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## **ANALYSIS OF ORGANIZATIONAL TRUST DIMENSIONS**

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**ABSTRACT**  
**Master Thesis**

**ANALYSIS OF ORGANIZATIONAL TRUST DIMENSIONS**

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Trust is one of the most fundamental aspects of human life. In parallel with the increasing awareness of scholars on the importance of trust within various settings, the organizational literature has been proliferated by the numerous studies. Today, both antecedents and consequences of trust have been widely discussed on various levels from individual to interorganizational. However, there is still some uncertainty on how organizational trust should be analyzed and how it affects organizational performance. This study aims to fill this void with analyzing trust considering its multidimensional structure on the organizational level. Therefore, this study has two closely interrelated purposes. The first one is to develop a scale based on the current literature on organizational trust. Following an elaborate scale development process, a four-dimensional construct with including organizational benevolence (OB), organizational integrity (OI), organizational quality management (OQM), and organizational financial structure (OFS), was empirically obtained to measure organizational trust on a sample of 110 employees working in banking sector in Turkey. In order to fulfill the second and complimentary aim of this study, the proposed hypotheses on the link between organizational trust and organizational performance were tested with following linear and two-step hierarchical regression analyses. The results of the study revealed that, as the dimension of organizational trust, OI affects both actual and expected future organizational performance. On the other hand, while OFS affects actual organizational performance, OQM affects expected organizational performance.

**Keywords:** Trust, Organizational trust, Organizational performance

## ÖZET

Tezli Yüksek Lisans

### ÖRGÜTSEL GÜVEN BOYUTLARININ ANALİZİ

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Güven, insan yaşamının en temel olgularından biridir. Akademisyenlerin güvenin farklı ortamlardaki önemi konusunda artan farkındalığına paralel olarak, örgüt literatürü, çok sayıda çalışma ile zenginleşmektedir. Günümüzde, güven hem ortaya çıkma nedenleri hem de sonuçları açısından, bireyden örgütlerarasına, farklı düzeylerde yaygın olarak ele alınmaktadır. Fakat literatürde henüz örgütsel güvenin nasıl analiz edilmesi ve örgüt performansına etkileri konusunda çeşitli belirsizlikler olduğu görülmektedir. Bu çalışma, güvenin çok boyutlu yapısını dikkate alıp, örgüt düzeyinde analiz ederek, bu açığı kapatmayı amaçlamaktadır. Bu bağlamda, çalışmanın, birbiriyle yakından ilişkili, iki amacı bulunmaktadır. Ayrıntılı bir ölçek geliştirme süreci takip edilerek, örgütsel güveni ölçmek üzere, Türkiye’de bankacılık sektöründe çalışan 110 kişilik bir örneklem grubu üzerinde, örgütsel dürüstlük (ÖD), örgütsel iyilik (Öİ), örgütsel kalite yönetimi (ÖKY), ve örgütsel finansal yapı (ÖFY) boyutlarını içeren, dört-boyutlu bir yapı ampirik olarak elde edilmiştir. Çalışmanın ikinci ve tamamlayıcı amacını gerçekleştirmek üzere, örgütsel güven ve örgüt performansı arasındaki ilişkiler üzerinde öne sürülen hipotezler doğrusal ve iki-aşamalı hiyerarşik regresyon analizleri yöntemi ile test edilmiştir. Çalışmanın sonuçları, örgütsel güvenin boyutlarından, ÖD boyutunun hem gerçek hem de beklenen örgüt performansını etkilediğini ortaya koymaktadır. Diğer taraftan, ÖFY boyutu örgütün gerçek performansını etkilerken, ÖKY boyutunun örgüt performansı beklentisini etkilediği sonucu elde edilmiştir.

**Anahtar Kelimeler:** Güven, Örgütsel güven, Örgütsel performans

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# 1. INTRODUCTION

## 1.1. Purpose of the Study

Trust is one of the most important phenomena that affect the relations among people, groups, organizations, and even nations. Since the level of trust in the interpersonal relationships is important to obtain beneficial results on all of these levels, scholars show a growing interest to understand its changing meaning. A brief review of literature shows that scholars tried to develop different ways and approaches to understand the concept of trust. Today, most of them agree upon the fact that it is a hardcode task to define a concept as complex as ‘trust’. In order to capture its multiple roles in human life, there is a need to explore its multidimensional and multilevel nature, as well as its antecedents and consequences on these various levels.

Despite the growing numbers of studies on organizational trust, it seems that some specific fields of this issue are not sufficiently explored by the scholars. Both the conceptualization of trust on the organizational level and its impact on firm performance are among those neglected areas of the literature. Although there are some invaluable studies that attempt to identify what makes an organization trustworthy, there is still a need to provide a more elaborate framework to understand organizational trust. Additionally, since the studies, which are interested in the link between trust and performance, generally consider the impact of trust on individual or group performance; it is equally important to articulate how organizational trust affects organizational performance as well.

The purpose of current study is to fill this void with analyzing trust considering its multidimensional structure on the organizational level and analyzing its impact on some performance indicators. Therefore, the aim of this study is twofold. The first one is to provide a new scale of organizational trust after reviewing related literature and identifying its multidimensional structure. Following an elaborate scale development process, a four-dimensional construct with including eight different elements was empirically obtained to measure organizational trust on a sample of 110 employees working in banking sector in Turkey. Based on the result of factorial structure, organizational trust was taken as the dimensions of organizational benevolence (OB),

organizational integrity (OI), organizational quality management (OQM), and organizational financial structure (OFS).

Second aim of the study is to analyze the impact of organizational trust, based on this four dimensional construct, organizational performance was tested with following linear and two-step hierarchical regression analyses. Taking the profitability ratios as the indicators of actual performance, the study revealed that the dimensions of OI and OFS affect the actual performance. On the other hand, employees' expected organizational performance was only affected by OI and OQM.

## **1.2. Scope of the Study**

Rousseau et al. (1998) state that the scholars model the concept of trust in diverse ways; they analyze it either as an independent variable (cause), dependent variable (effect), or interaction variable (a moderating condition for a causal relationship). The current study is particularly interested in trust on the organizational level and after exploring its nature, it was taken as an antecedent of organizational performance. In the current study, organizational trust was analyzed on theoretically and then empirically through a scale development process. Then, the impact of organizational trust on the organizational performance was investigated as well. However, changing nature of trust and organizational trust in different cultures and contexts might cause to show some invariability among the measurement of these concepts. Although this multidimensional structure of organizational trust scale provides a useful framework to understand this nature and to develop a scale which can be used globally, this study does not aim to confirm any theoretical construct, rather it focuses on how these 8 elements can be classified based on Turkish culture. Therefore, this scale development attempt of the study is exploratory in nature.

## **1.3. Significance of the Study**

According to Davis et al. (2000), it becomes more and more difficult to achieve a sustainable competitive advantage in the dynamic business environment. Therefore, in order to achieve a competitive advantage in the long-run, the organizational strategists need a breakthrough in their traditional understanding of marketing strategies and focus

more on ‘internal organizational factors’ (Davis et al., 2000, p.563). Trust is one of the most important factors of internal environment and today the literature agree upon the fact that it is critical for the success of organizations in the long-run. Robbins, Judge, and Campbell (2010: 526) state “an effective and healthy organization is characterized by trust, authenticity, openness, and a supportive climate”. From a more extreme perspective, “trust within a secular or organizational context is much like the concept of faith within a religious framework” (Caldwell, Davis, Devine, 2009, p.84).

Trust might be viewed as an adherence of organizational life. Similar to organizational culture or total quality management, trust can be seen as a valuable asset, which is usually rare and unique (Davis et al., 2000). In his book, entitled ‘Trust and the Health of Organizations’, Bruhn (2001) claims that employees in high trust organizations are loyal, highly productive, and share a sense of pride in their work, since the leaders in these organizations are charismatic and inspiring, and they provide trustworthy information. Although Bruhn (2001) does not support this claim with any empirical evidence, Kopelman (2004) finds his ideas ‘reasonable and valid’. Today, although there is no consensus on the definition of trust, most people agree that trust is a concept which is useful almost in every context. Particularly in the organizational level, trust is a strong glue of relationships among individuals, groups and organizations. Therefore, it is very important to understand its nature and effect on the organizational life elaborately. This study attempts to fill this void with creating an organizational trust construct and investigating the link between trust and organizational performance.

#### **1.4. Basic Terminology**

In the current study, some terms are used frequently. Although they are defined more comprehensively in the next sections, their brief definitions are given in the following also:

- **Trust:** According to the most widely cited definition of literature, trust is “the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party” (Mayer, Davis,

and Schoorman, 1995, p.712). In the current study, trust was analyzed as a multidimensional and multilevel concept.

- **Organizational Trust:** According to Shockley-Zalabak, Ellis, and Winograd (2000), organizational trust can be defined as “positive expectations individuals have about the intent and behaviors of multiple organizational members based on organizational roles, relationships, experiences, and interdependencies” (p. 37). In the current study, organizational trust is analyzed as a concept that is embedded into whole organizational system as an ‘organizing principle’. Based on the review of related literature, organizational trust is taken as a function of organizational benevolence (OB), organizational integrity (OI), organizational quality management (OQM), and organizational financial structure (OFS) dimensions including eight elements (task competence, financial structure, quality management, interactional courtesy, social responsibility, ethical understanding, rule obedience, fairness perception).
- **Organizational Commitment:** According to a well-known definition, organizational commitment can be defined as the psychological identification that an individual feels toward his or her employing organization (Mowday, Porter, and Steers, 1982).
- **Performance:** Performance can be defined as the end results of activities (Simon, 1957, p.231).
- **Organizational Performance:** According to Daft (2003), organizational performance is the organization’s ability to attain its goals by using resources in an efficient and effective manner.

### 1.5. Structure of Study

This study has three main parts. Following this introductory section, the growing body of literature on trust was analyzed to form a theoretical framework. In doing so,

after defining trust, as a multidimensional and multilevel concept, it was analyzed in the organizational setting and a multidimensional construct for organizational trust was provided. Then, the link between organizational trust and organizational performance was discussed in terms of actual performance indicators and employees' expectation for future organizational performance. In order to test the proposed hypotheses, a survey was conducted on sample of 110 employees working in Turkish banking sector and the each step of this process was provided in the third chapter. In this last chapter, both the development of new scale and of organizational trust and analysis of the proposed link between organizational trust and organizational performance was analyzed statistically.

## 2. LITERATURE REVIEW

### 2.1. A Conceptual Framework for Trust

Since many researchers have taken ‘multiple paths’ in defining trust (Hosmer, 1995), the literature provides ‘a confusing variety’ of approaches and definitions of this concept (Ingenhoff and Sommer, 2010). A brief review of literature reveals two important characteristics of trust. The first one is the fact that trust is a *multidimensional concept* which encompasses some interrelated notions simultaneously. In the early definitions of literature, trust is usually built on the concept of expectancy (Ammeter et al., 2004). For example, one of the first definitions of trust explained the concept as “an individual may be said to have trust in the occurrence of an event if he expects its occurrence and his expectation leads to behavior which he perceives to have greater negative motivational consequences if the expectation is not confirmed than positive motivational consequences if it is confirmed” (Deutsch, 1958, p. 266). In another definition, trust is seen as “an expectancy held by an individual or a group that the word, promise, verbal, or written statement of another individual or group can be relied upon” (Rotter, 1967, p. 651). This point of view, which was basically built on ‘expectancy’ concept is still helpful to understand trust. For instance, Lewicki, McAllister, and Bies (1998, p. 439) define “trust in terms of confident positive expectations regarding another’s conduct, and distrust in terms of confident negative expectations regarding another’s conduct.” According to Bibb and Kourdi, (2004), trust in the interpersonal relations sets up a pattern of ‘giving’ and ‘getting-in-return’ behavior and creates an assumption that other people want to live up to our expectations, and we to theirs; “this notion of reciprocity is central to trusting relationships” (Bibb and Kourdi, 2004, p.4).

In addition to ‘expectancy’ and ‘reciprocity’, definitions of trust are also revolving around some other notions like risk-taking behavior and vulnerability of the trusting person. For example, according to the most widely cited definition of literature, trust is “the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party” (Mayer, Davis, and Schoorman, 1995: 712). After reviewing the related literature, Mishra (1996) also built

his own definition around the notion of ‘vulnerability’ with distinguishing the multidimensional structure of trust: “trust is one party’s willingness to be vulnerable to another party based on the belief that the latter party is 1) competent, 2) open, 3) concerned, and 4) reliable”.

Although there are lots of definitions of trust in the literature, Rousseau et al. (1998) indicate that authors usually say the same thing with different words. Based on these various definitions, Rousseau et al (1998) define trust as “a psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behavior of another”. Through using the concept of ‘vulnerability’, these definitions clearly attribute a functional role for ‘risk’. Risk and risk-taking is among the complex human behaviors which can be affected by different factors. For example, according to Sitkin and Pablo (1992), when analyzing a risk-taking behavior, risk propensity and risk perception should be taken into account. Since ‘making oneself vulnerable is taking risk’, trusting to others will affect risk-taking behaviors also; however, ‘trust is not taking risk per se, but rather it is a willingness to take risk’ (Mayer, Davis, and Schoorman, 1995: 712). In fact, the approaches of Mayer, Davis, and Schoorman (1995) and Rousseau et al. (1998) indicate that trust is most meaningful in situations in which one party is at risk or vulnerable to another party (Dirks, 2000). For example, “a supervisor may take a risk by allowing an employee to handle an important account rather than handling it personally” (Mayer, Davis, and Schoorman, 1995, p.724-725).

In order to integrate the different mainstreams, Bhattacharya, Devinney, and Pillutla (1998, p.462) try ‘to derive a mathematically precise and statistically rigorous definition of trust. Based on their review of literature, authors verbally defined trust as ‘an expectancy of positive (or nonnegative) outcomes that one can receive based on the expected action of another party in an interaction characterized by uncertainty’. According to the authors, this definition includes some common points of previous studies (Bhattacharya, Devinney, and Pillutla, 1998, p.462):

- Trust exists in situations characterized by uncertainty.
- Trust is an expectancy. It cannot exist without some possibility of being in error.

- The degree of trust will be directly related, statistically, to the magnitude of this expectancy.
- The strength of the trust will be related to the confidence, or statistical precision, the individual has in his or her trust.
- Trust requires mutuality (other parties).
- Trust is related to good (or nonnegative) outcomes.

Although this verbal definition gives a useful insight, the authors think that it still falls short of capturing the complexity of concept and propose their quantitative model (Bhattacharya, Devinney, and Pillutla, 1998).

Trust is not only a multidimensional concept, but also it is a *multilevel concept*; this concept is equally important for all levels including individual, interpersonal, group, organizational, interorganizational, and system levels. Similar to the first inference regarding with the concept, being a multilevel concept also makes difficult to capture its full meaning and so trust becomes one of the most complicated term of literature. In fact, the reason of this complexity partly underlies the centrality of trust for many disciplines like philosophy, economics, sociology, and political and communication sciences (Hosmer, 1995). All of these disciplines try to analyze the notion of trust on their own context. According to House, Rousseau, and Thomas-Hunt (1995) trust is a ‘meso’ concept which integrates the micro level psychological processes with macro level institutional arrangements.

Hosmer (1995) analyzes the concept of trust on the individual actions, interpersonal, transactions, structures. Although there are some differences among these levels, trust have a major role in contributing the development of all relations among actors. For example, trust is among significant drivers of creating cooperation among economic and social units. From a socio-economical point of view, trust is seen as “a key influence on the constitution and development of economic spaces like production, innovation, and commodity networks; one that embeds and stabilizes relationships, fosters knowledge and technology diffusion, and helps to create order in the global economy” (Murphy, 2006, p. 428).

Trust is analyzed from a sociological point of view also. One of the major contributors of this perspective is Niklas Luhmann. According to Jalava (2003), in his theory of trust, Luhmann attributes a function of trust as reconstructing or reducing the growing complexity of society (Luhmann, 1968). Today, trust is viewed as a factor that affects the development of social capital (Costa and Peiró, 2009).

Although all these disciplines provide some diverse views about trust on the various levels, most scholars still share similar type of understanding about trust. In their evolutionary article on a special forum on trust, Rousseau et al. (1998) tried to develop a cross-discipline view of trust and asked a question as “Do scholars fundamentally agree or disagree on the meaning of trust?”. After reviewing the definitions on this special forum, they noticed that “regardless of the underlying discipline of the authors—from psychology/micro-organizational behavior to strategy/economics, confident expectations and a willingness to be vulnerable are critical components of all definitions of trust reflected in the articles.” Among all these diverse views, the most frequently cited definition belongs to Mayer, Davis, and Schoorman (1995) as ‘willingness to be vulnerable’. Therefore, whatever the level of analysis, trust is built on the same basic notion for most people.

## **2.2. What is Organizational Trust?**

It is clear that multidimensional and multilevel structure of trust requires taking it into account when explaining almost all organizational issues. Trust to co-workers, subordinates, supervisors, organizations etc. can become critically important in the functioning of an organization. Therefore, sometimes trust is conceptualized as an ‘organizing principle’ to provide “a powerful way of integrating the diverse trust literature and distilling generalizable implications of how trust affects organizing” (McEvily, Perrone, and Zaheer, 2003, p.91). According to the authors, “an organizing principle represents a heuristic for how actors interpret and represent information and how they select appropriate behaviors and routines for coordinating actions” (p.92). Taking trust as an organizing principle paves the way of considering trust in an integrated manner within the organizational life. From such point of view, trust to organization itself

can be placed at the top of whole system. When trust becomes one of the organizing principles in an organization, on-going operations can be also expected to be performed within trustworthy relationship among co-workers and different levels of hierarchy. Therefore, organizations that want to make trust as a key dimension of their organizational life, should understand what makes an organization trustworthy.

In parallel to the attempts of defining trust, explaining ‘trust to organization’ or ‘organizational trust’ is also one of the complicated tasks in the literature. Although the general level of trust to an organization might affect the level of trust among co-workers, teams or supervisory levels, organizational trust cannot be taken as an aggregate function of all trustworthy relationships in an organization; it is more than this. According to Shockley-Zalabak, Ellis, and Winograd (2000), while individual trust refers to expectations about individual relationships and behaviors, organizational trust can be defined as “positive expectations individuals have about the intent and behaviors of multiple organizational members based on organizational roles, relationships, experiences, and interdependencies” (p. 37). Therefore, trust in this context must be analyzed as a concept that is embedded into whole organizational system as an ‘organizing principle’. Here, it is important to understand what makes an organization trustworthy. Similar to the analysis of trust in the previous section, organizational trust can be also analyzed within a multidimensional structure (Jones and George, 1998; Shockley-Zalabak, Ellis, and Winograd, 2000). Therefore, in order to understand trust in the organizational setting, there is a need to articulate the different bases of trust and its dimensions.

### **2.2.1. Bases of Organizational Trust**

One of the most significant ways to understand trust is to utilize a sociological perspective in the analysis. According to Lewis and Weigert (1985), trust has three bases as cognitive, emotional and behavioral. The authors stated that in cognitive trust, “we cognitively choose whom we will trust in which respects and under which circumstances, and we base the choice on what we take to be ‘good reasons’ constituting evidence of trustworthiness” (p.970). On the other hand, emotional base which complements the first one, consists in an emotional bond among actors who involve into the relationship: “like

the affective bonds of friendship and love, trust creates a social situation in which intense emotional investments may be made, and this is why the betrayal of a personal trust arouses a sense of emotional outrage in the betrayed” (p.971). The third sociological base of trust is behavioral dimension. According to the authors, “the practical significance of trust lies in the social action it underwrites” (p. 971). Drawing from the related literature, including the study of Lewis and Weigert (1985), McAllister (1995) proposed a two-dimensional structure as cognition and affect bases of trust. According to the author, in the first base, people look for the rational characteristics to trust others like competence and responsibility (Butler, 1991; Cook and Wall, 1980), or reliability and dependability (Rempel, Holmes, and Zanna, 1985). However, following the notion of Lewis and Weigert (1985), McAllister (1995) also accept the existence of emotional base of trust which arises from the emotional ties among people.

The literature provides some other classifications of trust which overlaps with these mentioned models. For instance, some authors classify trust as deterrence-based, calculus-based, and relation-based trust (Rousseau et al., 1998); or similarly, some others distinguish deterrence-based, knowledge-based and identification-based trust (Robbins, Judge, and Campbell, 2010; Shapiro, Sheppard, and Cheraskin, 1992). According to those authors, the first form of trust is based on fear of reprisal if trust is violated; calculus-based is built on rational choice and perceived positive intentions. Similarly, in knowledge-based trust, trust is based on behavioral predictability arising throughout the relationship. In the relational or identification based trust, emotions start to be taken into consideration in the relationship. According to Robbins, Judge, and Campbell (2010), the best example of this type is a long-term, happily married couple. It can be noticed that calculus-based or knowledge-based trust closely overlaps the cognitive based trust, while relation-based or identification based trust is similar to affective based trust in the constructs of Lewis and Weigert (1985) and McAllister (1995).

### **2.2.2. Dimensions of Organizational Trust**

Although all these models, mentioned above, are designed for the relationships of interpersonal trust, they are useful to figure out the characteristics of organizational trust as well. Similar to relationships in the interpersonal level, people want to consider the rational and emotional aspects of trust when trusting to an organization. At this point, it is

important to understand what can be the rational and emotional bases of trust within the organizations. This question shifts the debate towards to identify the specific characteristics of being a trusted actor in a given setting. For instance, as it is explained previously, Mishra (1996) mentioned four dimensions of trust which can be meaningful on the organizational and interorganizational level also: being competent, open, concerned, and reliable. Shockley-Zalabak, Ellis, and Winograd (2000) added one more dimension to the model of Mishra (1996) as identification and obtained a five-dimensional construct. According to the authors, these five dimensions can be explained for organizations as:

- Competence: This dimension is the general perception that assumes the effectiveness not only of the leadership, but also of the organization's ability to survive in the marketplace.
- Openness: This dimension is regarding with the general perceptions on the openness and honesty of organizational leadership.
- Concern: This dimension occurs when employees perceive concern for them from their leadership.
- Reliable: This dimension is about the expectation for consistency and dependable behavior in the organization. People trust to one organization when there is a consistency and congruency between words and actions.
- Identification: This dimension is related with the identification of employees with an organization; if it is high, organizational trust can be expected to be high as well.

Similar to this five-dimensional structure, Mayer, Davis, and Schoorman (1995) also proposed a three-dimensional structure. According to the authors, despite the existence of as many as 10 characteristics of trustworthiness, three of them appear frequently in the literature as ability, benevolence, and integrity. Based on the extensive review of literature, the authors explained this three-dimensional construct as seen in the following (Mayer, Davis, and Schoorman, 1995, p.717-720):

- Ability: Ability is that group of skills, competencies, and characteristics that enable a party to have influence within some specific domain. The domain of the

ability is specific because the trustee may be highly competent in some technical area, affording that person trust on tasks related to that area.

- Benevolence: Benevolence is the extent to which a trustee is believed to want to do good to the trustor, aside from an egocentric profit motive. Benevolence suggests that the trustee has some specific attachment to the trustor.
- Integrity: The relationship between integrity and trust involves the trustor's perception that the trustee adheres to a set of principles that the trustor finds acceptable.

This classification of Mayer, Davis, and Schoorman (1995) provides a useful framework to conceptualize organizational trust in the literature. Authors usually prefer to use this typology in order to identify more concrete characteristics of a trusted organization and measure organizational trust empirically (Caldwell and Clapham, 2003; Ingenhoff and Sommer, 2010; Mayer and Davis, 1999). For instance, in their scale, Mayer and Davis (1999) analyzed the employee trust for top management based on the proposed 3 factors of trustworthiness as ability, benevolence and integrity with 17 items. This scale has contributed a lot to the development of the literature with building a viable framework on the theoretical model of Mayer, Davis, and Schoorman (1995). It helps the further studies how to conceptualize ability, benevolence, and integrity of managers. For instance, the authors conceptualized benevolence as the behaviors like being concerned about employee welfare or going out of its way to help employee etc. However, as it can be noticed that this scale is designed to measure the role of top managers to build a trustworthy relation with employees.

In their study, Caldwell and Clapham (2003) integrated these three interpersonal trustworthiness factors (ability, benevolence, and integrity) into several organizational trustworthiness elements. These characteristics and their explanations are given in the following (p. 352-353):

- Ability/Competence: Competence includes the level of knowledge and ability to achieve results associated with the purposes of an organization.
- Ability/Quality Assurance: Quality assurance addresses the extent to which standards of quality are understood and adhered to on a continuous basis to achieve desired outcomes.

- Ability/Financial Balance: Financial balance includes the ability of the organization to achieve both efficiency and effectiveness in accomplishing organizational results.
- Benevolence/Interactional Courtesy: Interactional courtesy encompasses the degree of respect and courtesy shown to others in performing organizational duties.
- Benevolence/Responsibility to Inform: Responsibility to inform incorporates the level of communication provided to stakeholders who have an interest in organization objectives and outcomes.
- Integrity/Procedural Fairness: Procedural fairness includes the extent to which stakeholders are given the opportunity to participate in fair processes and systems associated with the formal and informal practices of the organization.
- Integrity/Legal Compliance: Legal compliance refers to the degree to which applicable laws are understood and followed.

Caldwell and Clapham's (2003) way of constructing the three-dimensional construct fits well the needs to measure organizational trust. However, it seems that their methodology is somewhat problematic. For example, the authors did not indicate which items in their scale represent which dimensions in their model. This kind of information is especially important in such scale development studies to clearly show the link between theory and empirical analysis. At the end of the process, a factorial structure with 6 subscales has been obtained. However, a new dimension, which includes some items of procedural fairness and other dimensions, appeared and referred as 'honest communication'. Moreover, the factorial structure also shows that the place of some items loaded in the analysis are somewhat questionable when considering what the literature says.

In their study, Ingenhoff and Sommer (2010) created their own scale again based on the dimensions of Mayer, Davis, and Schoorman (1995) and the study of Caldwell and Clapham (2003). The authors added one more dimension to three dimensional construct as information quality. Under these four dimensions, nine elements of organizational trust are identified as: economic success, product quality, detail-orientation, social responsibility, extensive public information, activity in accordance with promises, law-

abiding behavior, objectivity, intelligibility. As it can be seen, there is a close similarity between the scales of Caldwell and Clapham (2003) and Ingenhoff and Sommer (2010). However, Ingenhoff and Sommer (2010) stated that they had two integrated aims in their study as “to analyze which elements influence trust building for both company and CEO, against the background of this interdependency between trust in a company and in its CEO” and “to find out what kind of media is used by the respondents for becoming informed about trust-building behavior.” However, this twofold aim in the study inhibits to focus on the development of a scale on the organizational trust. Representation of the elements with only one-item in the scale reduces the effect of measurement significantly.

In order to overcome such problems and provide a scale which can be suitable in the organizational level, the current study attempted to develop a construct of organizational trust. Based on these three-dimensional construct of Mayer, Davis, and Schoorman (1995) and empirical studies in the literature (Caldwell and Clapham, 2003; Ingenhoff and Sommer, 2010; Mayer and Davis, 1999), 8 elements were identified in the current study:

- ***Task competence:*** Based on the study of Caldwell and Clapham (2003), this element focuses on defining how the organization, including the organizational leaders and all employees, are competent and knowledgeable when performing their jobs. If one knows how well the organization and its members are performing their jobs and duties, it might increase his or her respect and trust to this organization.
  
- ***Financial structure:*** This element tries to integrate Caldwell and Clapham’s (2003) ‘financial balance’ and Ingenhoff and Sommer’s (2010) ‘economic success’ elements. In order to find an organization trustworthy, a person wants to know whether its financial structure is healthy. For instance, if this person is a customer, he or she is interested in organizations’ ability to keep its financial promises during the exchange process. On the other hand, it can be also expected that an employee can have a greater trust to an organization which makes, for instance, salary payments regularly and on time. Therefore, the company’s financial structure can become a significant characteristic of trustworthiness.

- ***Quality management:*** This element is also integrating Caldwell and Clapham's (2003) quality assurance and Ingenhoff and Sommer's (2010) product quality elements. Since the 1980s, there has been a paradigm shift among business organizations and today, in most organizations, quality is not only an issue of production department, but also it is a job of every member in the organization. Therefore, this element is not simply interested in producing high quality products; rather it focuses on how the notion of 'continuous improvement' is embedded into organizational system as a whole.
  
- ***Interactional courtesy:*** Based on the previous studies, this element includes whether the organization balance the interests of all parties when doing business. Since the employees are the key stakeholders, respecting to their ideas, choices, and values or designing specific programs for their needs can be concrete results of showing courtesy in the workplace. In sum, a business organization is expected to include respect and courtesy among its key values – even when making financial decisions also.
  
- ***Social responsibility:*** While in their study, Caldwell and Clapham (2003) mentioned a dimension as 'responsibility to inform', they only indicated the level of communication provided to stakeholders. On the other hand, Ingenhoff and Sommer's (2010) took one step further and provided two separate dimensions as social responsibility and extensive public information. However, the problem in here is the representation of each dimension with single items in the empirical part. In the current study, due to the increasing popularity of social responsibility in almost all countries, this dimension is only conceptualized around this concept. However, social responsibility is one of the ill-defined terms of literature. Due to the changing nature of concept among different countries, being socially responsible can be defined in many ways. Therefore, in the current study, it is not important to find out whatever the organizations attribute to the meaning 'to be socially responsible'; this study is interested in capturing whether the organization

see themselves as socially responsible members of their society. Because, if they or their members see themselves as a socially responsible organizations, this might be true in their context or sector.

- ***Ethical understanding:*** In the literature, there are various approaches to define business ethics. According to Carroll and Buchholtz (2011), business ethics is “morality and fairness in behavior, actions, and practices that take place within a business context” (p.187). Considering the increasing interests of companies during the last decades, it can be stated that the business community are aware of the importance of being ethical – at least on the conceptual level. However, as stated by Collier (1998), organizational ethicality is about ‘being’ as well as ‘doing’; therefore, it is equally important to determine the ethical practices ‘supported by a climate embedded within an organizational culture’. Since ethicality is located in the interaction between being, doing and becoming (Collier, 1998), it is a difficult task to develop an ethical understanding and incorporate it in organizational processes and practices. Therefore, in order to make it more concrete in between doing and becoming, this element includes whether the organization has an ethical philosophy that can guide in its operations. On the other hand, informing public and, particularly, employees about organizational operations in the internal and external environment are viewed as a part of being an ethical organization. In the studies of Caldwell and Clapham (2003) and Ingenhoff and Sommer (2010), this element was positioned under ‘honest communication’ and ‘information quality’, respectively. However, providing the necessary information about business operations and products to all interested parties can be incorporated into companies’ ethical conduct.
- ***Rule obedience:*** Both Caldwell and Clapham (2003) in ‘legal compliance’ and Ingenhoff and Sommer’s (2010) in ‘law-abiding behavior’ identify this element around the concept of legality. Based on these studies, it can be seen that being legal is usually conceptualized as obeying the local or central government rules like paying taxes on time and accurately, or implementing new environmental

protection law etc. However, ‘obeying rules’ should be taken as an overall working principle that regulates whole dynamics in the internal and external environment of an organization. Therefore, in the current study, this element encompasses how the organization formulates, implements and evaluates the internal ground rules and policies within the legal framework also. It includes both the internal and external aspect of obeying rules and being legal. Although Caldwell and Clapham (2003) introduced some items under a new dimension as ‘honest communication’, which includes some items of procedural fairness and other dimensions, the current study conceptualizes the issues like defining ground rules and policies or being consistent in the implementation of rules for similar situations under this dimension.

- ***Fairness perception:*** Fairness and justice in the organization have significant impacts on the employees’ perceptions, attitudes and behaviors. For example, a recent study shows that justice in the organizations affect even the cardiovascular mortality; “employees reporting high justice at work had a 45% lower risk of cardiovascular death than their counterparts experiencing low or intermediate justice” (Elovainio et al., 2006). Therefore, justice at work is an important factor to develop healthy and well-functioning workplaces. According to theory of social comparison (Festinger, 1954), people acquire personal insight by comparing themselves to others as a human social behavior. People’s comparison with one another is a significant part of organizational life. Greenberg (2007) indicates that “social comparison appears to be embedded deeply into the fabric of organizational life” and one of the most important area of practice can be found “when people judge how fairly they are treated” in their organizations. However the studies show that being fair is not only beneficial for the employee, but also critical for everyone who interacts with this organization and ultimately the organization itself – through affecting their perception and enhance company image.

In the third part of this study, a scale of organizational trust was developed based on these 8 elements.

## **2.3. Impact of Trust in Organizational Setting**

### **2.3.1. Trust on the Individual, Group and Interorganizational Levels**

The analysis of trust in the organizational settings has provided one of the proliferated fields of study since the last century. A brief review of literature shows that scholars focus on the antecedents and consequences of ‘trust’ as well as its mediation role on the individual, group, organizational and interorganizational levels. In their study, Dirks and Ferrin (2001) elaborately reviewed the literature on the role of trust in organizational settings. This study reveals that many studies suggesting links between trust and communication, organizational citizenship behavior, negotiation process, conflict, individual performance, unit performance, satisfaction, perceived accuracy of information, acceptance of decision/goal etc. (Dirks and Ferrin, 2001: 453-454).

In the literature, the impact of trust on individual outcomes and performance has been analyzed by many scholars (Aryee, Budhwar, and Chen, 2002; Chan, Huang, and Ng, 2008; Costigan et al., 2011; Hon and Lu, 2010; Rich, 1997; Robinson, 1996; Willemyns, Gallois, and Callan, 2003). For instance, in his study, Rich (1997) tested the link between the trust of employees to their sales managers and their overall job performance and found a statistically significant relation between these two variables. While Willemyns, Gallois, and Callan (2003) examined employees’ perceptions of trust, power and mentoring in manager–employee relationships and found that certain communication characteristics can result in greater trust in manager–employee relationships; Robinson (1996) tried to articulate the relationships between employees’ trust in their employers and their experiences of psychological contract breach by their employers and found a significant role of trust throughout the employment period.

In the literature, the impact of trust to immediate manager or trust to supervisor on turnover intentions also captures the attention of most scholars also. In their study, which is based on a meta-analysis, Dirks and Ferrin (2002) indicated that there is no significant difference in the links between these two types of trust and intention to leave. However, in a very recent study, Costigan et al. (2011) investigated the link between supervisor trust and chief executive officer (CEO) trust to turnover intentions in three countries, and found that trust to CEO is more highly correlated with turnover than the first variable.

The authors also found that there was no significant difference among countries. In addition to these studies that analyze the direct impact of trust on some interpersonal outcomes, the concept has been also explored in terms of its mediation effect on the relationships between justice and some work attitudes as job satisfaction, turnover intentions, and organizational commitment (Aryee, Budhwar, and Chen, 2002), manager's conflict management styles and employee attitudinal outcomes (Chan, Huang, and Ng, 2008), expatriate supervisors and their local employees considering some work attitudes and concepts (Hon and Lu, 2010).

The literature also provides numerous studies that analyze trust on the group level (Curşeu and Schruijer, 2010; Dayan and Benedetto, 2010; Dirks, 1999; 2000; Friedlander, 1970; Kegan and Rubenstein, 1973; Kimmel et al., 1980; Klimoski and Karol, 1976; Schurr and Ozanne, 1985). For instance, in one of the early study, Klimoski and Karol (1976) examined the dynamics of interpersonal trust in creative problem solving on a data set of 29 four-person groups of undergraduate females within three groups (low trust, high trust, and control, groups) and found that high trust and control groups outperformed those in the low trust conditions on each of three tasks. In fact, more recent studies also support such results of the positive impact of trust on group dynamics. In a recent study, Curşeu and Schruijer (2010) tried to explore the interplay between trust and conflict as antecedents of team effectiveness and found that trust emerging in the initial stage can become a predictor of conflict level in the further stages. On the other hand, Dayan and Benedetto (2010) examined antecedents of trust formation in new product development teams in Turkey and found that some structural factors and contextual factors are positively related to the development of trust in such teams.

Trust provides a useful conception among the relations among organizations as well. In parallel to the on-going trends in business community (for instance, increasing number of firms prefer to join their forces against the strict competition after the 1990s or they start to realize the importance of overall supply chain performance), most scholars have showed growing interest to the role of trust in the interorganizational setting also. For instance, Boersma, Buckley, Ghauri, (2003) investigated the emergence of trust in international joint ventures and developed a process model of trust building in based on four case studies; Bönnte (2008) was interested in the impact of knowledge spillovers and

geographical proximity on inter-firm trust in buyer–supplier relations and found a positive relationship between incoming knowledge spillovers from business partners and the level of inter-firm trust. According to Adobor (2005), as an informal understanding, trust can be even more powerful than contracts in assuring a successful relationship among organizations. A review of literature on interorganizational trust between 1990 and 2003 shows that mutual trust is an essential factor of relationship quality and performance on this level (Seppanen, Blomqvist, and Sundqvist, 2007). Based on the assessment of 15 empirical studies, Seppanen, Blomqvist, and Sundqvist (2007) indicated that trust is a multidimensional concept on this level also (including credibility, benevolence, goodwill, predictability, reciprocity, openness, responsibility, integrity etc.) and more importantly trust can reduce perception of risk, transaction costs, opportunistic behavior while increasing effectiveness and cooperation among actors.

### **2.3.2. Trust on the Organizational Level**

The study of Dirks and Ferrin (2001) reveals that the scholars show a relatively less interest to the impact of trust on the organizational and interorganizational levels, when comparing with the individual and group levels. Despite the increasing interest to the interorganizational level, as mentioned above, it is still somewhat unclear whether or how trust affects organizations as a whole. As it is mentioned above, trust affects the important organizational outcomes on the interpersonal and group levels and so it is usually accepted as an ‘essential lubricant of successful working relationships’ (Gill et al., 2005, p.288). Overall, good human relations make an organization healthier and it can be expected that both people and groups perform better under such circumstances. Although organizational performance is not a simple sum of individual or unit performances (Mahoney, 1984), the interactions and dependencies among these levels cannot be denied on the work process. However, in addition to these indirect impacts of the interpersonal and group level indicators, there is a need to find more concrete effects of trust on organizational performance.

### ***2.3.2.1. Impact of Organizational Trust on Organizational Performance***

Performance can be defined as the end results of activities (Simon, 1957, p.231). In an organization, since these end results are obtained in various fields simultaneously, there are different ways to define and measure organizational performance. Organizational performance is the organization's ability to attain its goals by using resources in an efficient and effective manner. In this definition, while efficiency is measured through the amount of resources to produce desired volume of output, effectiveness requires to analyze to the degree to which the organization achieves its stated goals (Daft, 2003, p.9-10). Therefore, in order to select the appropriate performance measure, types of organizational unit that will be assessed and its objective should be known beforehand (Wheelen and Hunger, 2010, p.380). One of the most commonly used methods is to assess financial performance of an organization with comparing the results over periods, with competitors and industry averages. Evaluating firms' profitability, growth, activity, leverage, or liquidity ratios can be essential to measure whether the organizations perform better in its various operations (David, 2009).

However, when evaluating the performance, various dimensions of an organization should be taken into account. According to Kaplan and Norton (1992), the traditional financial performance measures are inadequate to assess all skills and competencies of modern organizations. Therefore, when evaluating the firm's performance, there is a need to balance financial and non-financial measures within four-dimensional framework, including, customer perspective, internal perspective, innovation and learning perspective, and financial perspective. For instance, according to Caldwell and Hansen (2010) trustworthiness is not only a source of competitive advantage, "its value extends to organizational governance and wealth creation" as well. On the other hand, McInerney and Mohr (2007) indicated that collaboration and trust as the necessary conditions of a favorable environment for knowledge management and ultimately create a learning organization.

Although these factors contribute the overall performance of an organization in some ways, the scholars have also tried to investigate the impact of trust on some

financial indicators to find more conclusive and direct links between these variables. In the literature, some studies try to articulate how trust to supervisors, CEOs or organization affect the organizational performance. For instance, in their study, Davis et al. (2000) analyzed the relationship between trust for a business unit's general manager and organizational performance in a corporation, consisting of a chain of nine restaurants. The results of the study indicated that trust is significantly related to sales, profits and employee turnover in the restaurant industry. According to the authors, "the effects of GM trust on financial performance may be more immediate and more robust than the effect on employee turnover" (Davis et al., 2000, p.570). In a more recent study, Tzafrir (2005) evaluated the trust mechanism and the way human resource practices mediates its impact on improving organizational performance. Based on the data gathered from 104 human resource managers working in Israeli industrial, service, and trade sectors, firms exhibited higher organizational performance when trust is high. In this study, organizational performance was measured through the financial performance variables (including current ratio, return on assets, return on equity, net profit) and the findings of study shows that the perceptions of the managers regarding their organizational performance significantly correlated with objective measures of firm performance.

Salamon and Robinson (2008) analyzed the interaction between trust and organizational performance from a different point of view. In their study, the authors stated that employees working together in the same organization come to agree on the extent to which they are trusted by management over time, which is called as collective felt trust. The findings of study reveals that when employees in an organization perceive that they are trusted by management, it increases the presence of responsibility norms (employees' shared beliefs regarding the importance of accepting responsibility for organizational outcomes), as well as the sales performance and customer service performance of the organization.

Based on the discussion given above, the following hypothesis can be proposed:

***H1: Organizational trust affects organizational performance.***

### ***2.3.2.2. Impact of Organizational Trust on Performance Expectations***

Organizational trust is not only effective on actual organizational performance; it might also improve the perceptions and boost the expectations of people on company's current or future performance as well. It is known that being a trustworthy person or organization usually create some positive, or at least neutral, feelings and thoughts towards the object of trust. For example, all other things being equal, people tend to believe that the most trusted member of a small community deserve the best – in terms of personal success or well-being. Similar to the individual level, members of an organization might make a rational connection between organizational trustworthiness and the magnitude of outcome. Besides this plausible explanation, however, there is also a need to find some empirical evidences on such a link. In their study, Shockley-Zalabak, Ellis, and Winograd (2000) investigated the impact of organizational trust, which consists of competence, openness and honesty, concern for employees, reliability, and identification, on perceived effectiveness and job satisfaction of employees. In the study, the respondents were requested to assess the degree of company effectiveness in 12 areas (productivity, adaptation, profit, customer/client satisfaction etc.) and results showed a strong and statistically significant link between organizational trust and perceived effectiveness. Therefore, based on this research results on the impact of trust on individual and organizational outcomes, it can be expected that people, particularly employees, might develop some positive feelings and thoughts for a trustworthy organization and start to expect a better future performance from their organizations.

Based on the above discussion, the following hypothesis can be proposed as:

***H2: Organizational trust affects employees' expectation of future organizational performance.***

In the proposed link between organizational trust and employees' expectation of future organizational performance, employee's commitment to his or her organization should be also taken into account. According to a well-known definition, organizational commitment can be defined as the psychological identification that an individual feels

toward his or her employing organization (Mowday, Porter, and Steers, 1982). Meyer and Allen (1991) distinguish three components of commitment as affective, continuance, and normative commitment. While affective commitment is built on employee's emotional attachment and involvement to his or her company, continuance component is related with 'an awareness of the costs associated with leaving the organization'. On the other hand, in normative component, employee feels an obligation to continue his or her employment (Meyer and Allen, 1991, p.67). Among these three components, only in affective component, people 'continue employment with the organization because they want to do so'. Working in a trustworthy organization is surely one the most important factors that feed such kind of feelings. If one employee has a strong affective commitment to his or her organization, his feelings and expectation on this organization might be positively affected. For instance, she or he starts to feel to be on the same board with others and sharing same destiny with the organization. Under these circumstances, the expectation for the future performance of a trustworthy organization is no longer an 'expectation' anymore; it is much more than this. Now, it starts to encompass all the good intentions of committed employees to do so.

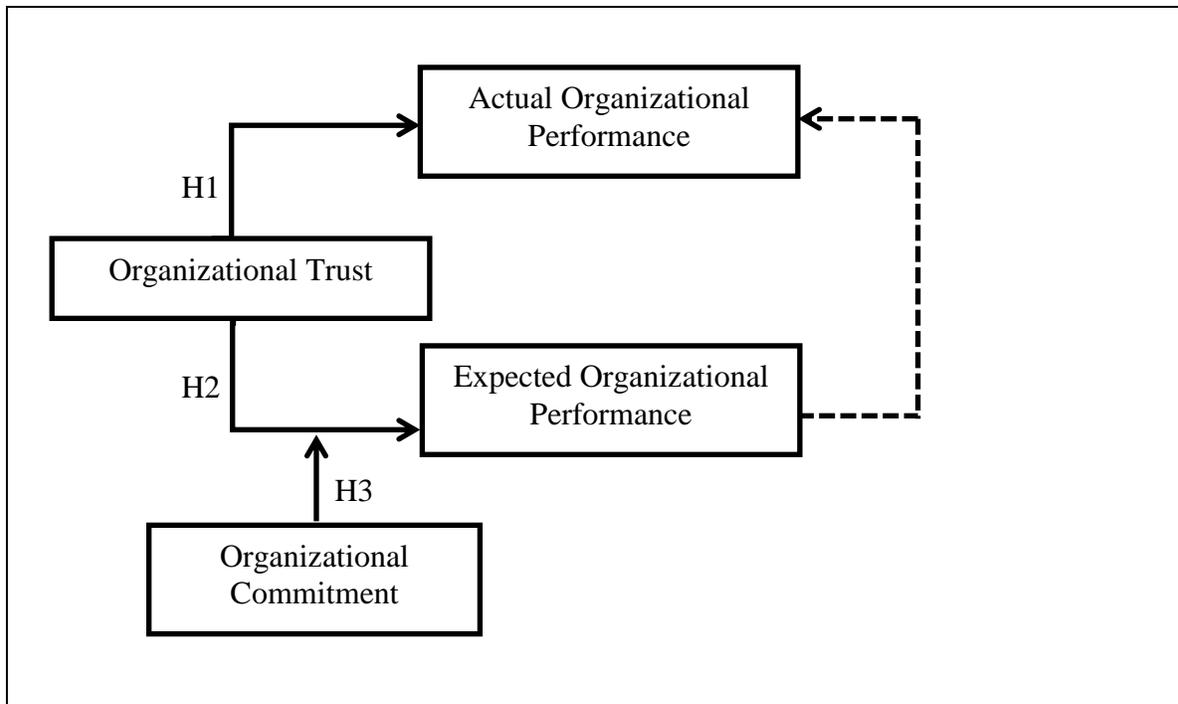
Based on the above discussion, the following hypothesis can be proposed as:

***H3:** The strength of relationship between organizational trust and employees' expectation of future organizational performance increases as the employee's organizational commitment increases.*

It is clear that an employee's expectation on future organizational performance has no direct impact on the actual organizational performance. However, this type of a belief on the future organizational performance can be very effective to motivate these employees for performing better and, in return their organizations can actually succeed in the future. This case can be similar for a phenomenon, which is frequently used in social psychology: Pygmalion effect. In social psychology, it refers to "the effects of interpersonal expectations, that is, the finding that what one person expects of another can come to serve as a self-fulfilling prophecy" (Rosenthal, 2010). As a term which is usually used to explain interpersonal relations, various examples of Pygmalion effect can

be found in organizational life as well. For example, according to Eden (1990) “Managers’ expectations of subordinates can have a powerful effect on productivity in the workplace. Raising managers’ expectations of subordinates boosts productivity; this is the Pygmalion effect”.

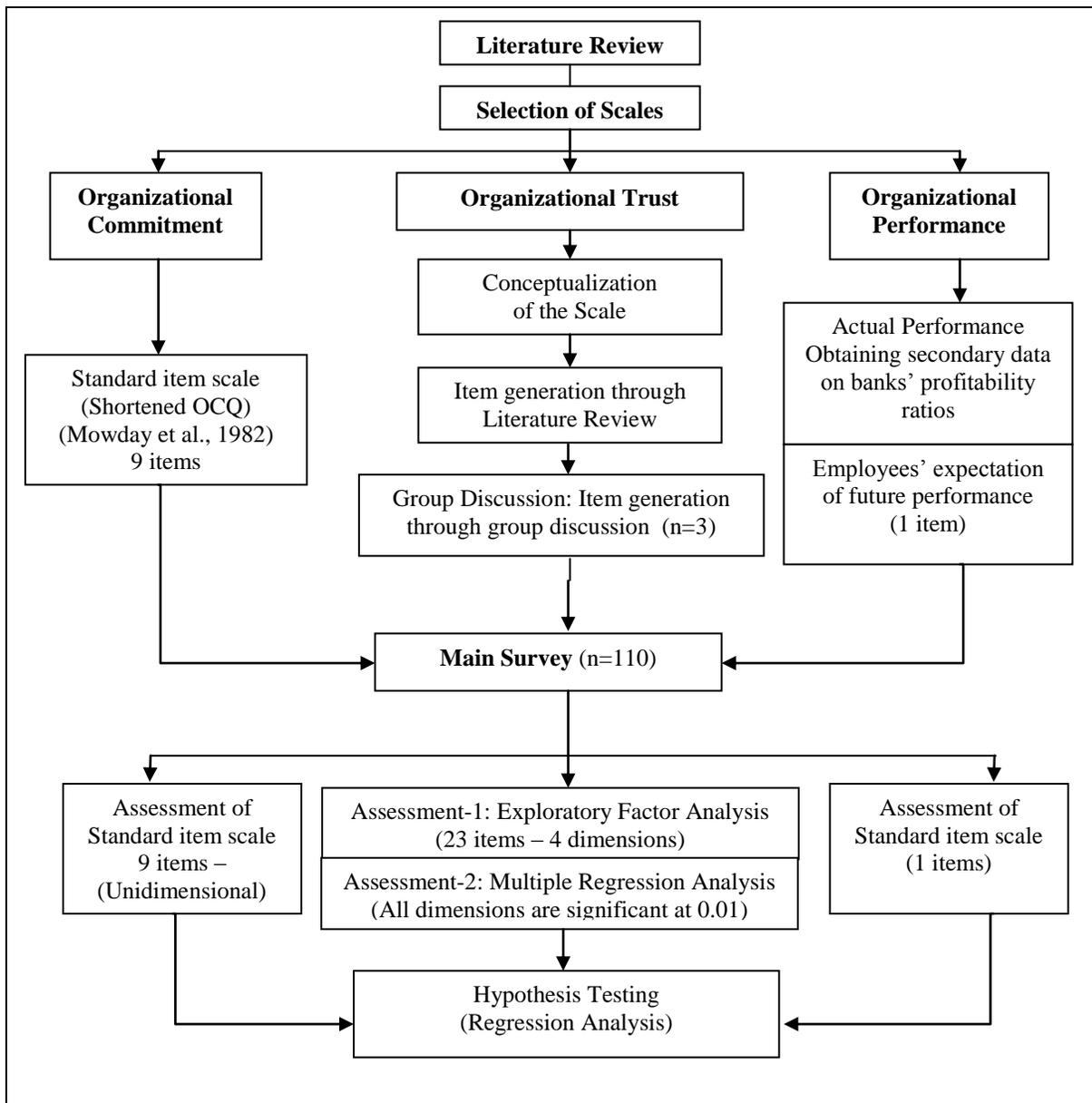
This mentioned effect might be true for the interaction with a person and his or her perception on their organization also. For instance, if employees trust to their company, they might expect a better future growth from their organization. This expectation can create optimism on their moods and under such a positive perception about their organization, it might be expected that they can perform better to contribute to the actualization of this expectation. At the end, this chain of causation can contribute the actual organization performance. Therefore, as seen in Figure 1, organizational trust might affect organizational performance directly and indirectly with creating a self-loop.



**Figure 1.** The Proposed Links of Study

### 3. RESEARCH METHODOLOGY

Figure 2 shows the each step of research design process. It can be seen in the figure, organizational commitment scale was adapted from the existing scale in the literature. However, a measure for organizational trust was developed through a scale development process.



**Figure 2.** Research Design Process

Organizational performance was assessed through two different ways. Firstly, the profitability ratios of each bank were obtained to measure actual organizational performance. Secondly, employees' expectation of future organizational performance was asked to the respondents to measure their own perception. In this section, every stages of this process were explained elaborately.

### **3.1. Instruments**

#### **3.1.1. Organizational Commitment**

The literature provides lots of useful scales to measure organizational commitment (Mowday, Steers, and Porter 1979; Cook and Wall, 1980; Mowday, Porter, and Steers, 1982; Balfour and Wechsler, 1996). However, measuring affective component of organizational commitment was particularly important for this study to analyze organizational trust. Therefore organizational commitment was measured using a nine-item shortened version (Mowday, Porter, and Steers, 1982) of the 15-item Organizational Commitment Questionnaire (OCQ) (Mowday, Steers, and Porter 1979). The shortened OCQ has been shown to have a large positive correlation with 15-item OCQ (Huselid and Day, 1991). Coefficient alpha values ranged from 0.74 to 0.92 based on the results of different studies in the literature (Fields, 2002: 49). In the study, the scale was translated into Turkish and the responses were obtained on a 5-point Likert scale.

#### **3.1.2. Performance**

In order to measure actual organizational performance, profitability ratios of respondents' banks, which are operating in Turkey, was obtained from the official web site of the Banks Association of Turkey (Türkiye Bankalar Birliği/TBB) as of September, 2011 and March, 2012 (TBB, 2012). Since the survey was conducted during the first two weeks of February, the average of these two periods was taken to find the profitability of banks during the data collection<sup>1</sup>. In order to confirm the accuracy of results, two profitability ratios were used to measure actual performance as 'net profit (loss)/ total assets' (1<sup>st</sup> ratio) and 'net profit (loss)/ total equity' (2<sup>nd</sup> ratio).

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<sup>1</sup> In the web site of the Banks Association of Turkey, the data on the end of fourth quarter was not provided in a listed manner. Although the researcher tries to find each bank data as of December, 31, some banks did not provide their accurate data on their web sites. Therefore, the data which were obtained from Banks Association of Turkey and calculated on a standard manner was chosen and then an average was found to provide an approximate profitability ratio on the date of data collection.

Table 1 and 2 show these two ratios for the banks of respondents. It can be seen, an average of each bank was also calculated for respondents who did not state their banks in the questionnaire (as anonymous bank).

**Table 1** 1st Ratio - Net Profit (Loss) / Total Assets (PA)

Banks	September-2011	March-2012	Average
ABANK	-0,78	-0,48	-0,63
AKBANK T.A.Ş.	1,39	0,40	0,90
TÜRKİYE GARANTİ BANKASI A.Ş.	1,53	0,58	1,06
DENİZBANK A.Ş.	1,98	1,11	1,55
VAKIF BANK	1,08	0,44	0,76
HSCB BANK A.Ş.	0,95	0,25	0,60
TURKISH BANK A.Ş.	0,01	0,09	0,05
YAPI VE KREDİ BANKASI A.Ş.	1,30	0,48	0,89
TÜRKİYE EKONOMİ BANKASI A.Ş.	0,31	0,30	0,31
ANONYMOUS BANK*	0,86	0,35	0,61

Source: (TBB, 2012)

\* Since some of the respondents did not state their banks during the data collection, an average of each bank in the study was taken as their bank's profitability.

**Table 2** 2nd Ratio - Net Profit (Loss) / Total Equity (PE)

Banks	September-2011	March-2012	Average
ABANK	-0,92	-0,56	-0,74
AKBANK T.A.Ş.	10,63	3,05	6,84
TÜRKİYE GARANTİ BANKASI A.Ş.	13,22	4,61	8,91
DENİZBANK A.Ş.	19,27	9,59	14,43
VAKIF BANK	10,55	4,25	7,40
HSCB BANK A.Ş.	7,15	2,07	4,61
TURKISH BANK A.Ş.	0,09	0,51	0,30
YAPI VE KREDİ BANKASI A.Ş.	12,29	4,12	8,20
TÜRKİYE EKONOMİ BANKASI A.Ş.	2,96	2,64	2,80
ANONYMOUS BANK*	8,36	3,36	5,86

Source: (TBB, 2012)

\* Since some of the respondents did not state their banks during the data collection, an average of each bank in the study was taken as their bank's profitability.

In order to obtain the overall expectation of respondents about their companies' future performance, in the questionnaire, one single question was asked as:

- *I expect that the performance of our company in the next period can meet or exceed the stated goals.*

The responses were obtained on a five-point Likers scale.

### **3.1.3. Organizational Trust**

In their study, McEvily and Tortoriello (2011) examined how trust is measured in the literature with reviewing 171 papers published over 48 years. According to the authors, the analysis of 129 different measures revealed that “the state of the art of trust measurement is rudimentary and highly fragmented ... In addition to the limited degree of replication, the measurement of trust in the organizational literature is characterized by weak evidence in support of construct validity and limited consensus on operational dimensions.” Based on their elaborate review, the authors provide 5 noteworthy measures, which “have been carefully developed and thoroughly validated” (McEvily and Tortoriello, 2011). Although the authors did not mention, another interesting result of this study is that none of these scales is directly measuring the organizational trust – they are usually focus on trust on the interpersonal level.

The current study attempted to develop a measure of organizational trust through reviewing of the related literature and available measures. Mayer, Davis, and Schoorman (1995) indicated that despite the existence of as many as 10 characteristics of trustworthiness, three of them appear frequently in the literature main factors of trustworthiness as ability, benevolence, and integrity. As it is explained in the previous section elaborately, this three-dimensional typology has been widely used by the scholars to form a base for organizational trust as well. According to McEvily and Tortoriello (2011), integrity (19 times), ability/competence (14 times), and benevolence (14 times) are among the most operationalized dimensions of the literature. In the current study, two important scales of literature based on this three-dimensional trust conception were used to create an initial item pool (Caldwell and Clapham, 2003; Ingenhoff and Sommer, 2010). In doing so, some items are directly taken; some others are slightly modified to lessen a possible meaning loss due to the translation from English to Turkish. Additionally, some new items and elements have been also added. For instance, as it is explained in the previous part, Caldwell and Clapham (2003) defined an element as ‘responsibility to inform’ to incorporate the level of communication provided to stakeholders who have an interest in organization objectives and outcomes (Caldwell and Clapham, 2003: 252). However, this element does not have a direct indication to a

general social responsibility concept – which is not only related with the communication of organization and its stakeholders. On the other hand, in their study, Caldwell and Clapham (2003) did not suggest any item for social responsibility at the end of their factor analysis. In the study of Ingenhoff and Sommer (2010) added an item as “The CEO/company accepts social responsibility”. Although this item is a good sign to conceptualize social responsibility in the organizational trust framework, there is a need to improve this element with adding new items. Therefore, two new items (14<sup>th</sup> and 15<sup>th</sup> items) were added under this dimension (Table 3).

On the other hand, recalling from the previous part, the current scale identified a separate element for ethical understanding of organizations as well. This element brings together the some items, which was used in the previous studies also. The item, taken from the scale of Ingenhoff and Sommer (2010), was in fact located under Benevolence/Extensive Public Information element in their study. On the other hand, the item, taken from Caldwell and Clapham (2003), was given under the element of Honest Communication (appeared as a new dimension based on the results). These two items are related with the flow of information from organization to public and employees. Similar to previous studies, information sharing has been seen as a significant part of organizational trust. However, in the current study, it has been taken as a function of ethical understanding in the organizations. On the other hand, there is still a need to a more concrete item to reflect how ethical understanding is important for the organization. Therefore, the 18<sup>th</sup> item (in Table 3) was added to the scale to inquiry whether the organization has an ethical philosophy or not.

As seen in Table 3, a scale with 23 items within 8 elements (including task competence, financial structure, quality management, interactional courtesy, social responsibility, ethical understanding, rule obedience, fairness perception) was obtained for the next step of this study. Before conducting the survey, the scale was reviewed in a group discussion including three academicians.

**Table 3 Organizational Trust Scale\***

No.	Items
1tc	Şirket liderlerimiz, işinin uzmanı olan insanlardır.
2tc	Şirketimiz, çalışanların işlerinde yapmaları gereken görevleri açıkça tanımlar.
3tc	Şirketimiz, ayrıntıları dikkate alarak çalışır.
4fs	Şirketimiz, sektörün önde gelen firmalarından biridir.
5fs	Şirketimiz ekonomik olarak başarılı ve verimlidir.
6fs	Şirketimiz sektörün finansal açıdan en başarılı firmalarından biridir.
7qua	Tüm çalışanlarımız, hizmet kalitesini geliştirmenin temel ilkelerini benimsemiştir.
8qua	Çalışanlarımız, çalıştıkları birimlerin sisteminin daha iyi hale gelmesi için çaba harcar.
9qua	Şirketimiz yüksek hizmet kalitesi ile ünlüdür.
10inc	Örgütte uygulanan plan ve programlar çalışan önceliklerine hassasiyet gösterir.
11inc	Bu kurumda, görüş ve değer farklılıklarına saygı gösterilir.
12inc	Finansal kararlar, tüm taraflar için en iyi ne olacaksa ona göre verilir.
13sr	Şirketimiz paydaşlarına karşı olan sosyal sorumluluğunu kabul eder.
14sr	Kar amacı gütmeyen ötesinde, topluma faydalı olmak şirketimiz için önemlidir.
15sr	Şirketimiz sektörünün sosyal sorumluluk yapan firmalarından biridir.
16eu	Şirketimiz halkı büyük oranda bilgilendirir ve önemli bilgileri asla gizlemez.
17eu	İşle ilgili temel bilgiler çalışanlarla paylaşılır.
18eu	Şirketimiz, tüm faaliyetleri için yol gösterici olan bir etik felsefeye sahiptir.
19ro	Yürürlükteki yasalara uymak için her zaman çaba gösterilir.
20ro	Bu şirkette, temel kurallar ve politikalar açıkça tanımlanmıştır.
21ro	Kuralların, benzer durumlara uygulanmasında tutarlı davranılır.
22fp	Bu şirketin, herkes için adil kurallar çerçevesinde yönetildiğini düşünüyorum.
23fp	Bu şirkette görevini belirlenen kurallara göre yerine getiren hiç kimsenin işine son verilmeyeceğini düşünüyorum.

\* tc: task competence / fs: financial structure/ qua: quality management / inc: interactional courtesy / sr: social responsibility / eu: ethical understanding / ro: rule obedience / fp: fairness perception

In the next step, a field study was conducted on a Turkish sample. Since this study is exploratory in nature, it was aimed to analyze how these items under 8 elements were perceived and grouped by Turkish sample. Although the studies mentioned above suggest some structures, organizational trust is a concept which differs among countries and cultures. Therefore, this study does not aim to confirm the results of previous studies, which have some limitations; rather it aims to find an appropriate structure for Turkey, which is in between East and West and compromise the values, beliefs and cultures of both.

In the questionnaire, one single question on trust was also asked to find out whether possible components of scale are actually the dimensions of organizational trust. This is a very direct question that aims to obtain the overall evaluation of participants' trust to their company: 'I generally trust to my company'. In the questionnaire, the results

are obtained on a five-point Likert scale. (Questionnaire Form and Item Generation Process can be found in Appendix).

### **3.2. Population and Sampling**

The population of this study is the employees working in the banking sector in Turkey. Banking sector is one of the most important sectors in Turkey. The sector can be characterized by its strict competition since there are many alternatives and switching costs are low. Therefore, achieving and sustaining a competitive advantage is critical for the organizations operating in this sector and to be trustworthy organization can be seen as a significant tool to achieve this competitive edge in the long-run.

The population of study includes all employees working in banking sector in Turkey. However, since this study measures a topic that is somewhat difficult to obtain data on business organizations, simple random sampling was chosen for sample selection<sup>2</sup>. The questionnaire was sent to 10 people who are working in different banks in Turkey and requested to disseminate it within their own networks. As a rule of thumb, it was aimed to obtain 200 questionnaires within a pre-specified period of time (first two weeks of February). At the end of this period, although the number of returned questionnaire was 114, 4 of them were eliminated due to some errors in completion. Therefore, the number of respondents was 110 that account for the 55% of targeted number of 200.

### **3.3. Analysis**

#### **3.3.1. Descriptive Analysis**

The respondents were working in various banks in Turkey (10 banks: 1 public, 9 private banks). Table 4 shows that the age of respondents ranged from 23 to 54, and mean value of age was 32.6. Due to the competitive and dynamic nature of sector, banks prefer usually young employees in Turkey. Therefore the obtained result on the age of respondents represents the general staffing strategy of banks in Turkey.

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<sup>2</sup> At the beginning of this process, some unstructured interviews were conducted with some banking professionals. They stated that it can be very problematic to obtain the official permissions from banks which are operating under the strict control of central governmental organizations, to run a field study on such matters like organizational commitment, and more importantly, organizational trust. Since this study is interested to obtain the actual feelings and thoughts of respondents without any reservation on revealing their identity, this technique was chosen by the researcher as the best alternative.

**Table 4** Descriptive Statistics on Age, Total Work Experience, Tenure

		Age	Total Work Experience (months)	Tenure (months)
N	Valid	106	109	109
	Missing	4	1	1
Mean		32.6	126.6	82
Std. Deviation		6.14	86.80	72.53
Minimum		23	12	1
Maximum		54	420	380

Table 5 shows that more than the half of respondents was female (57,3%) and education level of most respondents is equal or above a graduate degree in Turkish Education System. In parallel to this result, 30% of respondents have a managerial position in their companies.

**Table 5** Descriptive Statistics on Gender, Education and Position

Gender	Fre.	%	Education	Fre.	%	Position	Fre.	%
Female	63	57.3	Vocational S.	12	10.9	Mng.	33	30
Male	46	41.8	Graduate	81	73.6	Non-mng	77	70
Missing	1	0.09	Post-graduate	16	14.5			
			Missing	1	0.09			
Total	110	100	Total	110	100	Total	110	100

### 3.3.2. Reliability Analysis

The internal consistencies of two scales were assessed through computing Cronbach's alpha. Cronbach's alpha is one of the most widely used measures and generally agreed upon lower limit is .70 (Cortina, 1993). Table 6 shows that Cronbach's alpha values of organizational commitment and organizational trust scales are much higher than this suggested alpha value as .938 and .949, respectively.

**Table 6** Reliability Statistics of Scales

	Organizational Commitment	Organizational Trust
N of Items	9	23
Cronbach's Alpha	.938	.949

### 3.3.3. Factor Analysis

#### 3.3.3.1. Factor Analysis of Organizational Commitment Scale

Before applying factor analysis, some tests were conducted to analyze whether the data is appropriate for this study. According to the Barlett's test, the correlations, when taken collectively, are significant at the .0001 level (Table 7). In spite of this limited size of sample, the Kaiser-Meyer-Olkin measure of sampling adequacy is much greater than 0.6 – the threshold value as recommended by Tabachnick and Fidell (2001).

**Table 7** KMO and Bartlett's Test for OCQ

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.902	
Bartlett's Test of Sphericity	Approx. Chi-Square	771.189
	df	36
	Sig.	.000

As seen from Table 8, the unrotated component analysis factor matrix, only one component was extracted, and all of the variables have a value higher than the threshold value in OCQ. Since there is only one factor that has an eigenvalue higher than 1.0, this construct cannot be rotated and was considered as unidimensional. This unique factor represented 67.876% of the variance (Eigenvalue: 6,109). Scree test also indicates the same result.

**Table 8** Unrotated Factor Loading Matrix and Communalities for OCQ

No	Items	Factor	Communalities
ocq1	Bu şirketin başarılı olmasında yardımcı olmak için, normalde beklenenin ötesinde, büyük bir çaba göstermeye hazırım.	.800	.641
ocq2	İşe başladığım zaman göz önüne aldığım diğer şirketler yerine, bu şirkette çalışmayı seçtiğim için son derece memnunum.	.820	.673
ocq3	Arkadaşlarıma bu şirketin, çalışmak için çok iyi bir örgüt olduğunu söylüyorum.	.894	.800
ocq4	Bu şirkette çalışmaya devam etmek için hemen hemen her tür görevi kabul ederdim.	.714	.510
ocq5	Benim değerlerimle, şirketin değerlerinin çok benzer olduğunu düşünüyorum.	.876	.768
ocq6	Bu şirketin bir parçası olduğumu diğer insanlara söylemekten gurur duyuyorum.	.907	.822
ocq7	Bu şirket, iş performansı açısından beni çok iyi teşvik ediyor.	.767	.588
ocq8	Bu şirketin kaderini gerçekten umursuyorum.	.820	.672
ocq9	Bence, bu şirket çalışılacak bütün şirketler içerisinde en iyi olanıdır.	.797	.636
Sum of Squares (eigenvalues)		6.109	
Percentage of trace		67.876	

Extraction Method: Principal Component Analysis. / 1 components extracted.

### 3.3.3.2. Factor Analysis of Organizational Trust Scale

It can be seen in Table 9, Kaiser-Meyer-Olkin measure of sampling adequacy is .904, and again greater than 0.6. This result indicates that the data was factorable. In order to assess the overall significance of the correlation matrix, the Bartlett's test of sphericity was also considered in the analysis. The Bartlett's test finds that the correlations, when taken collectively, are significant at the .0001 level.

**Table 9** KMO and Bartlett's Test for Organizational Trust Scale

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.904
Bartlett's Test of Sphericity	Approx. Chi-Square	1820.202
	Df	253
	Sig.	.000

Table 10 shows the information regarding with 23 possible factors and their relative explanatory power. This analysis revealed four distinct factors with eigenvalues greater than 1.0. Scree test also indicated that four factors could be appropriate when considering the changes in eigenvalues.

**Table 10** Total Variance Explained

Component	Initial Eigenvalue			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	11.043	48.014	48.014	11.043	48.014	48.014
2	2.070	9.001	57.015	2.070	9.001	57.015
3	1.539	6.690	63.706	1.539	6.690	63.706
4	1.193	5.188	68.894	1.193	5.188	68.894
Between 5-23	Less than 1	31.106	100			

Extraction Method: Principal Component Analysis

As an orthogonal rotational approach, VARIMAX rotation was selected to use in the interpretation of the matrix. The VARIMAX rotation (Table 11) improved the structure and each of the variables and had a significant loading (given as a loading above .40). However, there was a cross-loading problem in some items (10inc, 12inc, 15sr, 20ro, and 9qua). These variables are cross-loading on two factors at the same time. The communalities in all variables are higher than 0.6. The communalities for the variables

6fs and 4fs are quite high, .866 and .815, respectively. This is an indication that these two variables are likely to be highly correlated with the other variables in the scale.

**Table 11** Rotated Factor Loading Matrix of Organizational Trust

No.	Items	Component				Communalities
		1	2	3	4	
14sr	Kar amacı gütmenin ötesinde, topluma faydalı olmak şirketimiz için önemlidir.	.772				.750
13sr	Şirketimiz paydaşlarına karşı olan sosyal sorumluluğunu kabul eder.	.763				.723
11inc	Bu kurumda, görüş ve değer farklılıklarına saygı gösterilir.	.727				.734
10inc	Örgütte uygulanan plan ve programlar çalışan önceliklerine hassasiyet gösterir.	.699		.482		.759
22fp	Bu şirketin, herkes için adil kurallar çerçevesinde yönetildiğini düşünüyorum.	.670				.659
12inc	Finansal kararlar, tüm taraflar için en iyi ne olacaksa ona göre verilir.	.669		.471		.702
15sr	Şirketimiz sektörünün sosyal sorumluluk yapan firmalarından biridir.	.608			.594	.757
23fp	Bu şirkette görevini belirlenen kurallara göre yerine getiren hiç kimsenin işine son verilmeyeceğini düşünüyorum.	.605				.522
17eu	İşle ilgili temel bilgiler çalışanlarla paylaşılır.		.744			.698
2tc	Şirketimiz, çalışanların işlerinde yapmaları gereken görevleri açıkça tanımlar.		.741			.679
3tc	Şirketimiz, ayrıntıları dikkate alarak çalışır.		.734			.708
19ro	Yürürlükteki yasalara uymak için her zaman çaba gösterilir.		.727			.533
1tc	Şirket liderlerimiz, işinin uzmanı olan insanlardır.		.659			.629
20ro	Bu şirkette, temel kurallar ve politikalar açıkça tanımlanmıştır.		.603	.409		.676
16eu	Şirketimiz halkı büyük oranda bilgilendirir ve önemli bilgileri asla gizlemez.		.539			.530
21ro	Kuralların, benzer durumlara uygulanmasında tutarlı davranılır.	.436	.537			.635
18eu	Şirketimiz, tüm faaliyetleri için yol gösterici olan bir etik felsefeye sahiptir.		.524			.618
7qua	Tüm çalışanlarımız, hizmet kalitesini geliştirmenin temel ilkelerini benimsemiştir.			.779		.791
8qua	Çalışanlarımız, çalıştıkları birimlerin sisteminin daha iyi hale gelmesi için çaba harcar.			.736		.707
9qua	Şirketimiz yüksek hizmet kalitesi ile ünlüdür.		.472	.521		.630
6fs	Şirketimiz sektörün finansal açıdan en başarılı firmalarından biridir.				.888	.866
4fs	Şirketimiz, sektörün önde gelen firmalarından biridir.				.875	.815
5fs	Şirketimiz ekonomik olarak başarılı ve verimlidir.				.718	.726
<b>Sum of Squares (Eigenvalues)</b>		11.04	2.07	1.53	1.19	15.83
<b>Percentage of trace</b>		48.01	9.00	6.69	5.18	68.89

Extraction Method: Principal Component Analysis. / Rotation Method: VARIMAX with Kaiser Normalization.  
Factor loadings less than .40 have not been printed and variables have been sorted by loadings on each factor.

Based on this result, the four components can be labeled as:

- 1<sup>st</sup> Component → ***Organizational Benevolence (OB)***: The elements of social responsibility (13sr, 14sr, and 15sr), interactional courtesy (10inc, 11inc and 12inc), and fairness perception (22fp and 23fp).
- 2<sup>nd</sup> Component → ***Organizational Integrity (OI)***: The elements of ethical understanding (16eu, 17eu, and 18eu), task competence (1tc, 2tc, and 3tc), and rule obedience (19ro, 20ro, and 21ro)
- 3<sup>rd</sup> Component → ***Organizational Quality Management (OQM)***: The element of quality management (7qua, 8qua, and 9qua).
- 4<sup>th</sup> Component → ***Organizational Financial Structure (OFS)***: The element of financial structure (4fs, 5fs, and 6fs).

When comparing with the previous studies in the literature, this result, obtained from a Turkish sample, has some similarities and distinctions. Firstly, the first component, ***Organizational Benevolence (OB)*** includes elements of ‘social responsibility’ and ‘interactional courtesy’, similar to the previous studies. However, in the current study, this component includes the element of fairness perception as well. This is a somewhat interesting result. However, considering the contextual variables that affect people’s perception a lot, it can be interpreted more realistically. As people working in a developing country, Turkish employees might perceive fairness in the organization as a ‘favor’, rather than a ‘requirement’. Considering the overall level of working conditions in Turkey (Eurofound, 2012)<sup>3</sup>, fairness might be perceived as part of OB.

Another interesting result is regarding with the combination of second component, ***Organizational Integrity (OI)***. OI is perceived as the combination of task competence, rule obedience and ethical understanding. Based on this result, it might be stated that people working in Turkish organizations believe the integrity and honesty of an organization, when it does its job well with a rule-oriented and ethical framework. Interestingly, this unique combination partly overlaps the first three components of Carroll’s CSR pyramid. According to the Carroll (1991), economic, legal, and ethical

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<sup>3</sup> Eurfound survey (2012) reveals that Turkish employees are among the employees who have worst conditions in all European countries, in terms of long working hours, high level of risk exposure, highly subjective work intensity (such as high speed, tight deadlines, inadequate time to do job), etc. According to the report, the lowest mental well-being reported in Lithuania (41%), Albania (39%), Turkey (37%), the Czech Republic (32%) and Latvia (32%).

responsibilities form the basic structure of a firm's responsibility to its stakeholders. Philanthropic responsibilities, as the fourth component on the pyramid, can be seen the real contribution of a company to the improvement of society and social welfare. In the literature, economic and legal components are usually seen as 'required' dimensions, ethical and philanthropic components are viewed as 'expected' and 'desired' dimensions, respectively (Schwartz and Carroll, 2003). In the current study, while ethical understanding is perceived as an element of OI with two other 'required' dimensions (task competence and rule obedience), the last component of Carroll's pyramid is perceived as an element of OB, as explained above.

The last two component of factorial structure are *Organizational Quality Management (OQM)* and *Organizational Financial Success (OFS)*, respectively. Although the literature combines these two components under a unique factor as ability, Turkish sample perceived these two components, separately. This result might be seen as the sign of priorities given to quality issues and financial structure among Turkish companies. Since financial structure is usually perceived as the indicator of the strength and soundness of a company, it is not so surprising to load these items under a distinct component in the study. However, perception of quality should be examined in more detailed. Standardization have become one the most important dimension for economic activities since the beginning of the national industrialization process, which starts relatively late in Turkey. As early as the 1930s, legal framework (with the provisions of Law 1705, and subsequently of Law 3018) has been formed to control of Turkish export products and Turkish Standards Institute (Türk Standartları Enstitüsü / TSE) was set up on 7 October 1954 (TSE, 2012). Therefore, the importance of standardization and general level of awareness on quality issues have been matured very early among Turkish companies and their employees as well. Today, most Turkish companies have applied some types of quality management systems. For instance, the number of certified companies in 2012 is approximately 17300 (TSE, 2012). Considering the importance of quality issues in the companies, now it can be more understandable why employees in Turkey perceive quality issues and quality management as a separate dimension of organizational trust.

In order to show the link between these four subscales with the overall trust of respondents to their organization, a regression analysis was applied also. As seen in the Table 12 and 13, this four sub-factorial structure provides a very strong model of organizational trust with its adjusted R Square values of ,587. It should be keep in mind that organizational trust is one of the complex concept of the literature and there can be lots of variable that might affect an individual trust to his or her company. Therefore, considering the existence of multivariable, the exploratory power of this model can be accepted as a strong one.

**Table 12 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.776	.603	.587	.56997

As seen in Table 13, the model is significant at .01.

**Table 13 ANOVA Table**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	48.828	4	12.207	37.575	.000 <sup>a</sup>
	Residual	32.162	99	.325		
	Total	80.990	103			

Table 14 shows that all variables are significant at .001 and standardized beta coefficients are quite high. Comparing these coefficients indicates that OB and then OI are the most important factors that affect a person's trust to his or her company. OQM and OFS are also considered among these factors.

**Table 14 Coefficient of Regression Model**

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	4.012	.056		71.776	.000
<i>Organizational Benevolence (OB)</i>	.475	.056	.538	8.496	.000
<i>Organizational Integrity (OI)</i>	.407	.056	.460	7.258	.000
<i>Organizational Quality Management (OQM)</i>	.237	.056	.268	4.231	.000
<i>Organizational Financial Success (OFS)</i>	.151	.056	.171	2.707	.008

### 3.3.4. Correlation Analysis

Table 15 presents the correlations and the alpha reliability coefficients for the relevant variables in this study. The values in the table range from .958 to .00. The correlation between both profitability ratios is the highest value of .958 and just used to confirm the results regarding with actual organizational performance. Besides 2 values above .600, the rest of the values have either fair (around .400) or low level of multicollinearity.

**Table 15** Correlation Matrix

No. Variables	1	2	3	4	5	6	7	8	9	10	11
1 OB	-										
2 OI	.000	-									
3 OQM	.000	.000	-								
4 OFS	.000	.000	.000	-							
5 OC	<b>.625**</b>	<b>.429**</b>	<b>.339**</b>	.065	-						
6 OBxOC	<b>-.449**</b>	.054	<b>.212*</b>	.134	<b>-.335**</b>	-					
7 OIxOC	.070	<b>-.437**</b>	-.124	.115	-.161	-.212*	-				
8 OQMxOC	<b>.280**</b>	-.153	-.151	.017	.056	<b>-.400**</b>	<b>.383**</b>	-			
9 OFSxOC	<b>.196*</b>	.137	.017	<b>-.266**</b>	<b>.230*</b>	-.162	-.125	.115	-		
10 Future Performance	<b>.358**</b>	<b>.467**</b>	<b>.405**</b>	<b>.193*</b>	<b>.650**</b>	.019	<b>-.233*</b>	-.152	.039	-	
11 1st Profitability Ratio (PA)	.039	<b>-.213*</b>	-.096	<b>.482**</b>	-.133	.064	-.017	-.077	<b>-.207*</b>	-.044	-
12 2nd Profitability Ratio (PE)	.010	<b>-.201*</b>	-.083	<b>.478**</b>	-.133	.065	-.014	-.085	-.168	-.017	<b>.958**</b>

\* $p < .05$ . \*\* $p < .01$ .

### 3.3.5. Hypothesis Testing

#### 3.3.5.1. Hypothesis Development

As explained in the literature review part, this study attempted to investigate a possible link between organizational trust and organizational performance. Based on the obtained result for factorial structure above, organizational trust has been analyzed in a multidimensional structure, including OB, OI, OQM, and OFS. The current study proposes a link between each dimension of organizational trust (as independent variables) and organizational performance (as dependent variables). In order to fully understand the nature of proposed link, organizational performance was measured within twofold structure. As it was explained previously, in the first one, ‘actual’ organizational performance was taken into account and measured in terms of two profitability ratios of

banks. In order to confirm the results, two ratios were chosen as ‘net profit (loss)/ total assets’ and ‘net profit (loss)/ total equity’ based on the secondary data obtained from the official web site of Bank Association of Turkey.

Based on the discussion given in the literature review part on H1 and considering the multidimensional structure of organizational trust, four hypotheses in which the dependent variable is the actual organizational performance indicators (in terms of profitability ratios) are obtained as:

*H1a: Organizational benevolence (OB) affects organizational performance.*

*H1b: Organizational integrity (OI) affects organizational performance.*

*H1c: Organizational quality management (OQM) affects organizational performance.*

*H1d: Organizational financial structure (OFS) affects organizational performance.*

In addition to the analysis on actual data of organizational performance, the employee’s future expectation of organizational performance was also inquired in the current study. If employees trust their organizations in terms of four-dimensional structure, it might affect their expectation on the future performance of their organizations. However, here, OC was included into the model as the moderator factor possibly affecting each link between dependent and independent variables. It is known that a moderator variable is one that has a strong contingent effect on the independent variable-dependent variable relationship (Sekaran, 2003:91) and it affects the direction or strength of relationship (Baron and Kenny,1986). In this study, OC of an employee was seen as moderator variable. In order to analyze the proposed relation sets more clearly, it is also important to consider possible factors affecting the sets. Therefore, age, gender, education level, position, total work experience, and tenure of respondents are considered as control variables.

Based on the discussion given in the literature review part on H2 and H3 and considering the multidimensional structure of organizational trust, the hypotheses in which the dependent variable is the employees’ future expectation on organizational performance are given in the following:

**H2a:** *Organizational benevolence (OB) affects employees' expectation of future organizational performance.*

**H3a:** *The strength of relationship between organizational benevolence (OB) and employees' expectation of future organizational performance increases as the employee's organizational commitment increases.*

**H2b:** *Organizational integrity (OI) affects employees' future expectation of organizational performance.*

**H3b:** *The strength of relationship between organizational integrity (OI) and employees' expectation of future organizational performance increases as the employee's organizational commitment increases.*

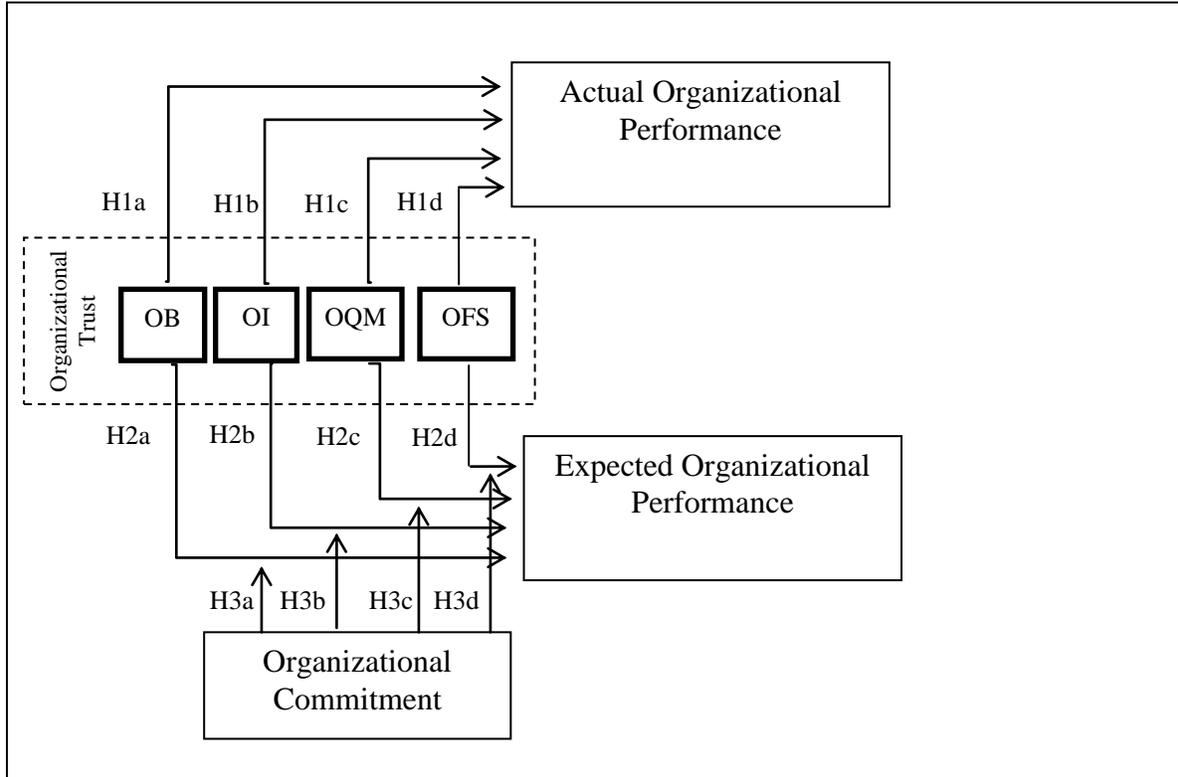
**H2c:** *Organizational quality management (OQM) affects employees' expectation of future organizational performance.*

**H3c:** *The strength of relationship between organizational quality management (OQM) and employees' expectation of future organizational performance increases as the employee's organizational commitment increases.*

**H2d:** *Organizational financial structure (OFS) affects employees' expectation of future organizational performance.*

**H3d:** *The strength of relationship between organizational financial structure (OFS) and employees' expectation of future organizational performance increases as the employee's organizational commitment increases.*

Figure 3 shows the proposed links that will be tested in the next step.



**Figure 3.** Hypothesized Relationship in the Study

### 3.3.5.2. Hypothesis Testing and Findings

Linear regression analyses were performed to test the hypothesized links between the dimensions of organizational trust and actual performance indicators. Although it was aimed to use both profitability ratios [‘net profit (loss)/ total assets’ (1<sup>st</sup> ratio) and ‘net profit (loss)/ total equity’ (2<sup>nd</sup> ratio)] to confirm the accuracy of results, the correlation matrix given above shows that these two variables are highly correlated (.958). Therefore, only one of these profitability ratio (1<sup>st</sup> Ratio) was used in the analysis. Table 16 shows the results for H1a proposed on the link between OB and actual performance indicators. It can be seen that adjusted  $R^2$  is around zero and this variable was found statistically insignificant. Therefore, H1a was not supported by the analysis in both profitability ratios.

**Table 16** The Result of Regression Analysis for H1a (1<sup>st</sup> Ratio)

Dependent Variable: Actual Organizational Performance (Profitability ratio: 'net profit (loss)/ total assets')

	<b>R<sup>2</sup></b>	<b>Adjusted R<sup>2</sup></b>	<b>F</b>	<b>Unstandardized Coefficients B</b>	<b>Standardized Coefficients Beta</b>	<b>t</b>
Model	.002	-.008	.159			
Constant				.473		8.278**
OB				.023	.039	.399

\**p* < .05. \*\**p* < .01.

Table 17 present the results for the test of H1b based on actual performance. It can be seen that adjusted R<sup>2</sup> explained 3.6 of the variance of performance measures. The analysis reveals that OI (b= -.213) significant at 0.01 level and this finding provided partial support to the second hypothesis. Although this results show that there is 'a relationship between OI and organizational performance', the sign of beta coefficients does not support the direction of supposed link. According to these results, organizations perform 'worse' when their employees think that their organizations have integrity.

**Table 17** The Result of Regression Analysis for H1b (1<sup>st</sup> Ratio)

Dependent Variable: Actual Organizational Performance (Profitability ratio: 'net profit (loss)/ total assets')

	<b>R<sup>2</sup></b>	<b>Adjusted R<sup>2</sup></b>	<b>F</b>	<b>Unstandardized Coefficients B</b>	<b>Standardized Coefficients Beta</b>	<b>t</b>
Model	.045	.036	4.877*			
Constant				.473		8.465**
OI				-.124	-.213	-2.208*

\**p* < .05. \*\**p* < .01.

The result for the test of H1c based on profitability ratio can be seen in Table 18. Again the same procedure was followed similar to the analysis of the first two hypotheses. However, OQM was not found statistically insignificant and so H1c was not supported by the analysis.

**Table 18** The Result of Regression Analysis for H1c (1<sup>st</sup> Ratio)

Dependent Variable: Actual Organizational Performance (Profitability ratio: 'net profit (loss)/ total assets')

	<b>R<sup>2</sup></b>	<b>Adjusted R<sup>2</sup></b>	<b>F</b>	<b>Unstandardized Coefficients B</b>	<b>Standardized Coefficients Beta</b>	<b>t</b>
Model	.009	.000	.959			
Constant				.473		8.310**
OQM				-.056	-.096	-.980

\**p* < .05. \*\**p* < .01.

Table 19 presents the result for the test of H1d based on profitability ratio. Table shows that adjusted  $R^2$  explained 22.4% of the variance of performance measure. It can be noticed that the exploratory strength of OFS on the variance of performance is much higher than OI. The analysis revealed that OFS ( $b=.482$ ) was significant at the 0.01 level and this finding provided support to H1d.

**Table 19** The Result of Regression Analysis for H1d (1<sup>st</sup> Ratio)

Dependent Variable: Actual Organizational Performance (Profitability ratio: 'net profit (loss)/ total assets')

	<b>R<sup>2</sup></b>	<b>Adjusted R<sup>2</sup></b>	<b>F</b>	<b>Unstandardized Coefficients B</b>	<b>Standardized Coefficients Beta</b>	<b>t</b>
Model	.232	.224	31.106**			
Constant				.473		9.438**
OFS				.281	.482	5.577**

\* $p < .05$ . \*\* $p < .01$ .

In order to test H2a, H3a, H2b, H3b, H2c, H3c, H2d, and H3d, first a three-stage hierarchical regression analysis was performed with including all control variables into the analysis. However, it can be seen in Appendix, the analysis of collinearity diagnostics (tolerance and VIF) shows that three control variables (age, work experience, and tenure) have tolerance values less than .50 which means that over one-half of their variance is accounted for by the other variables in the equation (Hair et al., 2006). Moreover, the control variables are found statistically insignificant. Therefore, in order to eliminate the negative or neutral impact of these variables, a two-stage hierarchical regression analysis was applied without including control variables. both the changes in the adjusted  $R^2$  and the level of significance in the regression equations were used to determine the existence and the strength of the relationship in each model.

Table 20 shows that the results for H2a and H3a predicting the link between OB and employees' expectation on future organizational performance. In the first step, OB and OC, as the moderator variable, were entered into the model and adjusted  $R^2$  explained approximately 40% of the variance on the expectation of future organizational performance. Although OC ( $b=.557$ ) was significant at 0.01 level, OB was statistically insignificant. This result does not provide support for H2a. In order to test the moderator effect suggested in H3a, an interaction term between OB and OC was calculated via taking the joint effects of their scores (OBxOC) and entered into the model in the second step. Although the interaction variable ( $b=.28$ ) was significant at the 0.01 and this result

provides support for H3a, the low difference in  $R^2$  between the second and third step ( $R^2$  change = .063) indicates that this variable explained a small percentage on the variation in dependent variable.

The impact of collinearity on the independent variables was also measured in the regression model. According to the results of both collinearity diagnostics (tolerance and VIF), none of the variables has tolerance values less than .50 which means that over one-half of their variance is accounted for by the other variables in the equation (Hair et al., 2006). (The similar results were obtained in the rest of the analysis).

**Table 20** The Results of Hierarchical Regression Analysis for H2a and H3a  
Dependent Variable: Expectation of Future Organizational Performance (Employee Perception)

Model	Variable	Adjusted $R^2$	$R^2$ Change	F Change	Unstand. Coef. Beta	Stand. Coef. Beta	t	Collinearity Statistics	
								Tolerance	VIF
<b>1</b>	<b>Step 1</b>	.405	.417	35.334**					
	OB				-.039	-.047	-.477	.610	1.639
	OC				.557	.674	6.853**	.610	1.639
<b>2</b>	<b>Step 2</b>	.464	.063	11.922**					
	OB				.053	.064	.650	.545	1.834
	OC				.578	.699	7.469**	.606	1.650
	OBxOC				.139	.282	3.453**	.793	1.260

\* $p < .05$ . \*\* $p < .01$ .

Table 21 shows that the results for H2b and H3b predicting the link between OI and employees' expectation on future organizational performance. Similar to the previous analysis, in the first step, OI and OC were entered into the model and adjusted  $R^2$  explained approximately 45% of the variance on the expectation of future organizational performance. Both OI ( $b=.233$ ) and OC ( $b=.544$ ) were significant at 0.01 level and this result provides statistically significant support for H2b. In the next step, the interaction variable (OIxOC) was entered into the model. However, it was not statistically significant and H3b was not supported in the analysis.

**Table 21** The Results of Hierarchical Regression Analysis for H2b and H3b  
 Dependent Variable: Expectation of Future Organizational Performance (Employee Perception)

Model	Variable	Adjusted R <sup>2</sup>	R <sup>2</sup> Change	F Change	Unstand. Coef. Beta	Stand. Coef. Beta	t	Collinearity Statistics	
								Tolerance	VIF
<b>1</b>	<b>Step 1</b>	.449	.459	42.082**					
	OI				.194	.233	2.849**	.816	1.225
	OC				.450	.544	6.657**	.816	1.225
<b>2</b>	<b>Step 2</b>	.445	.002	.423					
	OI				.174	.209	2.321*	.678	1.476
	OC				.452	.546	6.655**	.815	1.226
	OIxOC				-.032	-.054	-6.651	.809	1.237

\* $p < .05$ . \*\* $p < .01$ .

Table 22 shows that the results for H2c and H3c predicting the link between OQM and employees' expectation on future organizational performance. OQM and OC were entered into the model in the first step. It can be seen in the table that adjusted R<sup>2</sup> explained approximately 45% of the variance on the expectation of future organizational performance and both OQM (b=.188) and OC (b=.469) were significant at 0.01 level. This result provides support for H2c. In the next step, the interaction variable (OQMxOC) was entered into the model. The analysis reveals that this variable (b= -.105) significant at the 0.05 level and these findings provided only a partial support to H3c. Although this result shows that moderator variable affected the strength of the relationship between OQM and future organizational performance, the sign of beta coefficients does not support the direction of supposed link.

**Table 22** The Results of Hierarchical Regression Analysis for H2c and H3c  
 Dependent Variable: Expectation of Future Organizational Performance (Employee Perception)

Model	Variable	Adjusted R <sup>2</sup>	R <sup>2</sup> Change	F Change	Unstand. Coef. Beta	Stand. Coef. Beta	t	Collinearity Statistics	
								Tolerance	VIF
<b>1</b>	<b>Step 1</b>	.450	.461	42.257**					
	OQM				.188	.226	2.885**	.885	1.130
	OC				.469	.568	7.235**	.885	1.130
<b>2</b>	<b>Step 2</b>	.468	.023	4.385*					
	OQM				.163	.197	2.507*	.856	1.168
	OC				.485	.586	7.549**	.874	1.145
	OQMxOC				-.105	-.155	-2.094*	.964	1.037

\* $p < .05$ . \*\* $p < .01$ .

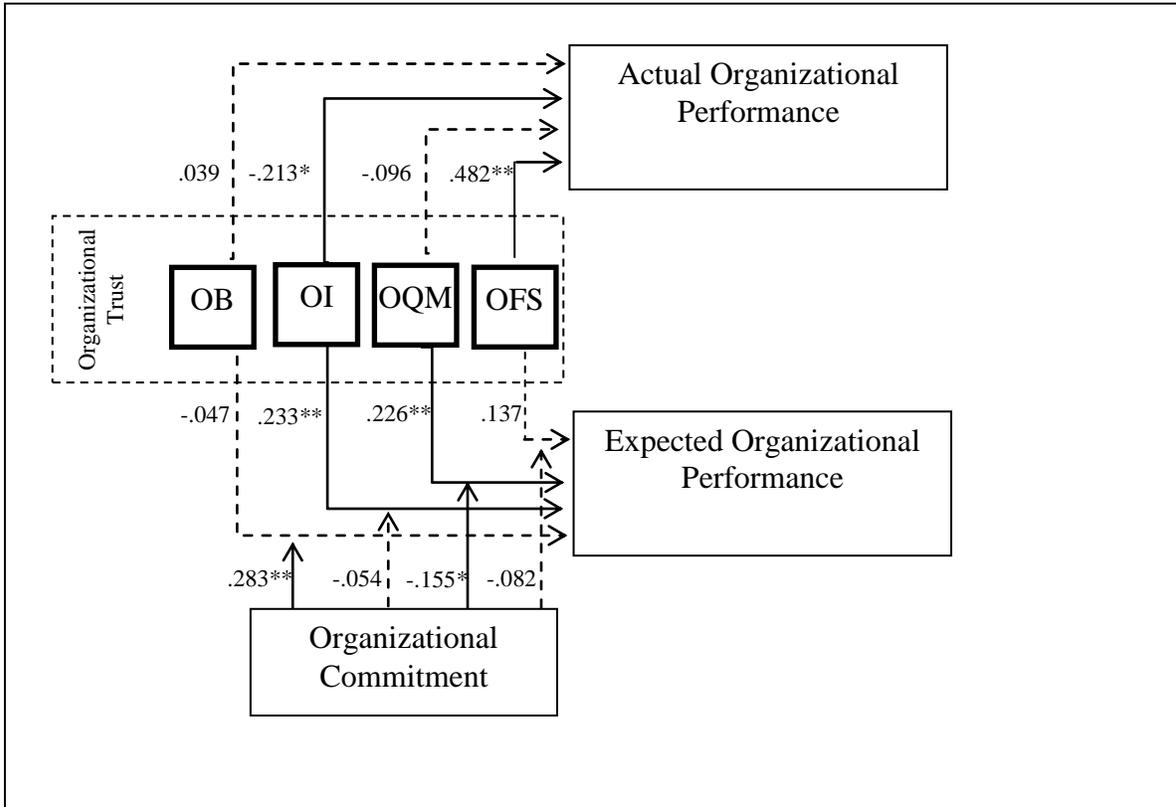
Table 23 shows that the results for H2d and H3d predicting the link between OFS and employees' expectation on future organizational performance. In the first step, OFS and OC were entered into the model. Table shows that adjusted R<sup>2</sup> explained approximately 42% of the variance on the expectation of future organizational performance. Although OC (b=.635) was significant at 0.05 level, OFS was not significant. This result does not provide support for H2d. After entering the interaction variable (OFSxOC) into the model, again it was found insignificant and H3d was not also supported by the analysis.

**Table 23** The Results of Hierarchical Regression Analysis for H2d and H3d  
Dependent Variable: Expectation of Future Organizational Performance (Employee Perception)

Model	Variable	Adjusted R <sup>2</sup>	R <sup>2</sup> Change	F Change	Unstand. Coef. Beta	Stand. Coef. Beta	t	Collinearity Statistics	
								Tolerance	VIF
<b>1</b>	<b>Step 1</b>	.423	.434	37.955**					
	OFS				.115	.137	1.814	.996	1.004
	OC				.525	.635	8.386**	.996	1.004
<b>2</b>	<b>Step 2</b>	.423	.006	1.017					
	OFS				.095	.114	1.445	.912	1.096
	OC				.542	.656	8.364**	.930	1.075
	OFSxOC				-.061	-.082	-1.008	.868	1.153

\* $p < .05$ . \*\* $p < .01$ .

The results obtained from hypothesis testing are given on Figure 5.



**Figure 4.** The Results for Hypothesized Relationships  
*\*p < .05. \*\*p < .01.*

### 3.4. Limitations

This study is subject to some limitations. First of all, since the data was collected within one country (Turkey) and one sector (banking sector), the generalizability of the study is somewhat limited. Turkey is a developing country which has some characteristics of Eastern and Western societies simultaneously. Although Turkey has been on the way of joining European Union (EU), it still shares some commonalities with Middle Eastern countries. According to Kabasakal and Bodur (2002), Turkey is a member of ‘Arabic Cluster’, with Egypt, Morocco, Turkey, Kuwait, and Qatar. Since all these countries have a common historical background, the people living those countries today have some common practices and worldviews, which affect business community and managerial practices as well. However, despite the existence of such historical roots, Turkey differs from other countries in Arabic Cluster, with having a strong tradition of occidentalization since the end of 19<sup>th</sup> century. Today, as a candidate state of European

Union, Turkey provides a unique combination of Eastern and Western cultures, practices, and worldviews. Since the European countries are the most important trading partners in importing and exporting, Turkish business community has closely followed the trends and developments in their western counterparts. Despite its longstanding Eastern traditions, doing business in Turkey converges to a European style since the Republican Revolution in 1923. Therefore, when comparing with other European and Middle Eastern countries, Turkey is one of the most suitable contexts to develop a scale of organizational trust to understand the reflection of both cultures simultaneously. However, these results can be still generalized only for one country and one sector and need to be confirmed in the future with new studies.

Second limitation is regarding with the proposed link between organizational trust and organizational performance. In fact it is a common limitation of most studies that try to establish a link between an organizational variable and performance on the organizational level. Because, determining the effects of each factor contributing to the performance of an organization is very difficult. For example, according to Peterson (2004), finding the impact of social responsibility on financial performance is very difficult without excluding the effects of numerous potential variables on the financial performance. However, there are lots of studies attempt to explore such a link in order to deeper the understanding in the literature. Therefore, this study tried to articulate such a link and found some meaningful results for the future studies.

Another limitation of the study is to measure organizational performance. It is known that performance is not only related with profitability ratios or overall financial issues. The actual performance of an organization can be measured by other non-financial indicators, like in the suggested model of Kaplan and Norton's (1992) balance scorecard model. Although this study is particularly interested in the impacts on financial indicators, the studies in the future should investigate the link between organizational trust and other non-financial indicators like customer satisfaction, internal outcomes, stakeholder relations etc.

## CONCLUSION

As it is explained in the previous part, it was proposed that if employees trust their organizations in terms of OB, OI, OQM, and OFS, the actual performance of organizations might be higher in terms of profitability ratios. The analysis of these hypotheses suggested a link between 'OI and actual performance' and 'OFS and actual performance'. It can be quite understandable to find a link between OFS and actual performance, since both of them are quite interrelated. The analysis shows that the organizations actually perform well, when their employees think that their organizations have a strong financial structure.

Surely, one of the most interesting results of this study was obtained regarding with the link between OI and actual performance; because, according to the result of analysis, organizations perform 'worse' when their employees think that their organizations have integrity. Recalling the items under OI might be helpful to understand this result. As it is mentioned in the previous section, OI was perceived as the combination of task competence, rule obedience, and ethical understanding elements. Therefore, based on the results of factor analysis, it can be stated that people working in Turkey find an organization honest when it does its job well within a rule-oriented and ethical framework. However, the result of regression analysis shows that if employees think that their organizations have integrity and honesty; the organizations are not performed well in terms of profitability ratios.

It is clear that the perception of an employee regarding with one aspect of his or her organization does not have to be true all the time. However, considering the chosen data collection method (this technique was chosen to confirm the anonymity of respondents when filling the questionnaire form) and the demographical statistics of respondents (mean value of age is 32.6, almost all of them graduated from a university, 30 percent of them is working in managerial position etc.), there are some sufficient reasons to suppose that these perception reflect the actual feeling and more importantly actual situation in their organizations. If these employees told the truth about the integrity of their organizations (as operating with obeying rules and ethical framework), it become understandable why such an organizations performs 'worse' in Turkey. As a developing

country, Turkey has not only an instable legal framework for business organizations, but also there is significant erosion in the ethical understanding of both society and business community after the 1980s. Since the governance system is mostly built on the relationships (relations with strong and powerful government elites have a quite long tradition for Turkish business organizations (Buğra, 2005)<sup>4</sup>, obtaining high performance standards in such a country might be related with variables other than doing business in a rule-oriented and ethical manner.

Discussing the findings on statistically insignificant relations of analysis is equally important to find out the nature of these links and understand a possible gap between theory and empirical study. For example, in the current study, the results show no significant relations between ‘OB and actual performance’ and ‘OQM and actual performance’. The absence of a supposed link between OB and actual performance might be related with two reasons. One explanation might be related with the perceptions of employees on the actual benevolence of their organizations. A possible misperception of respondents on their organizations can inhibit to reach the actual case of these organizations. However, as a common assumption for most studies which are based on perception of respondents, employees’ perception is accepted as true and reflecting the actual state in the organization. An alternative explanation is regarding with considering the contextual factors. The factorial structure of organizational trust scale shows that OB was found as a function of social responsibility, interactional courtesy, and fairness perception. Although Turkey has a strong tradition of corporate philanthropy through the foundations (waqf) of large companies since the Ottoman times, social responsibility is still a new concept for most Turkish companies and society at large (Ararat, 2008). The overall awareness level is usually lower than the other developed countries. Therefore, considering the effect of other two dimensions (interactional courtesy and fairness perception), Turkish context might be ignorant to appreciate the benevolence at all. For instance, if one business organization involves into a social responsibility project, it might expect that this project will contribute to the company in some way in the future; through enhancing company image among its customers or obtaining legitimacy in the

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<sup>4</sup> According to Bugra (2005), business organizations are the most protected and politically feared child of state. Therefore, in Turkey, the performance of organizations is not usually explained by being a good corporate citizen; rather the relations with government bodies have more effect on the performance.

society etc. Such an expectation might be true for most businesses in the developed countries; because most study in the literature indicate a link between such corporate activities and financial and non-financial returns. However, it seems that it is not true for the sample of this study drawing from Turkish banks. Therefore, according to the respondents' point of view, in Turkey, being 'good' and 'benevolent' might not pay to the company - at least in the short run.

In the analysis, it was not found a significant relation between OQM and actual performance as well. As it is explained above, quality is one of the most important issues for most Turkish organizations. However, based on this result, it seems that managing quality well has no impact on actual performance. Again first explanation might be true regarding with the misperception of respondents. On the other hand, there might be an alternative explanation for this result as well. Banking sector is one of the most important sectors in Turkey and, after the restructuring reforms since 2001, this sector has been kept a close watch of a newly established state authority as Banking Regulation and Supervision Agency (Bankacılık Düzenleme ve Denetleme Kurumu/ BDDK). Since this sector is seen at the most fragile position on the financial and economic system, a comprehensive set of regulations has been applied on the banking sector and today the sector has been strengthened significantly (Coşkun et al., 2012). Surely, due to these significant changes in banking mechanism during the last decade, the standardization among banking operations has been increased and so 'quality' might become a necessary but not sufficient condition for operating in this sector. If all rivals share a similar quality understanding, it is not a 'competitive advantage' anymore. Although quality is still very important for this sector, its existence might not affect the performance at all – because now it might be seen as a necessary condition to operate in this sector.

In the current study, it was also proposed that if employees trust their organizations in terms of OB, OI, OQM, and OFS, their expectation on future organizational performance might be higher as well. The result of analysis on OB indicates that OB is not statistically significant on explaining employees' expectation on future organizational performance. However, this result changed when entering the interactional variable to measure the impact of OC. A higher organizational commitment yields a statistically significant and positive relationship between OB and expectation on

future organizational performance. Namely, if employees feel a higher commitment to their organizations, the strength of relationship between OB and employees' expectation on future organizational performance increases.

According to the findings, there is a statistically significant relation between OI and employees' expectation of future organizational performance. This result demonstrated that if employees expect a better future organizational performance when they found an organization honest in terms of ethical understanding, task competence, and rule obedience. Although the link between OI and actual performance gives a very different result than it is expected (organizations perform 'worse' when their employees think that their organizations have integrity), employees' thoughts are on the same way of what should be happen on the normative level: a company's honesty and integrity should increase its performance in the future.

Since the origin of this quality awareness has been established very early in Turkey, today most people think that an organization has operating with high quality, performs better than their rivals. Although, it was not found a link between OQM and actual organizational performance, the respondents of this study think that there is a link between OQM and future organizational performance. One interesting result was obtained when adding the interaction variable (OQMxOC) into the model. Although the moderator variable affected the strength of the relationship between OQM and future organizational performance, it was not on the supposed direction. This result reveals that there might be a missing variable in the interaction among OQM, OC, and OQMxOC. For instance, in the future studies, an indicator to determine the specific effects of quality management to organizational members might be considered in order to understand the nature of relationships among these three variables. The last hypotheses of this study was regarding with the link between OFS and employees' expectation of organizational performance. Although the analysis on actual performance data demonstrates a link between OFS and organizational performance, such a link between OFS and future expectation on organizational performance was not detected in the current study. In sum, recalling the discussion on Pygmalion effect in the literature review part, being a trustworthy organization, particularly in terms of OI and OQM, can increase the

employees' positive expectation on their organization and, one day in the future, these expectations might turn into a reality.

This study tried to contribute to the literature with analyzing organizational trust in Turkish business community. Although the results of this study revealed some important links and provides an insight on the nature and impact of organizational trust, there is a need for new studies that will advance the current understanding on this issue.

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## APPENDIX

### Anket Formu

1. Yaş : \_\_\_\_\_

2. Cinsiyet :  K  E

3. Eğitim Durumu : \_\_\_\_\_

4. Firmadaki göreviniz : \_\_\_\_\_

5. Ne kadar zamandır çalışma hayatındasınız? : \_\_\_\_\_ Yıl / \_\_\_\_\_ Ay

6. Ne kadar zamandır bu şirkette çalışıyorsunuz? : \_\_\_\_\_ Yıl / \_\_\_\_\_ Ay

7. Lütfen aşağıda verilen ifadeleri okuyarak, kendinize en uygun seçeneği işaretleyiniz:

	1	2	3	4	5
	Kesinlikle Katılmıyorum			Kesinlikle Katılıyorum	
	1	2	3	4	5
Genel olarak çalıştığım şirkete olan güvenim tamdır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Şirketimizin önümüzdeki dönemde performansının hedeflenen düzeyde veya bunun üstünde gerçekleşmesini bekliyorum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. Lütfen aşağıda verilen ifadeleri okuyarak, kendinize en uygun seçeneği işaretleyiniz:

	1	2	3	4	5
	Kesinlikle Katılmıyorum			Kesinlikle Katılıyorum	
	1	2	3	4	5
Bu şirketin başarılı olmasında yardımcı olmak için, normalde beklenenin ötesinde, büyük bir çaba göstermeye hazırım.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
İşe başladığım zaman göz önüne aldığım diğer şirketler yerine, bu şirkette çalışmayı seçtiğim için son derece memnunum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Arkadaşlarıma bu şirketin, çalışmak için çok iyi bir örgüt olduğunu söylüyorum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bu şirkette çalışmaya devam etmek için hemen hemen her tür görevi kabul ederdim.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Benim değerlerimle, şirketin değerlerinin çok benzer olduğunu düşünüyorum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bu şirketin bir parçası olduğumu diğer insanlara söylemekten gurur duyuyorum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bu şirket, iş performansı açısından beni çok iyi teşvik ediyor.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bu şirketin kaderini gerçekten umursuyorum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bence, bu şirket çalışılacak bütün şirketler içerisinde en iyi olanıdır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**9. Lütfen aşağıda verilen ifadeleri okuyarak, kendinize en uygun seçeneği**

**işaretleyiniz:**

**1**  
**Kesinlikle**  
**Katılmıyorum**

**2**

**3**

**4**

**5**  
**Kesinlikle**  
**Katılıyorum**

		1	2	3	4	5
1tc	Şirket liderlerimiz, işinin uzmanı olan insanlardır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2tc	Şirketimiz, çalışanların işlerinde yapmaları gereken görevleri açıkça tanımlar.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3tc	Şirketimiz, ayrıntıları dikkate alarak çalışır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4fs	Şirketimiz, sektörün önde gelen firmalarından biridir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5fs	Şirketimiz ekonomik olarak başarılı ve verimlidir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6fs	Şirketimiz sektörün finansal açıdan en başarılı firmalarından biridir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7qua	Tüm çalışanlarımız, hizmet kalitesini geliştirmenin temel ilkelerini benimsemiştir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8qua	Çalışanlarımız, çalıştıkları birimlerin sisteminin daha iyi hale gelmesi için çaba harcar.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9qua	Şirketimiz yüksek hizmet kalitesi ile ünlüdür.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10inc	Örgütte uygulanan plan ve programlar çalışan önceliklerine hassasiyet gösterir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11inc	Bu kurumda, görüş ve değer farklılıklarına saygı gösterilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12inc	Finansal kararlar, tüm taraflar için en iyi ne olacaksa ona göre verilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13sr	Şirketimiz paydaşlarına karşı olan sosyal sorumluluğunu kabul eder.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14sr	Kar amacı gütmeyen ötesinde, topluma faydalı olmak şirketimiz için önemlidir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15sr	Şirketimiz sektörünün sosyal sorumluluk yapan firmalarından biridir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16eu	Şirketimiz halkı büyük oranda bilgilendirir ve önemli bilgileri asla gizlemez.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17eu	İşle ilgili temel bilgiler çalışanlarla paylaşılır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18eu	Şirketimiz, tüm faaliyetleri için yol gösterici olan bir etik felsefeye sahiptir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19ro	Yürürlükteki yasalara uymak için her zaman çaba gösterilir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20ro	Bu şirkette, temel kurallar ve politikalar açıkça tanımlanmıştır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21ro	Kuralların, benzer durumlara uygulanmasında tutarlı davranılır.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22fp	Bu şirketin, herkes için adil kurallar çerçevesinde yönetildiğini düşünüyorum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23fp	Bu şirkette görevini belirlenen kurallara göre yerine getiren hiç kimsenin işine son verilmeyeceğini düşünüyorum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

\*\*\*

**Zaman ayırıp bu ankete katıldığınız için çok teşekkür ederiz.**  
**Anket veya genel olarak bu konuyla ilgili eklemek istediğiniz görüş ve önerileriniz varsa,**  
**lütfen belirtiniz:** \_\_\_\_\_

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**THE RESULTS OF THREE-STAGE REGRESSION ANALYSIS**

**Table 24** The Results of Hierarchical Regression Analysis for H2a and H3a

Model	Variable	Adjusted R <sup>2</sup>	R <sup>2</sup> Change	F Change	Unstand. Coef. Beta	Stand. Coef. Beta	t	Collinearity Statistics	
								Tolerance	VIF
<b>1</b>	<b>Step 1</b>	-.005	.058	.915					
	Age				-.018	-.133	-.437	.112	8.903
	Gender				.303	.180	1.699	.931	1.074
	Education				.015	.009	.083	.809	1.236
	Position				.048	.026	.214	.709	1.410
	Work Experience				.002	.197	.652	.115	8.705
	Tenure				.001	.102	.615	.384	2.601
<b>2</b>	<b>Step 2</b>	.359	.355	26.624**					
	Age				-.012	-.091	-.369	.110	9.065
	Gender				.014	.008	.091	.854	1.170
	Education				.060	.037	.406	.802	1.247
	Position				.095	.052	.529	.700	1.428
	Work Experience				.001	.092	.380	.114	8.756
	Tenure				.001	.045	.337	.381	2.623
	OB				-.046	-.054	-.511	.606	1.650
	OC				.557	.668	6.183**	.572	1.748
<b>3</b>	<b>Step 3</b>	.427	.068	11.452**					
	Age				-.016	-.120	-.515	.110	9.078
	Gender				.010	.006	.069	.854	1.170
	Education				.066	.041	.475	.802	1.247
	Position				.104	.056	.610	.700	1.428
	Work Experience				.002	.180	.781	.113	8.868
	Tenure				6.368E-5	.006	.045	.378	2.646
	OB				.061	.072	.679	.531	1.882
	OC				.578	.693	6.765**	.569	1.757
	OBxOC				.145	.300	3.384**	.758	1.319

\*p < .05. \*\*p < .01. (Dependent Variable: Expectation of Future Organizational Performance)

**Table 25** The Results of Hierarchical Regression Analysis for H2b and H3b

Model	Variable	Adjusted R <sup>2</sup>	R <sup>2</sup> Change	F Change	Unstand. Coef. Beta	Stand. Coef. Beta	t	Collinearity Statistics	
								Tolerance	VIF
<b>1</b>	<b>Step 1</b>	-.005	.058	.915					
<b>2</b>	<b>Step 2</b>	.408	.400	32.444**					
	Age				-.011	-.077	-.329	.112	8.913
	Gender				.018	.010	.123	.860	1.163
	Education				.049	.030	.347	.808	1.238
	Position				.138	.075	.802	.704	1.420
	Work Experience				.000	.039	.166	.114	8.789
	Tenure				.001	.055	.429	.382	2.616
	OI				.201	.245	2.745**	.771	1.297
	OC				.447	.536	5.868**	.739	1.354
<b>3</b>	<b>Step 3</b>	.404	.002	.378					
	Age				-.011	-.080	-.339	.112	8.916
	Gender				.023	.013	.157	.857	1.166
	Education				.049	.030	.344	.808	1.238
	Position				.135	.073	.777	.704	1.421
	Work Experience				.000	.040	.171	.114	8.790
	Tenure				.001	.063	.490	.378	2.645
	OI				.180	.220	2.228*	.636	1.572
	OC				.446	.535	5.832**	.738	1.355
	OIxOC				-.032	-.055	-.615	.785	1.274

\*p < .05. \*\*p < .01. (Dependent Variable: Expectation of Future Organizational Performance)

**Table 26** The Results of Hierarchical Regression Analysis for H2c and H3c  
 Dependent Variable: Expectation of Future Organizational Performance (Employee Perception)

Model	Variable	Adjusted R <sup>2</sup>	R <sup>2</sup> Change	F Change	Unstand. Coef. Beta	Stand. Coef. Beta	t	Collinearity Statistics	
								Tolerance	VIF
<b>1</b>	<b>Step 1</b>	-.005	.058	.915					
<b>2</b>	<b>Step 2</b>	.416	.407	33.454**					
	Age				-.003	-.024	-.103	.112	8.960
	Gender				.053	.031	.369	.851	1.175
	Education				.073	.045	.522	.806	1.241
	Position				.093	.050	.541	.708	1.413
	Work Experience				.001	.083	.362	.114	8.739
	Tenure				.000	.014	.108	.381	2.625
	OQM				.206	.251	2.966**	.850	1.177
	OC				.449	.538	6.012**	.759	1.318
<b>3</b>	<b>Step 3</b>	.438	.026	4.520*					
	Age				-.005	-.037	-.160	.112	8.966
	Gender				.071	.042	.509	.847	1.180
	Education				.087	.054	.633	.804	1.244
	Position				.073	.039	.432	.705	1.418
	Work Experience				.001	.117	.517	.114	8.782
	Tenure				5.853E-5	.005	.042	.381	2.628
	OQM				.182	.221	2.622**	.826	1.211
	OC				.459	.550	6.252**	.756	1.323
	OQMxOC				-.113	-.168	-2.126*	.941	1.062

\* $p < .05$ . \*\* $p < .01$ .

**Table 27** The Results of Hierarchical Regression Analysis for H2d and H3d  
 Dependent Variable: Expectation of Future Organizational Performance (Employee Perception)

Model	Variable	Adjusted R <sup>2</sup>	R <sup>2</sup> Change	F Change	Unstand. Coef. Beta	Stand. Coef. Beta	t	Collinearity Statistics	
								Tolerance	VIF
<b>1</b>	<b>Step 1</b>	-.005	.058	.915					
<b>2</b>	<b>Step 2</b>	.383	.377	29.320**					
	Age				.000	.002	.008	.109	9.162
	Gender				-.026	-.015	-.176	.849	1.178
	Education				-.039	-.024	-.258	.725	1.379
	Position				.104	.057	.593	.708	1.412
	Work Experience				.000	.026	.111	.112	8.894
	Tenure				.000	.027	.206	.382	2.619
	OFS				.137	.163	1.905	.879	1.138
	OC				.522	.626	7.293*	.873	1.146
<b>3</b>	<b>Step 3</b>	.382	.006	.869					
	Age				.000	-.005	-.022	.109	9.171
	Gender				-.037	-.022	-.254	.843	1.186
	Education				-.017	-.011	-.111	.708	1.413
	Position				.103	.056	.584	.708	1.413
	Work Experience				.000	.029	.119	.112	8.895
	Tenure				.000	.039	.296	.378	2.645
	OFS				.113	.135	1.489	.783	1.277
	OC				.543	.651	7.225**	.792	1.263
	OFSxOC				-.062	-.083	-.932	.803	1.245

\* $p < .05$ . \*\* $p < .01$ .