



The Relationship between Psychological Empowerment and Trust in Supervisor in Hotel Enterprises

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Abstract

The relationship between supervisors and subordinates in professional enterprises is a factor that directly affects employees in terms of organizational behavior. Employees who have the perception that they are psychologically empowered, ensures a positive approach to the organization and contributes directly and indirectly to the productivity of the enterprise with a sense of trust. The aim of this study was to reveal the relationship between psychological empowerment and trust in supervisor in five-star hotel enterprises. The questionnaire used as a data collection technique was applied to 396 employees of seven five-star hotel enterprises operating in Antalya Kemer and Manavgat districts. Descriptive statistics, correlation analysis, t test and analysis of variance were used for data analysis. The study results indicated that the employees' perceptions of psychological empowerment ($\bar{x}=3,12$) and trust in supervisors ($\bar{x}=3,06$) were moderate. However, a significant and positive ($r = 0.638$) association was determined between psychological empowerment and trust in supervisor. Furthermore, psychological empowerment and trust in supervisors showed significant differences according to some demographic characteristics of the employees.

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INTRODUCTION

The increasing importance of human capital in the industrial era has led businesses to change their paradigms about human resources management. Successful enterprises now see employees as a critical force of service enterprises, rather than a resource whose primary function is to produce goods and services (Farzad, Nahavandi & Caruana, 2008). Hotel enterprises, which are service enterprises, do not ignore this critical role of employees and carry out activities to train and develop them, delegate authority and responsibility, ensure their participation in management and decisions, and encourage them to prioritize. In summary, the aim of these activities is to strengthen the employees psychologically by making them feel valuable in their duties, trust their performance abilities, have control, give importance to internalizing tasks and take ownership of their work (Giderler, 2015).

The concept of empowerment, which is a key factor of individual and organizational performance, first appeared in the business literature in the 1980s (Jose & Mampilly, 2014). It empowers the employee to fully utilize his skills and abilities to achieve effective results for the organization (Chen, Kirkman, Kanfer & Allen, 2007). In general, empowerment allows employees to set their own goals and objectives in fulfilling their responsibilities, in making joint decisions and in overcoming problems (Hempel, Zhang & Han, 2012).

Empowerment has been defined in several different perspectives: process approach, structural approach, and psychological approach (Jordan, Miglic, Todorovic & Maric, 2017). Advocates of the process approach consider empowerment as the relationships between structural antecedents and resulting psychological states. Advocates of the structural approach see empowerment as a set of management practices and supervisor' behaviours that include the delegation of authority and responsibility to the employees. Advocates of the psychological approach contemplate empowerment as the psychological state of subordinates resulting from empowering practices at organization (Lee & Wei, 2011).

Psychological empowerment is a new approach, motivating and has received great attention from supervisors. Therefore, the concept has many definitions in the relevant literature (Shapira-Lishchinsky & Tsemach, 2014). It was described as "an intrinsic motivation for the task" by Thomas & Velthouse (1990). Likewise, Boudrias, Morin & Lajoie (2014) express it as "an active motivational orientation regarding the feeling of being in control at work". Researchers and scholars agreed that empowerment as a motivational construct (psychological empowerment) deals with the mind state of employees. Hence, managers on their side should take the necessary actions of empowerment initiatives in order to positively influence employees' psychological state (Ayoub, Akhras, Naanah & Al-Madadha, 2018). This will ultimately lead to a higher level of satisfaction for employees. Subsequently, self-efficacy and outcome expectations of Lawler's (1973) Expectancy Theory will be met and thus enhancing feelings of psychological empowerment.

Spreitzer (1995) emphasized that psychological empowerment has four cognitions: "meaning, competence, self-determination and impact". Meaning is that an individual care internally for the given task (Thomas & Velthouse, 1990) and evaluates the value of the business goals and objectives according to the individual's own ideal and standards (Spreitzer, 1995). Competence is about the confidence of employees regarding whether they have the capacity to carry out activities related to their work. When an individual feel confident about his ability to execute his job means that he has confidence in his performance skills (Spreitzer, Kizilos & Nason, 1997). Self-determination, which expresses the freedom of self-determination and decision-making, is about employees having control over

their work (Spreitzer, 1995). Impact refers to the degree to which a person is able to make differences in business processes to produce the desired effects (Thomas & Velthouse, 1990). In the impact dimension, an employee has a sense of control over the results that concern the whole organization rather than his own work (Spreitzer et al., 1997). Each cognition contributes to the psychological empowerment structure as an independent element; one of the cognitions represents the different aspects of psychological empowerment, not the cause or result of the other, and when combined together forms the general structure of psychological empowerment (Spreitzer, 1995).

According to the social change theory employees who have been strengthened psychologically have more positive feelings about the enterprises (Eisenberger, Huntington, Hutchison & Sowa, 1986), which will be rewarded with positive organizational behavior that contributes to the success of the enterprises (De Zilwa & Wong, 2012). One of the positive organizational outcomes that is obtained through employees who have the perception of psychological empowerment is the establishment of trust towards the supervisor (Çavuşoğlu & Güler, 2017). Quinn & Spreitzer (1997) argue that the higher the employee's trust in supervisor, the higher the perception of psychological empowerment. As Quinn & Spreitzer (1997) have indicated, the fact that employees feel psychologically empowerment in parallel with the level of trust towards supervisor reveals the importance of trust in supervisor in psychological empowerment practices (Sağlam Arı, 2003).

“Trust in supervisor” refers to the level of trust that subordinates hold toward their supervisors, and is related to a series of positive outcomes within organizations. Some of these positive outcomes are organizational commitment, organizational citizenship behavior, job satisfaction, leader-member exchange, job intention to remain, employee cooperation and performance, satisfaction regarding the supervisor, increased confidence in information received from supervisor (Xiong, Lin, Li & Wang, 2016). Burke, Sims, Lazzara & Salas (2007) suggest that subordinates’ perception of trust in supervisor and its effects on outcomes are based upon characteristics of the supervisor, such as integrity, accountability, transparency, openness, predictability, consistency, and so on. Without these qualities, subordinates may see the leader as untrustworthy (Xiong et al., 2016).

In a widely accepted definition, Rousseau et al. (1998) expresses trust as ‘a psychological situation in accepting that other people's intentions and behavior will be open and honest based on positive expectations’ (Chughtai, Byrne & Flood, 2015). Trust in supervisor is the expectation and confidence that the supervisors of subordinates will be fair and equal in their behavior towards themselves, keep their promises and act consistently (Reinke & Baldwin, 2001). More specifically, trust in a supervisor ‘expresses the positive expectations of a subordinate regarding the behavior and intentions of a supervisor (Yan, 2018). A subordinate who trusts his supervisor is willing to remain vulnerable to the supervisor’s actions without thinking about controlling or monitoring his supervisor (Mayer, Davis & Schoorman, 1995).

Trust between individuals is handled in two dimensions as cognitive and emotional. Cognitive trust refers to other people's beliefs about one's reliability, accuracy, honesty and commitment. Emotional trust, on the other hand, is a strong and special relationship that reflects the emotional bond that develops as a result of solicitude and attention shown to people (McAllister, 1995). While the effect of the characteristics of supervisors on employee attitudes and behavior is important for cognitive trust, the interaction between the supervisor and the employee and the solicitude and attention shown during the established relationship are equally important for emotional trust (Mayer et al., 1995). Emotional and cognitive trust are not independent of one another. If an employee has established a sense of emotional

trust towards a supervisor, cognitive trust will follow. In other words, emotional and cognitive trust in the supervisor increases together (Sağlam Arı, 2003).

Within the framework of the literature information on psychological empowerment and trust in the supervisor presented above, the aim of this study was to reveal the relationship between psychological empowerment and trust in supervisor an application implemented in hotel enterprises.

Literature Review

Although could not encounter any study in the tourism literature on the relationship between psychological empowerment and trust in supervisor, there are studies on this subject in different fields. In the study carried out by Sağlam Arı (2003) in banking sector, the relationship between empowerment of personnel and affective and cognitive trust between supervisors and subordinates were investigated. The findings of this study suggest that the affective and cognitive trust held by subordinates towards their supervisors contribute to subordinates to feel themselves psychologically empowered. In a similar vein, trust in supervisor also changes subordinates' perception on supervisor's performing empowerment behaviour. In their study conducted in Iran (Khorramabad) Gholam, Saki & Pour (2019) investigated the relationship between empowerment perception and trust regarding nurses. Achieved findings showed that there was a positive and significant relationship between empowerment and trust perceptions. Demiralp & Koçak (2018) examined the relationship between personnel empowerment and organizational trust in their study performed in a public institution. The findings of this study suggested that there was a significant relationship between personnel empowerment and organizational trust. In addition, another significant relationship was also found among meaning, self-determination and impact sub-dimensions of the psychological empowerment, and organizational trust. Uygur & Arabacı (2019) aimed to determine the effect of personnel empowerment perceptions of high school teachers on their organizational trust perception. This study concluded that there was an intermediate and positive significant relationship between teachers' personnel empowerment perceptions and their organizational trust perception. Yılmaz (2019) investigated the role of organizational support and organizational trust in personnel empowerment in manufacturing enterprise. The results of this study suggested that the variables of organizational support and organizational trust affected the personnel empowerment positively and significantly.

On the other hand, there are many studies in the literature of tourism examining relationships between the personnel empowerment and other factors. Studies carried out in hotel enterprises show that psychological empowerment has an impact of job satisfaction (Ababneh, Sabi, Shakhsheer & Masadeh, 2017; Mohsen, 2014) organizational commitment (Işık & Yasım, 2017; Karakaş & Serçek, 2014; Kazlauskaite, Buciniene & Turauskas, 2006; Moura, Orgambidez & Jesus, 2015), organizational identification (Yarmacı, 2012), organizational citizenship behavior (Çavuşoğlu & Güler, 2016) and cooperation among employees (Bardakoğlu & Akgündüz, 2016). There is also a lot of research about trust in supervisor. There are studies that manifest the impact of trust in supervisor in hotel enterprises and conflict management methods (Toprak, Şentürk & Kılıç, 2017), intention to leave job (Pelit and Gökçe, 2019), organizational identification (Şen & Günaydın, 2019), job satisfaction (Güçer & Demirdağ, 2014) and organizational citizenship behavior (İşbaşı, 2000). According to findings of the research performed on 186 employees working at five-stars hotel enterprises in Jordan by Ababneh et al. (2017), psychological empowering is an important precursor of job satisfaction. Mohsen (2014) found out in his study carried out on 528 employees in the Egypt hotel industry that “meaning” and “self-determination” dimensions of the psychological empowerment are important in

terms of job satisfaction. In their studies conducted on a sample of 152 hotel employees in Portugal, Moura et al. (2015), determined that there was a positive relationship between psychological empowerment and organizational commitment, and these two variables positively affected job satisfaction. In investigations carried out on employees working at hotel enterprises in Mardin and Diyarbakır by Karakaş & Serçek (2014) and in Lithuania by Kazlauskaitė et al. (2006), it was achieved that there was a very strong and positive relationship between the psychological empowerment and organizational commitment. A medium-level, positive and significant relationship was determined between two variables in the study performed by Işık & Yasım (2017) at hotel enterprises in Ordu. Regarding other organizational behaviour concepts studied with the psychological empowerment, Yarmacı (2012) found out that there was a positive relationship between psychological empowerment and organizational identification in his study carried out on 736 employees of five-star hotel enterprises located at Istanbul, Afyonkarahisar and Kuşadası district of Aydın, and Çavuşoğlu & Güler (2017) urged in his study conducted on 434 employees of five-star accommodation enterprises located in the city centre of Izmir that there was a positive relationship between the psychological empowerment and the organizational citizenship behaviour. In the study performed by Bardakoğlu & Akgündüz (2016) on 332 employees working at five and four-star hotel enterprises in Izmir, it was determined that the perception of organizational prestige and psychological empowerment increased employees' cooperation related behaviours. Lockwood & Amenumey (2008) determined in their research carried out on 147 employees working at luxurious hotel enterprises in the UK that psychological climate affected the psychological empowerment feelings of employees. It was determined in the investigation conducted by Arslan (2019) on 700 hotel employees in Antalya that transformational leader had an effect on innovative work behaviours and the psychological empowerment showed an intermediary role in this interaction. Avan, Zorlu & Baytok (2016) determined in their study performed on 348 employees working at five-star hotel enterprises operating in Antalya that the psychological empowerment had a relatively weak effect on organizational silence. Nassar (2018) examined the effect of psychological empowerment on being ready for organizational change and the acceptance in his study on 386 employees in chain hotels located at Egypt. Achieved findings showed that there was no relationship between change acceptance and any dimension of the psychological empowerment. However, the data obtained from the study performed by Toprak et al. (2017), on 330 employees working in five stars hotel enterprises in Afyonkarahisar suggested that there was a positive, strong relationship between conflict management methods and trust in supervisor. It was determined in the research carried out by Pelit & Gökçe (2019) on 539 employees working at hotel enterprises that the trust in supervisor and job life quality had an effect on intention to leave job. Şen & Günaydın (2019) concluded in their study on 330 employees at A group travel agencies located at Istanbul that the increase in trust in supervisor caused an increase in organizational identification levels of employees. It was determined in the research performed by Güçer & Demirdağ in 2014 on 408 employees working at thermal hotel and city hotel enterprises in Afyonkarahisar and Ankara that as the employees' perception of trust in supervisor and workmates increase, their job satisfaction will increase at a high level, on the other hand, as their perception of trust in organization increase, their job satisfaction levels will increase at a normal level. İşbaşı (2000) aimed to investigate the role of employees' trust in their supervisors in the formation of organizational citizenship behaviour in his study on 111 employees at hotel enterprises in Antalya. These findings suggest that the trust in supervisor is only effective on the conscientiousness of organizational citizenship behaviour dimensions. According to the findings of the study

conducted by Sağlam Arı (2003) on 223 people in the banking sector in Ankara; trust in supervisor contributes to the feeling of empowerment of the employees.

Method

Although this study has a descriptive type, it also has a cross-sectional quality. The basic hypothesis of this research aimed at revealing the association between psychological empowerment and trust in Supervisors in five-star hotel enterprises can be stated as follows:

Hypothesis: There is a significant and positive relationship between psychological empowerment and trust in supervisors in five-star hotel enterprises.

The universe of the research is composed of 5-star hotel enterprises employees operating in Antalya Kemer and Manavgat districts. Sampling was carried out in the study, instead of using the universe due to constraints such as time, cost and accessibility. In this respect, the samples were selected by the phase sampling method, which represents the use of cluster and stratified sampling methods together. Accordingly, seven five-star hotel enterprises were chosen from each district to total fourteen hotel enterprises which were handled as clusters and stratification was carried out according to the departments in the hotels enterprises. The formula $n = \frac{Z^2 \sigma^2}{d^2}$ recommended by Sekaran (2003) for quantitative studies was used to determine the sample volume. The theoretical value corresponding to 0.05 significance level of the parameters in the formula $Z_{0.05} = 1.96$, standard deviation was determined as $s = 1$ as a result of the pilot study, and the effect size was taken as $d = 0.1$ and the minimum sample size was calculated as 385 when inserted into the formula. Accordingly, the application was executed with 500 employees by taking incomplete, incorrect and low reliability data into account and 396 applications were evaluated.

A three-part questionnaire was used as a data collection technique in the study. The first part of the questionnaire consisted of questions determining the demographic characteristics (gender, marital status, age, education, department, working time in the sector) of the employees, the second part consisted of the psychological empowerment scale and the third part consisted of the scale of trust in the supervisor. The psychological empowerment scale was developed by Spreitzer (1995) and consists of 4 sub-dimensions (meaning, competence, self-determination, impact) and 12 expressions. The scale of trust in the supervisor that forms the last part of the questionnaire was developed by İslamoğlu, Bırsel & Börü (2007). There are 40 expressions in the scale, and in many studies (Girgin & Vatansever Bayraktar, 2017; Köy, 2011) the scale is collected in 6 sub-dimensions (supporting of employees, competent, creater a positive working environment, dependable, meaningful of subordinate and self-reliant). Each item in the scale of psychological empowerment and trust in supervisor was scored in the 5-point Likert scale at an interval range of 1 = Strongly Disagree and 5 = Strongly Agree.

SPSS 21.0 for Windows package program was used in the analysis of the data obtained with the survey. The construct validity of the scales was determined by factor analysis and the internal consistency for reliability was determined by Cronbach's Alpha coefficient. The demographic characteristics of the employees were presented with frequency and percentage distributions, and arithmetic mean and standard deviation values were defined for the scale and scale sub-dimensions. However, the t-test (independent samples t test) and one-way analysis of variance (one-way ANOVA) were used in the comparison of the psychological empowerment and trust perceptions of the employees according to demographic characteristics (because the data are normally distributed and the variances are

homogeneous) (Ural & Kılıç, 2013). Tukey test, one of the multiple comparison tests, was used for the paired comparison of the groups. Furthermore, the relationship between psychological empowerment and trust in supervisor was determined by Pearson correlation analysis.

Findings

Table 1 shows the distribution of the participants in the sample group according to demographic characteristics. According to Table 1, 31.8% were women, 68.2% were men, 62.9% were single and 37.1% were married. 30.8% of the participants were 25 years and under, 39.1% of them were 26-35, 19.4% of them were 36-45 and 10.6% of them were 46 years and older, 25.5% of them had primary and lower education, 57.8% had secondary and 16.7% had higher education. 27% of the participants were employed front office and housekeeping, 30.6% in food and beverage department and 42.4% in other departments, 42.2% had worked in the tourism sector for 5 years or less, 29.3% had worked for 6- 11 years and 28.5% stated that they have been working in the tourism sector for 12 years and more.

Table 1. Distribution of the participants according to demographic characteristics

Variable	Group	Number (f)	Percentage (%)
Gender	Female	126	31,8
	Male	270	68,2
Marital Status	Single	249	62,9
	Married	147	37,1
Age	25 and under	122	30,8
	26-35	155	39,1
	36-45	77	19,4
	46 and over	42	10,6
Education Status	Primary education and less	101	25,5
	Secondary education	229	57,8
	Higher education	66	16,7
Department	Front Office and Housekeeping	107	27,0
	Food and Beverage	121	30,6
	Human Resources, Sales-Marketing	72	18,2
	Other (Public Relations, Accounting, Technical Service, etc.)	96	24,2
Time employed in the sector	5 years and less	167	42,2
	6-11 years	116	29,3
	12-17 years	69	17,4
	18 years and more	44	11,1
Total		396	100,0

Table 2 shows Cronbach's Alpha coefficients, factor analysis for construct validity, and some descriptive statistics related to the scale and its sub-dimensions regarding psychological empowerment and trust in supervisor. Cronbach's Alpha values, which demonstrate internal consistency for reliability analysis were calculated as $\alpha = 0,814$ for psychological empowerment scale and 0,816 for trust in supervisor. All of the calculated Cronbach's Alpha values for the sub-dimensions were above the critical value of 0.70 (Cronbach, 1951), confirming the reliability of the scale and its sub-dimensions. Bartlett's test and KMO values demonstrate that factor analysis can be applied for the scales and that the sample size is sufficient (KMO = 0.819; Bartlett's Test: $\chi^2 = 1833.9$; $P < 0.001$ for psychological empowerment scale; KMO = 0.876; Bartlett's Test: $\chi^2 = 12133,4$; $P < 0.001$ for trust in supervisor scale). According to the results of the factor analysis related to the construct validity, 4 factors (dimensions) of the 12 items explained the total variance of the psychological empowerment scale explained as 69,492, while 6 factors of trust in Supervisor explained 72,081 of the total variance.

Table 2. The validity and reliability results of psychological empowerment and trust in supervisors and some descriptive statistics

Scale / Dimensions (Factors)	Number of Item	Eigen values	Variance %	Cronbach' s Alpha	\bar{X}	SD
1. Factor: Meaning	3	7,121	26,234	0,812	3,15	0,99
2. Factor: Competence	3	5,899	21,732	0,763	3,31	0,95
3. Factor:Self-determination	3	3,675	13,539	0,798	2,81	1,22
4. Factor: Impact	3	2,168	7,987	0,802	3,21	1,07
General Psychological Empowerment	12	-	69,492	0,814	3,12	0,98
1. Factor: Supporting of employees	15	14,232	30,322	0,875	3,01	0,89
2. Factor: Competent	7	7,221	15,385	0,835	3,23	0,98
3. Factor:Meaningful of subordinate	6	5,676	12,093	0,803	2,88	0,99
4. Factor:Dependable	5	3,411	7,267	0,796	3,11	1,05
5. Factor: Creator of a positive work environment	4	2,023	4,310	0,732	3,02	0,99
6. Factor:Self-reliant	2	1,269	2,704	0,711	3,52	1,11
General Trust in Supervisor	39	-	72,081	0,816	3,06	1,01

Psychological empowerment scale: Kaiser-Meyer-Olkin (KMO) = 0,819; Bartlett's Test: $\chi^2= 1833,9$; $P<0,001$

Trust in supervisor scale: Kaiser-Meyer-Olkin (KMO) = 0,876; Bartlett's Test: $\chi^2= 2133,4$; $P<0,001$

When the arithmetic mean values of the subscales in Table 2 are examined, it is noted that the employees' perceptions of psychological empowerment ($\bar{X}=3,12$) and trust in supervisor ($\bar{X}=3,06$) perceptions are quite close to 3 which is determined as mid-range on the 5-point Likert scale. This value indicates that the perception of psychological empowerment and trust in supervisor is not positive or negative and is moderate. On the other hand, the arithmetic mean value of the psychological empowerment scale regarding the "self-determination" dimension ($\bar{X}=2,81$) was found to be significantly lower than the other dimensions. In the scale of trust in supervisor, the average values of 5 dimensions were above 3, whereas the average value in the "meaningful of subordinate" dimension ($\bar{X}=2,88$) was lower than the other dimensions, and the average values for "self-reliant" ($\bar{X}=3,52$) and "competent" ($\bar{X}=3,23$) were discovered to be higher than the other values.

The psychological empowerment and trust perceptions of the employees in the sample group were compared with t test and variance analysis according to demographic characteristics in the study. It was determined that perceptions psychological empowerment and of trust for supervisor did not display significant differences according to gender, marital status, age and working time in the sector ($p> 0.05$). On the other hand, it was found that the psychological empowerment of employees' and their trust in supervisor showed significant differences according to the education level and department ($p <0.05$).

The variance analysis results are presented in Table 3. When the arithmetic mean values of the groups are examined, it is evident that psychological empowerment ($\bar{X}=3,29$) and trust in supervisor ($\bar{X}=3,36$) perceptions of employees with a higher education level are higher than those of primary and secondary education graduates. However, psychological empowerment ($\bar{X}=3,329$; $\bar{X}=3,27$) and trust in supervisor ($\bar{X}=3,28$; $\bar{X}=3,19$) perceptions of employees working front office and housekeeping and food and beverage departments were higher than those in other departments.

Table 3: Comparison of psychological empowerment and trust in supervisor perceptions according to demographic characteristics

Variable	Group	Psychological empowerment			Trust in Supervisor		
		\bar{X}	SS	P	\bar{X}	SS	P
Education Status	Primary education and less	3,02 b	0,96	0,038*	2,96 b	0,91	0,001*
	Secondary education	3,13 b	0,98		3,02 b	0,98	
	Higher education	3,29 a	0,86		3,36 a	0,91	
Department	Front Office and Housekeeping	3,32 a	0,92	0,002*	3,28 a	0,96	0,022*
	Food and Beverage	3,27 a	0,99		3,19 a	0,89	
	Human Resources, Sales-Marketing	2,85 b	0,87		2,86 b	0,98	
	Other (Public Relations, Accounting, Technical Service, etc.)	2,93 b	0,89		2,89 b	1,18	

* $P < 0,05$ ^{a,b} Means within a given column with different superscript are significantly different ($P < 0,05$)

Table 4 shows the results of Pearson correlation analysis, which was carried out to reveal the association between psychological empowerment and trust in supervisor. Analysis results show that there are moderate ($0.40 < r < 0.59$), strong ($0.60 < r < 0.79$), positive and significant ($p < 0.01$) relationship between scales and sub-dimensions. According to the correlation coefficients, there is a positive and strong relationship between general psychological empowerment and trust in supervisor ($r = 0.638$). In other words, it was determined that the perception of trust in supervisor increased strongly with the increase in the perception of psychological empowerment. On the other hand, it was determined that the sub-dimensions of trust in supervisor which had the highest association with psychological empowerment were found to be "meaningful of subordinate" ($r = 0.723$) and "supporting of employees" ($r = 0.708$). Meanwhile, it was discovered that the highest sub-dimension level of psychological empowerment, which has the highest level of association with trust in supervisor, was 'self-determination' ($r = 0.641$).

Table 4. Correlation coefficients for the relationship between psychological empowerment and trust in supervisor

Scale/Sub-dimensions	Meaning	Competence	Self-Determination	Impact	Psychological Empowerment
Supporting of Employees	0,543**	0,487**	0,577**	0,543**	0,708**
Competent	0,510**	0,533**	0,501**	0,526**	0,587**
Meaningful of subordinate	0,598**	0,575**	0,627**	0,613**	0,723**
Dependable	0,465**	0,422**	0,554**	0,566**	0,687**
Creator of a positive work environment	0,488**	0,466**	0,556**	0,503**	0,642**
Self-reliant	0,413**	0,411**	0,478**	0,466**	0,578**
Trust in Supervisor	0,616**	0,588**	0,641**	0,621**	0,638**

** $P < 0,01$

Discussion and Conclusion

The results obtained in this study indicate that the perception of psychological empowerment of employees of five-star hotel enterprises is moderate and that employee perceptions of the psychological empowerment scale in terms of "self-determination" dimension were more negative than other dimensions. Similarly, Karakaş and Serçek (2014) found that the psychological empowerment perceptions of employees in hotel enterprises were moderate. However, there are many studies in which the perception of psychological empowerment is above and / or high in

the studies conducted in hotel enterprises (Akgündüz, Kale & Pazarbaşı, 2014; Çavuşoğlu & Güler, 2017; Pelit & Öztürk, 2011; Yarmacı, 2012).

In the study, it was concluded that the employees' perceptions of trust in supervisor in five-star hotel enterprises were also moderate. On the other hand, the perception of the employees in the "self-reliant" and "competent" dimensions was more positive than the other dimensions while the perception of the "meaningful of subordinate" dimension was found to be more negative than the other dimensions in the scale of trust in supervisor. Similarly, Toprak et al. (2017) determined that the trust of employees in terms of supervisor is moderate. However, there are many studies in which the perception of trust in Supervisor is above and / or high in tourism enterprises (Güçer & Demirdağ, 2014; Pelit & Gökçe, 2019; Şen & Günaydın, 2019).

In this study, a positive and strong relationship was determined between psychological empowerment and trust in supervisor. This result showed that the perception of trust in supervisor increased with the increase of the perception of psychological empowerment (the basic hypothesis of the study was manifested). Furthermore, the relationship between psychological empowerment and its dimensions and trust in supervisor and its dimensions are all positive and significant. While this finding is supported by some studies carried out in different sectors (Demiralp & Koçak, 2018; Gholam, Saki & Pour, 2019; Sağlam Arı, 2003; Uygur & Arabacı, 2019; Yılmaz, 2019) could not encounter any study in the tourism literature on the relationship between the psychological empowerment and trust in supervisor. In line with this finding, Sağlam Arı (2003) concluded in his study conducted in the banking sector that the affective and cognitive trust of subordinates towards their supervisors contributed subordinates to feel themselves as psychologically empowered. Research by Gholam et al. (2019) showed that there was a positive and significant relationship between empowerment and trust perceptions of nurses. In the study carried out by Demiralp & Koçak (2018) in a public institution, a significant relationship was found between personnel empowerment and organisational trust. The researchers also achieved a significant relationship among meaning, self-determination and impact sub-dimensions of the psychological empowerment, and organisational trust. The study performed by Uygur & Arabacı (2019) concluded that there was an intermediate and positive, significant relationship between teachers' personnel empowerment perceptions and their organisational trust perceptions. Research by Yılmaz (2019), it was concluded that organizational support and organizational trust variables positively and strongly affect personnel empowerment.

However, there are many studies in the literature on psychological empowerment and trust in supervisors. Studies carried out in hotel enterprises show that psychological empowerment has an impact of job satisfaction (Ababneh et al., 2017; Mohsen, 2014), organizational commitment (Işık & Yasım, 2017; Karakaş & Serçek, 2014; Kazlauskaitė et al., 2006; Moura et al., 2015;), organizational identification (Yarmacı, 2012), organizational citizenship behavior (Çavuşoğlu & Güler, 2016) and cooperation among employees (Bardakoğlu & Akgündüz, 2016). There is also a lot of research about trust in supervisor. There are studies that manifest the impact of trust in supervisor in hotel enterprises and conflict management methods (Toprak et al., 2017), intention to leave job (Pelit and Gökçe, 2019), organizational identification (Şen & Günaydın, 2019), job satisfaction (Güçer & Demirdağ, 2014) and organizational citizenship behavior (İşbaşı, 2000).

In the study, it was determined that the dimensions of 'meaningful of subordinate' and 'supporting of employees' of trust in supervisor, were the most highly correlated dimensions with psychological empowerment. This result

means that with the increase of psychological empowerment perception in hotel enterprises the perception of employees that their supervisors care about and support them will increase as well. This means that if employees are psychologically empowered, their perceptions of factors such as being appreciated, asking about their opinions, support, participation in the decision making process will be positive also. Similarly, Spreitzer (1995) states that as the manager's support for employees increases and membership in the social life of the organization increases, the perception of psychological empowerment will increase.

The study revealed that the self-determination offered to employees in hotel enterprises was the most effective factor in terms of trust in supervisor. In other words, the most important items that affect trust in supervisor are to give employees the power to make decisions, create an environment where they can do their jobs independently and freely, allow them to conduct work-related experiments, and to express their feelings and thoughts clearly. If the audit area applied to the employees in the enterprises is narrow and close, this is perceived as insecurity. This reduces the sense of personal competence. However, when the field of control is left wide, the perception of psychological empowerment increases (Spreitzer, 1995).

The study showed that employees' perceptions of psychological empowerment and trust in supervisor did not differ significantly according to gender, marital status, age and working time in the sector; however, it has been determined that there is a significant difference according to education level and department. It was observed that employees who had attended higher education had more positive perceptions of psychological empowerment and trust in supervisor. Furthermore, psychological empowerment and trust perceptions of employees working in the front office, housekeeping and food and beverage departments were more positive than the perceptions of those working in other departments. Employees who work in these departments of hotel enterprises usually have face-to-face communication with guests. They play a direct role in guest satisfaction. Therefore, it can be stated that the employees of these departments may be psychologically more empowered by their supervisors. On the other hand, the more positive perceptions of psychological empowerment of employees in hotel enterprises who had attended higher education can be explained by the fact that such employees feel competent in terms of knowledge, equipment and capacity. A well-educated employee will feel self-reliant about executing a given task and fulfill his responsibilities more comfortably and successfully by using initiative. Therefore, hotel supervisors will give more importance to the thoughts and opinions of such employees, enable them to develop themselves and provide opportunities for them to develop their careers. In-service training opportunities should be provided by supervisors to hotel employees with lower levels of education in order to increase the perception of psychological empowerment and trust, and they should be able to gain the knowledge, skills and qualifications related to their duties. Different results are found when literature on the relationship between psychological empowerment and trust in supervisor and demographic characteristics is examined. According to Yarmacı (2012), employees' perceptions of psychological empowerment are higher in 5-star hotel enterprises as the age, education level, monthly income level and working time in the enterprise increase. On the other hand, in a study carried out by Çavuşoğlu & Güler (2017), it was found that employees in the highest age group and those with the most professional experience had the lowest psychological perception of psychological empowerment. Şen & Günaydın (2019) indicated that young and highly educated employees demonstrated high trust in supervisor while Pelit & Gökçe (2019) reported that women, those with a high level of professional experience and older employees demonstrated this trust and Toprak et al. (2017) stated that women, university graduates, the youngest and oldest employees had a high trust in supervisor.

Since the results obtained in this study indicate that psychological empowerment affects trust in supervisor, it is suggested that hotel supervisor determine the factors affecting the perception of psychological empowerment, and increase the employees' perception of psychological empowerment by dealing with these factors in order to avoid possible negative consequences as a result of decreasing trust in supervisor. Accordingly, hotel supervisor should conduct job analyzes during the personnel procurement process, identify the skills and requirements needed to perform the job with high performance, select the employee with the most qualifications among the job seekers and include them in the enterprise. Hotel supervisors should not put pressure on their employees when determining the steps they will take, the efforts they will make and the methods they will use, and should allow them the freedom to make decisions independently. The employee should be given the authority to decide how to carry out his duties. Hotel supervisors should allow employees to participate in the business's goal setting process. They should be included in management and decision-making processes. Hotel supervisors should encourage and support the employee to improve himself. Hotel supervisors should use their technical equipment to support employees' weak areas. Hotel supervisors should aim for the employee to care about the job and the activities organized for the job and find it meaningful. The level of job satisfaction which the employee will experience materially and spiritually will be decisive in this process. Employees with high job satisfaction will feel valuable in their jobs, will internalize the given task and take charge of the task. In line with all this, the employee will feel psychologically empowered.

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