

# The Intervention Role of Job Satisfaction in the Relationship Between Organizational Trust And Organizational Commitment

Örgütsel Güven ve Örgütsel Bağlılık İlişkisinde İş Tatmininin Aracılık Rolü

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Assoc.Prof.Dr. Kazım Ozan ÖZER\* Assoc.Prof.Dr. Hasan CİNNİOĞLU\*\* Assist.Prof.Dr. Gökhan GÜRLER\*\*\*

## Keywords:

Organizational Behaviour, Organizational Trust, Organizational Commitment, Job Satisfaction

## ABSTRACT

The aim of the study can be expressed as determinin the intervention role of job satisfaction on the relationship of organizational trust and organizational commitment. To determine this, a field study by using a survey was applied on the employees of food and beverage establishments in Istanbul. While the applied questionnaire was being created, in terms of organizational trust, Hoy and Tschannen - Moran's trust scale, a 5-item and one-dimensional scale prepared by Jaworski and Kohli (1993) in terms of organizational commitment, and in terms of job satisfaction, job properties surveys of Hackman and Oldham (1975) were used. The survey was applied face-to-face to 582 people working in the food and beverage establishments in Istanbul.

The collected data in the study was analysed using SPSS and AMOS programs. As a result, according to the analysis of the collected data, it is seen that the relationships between the variables have significant, positive and high values. Accordingly, it has been revealed that organizational trust has 71.3% impact on job satisfaction, job satisfaction has an impact of 77.4% on organizational commitment, and organizational trust has an impact of 86.7 percent on organizational commitment.

## Anahtar Kelimeler:

Örgütsel Davranış, Örgütsel Güven, Örgütsel Bağlılık, İş Tatmini

## ÖZET

Çalışmanın amacı örgütsel güven ve örgütsel bağlılık ilişkisi üzerinde iş tatminin aracılık rolünü belirlemeye çalışmak olarak ifade edilebilir. Bunun için çalışmada İstanbul'daki yiyecek içecek işletmeleri çalışanları üzerinde anket aracılığıyla bir alan araştırması yapılmıştır. Uygulanan anket oluşturulurken örgütsel güven boyutunda Hoy ve Tschannen - Moran'ın güven ölçeğinden, örgütsel bağlılık boyutunda Jaworski ve Kohli (1993) tarafından hazırlanan 5 maddeli ve tek boyutlu bir ölçekten, iş tatmini boyutunda da Hackman ve Oldham'ın (1975) iş özellikleri anketlerinden faydalanılmıştır. Anket İstanbul'da yiyecek içecek işletmeleri sektöründe çalışan toplam 582 kişiye yüz yüze uygulanmıştır.

Çalışmada veriler SPSS ve AMOS programları vasıtasıyla analiz edilmiştir. Sonuç olarak toplanan verilere yapılan analizlere göre değişkenler arasındaki ilişkilerin anlamlı, pozitif yönde ve yüksek değerlere sahip olduğu görülmektedir. Buna göre, örgütsel güvenin iş tatmini üzerinde %71,3, iş tatmininin örgütsel bağlılık üzerinde %77,4 ve örgütsel güvenin örgütsel bağlılık üzerinde %86,7 oranında etkisi olduğu ortaya çıkarılmıştır.

\*Kocaeli Üniversitesi, Turizm Fakültesi, Gastronomi ve Mutfak Sanatları Bölümü, kazimozanozer@gmail.com, ORCID: 0000-0003-1777-9674

\*\*İskenderun Teknik Üniversitesi, Turizm Fakültesi, Turizm İşletmeciliği Bölümü, hasan.cinnioglu@iste.edu.tr, ORCID: 0000-0001-7826-619X

\*\*\*Sakarya Üniversitesi, İşletme Fakültesi, İşletme Bölümü, ggurler@sakarya.edu.tr, ORCID: 0000-0001-7137-2061

## **1. INTRODUCTION**

Concepts of the variables of this research are among the topics that the department of administration and organization have frequently emphasized in recent years. The reason why these concepts are emphasized is that the concepts imply a content aimed at improving the performance of the employees in the establishments and thus increasing the performance of them. It is both a difficult and critical issue to create all these concepts at the same time and at the highest level in an organization.

Especially from the viewpoint of service businesses, establishments that seek to benefit from the available human resources more effectively should increase their organizational commitment. One of the ways or conditions for increasing organizational commitment in an organization is the healthy creation of organizational trust and ensuring its sustainability.

When trust is eliminated for each structure in question, from individual relationships to teams, from teams to institutions and from institutions to states, it is a factor that can cause serious damages for each structure up to destroying it (Covey, 2010: 15). If an organizational commitment based on trust can be created, it will naturally increase the contributions that employees will make for reaching the goals of the organizations (Demirel, 2008: 180).

It is stated that organizational trust affects the organizational commitment (Pillai et al. 1999; Celep and Yılmaztürk, 2012: 5767) and job satisfaction (Lee et al., 2013: 412) in different studies in the field. In the study on the determining factors of organizational trust by Halis et al. (2007: 200), it is said that organizational commitment is among the determining factors of organizational trust.

In one study, it is stated that job satisfaction is an important premise of organizational commitment (Brown and Peterson, 1993), while in another study (Sharma and Bajpai, 2010), it is stated that organizational commitment is one of the premises and determining features of job satisfaction. Many studies have mentioned that there is a positive relationship between job satisfaction and employee loyalty (Sığrı and Basım, 2004; Top, 2012; Tekingündüz and Tengilimoğlu, 2013). Poyraz and Kama (2008) explain this relationship as a mutual interaction and state that if one increases or decreases, the other increases or decreases accordingly.

In the short literature summary made above, it is seen that there are studies that include examples of organizational trust, organizational commitment and job satisfaction factors, each of which may or may not have effects on each other.

## **2. LITERATURE REVIEW**

In the first part of the study, for creating a conceptual background for the research, the related literature has been examined and the concepts of organizational trust, organizational commitment and job satisfaction are explained.

## 2.1. The Concept of Organizational Trust

The definitions about trust are shaped by the contributions of explanations made in different areas. When the concepts are analysed aggregately, the concept of trust; The organization is considered as one of the basic building blocks that form the network that includes formal and informal elements knitted with a network of interdependence and relations (Sargut, 1994: 88). The trust is explained as an expectation for respect to the verbal or written promises (Rotter, 1967). The trust is also explained as the expectation for the people's behaviours that they will be sufficient, consistent, accurate and reliable (Buttler and Cantrel, 1984).

According to another definition, the trust is explained as a kind of "confidence and belief", and that any party has the thought and belief that it will not suffer damage from another party. Another view that explains trust in the level of faith is Mayer et al. (1995).

Mayer et al., states that the trust is a state of having a belief that the expectations will develop in a way that will be met (Özler, 2010: 22).

Organizational trust is the employee's belief that their institutions will be consistent in their commitments and behaviors in the face of uncertain situations (Matthai, 1989). The concept of organizational trust in managerial dimension; It is explained as the emotional commitment of the employees to their organizations, their ability to see themselves as part of the organization, their satisfaction with the job they are responsible for, and these employees are considered to have low probability of leaving the organisation (Demircan and Ceylan, 2003: 140). It is a phenomenon that is gained slowly as a result of the harmonious behavior of the employees of the organization based on respect, kindness and goodness towards each other (Taylor, 1989). In another source, the concept of trust is defined as acting in acceptable morality and justice (Saruhan, 2019).

Based on the literature, it can be stated that; Employees can engage in positive and negative emotional relationships with the organization they are in, and these relationship structures also affect the structure of trust expressed by clear rules within bureaucratic organization systems. In today's organizational structures, the concept of trust is tried to be built on a type and relationship-based foundation that will create synergy among the employees (Erdem, 2003: 155). According to Cheng, these interpersonal ties within the professional bureaucracy are among the power sources that create motivation factor (Cheng, 1990: 189).

When the definitions in the literature on the concept of trust are considered in general, the prominent parameters can be expressed as follows (Hamitoğlu, 2019; Boztepe, 2013);

- The trusting individual presents a situation of vulnerability,
- The behaviour and discourses of the trusted individual are not kept under control by the trusting side,
- Perceptions in the relationship of trust are available to be influenced by positive expectations,
- Trust is based on expectations and beliefs and it is a positive aspect of them,
- Trust develops in mutual relationships, is related to addiction and motivates the risk-taking motive,
- It takes place not only among individuals but also within corporate affairs, which plays an important role in establishing corporate and social relations and ensuring continuity.

## **2.2. The Concept of Organizational Commitment**

The concept of organizational commitment is the individual's feeling towards a particular organization, refers to the degree of identification and integration (Sağlam Arı, 2003). As it can also be understood from this simple and short definition, it is one of the most basic requirements for the employees to want to continue working within the organization they are in, for mentioning about organizational commitment. The existence of a relationship that reflects the identity between the organization and the employee has also taken its place within the definition of organizational commitment. It can also be explained as adopting the aims and values of the organization, striving to be a part of the organization, and making the person feel like a strong member of the family” (Tetik, 2012: 277).

As it is seen, commitment is mentioned when employees adopt the culture of the organization and strive for making contribution to the aims of the organization. It is understood through this definition that the employees have become a member of the family of the organization as a result of their acceptance of the values of the organization and this is also included in the definition of organizational commitment. Since the definitions related to organizational commitment are close to each other, it is preferred to refer to the basic issues in the definitions instead of giving similar definitions. The main issues in organizational commitment definitions are as follows (Hoş and Oksay, 2015: 3);

- Adopting the aims and values of the organization,

- Having the desire to be part of the organization,
- Striving to the benefit of the organization,
- Having a strong desire to remain as an organization member,
- Developing qualified relations between the individual and the organization,
- Finding positive perceptions towards the organization,
- Showing strong belief and acceptance towards the organizational culture.

## **2.2. The Concept of Job Satisfaction**

When the definitions in the literature on job satisfaction are examined, it can be stated that as a result of revealing the characteristics of a job, there are positive thoughts on the job in question (Robbins and Judge, 2004).

Considering another of these definitions, it is seen that job satisfaction is explained as the attitudes that an individual actually develops towards the work that the person carries out, and when the attitudes are positive, the satisfaction levels of the employees are high and if they are negative, the levels of satisfaction are low (Özkalp and Kirel, 2014). Job satisfaction is the total of positive thoughts and feelings gained by evaluating business life and it determines the behavior of the individual in terms of organizational psychology management and it is recognized as an important type of attitude, job satisfaction is a positive result of the employee's harmony with the company and it is achieved by the mission, values and strategies of the company (Ubgoro and Obeng, 2000).

Job satisfaction as to Barutçugil's definition is; the emotion that an employee feels as a result of realizing that the benefit s/he obtained as a result of this work is compatible or at least potentially so with his / her own needs and personal values. (Barutçugil, 2004).

Among the many definitions in the literature, the remarkable dimensions of job satisfaction are expressed by Schermerhorn, Hunt, and Osborn (1994) as follows;

- Job satisfaction is the emotional response of individuals to a job. For this reason, it is not easy to observe, generalize and measure job satisfaction clearly. Because job satisfaction is the emotional and individual reactions to business relations.
- Job satisfaction is often the determination of to what extent earnings are met or to what extent expectations are exceeded.

- Job satisfaction is an element of employee values. The desire of an employee to achieve something consciously or unconsciously and the level of fulfilment of this request determine job satisfaction.
- The priorities and values of every employee are different. For this reason, each employee is satisfied at a different level in a certain situation.
- Job satisfaction is related to the way employees perceive. There is always a possibility that an employee may not notice or correctly perceive their wishes, values, and gains.

### 3. METHOD

#### 3.1. Research Question and Research Model

The purpose of this research is to determine whether job satisfaction has an intervention role in the relationship between organizational trust and organizational commitment. For this purpose, the basic research questions of the study are expressed as follows;

- What kind of relationship is there between organizational trust, organizational commitment and job satisfaction?
- Does job satisfaction have an intervention role in the relationship between organizational trust and organizational commitment?

The hypotheses and model of the research are presented below:

H<sub>1</sub>: Organizational trust significantly affects organizational commitment.

H<sub>2</sub>: Organizational trust significantly affects job satisfaction.

H<sub>3</sub>: Job satisfaction significantly affects organizational commitment.

H<sub>4</sub>: Job satisfaction has an intermediary effect in the relationship between organizational trust and organizational commitment.

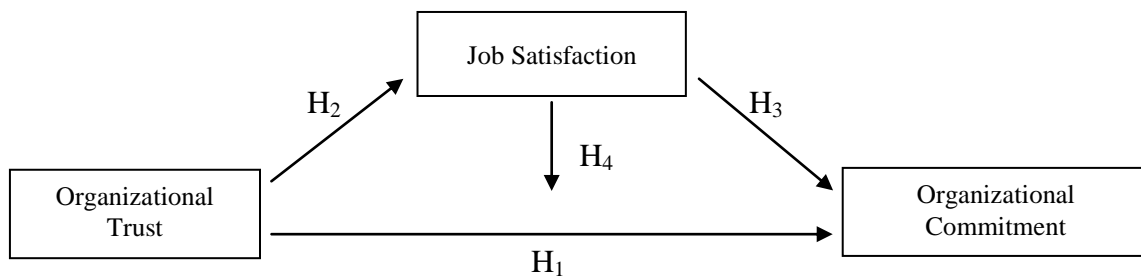


Figure 1. Research Model

### **3.2. Sample and Data Collection**

Therefore, in the first part of the research, the literature on organizational trust, organizational commitment and job satisfaction was examined and a theoretical background was created for the research. While creating the questionnaire, the Organizational Trust Scale, Hoy and Tschannen - Moran (2003)'s Trust Scale, Organizational Commitment Scale, Jaworski and Kohli (1993) were prepared by Hackman and Oldham (1975) was adapted from the job characteristics survey.

The research universe has been determined as the employees of the food and beverage businesses operating in Istanbul. Istanbul was chosen as the research area because the service in it is not seasonal and has a whole year feature, and due to this feature, the labour turnover rate may be less than the enterprises in other cities, the existence of the opportunity to collect data from the more experienced employee profile, the existence of enterprises that are exemplary and quantitative in almost all types of food and beverage business in the literature.

This scale was applied face-to-face to the employees of the food and beverage establishments operating in Istanbul, a total of 582 people were surveyed, the data obtained were analysed through SPSS and AMOS programs.

### **3.3. Limitations of the Study**

Although this research will provide a contribution to the relationship between organizational trust, organizational commitment and job satisfaction of employees of food and beverage establishments, a part of the service sector, it also has a number of limitations. The first of these limitations is for data collection in research. The data collection process covered a period of approximately six months. However, due to the size of the universe, the sufficient sample size to represent the universe could not be reached. In addition, the fact that the data collection method is the convenience sampling method can be considered as another factor that creates a limitation for the study. For this reason, the sample used in the study reveals a general result for food and beverage establishments.

### **3.4. Findings and Data Analysis**

From Table 1, that includes the findings regarding the demographic parameters of the participants, it is seen that 61.9% of the participants were born between 1978-1994, 66% were single, and 71.8% held an associate degree and 54.6% were male. While 60.5% of the participants have 5 years or more sectoral experience, 55.7% have been working in the same

business for 2-4 years. At the same time, 52.2% of the participants are satisfied by the income from their job.

**Table 1: Findings Regarding Demographic Characteristics of Participants**

Date of birth	n	%	The amount of income obtained to meet expectations	n	%
1965-1977	79	13,6	Satisfying	304	52,2
1978-1994	360	61,9	Not satisfying	278	47,8
1994-2003	143	24,6	<b>Total</b>	<b>582</b>	<b>100</b>
<b>Total</b>	<b>582</b>	<b>100</b>	<b>Experience in the Sector</b>	<b>n</b>	<b>%</b>
<b>Education Status</b>	<b>n</b>	<b>%</b>	1 year or less	56	9,6
High school or secondary education	106	18,2	2-4 Year	174	29,9
Associate degree	418	71,8	5 Years and above	352	60,5
Degree	58	10,0	<b>Total</b>	<b>582</b>	<b>100</b>
<b>Total</b>	<b>582</b>	<b>100</b>	<b>Marital status</b>	<b>n</b>	<b>%</b>
<b>Work Experience in the Current Firm</b>	<b>n</b>	<b>%</b>	Married	198	34
1 Year or less	90	15,5	Single	384	66
2-4 Year	324	55,7	<b>Total</b>	<b>582</b>	<b>100</b>
5 Years and above	168	28,9	<b>Sex</b>	<b>n</b>	<b>%</b>
<b>Total</b>	<b>582</b>	<b>100</b>	Male	318	54,6
			Female	264	45,4
			<b>Total</b>	<b>582</b>	<b>100</b>

Confirmatory factor analysis (CFA) was performed to understand the validity of one of the original structures of the scales preferred in the study. CFA results and compliance index limits (Meydan and Şeşen 2015: 22) are given are given below. Accordingly, organizational trust scale fit index values are at an acceptable level, while organizational commitment and job satisfaction scales are at a good fit level.

**Table 2: Confirmatory Factor Analysis Fit Index Values of Questionnaires**

Indexes	Good Fit	Acceptable Compliance	Organizational Trust Scale	Organizational Commitment Scale	Job satisfaction scale
CMIN/DF ( $\chi^2/sd$ )	$\leq 3$	$\leq 4-5$	4,23	3,19	2,69
NFI	$\geq 0.95$	0.94-0.90	,94	,99	,98
RMSEA	$\leq 0.05$	0.06-0.08	,07	,06	,05
GFI	$\geq 0.90$	0.89-0.85	,87	,98	,98
AGFI	$\geq 0.90$	0.89-0.85	,86	,99	,97
CFI	$\geq 0.97$	$\geq 0.95$	,96	,99	,98
TLI	$\geq 0.95$	0.94-0.90	,95	,98	,99
IFI	$\geq 0.95$	0.94-0.90	,96	,99	,98

When Table 3, which gives the average values for the variables used in the study, is examined, it is seen that the participants' perception levels of organizational trust (2.98), organizational commitment (2.90) and job satisfaction (2.85) are close to medium level. When looked at Cronbach's Alpha values, it can be said that the reliability level of all scales is high.



**Table 3: Average and Reliability of the Variables (Cronbach’s Alpha) Values**

Variables	n	Number of Expressions	Average	Standard Deviation	Cronbach’s Alfa
Organizational Trust	582	22	2,98	,880	,877
Organizational commitment	582	5	2,90	1,094	,859
Job satisfaction	582	5	2,85	1,086	,856

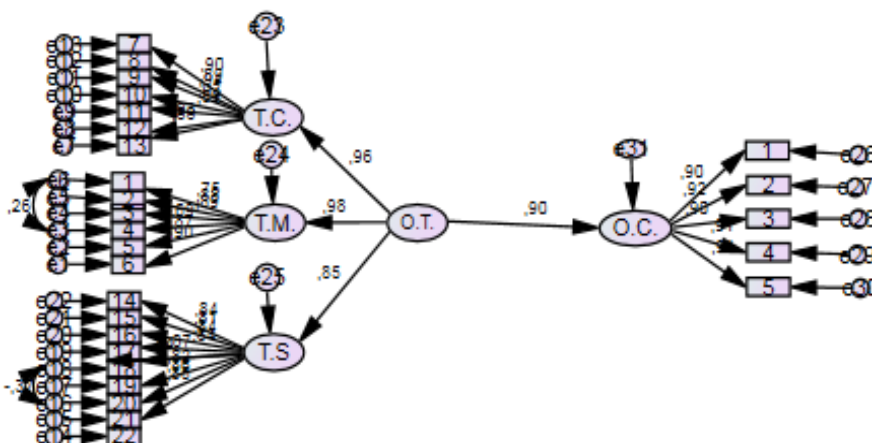
When the correlation analysis results in Table 4 are analyzed, a positive (r: ,867) and a significant relationship (p <.001) between organizational trust and organizational commitment; a positive (r: ,713) and significant relationship between organizational trust and job satisfaction (p <.001); it was determined that there is a positive (r: ,774) and significant relationship (p <.001) between organizational commitment and job satisfaction.

**Table 4: Correlation Analysis Results for Determining Relationships Between Variables**

Variables	Organizational Trust	Organizational commitment	Job satisfaction
<b>Organizational Trust</b>	1		
<b>Organizational commitment</b>	,867**	1	
<b>Job satisfaction</b>	,713**	,774**	1

\*\*Significant at. p< .001.

Path analysis results for the relationship between organizational trust and organizational commitment are shown in Figure 2. First of all, considering the fit indexes of this model, it was determined that the model has good adaptive values (CMIN / DF = 4.20; RMSEA = , 07; GFI = , 85; AGFI = , 86; CFI = , 97; TLI = , 94; IFI = , 95).



**Figure 2. Path Analysis for the Relationship between Organizational Trust and Organizational Commitment\***

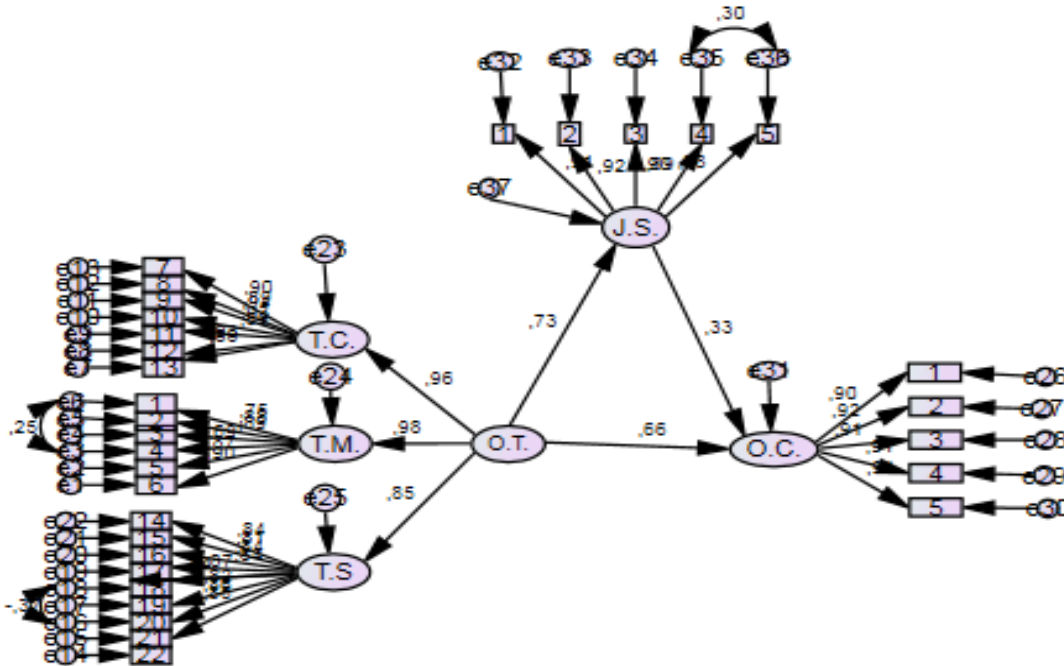
\*O.T.: Organizational Trust, T.C.: Trust in Colleagues, T.M.: Trust in Managers, T.S.: Trust in Stakeholders, O.C.: Organizational Commitment

When Table 5, which includes regression weights for the relationship between organizational trust and organizational commitment, it is seen that organizational trust affects organizational commitment positively ( $r = .90$ ) and significantly ( $p < .001$ ).

**Table 5: Regression Weights for the Relationship between Organizational Trust and Organizational Commitment**

Variables	Standardized Regression Weights	Standard Error	T value	p
Organizational Trust	,90	,03	25,94	***
Organizational commitment				

While making the path analysis of the measurement model in the research, the measurement model was improved by making high level correction indices. Measurement values of the research model CMIN / DF = 3,10; RMSEA = ,07; GFI = ,90; AGFI = ,90; CFI = ,97; TLI = ,95; It can be said that the model has good adaptive values since IFI = is calculated as 95.



**Figure 3. Path Analysis Related to Research Model\***

\*O.T: Organizational Trust, T.C: Trust in Colleagues, T.M: Trust in Managers, T.S: Trust in Stakeholders, O.C: Organizational Commitment, J.S: Job Satisfaction

When Table 6 is examined, it is positively ( $r = .73$ ) and significant ( $p < .001$ ) between organizational trust and job satisfaction; A positive ( $r = .33$ ) and significant ( $p < .001$ ) relationship was found between job satisfaction and organizational commitment. According to the results of the path analysis on the relationship between organizational trust and organizational commitment, a significant and positive relationship was found between the two

variables. According to all these results, H<sub>1</sub>, H<sub>2</sub> and H<sub>3</sub> hypotheses developed in the study were accepted.

**Table 6: Organizational Trust, Organizational Commitment and Job Satisfaction, Regression Weights Related to the Relationship**

Variables	Standardized Regression Weights	Standard Error	T Value	p
Organizational Trust	,66	,04	18,34	***
Organizational commitment				
Organizational Trust	,73	,04	19,20	***
Job satisfaction				
Job satisfaction	,33	,03	10,44	***
Organizational commitment				

The mediation effect was made according to the Baron and Kenny method (Baron and Kenny, 1986). When Table 6 and Table 5 are examined, the effect of organizational trust on organizational commitment ( $r = ,90$ ) decreases when the job satisfaction variable is added as a mediator variable ( $r = ,66$ ). According to this result, it can be said that the effect of organizational trust on the organizational commitment has a mediating effect on the part of job satisfaction.

However, in order for this effect to be meaningful, the results of the Sobel test should be examined. After the necessary information was entered into the Web-based Sobel test calculation program (Web 1), analyses were performed. In the Sobel test, the Z score value was 18.940 and the p value was 0.00. It can be stated that this intermediation effect is significant since the S score value of the test is greater than 1.96. Thus, the H<sub>4</sub> hypothesis was partially accepted.

## CONCLUSION AND RECOMMENDATIONS

According to the results reached in this research, it can be said that the relationships between the variables have significant, positive and high values. As a result of the analysis of the data, the organizational trust had 71.3% on job satisfaction, 77.4% on organizational commitment and 86.7% on organizational commitment.

The feature that distinguishes the study from the others is that, as well as examining 3 variables together, looking at the mediation effect between job satisfaction, organizational trust and organizational commitment, and finding the partial mediation effect.

Undoubtedly, one of the most important works to be done to increase the overall performance of the enterprises is to increase the organizational commitment of its employees. Findings obtained as a result of the study show that companies should attach importance to

organizational trust and job satisfaction in order to increase organizational commitment. It is understood from the relations between the variables that the return on the investments to be made for the specified predecessors will have a high level of return. In addition to the direct effect of increasing job satisfaction on organizational commitment, the fact that organizational trust has an intervention effect on organizational commitment increases the importance of this variable.

Researches examining the direct relationships regarding the variables in the study are included in the academic literature. However, it can be said that this study contributes to the literature since the number of studies on intermediate effects that can change the degree of the relationship between the variables is relatively small. It is thought that it would be beneficial for the academicians who are interested in doing research on these variables to analyze the intervention and regulatory effects in their studies.

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