Leadership in Algerian Companies : The impact on Trust, Commitment and Relationships

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Abstract:
This paper aims to examine the impact of leadership on trust, commitment, and relationship. One of the critical topics is leadership. So, we use three variables are trust, commitment, and relationship in our study to find the impact to enhance. We test our hypotheses based on a questionnaire replied by companies located in Algeria. We found that leadership have a positive effect on trust, commitment, and relationship.
Keywords: Leadership; Trust; Commitment; Relationship.
Jel Classification Codes: M10, M30 , L10

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1. INTRODUCTION

For the last couple of decades, there are many researchers who emphasized the theoretical importance of the issue of leadership (Flavián, Guinalíu et al. 2022, Lukić and Vračar 2018 & Newman and Ford 2021). Since the leadership receives great attention from the economic companies, because it is greatly concerned with the issues that address and control human behavior within the limits of the institution in accordance with the applicable laws and not to transgress and violate them, and therefore it is necessary to manage the financial, human and material resources in the company, the greater the control over management with skills Optimum leadership, whenever good economic results are achieved that allow competition in the markets. The competition has become between the best leaders who are chosen to lead the organization, and this requires the appointment of the best managers in order to reach the best methods of management.

Now and before ever, companies have devoted a large chunk of attention to the interests of skilled leaders. This requires further research on all the variables that affect leadership and broadening the scope of attention, explaining the skills that leaders must have and making explanations about the variables that leadership affects.

In our study, we shed light on variables mentioned in many researches due to their great importance. The theoretical aspects of each of trust, commitment and relationships. On the one hand, it can be said that (Currall and Inkpen 2002) indicated that trust is the decision to rely on a partner with the expectation that the partner will act according to a common agreement. There is a three kind of commitment that researchers mention them are affective commitment, calculative commitment and normative commitment (Kelly 2004, Čater and Čater 2010). (Scheer, Miao et al. 2010) stated that the company must understand that relationship value.

This leads us to the following problem :

What the impact of leadership on trust, commitment and relationship?

Furthermore, we argue that leadership is an element and a capability for companies to gain competitive advantage. Thus, we propose:

Main hypothesis : the best leadership the more improvements in trust, commitment and relationship in companies

First Hypothesis: the best leadership the more improvements in trust in companies

Second Hypothesis: the best leadership the more improvements in commitment in companies

Third Hypothesis: the best leadership the more improvements in relationship in companies

Objectives of the study:

Throughout this study, the researcher looks for achieving a set of objectives:
- Identify leadership in Algerian companies.
- Highlighting the critical importance of trust.
- Illustrating the need for relationship.
- Raise the companies' understanding of commitment.

Methodology of the study :

The topic of our research requires us to rely on the descriptive and analytical approach to understand the study variables, answer the questions asked, and prove or reject the validity of the hypotheses. We used the questionnaire tool in order to study a sample of a sample of Algerian companies, then we study the amount of data received through the use of SPSS, the results obtained allow us to generalize the results to Algerian companies.

Previous studies :

(Abdullah and Musa 2014) gave a study examined the impact of trust and information sharing on relationship commitment. results found that trust and information sharing significantly influenced the level of relationship commitment of the wholesalers, distributors and retailers with their key trading partners. this study proposed that a leader can improve trust and information sharing between trading partners in companies.

There is a study so-called Virtual teams are here to stay: How personality traits, virtuality and leader gender impact trust in the leader and team commitment. The study focuses on the effects of subordinates' personalities on the trust they give the virtual team leader and the impact of this trust on commitment to the team. The findings showed that extroversion has a positive effect on trust felt in the leader, and that this trust has a positive effect on commitment felt toward the team. The study offers advice for virtual team management and discusses its limitations and future research directions (Flavián, Guinalíu et al. 2022).

There is a study of the effects of (SHRM) and servant leadership on 'rule breaking' behaviours and 'job satisfaction' of the employees in their organisation have been examined. Our findings and analyses show that private organisations are afraid of losing customers in competitive environments and therefore their employees go beyond the determined procedures to sustain the interests of their organisation. Future studies should focus on the attitudes and behaviors of individuals in order to develop new theoretical concepts and better studies related to human resources and leadership styles (Adiguzel, Ozcinar et al. 2020).

By presenting the previous studies it is clear to us that our study is characterized by the following:

- This study demonstrates the importance of the best leadership in companies.

- This study is concerned with studying the trust within members of the companies that must be clarified.

- This study is also concerned with studying the commitment of the companies that must be respected.

- This study is concerned with studying the relations within members of the companies especially in teamwork.

2. Theoretical Framework

2.1 Leadership

Effective leadership is considered as a critical factor for the success of every organization. It is especially important in high-tech companies that performers are under constant pressure to push hard. The success of the organization within the organization depends on leadership skill. When leaders are technically competent, in other words, they have sufficient technical skill, they are able to facilitate and support staff learning as well as accelerate the learning process by transferring their expertise (Laglera, Collado et al. 2013).

Therefore, it is necessary to focus on the importance of leadership within the organization and the adoption of new ideas in order to achieve the best results at the level of senior management and even at the level of executive workers by refining their skills and supporting them with the latest methods and ideas and accelerating the processes of understanding and awareness of what surrounds the aspects of work.

Without forgetting the need for leaders to develop their technical skills to promote employee development on the cutting edge and stay connected in an era of increasing use of technology (Van Minh, Badir et al. 2017). Especially since the world is accelerating towards more technological discoveries that do not wait for management that is dependent on old methods, and even management that does not make appropriate updates in a timely manner. For example, on a mobile phone, updates are every minute.

Optimal leadership helps reduce psychological distance between team members (Adiguzel, Ozcinar et al. 2020), A good leader tries to understand and realize the psychological aspect of the workers in the organization by studying their behavior, the way they interact with each other, and the way they talk to each other in order to simplify matters, stimulate activity in them, facilitate work, and explain the importance of supporting each other.

You also find an indication that communication is one of the important things in leadership, as it helps to understand the second party greatly through its movements, looks, and actions in the case of direct communication, but there may be indirect communication such as using the Internet, and therefore the leader must deal with the members of the work team in a way that makes the work Convenient and reliable to achieve the same results, whether online or using teleworking. (Flavián, Guinalíu et al. 2022) indicated that the use of teleworking creates feelings of unity in an environment where the absence of physical interaction leads to a reduction in the richness of communication between team members. However, this does not leave the leader watching these results and stop thinking, but rather he must find solutions to this matter in order to achieve the best results.

(Strang and Kuhnert 2009) presented a study in which personality traits were analyzed in the context of work relationships and team leadership, from the point of view of the personality traits of the leader and from the point of view of his subordinates.

Therefore, it is necessary to study and analyze the personal characteristics of the leader based on the scientific view of the personal characteristics and the existing theories that explain this, and the analysis of the view of subordinates as being under the leadership of the leader should be used, and then a comparison should be made between them. Then, a comparison is made with the form presented above in order to reach the best method of dealing to achieve the best results.

The success or failure of the organization is attributed to the wise leadership. Among the roles played by leadership is influencing the achievement of the best results and competitive advantages, and thus the need for good leadership is increasing, especially in the face of global competition It may also be noted that globalization supported by advanced technology has allowed competition for new products to be identified in a different country and at the same time also enabled the introduction of a imitation product (Semuel, Siagian et al. 2017).

As a result, the products must be more developed and less obsolete, and as we see that the products depend in their competition on the price only, so it is necessary to have an actual distinction between the products and not be limited to the price (Kim and Mauborgne 2005).

An effect of the team leader's gender was analyzed, as previous studies indicated that this variable could affect the generation of trust in the leader (Flavián, Guinalíu et al. 2022).

Many academic works have identified the personal characteristics of subordinates as key criteria in recruitment. Personality traits have also been linked to the social and technological skills needed to be part of a virtual team. Thus, it is expected that the personality traits of the leader and the work team influence the willingness to trust and the willingness to cooperate within the virtual environments (Luse, McElroy et al. 2013).

The successful leadership of a virtual team will depend on the leader's ability to assess the personalities of his subordinates and assign responsibilities accordingly (Flavián, Guinalíu et al. 2022).

2.2 Trust

In general, trust has been studied in management literature (Greenberg, Greenberg et al. 2007). Trust has been defined as the acceptance by one party of being vulnerable to the

actions of the other in the hope that the latter will take certain actions (Mayer, Davis et al. 1995). The level of trust that team members have in a team leader is related, to some extent, to their perception that he or she will exhibit a range of behavior patterns (Dirks and Ferrin 2002).

Moreover, (Jarvenpaa and Leidner 1999) It was observed that if the leader and workers increased communication skills have a greater impact on the trust generated within the virtual teams, and that extroverts have these skills. Therefore, communication relationships must be developed in order to contribute positively to communication within the team. In fact, (Ignatius and Kokkonen 2005) a leader must understand that the best way to predict trust levels within an organization is through the extroversion, empathy, and emotional stability of team members.

Virtual environment requires a key factor that is trust (Jarvenpaa and Leidner 1999), improving collaboration and knowledge sharing (Jimenez, Boehe et al. 2017). coordination between team members and performance (Haines 2014). Therefore, virtual team leaders within the organization should maximize the efficiency of their teams and seek to deepen and maintain trust between themselves and their subordinates. (Lukić and Vračar 2018). Leaders Face a High-Risk Task, the model suggests that trust is a key component of team success. In particular, emphasis is placed on the trust that team leaders generate among subordinates (Flavián, Guinalíu et al. 2022).

It is easier for extroverted people to work in teams and trust their leaders, they should be given the most complex tasks. Reasonable task assignment, which takes into account any inherent risks, can improve individual and group performance (Flavián, Guinalíu et al. 2022).

Obtaining and maintaining customers requires a mutual trust between him and the company he deals with, as there must be actions that allow them to be preserved by providing the appropriate quality and the right price. When customers are looking for their products, the main things that matter to them are the quality and the prices offered by the companies, so it is necessary to take into account the competitive quality and competitive prices, and even ensuring the long-term viability of the product increases customers' confidence in the company. Trust has been widely studied in the literature and linked to dependence (Johnson 1999). and regarded in production economics as a concept centric to the development and presence of social capital in an organisation (Zaheer, McEvily et al. 1998), and facilitating social and business interactions (Seppänen, Blomqvist et al. 2007). (Currall and Inkpen 2002) indicated that trust is the decision to rely on a partner with the expectation that the partner will act according to a common agreement.

(Morgan and Hunt 1994) defines trust as one party is confident in the reliability and integrity of an exchange partner. Mutual trust with suppliers is an important matter for the company in order to provide raw materials at very attractive prices. Therefore, the company must give the supplier that guarantee that makes him confident in all of its movements and actions.

(Chan 2003) used trust as one of the measurements of perfromane, by the way, the others are cost, resource utilisation, quality, flexibility, visibility, trust and innovativeness. Shared information and trust between and among partners in the company has become a major element for companies (Bowersox, Closs et al. 2000). Furthermore, trust has became successful an important role in strategic partnership and requires partners perceive each other as trustworthy (Wilson and Mummalaneni 1986).

Trust is critical for continuation (Morgan and Hunt 1994). companies must share vital and often proprietary decision making information for trust to develop (Croom, Fawcett et al. 2007). Moreover, information sharing leads to higher levels of trust (Zaheer and Venkatraman

1995).

the presence of trust results in higher levels of information sharing, as well as a higher quality of shared information (Li and Lin 2006), point out that open communication is also required to develop trust (Fawcett and Magnan 2004). So, enables companies to understand each other's routines and develop conflict resolution mechanisms (Nyaga, Whipple et al. 2010).

Trust is present when a company believes its partner to be honest and benevolent (Dyer and Chu 2000). Trust stimulates a relational bond between suppliers and customers that facilitates the establishment of productive collaborations (Gounaris and Venetis 2002) and promotion of efficiency, productivity and effectiveness in outcomes (Morgan and Hunt 1994). Trust contributes to a strategic alliance success (Krishnan, Martin et al. 2006), and to rely on an exchange partner (Moorman, Deshpande et al. 1993) and it's like a belief that the company or the partner will not indulge in opportunistic behavior (Morgan and Hunt 1994), diminishes the fear of information disclosure (Li and Lin 2006), this leads to enhance and strengthens information flows. So, to build up trust over time the company needs to share information between retailers and suppliers (Ghosh and Fedorowicz 2008).

2.3 Commitment

We can consider organizational commitment to be one of the most widely accepted team efficiency measurement variables in the literature (Belanche, Casaló et al. 2018; Eliyana and Ma'arif 2019).

Organizational commitment has been described as a strong belief in the possibility of achieving the goals of the organization and a willingness to pursue its interest.(Mowday, Steers et al. 1979), commitment is as the intensity of employee engagement and identification with an organization. This commitment is particularly important in uncertain environments, such as in the case of virtual teams, where it can be key to the success or failure of an organization's strategy. (Luo, Lan et al. 2021; Newman and Ford 2021).

The permanent commitment of the company to provide what customers want has become a very important matter, where the company must continue to provide the products that customers want according to their requests, desires and needs. The company's commitment is an important reason for customer loyalty. Gilbert and Cvsa (2003) study the effect of a supplier's pre-commitment to wholesale price on a buyer's investment to reduce cost, Noticeably, researchers considered commitment to be a general desire and kind of interest in keeping and remaining in a relationship (Kumar, Hibbard et al. 1994, Morgan and Hunt 1994). Therefore, increase dependence (Goodman and Dion 2001). There is a three kind of commitment that researchers mention them. Affective commitment explained the relational aspects of the partnership that includes two factors are the positive feeling and enjoyment of collaborating with the other company. Calculative commitment has shown another side is the value of the relationship, both positive monetary value as well as potential costs incurred if the company switches suppliers. Normative commitment considers the potential for a company to feel morally obligated or duty-bound to remain with a specific partnership (Kelly 2004, Čater and Čater 2010), Normative commitment is based on a moral or duty (Kelly 2004). Buyers stay in the relationship with high levels of normative commitment to their supplier because they feel they ought to (Kumar, Hibbard et al. 1994).

(Geyskens, Steenkamp et al. 1999) stated that increased threats and conflict decrease commitment. We can say that affective commitment shooted from similarity, identification, shared values and cooperation (Čater and Čater 2010). There is a research indicated commitment in a relationship increases switching costs (Söllner 1999).

2.4 Relationships

One of the most important things that make companies in relationships is so-called b to b Because, as it is commonly known, stay in b to b relationships it is something that all parties desire, or we can say it is necessary for all parties because these relationships in the field of business allow the achievement of many cases such as satisfaction, loyalty, trust, commitment ...

A recent study indicated that leadership supports technological skills in dealing with relationships with internal and external parties, especially when it comes to customers (Chatterjee, Ghosh et al. 2020). As we know, the customer is the profitable resource for the company. Without customers, there are no profits. This is what calls for preserving them and relations with them must be deepened to the point of involving them in choosing the form of the product they desire. Therefore, relationships must be dealt with creatively (Gil-Gomez, Guerola-Navarro et al. 2020).

The competition has become to anticipate the needs and desires of customers. There are many companies that make customers participate in the production process because of their realistic and field view of directing society towards a special group of goods and services. There is a close relationship between knowledge management, customer relations, and innovation capabilities, which the leader must study carefully (Migdadi 2021). This allows obtaining a competitive advantage in order to expand the market share and capture the largest number of customers. Especially, losing the relationship with customers may leads to costs.

The essence of relations with suppliers allows for a deep understanding of the mechanism of transmission of raw materials to the company, and suppliers provide information on raw material flows, which allows deepening of relationships with leaders. Thus, modern customer relationship management techniques affect the exchange of information between seller and buyer (Itani, Krush et al. 2020).

The more accurate information is available about these flows, the more the company has accurate decisions, and close relationships with suppliers allow obtaining raw materials in difficult times, especially in cases of raw material interruption. The leader takes into account conducting friendly negotiations with suppliers and looks for solutions in times of crisis. Especially, losing the relationship with suppliers may leads to costs. Thus, it can be said that the leader and the teamwork have successfully tested the relationships with the company as they have been deepened and consolidated to the extreme. As we know there is a great importance of the product in B2B relationships, the company must see the evidence is straightforward that investments in product quality provide economic benefits to the relationship, which should increase the buyer's monetary benefits in one hand and in another hand to increase the economic costs associated with collaborating with another company (Pick and Eisend 2014).

3.METHODS AND MATERIALS:

3.1 Population and sample of the study : our important topic leads us to look for companies active in various fields in Algerian country. So, we have chosen the population of the study consists of the companies active in the economic field. Then, the sample of the study was determined by the random stratified sample, 70 questionnaires were distributed to the companies, 59 were recovered, 53 were accepted, which represents the ratio of 75.71% of the total questionnaires.

3.2 Study Tool : Through the studies that have been applied about the variables of our study, which many researchers have mentioned, and they have formulated a very important theoretical aspect, so we have relied on that in order to formulate a set of phrases that relate to

our research topic in the form of a questionnaire, which is considered one of the most important tools of scientific research in reaching To positive and accurate results.

5. RESULTS AND DISCUSSION

4.1. Results of variable correlation:

The results of variable correlation explained as follows:

Table 1. Results of correlation

	L	T	CO	R
Leadership (L)	1	,710**	,703**	,644**
		,000	,000	,000
	53	53	53	53
Trust (T)	,710**	1	,735**	,734**
	,000		,000	,000
	53	53	53	53
Commitment (CO)	,703**	,735**	1	,686**
	,000	,000		,000
	53	53	53	53
Relationship (R)	,644**	,734**	,686**	1
	,000	,000	,000	
	53	53	53	53

Source: Prepared by researchers based on the SPSS.

The correlation is significant at the 0.01 level as is shown in the table 1.

3.2. Hypothesis test results:

We will show in this table the results of hypothesis:

Table 2. Results of correlation (L with T), (L with CO) and (L with R)

T	L	CO	L	R	L
T1	,445**	CO1	,629**	R1	,452**
	,001		,000		,001
	53		53		53
T2	,572**	CO2	,349*	R2	,407**
	,000		,010		,003
	53		53		53
T3	,496**	CO3	,461**	R3	,482**
	,000		,001		,000
	53		53		53
T4	,460**	CO4	,583**	R4	,458**
	,001		,000		,001
	53		53		53
T5	,433**			R5	,550**
	,001				,000
	53				53

Source: Prepared by researchers based on the SPSS.

First Hypothesis: the best leadership the more improvements in trust in companies

The values of correlation concerned with the variable of trust in table 2 were all statistically significant at the α (0,05). Thus, the first hypothesis of "the best leadership the more improvements in trust in companies" has been achieved and valid. Indicating that the companies must take in account the impact of leadership on trust.

Second Hypothesis: the best leadership the more improvements in commitment in companies

The values of correlation concerned with the variable of commitment in table 2 were all statistically significant at the 0.01 level. Thus, the second hypothesis, "the best leadership the more improvements in commitment in companies" has been achieved, which is correct, we confirmed also that the correlation is significant at the 0.01 level. Indicating that the companies must take in account the impact of leadership on commitment.

Third Hypothesis: the best leadership the more improvements in relationship in companies

The values of correlation concerned with the variable of relationship in table 2 were all statistically significant at the 0.01 level. Thus, the second hypothesis, "the best leadership the more improvements in relationship in companies" has been achieved, which is correct, we confirmed also that the correlation is significant at the 0.01 level. Indicating that the companies must take in account the impact of leadership on relationship.

6. CONCLUSION

Leadership and better dealing with managers and members of the company are among the crucial issues in these two decades at the level of Algerian economic companies that are interested in achieving the best results, especially since the current trends are towards changing and diversifying the economy and pumping a lot of money into investments, which must take into account the investment in human resources by providing the best Leadership practices to accelerate growth in markets with strong competition that do not allow for non-competitive products.

This transition permeates a set of modern and technological practices that must be controlled and adopted, without ignoring the quality standards required and the design model required by customers, given that they participate in production ideas, and suppliers have participated in the form of interrelationships. A good leader studies all these aspects that affect significantly on the outcome of the enterprise.

This overlapping of relationships and ideas allows clarifying and highlighting the nature of these relationships and their impact on the organization, which is also affected by the trust that arises between the company, suppliers and customers, and even a commitment that affects the organization's seriousness in work and achieving the best results. This is what our study found, as we confirmed that there is an impact of leadership on trust, commitment, and relationships to achieve control over the organization's orientations and the results it wants to reach efficiently and effectively.

Where we suggest that the closer the leader is to the workers, the greater the trust and the deepening of relations that would clarify the path that the company should take with the obligation of commitment.

Therefore, we pay great attention to this subject and its ramifications in order to study it from all sides because of its great importance for Algerian economic companies and even expand towards everything related to leadership in order to promote local investment and development with the adequacy of its types, especially the economic ones.

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8. APPENDICES:

The questionnaire:

Prases	Strongly agree	agree	neutral	do not agree	Strongly Disagree
Leadership					
The leadership give the right order.					
The leadership can share the right information at the right time.					
The leadership of the company can effectively deal with information flows.					
The leadership reach the goals efficiency.					
best leadership allows for effective handling of workers.					
Trust					
Trust allows to increase cooperation with workers					
Trust allows to increase cooperation with customers					
Trust give more interaction to facilitate the activities.					
Members of company need more working with each other					
The understanding of all activities gives more safety.					
Commitment					
Commitment allows for better communication with workers.					
The company must contain explication about commitment.					
The company must understand most of requests and desires of workers.					
No threats and no conflicts improve processes of commitment.					
relationship					
Members of company must understand team word.					
All the parties in the company must have satisfaction.					
The company must reach the loyalty of all parties.					
Losing a relationship with leaders may lead to complexties.					
Losing the relationship with workers may lead to lost company.					