



THE INFLUENCE OF COGNITIVE BASE TRUST AND AFFECTIVE TRUST ON ORGANIZATION COMMITMENT: A SURVEY IN PUBLIC HOSPITAL

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ABSTRACT:

Organizational commitment can be defined as a support for embracing the goals and principles of the organization; a willingness to make significant efforts on behalf of the organization; and a willingness to stay with the organization that are need to be find in the quality of servant leadership. The lack of communication between nurses will lead to decrease employee performance. Hence, to be understanding more of servant leadership significance in contemporary dynamic organizational commitment, there is a need for organizational commitment sustainability, the need of having a task oriented, concentrated, well verse communication and dedicated workforce that essential to providing superior public healthcare service in Malaysia There is a severe lack of studies on the relationship between the role of cognitive and affective trust in the organizational commitment in public healthcare in Malaysia. This study thereby aims to assess the cognitive, affective trust in organizational commitment. This research is based on data obtained from a survey questionnaire from nurses at public healthcare in Malaysia to be more specifically in Pulau Pinang, Malaysia. The data was analysed to evaluate and determine cognitive, affective trust in organizational commitment towards communication performance. The results of the study also suggested that a affective and cognitive based trust is needed for improving communication performance of servant leadership. It is hope that the study can contribute to the improvement of communication performance among hospital administration staff all over the world.

KEYWORDS:

AFFECTIVE TRUST, COGNITIVE TRUST, COMMITMENT, LEADERSHIP, HEALTH INDUSTRY.

INTRODUCTION

Servant leadership is a theory of leadership in which the leader's principal purpose is to serve. Contrasting with traditional leadership style where the main focus of the leader is the success of their company or organizational commitments (Sendjaya & Sarros, 2002). Good leadership qualities are formed from those who have a genuine interest in helping others. In this era, the transition of many companies and organizational commitments from conventional autocratic and bureaucratic leadership to servant leadership performance as a way of being in relation to others.

Almost all profession has a work pressure. The nursing profession seems to have more pressures at work relative to other health professionals. Stressful conditions at the workplace may cause the high turnover and burnout among nurses and affect poor job performance. Good communication between patients and nurses is critical to the success of each patient's personalized nursing care. Nurses should be continually motivated to incorporate communication skills training and, indeed, implemented as a core aspect of the nursing training curriculum. (Dithole, Thupayagale-Tshweneagae, Akpor, & Moleki, 2017)

Burnout was correlated with occupational related characteristics such as work experience, work environment, work-related stress, and work schedule and job satisfaction. From International Journal of Public Health and Clinical Sciences, 2018 it is recommended that hospital management carry out a preventive plan by changing the related burnout triggers and coordinating a stress reduction plan to resolve this situation. Complexity of care, lack of support and lack of competence were negatively related to novice nurses' affective commitment. It is important to provide support and input for the retention of inexperienced nurses in the profession. It encourages new nurses to tackle the difficulty of treatment and incompetence and establish a professional commitment (Hoeve, et al., 2018). Hence, through a good communication within nurses and their supervisor it might increase their job satisfaction. Communication satisfaction could be linked to job satisfaction, intent to leave and burnout to some extent (Vermeir et al., 2018).

There are several factors contributing to the effective servant leadership style and resulted in high performance. In providing the best efforts to the members, the leader need to interact with them by using a high degree of communication, and will indirectly influence the level of trust and relationship (Schwarz et al., 2016). Enhancing

trust and managing a good relationship is important in servant leadership performance among nursing for task delivery to maximize success and minimize the risk. Cognitive trust is an evaluation of a person's previous experience, competence, and reliability. Affective trust derives from the social interaction with others (NG & Chua, 2006). This dimension of trust is known as emotional trust, relational trust, interpersonal trust or affect-based trust (Chai, et al, 2015).

Dowell, Morrison, & Heffernan, 2015 found that, by combining five elements of trust (three cognitive and two affective) and testing them in two different relationship lifecycle phases, it is proven that the role of affective trust in the early phase and cognitive trust in the mature phase of the relationship lifecycle. The research increases understanding of how relationships evolve, in particular the role of affective trust and cognitive trust in influencing relationship performance. Furthermore, Kim et al., 2015 highlights that, affective trust in supervisor significantly moderated the relationship between supervisor humor and social distance, such that the relationship between affiliate humor and social distance was stronger when affective trust in supervisor was high rather than low.

There are a growing number of nurses in public healthcare of Malaysia. With the increasing of the numbers this study have confidence in leadership skill as an important in high job performance. Previous studies show that combination of cognitive and affective based trust plays a crucial role contributing to the effective servant leadership. Few studies have been done in determining the relationship of cognitive and affective based trust towards the leader performance (Salem, 2020), this study thereby aims to assess the cognitive, affective trust in organizational commitment towards communication performance, as there is a lack of study of style of leadership among nurses, particularly servant leadership. The objective of this paper is to investigate the relationship between cognitive based trust and affective trust on organization commitment among nurses in Public Hospital in Penang.

ORGANIZATIONAL COMMITMENT AND TRUST FACTORS

Organizational commitment is "the degree to which the employee recognizes and needs to continue to engage actively in the organization" (Newstrom, 2015: 236). Organizational commitment often represents "the degree to which a person recognizes an organization and its goals" (Widodo, W., & Damayanti, R., 2020). Personality is also affected by organizational commitment (Shabahang & Amani 2016; Widodo, W., & Damayanti, R., 2020). Therefore, a great organizational commitment can be defined as a support for embracing the goals and principles of the organization; a willingness to make significant efforts on behalf of the organization; and a willingness to stay with the organization that are need to be find in the quality of servant leadership performance based on affective, cognitive based trust and the communication performance that lead on performing the

nurse's task.

The organizational commitments of Mowday, Steers, and Porter (1979) reflect OC as the identity and contribution of the person to an organization. In other words, OC is the perceptions and feelings of attachment toward the organization (Akanbia & Ofoegbu, 2013; Mensah et al., 2016). It has been stated that an employee with a high affectivity will be more driven to act as a leader and therefore achieve the organizational target, Mohammad A., Junaimah J. & Zurina M. (2017). Self-leading and organizational capabilities are important to improve servant leadership performance for nurse. Thus, hospital should conduct programs for improving competencies of novice patients. (Soyoung & YuKyung (2016). Practically, to improve servant leadership performance performance is by ensuring psychological safety and OC. The relationship between psychological safety and organizational commitment can be explained by social identity theory (Cohen, 1993; Mathieu & Zajac, 1990; Pratt, 1998; Byung 2020).

The theory indicates that the concept of the individual's self is affected by some community of people (i.e., self-concept). When people nominated themselves toward and organization or firm indirectly will influence the employee's self-concept (Cohen, 1993; Mathieu & Zajac, 1990; Pratt, 1998; Byung, 2020). High positive impact towards psychological safety in workplace will demand of low level of anxiety and enhance the self-conception and the social image of a workplace therefore will increase performance and job satisfaction (Detert & Burris, 2007; O'Neill & Arendt, 2008; Byung, 2020).

Hence the relationship between the OC among nurses performance in light of the theory of social identity might be more likely to be a prominent part of the servant leadership performance. Therefore, this research seeks to investigate the relationship of organizational commitment and communication towards servant leadership performance among nurses.

COGNITIVE BASED TRUST

Reinke (2004); Seto & Sarros (2016) mentioned that Cognitive Based Trust involves logic, which is based on evidence supporting the other person's reliability and competence under specific circumstances. The confidence of followers in the capacities of the leader is seen as the primary element of cognition-based trust. Cognitive trust depends on the follower's personal appraisal of the leader i.e. whether or not the leader has shown competence, reliability and integrity in the past. Knowledge and business competence are two important factors which make followers trust a leader and their leadership belonging. Cognitive trust is primarily how sure somebody feels about the technical capacity of the leader to do the job. It is based on the Leader's subjective evaluation by each individual, through certain qualities such as qualifications and award received might increase level of the cognitive trust in a group. Reinke (2004); Seto & Sarros (2016) mentioned that cognition-based trust involves

logic, which is based on evidence supporting the other person's reliability and competence under specific circumstances. McAllister (1995); Saleem et al., (2020) treated trust as a bi-dimensional variable dealing with the central elements in cognitive trust as competence and responsibility, and affective trust as a feeling of emotional security relying on faith in the interaction, more recent developments in the leadership and trust literature have incorporated these two dimensions of trust. This study broaden McAllister (1995); Saleem et al., (2020) line of thought and analyse the effect of perceived trustworthiness in the servant leadership performance relation. In analysing the relationship between servant leadership performance and cognitive and affect based trust, previous research by Parayitam & Dooley (2007) showed that cognitive trust is the key to increasing the benefits of cognitive conflict while affect-based trust is the miracle cure for cognitive conflictive. In other words, both cognitive and affect based trust have a different role and plays crucial role in managing conflict between colleagues. This will indirectly have impacted the leadership performance as well. Moreover, Hussain et al. (2018) indicate that affective trust and cognitive trust mediate between the transformation leadership and organizational commitment positively. Affective trust and cognitive trust both mediate negatively between transformational leadership and task performance. Numbers of research held resulted with a different outcome.

Since the aim of this research was to understand the process underlying how cognitive and affective trust influences and interacts with servant leadership performance, as well followers at an individual level in an organization commitment setting, as an explanatory factor mediating between servant leadership performance and individual efficiency. This study concentrated on the trust of the subordinates in their leadership. To further investigate the relationship, this study also would include nurses in public service organizational commitments such as Ministry of Health (MOH) as our study population. Nurses make up a significant number of the much necessary workforce in the Malaysian public health service. The reality is the nurses do more than playing second fiddle to the doctor. As one of the front liners in the healthcare field, nurses are responsible for multi tasks, such as prescribing medication, wound care and recovery, conducting physical exams and diagnostic tests, monitoring vital signs and supporting patient recovery. Meaning that, nurses are the closest example for implementation and evaluation of servant leadership performance.

AFFECTIVE BASED TRUST

Affective trust also known as 'trust of the heart'. It is made up by empathy, closeness, and sincere consideration and concern. Affect-based trust is especially important as employees make personal investments in building trusting relationships, expressing concern, and caring for the well-being of others, which in turn are reciprocated (Cropanzano & Mitchell, 2005; Seto & Sarros, 2016).

In servant leadership performance, the interaction process (explicit or implicit) between the servant leader and subordinates is the central to the relationship (Liden et al., 2008; Saleem et al., 2020). Thus, leader-follower relationships are considered to be a dynamic phenomenon which can be affected by many individual and contextual factors. Trust stimulates successful leadership. It is a promising relational construct in a work setting between two interacting individuals, and it is a key component in a successful relationship between a leader and followers. It helps them cooperate, manage, share, and enable mutual understanding (Dirks & Ferrin, 2002; Erdurmazlı, 2019) The researchers are all naturally know what trust means, but there are actually two kinds of trust that are essential result in a good leadership. Affective trust also known as 'trust of the heart'. It is made up by empathy, closeness, and sincere consideration and concern. Affect-based trust is especially important as employees make personal investments in building trusting relationships, expressing concern, and caring for the well-being of others, which in turn are reciprocated (Cropanzano & Mitchell, 2005; Seto & Sarros, 2016). Tu et al., (2019) define affective trust is made up by empathy, proximity, and sincere consideration and concern. Furthermore, affective trust treated as a feeling of emotional security relying on faith in the interaction (McAllister, 1995; Saleem et al., 2020). Thus, leaders with high affective trust result in less vision and less intellectual stimulation behaviour. This can be clarified by leaders with a high degree of affective trust who feel less like they need to earn people attention and concern. And yet frequent visioning is necessary to realign priorities, objectives and targets within a team in order to overcome the natural inclination to wander off course for these issues. In this context, the servant leadership performance style is considered to be ineffective or outperform without a transactional relationship (i.e. affective based trust) between leader and the follower. Since the theory of servant leadership performance evolved and its measurement scales, most of the study centered on behavioral contexts in which servant leadership performance is more or less likely impacted. Based on the findings Seto & Sarros, (2016), the researchers can better understand how servant leadership performance affects the behavioral outcomes of employees by concentrating on trust building and quality relationships.

METHODOLOGY

DATA COLLECTION METHOD

For this research primary data will be obtained in the Penang Public Healthcare from the prepared questionnaires to the respondent. The questionnaire will be personally administered and sent through the email and social media platform to the nurses in public healthcare in Penang. The questionnaire consists of two section which is demographic section and variables section. Demographic variables will be collected and analyse using SPSS and SMART PLS as a control variable.

RESULTS

RELATIONSHIP OF HYPOTHESIS

H1	There is a relationship between affective based trust and organizational commitment in communication performance.	Accepted
H2	There is a relationship between cognitive based trust and organizational commitment in communication performance.	Accepted

Based on the Bootstrapping via path coefficients analysis, the relationship in the **inner model** of between Affective Based Trust and Organizational Commitment is following; Path Coef. (β -value) is 0.424, T-Statistics is 5.146 greater 1.96 and $\rho < 0.05$. The AVE score at 0.808.

The outer loading signify that values are shown to be larger than 0.6, so high levels of internal consistency reliability have been demonstrated among all outer loading indicators toward latent variable. Therefore, relationship between affective based trust and organizational commitment in communication performance is significant. To embedded the significance of the relationship based on T-Statistic of Outer Loadings shown that all outer model loadings are highly significant > 1.96 .

Based on the framework model, the coefficient of determination, R^2 , is 0.424 for the path relationship between Affective Based Trust and Organizational Commitment, moderately contributed 32.4% of the variance in Communication Performance.

Between both of trust, it shown those Affective Based Trust path coefficients of determination towards Organization Commitment is higher than Cognitive Based Trust. Therefore, this study has shown that the Affective Based Trust is the trust that influence the Organization Commitment towards Communication Performance. This was aligning with Tian & Sanchez, (2017), affective trust is not only lead to the effectiveness of servant leadership performance but also promotes innovation and germination of fresh ideas in any task. The respondent tend to affective based trust relationship which contribute to the organizational commitment success.

RELATIONSHIP BETWEEN COGNITIVE BASED TRUST AND ORGANIZATIONAL COMMITMENT IN COMMUNICATION PERFORMANCE

Based on the Bootstrapping via path coefficients analysis, the relationship in the **inner model** of between Cognitive Based Trust and Organizational Commitment is following; Path Coef. (β -value) is 0.305, T-Statistics is 3.954 greater 1.96 and $\rho < 0.05$. As a construct validity, the AVE score at 0.815.

The outer loading signify that values are shown to be larger than 0.6, so high levels of internal consistency reliability have been demonstrated among all outer loading indicators toward latent variable. Therefore, relationship between cognitive based trust and organizational commitment in communication performance is significant. All outer model loadings are

highly significant > 1.96 for this latent variable.

Based on the framework model, the coefficient of determination, R^2 , is 0.305 for the path relationship between Cognitive Based Trust and Organizational Commitment. Therefore, Cognitive Based Trust that is built on perceptions and self-interest as it pertains to performance and accomplishments through direct dealings with a significant co-worker is lower from this analysis to compare Affective Based Trust are 0.424. A least role was played by cognitive trust when both dimensions of trust were examined. As cognitive trust is closely related to task activities, this **lack of significance was surprising**. This study has established that cognitive and affective trust are two empirical moderately distinguishable dimensions of trust, in line with the literature available on trust (Zhu & Akhtar, 2014).

SUGGESTION ON PROBLEM SOLVING

Based on the study made, has confirmed that there needs to be remedial action to the problem which is communication performance among nurses in Penang Public Healthcare.

DISCUSSION

Cognitive based trust between nurses is not as much affective based trust based in the result obtained. However, it is recommended that human resource of Penang Health Department to look detail on the talent management process. The right person on the right role is crucial in determining the effectiveness of the department operation. Talent management makes employees feel committed, trained, and inspired, encouraging them to function in the direction organization objectives, which in turn improves customer loyalty and organization efficiency.

CONCLUSION

This study therefore demonstrates a greater inclination for affective trust. Occurrences that can increase value by activities involving family and nurturing relationships, such as family day, annual dinner, corporate social responsibility, etc., need to be increased by the top management. The bonding encourages nurses to truly get to know each other. Learning more about the work styles, personalities and personal interests of co-workers will help to better communicate and work together. When they feel close to each other, they seem to be more comfortable with their workplace. For starters, celebrating one another's accomplishments would make people feel better off overall.

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