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Abstract ABSTRACT
In Chinese business “Guanxi”, which means personal connections or social network, is seen as the most important factor for the long term business success. This comes up with the concepts of trust. Working together often involves interdependence and trust, especially in our today’s workplace that requires more participative management styles and the implementation of the work teams. The task of team leader is not only to be working with people to find and solve the problems, but also to take care of employees’ positive attitude, which is seen as organizational commitment and job satisfaction. Positive employee attitude is the crucial element for management since it is related to employee motivation, performance, absenteeism, and turnover.
This study examined the relationship among leader support, trust and employee attitude, which was characterized by job satisfaction and organizational commitment. The researcher investigated not only the impact of leader support and trust on employee attitude (job satisfaction and organizational commitment), but also the impact of leader support on trust and also the effect of job satisfaction on organizational commitment. Particularly, using “trust” as a mediator to analyze if leader support passes through trust and then affects employee attitude. The total eight-hypotheses were developed to test these relationships. A 39-item survey questionnaire was developed to conduct a survey from the front-line employees of Southern Taiwan banks. Total 325 usable questionnaires were collected. The results indicated leader support significantly positively effects on trust. Leader support and trust are found to be antecedents of employee attitude. The results further suggested a mediating role of trust on the relationship between leader support and employee attitude. While the extensive previous researches have argued about the causal ordering of the relationship between job satisfaction and organizational commitment, this study found the positive and significant impact of job satisfaction on organizational commitment. Furthermore, this study explored some interesting findings of the relationship between demographic variables and each construct variable.
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