

# **TRUST: A PRECURSOR TO THE POTENTIAL MEDIATING EFFECT OF TRANSFORMATIONAL LEADERSHIP?**

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## **ABSTRACT**

Whereas traditional transformational leadership studies tend to test the concept as an independent variable, this paper tests it as a mediator of the effects of management/peer trust, perceived organisational support and procedural justice. The study was undertaken within a large New South Wales (NSW) public sector organisation. In 2000, the organisation's annual staff survey indicated that levels of trust in management were very low and, as a result, the authors were asked to investigate the possible causes of this outcome. Focus group results and survey questionnaires indicated that trust in management and trust in peers had a significant influence on transformational leadership and that transformational leadership was a significant predictor of turnover intention, OCB conscientiousness and affective commitment. Quantitative results did not support the proposed mediating effects of transformational leadership.

**Keywords:** workplace trust; transformational leadership; perceived organisational support.