

Research on the Dual-path Effect of Cognitive and Emotional Trust on Employees Job Involvement

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ABSTRACT

According to the social exchange theory, the data collected by 233 employees were analyzed, I construct dual-path model that cognitive and emotional trust influence employees job involvement. The results show that: (1) cognitive trust and emotional trust have significant positive impact on employees job involvement; (2) power distance plays a positive moderating role in the relationship between cognitive trust and emotional trust affecting employees job involvement. (3) the interaction between cognitive and emotional trust positively affects employees job involvement, and the high-cognitive-high-emotional trust combination has the most significant impact on employees job involvement.

Keywords: *cognitive trust, emotional trust, power distance, employees job involvement*

1. INTRODUCTION

Job involvement is the positive state of the individual's whole-hearted devotion to the work, and reflects the individual's degree of love for the work[1]. For employees, high job involvement can often bring them higher work performance and organizational identity, enhance their psychological capital, and bring physical and mental pleasure, which is conducive to their personal growth in their careers[2]. Therefore, how to motivate and improve employees' job involvement has become a hot issue in current academic research.

Scholars divide trust into cognitive and emotional trust[3]. From the perspective of social exchange theory[4], employees' cognitive trust and emotional trust in leaders have greatly promoted employees' enthusiasm for work and increased their commitment to work. Therefore, from the perspective of cognitive-sentiment analysis, there is a more adequate theoretical basis for studying the impact of cognitive trust and emotional trust on employees job involvement.

Power distance has a subtle influence on the behavior and way of thinking of individuals in society[5]. When employees are in an organization with a higher power distance, the leader has greater authority, and employees also show more respect for the leader[6]. Therefore, this study uses power distance as a moderating variable to explore how trust affects employees job involvement under different power distances.

2. RELEVANT RESEARCH REVIEW AND THEORETICAL HYPOTHESIS

2.1. Cognitive trust, emotional trust and employee engagement

Emotional trust is usually regarded as a process of social emotionalization between leaders and employees[7]. In this process, the emotional trust tied to the relationship inspires employees to feel close to the leader[8]. The closer an employee is to a leader, the more he can recognize the leadership's work values and make his own behavior more consistent with the leader's behavior[9]. A good trust relationship between employees and leaders can inspire employees job involvement with great enthusiasm at work. Therefore, this research puts forward these hypotheses:

H1: Cognitive trust has a positive impact on employees job involvement.

H2: Emotional trust has a positive impact on employees job involvement.

2.2. Moderating effect

Individuals with high power distance perception will respond more positively to the trust from the leader and will devote more energy to work; while individuals with lower power distance perception care about equality Relationships will not be grateful for the trust from the

leader, so they will not devote themselves to the work[10]. Compared with the employees with low power distance perception, those employees with high power distance perception feel the trust from the leader, they will be more engaged in work as a kind of trust to the leader in return[11]. Therefore, this research puts forward these hypotheses:

H3: Power distance plays a positive role in regulating the relationship between cognitive trust and employees job involvement.

H4: Power distance plays a positive role in regulating the relationship between emotional trust and employees job involvement.

2.3. Interaction of cognitive trust and emotional trust affects employees job involvement

According to the theory of social exchange, when employees perceive high-cognitive trust and high-emotional trust from the leader, in order to repay the trust of the leader, employees tend to increase their investment in work[12]. It can be seen that when both cognitive trust and emotional trust are at a high level, employees can be stimulated to a greater extent in their work commitment. Therefore, the combination of high cognitive trust and high emotional trust has a positive impact on employees' work commitment. Probably the most significant. Therefore, this research proposes the following hypotheses:

H5: The interaction of high cognitive trust and high emotional trust has the most significant positive impact on employees' job involvement.

The research model is shown in Figure 1.

3. DATA ANALYSIS AND INSPECTION

3.1. Confirmatory factor analysis

Use AMOS20.0 to do confirmatory factor analysis on the four scales. Through the test results of four-factors

model, three-factors model, two-factors model and single-factor model, it can be seen that among the four models tested, four-factors model has the best fitting effect ($\chi^2/df=2.36$, RMSEA=0.064, CFI=0.912, GFI=0.924).

3.2. Main effects test

As shown in Table 1, when demographic variables are controlled, there is a significant positive impact between cognitive trust and employees job involvement ($r=0.426$, $p<0.01$); there is a significant relationship between emotional trust and employees job involvement positive effect ($r=0.442$, $p<0.01$). It can be seen that Hypothesis 1 and Hypothesis 2 have been verified.

3.3. Moderating effect test

It can be seen from table 1 that power distance has a significant positive moderating effect between cognitive trust and employees job involvement ($r=0.432$, $p<0.01$); power distance has a significant effect between emotional trust and employees job involvement Positive regulation ($r=0.451$, $p<0.01$). It can be seen that Hypothesis 3 and Hypothesis 4 have been verified.

3.4. Test of the interaction effect of cognitive trust and emotional trust

This paper divides cognitive and emotional trust into high-cognitive trust and low-cognitive trust, high-emotional trust and low-emotional trust by adding or subtracting one standard deviation from the average value. Respectively use these four combinations as independent variables, and employee job involvement as the dependent variable to perform related regression analysis. The results of the analysis show that the four different combinations are significant, so a simple effect analysis is performed on them. The specific results are shown in the table 2 shown.

4. FIGURES AND TABLES

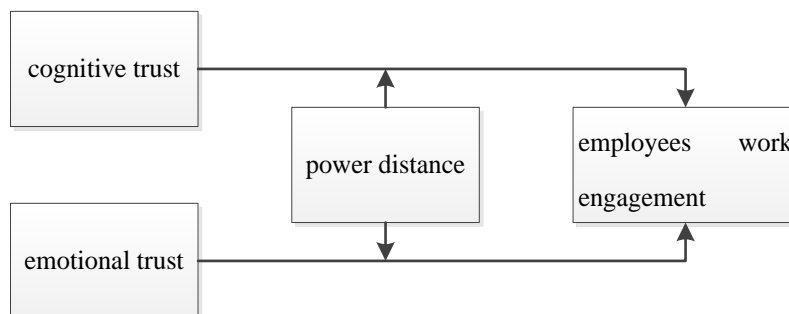


Figure1 Research model

Table 1 Hierarchical Regression Results

Variables	employees job involvement			
	Model 2	Model 3	Model 4	Model 5
cognitive trust	0.426**		0.412**	
emotional trust		0.442**		0.424**
power distance	0.124	0.163		
cognitive trust * power distance			0.432**	
emotional trust * power distance				0.451**

Table 2 Interaction effect of cognitive trust and emotional trust

combination situation	employees job involvement			comparing results
	M	SE	β	
high cognitive trust -high emotional trust	4.21	0.73	0.465**	high cognitive trust-high emotional trust >
low cognitive trust - high emotional trust	3.87	0.68	0.431**	low cognitive trust-high emotional trust > high cognitive trust-low emotional trust >
high cognitive trust - low emotional trust	3.82	0.55	0.426**	low cognitive trust-low emotional trust
low cognitive trust -low emotional trust	3.65	0.61	0.374**	

5. CONCLUSION

The results of the study found that: cognitive trust can significantly positively affect employees' job involvement; emotional trust can significantly positively affect employees' job involvement; power distance can significantly positively regulate the impact of cognitive trust and emotional trust on employees' job involvement. When the power distance is greater, the positive impact of cognitive trust and emotional trust on employees' job involvement is more significant; the trust combination of high cognitive trust and high emotional trust has the most significant positive impact on employees' job involvement.

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AUTHORS' CONTRIBUTIONS

Niu Chenchen is responsible for the conception and writing of the paper.

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