

A Study on the Effect of Credence to Truthful Leader on Commitment

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Abstract: The main object of this paper is to shed light on the credence to truthful leader affecting commitment of followers. If exists the credence to a truthful leader might have side effects such as success in the life philosophy, radiation of happiness and commitment to organizations. The desired outcome should serve for all. The aim of this study is to measure the commitment level affected by credence to a truthful leader. To serve this aim a survey has been conducted throughout all the workers of the industry leading textile retail dealer firm of Turkey in 2016 which is believed to have a truthful leader. A multiple regression analysis had been executed to measure the relation from the predictors of credence to leader to the dimensions of commitment. It was assumed to be three kinds of commitment: affective, continuity, and normative. Credence to a truthful leader had affected commitments mostly by the predicting conditions of the leader: a. being honest and fair, b. creating a positive work environment, c. self-confidence, d. sharing information, e. delegation and heeding the followers, e. not creating tension, and f. trust worthiness. The results reported in the article were generally consistent with the prior studies. To conclude it is safe to say that solidarity can only be achieved through credence to a common dream. If the project to give life to that dream was well designed, it would be possible to have power to created corporate spill over's. The study was one of the attempts to make happy both the organizations and individuals working within. Project managers are apt to be truthful leaders because they need commitment but have little fixed ideas to offer in return.

Keywords: Trust; Truthful leaders; Commitment; Solidarity; Interdependence; Individualism

Introduction

Starting from the first age's leaders of the groups has tried to have more followers to acquire power. They could succeed when the humanity discovered common beliefs by way of grew up common trust to same stories. Money, big temples, close corporations and rapid improvements have been achieved thanks to solidarity, the gift of common trust. Today, as an old subject leadership styles and types occupy quite a sufficient literature space. One of the distinctions to scrutinize the leadership types is made by a system of values by which one lives. Namely, the choice of the main object in life affects the followers or leaders what to trust on. There might be at least three different dominant intentions in the principles of actions: Lordship, hedonism or meaning. Considering the challenge to pass anyone else in a race lordship very rarely leads to happiness. Hedonism is also problematic as avoidance from any kind of pain and giving the pleasure first priority might not be a supportive ideal for life to satisfy the society. History shows us the solidarity could be achieved best by the common trust of crowds of people which think there should be a meaningful motive in the life.

Good working environment in organizations composed by friends thinking and acting alike, experiences collaboration and quick flow of information. But there is cost. Sharing similar values and ways of thinking cause the lack of creativity. Furthermore, most employees avoid competent but unpleasant colleagues whatever the cost of vacancies and their replacement to be. Human resources and line managers prefer "loveable fool" than a "competent jerk" as a colleague candidate, and consider like ability over ability [1]. The idea is trustworthiness brings commitment for free. So one may

expect the leader create, bring and support new ideas in an era of innovations. Thought it is not a one man job strong communication and flow of information is crucial. It would be not surprising those employees to choose loveable leaders.

What qualities should the employees appraise and appreciate most in a leader? This question asked to managers and the answers might be same after a quarter century now: Leaders should be truthful, capable, uplifting, and visionary. The followers first look for consistency which means the attitude and actions are in line. The words of truthful leader are straight forward consistently her/ his behaviours are right and predictable. When a leader keeps the word the followers probably would estimate the criterion to be promoted more easily. Following the motivation of consistency second quality of a leader might be capability. Suppose a truthful leader were not capable it would not have been possible to keep all words in actions. This quality refers to be a pain taker, efficient, effective, and productive one. A Truthful leader has to know the best way of doing business. This procedure requires technical expertise, ability to use knowledge to challenge, inspire others to compete within and between organizations. The arched type attitudes of a truthful leader are also capable to represent an example for the followers who are candidates to take over leadership. This is like "uplifting" affective support, to provide energy to followers to think positive about the future. Truthful leader talk from heart and give a sense of deep love to be a natural model in whole life. Cares everything and shares eagerness with followers. Truthful leaders inspire by their vision. Being visionary refers to be foresighted, having a bright sense of changing direction of the organization. Inspiring leaders are followed, and day by day

have new followers seeking a straight forward route for their journey [2]. These qualities were found similar to what communication experts evaluated leaders for source credibility: trustworthiness, dynamism, and expertise.

Trustworthiness seems still holding the first place in communication. When people perceive their manager to have high credibility, they are founded more likely to [3]:

- Feel proud to tell others they contribute to the glory of the organization,
- Internalize team spirit,
- See their settled principles to overlap the goals of the organization,
- Feel close and have more than low commitment to the organization,
- Think and look the same way with the owners of the organization.

When people perceive their manager uneasy and give low credence, they are founded more likely to

- Work only if they feel to be under a careful control,
- Be motivated principally by numeration ,
- Be inconsistent to talk about the organization depending on the listeners,
- Constantly look for another job in case the organization might experience problems,
- Feel alone and ingratitude

The credence to a truthful leader is apt to increase the employee commitment levels. Although previous researches provided evidence for different contexts supporting that idea there are numerous management implementations and researches that have produced opposite conclusions [4]. Especially debates are on truthfulness and peremptory good sense. One may argue that truthfulness is a heavy burden for leaders depending on the organization, sectoral environment or country regulations. Providing with enough training and career opportunities to increase worker commitment requires a risky investment with vogue ups behind the other cons discussed below. Accordingly, this study aimed to examine the effects of the dimensions of truthful leadership on the types of commitment. On the other hand the conclusions would strengthen the bridge between two different streams of research in organizational behaviour and psychology.

Conceptual Framework

Truthful Leadership

Young Guru (YG) Academy founded by Sinan Yaman has been training inspiring leaders since the year of 2000 on. YG Academy cultivates “*selfless leaders*” to realize the dream of a brighter future for the younger generations. To achieve this goal, each year YG Academy evaluates more than 50,000 applicants from 200 universities in Turkey and other prominent universities abroad. Among those students, 50 of them are chosen as Young Guru Academy volunteers who choose a loveable leader for themselves. YG Academy raises selfless leaders with social responsibilities. Academy engrains the sense of conscious contentment by serving voluntarily to

the disadvantaged members of the society. YG Academy volunteers attend the YG Academy Leadership Summit, camps and work sessions with the highlighted mentors who are already prominent figures of the national and international arena. The mentors are called “*Dream Companion*”. The YG Academy being a non-profit organization is aiming to cultivate confident leaders who are selfless and succeed in succeeding together, instead of self-reliant, charismatic leaders who decide by himself/herself.

The YG Academy volunteers transform the definition of leadership through delivering innovations which are blazing trails and bringing worldwide successes [5]. The mentors seeking meritorious conduct, voluntary to help creative young are key providers of better future of not only the young persons or firms but of the humanity. The YG Academy takes truthfulness and integrity as catalysers to bring young people dream together, decide together and achieve their dreams together.

Truthfulness

Truthfulness in a leader is related to act in ethical rules for any society. This attitude refers to honesty and avoidance of any ease of doing business in unethical ways. Uncertainty refers to how much a society feels threatened by uncertain and ambiguous situations. To stay clear of uncertainty one should provide employees with career stability, strict to the normal structure of the organization by not tolerating behaviour and attitudes different from accepted social standards, believing only in absolute truths, and realizing expertise [6]. While individualism and uncertainty avoidance had been founded rigorously related with the possibility of avoiding unethical behaviour, power distance and masculine values founded not [7]. The people coming from cultures which mind individualism and determinacy generally avoid unethical behaviour. Individual refers to the “*in*” divisibility or integrity of Homo sapiens and the soul. In contrast people coming from cultures which mind hierarchical order, achievement and richness tend less attention to avoid unethical behaviour. So it is less expected from a leader and followers of the groups of the latter society to reward truthfulness. This is the case in a great many developing economies and a bricking stone to develop trust in project groups. Being a truthful leader tends to bring advantages:

- Followers willingly communicate and give full details of their confidential information,
- Followers never suspect that the leader lies for a selfish gain and fear of confrontation,
- The distance between follower and leader gets smaller so leaders do not worry about taking responsibility for their own actions and what others think about them.

The failure of being a truthful leader costs:

- The amount of the time until discovery of the truth increases the cost of the leader and lessens the possibility of follower’s forgiveness,
- Once a leader lied, truth and credibility never appears in the minds of the followers,

- A stress of being detected cause the leaders constantly struggle to control all the words, feelings and body language to keep track of the tales they tell for integrity.

Integrity

Integrity was taken as the consistency between one's attitude and actions. As there is a certain difference between attitudes and actions, internally consistent people who managed to lessen this difference gain truthful label. It is generally hard to believe a truthful man believed in integrity to be a smoker after saying that "*smoking is a bad and dangerous habit*". This example case also tells that the actor here might like the taste and have personnel pleasure in the first trial of smoking before, acts according to the words all the time, even at personal cost. The gains of integrity of a leader [8]:

- Being predictable allows the followers' independence counting on the intent of the truthful leader. The independent environment supports team members to smoothly operate even in the absence of the leader. Considering otherwise it is safe to say the integrity increases productivity,
- Counting on the leader's empowerment within integrity, followers contribute in difficult decision making processes without fear of retribution. Then it would be more easy to transfer the authority for empty positions occurred both by rest or replacement,

The credence to a truthful leader will be secured even in the most difficult circumstances or when the volatile conjuncture prevails and decisions need to be made. Followers see the confidence of leader acting with integrity as they confront a brutal reality. The followers proud of the integrity make their mind up within the shortest possible time.

Competition

Co-operation and solidarity obtained by leader are supposed to be keys to successful commitment. To survive all the entities have two options as to differentiate and lower costs. As differentiation cannot be achieved by leadership, production line or only one team, the co-operation has shortfalls. The most advanced artificial intelligence of a robot cannot exceed that of a three years old child's level today. The improvements of the programs which co-operate are not supposed to go any further. The problem might be to integrate evolutionary approach which continuously seeks to evaluate different points of views to solve the same problem. This infrastructure for team building is proposed by Eagleman who coined the term "*competitors team architecture*" [9]. In the proposed environment to advance the simulation of human brain, small programs evaluate continuously and consistently tries to solve the same problems but in different ways. The role of the leader is only to prioritize the followers in an order. This is just as the duty of the consciousness provided by human brain. This environment needs a democracy between teams based on competition. A related autonomous team environment helps to go on searching even after finding a solution.

Literature Review and Development of Hypothesis

Commitment level

Low levels of commitment is desirable because it compensates high turnover problems first with enhanced creativity of employees, and second a purifying function for organization to quit misfits and provide discontented employees with an opportunity to find more compatible workplaces. The high personnel turn over causes a kind of hidden unemployment because of the employees doing just what is required at the expense of career advancement and commitment to organization. While the royal employees' suffer from having an unstable, disloyal work environment and a heavy work load, the hidden unemployed crowd steadily look for job opportunities abroad. The advantages of moderate levels of commitment generally outweigh the disadvantages [10]. The employees are more committed creating lower rates of turnover. They are mentally satisfied because they execute their work written in job descriptions plus that of their career plans. The free trade between organization and employees prevails. Employees exchange commitment with remuneration and career opportunities by the organizations. There are three components of affective commitment [11]. First one is so called emotional attachment to the organization. Employees' identification and involvement as proud members of the organization are solid in this case. Second one is the continuance component which is the commitment based on the costs that employees forbear to face leaving the organization. Finally, the third one is the normative component in the form of employees' feelings of peer pressure to remain with the organization. At high levels of commitment employees' might experience fastest advance in their careers, and remuneration expectation in exchange with the organization's production demands. However the capabilities of organizational life and donations might not be satisfactory to its members' requirements. Further, the organization might lose flexibility and become vulnerable to a variety of unethical and illegal behaviours of employees to express high commitments to their organization [12]. Even for the most committed employee it would probably not be possible to expect not to look for job opportunities and be fully committed. But commitment is a cost centre in organizational budget including training and enumeration expenses increased due to empowerment.

Each level provides managers contingent options of commitment to choose. Once existing levels of commitment have been diagnosed about likely outcomes, managers might use their privileges for the future of organization. If a change is desired in the level of commitment whether it might be low, medium or high, a strategy would be explored to adjust [10]. Because of the high levels of task competition and organizational goals about performance and knowledge could be best met by a level of commitment. But the general tendency of the work-force is to refuse to commit totally to the firm. The reasons of this mobility desire of both employees

and organizations range from inner-firm behaviours to industry environment based conjuncture.

Hypothesis 1: *Optimum levels of commitment should be moderated strategically and in case reducing levels of commitment might be needed.*

Autonomous-related self

There is a distinction between separate self and related self. The difference could be seen in people behaviours. While autonomous-separate selves try to prove themselves, love own ideas, take feedbacks as threat and, take the prize of success; the autonomous-related selves have inner peace, can easily be persuaded with enough arguments, take feedbacks as opportunities for nourishment, exclude themselves from remuneration. This is a matter of individualism/collectivism and or independence/ interdependence depending one thinks interpersonal distances or agency theory [13]. Though some level of individualism and independence might be useful for those who work alone, the teams need related autonomous members who work together. In the commitment types the most powerful and long lasting one might be the intrinsic commitment. The reason of this type of commitment might be both the shared values with the organization and the feeling of responsibility to the others. Emotional and normative motives push the executives not to mobilize and commit the workplace in return for everything they have. The intrinsic commitment level would be a function of the perceived collectivism or interdependence.

Hypothesis 2: *The perceived interdependence level affects the intrinsic commitment to the organization.*

Credence to Truthful Leader

The truthful leader incorporates the behaviours in this study; it was intended to examine how a truthful leader interacted with credence of followers. To assign a truthful leader the examination criteria had been set up. These criteria included the witness of others and the awareness of community of YG Academy which was founded by the writer of the book “*the truthful leader*”. As per the theory in the book the most important criterion was the witness to a truthful leader [14]. A pilot survey had been executed to eliminate between the CEOs of companies who have participated in the YG Academy Annual Summits starting in the year 2000. The pilot group was 100 randomly chosen participants of 2015 and 2016 summits. The first place was for a CEO of a company leading the retail market in Turkey. A second survey had been executed to scrutinize if the trustworthiness of that CEO was sufficient. A distinction between the respondents who perceive their manager to have high credibility suppressed the opponents’ perceptions in a Likert-5 type scale as shown by Table 1. T test values showed significantly bigger means compared the respective answers to questions for followers which declare perceptions about their manager to have low credibility as mentioned above [3]. The data collected and discriminated by the stores based as the work teams. of ethical and moral

leaders. Ethical leaders pay tribute to management within standard, generally accepted regulations in communication and relationships. They promote followers open to two-way communication, eager to reinforce, and involved in decision-making by such a conduct [15]. According to Gini role modelling of the leader by followers’ importance of ethics goes back to Aristotle who argued “*the spirit of morality is awakened in the individual only through the witness and conduct of a moral person*” [16]. All ethical judgements are in some sense a confrontation of values vs. other’s values or rights vs. other’s rights. This in fact finds reflection in ecological theory that all the neural systems of the brain try to solve the same issue by different ways competitively. So ethics is not so different than other issues being an evaluating enterprise [17]; Judgements must be made in regard to as much possible competing point of views as in a free and fair environment. Moral leaders can drive leads, orchestrates, and cajole; but they cannot force, dictate, or demand [18]. For another challenge the most eloquent appeal will be no match for the dispassionate edict of the market [19]. Only words generally would not help followers to fully understand the way of doing business. The witness of moral leadership can prove to be more effective though it is too rare [20]. Once witnessed every employee share the same vision with the truthful leader thanks to the level of individualism. Contrarily bosses might be seen as adversaries, others, and obstacles to be overcome. Otherwise sooner or later bad leadership would erode internal and even external standards of morality [20]. Individualism, being a natural habit internalized by organization where interdependence has been set up throughout working team’s moderates intrinsic commitment level borne by credence to truthful leader.

Hypothesis 3: *Credence to truthful leader affects the intrinsic commitment to the organization.*

Hypothesis 4: *Competition within organization lightens the negative effect of the witness of others and strengthens the effect of interdependence on intrinsic commitment.*

Hypothesis 5: *Individualism moderates the effect of credence to truthful leader on intrinsic commitment level.*

Methodology

Research Goal and the Sample

In this study, it was intended to examine how a truthful leader interacted with credence of followers. To assign a truth full leader the examination criteria had been set up. These criteria included the witness of others and the awareness of community of YG Academy which was founded by the writer of the book “*the truthful leader*”. As per the theory in the book the most important criterion was the witness to a truthful leader [14]. A pilot survey had been executed to eliminate between the CEOs of companies who have participated in the YG Academy Annual Summits starting in the year 2000. The pilot group was 100 randomly chosen participants of 2015 and 2016 summits. The first place was for a CEO of a company

leading the retail market in Turkey. Then a second pilot survey had been done to scrutinize if the trustworthiness of that CEO was sufficient. A distinction between the respondents who perceive their manager to have high credibility suppressed the opponents' perceptions in a Likert-5 type scale as shown by Table 1. T test values showed significantly bigger means compared the respective answers to questions for followers which declare perceptions about their manager to have low credibility as mentioned above [3]. The data collected and discriminated by the stores based as the work teams.

The sample size of the research has been calculated according to the level of $e=0.04$ and $\alpha=0.05$ [21]. A sample size that can be accepted for the safety level of 0.95 of the proportional estimation of the principal mass standard deviation and variances is $n=600$. The application has been made to a sample above this number, as in this case, with a coincidental accessibility. Questionnaire forms and the returns have been distributed in sufficient number by reporting that they have

been read. Required rate of return was minimum $n=405$ for the statistical method applied. For instance, the rate of return of the questionnaire form had exceeded 35% and the number of the participants consisting of the employees, being member to organization in case study, has been surmounted over $n=600$ than it is safe to start the statistical applications in any type of research.

Every respondent opt the higher values for each of the question representing high credibility for their leader compared low credibility perceptions of the adverse items. In addition the overall perception of all the questionnaires' showed quite higher credibility to leader in force. So it was safe to work with The Retail Company as a good represented case for the truthful leadership. In this sense, a self-administered survey was mailed to all of 3000 employees working under The Company Headquarters located in Istanbul.

Table 1: Followers' credibility level about the truthful leader/manager

Perceptions of the Followers	mean	SD	Var.	t-test
Be proud to tell others they are part of the organization	4.63	.58	.34	.000**
Feel a strong sense of team spirit	4.47	.50	.25	.000**
See their own personal values as consistent with those of the	4.48	.50	.25	.000**
Feel attached and committed to the organization	3.86	.80	.64	.003**
Have a sense of ownership of the organization	4.54	.50	.25	.000**

Notes: $n=95$; * $p < .05$, ** $p < .01$ (one tailed t-test)

In order to test the hypotheses, data was collected from a wide hierarchy range of specialists and managers. After deleting records with missing cases 846 completed questionnaires (return rate: 28%) were remained, which constituted the sample for this study. Females comprised 46 per cent of this sample. Age, education and sexual differences as well as experience were dispersed normally and there were no serious bias in responses by demography.

Measures

The layout of this study was developed by using measurement scales adopted from prior studies. Credence to truthful leader was measured by a scale derived of studies about commitment attitude in groups. Relevant studies were about commitment [22], individualism and independence, and collectivism and interdependence [13]. There was a general concern on group behaviour research that could not have provided all the desired scale items to assess the dependent variables. Counting on empirical overlap among the scales' items were included all the independent variables then it was safe to test the new scale. Each item's factor analysis used principal component extraction with varimax rotation to test the model sufficiency. Three factors emerged from these analyses were content with the previous studies' results; and a scale for each was constructed by averaging the variables loading at .30 or greater on a single factor. Table 2 shows these results and the questionnaire items. For dependent variable of intrinsic commitment three factors identified by Allen and Meyer [11]. Antecedents of affective component of commitment was

estimated followers' perceptions of the extent to which colleagues were got to believe that they were crucial to the entity for "personal importance", the roles and goals were clearly defined for "role and goal clarity", employees were treated equitably for "fairness", jobs were challenging for "job challenge", goals were difficult for "goal difficulty", the organization was dependable for "organizational dependability", employees were cohesive for "peer cohesion", leadership was qualified for receiving to follower suggestions for "management receptiveness", the followers were empowered and permitted to involve in decision making considering their expertise for "participation", and the return of information about the result concerning their process or activity was evaluated for "feedback". Continuity component of commitment was assessed as the extent to which employees resided and invested locally for "community", the possibility of that employees have to travel long if they were obliged to leave the organizational position for "relocate", transferability of learning outcomes to other organizations in the form of "skills" and "education", decrease in income in case of quitting the organization for "pension", the extent to which

employees spend energy and time to learn a particular job for “self-investment”, and responded asked for “alternatives - How free from worry they felt it would be to acquire equal or better position replacement in another organization?”. Antecedents of normative component of commitment were derived from seven-item “The Organizational Commitment Norm Scale” [23]. The organizational norm and group attitudes by time was incorporated to see if the model gets better by means of commitment besides according to prior works some shared items with the first factor (Table 2). The last factor tested and derived from the variables to reflect feelings of employees from which organizations expect loyalty.

Data Analysis and Findings

Because of the inherent multi co linearity between variables of first and third factors multiple regressions quadratic assignment procedure (MRQAP) used. Analysis tool was UCINET 6 software. Following Randall [10], the first factor was named as commitment level of the followers of truthful leader. This factor included optimization of the commitment levels of the followers by both adjustments made by organization and followers themselves to acquire the love, joy or success whichever giving the meaning of existence best.

Table 2: Factor Structure of Credence to Truthful Leader^a

Questionnaire Item	1	2	3	Alpha
1. Commitment level of the followers of truthful leader to organization				.69
I feel a strong sense of belonging to my firm	.58	-.36	.17	
I do not feel emotionally attached to my firm ^b	.59	-.07	-.04	
My firm has a great deal of personal meaning for me	.68	.18	.11	
I do not feel like ‘part of the family’ at my firm ^b	.55	.02	.29	
I would be happy to spend the rest of my college career at my firm	.56	.16	-.10	
I do not enjoy discussing my firm with people outside of it ^b	.76	-.07	.28	
I really feel my firm’s problems are my own	.80	.13	.20	
2. Individualism and Independence				.71
To be superior, a man must stand alone	-.15	.65	.22	
In the long run the only person you can count on is yourself	-.02	.58	.31	
Do you have your own opinions on everything? (How important is it for you to have your own opinions on everything?)	-.03	.73	.21	
Having a lively imagination is important to me	.11	.54	.14	
Speaking up during a meeting is not a problem for me	.30	.43	-.04	
3. Collectivism and Interdependence				.64
I like to live close to my friends	.05	-.06	.88	
I sacrifice self-interest for my group	-.11	.02	.63	
I usually go along with what others want to do, even when I would rather do something different	.19	.07	.51	
To sacrifice your goals (possessions) for; to compromise your wishes to act together with01	-.11	.93	
Are you kind to others? (How important is it for you to be kind to others?)	.34	-.25	.64	

^a Bold type indicates that the associated question loads unambiguously at .30 or greater on a single factor; ^bItem was reverse-coded.

Besides the advantage of lowering the turnover rate of personnel the higher levels of commitment had two disadvantages. First was the cost of achieving the level by

education programs might never be paid back by the increase in performance of workers in return. Moreover leveraging the capabilities and acquirements of workers might increase the

wages. Secondly, the tendency to look for new job possibilities is a natural habit and an impossible one to be destroyed by very high commitment. The Cronbach's alpha for this scale was .69. All statistics used standardized terms. All the necessary transformations were made for linearity. Second factor was named as individualism and independence [13], was composed of narrowly focused set of commitment perceptions designed to recognize and reinforce desired creative employee behaviours. These perceptions would probably take a role of founding competitiveness which is the unique tool to survive in times of crises [24]. The competitive power had its roots from creative thoughts of individuals and innovations by organizations which allow and promote workers to innovate independently. Conceptually a team should incorporate independent and collective members to be productive and synergic. The independence level as second factor complemented the third factor namely collectivism and interdependence and interdependence. The Cronbach's alpha for individualism and independence scale was .71. Third factor was named as collectivism and interdependence which are needed for any cooperative environment. The Cronbach's

alpha for collectivism and interdependence scale was .64. The correspondence between these scales and the prior conceptual work which had demonstrated high levels of reliability and validity was encouraging [13,22]. Given the paucity of prior works in the field, however, these results should be interpreted with caution and especially the measures about desired commitment level should be considered highly exploratory. In the research model the adjustment of dependent variable was checked in terms of the commitment types which are emotional, continuity and, normative commitment levels to organization.

In the research model showed by the Figure 1 credence to a truthful leader had affected **affective** commitment by the predicting conditions of the leader: a. being honest and fair, b. creating a positive work environment, c. self-confidence, and d. sharing information, and e. delegation and heeding the followers. The predicting conditions for **continuity** commitments were: a. not creating tension, b. trust worthiness, and c. delegation and heeding the followers. The **normative** commitments were: a. being honest and fair, b. creating a positive work environment and, c. sharing information [11].

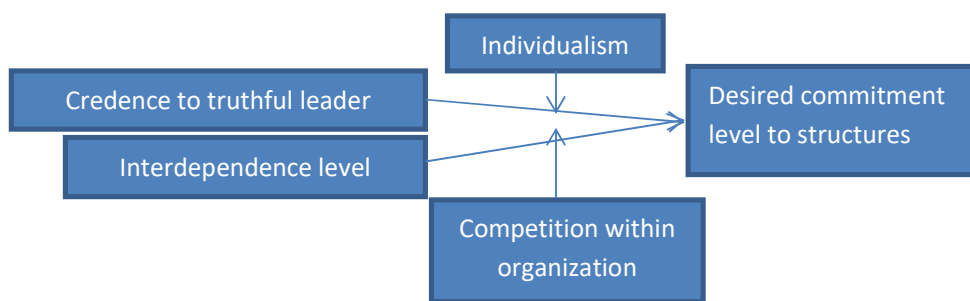


Figure 1: A model of credence to truthful leader affecting commitment

As a moderator variable the team based competitiveness measured by the questioner item including cooperative orientation within teams was “While I was working, it was important to achieve as many rewards as possible as a team” [25]. Two supporting items with the same and with opposite meaning (reverse coded) were used to support the reliability of the responses. Means of Likert 5 type responses were used within the model if they are consistent by means of any respondent. Credence to truthful leader has been measured by the scale developed by Kouzes and Posner [3] as mentioned above.

Correlation Results

To test the research model consistency the correlations of the variables have been checked as shown by Table 3.

Table 3: Descriptive Statistics and Correlation Analysis

Variables	Mean	SD	1	2	3	4	5	6
1. Affective commitment	3.94	.58						
2. Continuity commitment	3.18	.63	.323**					
3. Normative commitment	3.12	.72	.274**	.289**				
4. Credence to truthful leader	3.04	.49	.261**	.221*	-.030			
5. Interdependence	3.10	.47	.273**	-.044	.076	-.222*		
6. Individualism	1.79	.39	.083	-.078	-.227*	.168*	-.020	
7. Competition within organization	3.95	.63	.223*	-.094	-.046	.233**	-.002	-.131

Notes: n= 846; *p<.05; **p<.01

The correlations between the commitment types were high as supposed. Credence to truthful leader variable had correlated with all the factors in the study except for individualism. So it seemed like there were no excluded variables to set up a model fit. Between moderator variables competition within organization was correlated with only affective commitment while individualism was correlated with only normative type of commitment. Moderator and predictor variables had meaningful correlations. Durbin Watson test had been implied that there was no serious problem of multi-co linearity/autocorrelation in the study data. To be sure correlation matrix had been checked before performing multiple regression analyses and “*estimated generalized least squares random-effects regression as well as fixed effects regression method*” were used. The pattern of results of these additional analyses was the same as those shown in multiple regressions quadratic assignment analysis results below.

Regression Results

Before testing this hypothesis and other hypotheses all the necessary reliability tests had been executed. It was examined whether there was significant systematic within group and between groups variance in interdependence behaviour. Results revealed that 32% of variance in interdependence behaviour was within groups, between individual differences in average scores were significant and meaningful ($p < .05$).

Hypothesis-1 stated that optimum levels of commitment should be moderated strategically and in case reducing levels of commitment might be needed. Coined by the researches [11,23]. This idea was supported by interviews with the top

executives of the firm of case. While the multi co linearity between affective and normative commitment standing still it was found as before continuity commitment model is entirely independent from the other two. Further investigation was on the tool of the cuts for saving resources. So the sub items of the commitment types should be used to make an optimum adjustment. The regression results showed that some of the sub items do not affect any types of commitment so they are safely removed from the model both to have sufficient levels of resources and desired levels of commitment. The reasons have been left to following studies’ research to be found out.

Table 4: Results of Regression Analysis of Commitment

Antecedents of intrinsic commitments ⁱ	Affective commitment Model-1	Continuity commitment Model-2	Normative ⁱⁱ commitment Model-3
First-year job challenge	.070*		.059*
Role clarity	.032		
Goal clarity	.068*		
Goal difficulty	.140**		
Mgmt. receptiveness	.044 ^t		
Peer cohesion	.124**		.088**
Organizational dependability	.090**		.102**
Fairness	-.024		
Personal importance	.086**		.100**
Feedback	-.008		
Participation	.025		
Skills		-.001	
Education		.022	
Relocate		-.007	
Self-investment		.055*	
Pension		.088**	
Community		.042*	
Alternatives		.038 ^t	
First-year group attitudes toward organization			.010

Organizational commitment norms			.050*
Current group attitudes toward organization			-.034
R ² (Adjusted R ²)	.208(.142)	.118(.077)	.162(.108)

Notes: n=846; ⁱ p < 0.10; *p < 0.05; **p < 0.01; all two tailed tests; ⁱ Allen and Meyer, 1990: 12; ⁱⁱ Buchanan, 1974: 540.

The regression results reported by Table 4 discriminates the sub items which were not found crucial to deploy resources of the organization for and desired ones. The results have proved confirmation for the models set up by previous works generated similar outputs with slight differences. The commitment types represent three different models of equations. Though all four of the shared items by two models had similar significance levels within different regression equations. Allen and Meyer [11] stated the effectiveness contribution differences of the committed employees could be discriminated to assess the commitment degree. Then organizations might use the results of the research examining antecedents to better manage the experiences of their employees so as to improve the desired profile. Table- 4 displayed that each type of the commitment has similar numbers of antecedent variables as successful predictors but the evidence seems strongest for the predictions about affective commitment.

Feelings were the most powerful tool to moderate commitment to attach employees to their organization. If a dependable firm’s management clearly defines difficult goals to important and friendly employees than personnel turnover was expected to be low. Second important predictors were normative items and the last were continuity predictors. Though factor analysed and tested by prior studies these teams have items that were not so necessary to highlight by the managers as they have meaningless effects on the dependent variable. If firms want to save resources from personnel improvement and still want to choose some of the employees highly committed by cheap tools; it seems possible. Thus the Hypothesis-1 was accepted. Table 5 presents the regression results showing the effects of the antecedents of commitment types in the context of truthful leadership. According to perception of respondents who witnessed to a truthful leader three model had been set up. These models tested our Hypotheses- 2 to Hypotheses- 4.

Table 5: Results of Regression Analysis of Types of Commitment

Variable	Affective commitment		Continuity commitment		Normative commitment	
	Model-1	Model-2	Model-3	Model-4	Model-5	Model-6
Credence to truthful leader	.078	.123	.149*	.204*	.140*	.134*
Interdependence	.158*	.199*	-.177*	-.190*	-.046	-.031
Individualism	.007	.093	.087	.133*	.008	.033
Competition in organization	.198*	.211*	.102	.154*	-.055	-.003
Individualism x Credence to truthful leader	.281**		.176*		.192*	
Interdependence x Competition in	.249**		-.256**		.145*	
R ² (Adjusted R ²)	.385 (.255)	.241 (.176)	.309 (.195)	.164 (.093)	.188 (.136)	.140 (.127)

Notes: n=846; ⁱ p < 0.10; *p < 0.05; **p < 0.01; all two tailed tests.

Hypothesis- 2 predicted that perceived interdependence level by the employees affects the intrinsic commitment to the organization. The MRQAP results for testing Hypothesis 2 were displayed in Table 5 (Models 1, 3, and 5). Other models test the commitment levels without moderator effects. The results reveal that after competition within organization and individualism were controlled for credence to truthful leader and interdependence as predictors of which scores aggregated to the group level, significantly predicted followers’ commitment (p < .05) except for the normative commitment (p > .10) without moderator effect of competition within organization. Individualism and inner competition had clearly affected and moderated the impacts of the predictors. This supports the cross-level main effect of interdependence on

intrinsic commitment to the organization. Thus, Hypothesis-2 was supported by the data except for the normative commitment. Without moderator variables also affective and continuity commitments were affected by the predictors (p < .05) but not the normative commitment (Models 2, 4, and 6). Hypothesis-3 predicted that credence to truthful leader affects the intrinsic commitment to the organization. The results reveal that after the moderating effects of competition within organization and individualism were included in the model credence to truthful leader affected intrinsic commitment to the organization. The MRQAP results for testing Hypothesis-3 were displayed in Table 5 (Models 1, 3, and 5). Therefore the test statistics confirmed the Hypothesis- 3 (p < .05) except

for the affective commitment ($p > .10$) without moderator effect of individualism.

Hypothesis- 4 predicted that competition within organization lightens the negative effect of the witness of others and strengthens the effect of interdependence on intrinsic commitment. The MRQAP results for testing Hypothesis- 4 are displayed in Table 5 (Model 1, 3, 5). All three types of commitment were moderated by inner competition, and competition clearly increased the significance of the predictor named interdependence ($p < .01$). Therefore the test statistics confirmed the Hypothesis- 4. Although it was not predicted the moderator effect of individualism changed the acceptance of normative commitment affected by credence to truthful leader too. Hypothesis- 5 stated that individualism moderates the effect of credence to truthful leader on intrinsic commitment level. Neither the control variable individualism nor the predictor variable credence to truthful leader could have independently affected affective commitment. But the moderator set up of these two variables namely affective commitment and credence to truthful leader could cause a positive increase in regression degree with dependent variables of commitment types. Thus Hypothesis- 5 was fully confirmed because intrinsic commitment level increased by the moderator effect of individualism.

Conclusion and Further Discussion

The fair and truthful leadership is a hard job to investigate thoroughly. Its best advantage is probably an increase of communication between the layers in the organization. Thanks to different objectives in business environment it may be quite difficult accommodating “*corporate social responsibility*” to business while harmonizing and creating the wills of society, shareholders and employees either top management or the other managers and workers who have particular actions to undertake daily jobs within the limits of competence. Resource based approach to strategically human sources management force managers to discriminate between employees. The public, individual managers, the interests of a corporation, and the last but not the least the leaders contains deep differences in the points of view to solve the same problem [19]. It may be the sole chance of organizations to model a clever organism by arguing on the same problem and gather lots of solutions with or without compromise. The initiative like YG Academy’s tries to mesh the drawn away points of views by finding and training loveable and competent people. Just as “*becoming ambicultural*” defined a process that individuals and organizations alike can undergo to bridge divides and unites “*opposites*” [26]. One of the best ways to interact diverse groups might be to find shared friends as shared areas to argue on different understandings of the contentious object. Lovable people play the role of “*affective hubs*” because they are friends of a great deal so even they cannot unite the people of different groups they can create free areas of discussion [1]. These hubs might lessen the intervention requirement from a leader which is a good tool for a truthful leader trying to shorten the hierarchical distances. Truthful leaders gain credence both by the creating and, with the help of loveable and competent employees. Zdaniuk and Robocel [27] found

two supporting regressions concerned the role of faultless and fair leadership which could have been named “*truthful*” in their study. Followers of these leaders who pack a punch being truthful and faultless perceived the shortcoming as less critical. This kind of effect which truthful leaders have causes the interpretations of the followers change somehow out to be collaborators in both action and principles. The other findings of that study were about the decrease of the amount of complains from supervisors. Of course the reason was the truthfulness of the truthful leader which in turn promised high levels of credibility. When employees predict to be treated fairly they assign the truthfulness to their leader. The findings are aligned with that of this study which confirmed that followers harmonize their efforts with the desired way of doing business in the organization if a truthful leader is in force.

The research related to ethics and faith moderates the commitment levels. These studies did not compare the attitudes of the managers to discriminate between leadership styles or does not solely highlight the harmonization of characteristic labels. While charismatic leadership includes creativity and competition objectives, servant leadership possess ethics, fairness, friendship and responsibility with followers as labels [28]. Rather the focuses of the studies were served on three factors [29]. The first one was on follower perception and voice behaviour in the form of expression of followers’ will. This will was found to be positively related to truthful leadership. In addition if the climate in an organization fosters innovation the truthful leadership highlighting ethics in business causes higher levels of voice behaviour which showed mediator effects for individual creativity. Second these studies widened the theoretical scope of competitive dynamics by offering alternative views of leadership to increase the power of human resources; in so doing, it extended the intellectual promise of the field and enriched its connection to sister disciplines. Third these studies contributed to development of leadership theory. Very similarly with this study the precedents tried to identify the role of follower beliefs of organizational credence on commitment levels by examining the moderating effects of ethical leadership [4]. Following the stream this study enriched the bridges between the follower perceptions and voice behaviours’ interactions with truthful leadership in which the leaders are keen to invest on followers to replace themselves. As such credence of the followers to leader had been found to be most effective predictor the study represents one of the first valuable contributors to the truthful leadership and strategic decision theories. Because of the sample size the outputs may be generalized and used by following researchers.

Individualism in a team awakens the voice behaviour and should be supported by leader. A good example was given by the actor of spiritual leadership. Especially the followers steadily seeking meaning for their lives and spending much of the life at work needs tight connections to others helps one to be a complete individual and help to seek significant achievements, and continuous truthful instructions motivating to reach higher degrees of commitment to sacred purposes of

organization members. The followers of a spiritual leader understand that environmental sensitivity might be more important than autonomous self. The free will of mind which might be a hallucination should not lead followers to act unfairly by the help of either algorithms of intranet networks or the commands of spiritual executives [30]. This way of thinking fosters interdependence. Spiritual leadership affects follower organizational citizenship behaviour by increasing interdependence and encouraging collaboration at work [31]. But this objective could only be achieved by autonomous self of individual. Following the previous works this study used individualism in the teams and interdependence as moderator variables for commitment. The results supported the predictions and these variables played perfect moderator roles as they increased the dependent variables positively. Like spiritual leaders another focus should be on game networks and their leaders. Though there have to be more research on the field it is already possible to build some predictions. The similarity of the algorithms of virtual world and specialized jobs in modern life is promising for researchers. The offline leaders in voluntary organizations and virtual life are also similar but rather different than the leaders of companies thanks to their task orientation instead of relation [32]. This fruitful research area of virtual credence to leaders would possibly bring new information linkages between not only

disciplines of business management and organization but also sociology, legislation, armies and economy. Extroversion and agreeableness were predictor traits of transformational leadership. Agreeableness in some sense needs consideration and trust; extroversion counts for honesty and fairness which are the main traits of ethical leadership. Thus ethical leadership and transformational leadership share similar traits. Followers affectively seek for kind and loveable leadership traits to admire and give credence. They usually trust to and never expect any insult from either transformational or ethical leader. Like the prior works about these leadership traits and this study the conclusions were found not to be affected from born was similarly does not report any demographics bias. Competition within organization had a strong negative effect and was strengthened by interdependence on continuity commitment. A possible explanation might be in the employees' natural tendency of search habits of new vacancy possibilities. Competition increases the challenges and decreases sharing information within firms. It also increases the productivity and a good motive to beat other teams to win the game for reward. Thus it would be wise both for individual to search an easier firm and for rival firms a successful, productive employee.

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