

## The Effect of Trust in Managers on the Organizational Identification and Intention to Quit: A Research on Hospitality Business Employees

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### Abstract

The aim of this study is to explore the effect of trust perceptions of hotel employees in their managers on their organizational identification behavior and intention to quit. Initially, a literature review was performed and then a questionnaire was used to gather data. To analyze the data, T-test and variance analysis were carried out and Tukey and Tamhane tests were used as well. Lastly, structural equation modeling (SEM) was done to identify the degree and direction of the relationships. As a result of the T-test analyses, significant differences were found in 95% confidence level between the age groups and organizational identification ( $p=0,001$ ) and intention to quit ( $p=0,000$ ). Besides, it was identified that organizational identification behavior has an adverse effect on intention to quit ( $\gamma= -0,008$ ). It was concluded that the higher the perception of trust in the manager, the higher the organizational identification behavior and the lower the intention to quit.

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## **INTRODUCTION**

One of the fundamental factors that affect the behaviors of the employees working in hospitality businesses is their perception of trust in their managers. The trust perception of employees in their manager has a positive influence on some issues such as dedication to work, uncovering talents, respect for their work and friends, job performance, organizational identification, whereas it may negatively affect some matter like the employee alienation, intention to quit, desperation and hopelessness in the organization. In particular, if the employees have positive perceptions of trust in their manager, then it is likely that they display organizational identification behavior. Differently, if the trust perception of the employees in their managers is adverse, it may end in negatively and result in displaying the behavior of intention to quit.

Trust is considered as one of the most vital elements of interpersonal relations and organizational life. When the employee trust in the managers is called on, the first words come to mind are confidence, commitment and loyalty to the manager. Additionally, trust both at the individual and organizational level is regarded as indispensable in that it helps obtain business objectives. Besides, trust is profoundly useful to organizations and it appears that it has a decisive impact on the performance of the individuals. Besides, trust among workers may lead to higher performance that affects all the organization (Powley et al., 2010). Therefore, it is believed that trust in the manager holds a specific place in the life circle of an organization.

Hospitality businesses are organizations that need employees to a significant extent in terms of their structure and characteristics and are greatly affected by the behaviors of the employees within the organization. Also, the attitude and behavior of hospitality business managers affect the behaviors of employees and hold a critical part in the formation of a robust organizational structure. The trust perception of employees in their manager can be effective on employee behaviors in subjects such as employee work performance and commitment to work, etc. If this perception is positive, the organizational identification behavior exhibition by the employees may take place more. However, if the perception of trust turns out to be negative, it can end up triggering the behaviors of employees to intend to quit.

Briefly, it may be commented that the intention to quit is a situation in which employees are not satisfied with the employment opportunities provided with them by their organizations in their workplaces. Alzayed & Murshid (2017) postulated that employee turnover has been a noteworthy issue in many business fields. The high turnover rate among employees has adverse impacts on the organizations since it lessens the efficiency and productivity of the organization, leaving an undesirable effect on the overall performance. Islam & Alam (2014) voiced that the intention to quit is one of the highly-priced and challenging issues encountered globally by most of the organizations in the world.

Hospitality businesses may welcome employees that are willing to display organizational identification behavior. This is because these individuals who identify with their organizations begin to trust their organizations by perceiving themselves as a member of the organization. Then they tend to interact more with their co-workers and the environment within the organization. Finally, they make more efforts to achieve the shared goals of the organization. Blader et al. (2017, p. 19) highlighted that organizational identification is a theoretically significant and practically

fundamental construct. In a general sense, they argue that it changes the relationship between employees and their work organizations, since highly identified employees integrate their organizational memberships with their sense of who they are. This change helps highly identified employees upgrade work performance and commitments to their organization.

The study aims to reveal the effect of hotel employees' perceptions of trust in their managers on their organizational identification behavior and intention to quit. Parallel to this aim, a conceptual framework on the trust in their managers, organizational identification behavior and intention to quit has been presented and research hypotheses have been constructed.

## **Literature Review**

### **Trust in the Managers**

Organizational trust is an imperative component of business interactions among co-workers, executives and staff, or between staff and supervisors. Due to its nature, trust can be either interpersonal or institutional (Katarzyna and Lewicka, 2012).

Brown et al. (2015) state that employee trust in the supervisors affects staff behavior, and therefore it affects the performance of the firm in general. In particular, the extent to which employees trust that their managers will treat them honestly and fairly may influence the extent to which employees engage in opportunistic behavior or otherwise.

Looking at the issue of trust from the sporting window, Dirks (2000) marked that trust in leadership is important since it grants the team to be ready to accept the leader's activities, goals, and decisions and work hard to achieve them. The role the manager plays incorporates a set of actions based on the performance of the team, namely determining team member roles, distributing rewards and motivating employees, developing team members, and setting the team's goals and strategies. It was implied that trust functions in a simple way. If the team believes that it cannot depend on the leader or that the leader does not have the team's interests at core, it may not be possible for the group members to perform the leader-indicated parts or to work toward the performance-related goals and strategies set by the leader. This turns it into troublesome state for the group to act and function together successfully.

Mayer & Gavin (2005) illustrate that an organization's top management takes serious decisions affecting the organization's culture and achievement, and choices on the financial situation of the firm, advancing critical movements, and approaches. On the condition that there is a lack of trust in top leadership, it can leave the staff spending time and mental energy wondering about their futures in the company, unemployment, or the company's future. In reverse, if there is a trust in top management, then it may help allow employees to be able to focus instead on the work that needs to be done, rather than worrying about such issues as the viability of their future employment.

Based on the organizational settings, the aspects of trust as a social resource have been primarily discussed at three levels. The initial basic issue has been its positive effect corresponding to cutting down the transaction costs within organizations. The next is the role trust plays in spontaneous sociability among the members in organization. Thirdly, the question that how trust facilitates appropriate (that is, adaptive) forms of deference to organizational authorities has been studied (Kramer & Cook, 2004).

Powley et al. (2010) state that managers, supervisors and other decision-makers should enact and renew trust via joint planning or negotiation in an organization. It was furthered that trust in organizations should be founded on the recognition of mutual dependence and the prevention of personal interests.

There are different approaches used to classify trust. But in this study the approach presented by McAllister (1995) has been used. The study presented two types of trust: cognition-related and affect-based. The cognition-based trust builds on the competency and reliability of the other side while affect-related trust is founded on the interpersonal relationships.

Tokgöz & Seymen (2013) performed research on employees of hospitals to determine the relationship between organizational trust, organizational identification and organizational citizenship behavior. According to this study, it was concluded that there are significant differences between organizational trust and organizational identification.

In addition, in a study conducted on hotel employees by Öktem et al. (2016), the effects of organizational trust and organizational climate on organizational identification, job satisfaction, and intention to quit were examined. They concluded that there are significant differences between the variables in their research.

Toprak et al. (2018) conducted a study to determine employees' perceptions of conflict management methods applied by the managers working in five star hotels operating in Afyonkarahisar, and to determine the trust level of the employees. According to the findings, it was found that the multiple linear regression model between the trust in the manager and the dimensions of conflict management methods was significant.

Additionally, Biçkes & Yılmaz (2017) researched the teachers in order to determine the effect of their organizational trust perceptions on their identification levels. It was detected that there was a weak relationship between organizational trust and organizational identification.

Under the light of these explanations, the hypothesis has been constructed as:

H<sub>1</sub>: Employee trust in the manager has an effect on organizational identification behavior.

## **Intention to Quit**

The intention to quit concept was initially portrayed by Porter & Steers (1973) as a figure in the work environment in terms of employee dissatisfaction. Following that, intention to quit became the subject of research to distinguish influencing components. Alsaqri (2014) stated that researchers have utilized different terms to display an employee's departure from the workplace, including intention to leave, voluntary turnover, intention to quit and retention.

It was put forward by Rizwan et al. (2014) that the impact of the intention to quit has attracted a great deal of attention from various sides like managers, human resources experts, and practitioners in the fields. Furthermore, Islam & Alam (2014) alleged that most of the previous literature outlined the factors that affect the employees' intention to quit or to stay in the organization.

In a simple term, intention to quit is defined as an employee's plan for intention to leave the current job and look onwards to find another job soon (Purani & Sahadev, 2007). In addition to that, Gnanakkan (2010) referred to the turnover intention as the employees' feelings about leaving the organization. Also, intention to quit can be depicted

as the employee's intention to quit his or her current job (Aksu, 2004). In the former studies carried out earlier, it was defined that the turnover intention is a behavioral intention and it emerges from different factors such as policies covered within an organization, labor market characteristics and employee perceptions (Gaertner & Nollen, 1992, p. 448).

Rizwan et al. (2014) stated that the intention to quit can be divided into unpreventable or unavoidable turnover and desired turnover and undesirable turnover. Unpreventable turnover happens because of family issues, personal illness or retirement. In addition to that, the desired turnover happens since the failure the employee. More importantly, the undesirable turnover arise from situations like skilled and trained workers leaving out of the company when an organizational issue such as lack of support, role disagreement and lack of guidance come up. Naturally, these issues influence the service provided to the customer, product quality, service efficiency and organizational capability.

Intention to quit encompasses some negative aspects. These adverse effects incorporate broad economic expenses, disruption of employees, extra work-unit stress, a reduction in quality of work-unit. Also, the loss of skilled employees results in a decrease in quality, productivity, innovation and competitiveness (Miller, 2010).

It was alleged by Silva (2006) that three key variables affect the intentions to quit the organization. They are; organizational support felt by employees, organizational commitment of the employees and organizational complexity perception of employees.

In a study by Halawi (2014), it was highlighted that strong competition in the market has put the organizations under pressure to give employee management high priority to sustain competitive advantage. Therefore, it is vital to comprehend the reasons behind employee contemplation to quit the organization so as for the businesses to maintain the skillful employees having the necessary abilities.

Akbaba (2018) did a study to determine the effect of psychological contract on alienation and organizational identification in hotels that have Tourism Operation Certificate issued by the Ministry of Culture and Tourism in Gaziantep. According to the results, dependent variables of alienation and organizational identification can be explained by transactional and relational contracts. The relationship between these variables was statistically significant.

Yazıcıoğlu (2009) researched the employees' organizational trust and job satisfaction and intention to quit in hospitality businesses. It was concluded that there are significant differences between organizational trust and intention to quit.

Yıldırım and Yirik (2014) carried out a study to determine the relationship between job security perceptions of five-star hotel employees and their intention to quit. According to the results of the research, there is a negative relationship between job security and intention to quit. The perception of job security affects the intention to quit negatively. Individuals with a low perception of job security have a higher intention to quit.

Aslan and Etyemez (2015) performed a study to determine the effect of burnout level of employees on intention to leave in three, four, five-star and boutique hotels in Hatay. According to the findings, the burnout level of employees affected the intention to quit.

Also, a study was done by Seçilmiş & Kılıç (2017) on travel agencies to determine the relationship among organizational trust, work-family life conflict and intention to quit. According to the findings, there was a significant and negative relationship between organizational trust and intention to quit.

Under the light of these explanations, the hypothesis has been constructed as:

H<sub>2</sub>: Employee trust in the manager has an effect on intention to quit behavior.

### **Organizational Identification**

A widely accepted definition of organizational identification has been made by Mael & Ashforth (1992, p. 104) and it says that organizational identification is “the perception of oneness with or belongingness to an organization, where the individual defines him or herself in terms of the organization(s) in which he or she is a member”.

It has been specified that organizational identification is a critical factor that promotes a sense of meaning, belonging, and control at work (Ashforth, 2001). Moreover, Ashforth & Mael (1989, p. 30) asserted that organizational identification is regarded as an advantageous association exhibited by employees to the organizations they work. It may be induced that if the employees have a higher level of identification with their organizations, then they may display a more supportive attitude towards their organization.

Organizational identification is the main sort of social identification and often incorporates a major factor of an individual's self-concept and identity (Mael & Ashforth, 1992). Drzensky & van Dick (2013) mention that organizational identification is the bond between an individual and an organization. Also, organizational identification is described as how the organizational members perceive themselves as sharing the same definitional attributes as the organization, and to which degree they do it (Dutton et al., 1994).

In a study conducted by Jones & Volpe (2010), it was stressed that organizational identification has a positive relationship with various concepts such as individuals' affective organizational commitment, job and organizational satisfaction, job involvement, organizational loyalty and work group attachment and extra-role behavior, whereas organizational identification has an adverse bond with individuals' intent to leave the organization.

It was highlighted by Hasan & Hussain (2015) in their study that identification was principally correlated with identity-relevant factors such as intent to leave and organizational prestige. Additionally, it was alleged that the more an employee feels part of an organization, the more he or she will think and act conforming to the context of an organization (Dutton et al., 1994). Furthermore, Karanika-Murray et al. (2015) state that strongly identified employees tend to get more satisfaction from their jobs, are more likely to participate and go to work and possess expanded motivation to devote themselves to their jobs.

Akyüz and Yılmaz (2015) carried out a study to determine the effect of organizational identification and organizational communication on the intention to quit in hospitality establishments. As a result of the research, it was found that there is a negative relationship between organizational identification and intention to quit. In addition to

that, according to the results of regression analysis, it was found that organizational identification and vertical communication had a negative effect on intention to quit.

Turgut and Akbolat (2017) performed a study to determine and to investigate the relationship among organizational citizenship behavior, organizational identification and organizational silence levels of health employees. According to the findings of the study, there is a significant and positive relationship between organizational citizenship behavior and organizational identification. Organizational Identification has a positive effect on the organizational citizenship level of the employees.

The aim of the study done by Çırakoğlu (2010) is to examine the relationship between the concepts of organizational identification and job satisfaction, which are believed to be important for organizational behavior studies. As a result of the correlation analysis conducted to reveal the relationship between organizational identification and job satisfaction, it was seen that there is a positive and significant relationship between variables.

Furthermore, Yılmaz (2014) carried out a study to determine the mediating effect of perceived organizational identification in the relationship between organizational trust and burnout. It was obtained that there are significant differences between organizational trust and organizational identification.

Parallel with these explanations, the hypothesis has been constructed as:

H<sub>3</sub>: Organizational identification behavior has an effect on intention to quit behavior.

### **Purpose and Importance of the Research**

The research aims to reveal the effect of hotel employees' perceptions of trust in their managers on organizational identification behavior and intention to quit. Therefore, parallel with the purpose of the research a survey was applied to the employees of the hospitality businesses with Tourism Operation Certificate issued by the Ministry of Culture and Tourism in Ankara. The obtained results were commented under the purpose of the research, and suggestions were made to the related parties. It is hoped that the determination of the trust perception of the hospitality business employees in the manager in Ankara on their organizational identification behavior and intention to quit may both contribute to the relevant literature and become data sources for hotel managers. In addition to the fact that the management styles, management attitudes and behaviors in hospitality businesses affect the employees' trust in managers in hospitality businesses, the resulting perception of trust, organizational identification behavior and intention to leave can have a positive or negative effect on behavior of the employee. In this context, the findings collected in line with the research problem are considered to be very important in terms of the subject of the research. In addition to its contribution to the literature, it is considered that it will constitute an important data source for the relevant institutions-organizations and managers.

### **Methodology**

The population of this study covers employees of the hospitality businesses with Tourism Operation Certificate issued by the Ministry of Culture and Tourism in Ankara. According to the data of the Ministry of Culture and Tourism (2019), there are 182 facilities with Tourism Operation Certificate in Ankara as of 2019 and these facilities have a capacity of 14024 rooms. According to the "Labor Force Survey in Hospitality and Tourism Sector" conducted

by Ministry of Tourism (1989), the average number of personnel per room over the overall average was calculated as 0.70 including the hotels with stars and other facilities in Turkey. When the number of personnel is calculated according to this average number of rooms in Ankara (14024 x 0.70), 9816.8 employee is obtained. According to the results, the number of rooms in the population of the study has been accepted.

Because of the large number of units that make up the universe of the research and cost limitations, sampling was performed. The model developed by Yazıcıoğlu & Erdoğan (2004: 49-50) has been based on the sample sizes that should be drawn from different universe sizes for  $\pm 0.05$  sampling error, and convenience sampling method (Özdemir, 2008: 95) has been utilized. Because there may be not-returning, faulty and incomplete surveys, a total of 756 surveys were conducted in the hospitality businesses in Ankara. Due to missing and incorrect fillings, 84 questionnaires were excluded from the evaluation. 672 questionnaires were evaluated to be positive for use and then were analyzed. In the research, the literature review has been conducted about the perception of trust in the manager, organizational identification and intention to quit, and a survey was applied between 12 November 2018 and 15 February 2019 in order to determine the effect of employees' perception of trust in the managers working in hospitality businesses in Ankara on their organizational identification and intention to leave behaviors. The first part of the survey contains questions about the demographic characteristics of the participants. In the second part, the scales developed by McAllister (1995) and translated by Toplu (2010) into Turkish were used to measure the trust in the manager. As a result of the analysis, it was evaluated that two dimensions (affective and cognitive) in the original scale were collected under a single dimension and this dimension was assessed under the name of trust in the manager during the research process. There are 11 5-point Likert-type questions in the scale that aims to determine the level of trust of employees in managers. In the third chapter, the scale developed by Mael & Ashforth (1992) which is widely accepted in the literature has been used. The organizational identification scale consists of 6 expressions involving a single dimension. In the fourth chapter, there is a scale of intention to quit, developed by Wayne, Shore & Linden (1997), and the intention to quit is measured in three expressions and is one-dimensional. This scale was applied by Küçükusta (2007) on the employees of hospitality businesses. Expressions in the scale were graded with a five-point Likert scale. The participants were invited to mark the answer that was most appropriate to them. In the comparison of the participants' trust perceptions in the manager, organizational identification and intention to quit according to demographic characteristics, T-test was used for independent samples for two groups (gender, destination) and variance analysis (Anova) was used for variables containing more than two groups (age, marital status, education levels, departments, positions, working time). In addition, Tukey test was used for the groups having equal variance, located in the Post-Hoc tests, and Tamhane tests were used for the groups that have non-equal variance. Cronbach's Alpha coefficients were calculated to test the reliability of the scales used in the study. The data obtained in the study were analyzed with SPSS package program. Structural equality modeling (SEM) was actualized to determine the degree and direction of the relationship between trust in manager, organizational identification and intention to quit. Lastly, LISREL software was used to analyze structural equation modeling.

**Findings**

In this part of the research, you can find the analyses demonstrating whether the demographic characteristics of the participants vary statistically according to the trust perception of the participants in their manager, their organizational identification and intention to quit behaviors.

As may be seen, 263 of the hotel business employees participating in the research are female and 409 are male. 59.2% of the participants are married and 40.8% are single. 21.3% of the participants have primary education, while 33.9% have high school, and 38.8% have university degrees whereas 6% had graduate degree education. In addition, it was identified that 108 of the participants are aged 20 and under, 220 of them are between 21-25 years, 150 of them are between 26-30 years and 194 of them are 31 years and older. 17.9% of the hotel business employees work in front desk department, 26.3% of the hotel business employees work in food and beverage department, 24.4% of the employees work in housekeeping department, 11.6% of the employees work in sales and marketing department, 9.1% of the employees work in accounting department, 4.8% of the employees work in human resources department and 6% of the employees work in other departments. When the term of employment of the participants in the hotel business is examined, it is noticed that 31.1% of them has been working less than one year, 42.3 of them has been working between 1-5 years, 12.8 of them has been working between 6-10 years and 13.8 of them has been working over 10 years.

**Table 1.** Distributions of Individuals by Characteristics (n=672)

Variables	Group	f	%
Gender	Female	263	39,1
	Male	409	60,9
<b>Total</b>		<b>672</b>	<b>100,0</b>
Marital status	Married	398	59,2
	Single	274	40,8
<b>Total</b>		<b>672</b>	<b>100,0</b>
Education	Primary School	143	21,3
	High School	228	33,9
	University degree	261	38,8
	Graduate degree	40	6,0
<b>Total</b>		<b>672</b>	<b>100,0</b>
Age	20 and lower	108	16,1
	Between 21 and 25	220	32,7
	Between 26 and 30	150	22,3
	31 and older	194	28,9
<b>Total</b>		<b>672</b>	<b>100,0</b>
Department	Front Office	120	17,9
	Food & Beverages	177	26,3
	Housekeeping	164	24,4
	Sales and marketing	78	11,6
	Accounting	61	9,1
	Human resources	32	4,8
	Other	40	6,0
<b>Total</b>		<b>672</b>	<b>100,0</b>
Term of employment at the business	1 year and less	209	31,1
	Between 1 and 5 years	284	42,3
	Between 6 and 10 years	86	12,8
	10 years and more	93	13,8
<b>Total</b>		<b>672</b>	<b>100,0</b>

According to Table 2, it has been detected that there was no statistically significant difference in 95% confidence level between the averages of the trust in managers, organizational identification and intention to quit between males and females. It may be commented that there was no difference in the perception of trust in managers, organizational identification and intention to leave behaviors between males and females in hospitality businesses in Ankara in the 95% confidence level. As a result of the explanatory factor analysis in Table 8, the necessary calculations were made by forming the factors in Table 2. Table 2 has been given to supply the reader with more information about variables and factors.

**Table 2.** Differences Between Factors by Gender Variable

Variables	Factor	Group	n	$\bar{x}$	Std.	(p)
Gender	ORGANIZATIONAL IDENTIFICATION	Female	263	3,10	1,20	0,129
		Male	409	3,38	1,09	
	INTENTION TO QUIT	Female	263	3,40	1,10	0,195
		Male	409	3,32	1,05	
	TRUST IN MANAGERS	Female	263	2,49	1,31	0,823
		Male	409	2,61	1,30	

\*p<0.05

According to Table 3, it was obtained from the analysis that there was no statistically significant difference between the age groups of hospitality business employees in terms of the perception of trust in the manager. However, as a result of the analyzes, significant differences were found in the 95% confidence level between the age groups and organizational identification and intention to leave.

**Table 3.** Differences Between Factors by Age Variable

Variables	Factor	Group	n	$\bar{x}$	Std.	(p)
Age	ORGANIZATIONAL IDENTIFICATION	20 and lower <sup>A</sup>	108	3,02	1,29	0,001*
		Between 21–25 <sup>A</sup>	220	3,23	1,14	
		Between 26 – 30 <sup>A</sup>	150	3,17	1,04	
		31 and older <sup>A</sup>	194	3,53	1,09	
	INTENTION TO QUIT	20 and lower	108	3,25	1,31	0,000*
		Between 21–25 <sup>A</sup>	220	3,43	1,02	
		Between 26 – 30 <sup>AB</sup>	150	3,06	0,94	
		31 and older <sup>B</sup>	194	3,55	1,03	
	TRUST IN MANAGERS	20 and lower	108	2,72	1,28	0,149
		Between 21 – 25	220	2,41	1,32	
		Between 26 – 30	150	2,67	1,20	
		31 and older	194	2,57	1,36	

\*p<0.05

When Table 3 is examined, it is seen that 31 years and older hotel employees exhibit more organizational identification behavior than hotel employees in other age groups. Besides, it was identified that employees between 21-25 years intend to quit more than employees between 26-30 years while employees aged 31 and over are more likely to quit than those aged between 26 and 30.

**Table 4.** Differences Between Factors by Educational Status

Variables	Factor	Group	n	$\bar{x}$	Std.	(p)
EDUCATIONAL STATUS	ORGANIZATIONAL IDENTIFICATION	Primary education	143	3,29	1,19	0,548
		High school	228	3,20	1,15	
		University	261	3,33	1,13	
		Graduate	40	3,17	1,05	
	INTENTION TO QUIT	Primary education	143	2,74	1,22	0,163
		High school	228	2,57	1,31	
		University	261	2,50	1,32	
		Graduate	40	2,29	1,35	
	TRUST IN MANAGERS	Primary education	143	3,30	1,05	0,000*
		High school <sup>AB</sup>	228	3,13	1,17	
		University <sup>A</sup>	261	3,53	0,95	
		Graduate <sup>B</sup>	40	3,65	1,06	

\*p<0.05

In Table 4, it is shown whether there is a difference between the educational status of the hotel employees and the trust in the manager, their organizational identification and intention to leave behavior. As a result of statistical tests, it was found that there was no statistically significant difference between the educational status and organizational identification and intention to quit in the 95% confidence level. It may be uttered that there was no difference between the educational levels of the hospitality employees in Ankara and their behaviors of organizational identification and intention to quit. However, according to Table 4, it was found that there were differences between employees' perceptions of trust in managers and their educational status in the 95% confidence level. It was detected that the participants with postgraduate and university degree holders had more perception of trust in managers compared to those with high school education.

**Table 5.** Differences between Factors by Marital Status

Variables	Factor	Group	n	$\bar{x}$	Std.	(p)
Marital Status	ORGANIZATIONAL IDENTIFICATION	Single	398	3,22	1,18	0,205
		Married	274	3,34	1,09	
	INTENTION TO QUIT	Single	398	2,59	1,36	0,004*
		Married	274	2,53	1,21	
	TRUST IN MANAGERS	Single	398	3,33	1,12	0,009*
		Married	274	3,39	1,00	

\*p<0.05

According to the results of the analysis performed in Table 5, it was determined that there was no statistically significant difference between marital status groups and organizational identification behavior in the 95% confidence level. On the other hand, as Table 5 is examined, it is observed that there are significant differences between marital status and intention to quit and trust in manager. Single employees of hospitality businesses tend to quit more than the married ones; it was also observed that single employees have less trust in their managers than the married ones.

**Table 6.** Differences Between Factors by Departments

Variables	Factor	Group	n	$\bar{x}$	Std.	(p)
<b>DEPARTMENT</b>	ORGANIZATIONAL IDENTIFICATION	Front Office	120	3,25	1,05	0,004*
		Food & Beverage <sup>A</sup>	177	3,34	1,21	
		Housekeeping	164	3,18	1,13	
		Sales and marketing	78	3,24	1,11	
		Accounting <sup>B</sup>	61	3,63	1,07	
		Human resources <sup>AB</sup>	32	2,60	1,04	
		Other	40	3,38	1,27	
		Front Office <sup>A</sup>	120	3,00	1,29	
	Food & Beverage <sup>A</sup>	177	2,51	1,31		
	Housekeeping <sup>A</sup>	164	2,54	1,34		
	Sales and marketing	78	2,61	1,24		
	Accounting <sup>A</sup>	61	2,25	1,28		
	Human resources	32	2,50	1,22		
	Other <sup>A</sup>	40	2,05	1,08		
	Front Office <sup>A</sup>	120	2,82	,95	0,000*	
	Food & Beverage <sup>A</sup>	177	3,50	1,15		
	Housekeeping <sup>A</sup>	164	3,41	,96		
	Sales and marketing <sup>A</sup>	78	3,35	1,07		
	Accounting <sup>AB</sup>	61	3,87	,93		
	Human resources <sup>B</sup>	32	3,10	1,16		
	Other <sup>A</sup>	40	3,52	1,05		

\*p<0.05

Table 6 presents the descriptive statistical results of the departments and whether there is a difference between the departments and the trust in the manager, organizational identification and intention to quit behavior of the employees. As a result of the tests, it was identified that there are statistically significant differences in terms of the department worked and organizational identification behavior, intention to quit, perception of trust in the manager. According to Table 6, it is seen that the food and beverage department and accounting department employees exhibit more organizational identification behaviors than the employees in the human resources department. Besides, it is noticed that the employees working in the front office department tend to quit more than the employees in food and beverage, housekeeping, accounting and other departments. Furthermore, it was found that the employees working in the accounting department exhibit more trust in their managers than the employees working in the front office, food and beverage, housekeeping and sales and marketing departments. Lastly, it is seen that the employees in the human resources department have more trust in their managers than the ones in the accounting department.

**Table 7.** Differences between Factors by Term of Employment at Business

Variables	Factor	Group	n	$\bar{x}$	Std.	(p)
Tenure at Business	ORGANIZATIONAL IDENTIFICATION	1 year and less <sup>AB</sup>	209	3,04	1,33	0,002*
		Between 1-5 years <sup>A</sup>	284	3,37	1,04	
		Between 6-10 years <sup>B</sup>	86	3,51	,93	
		10 years and more	93	3,24	1,11	
	INTENTION TO QUIT	1 year and less	209	3,33	1,19	0,351
		Between 1-5 years	284	3,42	1,05	
		Between 6-10 years	86	3,37	0,86	
		10 years and more	93	3,20	1,04	
	TRUST IN MANAGERS	1 year and less <sup>A</sup>	209	2,32	1,34	0,008*
		Between 1-5 years	284	2,62	1,30	
		Between 6-10 years <sup>A</sup>	86	2,76	1,18	
		10 years and more <sup>B</sup>	93	2,77	1,29	

\*p<0.05

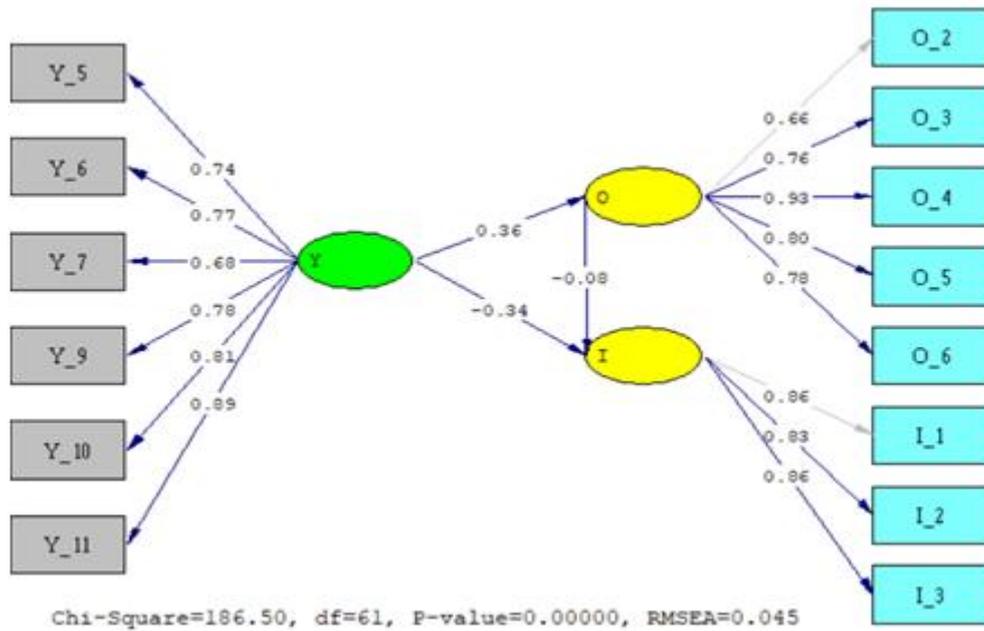
Table 7 gives information about the number of years the participants have worked in their businesses and whether there is a statistical difference between the tenure groups and the trust in the manager, organizational identification and intention to quit behavior of the employees. Statistically significant differences were found between the organizational identification and the trust in the manager and between the tenure in the 95% confidence level. It was figured out that employees with 1-5 years of experience exhibited more organizational identification behaviors than employees with 1 year or less experience and employees with 6-10 years of experience exhibited more organizational identification behaviors than employees 1 year or less years of experience. Additionally, it was determined that employees with 6-10 years of experience and 10 years and over years of experience have more trust in their managers compared to the employees with 1 year or less years of experience.

Table 8 shows the structural equality modeling conducted to reveal the effect of the trust perception of employees in their manager on their organizational identification and intention to quit behavior, and the table also includes the variance explanation ratio, eigenvalues, factor loadings of each expression and Cronbach's alpha ( $\alpha$ ) values of each factor. In addition, as a result of the analysis, the total variance explanation ratio was calculated as 73% and the Kaiser Mayer Olkin (KMO) value as 0.860.

**Table 8.** Explanatory Factor Analysis Results of Trust in Managers, Organizational Identification and Intention to Quit

Factors	Factor Loads	Eigenvalues	Total Variance	Cronbach's Alpha	t	AVE	CR
<b>TRUST IN MANAGER</b>		<b>5,285</b>	<b>37,751</b>	<b>0,915</b>	<b>22.85</b>	<b>0.808</b>	<b>0.925</b>
<b>Y5</b> I would say that we were interconnected (committed) during the time we worked with this individual.	<b>0,793</b>						
<b>Y6</b> This person approaches his/her job with professionalism and dedication.	<b>0,828</b>				<b>22.54</b>		
<b>Y7</b> Given this person's track record, I see no reason to doubt his/her competence and preparation for the job.	<b>0,818</b>				<b>21.77</b>		
<b>Y9</b> Most people, even those who aren't close friends of this individual, trust and respect him/her as a coworker.	<b>0,836</b>				<b>22.51</b>		
<b>Y10</b> Other work associates of mine who must interact with this individual consider him/her to be trustworthy.	<b>0,823</b>				<b>23.35</b>		
<b>Y11</b> If people knew more about this individual and his/her background, they would be more concerned and monitor his/her performance more closely.	<b>0,827</b>				<b>28.82</b>		
<b>ORGANIZATIONAL IDENTIFICATION</b>		<b>2,870</b>	<b>20,500</b>	<b>0,882</b>		<b>0.664</b>	<b>0.907</b>
<b>O2</b> I am very interested in what others think about my company.	<b>0,787</b>				<b>19.12</b>		
<b>O3</b> When I talk about the company, I usually say "we" rather than "they".	<b>0,812</b>				<b>20.12</b>		
<b>O4</b> This organization's successes are my successes.	<b>0,883</b>				<b>18.78</b>		
<b>O5</b> When someone praises my organization, it feels like a personal compliment.	<b>0,828</b>				<b>18.30</b>		
<b>O6</b> If a story in the media criticized the organization, I would feel embarrassed.	<b>0,760</b>				<b>15.62</b>		
<b>INTENTION TO QUIT</b>		<b>1,972</b>	<b>14,083</b>	<b>0,888</b>		<b>0.796</b>	<b>0.921</b>
<b>I1</b> I am seriously thinking about quitting my job.	<b>0,895</b>				<b>24.29</b>		
<b>I2</b> As soon as I can find a better job, I'll leave my company.	<b>0,881</b>				<b>25.30</b>		
<b>I3</b> I often think about quitting my job.	<b>0,902</b>				<b>26.19</b>		

Figure 1 shows the relationship between the trust perception of employees in the manager on their organizational identification and intention to quit behavior, and the relationship between variables and factors. In Figure 1, "Y" represents employees' trust in the manager, "O" represents organizational identification behavior and "I" represents the intention to quit behavior. In addition, "Y5, Y6, Y7, Y9, Y10, Y11" represent the trust in the manager, "O2, O3, O4, O5, O6" represent the organizational identification variables and "I1, I2, I3" represent the intention to quit. Explanatory factor analysis is required before constructing a structural equation model. In addition, some questions were excluded from the analysis in order to ensure construct validity. Structural validity was confirmed by structural equation modeling after exploratory factor analysis. The t values, AVE and CR values could be seen in Table 8.



**Figure 1.** Structural Equation Model showing the effect of employees' trust perception in the Manager on Organizational Identification Behavior and Intention to Quit.

**Table 10.** Values of Compliance Criteria for Established Model

CRITERIA	GOOD FIT	ACCEPTABLE FIT	MODEL
<b>GFI</b>	0.950 ≤ GFI ≤ 1	0.900 ≤ GFI ≤ 0.95	0,960
<b>AGFI</b>	0.900 ≤ AGFI ≤ 1	0.850 ≤ AGFI ≤ 0.90	0,930
<b>CFI</b>	0.970 ≤ CFI ≤ 1	0.950 ≤ CFI ≤ 0.97	0,990
<b>NNFI</b>	0.970 ≤ NNFI ≤ 1	0.950 ≤ NNFI ≤ 0.97	0,980
<b>NFI</b>	0.950 ≤ NFI ≤ 1	0.900 < NFI ≤ 0.95	0,980
<b>RMSEA</b>	0.00 < RMSEA < 0.05	0.05 ≤ RMSEA ≤ 0.10	0,045

Source: Schermelleh-Engel and Moosbrugger (2003: 36).

The outcomes of the structural equation model investigating the perceptions of employees with respects to the impacts of the factors can be observed in Figure 1. It is shown that the created SEM was congruent with the empirical data. It can be seen that used to evaluate the model’s compliance, the value of /sd. is less than 3, which means that the compliance of model is acceptable (Yilmaz et.al, 2011).

In Table 11, the hypotheses related to the structural equation model have been given. The coefficients and t values of these hypotheses are presented in Table 11. According to Table 11, the three hypotheses put forward have been confirmed.

**Table 11.** Hypotheses on Structural Equation Model

Hypotheses	Coefficient and t values	Results
H <sub>1</sub> : Employee trust in the manager has an effect on organizational identification behavior.	$\gamma = 0.36$ $t = 8.02$	Confirmed
H <sub>2</sub> : Employee trust in the manager has an effect on intention to quit behavior.	$\gamma = -0.34$ $t = -7.02$	Confirmed
H <sub>3</sub> : Organizational identification behavior has an effect on intention to quit behavior.	$\gamma = -0.08$ $t = 1.41$	Confirmed

As a result of these analyses, factor analysis has been administered to the data to provide the validity of the structural equation modeling approach. The calculation of the KMO value, which is 0.86, exhibits that it is possible to apply factor analysis to the data. It was detected that the ratio of the total variant explanation is approximately 73% (Schermelleh-Engel & Moosbrugger, 2003).

When Figure 1 is examined, it may be seen that a one-unit increase in Y5 “I would say that we were interconnected (felt committed) during the time we worked with this individual.” variable has a positive effect of 0.74 percent on the perception of trust in the manager while Y6 “This person approaches his/her job with professionalism and dedication.” variable has a positive effect of 0.77. Furthermore, a one-unit increase in Y7 “Given this person's track record, I see no reason to doubt his/her competence and preparation for the job.” variable causes a positive significant effect of 0.68 on the perception of employees’ trust in the manager whereas Y9 “Most people, even those who aren't close friends of this individual, trust and respect him/her as a coworker.” variable leads to a positive significant effect of 0.78. Finally, it is observed that a one-unit increase in Y10 “Other work associates of mine who must interact with this individual consider him/her to be trustworthy.” variable has a positive effect of 0.81 the perception of employees’ trust in the manager as well as causing a positive significant effect of 0.89 on Y11 “If people knew more about this individual and his/her background, they would be more concerned and monitor his/her performance more closely.” variable.

On the other side, it may be noticed that a one-unit increase in O2 “I am very interested in what others think about my company.” variable leads to a positive effect of 0.66 on the organizational identification behavior of the employees while a one-unit increase in O3 “When I talk about the company, I usually say “we” rather than “they”.” variable causes a positive effect of 0.76. In addition, one-unit of increase in O4 “This organization's successes are my successes.” variable has a positive effect of 0.93 on organizational identification behavior whereas a positive effect of 0.80 comes out as one-unit of increase in O5 “When someone praises my organization, it feels like a personal compliment.” is provided. Once again, a one-unit increase in O6 “If a story in the media criticized the organization, I would feel embarrassed.” variable has a positive effect of 0.78 on the organizational identification behavior of the employees.

In addition, it is observed according to Figure 1 that variable I1 “I am seriously thinking about quitting my job.” has a positive effect of 0.86 on the intention to quit behavior of the employees while I2 “As soon as I can find a better job, I’ll leave my company.” Variable leads to a positive effect of 0.83. Consequently, I3 “I often think about quitting my job.” Variable causes a positive effect of 0.86 n the intention to quit behavior of the employees.

Finally, when Figure 1 is studied, it is determined that organizational trust perceptions of hospitality business employees have a positive effect of 0.36 on their organizational identification behavior. Yet, trust perception of employees in the manager has a negative effect of -0.34 on their intention to leave. Likewise, it was detected that each unit of increase in employees' organizational identification behaviors has a negative effect of -0.08 on the intention to leave, which means that there is a low relationship between variables. As a result of the structural equation modeling conducted in this context, it was concluded that as the employees' perception of trust in managers increases, the organizational identification behaviors of the employees increase as well. Moreover, the results of the study showed that as the employees' perception of trust in managers increase, the employees’ intention to quit in the

hospitality businesses decreased, and it was concluded that as employees' organizational identification behaviors increase, their intention to quit behavior decrease.

## **Conclusion**

As may be seen in the studies in the literature, the trust perception of employees in the manager, which forms the subject of this research, has not been examined particularly. Instead of that, mostly organizational trust concept has been studied. Moreover, a lack of research examining the mutual effect of trust in managers and organizational identification and intention to quit in one work re-emphasizes the importance of this research.

According to the findings of this research, it was achieved that there are significant differences between the demographic characteristics of the hospitality employees in Ankara and the trust perception of employees in their managers, organizational identification and intention to quit behaviors. As a result of the analyzes, it was concluded that there were significant differences between the perception of trust in the manager and education, marital status, department and tenure. Besides, it was ended that there are significant differences between organizational identification behavior and age, department and tenure. Finally, it was observed that there are significant differences between the intention to quit and age, marital status and department.

According to the structural equation model analysis carried out for the main purpose of the research, it was concluded that the trust perception of employees in the manager affected the organizational identification and intention to quit behavior. Also, it was identified that the higher the perception of trust in the manager, the higher the organizational identification behavior may be; the higher the perception of trust in the manager, the lower the intention to quit. In addition, as a result of the analyzes, it was concluded that the behavior of intention to quit was also adversely affected if organizational identification behavior was exhibited. In this context, it may be stated that the increase in the employees' perceptions of trust in the managers of hospitality businesses in Ankara positively affected their organizational identification behavior. Accordingly, it may be commented that the same increase adversely affected employees' intention to leave and reduced their likelihood of exhibiting this behavior. Consequently, it can be stated that when employees' perception of trust in managers in hospitality businesses is positive, it causes positive organizational behaviors whereas it leads to negative organizational behaviors when the perception is negative.

In this study, the effect of the trust perception of employees in the managers of the hospitality businesses on their organizational identification and intention to quit behaviors has been revealed. It has been figured out that hospitality business employees believe that the attitudes and behaviors of their managers enable them to integrate themselves with their organizations and get closer to their organizations. In addition to that, the attitudes and behaviors of their managers significantly affected employees' intention to quit or disconnection from the organization. In this scope, it may be suggested that necessary conditions should be provided within the hospitality businesses, an atmosphere of trust should be established and it should be ensured that employees feel it. By this way, it may be effective for hospitality businesses to achieve their organizational objectives. If the organizations fail to provide the trust environment, employees may be emotionally distanced from their businesses and may then tend to conclude that they may intend to quit.

Naturally, it may be thought that this research has some limitations or shortcomings. However, examining the effects of several different organizational behaviors on each other may close an important gap in the literature. It is suggested that it would be congruous to study these behaviors in similar researches on different sample groups from different aspects in the future. It is believed that it may be possible for us to better understand the behaviors examined in this research with the researches to be carried out in different sectors, and to make comparisons so that it may serve us in developing future strategies.

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