

Investigating the Effect of Employee Trust on Behavioral Loyalty with the Mediating Role of Employee Satisfaction, Attitude Loyalty and Organizational Commitment

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Abstract

The aim of this study was to investigate the effect of employee trust on behavioral loyalty with the mediating role of employee satisfaction, attitude loyalty and organizational commitment (read: selected laboratories in Tehran). In fact, the main problem with this study is: Does employee trust have a significant effect on behavioral loyalty through the role of employee satisfaction, attitude loyalty, and commitment? The present study is a descriptive study in terms of practical purpose and in terms of data collection. Structural equation modeling has been used to analyze and analyze. The statistical population of this study is the staff of selected laboratories in Tehran. Therefore, the sampling method is available that due to the limited statistical population, the sample size is 108 people based on the Cochran's formula. A questionnaire was used to collect data. The validity of the questionnaire was first examined by content validity, then by convergent and divergent validity. The reliability of the questionnaire was confirmed by Cronbach's alpha coefficient. Employee trust as the main independent variable, behavioral loyalty as the main dependent variable and satisfaction, attitude loyalty and commitment of employees in the role of mediating variables in this study have been considered. The results showed that the first hypothesis was based on the effect of employee confidence on behavioral loyalty. The second hypothesis of the study, which measures the effect of employee trust on behavioral loyalty through the role of satisfaction and commitment, has been confirmed. In addition, the third hypothesis is based on the effect of trust on behavioral loyalty through the role of commitment and attitude loyalty, and the fourth hypothesis is based on the effect of trust on behavioral loyalty with the middle role of commitment. Also, other sub-hypotheses were confirmed except for one case.

Keywords: Employee Confidence, Behavioral and Attitude Loyalty, Employee Satisfaction, Organizational Commitment.

INTRODUCTION

In today's increasingly competitive age of resource constraints, efforts to increase the commitment of the workforce to the organization are one of the key challenges that the management of an organization must address [1]. Given that one of the hidden but influential factors in employees' job behavior is their commitment to the organization and their job, it is important to pay attention to the commitment of human resources, both in the public and private sectors. Analysis and analysis show that organizational commitment of employees reduces the occurrence of behaviors such as absenteeism, abandonment and relocation, and in contrast to outputs such as job satisfaction and job conflict increases [2]. Therefore, one of the important issues that government organizations always emphasize is the level of commitment of employees towards the organization and their work responsibilities. Organizational commitment of employees of government organizations in terms of the unique characteristics of this organization, is one of the strategic factors in their performance and service. Organizational commitment as an important dimension of job attitude is the psychological

identity that each person feels towards their organization, so in the objective manifestation, organizational commitment reflects employee relationships with the organization and indicates the decision to stay in that organization [3]. Organizational commitment consists of three dimensions: emotional commitment, continuous commitment, and normative commitment. Emotional commitment refers to an individual's emotional dependence on the organization and

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its identification through it. Continuous commitment is possible based on investment theory. This theory is based on the fact that over time, the individual accumulates capital in the organization, the longer his record, the more accumulated capital and the more costly it will be for the individual to lose it. These investments include; When it comes to acquiring organizational skills that are not transferable, the third dimension of organizational commitment is normative commitment, which indicates a sense of responsibility to continue working with the organization ^[4]. Today, the big challenge is service, excellent service quality and customer satisfaction. In service organizations, the role of human resources, especially employees who are in direct contact with customers, is more important to provide quality service compared to manufacturing companies because employees are the top priority in providing interaction with customers and interacting with customers. Other organizations ^[5]. Employee loyalty means motivating them to stay in the organization. Based on this, it is assumed that the loyalty of employees to the brand of the employer and the organization can be measured by measuring the amount of time they work in the organization ^[6].

Employee loyalty cannot be measured by just measuring the time they spend in the company. In fact, it is necessary to measure what has made employees commit to the organization and what they are giving their time to the company or organization ^[7].

Employee loyalty is, in fact, an understanding of emotional commitment among employees. Apart from the instrumental value and due to the employees' experiences of this relationship, a sense of loyalty and emotional belonging is created in the employees, which is a very valuable asset for the organization and can be very profitable for the organization because loyal employees try to guide customers well. By understanding the needs of customers and presenting them to the organization, they will try to keep customers for the organization. In addition, having loyal employees reduces the amount of service leave in the organization and reduces the costs associated with moving and training and replacing employees ^[7].

In order to be loyal to the employer's brand, there must be conditions such as a strong belief in the organization's values and goals, the will to do good work in the organization, and a strong motivation to stay in the organization ^[8].

Loyalty is a non-random phenomenon that depends on the commitment and psychological process of the customer ^[9].
^[10].

Today, the issue of trust-based management is one of the challenges that managers face. Managers can improve employee performance in the workplace by building trust.

Without trust, there will be no innovation, no collaboration, no creative thinking and no productivity. Today's organizations no longer have the time opportunities of yesterday's organizations, so they must always uphold their capabilities by resorting to speed and skill, and one step further in the current arena of competition, by resorting to the key factor of progress: "efficient manpower". Move from other competitors. For this purpose, there must be a high degree of trust within the organization so that employees can build and lead a team that is leading by believing in each other and relying on each other. Trust in the workplace is an important source of competitive advantage. Not paying attention to building trust among employees, as well as employees' trust in the management of organizations, can create major problems for organizations. In addition, by increasing economic expectations of organizations, communities are sensitive and responsive to issues such as employee trust, employee satisfaction, and managers and supervisors in the professional work environment ^[11].

Since the second half of the twentieth century, organizations have consciously begun to shift from administrative bureaucracies to supportive management structures that create a safe environment for helping and cooperating with each other ^[12]. Social scientists consider trust to be an effective factor in the organizational set, and consider it useful and vital for cooperation within the organization. Trust within organizations is useful for creating a culture in which "collective goals" are important to expand cooperation within organizations ^[13]. Trust in the organization refers to the relationship established between employees and the organization based on the messages it has regarding organizational expectations and, most importantly, employees' perceptions of the actions of the organization's managers. Organizational trust is an important and vital factor in the success of organizations. Organizational trust is an important issue for most organizations, because trust can have significant benefits for the organization. Organizational trust is defined as a psychological state that provides an opportunity for employees to deal with issues and problems when the organization is at risk and to be able to communicate successfully with each other ^[14]. Organization managers need to understand the complexity and multidimensional nature of trust and its impact on organizational commitment and job satisfaction and the dynamics of relationships between these three variables ^[15]. Confidence reduces the cost of exchanges, affects interaction between individuals, and reduces hesitation in cooperative behaviors ^[16]. Researchers believe that organizational trust is an important factor in promoting collaboration in the organization, which leads to progressive behaviors and performance outcomes ^[17].

Awareness of human resource satisfaction with management jobs is one of the important tasks of human resource management. Failure to pay attention to the factors that

motivate and satisfy job satisfaction can cause problems in the long run, and one of the factors for the efficient forces of an organization is to pay attention to different aspects of employees' lives and provide them with material and spiritual services. According to the studies, some of the signs of dissatisfaction that the employees of the studied organization show are: 1- Reducing the efficiency of the organization 2- Providing poor services 3- Putting today's work to tomorrow 4- Increasing the amount of absenteeism 5- Reducing respect for Managers 6- Loss of time 7- Taking a corner 8- Reducing creativity and initiative 9- Increasing anxiety and worry 10- Reducing product production 11- Increasing the number of complaints and criticisms 12- Prevalence of fatigue among employees 13- Unemployment and inefficiency in work 14- Increasing Request for unreasonable and irrational transfer 15- Stimulation of other employees and such cases ^[15].

Based on what has been stated, the reasons for the importance and necessity of conducting this research are as follows:

- Employees are motivated and committed to the organization when employees understand a high degree of challenge, participation, and creativity in the workplace. In contrast, when employees feel that the environment is unsafe and have little freedom to give ideas for work, they are less motivated and less committed to the organization. Therefore, strengthening commitment is an effective factor in increasing the productivity of the organization and employees.
- Various organizational researchers have emphasized the importance of trust in the organizational set. High organizational trust equals improved job satisfaction, organizational commitment, employee confidence, increased cooperation and consensus, information sharing, problem solving, facilitation of empowerment, ability to change stress and psychological stress, reduced uncertainty about the future, conflict resolution and Ultimately, it creates a framework for increasing organizational productivity. Low organizational trust, increased conflict, organizational instability, dropout, reduced motivation and job satisfaction, unresolved rumors and strikes, and barriers to achieving organizational goals will result.
- Organizational commitment of employees has potential and serious effects on the performance of the organization, can be an important predictor of the effectiveness of the organization; Therefore, ignoring it is harmful for the organization and will cost a lot.
- Companies are constantly looking for ways to keep in touch with valuable employees, because loyal employees are their most important source of profitability.
- In addition to promoting positive advice, loyalty leads to fundamental barriers to competitors entering the market, enabling the organization to respond to

external threats, achieving higher sales and revenue, and ultimately reducing customer sensitivity to competitors' marketing activities.

- Another advantage that organizations have for overcoming each other is not only in the use of new technology, but also in increasing self-confidence and the level of commitment and dependence of employees on organizational goals.
- Commitment is a person's inner attitude and feeling towards the organization, job, or group that influences the individual's judgments, actions, and loyalty to the organization.
- Trusted people in organizations reduce additional costs, and people take advantage of the organization's opportunities and perform their duties with love and passion.
- Some research has shown that organizational trust causes people to abandon any suspicions in their social relationships with others and establish intimate relationships, which cannot be established without trust. When the level of trust in the organization is high, employees feel confident. They find the leadership of the organization and put it into practice.
- Organizational trust is an important element in determining the performance of employees and their commitment to the organization. Members of organizations try to increase organizational trust because it has many positive effects on employees and increases the efficiency and effectiveness of the organization.
- In fact, one of the most important issues in organizational behavior is the writing and behavior of employees in relation to the actions and activities of the organization. When hiring their employees, some organizations try to select people who are healthy, consistent, calm, peaceful, and committed, and expect people to support them when they make organizational changes while committed to aligning with those changes.
- Organizational commitment is one of the factors that can affect the role of organizational variable, organizational trust and organizational loyalty. Although deep and high commitment of employees to organizational values and patterns is sometimes a serious obstacle to change programs, managers must maintain and value the commitment and commitment of employees, to support them in line with the goals and programs of the organization as a flexible and sustainable organization. . Committed employees are more inclined to work harder to achieve organizational goals and perform tasks at a higher level than themselves.
- Trust plays an undeniable role in the performance of the organization and increases its efficiency, and without it there is no chance to achieve the strategic goals of the organization. Developing trust helps the organization to make employees feel more

empowered. When there is organizational trust, people are free to experience, learn, and cooperate without fear of punishment.

Regarding the variables discussed in this study, many researchers have studied and researched. Gharakhani and Zafarani (2009) stated in their research that the more employees suffer from burnout, the lower their job satisfaction and the increase in burnout will increase the number of employees leaving the service. Also, the more employees' pessimism, the lower their job satisfaction, but job fatigue has no effect on their job satisfaction. Karimi et al. (2009) in their study entitled *The relationship between social capital, organizational commitment and metaphysical behavior in the living environment*, showed that one of the effective factors in social capital is social participation and the most important factor in organizational commitment has been education and awareness^[18]. HassanzadehZamarin and Sahranavard (1397) in their research entitled *"Study of the mediating role of organizational maturity in the effect of leadership styles on organizational commitment of employees"*^[19]. Organizational maturity also plays a mediating role in the influence of leadership styles on the organizational commitment of employees in Assaluyeh Petrochemical Complex. MirGhafouri et al. (2017) in their study entitled *Investigating the Relationship between Psychological Well-Being and Employee Loyalty by Emphasizing the Role of Organizational Virtue (Case Study: Yazd Province Keshavarzi Bank)*, concluded that the relationship between psychological well-being and organizational virtue compared to other Relationships are so intense that one unit of change in psychological well-being creates a change of 0.337 in organizational virtue^[20]. They also showed that the intensity of the relationship between organizational virtue and employee loyalty is 0.308 and the direct and indirect relationship between psychological well-being and employee loyalty, respectively, is equal to 0.165 and 0.274. Hosseinpour et al. (2017) in their research entitled *"The effect of human resource development strategies on organizational effectiveness with the mediating role of mutual trust and job satisfaction of employees in Mazandaran Sports and Youth Organization by analyzing data showed that human resource development on organizational effectiveness, trust Reciprocity and employee job satisfaction have been effective"*^[21]. On the other hand, analysis and analysis performed using the Sobel test showed that approximately 36% of the changes in human resource development were explained by organizational effectiveness through the mediating variable of mutual trust. Also, approximately 28% of the changes in human resource development were explained by organizational effectiveness through the employee variable job satisfaction mediator. Shokrallahianiancheshmeh et al. (2017) showed in their research findings that organizational commitment and trust of university staff is positively affected by employee leadership style and the relationship between organizational trust of employees and organizational commitment of

employees is positive and noteworthy^[22]. Therefore, it is necessary for the commanders, managers and heads of the NAJA University of Law Enforcement Sciences to emphasize the concepts and components of the service leader's leadership style in order to increase the organizational commitment and trust of the employees. Deilamaghani and Asadi (2016) in their study aimed to investigate the relationship between spiritual leadership and organizational trust among employees of departments of West Azerbaijan Province, concluded that between organizational perspective, love of altruism, faith in work and performance feedback with all components of trust^[23]. There is a positive and meaningful organizational relationship. Also, the components of organizational vision, love of altruism, faith in work can predict the positive and meaningful components of organizational trust. Mahmoudi et al. (2016) conducted a study entitled *"Investigating the Impact of Personal Values on Customer Loyalty"* as a Mediation of Satisfaction in the Banking Industry and by Considering Customer Satisfaction as a Mediator Variable Customer satisfaction and loyalty to banking services. Sufi (2016) in a study on modeling the social capital of managers with customer loyalty of Mashhad pools. The results showed that there is a positive and significant relationship between social capital and customer loyalty of private and public swimming pools in Mashhad.

Also, a positive and significant relationship was observed between the components of social capital and customer loyalty. The results of regression analysis also showed that only cognitive capital is capable of predicting customer loyalty. Finally, the findings of path analysis in research modeling also showed that managers' social capital has a significant effect on their loyalty. In a study, Daneshjoo (2015) examined the relationship between the social capital of bosses and deputies and the loyalty of customers of Bank Mellat Tehran. The findings show that there is a positive and significant relationship between bosses' social capital and customer loyalty. There is also a significant positive relationship between the three dimensions of structural, cognitive and relational social capital and customer loyalty. Rabbani and Alavi (2015) in their research found a significant relationship between employee trust in the manager and the effectiveness of the system^[24]. One of the achievements of their research was to find a direct relationship between the reliability and reliability variables of the system from the employees' point of view on the one hand, and the variable relationship of trust and variability of the system from the managers' point of view on the other. Emami et al. (2013) examined the relationship between organizational trust and organizational creativity^[25]. The results showed a positive and significant correlation between trust and creativity; That is, the more employees trust their organization, the more creative they become. Hosseini et al. (2013) conducted a study entitled *"Investigating the effect of customer participation in production on customer loyalty in banking services"*^[26]. The results showed that customer

participation in production has a positive effect on customer loyalty but has no significant effect on behavioral loyalty. Marjanpour et al. (2013) showed in their research that there is a positive and significant relationship between organizational trust and emotional commitment and normative commitment, but there is no significant relationship between trust in the organization and continuous commitment ^[27]. Leaders' communication practices such as humility and empathy with subordinates also certainly affect the positive trust of followers. Qaracheh and Dabouian (2011) showed in their research that employee loyalty and customer loyalty are strongly interdependent ^[28]. There is also a positive and significant relationship between employee loyalty and service quality, customer quality and customer satisfaction and customer satisfaction and customer loyalty. Chang et al. (2016) conducted a study entitled Customer Participation, Cooperation Value, and Customer Loyalty in the Online Aviation System, and the results showed that customer engagement has a significant impact on customer loyalty ^[29]. Perceived value also plays a mediating role in the impact of customer engagement on customer loyalty. Shuck et al. (2014) related the relationship between human resource development and the tendency to leave the service with the mediating role of employee commitment among 207 employees of the Ministry of Health and regression analysis showed that participation in human resource development and job satisfaction (emotional, behavioral, cognitive) It has a negative relationship with the desire to leave the service. The mediating role of commitment in this research has also been proven. In their study, Antoncic et al. (2013) selected five components of commitment to managers and the organization, job conditions, personal interests and benefits, components and areas of service, profession and position for employee loyalty, which are briefly described below ^[30]. Širca et al. (2012) entitled "The Relationship between Human Resource Development and Job Satisfaction" among 824 employees of large and medium-sized organizations using cluster sampling method found that there is a strong correlation between human resource development and job satisfaction. . And all four dimensions of human resource

development, including education, career development, performance management, and reward, are strongly correlated with job satisfaction. Chan (2009) in his study showed that spaces such as perceived organizational empathy, warmth, and warmth and conscientiousness have a positive relationship with perceived organizational loyalty, perceived job security, job satisfaction, and emotional attachment ^[31]. Rachel Yee et al. (2009) examined the relationship between employee loyalty, service quality, customer satisfaction and customer loyalty, and ultimately the profitability of the organization ^[32]. This study was conducted in 210 contact stores. The results of this study showed that employee loyalty has an effect on the quality of services, the quality of services affects customer satisfaction and customer satisfaction on customer loyalty, more loyal loyalty to the organization's effectiveness.

Therefore, the present study is necessary because identifying employee trust and satisfaction affects employee commitment and can help employee loyalty and employee commitment increase? It is also possible to predict the future behavior of relevant people, and ultimately, managers can take appropriate action to increase commitment and loyalty in employees. so; Due to the importance of the role of employees in providing quality services and organizational growth, as well as the role of laboratories in the country's health system and being in the category of high-performance and effective jobs affecting human health, this research was conducted in selected laboratories in Tehran. Therefore, in this study, we seek to identify the dimensions affecting loyalty, including attitude and behavioral loyalty, components of organizational commitment, employee trust and satisfaction. Therefore, the main question of the research is whether employee trust has a significant effect on behavioral loyalty with the mediating role of employee satisfaction and attitude loyalty.

According to the study of research background, problem statement and the necessity of research for this study, the conceptual model can be shown as shown in Figure (1).

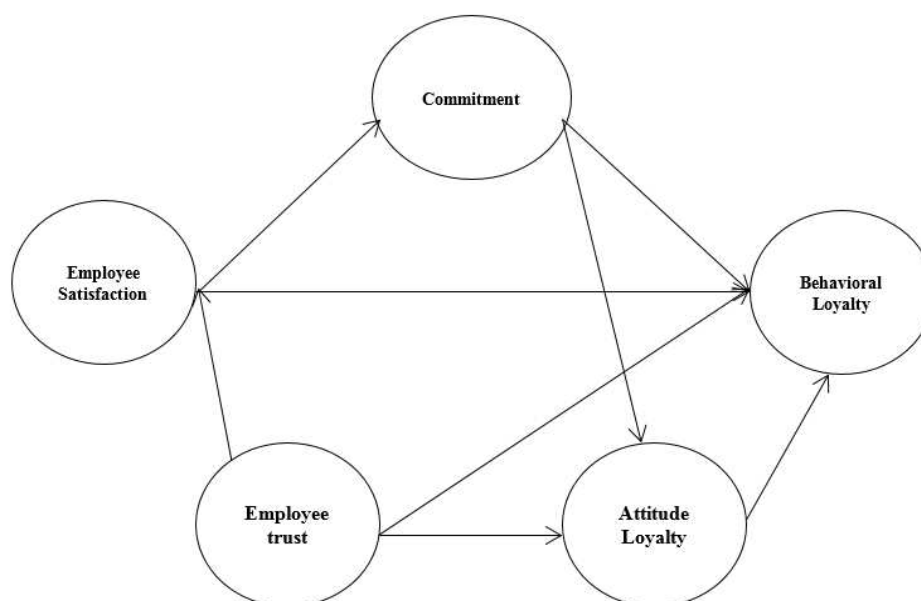


Figure 1- Conceptual model of research

In the conceptual model of research, we seek to investigate the effect of employee confidence on behavioral loyalty with the mediating role of employee satisfaction, attitude loyalty and organizational commitment among employees of selected laboratories in Tehran. Based on the conceptual model of employee reliability variable, the main independent variable whose effect on behavioral loyalty is the dependent variable is examined. Also, the variables of employee satisfaction, commitment and attitude loyalty are mediating variables. Therefore, the hypotheses of this research are:

- Satisfaction affects the commitment of employees of selected laboratories in Tehran.
- Satisfaction affects the attitude of employees of selected laboratories in Tehran.
- Commitment affects the behavioral loyalty of selected laboratory staff in Tehran.
- Commitment affects the attitude of employees of selected laboratories in Tehran.
- Attitude loyalty affects the behavioral loyalty of employees of selected laboratories in Tehran.

The main research hypotheses

- Trust through satisfaction and commitment affects the behavioral loyalty of employees of selected laboratories in Tehran.
- Trust through commitment affects the behavioral loyalty of selected laboratory staff in Tehran.
- Trust through commitment and attitude loyalty affects the behavioral loyalty of selected laboratory staff in Tehran.
- Trust through Satisfaction, Commitment, and Attitude Loyalty Affects the Behavioral Loyalty of Employees in Selected Laboratories in Tehran.

Sub-hypotheses of the research

- Trust affects the satisfaction of employees of selected laboratories in Tehran.
- Trust affects the loyalty of employees of selected laboratories in Tehran.
- Trust affects the commitment of the staff of selected laboratories in Tehran.
- Satisfaction affects the loyalty of selected laboratory staff in Tehran.

METHODOLOGY

Research is an applied research in terms of purpose, and in terms of method, it is a descriptive and survey research. The method of data collection is based on library studies, documents and field surveys. The main tool for data collection in this research is a questionnaire. Considering that it has already been mentioned that the research method is quantitative, the main tool for collecting information in this research is a questionnaire. The research questionnaire is based on a base article with 22 questions. This questionnaire was filled out among the staff of selected laboratories in Tehran and distributed in person (Table 1). In order to analyze and analyze the data and obtain descriptive statistics, SPSS software was used to test the hypotheses and relationships between variables using multiple regression method (structural equations) and coefficient estimation test and significance coefficients of Smart PLS 3 software. The advantage of this software and analysis of variance-based path is that it indicates the high power of the model. The statistical population of the study includes the staff of selected laboratories in Tehran, which according to the conducted studies, the number of employees is 150 people. Given that the target population is limited, using Cochran's formula, the statistical sample size of 108 people from the

total number of employees was obtained. In the present study, although the questionnaire was used to collect information, but for more validity, the method of formal, content and narrative structure of the structure has been used. In order to ensure the formal validity of the questionnaire, experts, university professors who have expertise in the relevant field have been used, and in the content validity of cvr, cvi forms using experts, the necessary corrections have been made in the questions and it has been ensured that the questionnaire criteria are the same. They are looking at the research. Also, the validity of the structure with its tests in the model was confirmed by factor analysis method in smart-PLS software (Table 1). The reliability and validity of a tool means to what extent that tool extracts accurate and correct data and is stable over time and achieves the same results. Types of reliability include 1) Cronbach's alpha 2) Combined reliability 3) Shared reliability. Three reliability is used in this study. As we know, Cronbach's alpha is a simple pre-test to measure reliability and measures the internal correlation of questions outside the model, and we use two other reliability to correlate the questions within the model. Cronbach's alpha coefficient range of zero usually means zero to positive, which means full stability, and the closer the value is to a positive number, the more reliable the questionnaire is. According to the experimental rules of alpha, the minimum must be 0.7 so that the scale can be considered reliable (Table 1).

Table 1-Questionnaire information

Variable	Question number	Standard question source
Behavioral Loyalty	1 - 4	Yao et al (2018)
Attitude loyalty	5 - 8	
Organizational Commitment	9 - 13	
Employee trust	14-17	
employee satisfaction	18-22	

Table 2- Investigating factor loads, convergent validity and reliability

Variable	Symbol of the question	The factor of research structures	Result
Behavioral Loyalty	V1	0/827	Confirmation
CA \geq 0/7 = 0/835	V2	0/888	Confirmation
CR \geq 0/7 = 0/906	V3	0/795	Confirmation
AVE \geq 0/5 = 0/706	V4	0/848	Confirmation

Attitude loyalty	V5	0/860	Confirmation
CA \geq 0/7 = 0/850	V6	0/882	Confirmation
CR \geq 0/7 = 0/897	V7	0/808	Confirmation
AVE \geq 0/5 = 0/687	V8	0/760	Confirmation
Organizational Commitment	T1	0/366	Confirmation
CA \geq 0/7 = 0/774	T2	0/696	Confirmation
CR \geq 0/7 = 0/782	T3	0/789	Confirmation
AVE \geq 0/5 = 0/431	T4	0/632	Confirmation
	T5	0/716	Confirmation
Employee trust	E1	0/765	Confirmation
CA \geq 0/7 = 0/799	E2	0/723	Confirmation
CR \geq 0/7 = 0/869	E3	0/835	Confirmation
AVE \geq 0/5 = 0/624	E4	0/830	Confirmation
Employee Satisfaction	R1	0/547	Confirmation
CA \geq 0/7 = 0/842	R2	0/846	Confirmation
CR \geq 0/7 = 0/855	R3	0/824	Confirmation
AVE \geq 0/5 = 0/551	R4	0/714	Confirmation
	R5	0/803	Confirmation

RESEARCH FINDINGS

In descriptive analysis, researchers summarize and classify research demographic data using descriptive statistics. In this section of statistical analysis and analysis, the distribution of statistical samples in terms of variables such as gender, education, work experience, and so on is examined.

Based on the results, it was found that 51 of the male respondents were 47.2% of the respondents and 57 of the female respondents were 52.8% of the respondents. Four respondents are between 20 and 25 years old. The 21 respondents are between 26 and 30 years old, which is 19.4% of the sample size. 20 people are between 31-35 years old and 63 people are over 35 years old, which is the most common among respondents. Two people have a diploma or lower, which is about 1.9 percent of the sample size. Six respondents have a postgraduate degree and 62 have a bachelor's degree. There are also 38 people with a master's degree or higher, 35.2% of the sample size. Twenty-two people with work experience of 5 years or less, 27 people with work experience between 6 and 10 years old. 20 people have a history of 11 to 15 years and 39 people have a history of over 15 years, which is the most common.

The output of the structural model is shown in Figures 2 and 3.

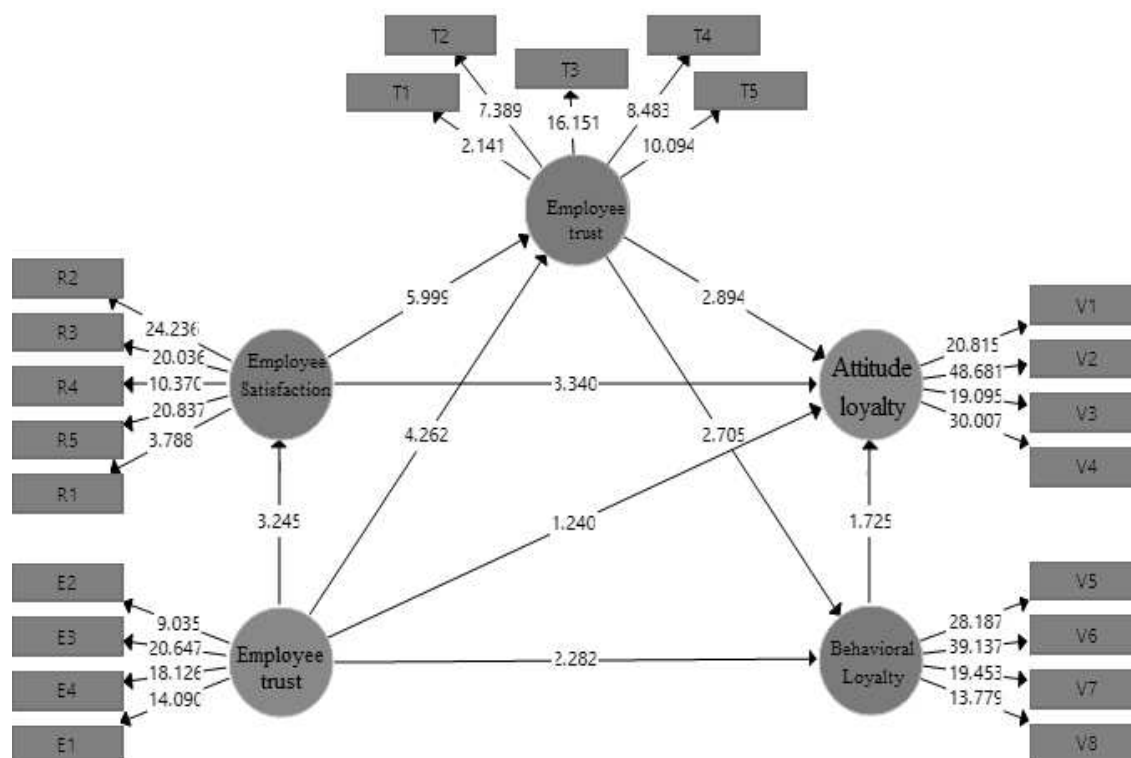


Figure 2. Structural model output in Smart PLS software

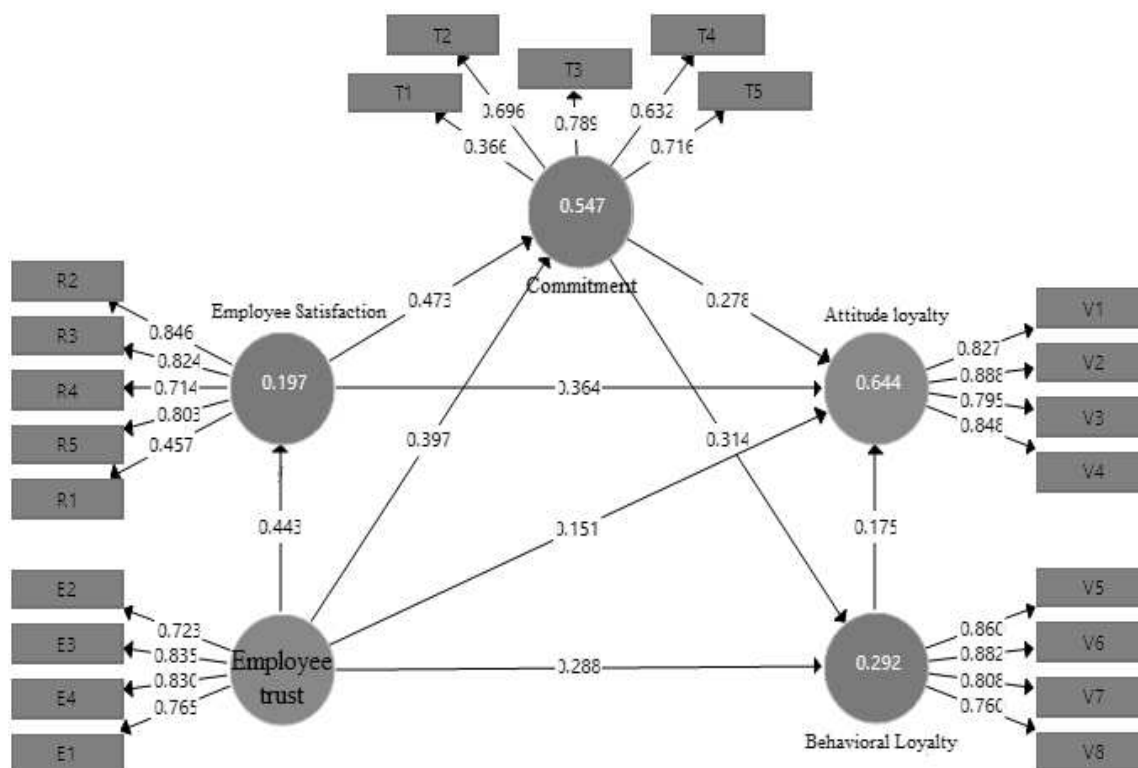


Figure 3. The final output of the measurement model in the Smart PLS software

To test the effect of a mediating variable, there is also a widely used test called the Sobel test, which is used to make

a mediating effect of a variable on the relationship between two other variables. It should be noted that in addition to the

relationship between two independent and dependent variables through the mediating map, there should be a direct relationship between these two variables to consider the role of mediator as a partial mediator and to examine the mediating role by performing an effective test. Specify it. If the two independent and dependent variables are not directly related and are related only to the mediating patterns, then the mediating role is complete and there is no need to examine the mediating role through the test.

One of the disadvantages of this test is that it requires a lot of data to get an accurate and valid result. In the Subel test, a value of Z-value is obtained through the following formula, which, if exceeded by 1.96, can confirm the mediating effect of a variable at 95% level.

$$z - value = \frac{a \times b}{\sqrt{(b^2 \times sa^2) + (a^2 \times sb^2) + (sa^2 \times sb^2)}}$$

where in:

- a: The value of the path coefficient between the independent variable and the mediator
- b: The value of the path coefficient between the mediating and dependent variables
- sa: standard error related to the path between the independent variable and the mediator
- sb: Standard error related to the path between the mediating and dependent variables

Table 4- Criteria for examining the role of partial mediation (z-value)

route	sb	b	sa	a	z-value	Result
Trust→ Satisfaction→ Commitment→ Behavioral Loyalty	0/050	0/131	0/062	0/210	2/072	Confirmation
Trust → Commitment → Behavioral Loyalty	0/087	0/278	0/093	0/397	2/558	Confirmation
Trust →Commitment →Attitude Loyalty →Behavioral Loyalty	0/042	0/055	0/058	0/125	1/119	Reject
Trust→Satisfaction→ Attitude loyalty →Behavior loyalty	0/022	0/026	0/036	0/066	0/993	Reject

Table 5 - Results of the main hypothesis in Smart PLS 3 software

Number	route	T-value	Significance level	Result
1	Trust →Satisfaction →Commitment →Behavioral Loyalty	2/134	0/033	Confirmation
2	Trust → Commitment →Behavioral Loyalty	2/506	0/013	Confirmation
3	Trust →Attitude Loyalty →Commitment →Behavioral Loyalty	1/304	0/193	Reject
4	Trust→Satisfaction→Commitment→ Attitude loyalty →- Behavior Loyalty	141/1	0/254	Reject

Table 6 - Sub-hypothesis results in Smart PLS 3 software

Number	route	T-value	Significance level	Result
1	Trust →satisfaction	3/314	0/001	Confirmation
2	Trust →Attitude loyalty	2/215	0/027	Confirmation
3	Trust →commitment	4/280	0/000	Confirmation
4	Satisfaction →Behavioral Loyalty	3/226	0/001	Confirmation
5	Satisfaction →Commitment	5/517	0/000	Confirmation
6	Satisfaction →Attitude Loyalty	2/192	0/029	Confirmation
7	Commitment →Behavioral Loyalty	3/206	0/001	Confirmation
8	Commitment →Attitude Loyalty	2/683	0/008	Confirmation
9	Attitude Loyalty →Behavioral Loyalty	713/1	0/087	Reject

DISCUSSION AND CONCLUSION

Human resources are the most important asset of organizations, and the higher and better the quality of these

organizations, the greater the success, survival, and promotion of the organization. Therefore, great efforts should be made to improve the quality of human resources,

because these measures are both in the interest of the organization and in the interest of individuals. But it's not just specialized training that includes this. Rather, it includes improving attitudes and adjusting people's values, considering that each member of the organization accepts most of the organization's values and considers most of them to be relevant to the organization and considers itself committed to striving to achieve its goals. The organization will increase and on the other hand, one of the most prominent factors affecting the success of the organization is how it works, so it tries to identify and strengthen the relevant and effective factors for the performance of employees.

In this study, we evaluated a model experimentally. To conduct this research, a survey was conducted using a standard questionnaire from 108 employees of selected laboratories in Tehran. For this purpose, the hypotheses related to the factors affecting behavioral loyalty were tested using structural equation modeling. The findings of this study show that behavioral loyalty is created under the influence of employee trust and three factors (satisfaction, commitment and attitudinal loyalty). In general, the results and relevant suggestions can be expressed separately from the research hypotheses as follows:

The first hypothesis examined the effect of trust through satisfaction and commitment on behavioral loyalty. After conducting the test using the structural equation model and examining the significance of the whole model, in the first place, the positive effect of employee confidence on employee satisfaction was observed and then it was found that trust affects behavioral loyalty through satisfaction and commitment. The findings of a study by Yao et al. (2018) showed that employee satisfaction had a moderate to large effect on emotional and continuous commitment and only had a small effect on normative commitment, while emotional commitment also had a significant effect on behavioral loyalty. The second hypothesis examined the effect of trust through commitment on behavioral loyalty. After the test, using structural equation modeling and significance analysis of the whole model, it was observed that trust affects behavioral loyalty through commitment. On the other hand, in Javidi and Shirazi's studies (2014), the results showed that trust predictor is effective on loyalty and can lead to loyalty. These findings are consistent with the findings of Leeman (2008) and Tian et al. (2007). The third hypothesis examined the effect of trust through commitment and attitude loyalty on behavioral loyalty. After performing the test using the structural equation model and examining the significance of the whole model, it was observed that trust through commitment and attitude loyalty does not affect behavioral loyalty. However, studies by Yao et al. (2018) showed that the three dimensions of organizational commitment both affected the employee loyalty structure to moderate to high and employee employee loyalty had a significant effect on employee loyalty. The fourth

hypothesis examined the effect of trust through satisfaction, commitment, and attitude loyalty on behavioral loyalty. The results of the test using structural equation model and significant significance of the whole model showed that trust through attitude, commitment and attitude loyalty does not affect behavioral loyalty. While the results of the research conducted by Heidarzadeh and Hosseini (2007) showed that satisfaction with 99% confidence has led to behavioral and attitude loyalty. Regarding the first, second and third sub-hypotheses of the research, it can be stated that the test results of the hypotheses in the SmartPLS software showed that trust has a significant effect on satisfaction, attitude loyalty and commitment. He is co-authored by Hong Kong-Torrao (2012), Rizan et al. (2014), Yu and Tang (2013), Ahmad Duma (2013) and Yutami (2015). The results of the fourth, fifth and sixth sub-hypotheses confirmed the positive and significant effect of commitment on commitment, attitude loyalty and behavioral loyalty. These results are consistent with the findings of the study of the study of theology and colleagues (2015), Rahimnia et al. (2012), Yu and Tang (2013) and Huang (2012). Satisfaction is a key factor in the success of many organizations, and many studies have examined its impact on other variables. In relation to the seventh, eighth and ninth sub-hypotheses, it can also be stated that commitment has a positive and significant effect on behavioral and attitude loyalty. These results are based on the findings of Nejat et al.'s (2016) research on the effect of commitment on attitude and behavioral loyalty and can be considered as a factor to strengthen the validity of this hypothesis. In relation to the ninth sub-hypothesis based on the results of the test hypothesis, the effect of attitude loyalty on behavioral loyalty can be stated that this relationship does not have a positive effect and the first variable does not have a significant effect on the second variable. This claim contradicts the results of Bakhshizadeh et al.'s (2015) research.

In addition, countless other studies have confirmed each of the sub-hypotheses separately, which can be traced back to the studies of Turkestani et al. (2015), Rezaei Dolatabadi et al. (2015). Adamson (2003), Lehmann (2008), Burnham et al. (2003).

Based on the results, it can be said that commitment, a kind of attitude and inner feeling of the individual towards the organization, is the job or group that influences his judgments, performance and loyalty to the organization. Depending on the nature of an organization, the level of employee loyalty affects the fate and survival of that organization. Now, if this organization, in accordance with its nature, faces human, financial and sensory issues of this kind, the importance of employees' commitment to it will be doubled. The need for trust in employees on the one hand and competition between organizations on the other hand, necessitates the commitment of committed employees.

On the other hand, job satisfaction is one of the most important factors in increasing efficiency and creating a positive attitude in a person towards his job. Job satisfaction increases one's productivity, ensures one's physical and mental health, increases one's morale, and is satisfied with life, and quickly learns new job skills. According to the results, job satisfaction is a factor affecting behavioral loyalty because by creating these effects, it changes a person's subconscious and self-conscious attitude towards his job and eventually causes loyalty in the person. Therefore, organizations should seek a mechanism that strengthens the behavioral loyalty of employees by creating the components mentioned in the text of the dissertation and subsequently improves the performance of employees and also increases the productivity of the organization.

In line with the results of this study, future researchers are advised to have a significant effect on social-demographic variables such as age, income, etc., or to have an effect on the conceptual model, and it is better to analyze future analysis to understand. Be more fully studied. According to the findings of this study and the results obtained, the limitations that the researcher faced are as follows: Due to the limitations of the researcher, since the employees of the company responded to the variables related to their organization, so it is possible. Their answers are somewhat oblique to the existing facts. Restrictions on access to the full text of the dissertations related to the subject of Peugeot in other universities of the country. In this study, according to the purpose of the study, only some of the variables that could be involved in behavioral loyalty were examined.

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