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Trust and leadership styles in Ecuador: Divergent perspective by managers and subordinates

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Abstract

The present study aimed to analyze empirically the relationship between cognitive and affective trust and the leadership styles of managers and subordinates. Two samples were collected: the perception of the managers ($N=341$) and of the employees ($N=314$). The hypotheses were tested through a structural equation (SEM). Results showed that from the managerial perspective, cognitive and affective trust and leadership styles were significantly and positively correlated to a different extent. In addition, cognitive trust was found to mediate the relationship between leadership styles and affective trust. In contrast, the employees' perspective showed no correlation between the aforementioned variables. Finally, theoretical and practical implications and suggestions for future research were proposed.

Keywords: Affective Trust; Cognitive Trust, Transformational Leadership, Transactional Leadership.

Confianza y estilos de liderazgo en Ecuador: Perspectiva divergente entre administradores y subordinados

Resumen

El presente estudio pretende analizar, de manera empírica, la relación entre confianza cognitiva y afectiva con los estilos de

liderazgo de los administradores y subordinados. Para ello, dos muestras fueron recolectadas: una con la percepción de los administradores (N=341) y otra con la de los empleados (N=314). Las hipótesis fueron contrastadas a través de ecuaciones estructurales (SEM). Los resultados demuestran que bajo la perspectiva de los administradores los tipos de confianza y estilos de liderazgo presentan una significativa y positiva correlación. Además, la confianza cognitiva ejerce una mediación entre los estilos de liderazgo y la confianza afectiva. En contraste, bajo la perspectiva de los subordinados no existe relación entre estas variables del comportamiento organizacional. Finalmente se presentan implicaciones teóricas y prácticas, así como sugerencias para futuras investigaciones.

Palabras clave: Confianza Afectiva, Confianza Cognitiva, Liderazgo Transformacional, Liderazgo Transaccional.

1. INTRODUCTION

Trust is present in every aspect of the coexistence among people, from personal to professional, focusing on a person's will to undertake activities and assigned tasks, reach goals or objectives, and comply with decisions made by others (Lewicki & Wiethoff, 2000). Trust is an essential requirement to create close work teams. According to previous research, trust in leaders is a dynamic created from the relationship between the leader and members of an organization, and the manner in which the leader manages how trust is built in others (Lewicki, Bies, & McAllister, 1998; Peterson & Behfar, 2003). The largest and most competitive industries as well as small and emerging businesses have used different proceedings to manage trust among members (Rousseau, Sitkin, Burt, & Camerer, 1998).

Research has shown that trust is useful for people who come from numerous environments and perform different duties or work in different areas in an organization, and allows members to learn from their own mistakes (Krishnan, Martin, & Noorderhaven, 2006; Kumar, 1996). Trust strengthens cooperation and work relationships where people are able to grow together trusting each other (McAllister, 1995; Williams, 2011). Trust forms highly productive work groups (Hempel, Zhang, & Tjosvold, 2009) and also reduces staff turnover indicators (Kashyap & Rangnekar, 2016).

Previous research has classified trust into two types: cognitive and affective, each with its own characteristics and qualities. It is important to understand both trust types due to their possible impact on an organization's performance (McAllister, 1995). Cognitive trust has been regarded as an essential element in work teams because it creates collective efficiency in the group (Chou, Lin, Chang, & Chuang, 2013). Affective trust is developed from a temporary process of involvement, social interaction and non-induced mutual concern that translates into emotional well-being in work teams (Hsieh & Huang, 2018). It has been observed that cognitive and affective trust are not incompatible with one another, as will be further discussed in the present study (Mayer, Davis, & Schoorman, 1995).

For their part, companies require reliable and efficient leaders who aim to improve work teams' performance and create reliable members simultaneously in an unpredictable and very competitive environment (Judge, 2011). Leadership has been defined as a dynamic

that comprises different people with different qualities according to an organization's needs, and the correct exercise of leadership might improve an organization's performance (Mora Casal, 2014). According to Yukl (1989), leaders are the ones who exercise influence through subordinates' commitment and act differently in accordance with the situational context, thus, the leadership process allows managers to shape the organization and its members.

Previous research has suggested that leadership styles may have an impact on the trust of the employees (Behery & Al-Nasser, 2016). It has even been claimed that the leadership styles of managers and the employees' amount of trust in managers' leadership affect the subordinates' performance in an organization (Ugwu, Enwereuzor, & Orji, 2016).

In the present research, leadership styles and trust levels of managers were analyzed according to the managers' as well as the employees' perceptions. The current study sought to provide a theoretical description of leadership styles and trust types as well as perform an empirical analysis of a) the relationship of transformational, transactional and laissez-faire leadership styles with affective and cognitive trust, and b) the relationship between the managers' perception of their leadership style and trust type, and c) the relationship between the subordinates' perception of their leaders' style and the trust type in them.

2. LITERATURE REVIEW

2.1. TRUST

Previous research has suggested that trust manifests itself in different manners depending on the relationship being continuous or a one-time occasion (Rousseau et al., 1998). Thus, trust may appear as a premeditated conception or as a response based on emotions and people's attachments, determined by the experiences in the relationship, its developmental stage, and the signs present in the immediate surroundings (Rousseau et al., 1998). People's perceptions have been shown to increase or decrease based on the experiences of positive behaviors and levels of competence among people (Migliore, 2012).

Trust has been considered as a requirement in several economic environments, both in large companies and SMEs or family businesses, because leaders tend to show a specific level or lack of trust (Gillespie, 2017). At the same time, trust may have an influence on the subordinates' behavior (Allen, George, & Davis, 2018). Trust is complex, multidimensional and stems from different elements such as personal values, emotions, experiences, and competence display (Ren, Shu, Bao, & Chen, 2016). Trust may also manifest through reliability, honesty, confidence, and the way in which people undertake their activities (Ren, Shu, Bao, & Chen, 2016).

According to Hosmer (1995), trust is a crucial aspect of human relationships because trust develops stable interpersonal relationships and encourages successful economic transactions. In contrast, lack of trust may cause the failure and collapse of any social relationship (Hosmer, 1995). According to Lewicki and Wiethoff (2000), the ability to trust other people stems from events related to trust that are experienced throughout life and affect people's personalities, and the rules and norms set by organizations and even society.

In a complex action system, trust is a key element in order that all parties of an organization may work efficiently (McAllister, 1995). It might be necessary that leaders create bonds with their departments or organizations based on trust (McAllister, 1995). Therefore, a relationship is built when leaders and subordinates trust each other's intentions, motives, and words and also safeguard confidential information, which is thorough and honest and leads to expected behavior between parties (Lewicki et al., 1998).

According to previous research, trust might be interpreted as people's expectation of benevolent motives during social interaction. In the long term, the expectation includes predictive aspects of behavior, predictability, and even positive vulnerability between two parties, provided that there is a reciprocity environment and a shared perception that all parties will be fair to each other (Elgoibar, Euwema, & Munduate, 2016).

Trust manifests when all parties are honest with one another and know that shared information will not be used against them because trust is built by a positive expectation among parties (Euwema, Munduate, Elgoibar, Pender, & García, 2015). Thus, positive expectation is crucial to the leader-employee relationship because such expectation encourages more cooperative negotiations, good communication, and decreases competitive behavior (Euwema, Munduate, Elgoibar, Pender, & García, 2015). In an organization, trust might be expressed as the trust leaders show towards employees, the trust employees show towards leaders, and even a third model can be established if mutual trust is considered; most importantly, trust allows managers, subordinates, and every member of an organization to display greater commitment and improve the work teams' relationships (Kim, Wang, & Chen, 2018).

Hence, as previous research has suggested, organizations should regard trust as an essential element to create competitive advantage. It may be essential that trust is developed, structured, and institutionalized in order to achieve organizational efficiency (Lee, Stajkovic, & Sergent, 2016). Trust is built between leader and subordinate as a result of words being consistent with actions, appropriate work, political practices, and organizations being designed with an aim to avoid employees' discontent and distrust (Erkutlu & Chafra, 2016).

Then, we explain the types of trust used for this study.

2.2. AFFECTIVE TRUST

Affective trust develops from the emotional bonds created between people, potentially creating a pleasant work environment despite not being necessarily related to performance and contribution to the work group (Hempel et al., 2009). Trust based on affection is essential to develop trusting interpersonal relationships in organizations and ease the tasks and coordination of all parties involved (McAllister, 1995).

Previous research has shown that affective trust comes from an aspect of benevolence within people and manifests as a genuine and natural concern between two or more parties that do not have any ulterior motives (Ha, John, John, & Chung, 2016). Thus, affective trust results from an emotional bond that may develop from the interactions, attention, and concern between parties. Affective trust encourages an emotional connection that distances from shared knowledge because the emotional perception is intrinsically motivated by another party (Ha, John, John, & Chung, 2016). Affective trust has also been described as the perception of a unique (Pallarès & Traver, 2017), special, and distinct relationship between leader and employee or vice versa, and stems from the belief that concern and interest in others' well-being is mutual (Ferrin & Dirks, 2002). (Hernández, Chumaceiro & Ravina, 2019)

Affective trust usually thrives on mutual social interaction between parties, on affection and honest feelings. Social interaction is

used by leaders to delegate responsibilities and share decision-making processes with subordinates in order to make subordinates more willing to share opinions and get involved positively in the organization (Newman, Rose, & Teo, 2014). Therefore, trust based on affection may develop lasting relationships between leaders and subordinates because creating an emotional bond brings about a sense of trust and stability. Although affection does not eliminate potential vulnerability from trust, affection does enable to reduce potential damage expectancy from one party (Akrouf, Diallo, Akrouf, & Chandon, 2016).

Nevertheless, the emotional bond between parties might be developed through time, provided that concern about one another's well-being is regarded as important and a sense of benevolence is encouraged (Humeres, 2018). Subordinates may have positive images of themselves and others due to affective trust, which will create reliable social relationships (Metin & Karapinar, 2016). Likewise, affective trust may enable subordinates to identify with the company and its goals, improve achievement skills as well as increase productivity and organizational commitment because there is a perception of belonging (Coleman, Gallagher, Meurs, & Harris, 2016). When leaders and subordinates develop a strong emotional connection (Pallarès & Lozano, 2020), subordinates have been shown to internalize their own experiences at work and therefore impact the environment perceived by other members of the organization with whom subordinates interact and maintain a close relationship with (Kim, Lee, & Wong, 2016).

2.3. COGNITIVE TRUST

Trust based on cognition has been defined by McAllister (1995) as trust that is dependent on interactions from the past, which will serve as support for asserting that the other party's behavior corresponds to norms of reciprocity, equity, and compromises between both parties. Furthermore, cognitive trust manifests in people's skills, performance, and contributions to the work group, creating confidence in the belief that assigned tasks will be completed efficiently (Hempel et al., 2009). Evidence is required to demonstrate a person's skills in order to trust them from a rational standpoint, thus, cognitive trust depends on acquired knowledge or past experiences that enable people to anticipate events (Ha et al., 2016).

The acquired knowledge should be relevant to work performance and should stem from recognizable skills and regulatory procedures within an organization that enables to create reliable spaces (Metin Camgöz & Bayhan Karapinar, 2016). However, the relationship is determined by trusting integrity and predictability, where people expect the other party to behave fairly regardless of who might be involved (Ferrin & Dirks, 2002).

Previous research has suggested that cognitive trust may be related to the ability to interpersonally deliver justice within an organization as well as the leader's ability to inform work groups about recent events because of frequent communication. Basing relationships on cognitive trust, leaders could be perceived as cautious

and focused on solving potential problems, creating a competitive atmosphere among employees (Holtz & Hu, 2017). It is apparent that the main sources of cognitive trust are the continuous events and experiences related to skill in task performance, social similarities, and professional qualifications (Ren et al., 2016). Therefore, an expectation of task fulfilment with a specific level of reliability will be created between parties considering that all parties observe behaviors that strengthen their reputation for knowledge and skills (Johnson & Grayson, 2005).

In line with the statements above, subordinates may have a sense of trust in their leaders provided that the latter shows reliability, integrity, and competence in daily tasks. Thus, leaders might be able to influence subordinates by being positively willing to participate in activities that benefit the organization, improving work performance as a result (Newman et al., 2014).

In organizations, trust first enters a cognitive stage that later can derive into an affective one after a period of time and continuous interaction, given that there are positive intentional practices (Ha et al., 2016). Finally, it might be implied that cognitive trust is rational and not emotional because cognitive trust will be established as long as all parties prove to be reliable in their accomplishments and abilities (Meyer, 2015). Managers, especially in developed societies, are more likely to build cognitive trust in professional relationships (Meyer, 2015).

2.4. LEADERSHIP STYLES

The theory of leadership styles has arisen from the understanding that leaders tend to show different behaviors during management (Avolio & Bass, 1990). In this study we use the following leadership styles: transformational, transactional, and laissez-faire.

First, transformational leadership focuses on increasing subordinates' performance through motivation and inspiration, thus establishing a strong personal and social identity where all members meet the organizational goals (Gozukara & Faruk, 2016). Transformational leadership has been the idealized leadership style in the most recent studies due to its observed impact on subordinates' behavior regarding results (Mustafa & Lines, 2014). Previous research has shown that transformational leadership might improve performance in subordinates and encourage innovation, creativity and originality by maintaining the moral standards that dictate the subordinates' actions (Bass, Avolio, Jung, & Berson, 2003; Jung, Chow, & Wu, 2003; Bass & Steidlmeier, 1999; Kark, Chen, & Shamir, 2003).

Subsequently, transactional leadership is defined as a leadership style where the subordinate follows the leader's orders in exchange for earning rewards or avoiding punishments. In transactional leadership, an active management-by-exception is involved and contingent reward is the least observable. Transactional leadership consists in giving rewards based on merit, allowing individuals to show off personal

skills and thus creating a possible split between employees regarding achievements (Avolio & Bass, 1995; Bass, 1997). Therefore, transactional leadership focuses on establishing individual goals as opposed to collective ones, which might cause a decrease in cooperation among work groups. Transactional leaders exercise the resource scarcity principle with the purpose of making subordinates demonstrate competences while competing with one another (Hamstra et al., 2014).

Finally, the laissez-faire leadership style has been described as a leadership style where the leader avoids getting involved with subordinates and waits until events occur to make a decision at that moment (Molina, Pérez, & López, 1997). Laissez-faire leadership, also known as passive-avoidant, has been observed to show low levels of prevalence; simultaneously, a poor sense of additional effort is displayed and the leader exerts an occasional and non-permanent influence (Ordoñez, Botello, & Moreno, 2017).

2.5. TRUST AND LEADERSHIP

Companies need reliable leaders with the ability to adapt to change, be receptive and get involved with work teams (Mora Casal, 2014; Yasir, Imran, Irshad, Mohamad, & Khan, 2016), especially in current work environments where a multi-diverse workforce and new autonomous teams can be found (Kim et al., 2018). According to Hui, Phouvang and Phong (2018), improving the employees' ability to

innovate is a company's priority in order to create competitive advantage. Because companies spend a lot of money trying to constantly improve goods and services, managers may find it necessary to consider the potential impact of trust so they can encourage innovation in team members. Therefore, trust is vital to leadership, and has a significant relationship with work performance, organizational commitment, and job satisfaction (Fox, Gong, & Attoh, 2015).

Leadership itself is a behavioral dynamic between the people of an organization —each one with different qualities and skills— and should adopt a series of practices and values according to the organization's needs (Mora Casal, 2014).

Previous research has suggested that leadership styles are important for the organization's management, it has been suggested that leadership styles are related to trust because different leadership styles focus differently on using knowledge to encourage continuous improvement, develop skills and competences, and establish high ethical values (Mohamad, Daud, & Yahya, 2016).

Transformational leadership practices have been observed to create positive trust in employees (De Lima Rua & Costa Araújo, 2016). Transformational leadership allows leaders to demand additional effort from subordinates while subordinates themselves perceive that leaders are entitled to demand it (Pradhan et al., 2018).

Moreover, transformational leadership has been directly related to job satisfaction, which is influenced by trust. Research has suggested that transformational leadership provided people with a better understanding of organizational processes, and improved collective and individual efficiency, creating positive results in organizations (Gozukara & Faruk, 2016). According to Ugwu (2016), transformational leadership has served to anticipate subordinates' trust in the leader, who sets an example for subordinates: shows how to act accordingly to specific situations, commits to the work group's needs, and empowers the group. Transformational leadership was observed to create an attractive work environment that, along with a sensible distribution of results, ensured employees' psychological well-being (Jena, Pradhan, & Panigrahy, 2017). By virtue of its inspiring and supportive attitude toward subordinates, transformational leadership is considered as more effective for continuous change processes in organizations when compared to other leadership styles (Yasir et al., 2016).

Trust in leadership has been also related to positive results in an organization such as improving employees' performance, organizational behavior, and job satisfaction, increasing commitment, and decreasing the desire of changing companies (Ferrin & Dirks, 2002). Employees' lack of trust in their manager may lead to perceiving the leader as unfair, passive, and unable to maintain an efficient relationship, and as a result, a passive leadership tends to show a negative correlation with cognitive trust (Holtz & Hu, 2017). Previous research has suggested that there is a strong relationship with

transformational leadership that is mediated by trust when aspects that are important to employees —such as emotional and psychological well-being— are concerned.

The relationship appears because the transformational leader engages employees with the organization's ideals and growth, by means of which healthy habits that decrease stress levels may be developed (Perilla-Toro & Gómez-Ortiz, 2017). Furthermore, leadership based on trust and ethics, shown through moral and equitable behavior, might be useful to encourage ethical actions and behaviors with high moral values in subordinates and might inspire a high level of trust in leaders; in other words, a trust-based leadership might develop relationships with a high quality of social interaction (Afsar & Shahjehan, 2018; Grobler & Holtzhausen, 2018).

According to empirical research, transformational leadership and trust have a direct relationship with followers or members of a team (Yasir et al., 2016). Evidence has shown that such relationship encourages innovation (Hui et al., 2018). Transformational leadership tends to correlate positively with team performance and improve the organization's overall performance because employees with an affective organizational commitment show, to a greater degree, thorough work and receptiveness to change and constant improvement (Pradhan et al., 2018).

In comparison, it has been observed that transactional leadership gives subordinates the feeling that they can fulfill their tasks by displaying their skills through cognitive trust (Mohamad et al.,

2016). Subordinates manifest cognitive trust through recognizable competences and the effort they devote to activities (Mohamad et al., 2016). Nevertheless, according to Yasir (2016), the relationship between transactional leadership and trust is minimal and even negative with the laissez-faire leadership style.

Previous research has suggested that transformational leaders build trust in employees when they get involved in proceedings, provide employees with support, inspire employees, and show appreciation for the employees' work (Yasir et al., 2016). In order to build trust among employees, transformational leaders should create a common goal that is understood by everyone involved, and establish specific goals individually and collectively (Hui et al., 2018; Mora Casal, 2014). In line with the statements above, transformational leaders might be able to develop emotional bonds that may have a positive impact on the team's inspiration and high-level ethical work (Hui et al., 2018; Mora Casal, 2014). It has been observed that transformational leaders tended to develop a mutually beneficial and harmonious relationship with subordinates, leading employees to trust their leader (Ugwu et al., 2016).

Research has shown that subordinates under transformational or transactional leaders get motivated when they see leaders getting involved in strategic proceedings and goal achievement (Mohamad et al., 2016). Subordinates are encouraged to behave integrally for the organization's success and develop a sense of commitment and satisfaction (Mohamad et al., 2016). However, employees' perception of trust is affected when leaders show a passive and distant attitude,

have little communication, avoid responsibilities, delay decision-making, do not anticipate problems, and are not present at the organization (Holtz & Hu, 2017). Therefore, it may be implied that employees' perception is as important as it is fickle and leaders should be careful to avoid actions that only benefit the organization and not the employees.

Employees might perceive such actions as a lack of benevolence, which might create a lack of trust and might affect employees' identification with the organization and might encourage bad behavior (Erkutlu & Chafra, 2016). The lack of trust from employees might affect their efficiency to the extent of comparing themselves with other work groups that do display trust (Lee et al., 2016). Thus, employees might idealize these "reliable groups" and create an even more hostile environment, where the differences between employees and the work environment are emphasized, causing a cognitive dissonance regarding employees' lack of trust in the leader (Lee et al., 2016). Consequently, leadership styles should show a positive and significant correlation with trust types (Hypothesis 1). Moreover, transformational leadership should show a higher positive correlation with affective and cognitive trust than transactional and laissez-faire leadership styles (Hypothesis 2).

2.6. SUBORDINATES' PERSPECTIVE

The employees' perception of a reliable leader has been observed to create an impact on subordinates' behavior and attitudes

(Grobler & Holtzhausen, 2018). Thus, when work teams are committed, leaders would be expected to express an inspiring attitude. An inspiring attitude might create respect as well as a sense of recognition, consideration, and especially trust in the employees' perspective, and might commit employees to make significant contributions (Allen et al., 2018; De Lima Rua & Costa Araújo, 2016).

It is possible that mutual trust, both from leaders to subordinates and the feeling that leaders trust subordinates in return, favors interpersonal relationships within the group and increases task performance (Ocaña, Gil, Pulido & Zuluaga, 2019). Mutual trust appears when there is delegation of authority and empowerment to solve problems under the employees' criteria; therefore, trust might also develop behaviors and ethical norms that benefit the entire organization (Kim et al., 2018). Moreover, it is expected that subordinates have a tendency to be proactive and focus their energy on achieving goals. Thus, subordinates might develop a high level of social interaction with their leader because subordinates believe that they are regarded fairly and objectively and are earning the rewards they deserve (Chen & Lin, 2018; Jaramillo & Restrepo, 2018).

It is important to consider that trust is regarded as fragile and employees may disconnect and get discouraged at the minimal inconsistency in the leader's behavior (Chen & Lin, 2018). The leader's behavior might influence the development of trust and might help subordinates to feel comfortable and prepared for the challenges imposed by the leader (Pallarès & Muñoz, 2017), thus increasing

subordinates' self-awareness and perceived value (Alvey & Barclay, 2007).

Previous research has shown a relationship between transformational leadership and employees' performance that stems from the influence of affective and cognitive trust (Hussain, Shujahat, Malik, Iqbal, & Mir, 2018). Because cognitive trust encourages collective efficiency, a direct relationship seems to exist with how cognitive trust mediates between the leader's transformational leadership style and teams' results (Chou et al., 2013); emphasizing that building trust takes a considerable amount of time but only a little to destroy it (Elgoibar et al., 2016).

3. METHODS

3.1. SAMPLE AND PROCEDURE

The first sample included managers of small and medium-sized enterprises in Ecuador who had volunteered to participate in the study (N=341). Participants were adults over 18 years' old who were employed at the moment of answering the instrument, resided in Ecuador, and specialized in activities such as production, commerce, and services. The sample was composed by 40% women and 60% men. The data was collected between June and August 2018.

The second sample included employees of small and medium-sized enterprises in Ecuador who had volunteered to participate in the study and worked in the organizations whose leaders also answered the questionnaire (N=314). The participants comprised 46% women and 54% men. The data was collected between June and August 2018.

The analysis of the first sample focused on managers' self-perception, leadership style and trust types used, and the analysis of the second sample addressed employees' perception of their managers' leadership style and trust types used.

3.2. INSTRUMENTS

Leadership Styles. To measure the leadership style, the Multifactor Leadership Questionnaire - MLQ (Avolio, 1995) in its Spanish version was used (Rodriguez, Green, Sun, & Baggerly-Hinojosa, 2017; Antonakis, Avolio, & Sivasubramaniam, 2003). The questionnaire comprised 36 items designed to identify three styles of leadership: transformational, transactional, and laissez faire. A sample item for transformational leadership was: "I make others feel good by being around me." A sample item for transactional leadership was: "I feel satisfied when others meet the agreed standard." A sample item for laissez-faire leadership was: "I am happy to allow others to always work in the same way". The participants rated the items on a Likert type scale of 1 to 5, where 1 means completely *disagree* and 5 meant

completely agree. The scale showed good reliability with a Cronbach's alpha 0.89 across the scale (George & Mallery, 2003).

Trust. To measure affective and cognitive trust, the trust scale was used (McAllister, 1995). The questionnaire was comprised of 9 items designed to identify two types of trust: affective and cognitive. A sample item for affective trust was: "If I share my problems with subordinates, I know they will respond constructively and affectionately." A sample item for cognitive trust was: "My subordinates approach their work with professionalism and dedication." The participants rated the items on a Likert type scale of 1 to 5, where 1 meant *completely disagree* and 5 meant *completely agree*. The scale showed good reliability with a Cronbach's alpha 0.86 across the scale (George & Mallery, 2003).

Demographic variables such as gender, level of education, and managers' activity in the organization were also included in the questionnaire.

4. RESULTS

4.1. DATA ANALYSIS

After taking the sample, the data obtained were analyzed in order to test the hypotheses through SPSS edition 21; for the SEM models, AMOS from SPSS edition 25 were used.

Table 1 exhibits the demographics of the managers' sample which was composed of 40% women and 60% men. 60% had a third-level university degree, 57% were owner managers of companies, and 38% were hired managers. 42% of the sampled companies were between 5 and 10 years old while 37% were older than 10 years old. 74% of the companies were engaged in commerce. 55% of the companies had a maximum of 5 employees, and 35% had a maximum of 30 employees in charge.

Table 1. Managers' Sample Distribution

Variables	N	%
Gender		
Men	205	60
Women	136	40
Level of Education		
Primary	7	2
High School	88	26
Third Level University Degree	205	60
Postgraduate	41	12
Enrollment Type		
Owner Manager	195	57
Family Manager	15	4
Hired Manager	131	38
Company's Age		
1 to 3 years	70	21
4 to 10 years	145	42
Over 10 years	126	37
Company's Activity		
Commerce	253	74
Production	9	3
Services	79	23
Number of Employees		
1 to 5	187	55
6 to 30	120	35
31 to 100	21	6
Over 100	13	4

Table 2 shows by manager's perception. Means, standard deviations and correlations between the leadership styles and trust types. For cognitive trust, positive and significant correlation with transformational leadership ($r = .534, p < .01$), positive and moderate correlation with transactional leadership ($r = .442, p < .01$), and positive and moderate correlation with laissez-faire leadership ($r = .391, p < .01$) were demonstrated. For affective trust, positive and moderate correlation with transformational leadership ($r = .480, p < .01$), positive and moderate correlation with transactional leadership ($r = .418, p < .01$), and positive and moderate correlation with laissez-faire leadership ($r = .454, p < .01$) were observed. Moreover, cognitive trust correlated directly and positively with affective trust ($r = .519, p < .01$). It was also observed that the leadership styles mostly used by leaders were transactional, transformational, and laissez-faire respectively, and cognitive trust was more predominant than affective trust.

Table 2. Mean, Standard Deviation, Correlation Analysis by Manager's Perspective

	M	SD	TRF	TRS	LF	COG	AFF
TRF	4.20	0.57	1	.681**	.486**	.534**	.480
TRS	4.26	0.56	.681**	1	.479**	.442**	.418
LF	4.02	0.73	.486**	.479**	1	.391**	.454
COG	4.27	0.61	.534**	.442**	.391**	1	.519
AFF	3.87	0.69	.480**	.418**	.454**	.519**	1

Note. M = mean; SD = standard deviation, TRF = transformational; TRS = transactional; LF = laissez faire; COG = cognitive trust; AFF = affective trust

Table 3 shows by subordinates' perception. Means, standard deviations and correlations between the leadership styles and trust

types are reported. It was observed that there was no relation between both elements, insomuch as for cognitive trust with transformational leadership ($r = -.027, p < .05$), with transactional leadership ($r = -.022, p < .05$), and with laissez faire leadership ($r = .024, p < .05$); for affective trust with transformational leadership ($r = -.107, p < .05$), with transactional leadership ($r = -.068, p < .05$), and with laissez faire leadership ($r = .020, p < .05$). Moreover, cognitive trust correlates directly and positively with affective trust ($r = .674, p < .01$). It is also observed that the leadership styles, perceived by the employees are mostly: transactional, transformational and laissez faire, respectively, and cognitive trust scores higher than affective trust.

Table 3. Mean, Standard Deviation, Correlation Analysis by Subordinate’s Perspective

	M	SD	TRF	TRS	LF	COG	AFF
TRF	4.21	0.55	1	.697**	.503**	-.107	-.027
TRS	4.25	0.56	.697**	1	.491**	-.068	-.022
LF	4.04	0.71	.503**	.491**	1	.020	.024
COG	4.11	0.88	-.107	-.068	.020	1	.674**
AFF	3.70	0.77	-.027**	-.022	.024	.674**	1

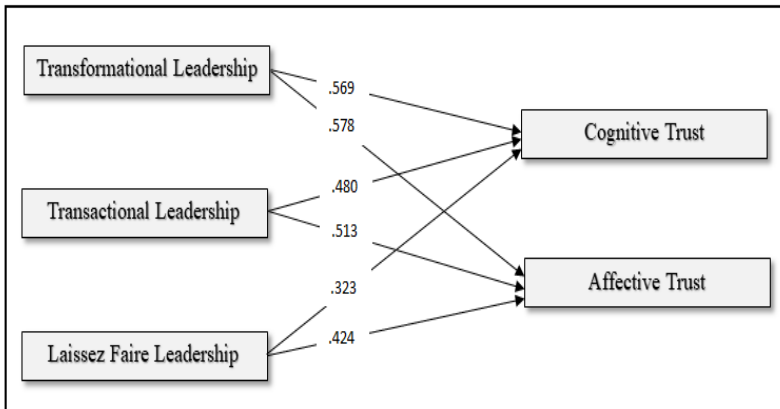
Note. M = mean; SD = standard deviation, TRF = transformational; TRS = transactional; LF = laissez faire; COG = cognitive trust; AFF = affective trust.

Path analysis was used to build a model in which the leadership styles and types of trust were related from managers’ perspective in model 1 (Figure 1), the mediation of cognitive trust on affective trust in model 2 (Figure 2), and the subordinates’ perspective in model 3 (Figure 3), to testing the hypotheses. In model 1, the direct effects between leadership styles and types of trust are observed;

transformational leadership is positively related to cognitive trust, with a path coefficient value .569. Transactional leadership is positively related to cognitive trust, with a path coefficient value .480. Laissez Faire leadership is positively related to cognitive trust, with a path coefficient.323, all with p value < .05.

Additionally, model 1 exhibits that transformational leadership was positively correlated to affective trust, with a path coefficient value .578, transactional leadership was positively correlated to affective trust with a path coefficient value .513, and laissez-faire leadership was positively correlated to affective trust with path coefficient value .424, all with p value < .05. The findings provided evidence that supported hypotheses 1: Transformational leadership show a higher positive correlation with affective and cognitive trust than transactional and laissez-faire leadership styles.

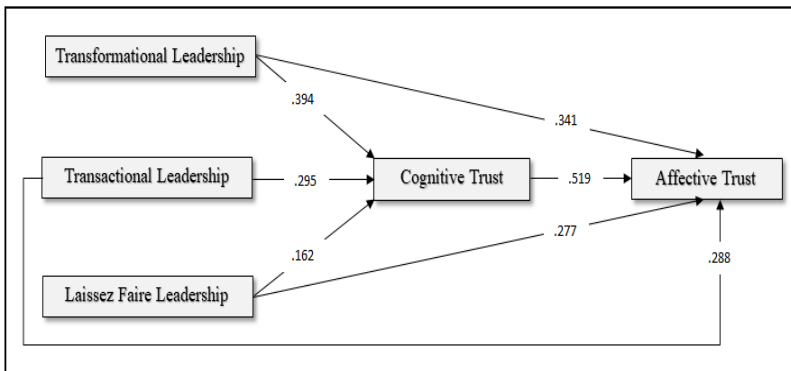
Figure 1. Direct Effects of Leadership Styles on Types of Trust by Managers' Perception



Note. p < .05

In model 2, showed in figure3.2, cognitive trust presented mediation between leadership styles and affective trust, under managers' perception; indirect effects were analysed using the bootstrapping technique with 1000 interactions to prove the respective significance.

Figure 2. Mediating Effect of Cognitive Trust between Leaderships Styles on Affective Trust by Managers' Perception



Note. $p < .05$

Table 4 exhibit indirect effects in detail, transformational leadership in affective trust through cognitive trust has a path coefficient value .237, upper confidence level was .3224 and the lower confidence level was .1591, without zero between the upper and lower confidence levels, which indicates that cognitive trust mediates the relation between transformational leadership and affective trust. The indirect effect of transactional leadership in affective trust through cognitive trust has a path coefficient value .226, upper confidence level was .2953 and lower confidence level was .1630, without zero between the upper and lower levels of confidence, which indicates that

cognitive trust mediates the relation between transactional leadership and affective trust. In the same way, indirect effect of laissez faire leadership on affective trust through cognitive trust has a path coefficient value .148, upper confidence level was .2000 and lower confidence level was .0998, without zero between the upper and lower levels of confidence, which indicates that cognitive trust mediates the relation between passive leadership and affective trust, all of them were significant with p value < .05.

Table 4. Indirect

Path	Indirect Effect	Direct Effect	Total Effect	Ratio of Indirect Effect	Confidence Interval	
					Lower	Upper
TRF → COG → AFF	.237	.341	.578	.041	.1591	.3224
TRS → COG → AFF	.226	.288	.513	.044	.1630	.2953
LF → COG → AFF	.148	.277	.424	.034	.0998	.2000

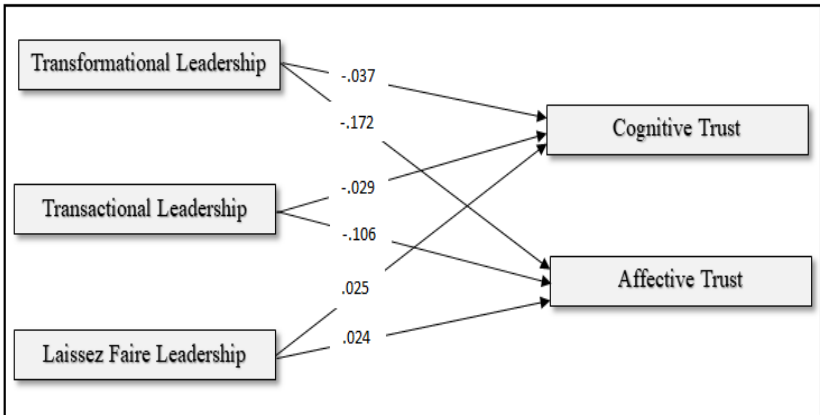
Note. TRF = transformational; TRS = transactional; LF = laissez faire; COG = cognitive trust; AFF = affective trust

Model 3 exhibits the direct effect between leadership styles and types of trust by employees' perception. Transformational leadership is negatively related to cognitive trust, having a path coefficient value -.04. Transactional leadership is negatively related to cognitive trust having a path coefficient value -.03. Laissez faire leadership is insignificantly related to cognitive trust with path coefficient value .03, all with a p value < .05.

Moreover, transformational leadership is negatively related with affective trust having a path coefficient value -.17. Transactional

leadership is negatively related to affective trust having a path coefficient value -0.11 . Laissez faire leadership is insignificantly related to affective trust with path coefficient value $.02$, all with a p value $< .05$. With these findings hypothesis 2 is not supported. Under the subordinates' perception, leadership styles of their leaders are not related to their trust types.

Figure 3. Direct Effects of Leadership Styles on Trust Types by Subordinates' Perception



Note. $p < .05$

A fourth model was analysed to observe the mediation of cognitive trust between leadership styles and affective trust, under the subordinates' perspective; indirect effects were analysed using the 1,000 interaction bootstrapping technique where has not significant relationship, in that way we determined that there is no mediation of cognitive trust between leadership styles and affective trust under employees' perspective.

5. DISCUSSION

The findings of this study conducted on managers and subordinates of small and medium-sized enterprises provide evidence that supports and, in some cases, rebuts some of our initial propositions.

First, it was found that from the managers' perspective there was a significant positive relation between transformational and transactional leadership styles with affective and cognitive trust, which supports other investigators' arguments (Behery & Al-Nasser, 2016; De Lima Rúa & Costa Araújo, 2016; Ferrin & Dirks, 2002). In addition, it was found that *laissez faire* leadership style also have a connection to cognitive and affective trust, which contrasts with criteria that affirm that there is a negative correlation between them (Holtz & Hu, 2017).

It was proved that there is mediation from cognitive trust in order to build affective trust (Ren et al., 2016). Especially with the transformational leadership. Since its effect on affective trust allows generating job satisfaction, to better understand the organizational processes, improves efficiency and generates positive effects to the organization (Gozukara & Faruk, 2016).

However, when subordinates are concerned, their perception of their manager's leadership style and trust type differs. Even if they may be regarded as transformational leaders, there is no relation to the trust employees perceive, whether it is cognitive or affective in

contrast with previous studies (Chou, Lin, Chang, & Chuang, 2013; Hussain, Shujahat, Malik, Iqbal, & Mir, 2018). This divergent perspective of perceptions can lead problems for the organizations, such as lack of efficiency, conflicts or bad work environment (Erkutlu & Chafra, 2016; Lee et al., 2016).

5.1. LIMITATIONS AND SUGGESTIONS FOR FUTURE RESEARCH

The present research focused on small and medium-sized enterprises. Future research might focus on big enterprises, microenterprises, non-profit organizations and other organizations not present in the current study. Moreover, other comparative analysis should be conducted considering other behavioral variables such as conflict management. Another limitation is that every subordinate was not related with his or her own leader at the moment of the data analysis the data. Future researches might do this analysis connecting leaders with their employees. And finally an additional limitation is that self-perception is not always accurate because sample respondents were able to answer without a real self-analysis of their behavior trying to appear with more acceptable standards (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003).

5.2. IMPLICATIONS

Such contribution complements the information available in Ecuadorian culture about trust and leadership and reveals that leaders

of small and medium-sized enterprises make use of both variables on a daily basis, especially considering transformational leadership which has a closer connection with trust. Cognitive trust, the most used among managers, mediates the relationship between leadership styles and affective trust.

On a practical level it is important to highlight that, despite the relationship model from the managers' perspective being is positively significant, the perception of the employees' differs. from theirs when the same exercise is performed, considering According to these results, employees consider leadership and trust as independent variables, which may cause problems to the organization such as a lack of efficiency, conflicts or a negative work environment (Villalobos, 2018).

Thus the need of working on programs that improve the leaders' interrelationship and communication and trust building because their management and leadership styles are not perceived by their subordinates as expected (Herazo, Valencia & Benumea, 2018). Likewise, encouraging the inclusion of trust-oriented people in work teams and improving relationships by valuing the work of others through acknowledging their own weaknesses (Elgoibar et al., 2016). (Hernández, Chumaceiro & Atencio, 2009).

6. CONCLUSION

The present study focused on the analysis of trust types and

leadership styles in Ecuador. Despite the limitations, the research findings are expected to provide further information about organizational behavior in Ecuador. It is important to highlight that the study's results showed a correlation between trust types and leadership styles from the managers' perspective versus the subordinate's perspective (Martín, Gijón & Puig, 2019). In addition, the results supported that cognitive trust appears to mediate between leadership styles and affective trust. Finally, it was empirically tested that no correlation existed between trust types and leadership styles from the subordinates' perspective. It might be significant to emphasize the previous statement because the perspectives of managers and subordinates about leadership style and trust differs.

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