

# The Effects of Labour Rights on Organizational Trust: Case of Kuşadası Hotels<sup>1</sup>

(Research Article)

*İşgören Haklarının Örgütsel Güven Üzerine Etkisi: Kuşadası Otelleri Örneği*  
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## ABSTRACT

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Labour Rights,  
Organizational Trust,  
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Considering the fact that the existence of limited studies in literature, this study stress on the effects of labour rights on organizational trust within the context of hotel enterprises operating in Kuşadası. In line with this purpose, a survey conducted by a questionnaire on 400 hotel employees working at 5-star hotels. To analyse collected data some descriptive statistics (frequency, percentage, mean, standard deviation) and regression analyses were performed. Results indicate that participants of the study have necessary labour rights and they trust their organization. Further, labour rights given to employees significantly affect the organizational trust of employees. However, three sub-dimensions of labour rights contribute to this effect significantly, except leave, compensation etc. rights.

## 1. INTRODUCTION

In today's economic markets, firms continually endeavour to compete with global competition and its reflections to the labour market. Within this more competitive and increasingly diversified working atmosphere, employees have to accommodate new production systems and technologies, while they also need to adapt to ever-changing organization structures and working methods to ensure service/production quality. At this point, employee satisfaction becomes more important considering the fact that employees are the basic resources for service delivery, especially for tourism enterprises. Although the existence of different mechanisms for enabling employee satisfaction in the workplace, rights

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are given to the employees can also be a determinant for satisfaction. As it is well known, employees have a variety of legal rights in the workplace, which is guaranteed by governmental agencies. Further, since 1919, the International Labour Organization (ILO) sets labour standards, develop policies and devise programmes promoting decent work for all women and men (ILO, 2019). However, employee rights are some of the live issues in tourism, due to gender discrimination, exploitative working conditions especially for newcomers and lower-level employees, poor wages, inadequate social protection etc. (George and Varghese, 2007: 42). Such violations in the tourism and hospitality industry ultimately affect employees' attitudes and behaviours towards their organizations and decrease their satisfaction or positive manners. One of those undesired outcomes originating from inadequate labour rights can be loss of trust to organization. As stressed in literature, if a worker cannot find a democratic atmosphere and comfortable working conditions supported by labour rights, he/she will seek better work opportunities or will exhibit poor performance. Thus, this study discusses the effects of labour rights on organizational trust within the context of hotel enterprises. The issue handled in this study also indicates the originality and the importance of the study, since the existence of very few academic research on this topic. It is assumed that the findings of the study will make notable contributions for both literature and hospitality industry.

## **2. CONCEPTUAL FRAMEWORK**

### **2.1. Labor Law and Labour (Employee) Rights in Tourism**

In economic markets, business life includes certain rules for both employers and employees. Although some of them are unwritten, labor law determines a big majority of these rules. In other words, labor law substantially diverts working conditions and employer-employee relations. Within this context, labor law is the branch of law that regulates and examines the relations between the employee and the employer and the state (Eyrenci, et al., 2014: 1). Labor law originated mainly from the need to regulate and protect the legal status of employees (Çelik, 2007: 2; Süzek, 2002: 16;). The field of labor law consists a variety of regulations and rules such as labor contract, types of labor contract, concluding labor contract, both employees' and employers' obligations originating from this contract, suspension/termination or dissolving of labor contract, employment security, severance pay and other issues related with labor contract (Süzek, 2013: 3). Thus, labor law simultaneously provides and protects laobur rights, which is the case for all sectors.

Unlike other industries, tourism services largely depend on human effort in terms of supply (Çakınberk et al, 2011: 253). For instance, greeting guests, check-in, check-out, cleaning of guest rooms, serving at the restaurant cannot be automated. Thus, in hotels, most of the services require human effort and can only perform by the staff. Furthermore, the workload of hotel enterprises prominently increase in case of planned or legal vacations such as bank holidays, summer period and weekends (Can and Hüseyinli, 2017: 1402) and customer satisfaction is still the most important aspect of all services. Based on this fact, hotel services are generally conceptualized as a labour-intensive industry. On the other hand, hotels could have high productivity levels if only they enable a proper working atmosphere to their employees in terms of working style and conditions (Uçkun et al, 2004: 40). Namely, human resources are the main competition factor for tourism and hotel enterprises (Tekin, 2014: 142).

Hotel enterprises have both legal and ethical responsibilities to their employees such as respecting labour rights, paying fair wages, ensuring a democratic atmosphere, giving rein them to establish/ to affiliate to an association or labour union, respecting their right of privacy, enabling safe and healthy working conditions, heightening working life quality and non-discrimination among staff (Çalışkan, 2010: 21). Although the rights of employees' are guaranteed with labour law, regulations and ethical responsibilities, some problems (to work informally, cannot being a member of the union, etc.) can still be seen related with labour rights. Seasonal employment, overworking, the imbalance between run and free time, lower wages and other structural characteristics of tourism employment can be the basic sources of those problems (Çakmakçı and Öztürk, 2017: 157). At this point, labour rights could be a solution mechanism for certain problems.

When hotel enterprises ensure a quality-working atmosphere and provide labour rights properly, they will have some benefits due to high motivation and willingness of their staff. For instance, the staff is the main determiner of service quality for the hotel enterprises (Öztürk and Alkış, 2011: 439). In hotel businesses, where face-to-face relationships are intense with customers, employees' behaviour and actions directly affect the quality of service. For this reason, the fact that the hotel enterprises provide quality services to their customers and increase their profitability depends on the satisfaction of the employees (Davras and Gülmez, 2013: 167). Thus, to deliver high-quality services, hotel managements should train the staff, enhance their work-life quality, fulfil and manage their needs (Saldamlı, 2000: 292).

In hotels, providing labour rights also contributes to reducing the occupational accidents. Factors such as intense working hours, rare breaks at work, shift work and low wages create both physical and mental fatigue in the employees of the hotel enterprises and as a result, work accidents can occur (Altinel and Türksoy 2017: 349; Kavurmacı and Demirdelen, 2015: 10; Soysal, 2009: 22). In this case, improving and regularizing the working atmosphere affects the morale and motivation values of the employees positively and reduces the probability and frequency of occupational accidents (Soysal, 2009: 33). Moreover, responding to the expectations and needs of employees, creating a comfortable, healthy and reliable working environment will not only increase job satisfaction but also ensure organizational commitment (Kavurmacı and Demirdelen, 2015: 11).

## **2.2. Organizational Trust and Climate of Trust**

An organizational trust generally conceptualizes as a positive atmosphere resulting from providing a fair environment within the organization, supporting employees, meeting their needs, bringing the social relations within the organization to the desired level and developing cooperation (Demirel, 2008: 181; Çubukçu and Tarakçıoğlu, 2010: 59). Organizational trust that exists between the parties within the organization plays an important role in the continuity of the organization and the happiness of the employees (Cook and Wall, 1980: 39). Organizational trust plays a critical role in many organizational activities and processes, such as developing collaborative behaviour in the organization, evaluating performance, establishing goals and objectives, adopting of these goals and objectives by employees and contributing to the satisfaction of employees (Huff and Kelley, 2003: 82).

Organizational trust comprises both trust in individual and trust in organization dimensions. Trust in individual based on differences between individuals and specific to the individual

(Demircan and Ceylan, 2003: 40) is a concept that expresses expectations regarding individual relationships and behaviours (Shokley-Zalabak et al., 2000: 35). The concept of trust in individual refers to both employees' trust in managers and employees' trust in each other (Şakar, 2010). On the other hand, trust in organization is the state of trust tendency that members of the organization have against the organization (Polat and Celep, 2008: 310). Trust in individual and trust in organization both form organizational trust in organization (Şakar, 2010: 27).

Organizational trust is the climate of trust created within the organization, and it is the positive expectations of organizational employees about the intentions and behaviours of other employees, based on organizational roles, relationships and experiences (Tüzün-Kalemci, 2007: 105). The climate of trust (organizational trust climate) to be created in organizations will contribute positively to the realization of relations on a healthier level, the loyalty of managers and employees to the organization, to work in cooperation, thereby increasing individual and corporate success (Memduhoğlu and Zengin, 2017: 349).

In literature, organizational trust climate generally reviews with three sub-dimensions as trust in manager, trust in organization and trust in colleague (Tan and Tan, 2000: 242; Büte, 2011: 175). Trust in manager is the trust that expresses the competence of the manager in terms of correct decision-making, knowledge, skills and experience in the communication between employees (Yıldız, 2015: 8). Trust in organization is the reliability of the organization perceived by the employee and states the trust that the organization will take care of the employee or at least not take action against its loss (Tüzün-Kalemci, 2007: 104). Trust in colleague can be defined as the belief in the competence of the colleague and the belief that he/she will display fair, reliable and ethical behaviours (Begenirbaş and Turgut, 2014: 135).

### **2.3. Conceptual Framework for Research Hypotheses**

Ensuring labour rights as the management can positively change employees' perspectives and feeling to the organization. Hence, improving the working conditions of the employees and providing various opportunities to the employees will increase the individual's trust in the organization. Within this context, receiving recompense for his/her work, clear authority and responsibilities, open promotion and career opportunities affect the level of trust in the organization positively (Demirel, 2008: 182). On the other hand, to build trust within the organization, the organization must fulfil its promises to its employees with laws, regulations and rules (Şakar, 2010: 26). Moorman (1991: 845) states that if individuals believe that they are treated fairly, they will start to trust their jobs, managers and organizations.

Fair wages and job security, which are part of labour rights, are among the factors that create an organizational trust (Demircan and Ceylan, 2003: 145). Employees expect an equitable wage in return for their work. Implementing a well-planned and fair wage within the organization will both increase the motivation of the employees and decrease the turnover rates. If the organization implement a fair, transparent and consistent wage policy, the employee feels that fair wages are applied and they have more trust within the organization. In addition to this, improving working conditions ensure physical and psychological protection of employees. Employees will feel that they are valuable for the organization when the organization takes protective measures for problems arising from working environment conditions. Creating an environment where employees can work safely physically and psychologically and the conditions of working in a healthy environment can prevent work

accidents and occupational diseases. In this case, the employees trust their organizations much more. Once again, employees' perceptions of the fairness of the practices in their organizations affect their loyalty to their organizations and their trust in their managers.

As debated in limited in the literature, it is assumed that labor rights can affect trust within the organization. Within this context, the main hypothesis of this study is “H1: Labour rights provided in hotel enterprises affect organizational trust”. Based on the main hypothesis, the sub-hypotheses follows as:

- **H1a:** Trade union, legal and career development rights affect organizational trust.
- **H1b:** Employee protection rights affect organizational trust.
- **H1c:** Leave, compensation, etc. rights affect organizational trust.
- **H1a:** Social life and justice rights, affect organizational trust.

### 3. METHODOLOGY

This study aims to determine whether labour rights have significant effects on organizational trust in terms of five-star hotels operating in Kuşadası. Data were collected with a questionnaire from 400 hotel employees between March-April 2019. Questionnaire form consists of three parts beginning with some closed-ended demographic questions. The second part of the questionnaire involves 23 items expressing given rights to employees (Labour Rights-LR). Four items of LR has adapted from Lee et al.'s study (2013), and the rest has adapted from “ILO” and “Republic of Turkey Social Security Institution” documents. The third part of the questionnaire consists of 27 items measuring organizational trust-OT. These items have adapted from Tokgöz and Aytemiz-Seymen's study conducted in 2013.

In the study, reliability and validity analysis were followed by descriptive analysis consisting of mean and standard deviation techniques. While descriptive analyses measure LR and OT levels of employees, correlation and regression analysis were performed to test the research hypothesis. Finally, findings of the study were interpreted by comparing current literature, and some theoretical and managerial suggestions were made.

### 4. DATA ANALYSIS

Data analysis has started with reliability and validity tests. According to reliability test results overall reliability of data is 0.973 for 50 items, LR scale reliability is 0.941 for 23 items and OT scale reliability is 0.961 for 27 items. In addition, it is observed that reliability coefficients for both LR and OT scale sub-dimensions are over 0.700. On ongoing process, data validity measured with Factor Analysis. Factor Analysis indicates that KMO coefficient for LR scale is 0.928 and Bartlett's test score is 0.000 as seen in Table 1.

**Table 1. Validity Analysis for LR scale**

Factor	Items	Loads	Mean	Eigenvalue	Variance %	Cumulative Variance %	KMO coefficient	Bartlett's test
<b>1</b> <i>Mean:3.764</i> <i>(CA: 0.915)</i>	TLC1	.744	3.452	10.172	44.224	44.224	0.928	0.000
	TLC2	.744	3.767					
	TLC3	.718	3.586					
	TLC4	.688	3.671					
	TLC5	.667	3.851					
	TLC6	.610	3.805					
	TLC7	.609	3.740					

	TLC8	.539	3.866			
	TLC9	.508	3.947			
	TLC10	.494	3.822			
	TLC11	.426	3.843			
<b>2</b>	EP1	.801	4.010			
<b>Mean:3.884</b>	EP2	.739	3.761	1.623	7.058	51.282
<b>(CA: 0.830)</b>	EP3	.703	3.875			
	LCE1	.632	3.952			
<b>3</b>	LCE2	.554	4.025			
<b>Mean:4.019</b>	LCE3	.551	3.962	1.290	5.610	56.892
<b>(CA: 0.751)</b>	LCE4	.543	3.947			
	LCE5	.500	3.990			
	SJ1	.757	4.172			
<b>4</b>	SJ2	.663	3.952			
<b>Mean:4.048</b>	SJ3	.654	3.970	1.028	4.468	61.360
<b>(CA: 0.754)</b>	SJ4	.577	4.101			

**1:** Trade union, legal and career development rights (TLC), **2:** Employee protection rights (EP), **3:** Leave, compensation, etc. rights (LCE), **4:** Social life and justice rights (SJ)

Table 1 reveals that the LR scale has four sub-dimensions. Labour rights related to trade union, legal and career development is the main factor expressing LR with 10.172 eigenvalues and 44.224 % variance. In addition, all factor loads of LR items are over 0.50, and items express 61.360 % of the total variance. Thus, LR scale used in this study is valid. On the other hand, mean coefficients of LR factors indicates the status of labour rights given to employees in the sample. Based on factor mean coefficients, most given rights to employees are related to social life and justice, such as full health insurance, having legal permission in case of birth, death, marriage etc. Contrary to this fact, LR related to being a member to a union, legal rights and career development are less implemented in hotels. However, all factor and item mean scores are higher than average (3.00), thus we can conclude that hotel companies are successful in terms of giving LR to employees.

After confirming validity for LR scale, validity test has performed for OT scale (Table 2). Test results refer that KMO coefficient for OT scale is 0.946 and Bartlett's test score is 0.000. OT scale has three sub-dimensions with 65.437 % total variance expression. Among them, trust in manager (TM) is the main factor constituting OT with 13.424 eigenvalue. Trust in colleague (TC) follows TM with 2.317 eigenvalues and (TO) trust in organization is the last factor with 1.927 eigenvalues. All items in the OT scale have reasonable factor loads counting more than 0.50. As a result, OT scale used in the study is valid for further analysis.

**Table 2. Validity Analysis for OT scale**

Factor	Items	Loads	Mean	Eigenvalue	Variance %	Cumulative Variance %	KMO coefficient	Bartlett's test
<b>1</b> <b>Mean: 4.030</b> <b>(CA: 0.936)</b>	TM1	.791	4.115					
	TM2	.768	3.952					
	TM3	.752	4.018					
	TM4	.731	3.992					
	TM5	.728	4.036	13.424	49.718	49.718	0.946	0.000
	TM6	.711	3.972					
	TM7	.698	4.015					
	TM8	.686	3.987					

	TM9	.662	4.071			
	TM10	.647	4.129			
<b>2</b> <i>Mean: 4.010</i> <i>(CA: 0.931)</i>	TC1	.754	4.066			
	TC2	.748	4.028			
	TC3	.738	3.964			
	TC4	.736	4.018			
	TC5	.736	4.023	2.317	8.583	58.301
	TC6	.734	3.937			
	TC7	.726	4.015			
	TC8	.710	4.046			
	TC9	.710	3.985			
<b>3</b> <i>Mean: 3.803</i> <i>(CA: 0.920)</i>	TO1	.792	3.782			
	TO2	.775	3.694			
	TO3	.769	3.841			
	TO4	.762	3.754	1.927	7.136	65.437
	TO5	.687	3.825			
	TO6	.670	3.873			
	TO7	.589	3.840			
	TO8	.557	3.816			

**1:** Trust in Manager (TM), **2:** Trust in Colleagues (TC), **3:** Trust in Organization (TO)

Results in Table 2 indicates that participants in the study highly trust their company. Within this context, participants trust in manager at most, with 4.30 mean score. Trust in colleagues (4.010) and trust in organization (3.803) factors also have high mean scores. Further, mean scores for items are higher than 3.50 referring high tendency to trust. “Having manager’s sufficient knowledge and skills for the business (4.129)”, “manager’s reliable personality (4.115)” and “manager’s capability about creating a positive working atmosphere (4.071)” items are the most participated items in the scale.

Data analysis process also consists evaluation of some demographic variables of participants. According to this 56.2% of participants (n: 223) are the male and 52.9% of them (n: 210) are married. 45.1 of the participants are graduated from a high-school while 22.5% of them have at least an associate degree. The major group in terms of ages is the group of participants who are at the ages of 25-34 (34.3%, n: 136), group constituting from 35-44 ages is another major group with 27.2% (n: 108). The big majority of the participants (75.3%, n: 301) working at the same company less than three years.

## 5. FINDINGS

Having particular rights in enterprises mean a lot for an employee. If an employee has legal rights announced by ILO and governmental agencies, then he/she will feel safe and will be able to make career plans for the future. He/she will voluntarily exhibit extra performance and will be committed to the organization. Further, employees can tend to organizational trust. Thus, this study stress the effects of LR on OT in terms of hotel enterprises in Kuşadası. Within this context, research hypothesis were tested with regression analyses.

**Table 3. Effects of Labour Rights on Organizational Trust**

	$\beta$	Standard deviation	t	Sig.	Adjusted R <sup>2</sup>	F value	$\alpha$
(Constant)	0.850	0.112	7.590	0.000			
Labour rights	0.800	0.028	28.367	0.000	0.692	804.694	0.000

**Dependent Variable:** Organizational Trust

In table 3, the potential effects of given rights to employees on organizational trust were tested with bivariate linear regression analysis. Test results refer that the regression model is significant (F: 804.694,  $\alpha < 0.05$ ), and labour rights explain 69.2% total variance of organizational trust. Based on the regression model, each increment at given rights to employees heighten organizational trust of employees at the rate of 0.800. In other words, “labour rights” is an important indicator for feeling trust in organization. Thus, the main hypothesis of the study referring “*H1: Labour rights provided in hotel enterprises affect organizational trust*” **is accepted**.

**Table 4. Effects of Sub-Dimensions of Labour Rights on Organizational Trust**

	$\beta$	Standard deviation	t	Sig.	Adjusted R <sup>2</sup>	F value	$\alpha$
(Constant)	.779	.126	6.174	.000			
Trade union, legal and career development rights	.408	.038	10.830	.000*			
Employee protection rights	.104	.031	3.399	.001*	0.695	205.604	0.000
Leave, compensation, etc. rights	.093	.050	1.874	.062			
Social life and justice rights	.212	.038	5.549	.000*			

**Dependent Variable:** Organizational Trust

Based on the acceptance of the basic hypothesis, other hypotheses were tested with multiple regression analysis in the next step (Table 4). Test results refer that the regression model is significant (F: 205.604,  $\alpha < 0.05$ ). Sub-dimensions of LR explains approximately 70% total variance of organizational trust.

Results in Table 4 confirm the significant effects of some sub-dimensions on organizational trust. The major sub-dimension affects OT is TLC rights with the 0.408-beta coefficient. Namely, trade union, legal and career development rights heighten OT with 40 percentage. In addition, labour rights about social life and justice heighten OT at the rate of 21%, and employee protection rights contribute OT with 10% percentage. Contrary to significant effects of TLC, SJ and EP, labour rights related to leave, compensation etc. do not contribute to organizational trust ( $\alpha > 0.05$ ). Therefore, **H1a, H1b and H1d sub-hypothesis of the study is accepted** while the *H1c hypothesis is rejected*.



**Table 5. Effects of LR sub-dimensions on OT sub-dimensions**

		<b>Organizational Trust (OT)</b>		
		Trust in Manager (TM)	Trust in Colleagues (TC)	Trust in Organization (TO)
<b>Labour Rights</b>	Trade union, legal and career development rights (TLC)	.331*	.305*	.601*
	Employee protection rights (EP)	--	--	.267*
	Leave, compensation, etc. rights (LC)	--	.210*	--
	Social life and justice rights (SJ)	.319*	.162*	--

\*: Correlations are significant

As mentioned before, the main hypothesis of the study is accepted. However, it is still important to observe which sub-dimensions of LR have effects on the sub-dimensions OT. Thus, we performed further regression analysis among variables and findings are shown in Table 5. Results in Table 5 indicates that TLC rights are given to employees significantly affects all sub-dimensions of OT. Among them, TLC rights contribute to TO at most (0.601), heighten TM with 33% percentage and increase TC at the rate of 30%. Contrary to this, EP rights given to employees affect only TO, and the given effect is relatively weak (0.267). Similarly, LC rights also have a weak effect on TC and do not have a significant effect on the other two dimensions. SJ rights affect both TM and TC. However, its effects on TM is stronger (0.319) than the observed effects on TC (0.162).

## 6. DISCUSSION AND CONCLUSIONS

In this study, in which the effects of the labour rights on organizational trust are discussed, the rights given to employees are regarded as independent variables and organizational trust is considered as dependent variables. According to the findings obtained in the research, labour rights have high and positive effects on perceived organizational trust. Accordingly, leave, compensation, etc. rights do not have any significant effect on organizational trust, while trade union, legal and career development rights contribute most to organizational trust. Other employee rights that affect organizational trust are social rights and justice and employee protection practices, respectively. Labour rights sub-dimensions that affect trust in managers are union, legal and career development rights, social rights and justice. Labour rights, which affects trust in colleagues, are those related to trade union, legal and career development, leave, compensation, etc. rights and social rights and justice perception. Labour rights, which have a significant impact on trust in the organization, are union, legal and career development rights and employee protection practices.

Although important findings are obtained within the scope of the research, there is no study stressing the effects of labour rights on organizational trust in the literature. Therefore, in the discussion, the indirect results of some academic studies on the subject were used. For instance, Lee et al. (2013: 1867) concluded that the implementation of labour rights contributes to the financial performance and reputation of the business, in addition practising employee protection rights positively affect service performance. Those findings can also refer that employees are working more willingly and they adopt the company. Thus, they can have healthy communication with their managers and co-workers and can tend to trust their organization. Davras and Gülmez (2013: 182) states that management style, solidarity with

colleagues, availabilities in promotion, fair wages, equal rewards heighten employee satisfaction. Parallel to Davras and Gülmez, Uçkun et al. (2004: 14) assert that promotion opportunities, physical environment and resources, labour rights related to work and social amenities affect employee satisfaction. Taken together with the results of these two studies, employees pay attention both their rights and working environment. At this point, solidarity with colleagues and management style can contribute to the tendency to trust in the organization, while promotion-wage-reward practices can contribute to the positive perception about labour rights. Moreover, those findings reveals that hotel managements should equally give attention to both labour rights and mechanisms heightening trust to the company.

Yılmaz et al. (2010: 105) and Akın (2012: 121) in their studies emphasize the importance of unionization and reveal that some regulations (daily working hours, participation to management, wage rise, social benefits etc.) determined with collective labour agreements contributes employees' job satisfaction and social life satisfaction. Unionization and legal protection of some of the employees' rights through unions in this context is an important factor affecting the perspective of the employees on the enterprise. Employees, whose working conditions have improved and seen union membership supported by the business, are likely to take a more positive approach to the business and business managers.

Can and Hüseyinli (2017: 1418), in their study, concluded that occupational health and safety is an important indicator of trust behaviours. Whitener et al (1998: 527) stressing the importance of establishing a trusting atmosphere, while Tan and Lim (2009: 60) assert that trust in colleagues affects organizational trust. Yazıcıoğlu (2009: 247) consider organizational trust as a catalyser for decreasing turnover and heightening employee performance.

As seen above, some studies emphasizing the importance of labour rights and positive outcomes of organizational trust. In addition to those studies, this study highlights the importance of labour rights for organizational trust. Hence, as mentioned before, for the hotel industry, the workforce is the main indicator for competitive edge and service quality. Thus, hotel enterprises should enable employee satisfaction through different mechanisms. Moreover, one of those mechanisms can be providing labour rights properly. Within this context, enhancing and supporting unionization, implementing a comprehensive employee protection strategy and controlling all processes to enable work health and safety, establishing a democratic and fair work atmosphere are the most important ones among others. However, hotel management can diverse those mechanisms within the scope of management policy.

This study also comprises some limitations. For instance, seasonality in Kuşadası narrowed survey period. On the other hand, data could not be collected from some hotel enterprises due to the negative attitudes of some hotel managers. More importantly, some workers' awareness of labour rights were unsatisfactory, and this fact may have affected the findings of the study. Another limitation was the lack of extended literature about this subject. Thus, the effects of labour rights on organizational trust should be searched with further studies, which are using both quantitative and qualitative research techniques.

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