

DETERMINATION OF THE EFFECT OF EMPLOYEES' TRUST PERCEPTIONS IN A MANAGER ON THEIR ORGANIZATIONAL IDENTIFICATION BEHAVIOR: AN APPLICATION ON HOTEL EMPLOYEES

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Abstract

Article Info:

Received: 20-09-2019
Revised: 12-10-2019
Accepted: 13-10-2019

Keywords:

Organizational Trust
Organizational Identification
Hotel Business Employees
Trabzon

It has been deemed as worthy by most of the researchers to examine the trust in the manager since it is an effective factor on employee behavior. In the previously conducted studies, the perception of trust in the manager functions as an independent variable among the organizational behavior issues. The employee perception of trust in the manager is among the issues of organizational behavior and may be effective in the emergence of the organizational identification behavior, which is a dependent variable. Therefore, it has been alleged that the trust perceptions of the hotel employees in the manager may have an impact on their organizational identification behavior. In this study, it has been aimed to determine the effect of trust perceptions employees in their managers working in the hotels certified by Ministry of Culture and Tourism in Trabzon on their organizational identification behaviors. To fulfill this goal, a total of 286 employees working in these mentioned hotels were surveyed. The obtained data were analyzed with the help of SPSS program. According to the findings of the study, there are significant differences between the trust perception of employees in their managers and organizational identification behaviors and the demographic characteristics of the employees. In addition, it was concluded that the trust perception of hotel employees in the hotel managers were effective on their organizational identification behavior.

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1. INTRODUCTION

In order for the hotel business employees to exhibit organizational identification behavior, some requirements need to be met. Among these requirements, examining the effect the trust perception of employees in the manager on organizational identification behavior is valuable in terms of eliminating deficiencies, establishing a solid structure and ensuring continuity. For that reason, the trust perception of employees that emerges out of the manager in the hotels reveals the state as to whether employees exhibit organizational identification behavior accordingly. It can be stated that once the perception of trust in the manager of the hotel enterprises, which has a high labor turnover rate, has been positively provided, the trust perception in the manager will also affect the organizational identification behavior of the employees positively.

The concept of trust was put forward by Levin (1999) as "the logical acceptance of any individual, event, status and the process and the reflection of their reliability, consistency, positive effect on to the personal belief" and was also described as "believing in the integrity, consistency, reliability, sense of justice and sincerity of the individual." In addition to that, Asunakutlu (2007) regarded the trust concept as the generalized expectation that we can be confident with their words, their written and oral promises of individuals. On the other hand, Cook and Wall (1980: 39) considered the concept of trust as the desire of an individual to attribute good intention to another person's words and behaviors and to believe in them." While trust has an important place in the existence of the organization and actualization of the vision of the organizations (Rosen, 1998), it is one of the determinants of the realization of trust, productivity, efficiency and goals among employees and employers, organizations and participants. There will be deficiencies in the realization of the goals in an organization if no trust exists (Yılmaz, 2004). While trust is handled as an important factor for the success of the organization, the lack of trust creates an effect that disrupts organizational cohesion and success (Adams & Wiswell, 2008). The trust between individuals and groups within the organization is highly important for the stability of the organization and the happiness of its members (Cook and Wall, 1980: 39). In this context, organizational trust is the perception of the organization's credibility by the employee. It is the trust perception of employee that the organization will think about the interests of the employee and at least it will not act to harm the employee (Sayın, 2009: 48). Organizational trust means ensuring the organizational justice within the organization, the support of the top management to the employees, meeting the demands and needs of the employees, increasing the level of social relations within the

organization to a desirable level and improving the cooperation between employees (Neves and Caetano, 2006: 355). In brief, it is the trust tendency of the organization members against the organization (Zaheer et al., 1998).

Krot and Lewicka (2012) indicate that previously performed studies emphasize the significance of trust in connection with the individual well-being of employees in business life. It was worded that trust is the basic component required for successful communication and team-work between co-workers, between managers and employees, and between employees and managers, and furthered that trust has the possibility to diminish the risk and operating costs whereas it may help develop employee commitment and productivity in the organization.

In line with what Krot and Lewicka (2012) expressed, it was put forward by Sjahrudin et al. (2013) that trust in managers is imperative for a leader in that he may organize the engagement of his subordinate in achieving the vision of the organization. The trust between employee and the manager is based on how knowledgeable a leader may be, whereas trust is built upon how coherent the leader is in what he says and does (Sjahrudin et al., 2013).

It is possible to mention that the organizational trust holds many benefits for the organizations. Some of these benefits are that organizational trust enables individuals to get closer to others within the organization, it is an effective problem solving tool, it reduces complexity in the organization, it provides openness in interpersonal relations, it prevents social loneliness, individuals in reliable organizations can share their ideas openly, and individuals may maintain their lives freely without worrying about accepting others' values, it helps make a choice, enable the individuals to spend time together and spare time to others, it provides the ability to reveal the abilities freely, it provides psychological comfort, taking risks and solidarity in the organization (Özdil, 2005:10).

Just like Özdil (2005:10), Hubbell and Chory Assad (2005) believe that trust in organizations serves for many benefits such as facilitating relationships, forming cooperation between individuals and organizations, enabling organizational commitment, and supporting employees' motivation to innovate.

Tan and Lim (2009) mention that trust in organizations incorporates employees' willingness to be vulnerable to the actions of their organization. This willingness may be

obtained if an organization certainly discloses its actions to its employees with the help of networks either informally or formally.

Otabek, Jens and Alexandra (2006) mentioned in their thesis that trust is one of the fundamental relations that takes place between managers and employees. This is because both managers and employees are interdependent. This situation signifies the fact that if the communication between them is poor, the bond between them is likely to be fragile. It was indicated that the stronger the bond between managers and employees, the more prosperous and lasting the organization may be.

In relation with the businesses, the trust issues involve the trust among individuals, trust between upper management and the organization, trust between businesses (like suppliers, partners) and the trust of customers in businesses (Arı, 2003: 19). It can be said that the feeling of trust in the manager among these trust types has an effect on the employees directly. However, the trust in the manager is addressed within the context of interpersonal trust in the organizational structure. In this context, the employees' feeling of trust in the manager is shaped by the attitudes of the managers in ethical and justice practices (Koç and Yazıcıoğlu, 2011: 47). It is believed in this framework that the perception of trust in the manager is significantly influential in the behavior of employees, and the organizational identification behavior is thought to be influenced by the perception of trust. Therefore, it is appropriate to examine the concept of organizational identification behavior.

Edwards (2005b) has pointed out that the issue of organizational identification has attracted attention in the organizational behavior literature in the last 20 years. Therefore, organizations have made a lot of efforts to manage the degree of organizational identification behavior of their employees.

Buchanan (1974) described identification as an affective commitment biased to its own role and organization, regarding the objectives and values of the organization, the achievement of the objectives and values. Organizational identification was defined by Asforth and Mael (1989) as "the process of integration and harmonization of the individual's goals with the aims of the organization". While Dutton et al. (1994) defined the identification as "an indication of what level employees define themselves with the concepts they use in identifying the organizations and institutions they work with". On the other hand, Scott and Lane (2000) stated that "identification is psychologically feeling as a part of the organization".

He and Brown (2013) express the fact that organizational identification has the ability to produce a variety of beneficial results both for employee and organizational, such as low turnover intention, organizational citizenship behavior, employee satisfaction and well-being, and employee performance. Moreover, they highlight that organizational identification has some impact on some specific employee performance as well as performance-related behaviors, like employee creativity.

Pratt (1998) remarked that employees in organizations have some needs such as belonging, safety, or self enhancement. To fulfill these needs, identification helps employees achieve them. Besides, it was alleged that if an employee identifies more strongly with his organization, he will then have more of his needs met. As a result of that, he may feel a higher level of job satisfaction.

Edwards (2009) explained that if a company encourages high levels of identification, it will have the advantage of possessing a workforce that understands and shares the major goals and values of the organization and that displays increased feelings of membership and belonging to the organization. In line with Edwards (2009), it was worded by Carmeli, Atwater and Levi (2010) that if an employee identifies with his supervisor, he is then more likely to want to see that supervisor be successful and is also more likely to want to engage in behaviors that will be useful to the organization's success.

Organizational identification can be measured according to the degree of closeness between the concepts used by the individual in defining himself and the concepts he uses when defining his organization. In other words, the degree to which an individual is affiliated to an organization membership indicates the level of organizational identification of the individual. If an employee's organization member identity appears to be more dominant than any other his characteristics, then this person identifies with the organization and regards the organization as a social group (Dutton, et al., 1994: 239). As it is understood from the definitions given above, identification of the employees with the organization makes the job more meaningful to them and thus it motivates them more. In addition, identification increases the willingness of employees to stay in the organization and reduces the possibility of life alienation. Employees identifying with their organizations will, at their own discretion, start showing supportive behaviors towards their organizations and this may enable them to volunteer for the benefit of the organization (İşcan, 2006: 161). In fact, employees identified with their organization tend to see themselves as representatives of the organization in their interaction with people outside the organization and these employees put the interests of the

organization into the first place when the opportunities regarding strategic and business decisions arise (Miller et al., 2000). In addition, the level of organizational identification of a worker may indicate to what extent the employee is committed to the organization. As a matter of fact, if the membership of the organization has taken place in the center of the employee and if it is in front of the social environment, it means that the employee is identified with the organization.

It is thought that the perception of trust in the manager will also be effective in the exhibition of organizational identification behaviors by the employees working in hotels. In this context, an application examining the effect of trust perceptions of hotel employees in the managers on their organizational identification behavior has been supplied in the following chapter.

2. THE AIM AND IMPORTANCE OF RESEARCH

This study intends to display the effect of trust perceptions of hotel employees in the managers on their organizational identification behavior. Parallel with this aim, some information about the subject has been included in this research, and the findings of a survey conducted on the employees of working in hotels located in Trabzon certified by the Ministry of Culture and Tourism have been given. The obtained results were interpreted in accordance with the purpose of the study and suggestions were made to the related parties. By determining the effect of trust perceptions of hotel employees in the managers on their organizational identification behavior, it is expected that the study will both contribute to the relevant literature and become a source of data for hotel managers.

While management styles, attitudes and behaviors of the executives affect the trust of hotel employees in their managers in hotel businesses, the emerging trust perception may have a positive or negative effect on organizational identification behavior. In this context, the findings collected in line with the research problem are considered to be very important in the subject of the research. In addition to its contribution to the literature, the findings are considered to be an important source of data for the relevant institutions, organizations and managers.

3. METHOD

The population of the study consists of the employees working in the hotels certified by the Ministry of Culture and Tourism, operating in Trabzon. As of 2019, there are 46 tourism

certified facilities in Trabzon and these facilities have a capacity of 2829 rooms. According to the “Labor Force Survey in Hospitality and Tourism Industry” (1989) by Ministry of Tourism, the total number of personnel per room is 0.70 including the hotels with stars and other facilities in Turkey. Upon taking this average into consideration, as the number of personnel is calculated according to the number of rooms in Trabzon (2829 x 0.70), the result of 1980,3 personnel is reached. According to the results, the population of the study was calculated as number of staff by number of rooms, and 1980,3 was accepted as hotel employee. In the research, sampling was made use of due to cost, qualified staff, time and physical problems. Sample sizes that should be drawn from different universe sizes for ± 0.05 sampling error created by Yazıcıoğlu and Erdoğan (2004: 49-50) have been based on. In addition, when the formula for calculating the sample size (Özdamar, 2001: 257) is put into practice ($p=0.3$; $q=0.7$);

$$n = \frac{N \cdot t^2 \cdot p \cdot q}{d^2 \cdot (N - 1) + t^2 \cdot p \cdot q}$$

N: Number of units in population,

n: sample size,

For Z_{α} : $\alpha = 0.05, 0.01, 0.001, 1.96, 2.58$ and 3.28 values,

d= sampling error,

t distribution of critical values with $t_{\alpha, sd} = sd$ degree of freedom ($sd=n-1$).

When $t_{\alpha, sd}$ critical values are $sd= n-1 \rightarrow 5000$, they may be taken to be equal to Z_{α} values,

Accordingly;

$$n = \frac{1980,3 \cdot 1,96^2 \cdot 0,3 \cdot 0,7}{0,05^2 \cdot 1979,3 + 1,96^2 \cdot 0,3 \cdot 0,7} = 278$$

When the formula is put into implementation, the minimum number of samples is reached (278).

In this context, a simple random sampling method (Ural and Kılıç, 2006: 41) was used and a total of 350 surveys were carried out in the hotel businesses in Trabzon, considering that there could be faulty and incomplete questionnaires. Since 64 questionnaires were incomplete and inaccurately filled they were excluded. 286 questionnaires were taken into evaluation and analyzed by experts. The surveys were carried out between 4 January and 15 February 2019.

In the application stage of the study, survey technique was used as data collection technique. In the first part of the questionnaire used in the research, there are questions about the demographic characteristics of the participants. In the second part, the scale developed by McAllister (1995) and translated into Turkish by Toplu (2010) was used to measure the trust in the manager in the scope of the research. In addition, factor analysis was performed by Toplu (2010) onto the interpersonal trust scale. As a result of the analysis, two dimensions in the original scale (affective and cognitive) were collected under a single dimension and this dimension was evaluated under the name of trust in the manager during the research process. There are 11 questions in the 5-point Likert-type scale to determine the trust level of the employees in the managers. In the third part, the scale developed by Mael and Ashforth (1995) which is widely accepted in the literature has been actualized. Organizational identification scale consists of 6 expressions, including one dimension. In the comparison of the participants on the trust perception in the managers and organizational identification behavior according to demographic characteristics, t-test was used for independent samples for two groups (gender, destination). While for variables containing more than two groups (age, marital status, education levels, departments, positions, term of employment in the hotel), single factor variance analysis (Anova) was used. In addition, Tukey, from Post-Hoc tests, was used for groups with equal variance and Tamhane's tests were used for groups without equal variance. In order to test the reliability of the scales used in the study, Cronbach's Alpha coefficients were calculated. The overall reliability coefficient considering the scale (17 items) was determined as 0.915. Organizational identification scale (6 items) was calculated as 0.888 and Organizational trust scale (11 items) was calculated as 0.940.

4. FINDINGS

In this part of the research, demographic characteristics of the participants were given. Also, the analyses as to whether there is a statistically significant difference between the demographic characteristics and the perception of trust in the manager and organizational identification behavior have been presented in this chapter as well.

112 hotel employees participating in the survey consist of women and while 174 are men. 45.5% of the participants are married, 41.3% are single, and 13.3% fit into the other marital status category. 35,3% of the participants have primary education, 34,6% of the participants have high school education, 18,2% of the participants have university level education and 11,9% possess graduate degree. In addition, 47 of the participants are aged

between 20 and under, 91 are between 21 and 25 years, 67 are between 26 and 30 years and 81 are 31 years and older.

15% of hotel employees work in the front office, 19,2% work in the food and beverage, 13,6% work in the housekeeping, 11,5% work in the sales and marketing, 11,9% work in the accounting, 10,1% work in the human resources, and 18.5% work in the other departments. Of the participants, 203 of them are employees and 83 of them are in management position. When the term of employment of hotel participants is examined, it is seen that 30.1% of them have been working less than one year, 42.7% of them have been working between 1-5 years, 13.6% of them have been working between 6-10 years and 13.6% of them have been working 10 years and more.

Table 1: Distribution of Participants by Individual Characteristics (n=286)

Variables	Group	f	%
Gender	Male	112	39,2
	Female	174	60,8
	Total	286	100,0
Marital Status	Married	130	45,5
	Single	118	41,3
	Other	38	13,3
Total	286	100,0	
Education	Primary education	101	35,3
	High school	99	34,6
	University	52	18,2
	Graduate	34	11,9
	Total	286	100,0
Age	20 and Below	47	16,4
	Between 21-25	91	31,8
	Between 26-30	67	23,4
	31 and more	81	28,3
	Total	286	100,0
Department	Front Office	43	15,0
	Food & Beverages	55	19,2
	Housekeeping	39	13,6
	Sales and marketing	33	11,5
	Accounting	34	11,9
	Human resources	29	10,1
	Other	53	18,5
	Total	286	100,0
Position	Employee	203	71,0
	Manager	83	29,0
	Total	286	100,0
Term Of Employment	1 year or less	86	30,1
	Between 1-5 years	122	42,7
	Between 6-10 years	39	13,6
	10 years and more	39	13,6
	Total	286	100,0

According to Table 2, there are 112 females and 174 males participating in the study. As a result of the analyzes, it was determined that there was no statistically significant

difference between women and men in terms of the trust perception in the manager and organizational identification behavior and averages. Akkoyun and Kalkın (2015), Erdoğan (2012), Polat and Celep (2008), Büte (2011), Polat (2007) found that there were significant differences between gender and organizational trust in their research. Moreover, Turunç and Çelik (2010), Alcan (2018), Yarmacı (2012), Özdemir (2010), İşcan (2006), Öz and Bulutlar (2009) concluded that there were significant differences between gender and organizational identification in their research.

Table 2: Differences between Factors by Gender Variable

Variables	Factor	Group	n	\bar{x}	Std.	(p)
Gender	ORGANIZATIONAL IDENTIFICATION	Female	112	3,08	1,19	0,470
		Male	174	3,36	1,11	
	TRUST IN THE MANAGER	Female	112	3,34	1,09	0,697
		Male	174	3,28	1,07	

*p<0.05

According to Table 3, there are 47 people aged 20 and under, 91 people are aged 21 to 25,67 people are aged 26 to 30 years, and 81 people are aged 31 and over. The results of this analysis revealed that there was no difference between these age groups and their averages in terms of organizational identification behavior. In this context, it can be stated that the organizational identification behavior of the employees in the hotels where the research was carried out does not differ according to the age groups. However, the results of the analyzes showed that there is a significant difference between the trust in the manager and the age groups. It can be seen that the hotel employees aged 31 and over have higher the perception of trust in the manager compared to the hotel employees aged 26-30. It may be suggested that the reasons why employees over 31 have more trust in their managers are that they have more life experiences, their perceptions of trust are semantically different as well as their tenure in hotel facilities is longer. Yazıcıoğlu (2009), Koca Ballı and Üstün (2017), Gün and Söyük (2017) found in their study that there are significant differences between age variable and organizational trust. Additionally, Alcan (2018), Polat (2009), Akyüz (2014), Çakınberk et al. (2011) concluded that there are significant differences between age groups and organizational identification.

Table 3: Differences between Factors by Age Groups

Variables	Factor	Group	n	\bar{x}	Std.	(p)
Age	TRUST IN THE MANAGER	20 and Below	47	3,17	1,31	0,049*
		Between 21-25	91	3,39	1,03	
		Between 26-30	67	3,05	0,95	
		31 and more	81	3,50	1,04	
	ORGANIZATIONAL IDENTIFICATION	20 and Below	47	3,02	1,26	0,063
		Between 21 – 25	91	3,17	1,16	
		Between 26 – 30 ^A	67	3,17	1,05	
		31 and more ^A	81	3,53	1,10	

*p<0.05

Table 4 shows whether there is a difference between the educational status of employees and their perception of trust in the manager and organizational identification behavior.

Table 4: Differences between Factors by Educational Status

Variables	Factor	Group	n	\bar{x}	Std.	(p)
Educational Status	TRUST IN THE MANAGER	Primary education	101	3,38	1,04	0,005*
		High School ^A	99	3,06	1,17	
		University	52	3,31	0,87	
		Graduate ^A	34	3,80	1,00	
	ORGANIZATIONAL IDENTIFICATION	Primary education	101	3,29	1,15	0,703
		High School	99	3,15	1,16	
		University	52	3,37	1,04	
		Graduate	34	3,21	1,27	

*p<0.05

As a result of the evaluations, it was observed that 101 people graduated from elementary school, 99 people are high school graduates, 52 are university graduates and 34 hold graduate degrees. As a result of the statistical tests, there was no statistically significant difference in the 95% confidence level between organizational identification behavior and education groups. It can be commented that there were no differences between the educational status of employees of hotels in Trabzon and their organizational identification behaviors. However, according to Table 4, it was determined that there were significant differences between the perceptions of trust in the managers and the educational status of the employees. It was found out that participants holding graduate degree have a higher level of trust in managers than the individuals with high school education. The fact that the hotel employees with graduate education are closer to management than those with high school degrees may lead to significant differences between the trust in the manager and the educational level. Moreover, the hotel employees who have high school education play the second role compared to the employees who have graduate education may end up with significant

differences between the trust in the manager and the educational level as well. In their studies Yazıcıoğlu (2009), Akkoyun and Kalkın (2015), Koca Ballı and Üstün (2017), Büte (2011), Koç and Yazıcıoğlu (2011) found that there are significant differences between educational status and organizational trust. Furthermore, Yılmaz (2018), Günbek (2007), Başar (2011), Çakınberk et al. (2011) found that there are significant differences between educational status and organizational identification in their research.

According to Table 5, it was determined that there was no difference in the 95% confidence level between marital status groups and trust in the manager and organizational identification. It may be uttered that there is no difference between the marital status of the employees in the hotel enterprises where the research is carried out and the perception of trust in the manager and the organizational identification behavior. In their studies, Halıcı et al. (2015), Akkoyun and Kalkın (2015) found that there were significant differences between marital status and organizational trust. In a study by Alcan (2018), it was identified that there were significant differences between marital status and organizational identification.

Table 5: Differences Between Factors by Marital Status

Variables	Factor	Group	n	\bar{x}	Std.	(p)
Marital Status	TRUST IN THE MANAGER	Single	130	3,30	1,08	0,856
		Married	118	3,34	1,01	
		Other	38	3,23	1,25	
	ORGANIZATIONAL IDENTIFICATION	Single	130	3,18	1,14	0,485
		Married	118	3,35	1,10	
		Other	38	3,17	1,29	

*p<0.05

Table 6 presents statistical information about the position of the employees.

Table 6: Differences Between Factors by Position in Business

Variables	Factor	Group	n	\bar{x}	Std.	(p)
Position	TRUST IN THE MANAGER	Employee	203	3,30	1,09	0,974
		Manager	83	3,33	1,05	
	ORGANIZATIONAL IDENTIFICATION	Employee	203	3,29	1,09	0,009*
		Manager	83	3,14	1,27	

*p<0.05

According to Table 6, 203 people are employed as employees and 83 persons are in the management position. As a result of the statistical analysis, it was determined that there was no difference between the perception of trust in the manager and the position. In this context, it can be stated that there is no difference between the position of employees in the hotels in Trabzon and the trust perception of employees in the manager. On the other hand, when Table

6 is examined, it can be noticed that there are significant differences between the organizational identification behavior and employees' position in business. In this context, it has been observed that the employees in the managerial positions exhibit less organizational identification behaviors than the ones in employee positions. It may be worded that the reasons such as the position of the managers, the salary they receive, the difficulty of the work and the fact that the workloads are more obligatory and stressful than the others are the possible reasons in displaying less organizational identification behaviors. As a matter of fact, it can be stated that those working in the management positions in Trabzon are less identified compared to the ones working as employees in the hotels. Altınöz et al. (2011) found that there were significant differences between the employees' position at the business and organizational trust.

Table 7 shows the information on the descriptive statistical results of the department and whether there is a difference between the department and trust in the manager and organizational identification. As a result of the tests, it was found that there was no statistical difference in terms of organizational identification behavior and the department the employees worked. However, significant differences have been obtained between the department the hotel employees worked and the trust perceptions of the employees in their managers. It was determined that the employees of the front office department have lower trust perception in the manager compared to the food and beverage, accounting and other departments. The front office is a department with which customers communicate at first and at last during their stay, and which requires teamwork and plays a major role in achieving the financial objectives of the hotel business. Besides, even problems with the customer in other departments can be forwarded to this department. Therefore, as the employees have problems in communication with the manager, the perception of trust in the manager may be lower in the front office department. Some other reasons may come out from problems like the stress factor in the hotel business is high in this department, things may be interrupted because they have to work in coordination with other departments, failures in customer check-in and check-out, working hours and so on. Halici et al. (2015) found that there were significant differences between the department the hotel employees worked and organizational trust. In addition, Yarmacı (2012) concluded that there are significant differences between the department the hotel employees worked and organizational identification.

Table 7: Differences Between Factors by Department

Variables	Factor	Group	n	\bar{x}	Std.	(p)
DEPARTMENT	TRUST IN THE MANAGER	Front Office	43	2,69	0,88	0,000*
		Food & Beverage	55	3,37	1,15	
		Housekeeping	39	3,25	0,90	
		Sales and Marketing	33	3,38	1,08	
		Accounting	34	3,83	1,04	
		Human resources	29	3,09	1,15	
		Other	53	3,52	1,03	
	ORGANIZATIONAL IDENTIFICATION	Front Office ^{ABC}	43	3,38	1,04	0,261
		Food&Beverage ^A	55	3,30	1,21	
		Housekeeping	39	3,05	1,11	
		Sales and Marketing	33	3,27	1,12	
		Accounting ^B	34	3,51	1,18	
		Human resources	29	2,82	1,06	
		Other ^C	53	3,29	1,19	

*p<0.05

Table 8 provides the information on how many years the participants have worked in their current business and the results as to whether there is a statistical difference in terms of the term of employment groups and the trust in the manager and organizational identification behavior. In terms of these mentioned factors, it was found that there is no difference in 95% confidence level between the term of employment groups.

Table 8: Differences Among Factors by Tenure at Business

Variables	Factor	Group	n	\bar{x}	Std.	(p)
Term of Employment	TRUST IN THE MANAGER	1 year or less	86	3,24	1,21	0,622
		Between 1-5 years	122	3,39	1,05	
		Between 6-10 years	39	3,32	0,85	
		10 years and more	39	3,16	1,06	
	ORGANIZATIONAL IDENTIFICATION	1 year or less	86	3,00	1,32	0,086
		Between 1-5 years	122	3,35	1,05	
		Between 6-10 years	39	3,48	0,93	
		10 years and more	39	3,24	1,13	

*p<0.05

Halicı et al. (2015), Altınöz et al. (2011), Akkoyun and Kalkın (2015), Gün and Söyük (2017), Polat (2007) found in their studies that there are significant differences between the term of employment groups and organizational trust. Alcan (2018), Yılmaz (2018), Yarmacı (2012) found in their research that there are significant differences between the term of employment groups and organizational identification.

The correlation analysis that was used to test whether there is a significant relationship between organizational trust perception and organizational identification behavior has been given in Table 10.

Table 9. Correlation Analysis Results of Organizational Trust and Organizational Identification

		Organizational Trust	Organizational Identification
Organizational Identification	Pearson Correlation	1	,293**
	Sig.(2tailed)		,000
	n	286	286
Organizational Trust	Pearson Correlation	,293**	1
	Sig.(2tailed)	,000	
	n	286	286

**Correlation is significant at the 0.01 level (2-tailed).

It was identified that the perception of organizational trust was positively effective on organizational identification behavior of about 30% ($r = .293$). In this framework, it can be said that as the hotel employees' trust perceptions in the manager increase, their organizational identification behaviors also increase positively. In this context, the reasons affecting the employees' perception of trust in the manager may be counted as the possibility of hotel employees to share the feelings and thoughts with their managers, the possibility to communicate with their managers on problems they encounter or are exposed to in the workplace, establishing a bond with their managers and feel sorry for them when they quit, constructive response provided by managers in all cases, employees feel the professionalism of managers, the background of the managers up to their current positions, understanding of the managers not to force employees to do unnecessary jobs, even if they are not in the same department with the employees, they are recognized by other employees and the employees make good comments about them, the thought of the colleagues that they are reliable managers. Because of these reasons, an employee who has some increased trust in the manager may start to be proud of its organization, love its business more, and increase the sense of loyalty towards its business and managers. Moreover, the employee defends his business in the external environment, wonders what others think about his business, knows his own contribution to the success of the business and regrets the misconceptions about his business. The employee may realize these possible outcomes related to organizational identification behavior. In a research by Envergil (2018), it has been concluded that as the perception of organizational trust level increases, statistically so does the organizational identification. As a result of the analyzes performed by Uray (2014) and Yakın (2017), it has been concluded that organizational trust is an important predictor of organizational identification. Tokgöz and Aytemiz Seymen (2013) concluded in their research that there is a significant cause and effect relationship between organizational trust and organizational identification. Biçkes and Yılmaz (2017) concluded that there is a moderate relationship

between organizational trust and trust in the manager and organizational identification. Again, in that study it was found out that there is a weak, significant and positive relationship between trust in the organization and organizational identification. In a research conducted by Kalemci Tüzün (2006), it was achieved that the direct effect of organizational trust has been statistically significant on identification.

5. CONCLUSION

When the recent studies on the effect of trust perception in the manager on organizational identification behavior are compared, it has been noticed that this current research has similar conclusions with them. Establishing relationships based on trust in hotel businesses, possessing trust in the managers and organizations by the employees are vitally important in exhibiting organizational identification behavior, which means that employees are committed to the organization and unified with the organization, and they love their jobs and do not have the intention to leave.

As a result of the analysis of the data collected from the employees of the hotels in Trabzon, it has been discussed whether there is any difference between trust perceptions of employees in their managers and their organizational identification behavior concerning their demographic characteristics. As a result of the analyses, it has been identified that there is no significant difference between the participants' perceptions of trust in the manager and gender, marital status, position and term of employment in the business. However, it has been detected that there are significant differences between the hotel employees' organizational trust perceptions and age, education status and the department they work in. It has also been observed that 30 year old and older employees have higher perception of trust in the manager compared to the employees aged between 26 and 30. In addition, it has been determined that the participants with graduate education have higher trust perception in the manager than the high school degree holders. Moreover, it was found that the trust perception of front office employees in their managers was lower compared to the employees in food and beverage department, accounting department and other departments. In this context, it can be stated that as the age group increases in the hotel businesses, so does the trust in the manager. The reasons for this situation can also be predicated as life experience, point of view to life, interpretation of the manager based on the experience, being a candidate manager because of his age, job anxiety and so on. It was concluded that there are no significant differences between the organizational identification behaviors of the participants and gender, age group,

educational status, marital status, department and term of employment in business. On the other side, as a result of the findings, significant differences were found between the position of hotel employees and organizational identification behavior. It was determined that the employees in the managerial position exhibit less organizational identification behavior than the employees. As a matter of fact, it may be pointed out that the position of the managers, their concerns about the achievement of the goals of the business, workload, work stress, expectations of other managers, experiences and similar reasons caused organizational identification behavior to be less common compared to the other employees.

In line with the original purpose of the research, it was determined that the perception of trust in the manager was effective on the organizational identification behavior. It was observed that almost 30% ($r = 293$) of the perception of trust in the manager was positively effective on organizational identification behavior. In this context, it is noticed that the hotel employees' trust in the managers is proven to be of great importance in terms of exhibiting organizational identification behavior.

The results of this research conducted on the employees of hotel businesses operating in Trabzon have been presented above. The trust perception of the hotel employees in their managers and the displaying organizational identification behavior as a result of this perception may vary according to employees' demographic features, the location of the hotel business, destination or region, service type, etc. It may be appropriate to carry out future research on different sample types (such as employees of holiday resorts, city hotels, thermal hotels) and, thus it may help develop new strategies.

The managers of the hotel businesses should focus on the human resources and be aware of the impact they have on the behavior of employees. As a matter of fact, while the perception of trust in the manager perceived by the hotel employees is negative, it decreases the productivity, hence this may have an impact on employees by displaying the alienation behavior to hotel, showing tendency to leave job, and not displaying organizational identification behavior, which is the subject of this study. In this respect, hotel managers should be aware of the behaviors on which the employees' perceptions of trust in the manager are more effective. It is deemed that only in this way, they can provide important contributions to achieve the goals of the businesses they manage.

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