

Organizational Trust and Job Satisfaction: A Study on Hotels

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Abstract

The tourism industry is labor-intensive system and also an intangible product. Thus, the human factor plays a significant role in the terms of profitability of tourism establishments. The businesses can reach the aims and goals only with employees' achievement. And the employees can be efficient in the organizations where they can have trust and high level job satisfaction. The purpose of this research is to determine the level of organizational trust perception and job satisfaction of the hotel employees and to examine the relationship between these variables. The research population is composed of the employees of thermal hotels and city hotels establishments in Afyon and Ankara in April, 2014 whereas the sample of research is made up of 408 employees of 19 hotels chosen.

Key words: Organizational trust, job satisfaction, hospitality industry, hotels, human resources



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INTRODUCTION

Increasing number of hotel operations in Turkey after the 1980's has affected an intense climate of competition. Businesses that haven't been able to cope with this intense competitive market are either constantly reducing in size or reach the point where they have to stop their operations at the brink of complete bankruptcy. Some of the most important factors that may be instrumental in bringing success to organizations under today's competitive conditions are the resources the businesses have and use of these resources in an efficient manner. One of these resources, the human resources, is the most important capital and input for organizations. Employees satisfied with what they do and trust the working environment (trust in management, trust in peers and trust in organization) are more efficient in taking the organization to its aims and targets.

For businesses with constantly evolving environments where uncertainty and risk are high, trust the employees have towards an organization becomes much more important as it would keep them from doubting their management during the times of uncertainty (Yıldırım et. al., 2012: 252).

Hotel operations are businesses where both service and goods are produced. In these types of businesses, the existence of trust between employees would improve the morale and motivation thus facilitating collaboration, work satisfaction and organizational loyalty. This is because the success of an organization depends on psychological factors such as trust, work satisfaction, equity, loyalty and motivation that make up the organizational behaviour (Koç & Yazıcıoğlu, 2011: 46).

CONCEPTUAL FRAMEWORK, HYPOTHESES and MODEL OF THE RESEARCH

Concepts of Trust and Organizational Trust

Trust is an aspect of all kinds of relationships and it is a concept that keeps people together and induces the sense of safety (Ülker, 2008: 189). Trust represents that positive expectations of a person from other people around them since it is a concept which is considered by everyone at all stages of life both from their own and from other's points of views and at its most encompassing description, that depends on honesty and truthfulness (Çıtır & Kavi, 2010: 233). Driscoll (1978: 44) indicates that trust is a key variable in estimating individual behaviour whereas Schoorman et al (2007: 346) describes trust as "willingness to take risks" and proceeds to show that the degree of trust is an indication of the amount of risk required to be taken. In brief, trust is described as affecting emotions or cognitive expectations and risk taking behaviour, or the willingness to commit to such behaviour (Smith & Barclay, 1997: 5). In the same vein,

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comprising two aspects, conviction and risk, trust is the decision to believe in others in an environment of risk (Currall & Epstein, 2003: 193). James & Sykuta (2005: 548), on the other hand, analysed trust in their research with its three important aspects, willingness, vulnerability and expectations.

Described as the “social adhesive” used in keeping different organizational structures together by Atkinson & Butcher (2003: 284), trust implies willingness in collaboration and adapting to organizational changes at the individual level and a collective loyalty and collaboration to reach organizational targets at organizational level (Puusa & Tolvanen, 2006: 30). In a broader sense, trust may be described as a conviction of an individual assuming risks by assuming another party would not be harbouring ideas or committing actions that may be harmful for them (Uslu & Ardic, 2013: 315).

Organizational trust represents the factors such as truthfulness, belief, loyalty and sincerity the members of an organization within an organization would have towards each other where these factors are made tangible with behaviour (Arslan, 2009: 276). It is accepted that trust necessary for organizational success is not something that can be affected in a short while but would require long and arduous effort (Demircan & Ceylan, 2003: 139-140).

Organizational trust has its internal aspects such as trust of employees towards the managers, trust of employees to each other, trust of employees towards the organizational structure and organizational system as well (Çıtır & Kavi, 2010: 233).

Employee trust towards their managers is considered within the framework of trust of individuals in the organizational structure towards each other. For this reason, trust of an individual towards their manager is shaped by the ethics and equity their manager exhibits (Koç & Yazıcıoğlu, 2011: 47).

Trust of employees to their peers is described as the collection of beliefs that their colleagues are qualified, fair, and trustworthy and would exhibit ethical behaviour (Semercioğlu, 2012: 49). Trust in colleagues directs the employees towards equity in word and action (Omarov, 2009: 24). In organizations with high level of peer trust, a safe climate is formed among the employees, people form long term relationships, collaboration increases, employees participate in decision making processes, feel happy coming to work, be happier, more fun and creative while doing their work as well as consider their organization's future and organizational goals (Semercioğlu; 2012: 49; Tekingündüz, 2012: 55).

Trust in the organization, on the other hand, is described as the employees' belief that the organization is structured in a manner as to ensure success. Since the employees consider managers the representatives of the organization, they may transfer their trust in their manager to the whole of the organization. For this reason, employees' trust in their organization is related to their trust in their managers but categorised separately (Sevinç, 2013: 38). Structure, culture, system and good human resources policies of an organization would both give rise to an environment with high degree of trust and help improve the sway the managers hold on their employees (Aksoy, 2009: 80). Organizational trust is a strong belief in positive and sometimes, negative results of such actions and activities characterised with two way communication and influence in organizations (Top, 2012: 261).

Trust concept is concept with benevolence, reliability, competence, honesty and openness aspects (Samancı, 2007: 22-23). Blomqwist & Stahle (2000: 3) mentioned trust as expectations of members from skills, goodwill and behaviors of others.

Building trust in an organization is a comprehensive, comprehensive and arduous undertaking. However, companies who have reached that point within their organizations gain a significant edge with the positive effects trust has in rapidly changing business environments (Toprak, 2006: 41).

Organizational trust has many positive effects for the employees and the organization in question. In organizations where organizational trust is ensured, employee morale described as the employees' behaviour towards the organization, colleagues and managers improves and employees with improved morale tend to have positive outlooks towards each other and their organizations (Engizek, 2011: 19). An effective communication that is in the heart of mechanisms such as organizational coordination, decision making, supervision, data flow, assessment and training, either from the management to the employees or from the employees to the management (Afşar, 2013: 86), can only exist in organizations where organizational trust is established (Toprak, 2006: 42). Loyalty in the organization cannot be measured

solely on the amount of time spent on the job but comprises a list of variables such as employees defending the interests of the organization, image of the organization, and employees being able to keep confidential information confidential; and loyalty is higher in organizations with established trust (Yücel, 2006: 89).. In reaching the organizational goals, synchronous action towards sharing information and elimination of problems, in brief, establishing collaboration, trust is a very important concept (Aksoy, 2009: 61). In organizations where the perception of organizational trust is well established, collaboration and team work would be more prominent as well. In addition, with such organization, complete transparency of the employees whose words and deeds are consistent, provide a basis for sharing of information and ideas by increasing social interaction (Afşar, 2013: 91).

With organizations lacking organizational trust, work environment becomes unbearable and stressful. This leads to employees expending more energy due to stress and they tend to focus on controlling their environment rather than doing their job (Toprak, 2006: 43). When the managers put pressure on the employees for them to follow the rules, employees tend to lose satisfaction from their work and organizations tend to lose trust (Çağlar, 2011: 1828). Trust is closely and strongly related to the concept of loyalty as well (Rindfleisch, 2000: 83). Employee morale would be high in organizations with high level of trust which would lead to a faster learning and development process for the employees due to high levels of communications and sharing, a less pronounced organizational bureaucracy, low employee turnover due to increase in organizational loyalty, which all lead to a lower frequency of mistakes improving costs (Yücel, 2006: 90).

In addition to there not being a specific formula for establishing trust in organizations, in general the managers' task in establishing trust in an organization is ensuring that the organizational ethics are implemented and adopted by all employees (Gürbüz, 2012: 45). When the studies regarding organizational trust are examined, it is seen that some focus on past interaction (Boyle & Bonacich, 1970), some on transparency, past results (Cook & Wall, 1980; Good, 1988; & Butler, 1991), shared values and autonomy (McCaulley & Kuhnert, 1992), believability (Johnson ve Grayson, 1998), empowerment (Sonnenburg, 1994), organizations becoming smaller (Mishra & Mishra, 1994), organizational culture (Doney & Cannon, 1997), perception of equity (Mayer et al., 1995; Tyler & DeGoe, 1996 & Pillai et al., 1999) and some focus on transformational leadership (Kauzars & Posner, 1987 & Pillai et al., 1999) as factors of trust. In this context, some factors that have sway on organizational trust are found to be interaction, transparency, communication, organizations becoming smaller and organizational culture.

The studies show that organizational trust is prerequisite for the organizational and managerial efficiency (Driscoll, 1978; Mayer et al., 1995; Smith & Barclay, 1997; Rindfleisch, 2000; Demircan & Ceylan, 2003; Huff & Kelley, 2003; Bunt et al., 2005; Puusa & Tolvanen, 2006; Schoorman et al., 2007; Sepänen et al., 2007; Ülker, 2008; Li, 2008; Çıtır & Kavi, 2010; Develioğlu & Çimen, 2012). Results that would be generated by an environment of trust in organizations and positively affect organization efficiency are found to be improvements in organizational loyalty, efficiency, employees' work satisfaction, employees' morale and motivation levels, problem solving and decision making processes while decreases in employee turnover, absenteeism, resistance to change and stress levels (Yaşar, 2005: 40).

Concepts of Satisfaction and Work Satisfaction

Individuals professionally working in an organization proportionately depend on the satisfaction they receive. Since tourism comprises activities of satisfaction and pleasure, for individuals to be able to provide the best services to other individuals, their gains from their own working environment and those generated by the same environment must be maximised (Hacıoğlu, 2009: 4). Even though it would be naïve to think that happy labourers are always productive labourers, many studies (Robinson et al., 1969; Schwab & Larry, 1970; Greene & Charles, 1972; Churcill et al., 1976: 323) find that the satisfaction drawn by the labourer is influential on their behaviour. With the increasing chance that the scale of job satisfaction changes with the amount of influence factors (working conditions, supervision, environmental factors, etc.) has, job satisfaction frequently has to be considered in multiple dimensions (Arvey et al., 1989: 188).

The concept of satisfaction, a personal, emotional and social concept, is something that delimits inner pleasure and inner peace and cannot be observed by others but only defined and felt and measured by the individual themselves (Arıkan, 2011: 39). Job satisfaction that determines the emotions, outlook and preferences of an individual about their job (Chen, 2008: 106), generally means the outlook individuals have towards their jobs (Kuşluvan, 2009: 49). Dissatisfaction or satisfaction of an employer towards their job, namely job satisfaction, is asserted to increase success and in other words, job satisfaction and success has a circular relation feeding on into each other (Tarlan & Tütüncü, 2001: 146).

In order to set a direction, wide psychological and individual job satisfaction definitions were made and empirical works were limited to definitive goals reflecting employed individuals or their managers as well as local conditions or specific number of individuals (Seashore & Taber, 1975: 333).

Job satisfaction comprises positive and negative feelings of individuals towards their jobs in relation to internal and external factors (Odom et.al., 1990: 159). If an individual's job relates to that particular individual's emotions and values as well as meeting personal needs, job satisfaction is in effect (Aksu, 1995: 46). As one of the most important factors involved in determining the satisfaction or dissatisfaction individuals in an organization draw from their work is the leadership exhibited by their managers, in relation with the satisfaction levels of the employees, managers have important responsibilities (Tengilimoğlu & Yiğit, 2005: 374).

For the labour intensive service sector that is the tourism operations, quality of the service to be provided by the operations in order to satisfy their customer is directly proportional to the satisfaction drawn by the employees from their jobs (Pelit, 2008: 16). In the case that the employees feel that their needs are not properly met at their work and in the work environment, job dissatisfaction will be in effect and this may result in many and varied issues such as absenteeism, weariness, disregard of the rules, diminishing loyalty, walkouts, damaging the organization, increasing sick days and accidents (Kök, 2006: 296; Kuşluvan, 2009: 50).

Work satisfaction, which is very important in connection with employee performance and organizational effectiveness, became interest point for researchers especially after 1930s, and various studies had been performed in this area, and theories were developed (Pelit & Öztürk, 2010: 43-44). These theories are being inspected under two main titles, such as scope and process theories; Generally accepted Maslow's Theory on Hierarchy of Needs (1943-1954), Herzberg's Double Factor Theory (1959), Alderfer's ERG Theory (1964) and McClelland's Success Requirement (1988) Theory are being studied under scope theories title. Among process theories, Victor Vroom's Expectancy Theory (1960), Adams's Equality Theory (1963) and Edwin Locke's Aim Theory (1968) are generally accepted theories.

Factors, affecting job satisfaction can be classified in two groups, namely individual factors and organizational factors. Individual factors are sex, age, education status, marital status, work experience and service period, personality, status, social structure, intelligence and skills. Organizational factors are work itself, fee, promotion possibilities, communication within organization, colleagues, working conditions, management and audits, job assurance, job security and leadership (Cook & Wall, 1980; Butler, 1991; Mayer et.al., 1995; Mishra, 1996; Moorman et.al., 1996; Pillai et.al., 1999; Blomqvist & Stahle, 2000; Good, 2000; Lämsä & Pučetaitė, 2006; Samadov, 2006; Schoorman et.al., 2007; Pelit, 2008; Arslan, 2009; Omarov, 2009; Dinler, 2010; Kanbay, 2010; Kantar, 2010; Arıkan, 2011; Köroğlu, 2011, Zarvandi, 2012).

Relation between Organizational Trust and Job Satisfaction

There is a meaningful relation between organizational trust and job satisfaction, one of the results of organizational trust. Having high job satisfaction levels within the organizations with high organizational trust within the results of the studies (Blomqvist & Stahle, 2000; Toprak, 2006; Perry & Mankin, 2007; Arslan, 2009; Omarov, 2009; Yılmaz & Sünbül, 2009; Çağlar, 2011; Koç & Yazıcıoğlu, 2011; Top, 2012; Yıldırım et.al., 2012; e.t.c.) are likely to support this opinion. It is also set forth that high level trust is also closely related with development of collaboration and effective submission or organizational mission as well as organizational loyalty and job satisfaction. In the hotel companies (Afşar, 2013: 95). where generally services are rendered, trust to manager, colleagues and organization itself within organization,

shall increase the job satisfactions of the employees. In this respect, hypothesis of the study shall as follows;

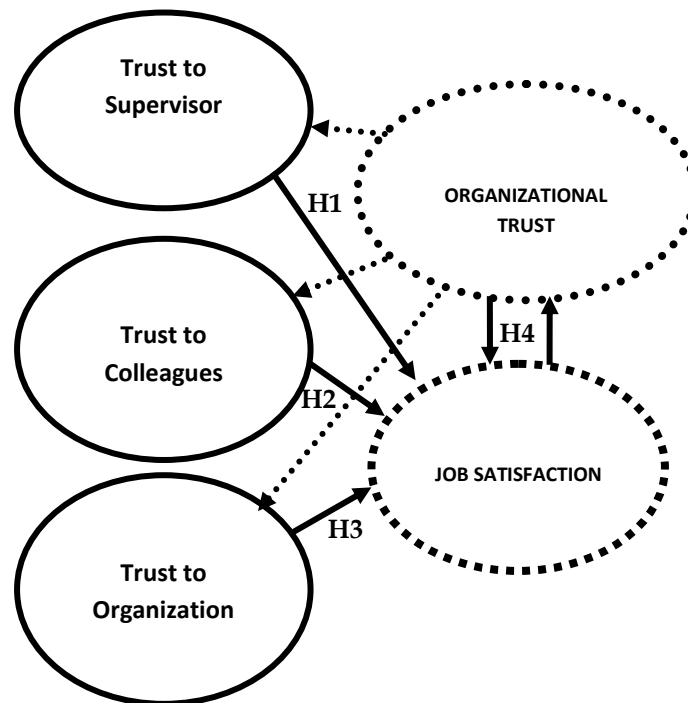
H₁: There is a significant relation between the employees' trust to manager and their job satisfaction.

H₂: There is a significant relation between the employees' trust to colleagues and their job satisfaction.

H₃: There is a significant relation between the employees' trust to organization itself and their job satisfaction.

H₄: There is a significant relation between the employees' job satisfaction' and organizational trust.

Figure 1
Research Model



METODOLOGY

Measurement of Variables

- Job satisfaction: In order to measure the job satisfaction, the short form of the Minnesota Job Satisfaction scale that was developed by the Weiss et.al. (1967) was used. The short form the scale consists of 20 items.
- Organizational Trust: To measure this variable the organizational trust scale was used. The scale was developed by Omarov (2009) and consists of 22 items and covered 3 dimensions with 10 items to trust to supervisor, 5 items to trust to colleagues and 7 items trust to organization
- Demographic Characteristics: These variables refer to age, gender, marital status, working years in tourism and the current establishment, income and department.

Sample Design and Data Collection

The study sample consists of the employees working in 8 five star hotels in Ayfonkarahisar and 11 in Ankara. A total of 487 questionnaires were completed and uncompleted 79 questionnaires were eliminated and 408 valid questionnaires remained for analysis.

RESEARCH FINDINGS

The Descriptive Profile of the Respondents

The descriptive profile of respondents was shown in Table 1. The respondents consisted of 62,7 percent male and 37,3 percent female. The majority of respondents are in 24-29 (38,7 percent) age group. 47,5 percent had a secondary level education, while 36,5 percent had a university education (undergraduate and post graduate). Majority of respondents are single (45,1 percent). Majority of the respondents were working 0-3 years in tourism industry (32,9 percent).

Table 1: The Descriptive Profile of The Respondents (n=408)

Variables	Groups	f	%
Age	18 - 23 years	76	18,6
	24 - 29 years	158	38,7
	30 - 35 years	91	22,3
	36 - 41 years	48	11,8
	42 - 47 years	25	6,1
	48 - 53 years	9	2,2
	54 - 59 years	1	0,2
Gender	Female	152	37,3
	Male	256	62,7
Marital Status	Married with children	160	39,2
	Married without children	56	13,7
	Single	184	45,1
	Others	8	2,0
Total Working Years in Tourism Sector	0 - 3 years	133	32,6
	4 - 7 years	119	29,2
	8 - 11 years	88	21,6
	12 - 15 years	45	11,0
	16 - 19 years	12	2,9
	20 years and over	11	2,7
Total Working Years in This Establishment	0 - 3 years	248	60,8
	4 - 7 years	105	25,7
	8 - 11 years	39	9,6
	12 - 15 years	6	1,5
	16 - 19 years	6	1,5
	20 years and over	4	1,0
Educational Level	Primary	20	4,9
	Secondary	45	11,0
	High School	194	47,5
	University	136	33,3
	Postgraduate	13	3,2
Income (TL)	750 - 1000	175	42,9
	1001 - 2000	183	44,9
	2001 - 3000	43	10,5
	3001 - 4000	3	0,7

	4001 and over	4	1,0
Department	Housekeeping	78	19,1
	Front Office	95	23,3
	F & B (Food and Beverage)	132	32,4
	Technical Service	30	7,4
	Accounting Service	43	10,5
	Security	8	2,0
	SPA	22	5,4

Findings Related With Organization Trust Perceptions of Employees

In this section, findings, obtained related with organizational trust perceptions of employees, working for hotel companies, where questionnaire is applied, are submitted. In **Table 2**, frequency and percentage distributions related with each statement, referred on the organizational trust questionnaire in connection with determining the organizational trust perceptions of study participant employees, as well as arithmetical mean and standard deviation figures are present. Less agreed statement of the study participants was "The company where I work cares with my problems." statement with $\bar{x}=3,43$ arithmetical mean. This statement was answered as "completely disagree" by 9,8 % of the participants, 13,0 % of them as "disagree", 24,0 % "indecisive", 30,4 % as "agree" and 22,8 % "completely agree". When it is considered that above mentioned statement is related with the policy, applied by the companies against employees, it is possible to comment that companies could not sufficiently satisfy the expectations of the employees on this issue.

Furthermore, when other statements on Table 2 are analyzed, it can be seen that following statements as the least agreed statement of the employees in connection with organizational trust; "The Company where I work awards and supports me as long as I do my work well enough." ($\bar{x}=3,47$) and "I trust the policies of my company related with employees" ($\bar{x}=3,50$). When it is thought that these three statements are trust statements of employees to organization itself, it can be said that employees' trust perceptions to company and organization is low.

The statement, to which the highest agreed was present, is "I trust my supervisor that he/she can do the works easily and smoothly" statement, thought by employees about their supervisors, ($\bar{x}=3,96$). On the basis of replies to this statement, it can be seen that employees trust to their managers in connection with having information and skills related with work. After this statement, these statements are present from higher to lower respectively; "I trust my supervisor that he/she fully does his/her own duties" ($\bar{x}=3,88$), "I trust my colleagues that they do/will their best on job" and "I trust my colleagues that they do not make my job difficult when carrying out a task that requires a lot of attention." ($\bar{x}=3,85$), "When I encounter a problem related with my job, I believe that my colleagues will help me deal with it ." ($\bar{x}=3,83$), "I trust my supervisor that he/she makes right decisions about job" and "My colleagues do their duties, even if the supervisors do not shown on workplace" ($\bar{x}=3,82$), "I trust my supervisor that he/she can do the works easily and smoothly" ($\bar{x}=3,80$), "I trust my colleagues about specializing in their own field." ($\bar{x}=3,77$), "I can easily talk to my supervisor about issues of my job." ($\bar{x}=3,76$), "When he/she needed by employees, my supervisor is helpful and behaves supportively" ($\bar{x}=3,75$), "I trust my supervisor about any subject what he/she tells me" and "I trust my supervisor that he/she keeps one's promise." ($\bar{x}=3,73$) and "What my supervisor says is consistent with what he/she does" ($\bar{x}=3,66$).

Arithmetical means of the answers to statements related with trust to organization itself are the statements with the lowest values. These are, respectively; "The company where I work always treats me fairly and justly." ($\bar{x}=3,59$), "The company where I work always backs me up when I need help." ($\bar{x}=3,57$), "I trust the company where I work about being honest with its employees" ($\bar{x}=3,55$), "The company where I work always keeps one's promise" ($\bar{x}=3,54$).

It can be seen from the answers to these statements that study participant hotel companies' working employees have high level trust to their managers and colleagues, whereas their trust to the organization, namely to their company and its policies are at a lower level.

Findings related with Job Satisfaction Levels of Employees

In this section, findings related with the job satisfaction levels of the employees, working for questionnaire applied hotel companies, are referred. In **Table 3**, frequency and percentage distributions of each statement, referred on the Minnesota Satisfaction Scale (short form), in connection with determining job satisfaction levels of study participant employees as well as arithmetical mean and standard deviation values are present.

As the least agreed statement of the study participants, with $\bar{x}=3,39$ arithmetical mean, was “I think my wage is the equal to what I do” statement. Answers to this statement was 10,8 % “totally disagree”, 15,4 % “disagree”, 23,3 % “indecisive”, 25,2 % “agree” and 25,2 % “completely agree”. When results of above mentioned statement are considered, it can be interpreted that employees have reactions against their fees.

Besides, when other statements on Table 3 are considered, order from the least agreed statement to the highest statement is as follows; “I have the chance to do different things from time to time on my job.” ($\bar{x}=3, 57$), “I have the freedom to use my own judgment on my job.” ($\bar{x}=3, 59$), “I feel authorized to tell people what to do on this job.” ($\bar{x}=3,64$), “I think that the working conditions are appropriate for doing works smoothly.” and “I am satisfied of the way company policies are put into practice” ($\bar{x}=3,71$), “I get the praise when I do a good job” ($\bar{x}=3,72$), “The competence of my supervisor is good enough in making decisions” ($\bar{x}=3,79$), “I have the chance to be somebody in the community” as well as “I have the chance to be somebody in the community” ($\bar{x}=3,82$).

Table 2: Employees’ Organizational Trust (n=408)

	(Organizational Trust)	Distributio n	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	\bar{x}	s.d.
1	I trust my supervisor that he/she has enough knowledge and skills about job.	f	6	29	77	159	137	3,96	0,97
		%	1,5	7,1	18,9	39,0	33,6		
2	I trust my supervisor that he/she makes right decisions about job.	f	11	38	85	155	119	3,82	1,04
		%	2,7	9,3	20,8	38,0	29,2		
3	I trust my supervisor that he/she fully does his/her own duties.	f	7	37	81	155	128	3,88	1,01
		%	1,7	9,1	19,9	38,0	31,4		
4	I trust my supervisor that he/she keeps one’s promise.	f	16	38	87	168	99	3,73	1,05
		%	3,9	9,3	21,3	41,2	24,3		
5	What my supervisor says is consistent with what he/she does.	f	15	48	100	143	102	3,66	1,09
		%	3,7	11,8	24,5	35,0	25,0		
6	When he/she needed by employees, my supervisor is helpful and behaves supportively.	f	17	41	87	143	120	3,75	1,11
		%	4,2	10,0	21,3	35,0	29,4		
7	I trust my supervisor about any subject what he/she tells me.	f	15	42	99	136	116	3,73	1,10
		%	3,7	10,3	24,3	33,3	28,4		
8	I can easily talk to my supervisor about issues of my job.	f	25	37	82	130	134	3,76	1,18
		%	6,1	9,1	20,1	31,9	32,8		
9	I trust my supervisor that he/she can do the works easily and smoothly.	f	12	41	89	140	126	3,80	1,08
		%	2,9	10,0	21,8	34,3	30,9		
10	My supervisor gets our opinions when he/she makes decisions and applying procedures about job.	f	28	51	95	133	101	3,56	1,19
		%	6,9	12,5	23,3	32,6	24,8		
11	When I encounter a problem related with my job, I believe that my colleagues will help me deal with it .	f	18	34	82	140	134	3,83	1,11
		%	4,4	8,3	20,1	34,3	32,8		

12	I trust my colleagues that they do/will their best on job.	f	14	33	83	148	130	3,85	1,07
		%	3,4	8,1	20,3	36,3	31,9		
13	My colleagues do their duties, even if the supervisors do not shown on workplace.	f	14	33	97	133	131	3,82	1,08
		%	3,4	8,1	23,8	32,6	32,1		
14	I trust my colleagues that they do not make my job difficult when carrying out a task that requires a lot of attention.	f	14	27	102	128	137	3,85	1,07
		%	3,4	6,6	25,0	31,4	33,6		
15	I trust my colleagues about specializing in their own field.	f	16	32	98	147	115	3,77	1,07
		%	3,9	7,8	24,0	36,0	28,2		
16	The company where I work always treats me fairly and justly.	f	20	51	103	137	97	3,59	1,13
		%	4,9	12,5	25,2	33,6	23,8		
17	The company where I work always keeps one's promise.	f	21	61	101	125	100	3,54	1,16
		%	5,1	15,0	24,8	30,6	24,5		
18	The company where I work always backs me up when I need help.	f	23	52	104	128	101	3,57	1,16
		%	5,6	12,7	25,5	31,4	24,8		
19	I trust the company where I work about being honest with its employees.	f	26	48	107	130	97	3,55	1,16
		%	6,4	11,8	26,2	31,9	23,8		
20	The company where I work awards and supports me as long as I do my work well enough.	f	38	59	89	118	104	3,47	1,27
		%	9,3	14,5	21,8	28,9	25,5		
21	The company where I work cares with my problems.	f	40	53	98	124	93	3,43	1,25
		%	9,8	13,0	24,0	30,4	22,8		
22	I trust this company's policies that related with employees.	f	44	39	96	128	101	3,50	1,26
		%	10,8	9,6	23,5	31,4	24,8		

As it can be seen, in addition to their thoughts that their fees are not for the work they execute, which exists as the most important statement for affecting the satisfaction levels of employees, it is also possible in connection with the results to interpret that there is no sufficient authorization transfer to employees, company policies are not sufficiently appropriate as per results of organizational trust analysis and there is no sufficient supervisor relation at social level.

According to the answers of participants, the highest agreed statements were "I have the feeling of accomplishment I get for my job" statement and "I have the chance to do something that makes use of my abilities" statement with $\bar{x}=4,37$ arithmetical means. Another was "I am being able to do things on my job that don't go against my conscience" statement with $\bar{x}=4,32$ arithmetical mean. These given answers are showing the self esteem of the employee during the works, performed by him/her. Having self esteem is an important factor for maintaining motivation and satisfaction. If we briefly should mention about the statements, affecting satisfaction levels of employees, employees are least happy about their wages, and most happy about personal characteristics, they thought to have in connection with their job.

Findings Related With Effects of Employees' Organizational Trust Perceptions On Their Job Satisfaction

There are results of "Correlation Analysis", performed for the purpose of setting forth the relation of employees perceived organizational trust level to their job satisfactions, on **Table 4**. In this analysis job satisfaction was included to analysis as dependent variable, and organizational trust as well as sub dimensions (trust to manager, trust to colleagues, and trust to organization itself) was as independent variables.

When Table 4 is considered, there is a significant relation with a meaningfulness level of 0,001 between organizational trust and sub dimensions (trust to manager, trust to colleagues, and trust to organization itself) and job satisfaction levels of the employees. In other words, "Pearson Correlation Coefficient (r)" between organizational trust and sub dimensions and job satisfaction is meaningful ($p<0,001$).

Table 3: Employees' Job Satisfaction Levels (n=408)

	(Job Satisfaction)	Distribution	Strongly Disagree		Neutral	Agree	Strongly Agree	X	s.d.
1	I have the feeling of accomplishment I get for my job.	f	9	7	32	135	225	4,37	0,87
		%	2,2	1,7	7,8	33,1	55,1		
2	I am being able to keep busy all the time on my job.	f	10	14	38	138	208	4,27	0,94
		%	2,5	3,4	9,3	33,8	51		
3	I have the chance to do something that makes use of my abilities	f	7	17	31	115	238	4,37	0,92
		%	1,7	4,2	7,6	28,2	58,3		
4	I have the chance to work alone on my job.	f	12	24	60	129	183	4,10	1,04
		%	2,9	5,9	14,7	31,6	44,9		
5	I am being able to do things on my job that don't go against my conscience.	f	9	16	47	98	238	4,32	0,98
		%	2,2	3,9	11,5	24,0	58,3		
6	I have the chance to try my own methods of doing my job.	f	11	31	76	138	152	3,95	1,05
		%	2,7	7,6	18,6	33,8	37,3		
7	I have the chance to do things for other people on my job and environment.	f	14	23	78	145	148	3,96	1,04
		%	3,4	5,6	19,1	35,5	36,3		
8	I have the chance to be somebody in the community.	f	20	36	84	124	144	3,82	1,16
		%	4,9	8,8	20,6	30,4	35,3		
9	I think that the working conditions are appropriate for doing works smoothly.	f	22	43	97	117	129	3,71	1,17
		%	5,4	10,5	23,8	28,7	31,6		
10	The way my co-workers get along with each other.	f	8	27	57	125	191	4,14	1,02
		%	2,0	6,6	14,0	30,6	46,8		
11	I am satisfied of my pay and the amount of work I do.	f	44	63	95	103	103	3,39	1,31
		%	10,8	15,4	23,3	25,2	25,2		
12	I have the chance for advancement on this job.	f	20	35	73	150	130	3,82	1,12
		%	4,9	8,6	17,9	36,8	31,9		
13	I am satisfied of the way company policies are put into practice.	f	16	33	113	139	107	3,71	1,06
		%	3,9	8,1	27,7	34,1	26,2		
14	I get the praise when I do a good job.	f	16	43	96	138	115	3,72	1,10
		%	3,9	10,5	23,5	33,8	28,2		
15	I feel authorized to tell people what to do on this job.	f	12	61	90	143	102	3,64	1,10
		%	2,9	15,0	22,1	35,0	25,0		
16	I have the freedom to use my own judgment on my job.	f	19	49	106	140	94	3,59	1,11
		%	4,7	12,0	26,0	34,3	23,0		
17	I think that the way my job provides for steady employment.	f	10	37	67	153	141	3,93	1,04
		%	2,5	9,1	16,4	37,5	34,6		
18	The competence of my supervisor is good enough in making	f	16	34	85	157	116	3,79	1,07
		%	3,9	8,3	20,8	38,5	28,4		

19	The way my boss handles his/her workers.	f	10	29	84	148	137	3,91	1,02
		%	2,5	7,1	20,6	36,3	33,6		
20	I have the chance to do different things from time to time on my job.	f	28	48	92	143	97	3,57	1,17
		%	6,9	11,8	22,5	35,0	23,8		

Whereas there is a direct related intermediate level ($r = 0,52$) relation between job satisfaction levels of employees and trust to organization itself perception, one of the sub dimensions of the organizational trust, there is a positive (direct) high level relation between trust to manager perception ($r=0,71$), trust to colleagues perception ($r=0,65$) and general organizational trust perception ($r=0,74$) and job satisfaction levels of employees ($0,60 < r < 0,080$).

When determination coefficients (r^2) on Table 4 are considered; it can be seen that 27 % of overall variance on job satisfaction level is due to trust to organization itself perception, 42 % is due to trust to colleagues perception and 50 % is due to trust to manager. In general, certainty coefficient, calculated in connection with organizational trust, was found as 0,547. Namely, 55 % of overall variance on job satisfaction is due to organizational trust. The highest relation level between organizational trust and sub dimensions and job satisfaction levels of the employees was between general organizational trust perception and job satisfaction ($r=0,74$ and $p=0,000 < 0,001$), whereas relation level between trust to manager perception ($r=0,71$ $p=0,000 < 0,001$) as well as trust to colleagues perception ($r=0,65$ and $p=0,000 < 0,001$) and job satisfaction was following the above. Relation level between trust to organization itself perception and job satisfaction ($r=0,52$) was relatively low compared to other variables.

According to these results, as the most important factor on job satisfaction levels as well as organizational trust perceptions of employees, trust to manager, trust to colleagues and trust to organization itself sub dimensions of organizational trust perceptions as well as general organizational trust perceptions can be shown. In other words, general organizational trust and sub dimensions within organization are also increasing the job satisfactions of the employees.

Effects of organizational Trust Sub Dimensions (Trust to Manager, Trust to Colleagues and Trust to Organization Itself) on Job Satisfaction

Multiple linear regression analysis was performed in connection with description of relation between organizational trust sub dimensions and job satisfaction levels of employees via a mathematical model, and results were given on Table 5.

In connection with description of relation between organizational trust and job satisfaction levels of employees via a mathematical model, simple linear regression analysis was performed and results were shown on Table 6. According to the findings on Table 5; multiple linear regression model of the relation between dependent variable (job satisfaction) and independent variables (trust to manager, trust to colleagues and trust to organization itself) on Table 4, was in form of $\text{JOB SATISFACTION} = 0,447(\text{TM}) + 0,309(\text{TC}) + 0,112(\text{TO})$.

Table 4: Correlation Matrix Between Organizational Trust Sub Dimensions and Job Satisfaction (n=408)

Variables	Pearson Correlation Coefficient	Job Satisfaction	Determination Coefficient (r^2)
Trust to Supervisor	R	0,705 (***)	0,498
	P	0,000 ***	
Trust to Colleagues	R	0,645 (***)	0,416
	P	0,000 ***	
Trust to Organization	R	0,523 (**)	0,274
	p	0,000 ***	

Organizational Trust	r	0,739 (***)	0,547
	p	0,000 ***	

*** : p<0,001

Table 5: Regression Analysis Between Organizational Trust Sub Dimensions and Job Satisfaction

Independent Variables	Standard Beta Coefficient (β)	t	Significance (p)	Determination Coefficient (r ²)	Significance
Fixed	-	12,979	0,000 ***	0,573	F=181,065 p=0,000
Trust to Supervisor	0,447	9,872	0,000 ***		
Trust to Colleagues	0,309	7,234	0,000 ***		
Trust to Organization	0,112	2,765	0,006 ***		

*** : p< 0,001

Table 6: Regression Analysis Between Organizational Trust and Job Satisfaction

Independent Variable	Standart Beta Coefficient (β)	t	Significance (p)	Determination Coefficient (r ²)	Significance
Fixed	-	13,678	0,000 ***	0,547	F=489,289 p=0,000
Organizational Trust	0,739	22,120	0,000 ***		

*** : p<0,001

According to the results on Table 5, multiple linear regression model between the job satisfaction levels of participants and organizational trust perceptions of employees to supervisors, colleagues and organization itself; "H₁: There is a significant relation between the employees' trust to manager and their job satisfaction", "H₂: There is a significant relation between the employees' trust to colleagues and their job satisfaction", "H₃: There is a significant relation between the employees' trust to organization itself and their job satisfaction" and H₄: There is a significant relation between the employees' job satisfaction' and organizational trust" hypothesis are accepted.

CONCLUSION

In the literature part of the study, the importance of the employees' perception of the organizational trust and job satisfaction for the organizations themselves is discussed. Trust in the manager, peers and the organization itself as factors that make up the organizational trust and job satisfaction levels directly affect employees' efficiency and motivations.

It was previously explained that the fundamental aim of the study is to determine whether the employees' organizational trust perception as well as sub aspects of the same in a hotel operation environment exhibit a significant deviation with average work satisfaction, as well as to determine and explain the correlation between them. The t-tests, ANOVA, correlation and regression analyses carried out to this end yielded results that support the hypotheses of the study. In other words, a significant correlation between the perceived organizational trust in an organization and the employees' level of job satisfaction was found. Generally, there is a strong correlation between organizational trust and job satisfaction whereas the perception of trust towards the organization itself as one of the sub aspects of the

organizational trust exhibits a lower degree of correlation with job satisfaction. It is possible to attribute this to the policies of the company relevant for the employees and company's behaviour towards them. In addition, degree of correlation between the organizational trust and job satisfaction were analysed based on a list of demographic variables including the participants' ages, gender, marital statuses, total time in the sector and the organization, education, average monthly pay and department of the hotel they work. No significant deviation for the demographic variables in terms of employees' perception of organizational trust whereas job satisfaction exhibited a significant difference for genders.

As a result, a significant correlation between the perception of organizational trust of hotel employees and their job satisfaction was observed. In other words, with the increasing organizational trust perception of the employees, their job satisfaction degrees increase as well. In addition, in accordance with the analysis results, with the increase in employees' perception of trust towards managers and their peers, their job satisfaction will increase greatly whereas with their increase in trust towards the organization itself, their job satisfaction will increase normally. When these relationships are considered from an organizational behaviour standpoint, even though the perception of organizational trust of the employees plays a significant role in increasing their job satisfaction level, it is encouraged that the effects of perception of trust of the managers towards both the employees and horizontally towards other manager as well as perception of trust of the top management (company) towards employees on employee satisfaction to be explored in other studies.

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