediate the relationship between supportive

Understanding the Leadership Style-Employee Commitment Nexus in Banking Industry: The Mediation Role of Trust in Supervisor Using Structural Equation Modelling

leadership style and employee commitment in the study context. The effect size of mediation of employees' trust in immediate leader is computed as $(a \times b) / c' = 0.1568 / 0.3889 = 40.3$. This implies a mediated effect of employees' trust in immediate leader explains about 40.3% of the total effect of supportive leadership on employee commitment.

The estimate of the mediated effect of directive leadership is equal to $E = 0.061$. The mediated effect of directive leadership style through trust was equal to 0.061. The result revealed that 0.009 and 0.1229 is the lower and the upper endpoints of a two-sided bias-corrected bootstrap confidence interval for the standardized indirect (mediated) effect of directive leadership on employee commitment. From the above result the upper and lower bound of the bootstrap estimates does not include zero. This implies that the indirect (mediated) effect of directive leadership type on commitment is significantly different from zero at the 0.001 level ($p = .0012$). In addition to the above as mentioned earlier both path a and path b were significant. In the contrary, path c was found insignificant. This implies that employees trust significantly and fully mediates that association between directive leadership and employee commitment in the study area. Moreover, the effect size of trust was calculated and the result implies $(a \times b) / c' = 0.061 / 0.1061 = 0.575$. This implies trust explains about 57.5% of the total effect of directive leadership and employee commitment.

The estimate of the mediated effect of participative leadership is equal to 0.0735. The mediated effect of participative leadership on employee commitment through employees' trust in immediate leader was equal to 0.0735. The result discovered that 0.0343 and 0.1188 is the lower and the upper endpoints of a two-sided bias-corrected bootstrap confidence interval for the standardized indirect effect of participative leadership style on employee commitment. From the above result, the upper and lower bound of the bootstrap estimates does not include zero. This implies that the indirect effect of participative leadership style on commitment is significantly different from zero at the 0.05 level. In connection to the above, as mentioned earlier in previous sections both path a and path b were significant. In the contrary, path c was insignificant, implies that employees' trust in immediate leader significantly and fully mediates that relationship between participative leadership and employee commitment in the study context. Moreover, the effect size of employees' trust in immediate leader was calculated and the result is $(a \times b) / c' = 0.0735 / 0.0937 = 0.7844$. This implies employees' trust in immediate leader explains about 78.44% of the total effect of participative leadership and employee commitment.

Finally, the AMOS estimate of the mediated effect of achievement oriented leadership is equal to 0.1173. The result revealed that 0.063 and 0.1864 is the lower and the upper endpoints of a two-sided bias-corrected bootstrap confidence interval for the standardized indirect effect of achievement oriented leadership style on employee commitment. From the above result, the upper and lower bound of the bootstrap estimates does not include zero. This implies that the indirect effect of achievement oriented leadership style on employee commitment is significantly different from zero at the 0.05 level. In connection to the above result, as mentioned earlier, both path a and path b were significant. Nevertheless, path c was insignificant, indicating that employees trust significantly and fully mediates that link between achievement-oriented leadership style and employee commitment in the study context. Moreover, the effect size of employees' trust in immediate leader was calculated and the result is equal to $(a \times b) / c' = 0.1173 / 0.1635 = 0.717$. This implies employees' trust in immediate leader explains about 71.7% of the total effect of achievement oriented leadership style and employee commitment. The result of the study was also consistent with the previous empirical findings (See: Yiing, 2009; Moorthy, 2014).

6. Conclusion

Based on the major results of the study, it can be concluded that the extent of achievement oriented, participative, supportive and directive leadership was found high. In comparison, directive leadership was the dominant type of leadership style while supportive leadership style was the least exercised type of leadership style in the study bank. In addition, the extent of employees trust in supervisors and commitment was found high, which is in line with the SET.

Concerning the link between leadership styles and employees' trust in immediate leader, the study concludes that supportive, directive, participative, and achievement oriented leadership styles associated positively and significantly with employees' trust in immediate leader. In addition, the study also concludes that supportive, participative and achievement oriented leadership styles had a moderate magnitude of relationship while directive leadership had a strong magnitude of relationship with employees' trust in immediate leader. The study also concluded that the link between trust and commitment was positive and strong implying that employees' trust in immediate leader affects employee commitment significantly when the leadership types are controlled.

The direct effects (path 'c') of leadership styles such as achievement oriented, participative and directive leadership styles exhibited insignificant effect on commitment. However, supportive leadership style has statistically substantial effect on commitment. Additionally, the study also concluded that employees trust significantly and fully intercedes the association between directives, participative, achievement oriented leadership styles and employee commitment. Whereas, employees' trust in immediate leader partially mediates relationship between supportive leadership style and commitment.

Furthermore, the study also conclude that trust mediates 40.3%, 57.5%, 78.44% and 71.7% of the total effect of supportive, directive, participative and achievement oriented leadership styles on employee commitment in the study area. Furthermore, comparing the magnitudes of these indirect effects, the indirect effect of participative leadership style is larger than the indirect effect of other leadership styles in the study context.

7. Recommendation and Future Direction

Based on the above conclusions, the study recommends the following main points. The study shows that increases in selection of appropriate leadership style also increases employees trust in supervisors. Based on this finding the study recommends that the branches managers should provide a capacity building trainings on how to select and adopt appropriate leadership styles across managers in order to gain employees trust. As the study result confirmed the increase in employee commitment are related to both increases employee trusts on manager and leadership styles. To build an employee's trust managers shall pay attention to factors that contribute to build trust.

The study also recommends that he bank should apply the appropriate leadership study that will enable to build trust in their leaders which ultimately enhance their commitment level in the workplace. For example, the manager should set clear goals and assign a challenging tasks in line with their skill knowledge and attitude; provide flexibility at the workplace; design and implement talent strategy; and build a diversified and dynamic team, which will help to bring a positive influence on the nexus trust and commitment. The bank management should consider the

Understanding the Leadership Style-Employee Commitment Nexus in Banking Industry: The Mediation Role of Trust in Supervisor Using Structural Equation Modelling

supportive leadership style as it is critical in supporting and making work environment friendly and more conducive to employees. Moreover, branch managers should focus on building and developing work environment that encourages trust among colleagues as well as employees' trust towards their leaders instead of exerting much effort to make improve their commitment.

Future researchers are encouraged to examine the effect of different leadership styles on employee commitment through a mediated process of trust in a public sector setting. In addition, scholars can use other mediators such as employee engagement to enhance performance. Finally, other researchers can consider all types of trust such as trust in colleagues, trust in supervisor and trust in management.

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