
The Role of Leaders' Emotional Sincerity towards Followers' Trust: Leaders' Integrity & Quality Relationship

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ABSTRACT

This study focused on the belief that followers assess the emotional sincerity of their leaders and consequently, it affects to followers' perceived trust and their behaviors. It identified the key role of leaders' emotional sincerity towards followers' outcomes (leaders integrity, quality relationship and trust in leaders). This study proposed a theoretical model on the basis of underpinning theory and empirical evidence. On the basis of literature support and underpinning theories, it is proposed that followers' perceived emotional sincerity may a significant predictor and significantly influence to their leaders' integrity and relationship quality. Moreover, leaders' integrity and relationship quality (between leaders and followers) may affect followers' trust in their leaders. Future studies may empirically test this model to gain insight understanding regarding the role of leaders' emotional sincerity to shape the followers' behaviors.

KeyWords : Leaders' Emotional Sincerity; Followers' Trust Leaders' Integrity; Relationship Quality

1. INTRODUCTION

Emotions consist of two distinct components that are experiential and expressional (Elfenbein, 2007). The experiential element relates to an individual's feelings about the emotions being experienced and expressional component involves how an individual exhibits inner feelings in response to the experienced emotions. Well, expressed emotions may lack true feelings (Fridlund, 1992). Leaders manage their emotions to positively influence to their followers (Hayyat, Nisar, Imran, & Ikram, 2017; Nisar, Othman, & Kamil, 2018; Ahmad-Mughal, Nisar, Othman, & Kamil, 2017; Nisar, Imran, Othman, Kamil, & Marchalina, 2017). But Leaders' expressed emotion is not always likely to match with experienced emotion. In fact, as expressed emotion has the power to influence followers so sometimes leaders deliberately change emotions to achieve strategic purposes (Humphrey,

Pollack&Hawver, 2008). Similarly, leaders use impression management tactic to be perceived charismatic to the followers and display positive emotion (Nisar, Othman, & Kamil, 2018; Bono&Ilies, 2006; Shahid, Nisar, Azeem, Hameed, & Hussain, 2018)and likewise, consciously express fake anger to impel workers to improve work performance (Van Kleef et al., 2009). Followers' have lack of trust due to the insincere emotions by their leaders due to which relationship quality suffered badly. Previous studies in this domain almost ignored the role of leaders' emotional sincerity and leaders' integrity to affect the followers' trusts and this stream of line is ignored. Therefore, the purpose of this study is to examine proposed a theoretical model to further examine the effect of leaders' emotional sincerity on followers' trust with the mediating effect of leaders' integrity and quality relationship. It focused on the belief that followers assess the emotional sincerity of their leaders and consequently, it affects to followers' perceived trust and their behaviors. It identified the key role of leaders' emotional sincerity towards followers'' outcomes.

Research Questions

Following are the research questions that future studies need to answer while testing this theoretical mode empirically.

- What is the relationship between leaders' emotional sincerity and followers' trust?
- Does leaders' integrity mediate the relationship between leaders' emotional sincerity and followers' trust?
- Does relationship quality mediate the relationship between leaders' emotional sincerity and followers' trust?

2. LITERATURE REVIEW

2.1 Followers' Perception of Emotional Sincerity

Emotion Sincerity concept is absolutely psychological, people are emotionally sincere if they perceive they're displaying natural emotions (Harter, 2002). In fact, followers should assess leaders' emotion because they may not much aware about the leaders' inner state of emotions importantly they should evaluate whether the display emotions are sincere or not. The influence of the emotional display depends on followers' perception if leader seems sincere and followers perceive insincere then sincere emotion will not influence the followers (Erickson, 1994).

However, numerous factors affect the followers' perception of the sincerity of leaders' emotion. Notably, the genuine sincerity of display is one of the factors as sincere emotions have a considerable difference from insincere emotion (Frank, Ekman& Friesen, 1993). Furthermore, perceived emotional sincerity may affect by the attributes of followers, leaders and another contextual element. Perhaps gender and demographic conformity seem significant moderators to influence judgment about the degree to which leaders are truly sincere and level perceived sincerity (Eagly, 2005; Pittinsky& Tyson, 2005). Furthermore, culture may be observed a key factor, like people from the diverse group have different perception about emotion so their way of expression for same emotion may be different (Ekman et al., 1987). Thus, followers make a judgment about the leaders' emotion sincerity and behave in the manner they believe.

2.2 Consequences of Perceived Emotional Sincerity

Previous studies show the importance of followers' perception about leaders' emotional sincerity. However, these studies demonstrated both positive and negative consequences for perceived emotional sincerity in leadership. Leaders become effective when they expertly regulate the emotions as it vibes charisma and enhances leader-follower relationship (Humphrey, 2012). Likewise, the study proposes controlling emotion is highly constructive ability for being an effective leader (Bass, 1990). Thus, the leaders with the ability to self-control are recognized as trustworthy leaders and it seems useful skill for leaders to gain followers' trust (Righetti & Finkenauer, 2011; Nisar, Othman, & Kamil, 2018). Moreover, teams that are managed by the individuals who smartly regulate emotions, outperform (Jiang, Zhang & Tjosvold, 2013; Butt, Nisar, Nadeem, & Baig, 2017). Therefore, these views suggest that the leaders who exhibit right emotion gain advantage instead of displaying sincere emotion.

However, it is also observed that display of sincere emotion leads to better outcome. The study suggests employees who display sincere emotions get a positive rating from their co-workers (Grandey, 2003). While the negative response is associated with those with insincere emotional display (Newcombe & Ashkanasy, 2002; Nadia, Imran, & Nisar, 2016). Moreover, followers showed satisfaction towards the leaders who persistently display sincere emotion (Fiskand Friesen, 2012). Thus, it is identified, positive response will associate with the leaders continually display sincere emotion rather than being situation specific sincere emotion display. While researchers assume that perceived emotion sincerity in leaders will enhance the followers' trust.

2.3 Perceived Emotional Sincerity and Trust

Trust refers to a psychological condition characterized by good expectations and confidence of one towards the other person and being resistless to the action of the trusted individual (Mayer et al., 1995; Schoorman, Mayer, & Davis, 2007). Thus, this type of trust is essential in a leader-follower relationship because leaders influence followers to accomplish common goals (Yukl, 2012). Furthermore, leaders perceive less effective when followers don't trust the leader (Burke et al., 2007).

This study follows the model of trust by Mayer and colleagues, as it related to the cognitive response of the followers to the emotional sincerity of the leaders. Specifically, researchers expect to follow, were to assess the emotional sincerity of the leader by using their belief and determine the level of trust. Three main qualities followers use to assess the trustworthiness of the leader (Mayer et al., 1995) and these qualities are leaders' ability, integrity, and benevolence. As first quality leaders' ability is not relevant to current study because here the focus is on outcomes of perceived emotional sincerity so the other two will be addressed.

Integrity describes as the attribute of being ethical and consistent with values (Mayer et al., 1995). Precisely, when the leaders consistently practice the values that are recognized by the followers then the followers will trust the leaders. The association between integrity perception and trust is already developed (Colquitt, Scott, & LePine, 2007) and researchers predicted to reproduce in this study. However, previous studies have not explored the relationship between perceived emotional sincerity and leaders' integrity. The researchers will explore that perceived emotional sincerity about the leaders lead to leaders' integrity.

Thus, the leaders who are honest in expressing the experiential feelings are more likely, to be honest, and consistent generally. Hence it is suggested that individuals perceived as honest and open when they display sincere emotion, in contrast, individual with fake emotion display perceived less deceptive and hypocritical (Cote et al., 2013). Similarly, leaders seem dishonest, feigned and less trustworthy when the act with insincere emotion (Gardner et al., 2009). Thus researchers predict followers will perceive leaders trustworthy and have integrity when they perceive leaders emotionally sincere.

Proposition 1: Leader who perceives as emotionally sincere will more likely to perceive as high integrity leader.

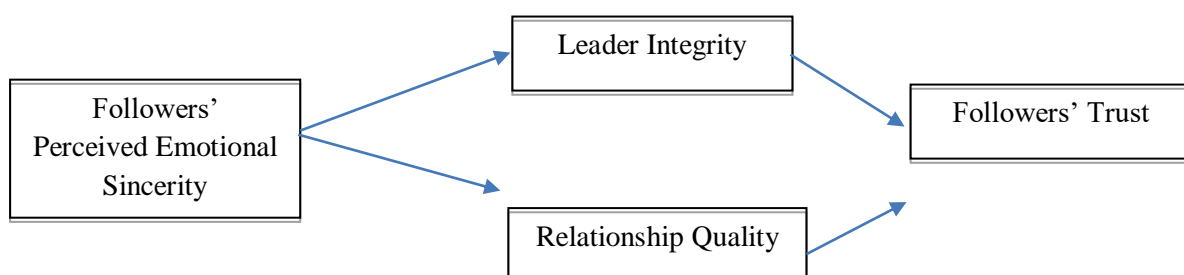
Followers' perception of high integrity leadership will turn to high trust in the leader. Benevolence is a second main quality that affects followers' trust, as leader perceives as benevolent if followers judge a leader is spirited and compassionate for them (Mayer et al., 1995). Although there is a positive relationship between benevolence and trust (Colquitt et al., 2007) it should be observed that there exist some doubts between integrity and benevolence in empirical evidence when considering as independent attributes (Schoorman et al., 2007). In addition, it is suggested that assigning benevolence by one party to another build a credence idea that particular association exists between both parties as (Mayer et al., 1995). As evidence from the literature on LMX theory (Leader-Member Exchange theory) suggested that basis of the relationship between leader and follower is contractual in nature, afterward the strength of relational tie may turn the contractual relationship into social exchange relationship (Erdogan & Bauer, 2014). Thus in strongly favorable LMX relationship followers are dedicated and supportive towards the leader and require similar care in return. Similarly, these views suggest that followers expect the benevolent aspirations of the leader consequently the level of trust increases. Moreover, perceived relationship sincerity will affect the perception of benevolence, and predicted as relationship quality because sincerity depicts the relationship intent of the performer (Van Kleef et al., 2009).

Proposition 2: Perceived leaders' emotional sincerity will lead to the perception of the better leader-follower relationship.

Proposition 3: Followers who perceive a leader as having more integrity will have greater trust in that leader.

Proposition 4: Followers' perception of the high-level relationship with their leader will turn to high trust in the leader.

2.4 Research Framework



3. DISCUSSION AND CONCLUSION

The purpose of this study was to identify the effect of followers perceived emotional sincerity towards followers' trust by concentrating on the role of leaders' integrity and relationship quality. This study proposed a model on the basis of underpinning theory and empirical evidence. On the basis of literature support and underpinning theories, it is argued in this study that followers' perceived emotional sincerity may a significant predictor and may significantly influence to their leaders' integrity and relationship quality. Moreover, leaders' integrity and relationship quality (between leaders and followers) may affect followers' trust in their leaders.

3.1 Limitations and Future Directions

This study proposed theoretical model on the basis of underpinning theories and previous literature. Future studies may empirically test this model to gain insight understanding regarding the role of leaders' emotional sincerity to shape the followers' behaviors. While this study has some valuable strength, it also included few limitations that recommend promising future directions. Firstly, this study is conceptual in nature and no empirical findings were presented to support the arguments. Future studies should test this model empirically in different contexts. This study also ignored the demographic characteristics and contextual factors that play significant role influence followers' perception regarding their leaders' emotional sincerity, therefore future studies should concentrate on demographics and contextual and cultural factors in their studies. Future studies may examine the moderation role of leaders' emotional sincerity in their emotions related studies. Moreover, leaders' emotional labor strategies may also integrate with their emotional sincerity to examine its influence on followers' behaviors.

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