



THE MEDIATING ROLE OF TRUST IN MANAGER IN THE EFFECT OF EMPLOYEES' PERCEPTIONS OF TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP STYLES ON THEIR SELF-EFFICACY BELIEFS^{}**

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Abstract

The purpose of the research is to find out the effect of workers' perceptions of transformational and transactional leadership types on their self-efficacy levels and to investigate the mediating effect of trust in manager on these relationships. Employees working in various positions of 4- and 5-star hotel businesses operating in various tourism centers of Turkey constitute the target audience of the study. A face-to-face survey was conducted with 454 people selected by the convenience sampling method. Frequency, correlation, factor and SEM analysis were made to analyze the data. As a consequence of the research, the impacts of these leadership types perceptions of the employees on their self-efficacy were reached to be insignificant and it was revealed that trust in manager didn't have a mediating effect. Besides, the findings showed that the workers' transactional leadership perceptions had a significant negative effect on trust in manager and that transformational leadership perceptions had a significant positive effect on trust in manager. The findings obtained in the research are unexpected and need to be further investigated for the literature. The findings show that employees' high self-efficacy may replace transformational leadership, and hence, transformational leadership behaviors will not contribute to the proactive behaviors of the employees with high self-efficacy.

Keywords: Transformational and Transactional Leadership, Self-Efficacy and Trust in Manager.

Introduction

One of the most important roles in the attainment of the goals that organizations have set belongs to the leaders. In the national and international business world where competition is getting tougher, leaders need to have an influence on their employees who have different thoughts and beliefs with their characteristics and behaviors and motivate them by creating a team spirit in order to achieve the organizational goals set by the top management of the organizations. In this study, Transformational and Transactional Leadership styles are addressed. Transformational leadership represents the type of leadership in which leaders affect employees with their personal and behavioral characteristics, instill a sense of mission and vision into them, prepare them for future tasks by sharing authority, and establish relationships with them on the basis of justice, trust, and moral principles (Bass, 1990a; 1997). Transactional leadership, on the other hand, refers to the leadership style that is task-oriented, meets the low-level needs of the employees in return for reaching the determined standards, and is a reflection of the classical management approach (Bass and Avolio, 1990).

Another factor that is effective for organizations to achieve the goals that they have set is employees' belief in their knowledge, experience, and abilities which are necessary to accomplish a certain task (Bandura, 1977). This situation, which is expressed as self-efficacy belief in the literature, is a factor that directly affects the performance and motivation of an individual (Cherian and Jacob, 2013).

The last concept discussed within the scope of this research is the concept of trust in manager. Trust is a concept that is to a certain extent found or sought not only in organizations but also in the basis of all human relations (Mishra and Morrissey, 1990). Employees' trust in their managers is one of the organizational dynamics that

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makes it easier for organizations to achieve their aims by having a positive effect on employees' work satisfaction (Matzler and Renzl, 2006) and their commitment to the organization and the task (Chiang and Wang, 2012), and thus positively affects customer satisfaction.

All the variables addressed within the scope of the research are concepts that directly affect employee performance. Within this scope, the research purposes to investigate the effect of employees' perceptions of leadership types on their self-efficacy belief and to find out the role of trust in manager at this point.

Literature Review

Transformational and Transactional Leadership

Although leadership, a concept as old as the history of civilization, first appeared in political influence writings 200 years ago, it is known that its symbols are depicted in Egyptian hieroglyphs dating back 5000 years (Tirmizi, 2002) and has been popular since then. The concept of leadership is constantly being discussed and a general consensus on its definition has not been achieved yet. Deitzer et al. (1979; as cited in Koçel, 2015) defines leadership as the process of influencing and directing the activities of others, under certain conditions, in order to achieve certain personal or group goals. Yukl and VanFleet (1992) define leadership as influencing people in the organization to determine, implement and achieve the organization's strategies and goals. Northouse (1997) states that although the concept of leadership has been conceptualized in various ways, most of the related definitions emphasize the same themes and defines leadership as the process of influencing a group by an individual to achieve a common goal. In the rapidly globalizing world since the 1980s, the increase in the level of knowledge, developments in technology, hardening of the competitive environment, socio-cultural and economic changes have increased the importance of leadership and also affected the roles and responsibilities of leaders. This situation has led to the emergence of many approaches in the field of leadership. For example, transformational and transactional leadership styles are some of the important leadership approaches.

Burns (1978) defines transformational leadership as mobilizing followers to achieve the goals set independently or mutually by the leaders and followers by using economic, political or similar resources and values (as cited in Tabak and Sığrı, 2017). A leader described as transformational is a person who changes the needs, beliefs and values of his followers (Luthans, 2010).

Bass (1995) maintains that transformational leaders attempt to raise the awareness of their colleagues, subordinates, followers, customers, or voters, and they succeed in doing so. In order to increase their awareness, it is necessary to have a leader with vision, self-confidence and a strong mental health who will successfully discuss what is right or good, or what is popular or acceptable for a certain time period. This leader is a transformational leader (as cited in Gamble, 2001). In their research, Bass (1990a;1997) addressed transformational leadership in five dimensions as below;

Idealized influence (attributed-behaviour) is broadly described as behavioral, personal traits and charismatic actions that allow a leader to develop a vision, build confidence and inspire followers (Bass and Avolio, 1994). *Inspirational motivation* defines transformational leaders as those who have a hopeful perspective for the future under all circumstances, inspire their followers, create great enthusiasm in them with their energy, and encourage them to create new opportunities with a vision shared by all (Bass, 1997; Avolio and Bass, 2002). In this respect, this factor creates a morale booster for the followers (Karip, 1998). Leaders who display the *Intellectual Stimulation* approach help their followers to be more innovative and creative by questioning assumptions (Bass and Riggio, 2006). They ask their followers to reconsider the problems and to develop new perspectives and strategies for the old problems, and they encourage their followers' efforts to be innovative and creative (Conger, 1999). In the *Individualized Consideration* dimension, leaders consider each follower individually and pay attention to the needs of each follower, mentor or coach them, and allay their followers' concerns, if any (Judge and Piccolo, 2004). In addition, they do not hesitate to delegate their authority to contribute to the development of their followers (Bass and Steidlmeier, 1998).

The concept of transactional leadership, which is described as a contemporary reflection of the classical management approach (Nikezic et al., 2012), is defined as the reciprocal exchange between the leader and the followers (Bass and Avolio, 1990) in simple terms. According to Bass (1985), transactional leadership describes a leader who clearly informs his followers about what is expected from them and clearly explains what rewards they will receive if they show the desired level of performance. These exchanges enable leaders to achieve performance goals, fulfil the duties, continue the current organizational situation, motivate their followers through agreement, focus on followers' direct actions towards reaching the existing tasks, avoid

unnecessary risks, and increase organizational efficiency (McCleskey, 2014). Transactional leadership encompasses four dimensions, which are contingent reward, management-by-exception (active and passive), and laissez-faire leadership (Bass, 1985; 1990a; 1997; Bass and Avolio, 1990).

In the *Contingent Reward* factor, the leader clarifies the roles, duties, and expectations to his followers. If the leader's expectations are met, the reward or resource that the followers will receive is negotiated and the result of this bargain is announced to the followers. (Bass, 1997; Bass and Avolio, 1993; Goodwin, et al., 2001). *Management-by-exceptions* (Active and Passive) factor tends to be less effective than the contingent reward dimension (Bass and Riggio, 2006). In the dimension of active management-by-exceptions, the leader closely monitors all kinds of problems, performance or efficiency decrease, applies the control mechanism at every stage of the activities, and intervenes in problems before they arise or get worse (Bass and Riggio, 2006). Besides, the leader, who adopts the dimension of passive management-by-exception, takes action only when there is a mismatch in business activities (Bass, 1990a). *Laissez-faire Leadership* refers to a situation in which the leader supposedly exists. The leader leaves his followers alone, there are no transactions, exchanges or agreements with the followers (Bass, 1990b). These types of leaders do not offer their followers motivation tools like rewards, promotions, etc., do not provide support to their followers, do not consider their followers' needs and are not interested in completing tasks or increasing the efficiency of business activities (Barbuto, 2005; Li, 2012).

Numerous researches have been done on the interaction between transactional and transformational leadership styles and organizational dynamics, according to a review of the literature. It is concluded that transformational leadership style positively affects employees' organizational commitment (Tuna et al., 2011; Naktiyok, 2016), psychological well-being (Kellawaya et al., 2011), problem-solving skills and creativity (Tabak et al., 2009; Suifan and Al-Janin, 2017), job satisfaction (Ispas and Babaita, 2012; Spitzbart, 2013), burnout levels (Güzel and Akgündüz, 2011; Bakan, et al., 2015) and organizational growth and performance (Katau, 2015; Flanigan et al., 2017). It is revealed that transactional leadership style positively affects employees' organizational commitment (Ceylan et al., 2005; Naktiyok, 2016), performance (Sundi, 2013; Riaz and Haider, 2010), job satisfaction (Spitzbart, 2013; Bateh and Heyliger, 2014) and organizational silence (Ünlüönen and Çatır, 2016; Kılıç et al., 2014), while it negatively affects their organizational citizenship behaviors (Çetin et al., 2012) and burnout levels (Bakan et al., 2015; Güzel and Akgündüz, 2011).

Self-Efficacy

The self-efficacy theory defined and developed by Bandura (1977) is depending on Social Cognitive Theory, that remarks that people behave relying on multiple influences from both internal and external sources. Self-efficacy, a form of self-evaluation from these internal influences, explains how cognitive functions affect new behavioral patterns. To put it more clearly, Bandura (1982) claims that people have a self-system that enables them to control their emotions, thoughts, motivations and actions. This system ensures the individual with a kind of self-regulatory mechanism to use in perception, regulation and evaluation of his/her own behavior. Individuals' judgments about the effects of their action, their level of success, and its impact on the environment have a determining effect on their next action or behavior (Bandura, 1982).

Self-efficacy refers to one's perceived competence and ability to fulfil a certain task (Bandura, 1977). According to Bandura (1997), people evaluate the knowledge about their own abilities and their past experiences, and use this knowledge and experience to make choices about whether to act and/or how to act. The source of individuals' beliefs about their own competence in certain fields or subjects lies in the information they have about themselves. Self-efficacy beliefs consist of four basic sources (Bandura, 1986;1997);

1. Enactive mastery experiences
2. Vicarious experiences
3. Verbal persuasion
4. Physiological and affective states

To put it more clearly, the formation of one's self-efficacy belief is based on the positive or negative experiences gained in the past, the opinions formed about oneself by observing the experiences of others, the feedback received from the external world about whether one can succeed in a job or task, and finally one's personal situation and characteristics. (Locke et al., 1984).

Although a lot of study has been done to look at how self-efficacy affects organizational settings, there aren't many studies looking at how it affects employee performance in general and connecting self-efficacy directly

to motivation and performance. According to earlier research, self-efficacy and motivation are crucial elements of performance, and they both improve service quality and productivity at work (Cherian and Jacob, 2013).

Success in an area is closely associated with the self-efficacy felt in that area (Bandura, 1997). Employees who are aware of their own abilities in certain areas think that they have high beliefs about their perceived self-efficacy in those areas. In academic studies, high self-efficacy belief in a certain area is associated with greater job satisfaction (Baggerly & Osborn, 2006), better performance (Judge and Bono, 2001; Heslin and Latham, 2004), better physical and mental health (Bandura, 1997), and better academic performance (Robbins et al., 2004). It is believed that employees with high levels of self-efficacy are more inclined to exert more effort in trying situations and, as a result, perform better and provide more favorable results. (Agarwal and Mishra, 2016).

A review of the literature on tourism reveals that self-efficacy has been the subject of relatively few studies. Employees perceptions of self-efficacy positively affect job performance (Karatepe et al., 2007; Aşık, 2016), career commitment (Niu, 2012; Kendir and Özkoç, 2018), job and life satisfaction (Yakın and Erdil, 2012), emotional intelligence (Min, 2017), well-being (Min, 2017; Kang et al., 2020).

Trust in Manager

The concept of trust is an interdisciplinary concept that is discussed by many fields such as psychology, philosophy, economics and organizational behavior. For this reason, it is possible to reach different definitions from different perspectives on the concept of trust in the literature (İnanır, 2021). Rousseau et al. (1998) defines trust as a psychological state in which an individual accepts vulnerability based on positive expectations of another individual's intentions or behavior. Hosmer (1995) defined it from a philosophical point of view. Accordingly, it is defined as the expectation of ethical behavior related to the willingness to trust the trusted person, based on the expectation that the trusted person will behave as expected morally. From an economic point of view, trust is the result of a rational and reasonable decision, and it is defined as the balancing of benefits and risks by the trusting person (Williamson, 1993). From an organizational perspective, the concept of trust is explained as the certainty of the fact that a person or a group will work on the basis of goodwill and consider the whole organization (Bradach and Eccles, 1989).

Trust is an essential component in social and economic relationships and is also one of the most distinctive performance factors within an organization. When the literature on organizational trust is examined, research in general appears to be focusing on the relationship between employees and leaders and the characteristics of individuals in this relationship (Butler, 1991; Schindler and Thomas, 1993). Since managers act as a conduit for upper management's goals, programs, and strategies to reach their workforce, in the eyes of the workers, trust in the organization is equated with trust in the manager. (Hosmer, 1995). Therefore, there is no doubt that one of the biggest roles in the formation or development of organizational trust belongs to the manager/leader.

According to Dirks and Ferrin (2001), in the relationship between the manager and the employee, an employee's behavior, attitudes and perceptions in response to the feedback received from the manager affect his level of trust in the manager. An employee is likely to consider the negative feedback received from a trusted manager accurate and, as a result, put more efforts to improve his performance. Otherwise, negative feedback received from a manager who is not trusted may cause employees to doubt about the accuracy of the feedback and not to put extra effort to improve their performance.

Erdem and Aytemur (2014) conducted a research with managers from various regions of Turkey using qualitative and quantitative methods and drew attention to three factors for the establishment of trust in manager, which are competence, protectorate (protection), and justice. Erdem and Aytemur (2014) claim that the competence dimension is the strongest factor in establishing trust in managers. This dimension includes the elements of knowledge related to job experience, good command of the job, organizational skills, and problem-solving performance (Mishra, 1996; Shockey-Zalabak and Morealle, 2011). If employees perceive their managers as competent, it will be easier for them to place trust in the manager (Mayer, et al., 1995). In addition, employees perceive the quick and effective problem-solving skills of their managers as a competency (Shockey-Zalabak and Morealle, 2011). The second factor that affects building trust in manager is the manager's protective approach. The studies in the literature on trust focus on how managers should devote attention to the needs of their subordinates, help them and protect their interests (Whitener, et al., 1998). However, in their research, Erdem and Aytemur (2014) included paternalistic tendencies, such as managers' being compassionate and caring towards employees and guiding them, into the protection dimension. The last dimension is the element of justice. Justice and trust are closely associated concepts (Polat and Celep, 2008;

Cohen-Charash and Spector, 2001; Brashear et al., 2005). The justice dimension emphasizes that managers should be fair and impartial to their employees. Employees who think that their managers are not fair are likely to lose trust in their managers.

When the empirical researches on the subject are evaluated, it becomes clear that the concept of trust in manager positively affects many positive organizational behavior such as job satisfaction (Matzler and Renzl, 2006; Gill, 2008), performance (Dirks, 2000; Brown, et al., 2015), organizational justice (Bayraktar and Girgin, 2016), organizational citizenship (Mayer and Gavin, 2005; Brower, et al., 2009) and organizational commitment (Song, et al., 2009; Chiang and Wang, 2012).

The Relationship between Transformational and Transactional Leadership, Self-efficacy and Trust in Manager

Many studies indicate that transformational leadership positively affects self-efficacy (Aggarwal and Krishnan, 2013; Kotg and Nagib, 2018). Transformational leaders coach their subordinates for their growth (Akbolat et al., 2013), have no hesitation in delegating their authority to prepare them for future tasks (Serinkan, 2008, as cited in Tok and Bacak, 2013), attach importance to catering for the high-level needs of their subordinates (Conger, 1999) and encourage their subordinates to keep their morale and motivation high (Avolio and Bass, 2002). This nature of transformational leadership improves subordinates' self-efficacy beliefs (Pillai and Williams, 2004). In other words, the philosophy of transformational leadership stimulates the sources of one's self-efficacy beliefs (enactive mastery experiences and verbal persuasion) (Bandura, 1977). While transformational leadership behaviors positively affect subordinates' self-efficacy, this situation occurs with intense interaction. While mutual interactions take place between the leader and subordinates, trust relationships are established or developed (Yolaç, 2011).

When the variables of transformational leadership and trust in manager are examined, it is found that the characteristics of transformational leadership show parallelism with the antecedents of trust in manager such as benevolence, honesty, showing interest and protectorate. Many studies in the literature confirm this parallelism. For example in their study, Podsakoff et al. (1990) conceptualized trust in manager as loyalty and faith and concluded that transformational leadership positively affected trust in manager. Similarly, Jung and Avolio (2000) argue that transformational leaders can gain the trust of their followers in the process of developing a shared vision with them and by showing individual concern to their needs or priorities. In short, it is assumed that there is an intense interaction between the leader and the employees so that the transformational leadership style can improve the self-efficacy beliefs of the employees. It can be said that for a positive interaction between the leader and the employees, mutual trust is a must.

Transactional leaders, on the other hand, establish a relationship with their subordinates based on a contingent reward-punishment relationship (Kahya et al., 2015; Çetin et al., 2012) and stand out with their task-oriented traits (İbicioğlu et al., 2010). What is important for transactional leaders is that the work/task outcomes meet the expectations. There are no long-term strategies for the growth of followers in the nature of transactional leadership (McCleskey, 2014). From this perspective, it is not believed that transactional leaders will contribute to followers' self-efficacy. Nikezic et al., (2012) state that leaders who adopt the dimension of active management-by-exceptions, which is another dimension of transactional leadership, focus on checking whether short-term goals, procedures, rules and standards are followed at every stage of the job/task. In a business environment where control is high, mutual trust is not expected to develop (Dekker, 2004). In the laissez-faire leadership and the dimension of active management-by-exceptions, which are the other dimensions of transactional leadership, the leader is indifferent to the job and the subordinates in general (Bektaş, 2016). In these dimensions, the interaction is very weak or absent (Yasir et al., 2016). Therefore, in such a business environment, it is not expected that the leader will positively affect the self-efficacy of the employees and the that employees will place trust in their leaders. Therefore, although there is an inverse relationship between the transactional leadership perceptions of employees and their self-efficacy, trust in manager is not expected to have a mediating role in this relationship.

In the light of this information, the hypotheses are as follows:

- H1.** The transformational leadership style perceived by employees has a significant effect on their self-efficacy.
- H2.** The transactional leadership style perceived by employees has a significant effect on their self-efficacy.
- H3.** Employees' trust in their managers has a significant effect on their self-efficacy.

H4. The transformational leadership style perceived by employees has a significant effect on their trust in manager.

H5. The transactional leadership style perceived by employees has a significant effect on their trust in manager.

H6. Employees' trust in their managers mediates the effect of their perceived transformational leadership style on their self-efficacy.

H7. Employees' trust in their managers does not mediate the effect of their perceived transactional leadership style on their self-efficacy.

Research Methodology

Purpose and Method of Research

The purpose of this research is to find out the mediating role of trust in manager in the relationship between the employees' perceptions of transactional and transformational leadership types and their self-efficacy in hotel businesses. SPSS for Windows 22.0 and SAS version 9.4 programs were used for the statistical analysis of the data obtained in the study. Frequency analysis, correlation analysis, factor analysis and SEM analysis were used in the analysis of the data. The population of the research consists of the workers of a chain hotel business located in Antalya, İzmir and Aydın provinces of Turkey and has seven 4 and 5 star accommodation establishments in total. In the study, convenience sampling method was preferred in order to reach as high number of data as possible. Research data were collected between 01.08.2018 and 30.09.2018. In this context, a face-to-face survey was conducted with 500 people. However, 46 of the collected surveys were excluded from the study because they did not meet the desired qualifications. Therefore, the number of the samples for this study was 454. Bryman and Cramer (2001) state that it will be sufficient if the sample size is at least 5 times the number of statements in the scale. There are 67 statements in total within the scope of this research. Since the data used in the research were collected in 2018, an ethics committee certificate is not required.

Data Collection Tools

The research questionnaire consists of four parts. There are 5 items regarding personal information and the second section includes 36 items pertaining to the Multi-Factor Leadership Scale, 12 items regarding the General Self-Efficacy Scale, and 19 items regarding the Trust in Manager Scale. The Multi-Factor Leadership Questionnaire (MLQ) rated from “(0) not at all” to “(4) frequently, if not always”, while the General Self-efficacy Scale and the Trust in Manager Scale are five-point Likert-type scales rated from “(1) Strongly disagree” to “(5) Strongly agree”. Necessary written permissions to use the scales were obtained.

MLQ form 5X Short: MLQ is a scale developed by Bass and Avolio (1995) to measure the transformational and transactional leadership styles. It consists of 9 components, which are transformational leadership (idealized influence (attributed and behavior), individualized consideration, intellectual stimulation and inspirational motivation) and transactional leadership (contingent reward, management-by-exception (active and passive) and laissez-faire, each of which contain four items. In the study conducted by Bass and Avolio (1995), the Cronbach Alpha coefficient of the overall MLQ was found to be 0.92. MLQ has been used in many studies at the national level. In their studies, Karip (1998) and Cemaloğlu (2007) found that the Cronbach's Alpha value of the multi-factor leadership questionnaire ranged between 0.70-0.85 and 0.46-0.79, respectively. The validity analysis of the scale was performed by Çetin et al., (2012) and the KMO value for the overall scale was found to be 0.897. Since the validity analysis was performed by Çetin et al. (2012), it was not repeated in this study.

General Self-Efficacy Scale (GSES-12): Bosscher and Smit (1998) designed the general self-efficacy scale (GSES) to assess one's perceived self-efficacy regarding their potential to influence outcomes and their personal abilities in various situations. GSES consists of 3 sub-scales (initiative, effort and persistence) and 12 items in total. The overall reliability for the three sub-scales in the scale was found to be 0.69.

Trust in Manager Scale: The scale on trust in manager developed by Erdem and Aytemur (2009) consists of three sub-scales; competence, protectorate, and justice. Reliability and validity analyses were performed; and KMO value was found to be: 0.94 and Cronbach Alpha value was determined to be 0.94. Since the validity analysis of the scale was performed by Erdem and Aytemur (2014), it was not repeated in the present study.

Findings and Analysis

Demographic Characteristics of the Participants

Demographic information of 454 people participating in the study is presented in Table 1.

Table 1. Demographic Characteristics of the Participants

Gender	Frequency (n)	Percentage (%)
Female	157	34,58
Male	297	65,42
Marital Status		
Single	286	63,00
Married	168	37,00
Educational Status		
Primary School	103	22,74
High School	184	40,62
Associate degree	65	14,35
College and Postgraduate degree	101	22,29
Age		
20 and under	76	16,74
21-30	220	48,46
31-40	98	21,58
41 and over	60	13,22
Positions at work		
Employee	308	67,84
Supervisor	49	10,80
Chief	80	17,62
Manager	17	3,74
Total	454	100,00

Descriptive statistics regarding the research sample are given in Table 1. While 65.4% of the participants were male, 35.5% were female. In addition, 63% of the participants were single, whereas 37% were married. Since the majority of the participants were young, most of them were single. When the educational status of the participants is examined, it is seen that 40.6% of them were high school graduates. Furthermore, almost half of the hotel employees (48.4%) were between the ages of 21-30. When the participants' positions at work are examined, it is seen that 67.8% were employees, 10.8% were supervisors, 17.6% were chiefs and 3.7% were managers.

Mean, Standard Deviation and Skewness Values of the Scales and their Sub-scales

Before performing the structural equation modelling of the scales and the sub-scales used in the study, the mean, standard deviation and skewness values for each sub-scale and overall scale are demonstrated in Table 2. Accordingly, the lowest and highest skewness values were found as -1.37 and 0.65, respectively. In the present study, it was observed that all of the scales and the sub-scales had a normal distribution.

Table 2. Mean, Standard Deviation and Skewness Values

	N	Mean (\bar{X})	Standard Deviation	Skewness
Contingent Reward (CR)	454	2.84	1.06	-0.83
Management-by-exception (Active) (MEA)	454	2.00	0.97	0.06
Management-by-exception (Passive) (MEP)	454	2.19	1.00	-0.12
Laissez-faire Leadership (LF)	454	1.45	0.98	0.65
TRANSACTIONAL LEADERSHIP (TSC)	454	2.12	0.60	0.05
Idealized Influence (Attributed) (IIA)	454	2.70	1.06	-0.56
Idealized Influence (Behaviour) (IIB)	454	2.77	1.00	-0.68
Individualized Consideration (IC)	454	2.60	1.05	-0.52
Inspirational Motivation (IM)	454	2.80	1.04	-0.68
Intellectual Stimulation (IS)	454	2.82	1.05	-0.71
TRANSFORMATIONAL LEADERSHIP (TL)	454	2.74	0.94	-0.64
Initiative (Init)	454	4.13	0.99	-1.37
Effort (Ef)	454	3.97	0.86	-0.81

	N	Mean (\bar{X})	Standard Deviation	Skewness
Persistence (Persis)	454	3.78	0.97	-0.63
Self-Efficacy (GSES)	454	3.95	0.66	-0.34
Competence (Comp)	454	4.02	1.08	-1.08
Protectorate (Protec)	454	3.75	1.13	-0.63
Justice (Just)	454	3.80	1.20	-0.76
Trust in Manager (TM)	454	3.86	1.04	-0.76

Reliability Analysis Results for the Scale Dimensions

Croanbach's alpha internal consistency coefficient and item-total correlation were used to determine whether all the scales used in the study were reliable. Internal consistency coefficients obtained for all scales range from $\alpha=0.640$ to 0.974 , indicating that all scales are reliable in general.

Explanatory Factor Analysis of the General Self-Efficacy Scale (GSES)

Explanatory factor analysis (EFA) was performed to measure construct validity. First of all, KMO and Barlett Sphericity tests were conducted to determine whether the data set was suitable for factor analysis. According to the results, the sample size was sufficient for factor analysis (KMO=0.817). The result of the Barlett test, which was performed to determine whether the data showed a normal distribution or not, was also significant (Barlett's=1436.563; $p<,.05$). These findings show that the assumptions required for EFA were met and that the data were suitable for factor analysis. After this stage, the data obtained to determine the construct validity of the scale were analyzed by principal component analysis method and vertical axis rotation technique without any limitation on the dimensions. While performing the analysis, the "varimax" method was used.

Table 3. Converted Factor Loads of the Scale

	Factor 1	Factor 2	Factor 3
C5 If I fail to achieve something on the first try, I keep trying until I succeed.	0.793		
C7 When I decide to do something, I start working on it immediately.	0.761		
C8 Failure only leads me to try in a more determined manner.	0.734		
C6 When I have to do something that I don't enjoy, I insist on it until I finish it.	0.660		
C4 When I make a plan, I am confident that I can implement the plan.	0.644		
C11 When unexpected problems arise, I can't handle them very successfully.		0.778	
C9 When I set important goals for myself, I rarely achieve them.		0.748	
C12 I feel insecure about my capabilities.		0.695	
C10 I do not consider myself capable of handling most of the problems I encounter in my life.		0.673	
C2 I avoid trying to learn new things that seem very difficult.			0.826
C1 If something seems too complicated, I don't even try doing it.			0.792
C3 When trying to learn something new, If I don't succeed in the beginning, I immediately give up.			0.731
Eigenvalue	2.69	2.30	2.07
% Explained Variance	22.40	19.17	17.24
Stacked Variance	22.40	41.57	58.81
Cronbach Alfa	0.78017	0.73387	0.76347

As a result of the factor analysis and the varimax rotation performed on the data obtained from the responses of the participants to the GSES questions, three factors with an eigenvalue greater than 1.00 were obtained. Since there were no items in the analysis with a factor load of less than 0.40, factor analysis was performed with all 12 items. In Table 3, it is seen that three factors (sub-scales) accounted for 58.81% of the total variance. It is illustrated in the table that the first factor with an eigenvalue of 2.69 explained 22.40% of the total variance of the scale, the second factor with an eigenvalue of 2.30 explained 19.17% of the total variance of the scale, and the third factor with an eigenvalue of 2.07 explained 17.24% of the total variance of the scale. As revealed in Table 3, the factor loads of the 5 items in the first factor ranged from "0.644" to "0.793", the factor loads of the 4 items in the second factor ranged from "0.673" to "0.778", and the factor loads of the 3 items in the third

factor ranged from “0.731” to “0.826”. The factor structure of the general self-efficacy scale was found to be the same as the original scale.

CFA of the General Self-Efficacy Scale (GSES)

In this study, CFA was performed to confirm the factor structure of the GSES. The SAS 9.4 program was used to test the factor structure of the GSES, whose original factor structure consists of 3 sub-scales and 12 items.

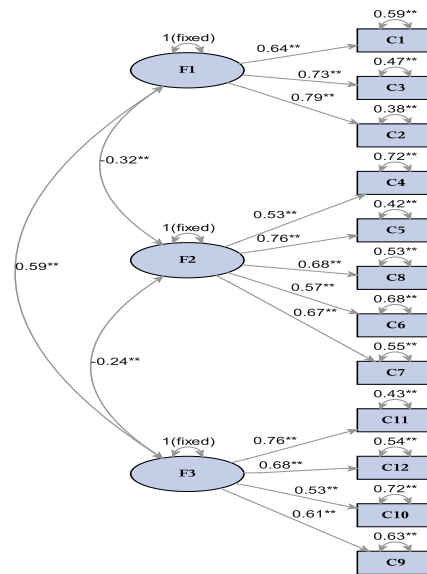
Table 4. Fit Indices of the CFA

RMSEA	GFI	AGFI	NFI	CFI	χ^2/df
0.056	0.959	0.933	0,923	0,954	2.33

When the results of the model presented in Table 4 are examined, it is seen as a result of the CFA performed that only two of the fit indices, RMSEA and χ^2/df , showed acceptable fit, whereas the remaining GFI, AGFI, CFI and NFI had perfect fit values. Accordingly, it is understood that the original model was confirmed by CFA performed on the data of the three-dimensional factor structure. It was determined that the scale was reliable, which indicates that the scale can be used reliably in future studies.

The path diagram obtained as a result of the CFA is presented in Figure 1 together with the factor loads. Based on this figure, it is observed that the data obtained from the research match with the original theoretical structure of the three-dimensional general self-efficacy scale.

Figure 1. Path Diagram for the CFA of the GSES



Findings of the Correlation Analysis

When the correlation values between all scales are examined, no significant relationship is revealed between the transactional leadership scale and the GSES. A low-level, positive, and significant relationship at the level of $p < 0.01$ is observed between transactional leadership and the scale of trust in manager ($r = 0.311$). In addition, there is a high-level, positive, and significant correlation at the level of $p < 0.01$ between transformational leadership and the scale of trust in manager ($r = 0.785$). Furthermore, a low-level, positive, and significant correlation at the level of $p < 0.01$ is observed between transformational leadership and general self-efficacy scale ($r = 0.237$). Finally, there is a low-level, positive, and significant correlation at the level of $p < 0.01$ between the general self-efficacy scale and the scale of trust in manager ($r = 0.250$).

Table 5. Correlation Values Between All Scales

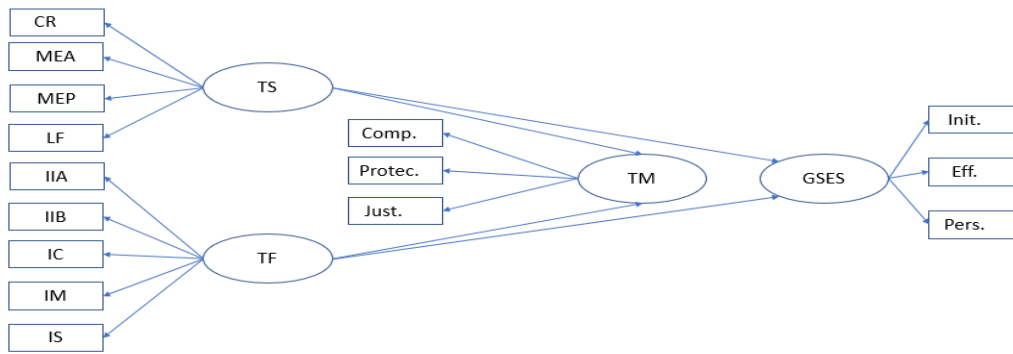
	GSES	TSC	TL	TM
GSES	1.00000			
TSC	-0.018	1.00000		
TL	0.237**	0.365**	1.00000	
TM	0.250**	0.311**	0.785**	1.00000

** Significant relationship at $p < 0,01$ significance level.

Evaluation of the Theoretical Structural Model through Path Analysis

The main framework of this study comprises examining the effects of perceptions of transformational leadership (TF) and transactional leadership (TSC) styles on general self-efficacy (GSES) beliefs and investigating the mediating role of trust in manager (TM) in this relationship. The theoretical model tested in the study is presented in Figure 2. In this way, both direct effects of transformational and transactional leadership styles on GSES and their indirect effects through the mediation of TM are investigated.

Figure 2. Proposed Structural Model

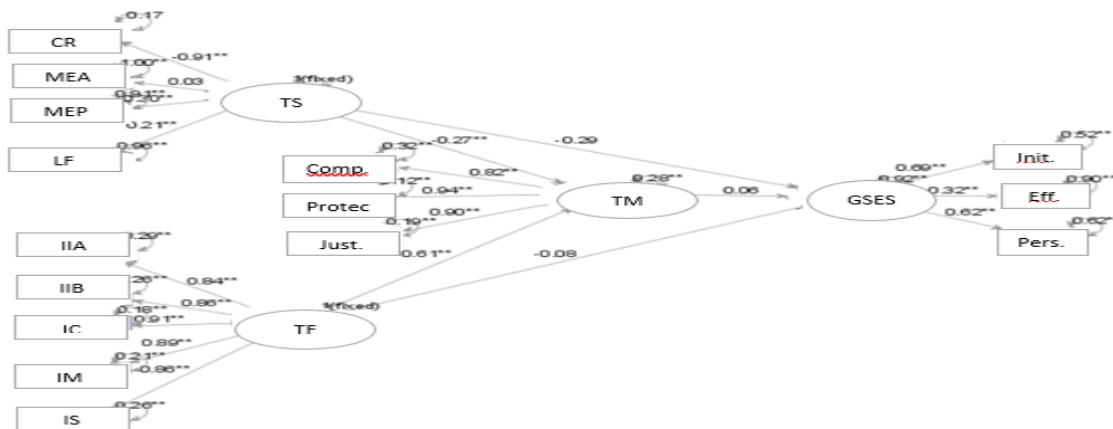


The fit indices obtained by testing the structural model proposed in Figure 2 through path analysis are given in Table 6. The table 6 shows that all the fit indices had acceptable fit values. The path diagram obtained as a result of the path analysis is presented in Figure 3 together with the standardized coefficients.

Table 6. Path Analysis Fit Indices

RMSEA	GFI	AGFI	NFI	CFI	χ^2/df
0.079	0.896	0.851	0,915	0,932	4.59

Figure 3. Path Diagram



The standardized path coefficient estimates obtained from the path analysis are presented in Table 7. Table 7 shows that all load estimates except TSC→Management by Exceptions (Active), TSC→GSES, TF→GSES

and TM→GSES are statistically highly significant. This means that almost all factor-variable relationships are supported.

Table 7. Standardized Results of Path Analysis

Path			Estimate	Standard Error	t	p
TSC	====>	Contingent Reward (CR)	-0.913	0.046	-19.604	<.0001
TSC	====>	Management-by-exception (Active) (MEA)	0.032	0.050	0.650	0.5155
TSC	====>	Management-by-exception (Passive) (MEP)	-0.304	0.046	-6.588	<.0001
TSC	====>	Laissez-faire Leadership (LF)	0.206	0.048	4.273	<.0001
TF	====>	Idealized Influence (Attributed) (IIA)	0.839	0.015	54.912	<.0001
TF	====>	Idealized Influence (Behaviour) (IIB)	0.858	0.013	61.910	<.0001
TF	====>	Individualized Consideration (IC)	0.861	0.013	63.175	<.0001
TF	====>	Inspirational Motivation (IM)	0.906	0.010	89.309	<.0001
TF	====>	Intellectual Stimulation (IS)	0.889	0.011	77.686	<.0001
GSES	====>	Initiative (Init)	0.694	0.069	9.952	<.0001
GSES	====>	Effort (Ef)	0.323	0.055	5.809	<.0001
GSES	====>	Persistence (Persis)	0.616	0.065	9.452	<.0001
TM	====>	Competence (Comp)	0.822	0.017	48.288	<.0001
TM	====>	Protectorate (Protec)	0.937	0.009	101.0	<.0001
TM	====>	Justice (Just)	0.898	0.011	77.147	<.0001
TSC	====>	GSES	-0.290	0.1607	-1.808	0.0705
TF	====>	GSES	-0.081	0.160	-0.508	0.6113
TM	====>	GSES	0.061	0.133	0.461	0.6442
TSC	====>	TM	-0.270	0.094	-2.859	0.0043
TF	====>	TM	0.611	0.090	6.747	<.0001

Table 8 demonstrates the standardized direct and indirect effects. Accordingly, it was determined that there were no statistically significant direct effects of transactional leadership, transformational leadership and trust in manager on general self-efficacy beliefs ($\beta=-0.29, p>0,05$; $\beta=-0,08, p>0,05$; $\beta=0,06, p>0,05$). However, it is seen that transactional leadership and transformational leadership had a statistically significant direct effect on trust in manager ($\beta=-0,27, p<0,05$; $\beta=0,61, p<0,01$). According to the results obtained, there is no statistically significant mediating effect of employees' trust in their managers on the effect of their perceived transactional and transformational leadership styles on their self-efficacy ($\beta=-0,01, p>0,05$; $\beta=0,03, p>0,05$).

Table 8. Standardized Direct and Indirect Effects

Hypotheses	β	Direct Effect	Indirect Effect	Conclusion
TSC=>GSES	-0,29	0,07		Rejected
TF=>GSES	-0,08	0,61		Rejected
TM=>GSES	0,06	0,64		Rejected
TSC=>TM	-0,27	0,00**		Accepted
TF=>TM	-0,06	0,00**		Accepted
TSC=>TM=>GSE	-0,01		0,63	Rejected
TF =>TM=>GSE	0,03		0,64	Rejected

** Significant relationship at $p < 0,01$ significance level

In the light of these results, while the hypotheses H1, H2, H3, H6 and H7 were rejected, the hypotheses H4 and H5 were accepted.

Conclusion and recommendations

The study was conducted to determine the role of trust in manager in the relationship between employees' perceptions of transformational and transactional leadership styles and their self-efficacy in chain hotel businesses operating in various holiday resorts in Turkey, and the subject was addressed from a broad perspective.

According to the results of the analysis, the effect of the employees' perceived transactional leadership style on their overall self-efficacy levels was determined to be insignificant. The review of the literature shows that Felfe and Schyns (2002) revealed similar results with the research they conducted in a public administration organization with 504 participants. According to the results of their research, Felfe and Schyns (2002) concluded that transactional leadership and its dimensions did not have a significant effect on employees' self-efficacy beliefs.

According to the results of the analysis, the effect of the employees' perceived transformational leadership style on their self-efficacy was determined to be insignificant. In other words, it was concluded that the employees' perceived transformational leadership style did not have a significant impact on their self-efficacy, which is defined as their perception of competence and ability to accomplish a certain task (Bandura, 1977). The review of the literature on the subject indicates that there are studies revealing that transformational leadership positively affects the self-efficacy (Pillai and Williams, 2004; Kotg and Nagip, 2018; Gkolia et al., 2015). In other respects, it has been found that transformational leadership does not have a statistically significant effect on self-efficacy in a variety of studies (Felfe and Schyns, 2002; Beauchamp et al., 2007; Caillier, 2014).

On the other hand, it was determined that the employees' perceived transactional leadership style had a statistically significant, negative effect on their trust in their managers. The research conducted by Chiang and Wang (2012) supports this result.

According to the results of the analysis, the employees' perceived the transformational leadership style had a statistically significant positive effect on their trust in their managers. Similarly, the researches conducted by Jung and Avolio (2000), Yolaç (2011) and Chiang and Wang (2012) indicate that transformational leadership has a statistically significant and positive effect on trust in manager.

Within the scope of the research, a structural equation modelling analysis was performed to determine the mediating role of trust in manager in the relationship between the workers' perceived transactional and transformational leadership types and their self-efficacy. However, it was concluded that the variable of trust in manager does not change the statistically insignificant effect of the transactional and transformational leadership styles on the self-efficacy of the employees. When the literature is examined, no other research has been found in the literature that measures the mediating effect of trust in manager in the relationship between transactional and transformational leadership styles and self-efficacy. Therefore, no comparisons could be made with any research. As a result, a model concerning the relationship of the three variables addressed in this study was proposed, but as a result of the analyses made, it was concluded that this model was not statistically significant.

Some of the findings obtained in the research are unexpected and need to be further investigated for the literature. In their study, Mainz and Simms (1980) state that employees' high self-efficacy beliefs regarding the skills required to fulfil a task successfully will reduce the effects of the leader on the behaviors of his followers, and thus, the high self-efficacy belief will replace the effects of leadership behaviors. The study by Den Hartog and Belschak (2012) supports the research by Mainz and Simms (1980). Den Hartog and Belschak (2012) investigated transformational leadership, employee autonomy and proactive behavior of employees and concluded that employee autonomy can affect employees' self-efficacy, thus replacing transformational leadership behaviors. To put it more clearly, Den Hartog and Belschak (2012) argue that individuals with high self-efficacy are likely to be proactive and may not need to be encouraged or motivated by their leaders to take action. Therefore, in this context, they state that employees' high self-efficacy may replace leadership, and hence, leadership behaviors will not contribute to the proactive behaviors of the employees with high self-

efficacy. In the present study, it is believed that the employees' high self-efficacy levels have caused the relationship between the research variables to be statistically insignificant.

The following four suggestions for future research might be made in light of the research findings:

- The fact that transactional and transformational leadership perceptions and trust in manager do not have a significant effect on self-efficacy beliefs can be interpreted in a way that people's self-efficacy beliefs may have been formed in their previous ages (childhood or school age) and therefore the leader cannot influence them. In other words, it can be stated that the participants in the sample group are fed on their enactive mastery experiences (past experiences), which is the most effective source of self-efficacy beliefs, and also leaders cannot influence the self-efficacy beliefs of hotel employees through verbal persuasion.
- This study was conducted using quantitative research methods that included closed-ended survey questions that did not allow hotel staff to include their descriptive interpretations. It is believed that carrying out the research by using qualitative research methods through conducting interviews with hotel employees will enable the correlations between perceived leadership styles, self-efficacy, and trust in manager to be explored in more detail.
- As a result of the study, it has been concluded that transformational leadership perceptions of employees positively affect their trust in their managers. It is known that if employees trust in their managers, organizational dynamics such as organizational commitment, organizational identification, job satisfaction and performance are positively affected. Therefore, it is important for the success of organizations that leaders adopt transformational leadership behaviors more.
- It has been concluded that the transactional leadership perceptions of employees negatively affect their trust in their manager. The limited transaction between the leader and the employee and the task-oriented behavior of the leader negatively affect trust in manager. It is recommended for the success of organizations to apply transactional leadership behaviors in order to execute the current work at a certain standard and to meet the expectations of employees related to the job, and to apply transformational leadership behaviors in order to prepare employees for future tasks by instilling the awareness of mission and vision into them, motivating them, and ensuring that they reach their full potential. In short, it is believed that leaders' use of transformational and transactional behaviors together depending on the conditions will play an essential role in the success of organizations.

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