

RESEARCH ON THE EFFECTS OF JOB SATISFACTION ON ORGANIZATIONAL TRUST AND ORGANIZATIONAL CITIZENSHIP IN HEALTH WORKERS: A CASE STUDY OF UNIVERSITY HOSPITALS*

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ABSTRACT

Purpose- The aim of this study is to examine the impact of organizational trust and organizational citizenship behavior on job satisfaction in healthcare workers. This study is also intended to be a role model for service businesses.

Methodology- To analyze this relationship, research was conducted on 945 people working in university hospitals. This includes the relationship of the lower dimensions of job satisfaction, which is the research dependent variable, to the lower dimensions of other independent variables.

Findings- The lower dimensions of trust in a manager and trust in an institution and workload are all moderately related to both dependent variable sizes. The salary and promotion dependent variable turns out to be unaffected by the lower dimension of trust in a manager. The lower dimensions of taking on the workload and feeling of belonging negatively affect job satisfaction in terms of salary and promotion. Trust in the institution and disciplined work has had a direct and positive effect on salary and promotion. The second dependent variable, the feeling of job satisfaction, is directly and positively affected by trust in a manager, trust in an institution, and disciplined work sub dimensions. Organizational trust has been studied as an intermediary variable; as such, no relationship has been found between the sub dimensions of organizational citizenship behavior and the sub dimensions of job satisfaction. In addition, organizational citizenship and job satisfaction between the mediated effects of organizational trust has been examined, but no significant relationship has been found.

Conclusion- This study develops a new model of the hospital management's hospitals interaction experience. This new model fills a research gap by providing an empirical study of the repeated hospital management

Keywords: health employee, organizational citizenship, organizational trust, job satisfaction, hospital management.

JEL Codes: M10, M11, M12

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1. INTRODUCTION

University hospitals, which are health enterprises operating in an environment of globalization and extreme competition, have a wide range of responsibilities. In addition to providing regional health care, they typically lead an entire country and even the world. University hospitals' other important responsibilities include education and research (Filiz and Bardakçi, 2020). The changing demands of our age, the development of technology, the easing of access to information, new management forms, etc. affects the quality of the service provided but are typically insufficient (Artar et al., 2019). The focus has, thus, been on how businesses should act and be managed strategically in order to achieve a competitive advantage (Zengin and Kaygın, 2019). In order to achieve maximum efficiency and best performance in organizations, it is necessary to reduce and eliminate factors that cause inefficiency. Organizational trust does not encompass a single individual or a specific team, i.e., it is a whole that

encompasses systems involving multiple actors (Verburg et al., 2018). When employees do their best to succeed and devote themselves to work, the result is an effective and efficient organization. This happens thanks to employees who develop organizational citizenship behavior (Yorgancıoğlu Tarcan et al., 2019). Absenteeism will increase, motivation and performance among employees will decrease, and patient quality of care will decrease, as the turnover rate in low organizational security will remain high (Aydan and Kaya, 2018). As with all service enterprises, health enterprises face problems such as waste, lack of personnel, excessive workload, lack of trained managers, and employee dissatisfaction. In order to overcome these drawbacks, employees who trust each other, their managers, and their organizations typically demonstrate organizational citizenship behavior and job satisfaction.

2. LITERATURE REVIEW

2.1. Organizational Trust (OT)

The majority of researchers have stated that trust is important in individual and group behavior as well as in administrative, economic, social, and political behavior and cannot be fully defined (Hosmer, 1995). The most important indicator in organizational management is trust (Mishra and Morrissey, 1990). The success of businesses and the constructive relationship of employees and managers are achieved through organizational trust (Önder and Yavuz, 2019). Employees' reliance on their institutions, colleagues, and managers' increases communication, assistance, business success, teamwork, employee performance, and organizational identification (Memduhoğlu and Zengin, 2017). Confidence has been studied in three dimensions: emotionally, cognitively, and behaviorally (Bromiley and Cummings, 1996). The emotional dimension is the intention of the individual to exhibit reliable behavior; the conscious dimension is the intention of the individual's wishes and actions to be compatible with others; the behavioral dimension is the intention not to take advantage of another (Özafşarlioğlu Sakalli, 2015). Organizational trust can be examined in three subheadings: trust in organization; trust in manager; trust in colleagues. Although these dimensions are related, sometimes they may not be related to each other. Members of an organization may not trust the organization while trusting the manager and vice versa (Pars Sener, 2017).

2.2. Organizational Citizenship Behavior (OCB)

Organizational citizenship behavior is a voluntary phenomenon of employees, although organizations are not officially defined in the reward system (Karaman and Aylan, 2012). This is a useful form of behavior that is considered to exceed role demands (Supriyanto et al., 2020). Utilizing extra-role behavior, e.g., employees helping their coworkers voluntarily share resources, organization representation, working extra hours without pay, the company is, thus, actively seeking solutions to help maintain respect in the workplace (Parasetio et al., 2017). Businesses that have individuals who develop organizational citizenship behavior typically achieve success (Akinci Tanyıldız and Serin, 2020). Four important factors that will preserve the importance of organizational citizenship behavior in the future. The first of these factors is global competition, organization members, citizenship performance, organizational support, and conscientious initiative. Second, the popularity of team-based organizations will increase the personal support trend of citizenship. The third is downsizing adaptability and willingness to make extra efforts. The fourth is that customer satisfaction is becoming increasingly important (Erdogan and Iraz, 2019). Organ (1977) classified these dimensions as altruism, civic virtue, conscientiousness, civility, and sportsmanship.

2.3. Job Satisfaction (JS)

Job satisfaction became popular in the 1930s (Kim et al., 2009). It was first described by Hoppock (1935) and has been recognized as a whole of psychological, physiological, and environmental factors that enable one to say "I am generally satisfied with my work" (Sing, and Onahring, 2019). Vroom (1964) described job satisfaction as emotional orientation and evaluated job satisfaction as an individual's choice against these awards with awards in the working environment. The development of technology and environmental changes in the 1980s brought human capital to the fore. In the 1990s, however, the human factor gained an important overwhelming force in the industry, and human values and philosophical approaches were adopted (Gopinath and Shibu, 2016). Job satisfaction is a feeling that is associated with the future and results from an assessment of expectation and situation (Nam, 2018). It also brings out the inner peace and comfort felt. Positive happiness toward work is defined as "job satisfaction"; negative is defined as "job dissatisfaction" (Jafarova and Sağlam, 2018). The more people and organization harmonize, the easier it is to achieve common goals, which increases employee happiness (Cindiloğlu Demirer, 2019). Factors affecting job satisfaction are as follows:

2.3.1. Relationship between Organizational Trust and Job Satisfaction

Confidence is essential for their personal ability, job satisfaction, and for businesses to sustain long-term activities. If an understanding of mutual trust has developed among the members forming the organization, they are among the high-performance organizations (Çiçek and Şahin Macit, 2016). Sökmen (2019) found a positive and meaningful relationship among ethical leadership, organizational trust, and job satisfaction and a negative and meaningful relationship among ethical leadership, organizational trust, and intention to leave the job. Gider et al. (2019) found that organizational trust has a strong positive correlation over job satisfaction and commitment (Gider et al., 2019). Bil (2018) master's thesis Inan and Çelik (2018) analyzed the job satisfaction relationship with organizational trust with bank employees. According to gender, children, age, and working conditions, job satisfaction was partially accepted, and differentiation according to sector, choice of occupation, wage organizational trust and job satisfaction relationship was accepted (Inan and Çelik, 2018). In his (2018) master's thesis, Demiralp explored the impact of the competence dimension in empowering staff with people working in a public organization on organizational confidence and job satisfaction. The effectiveness dimension was found to be meaningless in strengthening staff for the remaining dimensions. Yanik and Naktiyok (2017) examined the relationship of moral leadership, job satisfaction, organizational commitment, organizational justice, and organizational trust. Üngören et al. (2017) hypothesized that fatalistic beliefs about work accidents negatively affect job satisfaction and organizational confidence. Çiçek and Şahin Macit (2016) revealed the existence of a meaningful and positive relationship between employees' organizational confidence and job satisfaction. Öktem et al. (2016) noted that, in regard to effects on organizational climate, organizational trust, organizational identification, job satisfaction, and intention to quit, organizational climate alone does not affect job satisfaction but affects others (Öktem et al., 2016). Tekingündüz et al., (2015).

In research abroad, Gupta and Singla (2016) found a positive meaningful relationship between job satisfaction and organizational trust in the relationship of organizational change, job satisfaction, and organizational trust with employees (Gupta and Singla, 2016). In 2015, Fard and Karimi (2015) conducted research on the structural model between organizational trust and organizational silence of their employees related to job satisfaction and organizational commitment. The results of the study showed that organizational trust has an inverse and meaningful relationship with organizational silence and a positive and meaningful relationship with job satisfaction and organizational commitment. Avram et al. (2015) identified the mediating role of job satisfaction in the relationship between security climate perception and organizational trust, which was found to be a partial mediator in the relationship among job satisfaction, security climate perception, and organizational trust.

H1: Organizational trust has a positive impact on job satisfaction.

In addition, employees often feel mistrust toward their managers for not fulfilling their promises (Artar et al., 2019).

H1a: Trust in a manager has a positive effect on job satisfaction.

Studies with public employees and private-sector employees have shown that public employees tend to be more satisfied with their jobs (Zeffane and Melhem, 2017). The relationship of employees to organizational trust was investigated in the hospitality sector, and a moderately positive relationship was found between trust in manager and job satisfaction; further, a moderately positive relationship was found between trust in colleagues and job satisfaction (Aydin, 2017). Li et al. (2018) exemplified a multilevel model in relation to the job performance of teachers, with teachers and principals in Chinese elementary schools. It also showed the role of mediating job satisfaction and the effects of factors at the school level (partially mediating the positive relationship between organizational trust and job performance). Yausef (2017) explored the direct and indirect relationships between supervisors and employees in the United Arab Emirates and attitudes and dimensions toward job satisfaction, organizational commitment, and organizational change. The results showed that employees in the departments under review were quite satisfied with their supervisor and coworkers, somewhat satisfied with their working conditions and job security, but had low satisfaction with the pay and promotion aspects of the job satisfaction.

H1b: Trust in an organization has a positive effect on job satisfaction.

Studies at home and abroad support the relationship between organization trust and job satisfaction, especially in recent years (examples of studies follow). There is a positive and moderate relationship among organizational trust, trust in managers, trust in colleagues, and trust in stakeholders. When the literature is examined, job satisfaction, and (Gider, 2010; Iscan and Sayin, 2010; Bil, 2018; Çelebi and Tatik, 2019; There is also a positive relationship between organizational trust research in workplaces. Studies show that organizational confidence is a phenomenon closely related to job satisfaction, resulting in changes that positively affect

an organization such as Performa relationships between organizational citizenship and job satisfaction increase, decrease of discontinuity, and decrease of stress levels (Bil, 2018).

2.3.2. Relationship between Organizational Citizenship and Job Satisfaction

Today, employees are considered the most indispensable of business resources. It is necessary for employees to strive for organizational development, as there is global competition and tendency toward consumption. Employees with high organizational citizenship behavior increase job satisfaction, which are also quite difficult to manage (Bismas and Mazumder, 2017). The more organizational citizenship behavior those who work in the organization show, the more their colleagues will be affected by them. As time passes, they begin to behave in the same way as friends (Şehitoğlu and Zehir, 2010).

H2: Organizational citizenship has a positive effect on job satisfaction.

H2a: Undertaking workload has a positive effect on job satisfaction.

H2b: Disciplined work has a positive effect on job satisfaction.

H2c: Feeling of belonging has a positive effect on job satisfaction.

Erdoğdu and Sökmen (2019) found a positive and statistically significant effect of organizational commitment and organizational citizenship behavior on job satisfaction, which is a partial mediating effect of organizational citizenship behavior on the relationship between organizational commitment and job satisfaction. Örucü and Kaçan (2019) found a high level of positive directional relationship between job satisfaction and organizational citizenship behavior, affecting it significantly and positively. Büyükyılmaz (2018) revealed a partially mediated effect of job satisfaction on the relationship between person-organization harmony and organizational citizenship behavior dimensions (altruism, conscientiousness, politeness, sportsmanship, civic virtue [Büyükyılmaz, 2018]). Tokel (2017) found a moderately significant relationship between organizational citizenship behavior and job satisfaction with people working in administrative positions at a university. Büyükyılmaz and Yeğın (2017) identified the existence of positive directional effects on all aspects of both person-organization harmony and job satisfaction and organizational citizenship behavior. Yıldız (2014) found the full mediating role of job satisfaction in the impact of process justice on organizational citizenship behavior. Gunner et al. revealed that organizational citizenship behavior and cynicism have a negative effect on performance and a positive effect on job satisfaction (Topçu et al., 2017).

The research conducted among bank employees in Indonesia found a direct and indirect relationship between organizational citizenship behavior and job satisfaction. It has been proposed to develop human resources in organizations to form a high degree of organizational citizenship behavior (Prasetio, 2017). Yadav and Gupta's 2017 study of the Indian tourism industry found that organizational fairness, job satisfaction, and organizational citizenship behavior were not mediated by organizational trust. Nasra and Heilbrunn (2016) revealed that job satisfaction is mediated between transformational leadership and organizational citizenship. Sawitri et al. (2016) also revealed that organizational citizenship behavior and organizational commitment positively affect job satisfaction. Pouramini and Fayyazi (2015) stated that there is a strong association between job satisfaction and organizational citizenship behavior and that it plays a key role in performance enhancement. The study conducted in the People's Republic of China found that lower dimensions of organizational citizenship behavior positively affect job performance (Anvari et al., 2015). In a study conducted in the Iranian health sector, organizational citizenship behavior was found to have a positive relationship with five sub dimensions. Altruism and civility were found under the individual-directed group, while sportsmanship, civic virtue, and conscientiousness were found low in rulers. In addition, a low positive result was observed in the relationship between organizational citizenship behavior and job satisfaction (Khiabani, 2014). Previous studies also observed a relationship between organizational citizenship behavior and job satisfaction.

2.3.3. Relationship between Organizational Trust and Organizational Citizenship Behavior

In order to build employee trust, a structure that facilitates and supports employees' jobs needs to be established (Alev, 2019). The more organizational citizenship behavior those who work in the organization show, the better their colleagues will be affected by such behavior. As time passes, employees typically begin to behave as friends (Şehitoğlu and Zehir, 2010). Organizational citizenship behavior is associated with job satisfaction, organizational commitment, organizational vocalization and silences, organizational trust, motivations, performances, and personal and organizational development of employees. Increasing performance, facilitating management activities, and increasing job satisfaction are among the benefits of organizational citizenship (Harbalioglu, 2014).

Ersan (2018) found a positive directional meaningful relationship between organizational trust and organizational citizenship behavior. Yildiz examined the mediating role of positive psychological capital in health care workers in 2019 and supported the mediating role of organizational trust in the relationship of positive psychological capital to organizational citizenship behavior (Yildiz, 2019). Envergil (2018) found the relationship of psychological contract perceptions to organizational trust and organizational citizenship behavior to be moderate. Cankül et al. (2018) found that organizational trust positively affects organizational citizenship behavior and job performance. The study also revealed that organizational citizenship behavior positively affects job performance. Buyukyilmaz and Fidan (2017) revealed that organizational support, organizational trust, and organizational support among organizational citizenship behavior, selflessness, and chivalry have the mediating effect of organizational trust on courtesy and civic virtue. Dede (2017) found that the perception of job insecurity on organizational trust and organizational citizenship behavior is low, while organizational trust and organizational citizenship behavior is high. Akbulut (2017) examined the effect of alienation on organizational trust and organizational citizenship behavior and found that alienation has a meaningful effect on organizational trust and organizational citizenship behavior. Yildiz (2015) showed that positive psychological capital is positively associated with organizational trust and organizational citizenship behavior. The role of organizational trust in the relationship between positive psychological capital and organizational citizenship behavior, which is also the main hypothesis of the study, was supported.

Job characteristics (e.g., job autonomy, skill and diversity of talent, role conflict), work-related attitudes (e.g., job satisfaction, organizational commitment, organizational trust) and civic virtue and sacrifice of university administrators, job satisfaction, organizational commitment, organizational trust and job design, increasing job diversity and job autonomy and organizational citizenship aims to prevent conflicts by offering. Both direct and indirect effects on job autonomy, civic virtue, sacrifice, and the indirect impact of skill diversity on civic virtue and altruism have proven direct and indirect effects (Ababneh and Hackett, 2019). Khalifa and Awad (2018) found a fairly high association in research between organizational justice perception and organizational citizenship behavior. Research on the Nigerian Police Force revealed a meaningful interaction between employee engagement and organizational citizenship behavior. Links to increase the desire for organizational citizenship behavior should be provided, and trust should be established by improving the management positive audit phase at every stage of the organization (Unaam et al., 2018). Mahmoudi et al (2017) and his friends in Iran nurses on organizational justice, organizational commitment, organizational trust, job satisfaction, and organizational citizenship behavior related to the study of organizational justice perceptions, organizational commitment, organizational trust and job satisfaction demonstrated a positive and significant relationship between. In addition, organizational commitment and trust were recognized in the relationship between justice and organizational citizenship in the mediating role model; however, no relationship was observed among job satisfaction, organizational justice, and organizational citizenship behavior.

Singh and Srivastava saw positive association with upper middle and lower managers in the service and manufacturing sector in 2016 in all dimensions of organizational trust and organizational citizenship behavior (Singh and Srivastava, 2016). Organizational justice and organizational citizenship behavior in employees of private banks in Syria in 2014, with Ismail in the relationship between the dimensions of organizational justice (e.g., distribution, procedural, and interactional) on organizational citizenship behavior has a significant positive effect. Similarly, organizational trust has been found to positively influence organizational citizenship behaviors and play a mediating role in their relationship.

3. DATA AND METHODOLOGY

3.1. Purpose and Importance of Research

The main purpose of this thesis study is to reveal the impact of organizational trust and organizational citizenship on job satisfaction. The health care sector has a comprehensive, in-house workflow and requires health professionals to work together, i.e., employees interact with each other and do the work in a coordinated manner. The important issue here is that individual behaviors should be referred and managed for organizational purposes. Organizational citizenship behavior and organizational citizenship behavior to ensure job satisfaction by creating high individuals and to declare their superiority over other organizations. Many changes have taken place in internal and external environments, and organizations are significantly affected by these changes. It is necessary to regain employees who cannot keep up with the changes that have taken place in an organization's internal and external environments. This study aims to determine the underlying causes of employees' behavior and to correct these behaviors for the benefit of the individual and organization. This information will help managers to determine their own management styles; further, when employees predict what they can do, resource planning is done in a healthier way and resources are best evaluated. Thus, this study aims to provide the highest level of service by satisfying the employees and the patient.

3.2. Content and Limits of Research

The scope and limits of this research consist of the results of the survey scale conducted on the employees of two university hospitals operating in Istanbul, Turkey. The research describes how organizational trust and organizational citizenship behavior have an impact on job satisfaction. The applied method also imposes some restrictions. The sample was conducted with 945 employees at the leading university hospital in Turkey, and this number is suitable for the sample. The acceptability of the findings as a role model for many health care businesses across the country can be considered an important factor.

The main research in Turkey, Istanbul University Medical Faculty, Istanbul University, Cerrahpaşa Medical Faculty, Istanbul University Cerrahpaşa hospital, and Institute of Cardiology consists of employee health at the hospital and administrative staff. From August 30 to November 30, 2018, the research universe reached 2,000 people, of which 945 were returned.

3.3. Research Method and Research Scales

The survey method was used as a method of data collection within the scope of the research. The questionnaire used to collect the data is prepared in the form of a 7-point Likert scale. The data collected were subjected to frequency breakdown, validity, reliability, correlation, and regression analyses using statistical package programs. The questionnaire consists of four sections (as follows). The first section consists of brief information about scale measurement tools that indicate demographics and demographic information about institutions and employees.

In the second section, the organizational trust scale developed by Nyhan and Marlowe (1997) and adapted to Turkish by Demircan (2003) was used to determine the organizational trust perceptions of healthcare workers. Nyhan and Marlowe (1997) conducted reliability, explanatory factor analysis, and validity tests of the measurement instrument, which was used in the 2013 inner curveball thesis. This value is the organizational confidence scale of a high degree of reliability in statistics; it is a 12-point measurement tool consisting of two sub dimensions, i.e., trust in the manager and trust in the organization, and evaluates organizational trust as emotional, cognitive, and planned behavior. The sub dimension of trust in the manager consists of eight articles (i.e., articles 1–8). The sub dimension of trust in the organization consists of four articles (i.e., articles 9–12).

In the third section, the organizational citizenship behavior scale (Kabataş 2010; Erdoğan and Bedük, 2013), which has been used in previous research in Turkey developed by Podsakoff and others (1990) and translated (Turgut and Akbolat, 2017), was used in the paper work. The scale consists of five distinct dimensions: responsibility (altruism), kindness, feeling of belonging (conscientiousness), disciplined work (civic virtue), and sportsmanship. Altruism 1, 2,3,4 questions; civil virtue 13, 14, 15, 16 questions; conscientiousness 9, 10, 11, 12 questions; sportsmanship 17, 18, 19, 20 questions; civility 5, 6, 7, 8. There are four expressions to measure each dimension, with a total of 20 expressions on the scale.

The fourth part is the 20-question scale of job satisfaction (Churchill et al., 1974; Comer et al., 1989) developed by Schwepster (2001); the scale was translated into Turkish and proved its validity and reliability. The structure of the scale business will be evaluated with questions 2, 13, 17, 18; promotion questions 4, 8, 15; fee questions 5, 9; manager questions 1,6; 12, company policy questions 3, 7, 14; customers' questions 11, 19, 20; and colleagues' questions 10, 16.

4. FINDINGS AND DISCUSSIONS

This section contains the findings and evaluations of the thesis work. Descriptive statistics and factor analysis are presented in detail at Appendix 1 and 2 (seen in Appendix). In order for the research to be scientific, the information must be accurate and must be proven by observations and experiments carried out each time. It is validity and reliability that make the research strong (Şencan, 2005). The method used to measure the reliability of a scale is Cronbach's Alpha (α) coefficient. Cronbach's Alpha (α) was revealed by Lee Cronbach in 1951 in reliability analysis (Yildiz and Uzunsakal, 2018). Cronbach Alpha examines the relationships between random samples in a variable and allows a coefficient indicating the correlations of that sample to be used in data set testing (Cronbach, 1951). Cronbach's Alpha (α) coefficient can be used in Likert type test items, even Cronbach's Alpha (α) coefficient can be used in all test items (Bademci, 2006). Although there are several approaches in the literature, this value is 0.7 and greater. Several classifications exist for the interpretation of Cronbach's Alpha (α) coefficient. Illustrated in detail in the tables below (Kılıç, 2016).

Table 1: Degree of Reliability of Scale Variables

Variable Name Question	Number	Cronbach Alpha
Organizational Trust	12	0.947
Organizational Citizenship	20	0.890
Job Satisfaction	20	0.934
Total	52	0.946

It is observed that the lower dimensions of the questions that make up the research scale have a reliability value between 0,890 and 0,947. In addition, a general reliability analysis with all questions of the scale was performed and the result was found to be 0.946. A higher reliability value than the arithmetic average of the lower dimensions that make up the scale can be considered as an indication of the alignment of the lower dimensions that make up the survey and that the scale is designed correctly. Two separate measurements were made to test the suitability of variables for factor analysis. Kaiser-Meyer-Olkin (KMO), which tests the adequacy of samples, is also Bartlett's Test of Sphericity test to measure sample proficiency and the level of correlation between variables. The KMO ratio is between 0 and 1. The limit value for sample adequacy is, 7. Table 2: as can be seen, the validity is excellent as the KMO value is, 932.

Table 2: Organizational Trust and Organizational Citizenship (Independent Variable) KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	,932	
Bartlett's Test of Sphericity	Bartlett's Test of Sphericity	20330.630
	Df	496
	Sig	000

The Bartlett's Test of Sphericity is measured by whether the data meets the multivariate normality assumption (Katrancı and Temel,2018,). Significance (sig.) is stated as. The limit for this value is <0.05 (Hair et al., 2010). Table. the independent variables OT and OC are below the limit of 0.000 for all the variables studied. According to Bartlett's Test of Sphericity results, there is a significant correlation and correlation between all variables.

Table 3: Job Satisfaction Organizational Citizenship (Dependent Variable) KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	,931	
Bartlett's Test of Sphericity	Bartlett's Test of Sphericity	11811.651
	Df	190
	Sig	000

As we can see in the Table 3, the dependent variable of the research is 0.000 and the validity is excellent since it is 0.931 for all variables. According to Bartlett's Test of Sphericity results, there is a significant correlation between all variables. The sample number of dependent and independent variables is perfect according to the number of variables and the variables are suitable for exploratory factor analysis.

Exploratory Factor Analysis -Exploratory factor analysis was performed to test the validity of the variables and scales that successfully passed the KMO and Bartlett's globalism tests. Each variable is made separately and shown in detail in the tables 9 (in the Appendix). When looking at the factor analysis Table, the organizational trust argument was examined in two sub-dimensions as trust in the organization and trust in the manager. Organizational citizenship is the argument if you assume the workload, and disciplined work is divided into three dimensions as a feeling of belonging. The dependent variable of job satisfaction is divided into two sub-dimensions as opposed to salary and promotion and institution. There is no conflict between the questions and the analyses were continued on the basis of this factor table. 19 questions were excluded from evaluation because they received no meaningful value. Correlation analysis was performed to examine the relationship between the variables. Specifies the direction and force of the relationship and is specified as the Pearson coefficient (Guriş and Astar, 2015).

Table 4: Correlation Table

Questions		Trust in the Manager	Trust in Organization	Undertaking Workload	Disciplined Work	Feeling Belonging	Salary and Promotion	Against the Institution
Trust in the Manager	Pearson Correlation	1						
	Sig. (2-tailed)							
	N	945						
Trust in Organization	Pearson Correlation	.687**	1					
	Sig. (2-tailed)	.000						
	N	945	945					
Undertaking Workload	Pearson Correlation	.305**	.244**	1				
	Sig. (2-tailed)	.000	.000					
	N	945	945	945				
Disciplined Work	Pearson Correlation	.269**	.234**	.666**	1			
	Sig. (2-tailed)	.000	.000	.000				
	N	945	945	945	945			
Feeling Belonging	Pearson Correlation	.027	-.008	.120**	.188**	1		
	Sig. (2-tailed)	.411	.807	.000	.000			
	N	945	945	945	945	945		
Salary and Promotion	Pearson Correlation	.357**	.486**	.068*	.138**	-.196**	1	
	Sig. (2-tailed)	.000	.000	.037	.000	.000		.000
	N	945	945	945	945	945	945	945
Against the Institution	Pearson Correlation	.572**	.604**	.364**	.429**	.003	.705**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.917	.000	
	N	945	945	945	945	945	945	945

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

* . Correlation significant meaningful at the level of the 0.05 (2-tailed)

When looking at the correlation table, the first striking detail is the relationship of the sub dimensions of it, which are the dependent variables of the research, to the sub dimensions of other independent variables. The sub-dimensions of trust in the manager, trust in the staff, and workload are all moderately related to both dimensions of dependent variables. Pearson correlation coefficient 0.357 between trust in the manager and (salary and promotion) of the job satisfaction sub-dimensions of the argument with the organization trust sub- dimension. Regression analysis was used to examine the relationships between variables (Şenel and Alatlı,2014). Which is used to estimate random variable behavior as a model and specifies the magnitude of the relationship between variables. The T test for the individual statistical significance of the parameters and the F test for the overall significance of the model are looked at (Küçükşille, 2010). The regression-dependent variable is shown as wage and salary versus institution in the form of 2 models.

Table 5: Regression Table (Salary and Promotion)

Model		Sum of Square	Df	Mean Square	F	Sig
1	Regression	552.753	5	110.551	75.631	.000 ^b
	Residual	1372.539	939	1.462		
	Total	1925.292	944			
		R	R Square	Adjusted R Square	Std. Error of the Estimate	
		.536 ^a	.287	.283	1.20901	

Variables	Std. Error	Beta(Standardize)	T	Sig.
Constant	.250	---	8.371	.000
Trust in the Manager	.038	.060	1.543	.123
Trust in Organization	.036	.441	11.597	.000
Undertaking workload	.043	-.129	-3.449	.001
Disciplined Work	.051	.144	3.829	.000
Feeling Belonging	.027	-.205	-7.305	.000

a. (Dependent Variable): Job satisfaction (Salary and Promotion)

b. (Independent Variable): Trust in the Manager, Trust in Organization, Undertaking workload, Disciplined Work, Feeling Belonging

Organizational citizenship behavior and organizational citizenship behavior were associated with the workload (both salary and promotion) at a moderate level (against the organization). It has no relation with salary and promotion and feeling of belonging to the institution or even potentially negatively charged, the dependent variable (salary and promotion) has no interaction with the independent variable of trust in the manager, which is the lower dimension of organizational trust. It was found that the lower dimension of job satisfaction (salary and promotion) dependent variable, the lower dimensions of organizational citizenship behavior negatively affect the workload and sense of belonging independent variable. Organizational trust was found to be directly related to job satisfaction (salary and promotion), the independent variable of disciplined work, which is the lower dimension of organizational trust, the lower dimension of organization, and the lower dimension of organizational citizenship. The determination coefficient of this model is 0.287. In other words, 28, 7 % of the changes in the dependent variable, due to variations in these three sub-dimensions.

Table 6: Regression Table (Against the Institution)

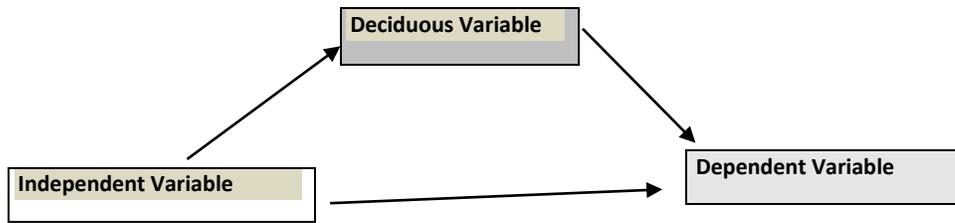
Model	Sum of Square	Df	Mean Square	F	Sig
Regression	684.462	5	136.892	176.804	.000 ^b
Residual	727.032	939	.774		
Total	1411.494	944			
	R	R Square	Adjusted R Square	Std. Error of the Estimate	
	.696 ^a	.485	.482	.87992	
Variables	Std. Error	Beta(Standardize)	T	Sig.	
Constant	.182		2.826	.005	
Trust in the Manager	.028	.237	7.213	.000	
Trust in Organization	.026	.370	11.449	.000	
Undertaking workload	.031	.028	.881	.379	
Disciplined Work	.037	.270	8.448	.000	
Feeling Belonging	0.20	-.054	-2.266	0.024	

a. (Dependent Variable): Job satisfaction (Against the Institution)

b. (Independent Variable): Trust in the Manager, Trust in Organization, Undertaking workload, Disciplined Work, Feeling Belonging

It was revealed that the dependent variable, which is the sub-dimension of job satisfaction (against the institution), is directly positively related to trust in the manager, trust in the organization and the independent variable of disciplined work. The determination coefficient of this model is 0.485. In other words, 48, 5 % of the changes in the dependent variable, due to variations in these three sub-dimensions. In addition to the findings, the agent variable relationship was examined. Variables are models that define the relationship between dependent and independent variables by partial or complete means. It examines not the direct relationship between dependent and independent, but the relationship of the independent variable with the intermediary variable and the dependent variable in the intermediary variable (Yilmaz and Ilhan Dalbudak, 2018). if the relationship between the independent variable and the dependent variable is overshadowed by another variable that enters the model, then there is an intermediate variable (Altindag, 2011). The intermediary variable cannot be associated with foresight and clearly shows the interaction of the variable (Baron and Kenny,1986).

Figure 1: Variable Relations Deciduous



Form 2: Altındağ, E.(2011) Aile Şirketlerinde Stratejik Yönelim Düzeylerinin Tespiti ve Firma Performansı Üzerinde Etkisi, Yayınlanmış Doktora Tezi, Gebze İleri Teknoloji Enstitüsü, Gebze,

Table 7: Moderator Variable Relation

Agent Variable Relation	Step 1	Step 2 (All Model)
	Original Example (β)	Original Example (β)
Undertaking Workload -> Job Satisfaction	-,046	-----
Disciplined Work -> Job Satisfaction	,212	-----
Feeling Belonging -> Job Satisfaction	-,230	-----
Undertaking Workload -> Organizational Trust -> Job Satisfaction	-----	-,129
Disciplined Work -> Organizational Trust -> Job Satisfaction	-----	,144
Feeling Belonging -> Organizational Trust -> Job Satisfaction	-----	-,205
R Square Value	Organizational Citizenship : 0,071	
	Organizational Trust : 0,287	

Organizational citizenship and job satisfaction in the relationship between organizational trust has an instrumental effect In addition to the results of the intermediate variables in the study, no significant intermediary effect was determined when a decoupling was performed over the Beta value.

Table 8: Research Hypotheses and Results

NO	HYPOTHESIS	RESULT
H1	Organizational trust has a positive impact on job satisfaction	Partially supported
H1a	Trust in a manager has a positive effect on job satisfaction	Salary and promotion don't affect size. According to the institution, the direct and positive effect of job satisfaction
H1b	Trust in an organization has a positive effect on job satisfaction.	Direct and positive effect with both dimensions of job satisfaction
H2	Organizational citizenship has a positive effect on job satisfaction.	Partially supported
H2a	Undertaking workload has a positive effect on job satisfaction.	Negative impact on salary and promotion and no impact on the institution
H2b	Disciplined work has a positive effect on job satisfaction	Direct and positive effect with both dimensions of it
H2c	Feeling of belonging has a positive effect on job satisfaction	With salary and promotion, it has no impact in a potentially negative way and against the institution

H3	Organizational citizenship and job satisfaction in the relationship between organizational trust has an instrumental effect	Not supported
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5. CONCLUSION

As a result of the research, we determine if health care businesses achieve superiority by differentiating themselves from other businesses in the intense competitive environment created by globalization, thanks to the effects of organizational trust and organizational citizenship on job satisfaction. The first hypothesis is that organizational trust has a positive effect on job satisfaction there is a moderate relationship among job satisfaction (salary and promotion satisfaction) and the dependent variable (satisfaction against the institution) and the independent variables of trust in a manager and organization, which are the lower dimensions of organizational trust. Trust in a manager typically does not affect salary and promotion satisfaction. However, satisfaction toward the institution was also seen as a direct positive relationship to the manager and the organization. The most important reason for this is related to the structure of health institutions. Because the health sector uses high technology and is the most important of the service sectors, health management requires high costs, which are typically difficult to manage. The organizational structures of university hospitals differ from other health institutions due to the different missions they are expected to perform. Since these hospitals provide health services and also carry on training and research activities, arrangements are made in their organizational structures. Generally, university hospitals are managed by a matrix structure. This creates a two-way matrix. In this management style, specialization, standardization, flexibility, and complexity due to hierarchy, high costs are seen.

The reason why salary and promotion, which are at the lower dimension of job satisfaction in research, are not affected by trust in a manager is that the university hospitals in our research are government agencies. In these institutions, due to the standard of salaries and additional payments, the performance fee is equal and fair distribution of high-performing employees with wages between them will be no different in terms of the most underperforming employee, and the influence of the reward system of low job satisfaction and organizational trust. University hospitals face numerous difficulties in the promotion system, i.e., promotions are not distributed in a fair manner and are left entirely at the initiative of the manager; further, promotions education, merit, knowledge, experience, and talent are not given importance to be done arbitrarily as an example can be given. Although the employee does not trust the manager, the relationship between trust in the organization and job satisfaction is seen as being positive. There is no relationship between trust in the manager and salary and promotion, which is at the lower dimension of job satisfaction, i.e., the salary and promotion dependent variable is not affected by trust in the manager. This is due to the fact that it is a public university hospital, and the salary and wages are determined by law, whereby the administrator is no longer effective. The general job satisfaction variable (against the institution) and trust in the organization and the manager are directly positive. The reason for this is that, when employees trust the institution and the manager, they perform more, strive to please the manager, and become easier to create job satisfaction, except for salaries and wages, the employee exhibits job satisfaction and trusts the manager and the organization.

The second hypothesis of the study is that organizational citizenship behavior has a positive effect on job satisfaction. In this study, the organizational citizenship dimension was reduced from five to three sub dimensions: workload (altruism); feeling of belonging (conscientiousness); disciplined work (civic virtue). There is a moderate relationship among the workload-taking argument and the job satisfaction (salary and promotion) and (institution-versus-institution) dependent variables. Colleagues and employees voluntarily and willingly help beginners' failover workload. Due to the fact that taking on a workload is a behavior that exhibits not waiting for a response, it has moderately affected both aspects of job satisfaction. The success of organizations increases thanks to employees who exhibit this behavior, and changes and developments are achieved. When the wages, awards, and promotions among the organization's employees are offered fairly and equally, when the corporate culture is developed, when the employees are allowed to be together in a social environment, the employees' job satisfaction will increase as the workload will improve. There was no relationship between feeling belonging to the institution and job satisfaction in either dimension. Even a potentially negative directional relationship has been identified. This shows that, although health workers do not have job satisfaction, they perform many jobs outside of their official duties. Regardless of job satisfaction, the health worker will typically participate actively and voluntarily in organizational activities and organizational life, thus keeping the best interests of the organization at the highest level. There is a negative correlation between taking on a workload and the feeling of belonging and salary and promotion. This shows that employees are happy to do jobs other than routine jobs, even if they are not given any pay or promotion. Health workers are always performing at the highest level, despite working under strenuous and difficult working conditions. Although they encounter much impossibility in the work environment, their motivation never drops, and they do their

best to restore the health of the patients. Further, they do it willingly, without expecting any recompense for what they have done. A direct positive correlation was found in both aspects of job satisfaction with the disciplined study. Thus, employees exhibit behaviors such as coming to work on time, using the work time effectively, and wholeheartedly obeying the rules set out in the work environment. Job satisfaction is a feeling experienced as a result of realizing that what you get as a result of work and work allows you to meet or disagree with your material, moral, and personal value judgments. The more conscientious behaviors the employee exhibits, the greater the job satisfaction. When the employee exhibits conscientious behavior, job satisfaction will increase as the way success is felt in terms of quality and quantity. Behavior, organizational citizenship behavior, and strings, despite the success of the organization, are necessary for proper behavior. Organizations should value employees if they want the employee to be successful and happy at work and in social life.

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Appendix-1: Demographics Findings

Demographics Findings		
Profession	Frequency	Percentage %
Administrative staff	143	15,1
Doctor	100	10,6
Patient caregiver	144	15,2
Nurse	315	33,3
Health Technician	107	11,3
Technical Services	27	2,9
Another	109	11,6
TOTAL	945	100
Department worked	Frequency	Percentage %
Internal Sciences	317	33,5
Surgical Sciences	340	36,0
Basic Sciences	288	30,5
TOTAL	945	100
Age	Frequency	Percentage %
19 and under age	1	0,1
20-29	192	20,3
30-39	363	38,4
40-49	278	29,4
50 and over age	111	11,8
TOTAL	945	100
Gender	Frequency	Percentage %
Woman	540	57,1
Man	405	42,9

TOTAL	945	100
Condition	Frequency	Percentage %
Married	600	63,5
Single	345	36,5
TOTAL	945	100
Educational Status	Frequency	Percentage %
Primary School	82	8,7
High School	175	18,5
Associate Degree	178	18,8
License	289	30,6
Post graduate	124	13,1
Doctoral	97	10,3
TOTAL	945	100
Total Working Year	Frequency	Percentage %
1-5	160	16,9
6-10	200	21,2
11-15	149	15,8
16-20	169	17,9
21-25	122	12,9
25-30	91	9,6
31 and over	54	5,7
TOTAL	945	100

Appendix 2: Exploratory Factor Analysis

No	Questions	Trust in the Manager	Trust in organization	Undertaking workload	Disciplined work	Feeling belonging	Against the Institution	Salary and promotion
1	It is the degree of my confidence that my manager is technically adequate on the critical principles in his job.	,833						
2	It is the degree of confidence ... that my manager will make the right decisions about his job.	,823						
3	My confidence that my manager will not leave his postdegree	,568						
4	It's the degree of confidence that my manager understands his job at an acceptable level.	,839						
5	It is the extent of my confidence that my manager can do his job appropriately	,848						
6	When my manager tells me something, it is the degree of my confidence that what he says is true.	,803						
7	It is the degree of my confidence that my manager will do his job smoothly.	,832						
8	It is the degree of my confidence that my manager will do his job carefully	,813						
9	It is the degree of my confidence that I will be treated fairly in this institution		,712					
10	This is the degree of trust I have between managers and employees in this institution.		,788					

11	It is the degree to which the level of trust between the colleagues I work with is on the desired basis. Degree		,830				
12	The degree to which I can trust each other in this institution is		,884				
13	I help my friends with heavy workload at work.			,799			
14	I take the time to help my friends who have problems with their jobs.			,852			
15	I help them by taking the place of my friends who are not at work for any reason.			,812			
16	I help start-ups adjust to their jobs, even if they don't need them.			,744			
17	When making any decision, I take the views of the people who will be affected by that decision			,648			
18	I don't violate the rights of my colleagues				,630		
20	I take precautions to avoid problems with other employees.				,612		
21	I take precautions to avoid problems with other employees.				,699		
22	I don't take time off from work outside of the hospital's scheduled Dec				,764		
23	Tea, coffee, and I never extend between meals.				,807		
24	I can keep up with the developments at the hospital.				,641		
25	I participate voluntarily in all activities that will contribute positively to the image of the hospital.				,686		
26	Even if no one is watching me, I comply with the rules, regulations and procedures of the hospital				,653		
27	I closely monitor changes at the hospital and make an effort to have them accepted by my colleagues.				,733		
28	I actively participate in meetings at the hospital and present my views in discussions.				,824		
29	I constantly talk about quitting my job					,723	
30	I always focus on the negative aspects rather than the positive ones about the situation I'm in.					,800	
31	I usually make a big deal out of small problems.					,858	
32	It takes a lot of time to deal with simple problems					,788	
33	My manager usually tries to get our opinion on the issues.						,723
34	I'm doing something worth working on.						,612
35	Management is open to development						,681
38	The manager has always been honest about me.						,699
42	Our colleagues are good						,696
44	My manager says his trust in US and praises US for the good work done.						,697
45	My work gives me a sense of accomplishment.						,672
48	The people I work with are really friendly.						,725
49	My work is satisfying.						,632
50	The members of this institution receive good support from the administration.						,502

36	The institution has a fair promotion policy.									,600
37	My salary is high compared to those who do the same work at other companies.									,769
39	Oversight really does its job well.									,561
40	There are opportunities for development in the institution.									,597
41	To me, the salaries in this company are higher than in other companies.									,794
43	Our clients (patients) are reliable									,588
46	The agency runs its business really well.									,626
47	There are enough good jobs here for those who want to move forward.									,664
51	Our clients are very understanding of our patients									,674
52	Our customers are loyal.									,636
19	I don't necessarily need to inform my superiors before I step in on my job.									
<p>Extraction Method: Principal Component Analysis Rotation Method: Varimax with Kaiser Normalization A. Rotation converged in 7 iterations</p>										