

The effects of personality traits, organizational identification and trust in the manager at hotel organizations

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ABSTRACT

The aim of the research is to determine the effects of personality traits, organizational identification and trust in the manager at hotel organizations. This study has been carried out in January-June 2019 with employees in five-star hotels located in Antalya, one of the most common holiday destinations in Turkey. In this study, a quantitative research has been conducted and survey technique has been used. 375 questionnaires were analyzed. Research analyses have been performed with the help of SPSS package program and AMOS package program. Frequency analysis, factor analysis and structural equation modelling have been utilized on the study. As a result, openness to experience, conscientiousness and extraversion personality traits have a significant effect on organizational identification and openness to experience, conscientiousness and agreeableness have a significant effect on trust in the managers. In this context, it has been determined that the openness to experience and conscientiousness have a significant effect on organizational identification and trust in the managers. As well as organizational identification has a significant effect on trust in the manager. This research serves as a guide for hotel managers about employees. In this context, the fact that hotel managers prefer employees who are openness to experience and conscientiousness personality traits can benefit their organizations in the long term.

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1. Introduction

Personality traits that distinguish individuals from others in the social structure (Smith, Nolen-Hoeksema, Fredrickson, & Loftus, 2003) are an effective factor in the success of the employees in the organization (Barrick & Mount, 1991; Larsen, Esenaliev, Brück, & Boehnke, 2020). Organizational identification, which is regarded as the degree of the similarity of the personality traits and organizational value of individuals (Dutton, Dukerich, & Harquail, 1994), ensures that employees are successful in supporting organizations in managerial matters, increasing the organizational hierarchy, giving importance to their work, and increasing service quality (Dolke, 1991). The trust in managers that effects the behaviour of employees in organizations also increases the sustainable commitment of employees to business (Butler, 1991).

Attracting employees who have confidence and adaptability to the organization and managers increases the organizational performance, sustainable organizational commitment, organizational citizenship behaviour of employees, and decreases the turnover rate and intention to leave work (Riketta, 2005). Therefore, the realization of the process of determining the employee, who adapts to the organization as a person and who trusts the manager, in the accommodation sector where face-to-face service is provided, is an important issue.

In the literature, Aghaz and Hashemi (2014), Topçu and Basım (2015) have revealed that personality traits effect organizational identification. From the sub-dimensions of personality traits, Hongwei, Weiyue, Weichun, and Lloyd (2015), Ocak, Gider, Gider and Top (2017) have discovered the effect of agreeableness dimension, Barrick and Mount (1991), Saldago

Research paper

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(1997) and Başar (2010) have discovered the effect of conscientiousness dimension, Smith and Canger (2004), Kieffer, Schinka, and Curtiss (2004), Yarmacı, Karaçar, and Pelit (2016) have discovered the effect of agreeableness and conscientiousness personality traits on organizational identification. Martins (2002) has revealed the effect of personality traits on trust in managers, Ping, Muhtaba, Whetten and Wei (2012) and Mooradian, Renzl, and Matzler (2006) have revealed the effect of personality traits on trust. Also, Biçkes and Yılmaz, (2017); Şen and Günaydın, (2019); Gazeloğlu, Erkiş, & AYTEKİN (2019); Erat, Kitapçı and Akçin (2020) have exhibited the effect of trust in managers on the organizational identification. However, a study demonstrating the trust of the employees associated with the organization against the manager has not been found in the literature. This study is important in terms of filling this gap in the literature. Also, the fact that there has not been a study that deals with the five dimensions of personality traits together with organizational identification and trust in the manager reveals the contribution of the research to the literature. Furthermore, the fact that a study on the effects of personality traits on organizational identification and trust in managers has not been conducted before, in the region where this research took place, makes this research important.

2. Literature Review

Within the scope of the literature review, information has been presented by referring to research on personality traits, organizational identification and trust in managers.

Personality traits

Personality, which is one of the important fields of psychology science (Goldberg, 1992; Atak, 2013) is a concept that is defined by multiple researchers in different fields such as philosophy, sociology, and law (Saucier & Goldberg, 2003). In this sense, according to McCrae and Costa (1989), personality is the way of behaviour that occurs in individuals in different situations, permanently emotional, social, experiential, attitudinal and motivational styles. In accordance with Funder (2001), the individual's unique thinking patterns, emotions, attitudes, and explicit or hidden psychological conditions are the factors behind it. Personality and its traits are a system that reveals the behaviour of the individual, his psychological structure, who he is, and what his emotional behavioral and cognitive styles are (Mount, Barrick, Scullen, & Rounds, 2005).

It consists of four main theories: Personal traits theory, psychodynamic theory, humanistic theory and integrative theory. The five-factor personality model developed by McCrae and Costa (1987) is the one of the most used model in literature (Taşçı & Eroğlu, 2007). It is observed that the majority of the personality trait researchers; Judge and Cable (1997); Stevens and Ash (2001); Rothman and Coetze (2003); Mount et al., (2005); Bilgin (2011); İnanır (2012); Gore, Kiefner and Combs (2012); Atak (2013); Çetinsöz and Akdağ (2015); Yarmacı et al. (2016); İnanır, Gürsoy and Sarı (2017); Hicks and Mehta (2018) and İnanır and Ucar (2021) carry out their research with the scale formed within the framework of this model. This model consists of the openness to experience, conscientiousness, extraversion, agreeableness, neuroticism dimensions (McCrae & Costa, 1987; Allik & McCrae, 2002; McCrae & Costa, 2006; Costa & McCrae, 2009).

The dimension of openness to experience reveals the traits of individuals such as curious, brave, liberal, analytical thinking, creative, intellectual, acting outside of the traditional, seeking new experiences (McCrae & Costa, 2003). When an environment is provided to reveal the creativity of individuals who are open to innovations in businesses, it is seen that it provides a high level of benefits in terms of new designs and processes (George & Zhou, 2001).

The dimension of conscientiousness reveals the tendency of individuals to work, keep their work and motivation high. employees with high conscientiousness demonstrate high performance, work in harmony with other employees, and comply with business ethics rules (Barrick, Mount, & Judge, 2001).

Extraversion dimension is the dimension of being personality traits of being social, assertiveness, self-confidence, talkative and energetic. Extroverted individuals often tend to be intertwined with large groups and crowded societies. They are very successful in establishing relationships with subordinates in managerial matters in businesses. This contributes to their high performance in managerial issues (Costa & McCrae, 1992). Due to their success in social interaction in particular, they are employed more in organizations with team-oriented organizational culture (Judge & Cable, 1997).

The dimension of agreeableness is the dimension that shows the personality traits of individuals such as geniality, sympathy, trustworthiness,

helpfulness and servitude (Gore et al., 2012). Individuals with a high level of agreeableness are very successful in establishing social relationships with other individuals. At the same time, individuals with the personality trait of agreeableness are more helpful towards their colleagues (Organ & Ryan, 1995; Hurtz & Donovan, 2000).

The dimension of neuroticism is the dimension that reveals personality traits that have negative effects such as emotional adjustment problem, fear, anxiety, sadness, tension, anxiety, and impulse disorder (Judge & Cable, 1997). Individuals with high neurotic levels experience inadequate solutions to the problems they encounter (Üngüren, 2019).

Organizational Identification

Individuality is a phenomenon that includes characters such as talents and interests, social identities and the groups to which the individual belongs (Tajfel & Turner, 1985). Individuals tend to include themselves in a social group or organizational identity by nature (Mael & Ashforth, 1992). In this direction, the cognitive relationship that emerges when the individual's concept of individuality and the perceived organizational identity contain similar features reveals the phenomenon of organizational identification. In this context, organizational identification can be expressed as the individual's commitment to the organization he/she works with (Pratt, 1998) including any case with the organization (Ashforth & Mael, 1989). From these assessments, it is revealed that organizational identification is not a special behaviour, but a cognitive structure (Gould, 1975).

Organizational identification of the individual reveals the harmony of his personality to the membership of the organization (Karabey & İşcan, 2007). In order to be compatible with the organization, the beliefs and goals of the individual and the organization must be compatible with each other (O'Reilly, Chatman, & Caldwell, 1991; Kristof, 1996). The fact that the organization meets the needs of the individuals with its existing resources increases the harmony between the organization and the individual (Turban & Keon, 1993; Kristof, 1996). In this case, it increases the integration of the individual with the organization (Valentine, Godkin, & Lucero, 2002; Tuna & Yeşiltaş, 2014). In this sense, the following hypotheses from H1 to H5 have been developed, reviewing the effect of personality traits on organizational identification.

H1: Openness to experience as personality trait has a positive effect on organizational identification.

H2: Conscientiousness as personality trait has a positive effect on organizational identification.

H3: Extraversion as personality trait has a positive effect on organizational identification.

H4: The agreeableness as personality trait has a positive effect on organizational identification.

H5: The neuroticism as personality trait has a positive effect on organizational identification.

Trust in the Manager

The phenomenon of trust has been a subject that has been addressed by many researchers in the field of social sciences, both as confidence in the manager and organizational trust. Researchers have revealed that the concept of trust is a necessary concept for the formation of the balance of the social field and the development of social relations (Blau, 1964; Möllering, Bachmann, & Lee, 2004). At the same time, since it is a concept that is difficult to define, multiple definitions have been made in this research about trust (Rawlins, 2007). In this sense, according to Welch (2005), trust is expressed as a noticeable phenomenon when needed. According to Cook and Wall (1980), trust is expressed as an individual's willingness to believe in the behaviour, discourse and actions of others. In another definition, trust is expressed as the expectation that an individual, group or organization will develop behaviours in line with ethical principles and that other individuals, groups or organizations will have common relations or changes (Hosmer, 1995). In a similar definition, Rotter (1967) has defined trust as the belief that an individual or group would fulfill the verbal or written statement given to another or group. From the definitions that have been revealed, it has been exhibited that the trust is very important in bilateral relations, and that both sides have expectations from each other about trust.

The phenomenon of trust starts at the top of an organization and moves down to the lower levels. Therefore, the phenomenon of trust in the manager effects trust in the organization positively. Because employees think that managers represent the business, they can generalize trust in the organization to the organization (Tan & Tan, 2000; Erkmen & Esen, 2013). In order to build trust in

managers in the organization, the fact that the managers are honest, behave fairly in their decisions, behave in a consistent manner, share information, fulfill the promise they have, hold the authority, are sufficient in their field, have high commitment to the organization, and show sensitivity to their work stand out as significant matters (Deluga, 1994; Akgündüz, Güzel, & Harman, 2016). The high level of trust in the manager in organizations helps the manager do his job effectively and efficiently (Kouzes & Posner, 1987). In order for these factors to be applied effectively in organizations, the personality traits of managers appear to be a very important phenomenon. In this context, the following hypotheses from H6 to H10 have been developed that examine the effect of personality traits on trust in managers. In addition, the effect of organizational identification on trust in managers has been tested with the hypothesis H11.

H6: Openness to experience has a positive effect on trust in the manager.

H7: Conscientiousness has a positive effect on trust in the manager.

H8: Extraversion has a positive effect on trust in the manager.

H9: The agreeableness has a positive effect on trust in the manager.

H10: The neuroticism has a positive effect on trust in the manager.

H11: Organizational identification has a positive effect on trust in the manager.

3. Methods, Population and Sample

The survey technique from the quantitative research methods has been used in this research. In this context, 400 surveys have been sent to employees working in five-star accommodation businesses. 375 of the 400 surveys collected between January - June 2019 using the convenience sampling method have been used in the analyses. The first part of the 4-part survey consists of questions to determine the demographic characteristics (age, gender, marital status, educational status, working time and monthly income) of the employees.

In the second part of the survey, the five-factor personality model has been utilized, which has been created by McCrae and Costa (1987) and developed by Marshall, Wortman, Vickers, Kusulas, Hervig (1994), then adapted to Turkish by Gülgöz (2002) and whose validity and reliability

has been tested by multiple researchers such as Bacanlı, Bacanlı, İlhan, & Aslan (2009); Bilgin (2011); Çatı, Bilgin, & Kılınc (2013). The scale consists of 48 questions and 5 dimensions (openness to experience, conscientiousness, extraversion, agreeableness, neuroticism).

In the third part of the questionnaire, the organizational identification scale is used, which has been developed by Mael & Ashforth, (1992) and whose validity and reliability in Turkish has been tested by Tüzün (2006). The scale consists of 6 questions. In the last part of the survey, the trust in the manager scale is used, which has been developed by Erdem and Aytemur (2014) and whose validity and reliability in Turkish has also been tested by Erdem and Aytemur (2014). The scale consists of 19 questions.

In the survey, the 5-point Likert scale has been used as 1-absolutely disagree and 5-absolutely agree. Research analyses have been performed with the help of SPSS package program and AMOS package program. The participants of this research are employees of five-star accommodation businesses in Antalya Province. The sample of the research consists out of six five-star accommodation businesses located in the Alanya. There is a total of 353 five-star hotels in tourism locations in and around Antalya (Ministry of Culture & Tourism, 2019). According to the data of the Social Security Institution, as of March 2018, the number of employees working in five-star hotels is 237,900 (www.turizm gazetesi.com). In the study of Sekaran (2003), it has been determined that the sufficient sample size is 384 in the studies whose population size is about 1.000.000. 375 surveys that have been accepted in this research comprises of 98% of the population. In addition, in structural equation modelling analysis, the sample size is generally accepted as 100 as minimum and 200 as the preferable limit for normally distributed data (Şimşek, 2007). Accordingly, it is acceptable to include 375 surveys in any research.

4. Findings of this Research

This research's findings consist of demographic characteristics of hotel employee, measurement model and research model findings.

Demographic Findings

The frequency and percentage distributions of the demographic characteristics of the participants in the study are given in Table 1. According to the table, 38.6% of the employees participating in this

Table 1: Demographic Characteristics of Hotel Employee

Gender	n	%	Marital Status	n	%
Male	227	61.4	Married	237	63.2
Female	143	38.6	Single	117	31.7
Unanswered	5	5.0	Unanswered	21	5.1
Education Status	n	%	Age	n	%
High School	118	31.5	18-24 years	174	46.4
Bachelor Degree	107	28.5	25-31 years	90	24.0
Associate Degree	64	17.1	32-38 years	56	14.9
Primary School	60	16.0	39-45 years	22	5.9
Unanswered	19	5.1	46-52 years	14	3.7
Master's Degree	7	1.9	53-59 years	6	1.6
60 and older				1	0.3
Term of Employment	n	%	Department of Employment	n	%
Less than 1 year	141	37.6	Unanswered	12	3.2
2-5 years	145	38.7	Food & Beverage	134	35.7
6-9 years	42	11.2	Others	93	24.8
10 years and over	18	4.8	Front Office	83	22.1
Unanswered	29	7.7	Housekeeping	28	7.5
Monthly Income	n	%	Human Resources	11	2.9
TRY 1500 and less	26	6.9	Sales & marketing	10	2.7
TRY 1501-2500	186	49.6	Public Relations	9	2.4
TRY 2501-3500	112	29.9	Unanswered	7	1.9
TRY 3500 and above	51	13.6			

Source: Author

research are women, 61.4% are men and 5%. The marital status of the employees is 63.2% single, 31.7% married. The majority of employees are in the age range of 18-24 with 46.4%, 25-31 with 24%, 32-38 with 14.9%. When the educational status of the participants is examined, 31.5% are secondary school graduates, 17.1% are associate degree graduates, 28.5% are undergraduate graduates. A significant number of employees (35.7%) work in food and beverage, (24.8%) in other departments and (22.1%) front office. The majority of employees work in hotels for 2-5 years (38.7%) and less than 1 year (37.6%). The employees of the hotels have an income of TRY 1501-2500 (49.6%) and TRY 2501-3500 (29.9%) income.

Measurement Model Findings

Before moving on to the measurement model in the research, first the explanatory factor analysis (EFA) then confirmatory factor analysis have been performed in order to measure to reliability and validity of the scales created for each of the variables in the research model. It is desired that the factor loads are obtained higher than the value of 0.50 in the factor analysis (Bryne, 2010). Personality scale has been collected into 5 dimensions as a result of the EFA; namely openness to experience (OE), conscientiousness

(CO), extraversion (EX), agreeableness (AA) and neuroticism (NT). The explained variance of these dimensions has been calculated as 53.559, KMO = 0.83, Bartlett Sphericity Test: sd = 85 (sig. 000). As a result of the explanatory factor analyses, the statements with low factor loads (OE7 to OE10, CO11 and CO16 to CO20, EX25 to EX29, AA35 to AA38) have been removed from the model. Since the values obtained as a result of the EFA on Organizational Identification (OI), (total variance= 56.297, KMO = 0.79, Bartlett Sphericity Test: sd=15 (sig. 000) As a result of the explanatory factor analyses, the statements with low factor loads (OI1 and OI2) have been removed from the model. and trust in the manager (TM), (total variance= 63.157, KMO = 0.96, Bartlett Sphericity Test: sd=171(sig. 000) are acceptable levels (Can, 2018).

As seen in Table 2, confirmatory factor analysis (CFA) has been performed to scales used in the measurement model. After confirmatory factor analysis, expressions with standardized values of 0.40 and t values less than 1.96 (NT47 and NT48) have been excluded from the model. The variables in the model to be used in the research have been examined in the relationships (See Table 4).

Table 2: Measurement Model (Confirmatory Factor Analysis-CFA)

Variable Code	Questions	Effect	Variable	Estimate	Std. Value	t- value	p
P1	I am an idealistic person.	<---	OE	1.000			
P2	I think I am smart.	<---	OE	.080	.068	14.439	***
P3	I have a rich vocabulary.	<---	OE	1.099	.076	14.461	***
P4	I have a great imaginary world.	<---	OE	.989	.079	12.571	***
P5	I think my ideas are perfect.	<---	OE	1.001	.084	11.973	***
P6	I spend time realizing my thoughts.	<---	OE	.864	.080	10.800	
P12	I am very meticulous in my work.	<---	CO	1.000			
P13	I work in a planned and programmed way.	<---	CO	1.75	.063	17.076	
P14	I don't leave today's work for tomorrow.	<---	CO	1.171	.073	16.054	
P15	I like rules.	<---	CO	.990	.080	12.400	
P21	I see entertainment as a lifestyle.	<---	EX	1.00			***
P22	I want all the attention to be on me.	<---	EX	1.287	.174	7.380	***
P23	I act comfortable in society.	<---	EX	1.063	.139	7.640	***
P24	I talk a lot.	<---	EX	.950	.127	7.486	
P30	I can understand other people's feelings.	<---	AA	1.000			***
P31	I am soft-hearted.	<---	AA	.856	.097	8.831	***
P32	I can feel other people's emotions easily.	<---	AA	1.272	.114	11.142	***
P33	I care about the feelings of others.	<---	AA	.856	.085	10.035	***
P34	I spend time for other people.	<---	AA	1.051	.100	10.538	***
P39	Emotionally I am very fragile.	<---	NT	1.000			***
P40	My mood changes a lot.	<---	NT	.892	.127	7.038	***
P41	I get quickly angry.	<---	NT	1.051	.141	7.455	***
P42	I am easily stressed.	<---	NT	1.000			
P43	I get very quickly sad.	<---	NT	1.320	.098	13.513	***
P44	I get very quickly shocked.	<---	NT	1.210	.090	13.515	***
P45	I am a pessimistic person.	<---	NT	1.243	.146	8.518	***
P46	I worry about everything.	<---	NT	1.148	.139	8.237	***
TM1	I trust my manager's knowledge about his/her job.	<---	TM	1.000			
TM 2	I trust my manager's experience.	<---	TM	.986	.056	17.556	***
TM 3	I trust my manager's working discipline.	<---	TM	1.061	.058	18.290	***
TM 4	My manager has a good command of his/her job.	<---	TM	1.027	.046	21.654	***
TM 5	My manager organizes the work well.	<---	TM	1.019	.058	17.528	***
TM 6	My manager is successful in solving complex problems.	<---	TM	1.060	.060	17.579	***
TM 7	My manager always overcomes problems we face regarding work.	<---	TM	.852	.055	15.574	***
TM 8	My manager is loyal.	<---	TM	.967	.061	15.842	***
TM 9	I consider my manager a person to be trustworthy.	<---	TM	.992	.064	15.490	***
TM 10	My manager is interested in my personal problems.	<---	TM	.945	.063	14.893	***
TM 11	My manager is interested whether I am happy with my job or not.	<---	TM	1.130	.066	16.988	***
TM 12	My manager does not hurt me on purpose.	<---	TM	.948	.074	12.798	***
TM 13	My manager is always sensitive to my priorities.	<---	TM	.834	.060	13.897	***
TM 14	My manager is forgiving.	<---	TM	1.150	.078	14.778	***
TM 15	My manager acts fairly when handing out rewards.	<---	TM	1.135	.078	14.632	***
TM 16	What I trust most in my manager is that he/she is fair.	<---	TM	1.190	.077	15.543	***
TM 17	My manager assesses his/her staff's performance impartially.	<---	TM	1.069	.061	17.523	***
TM 18	My manager maintains his/her impartiality while managing a conflict.	<---	TM	1.041	.061	17.061	***
TM 19	My manager applies work-related rules equally to everyone.	<---	TM	1.125	.082	13.865	***
OI3	When I talk about this hotel, I usually say "we" rather than "they".	<---	OI	1.000			***
OI4	The success of this hotel is my success.	<---	OI	.878	.079	11.072	***
OI5	When someone praises this hotel, it feels like a personal compliment.	<---	OI	.787	.078	10.151	***
OI6	If a story in the media would criticize this hotel, I would feel embarrassed.	<---	OI	1.083	.167	6.492	***

Note: Openness to experience (OE), conscientiousness (CO), extraversion (EX), agreeableness (AA), neuroticism (NT), Organizational Identification (OI), trust in the manager (TM).

Source: Author

Table 3: Convergent validity and Cronbach’s alpha (α) values

	Cronbach’s Alpha	CR	AVE
OE	.858	.856	.545
CO	.845	.854	.597
EX	.663	.665	.400
AA	.760	.771	.537
NT	.838	.845	.648
TM	.967	.909	.588
OI	.755	.759	.514

Note: Openness to experience (OE), conscientiousness (CO), extraversion (EX), agreeableness (AA), neuroticism (NT), Organizational Identification (OI), trust in the manager (TM), CR= Composite Reliability, AVE= Average Variance Extracted.
Source: Author

The observed variables in the measurement tool above show that they are related to the implicit variables to which they are linked. Relationships among all the variables in the measurement model have been found to be significant ($p < 0.05$). According to the goodness of fit, χ^2 value ($\chi^2 = 643,636$; $sd: 327$) is significant. The ratio of the value of χ^2 to the degree of freedom (χ^2 / sd) is 1.96. This value is less than 3, which is defined as the indicator of a good model, and shows a good fit. RMSEA (0.051) remains below 0.08. IFI (0.93) and CFI (0.94) values above 0.90 indicate a very good fit.

Within the scope of determining the reliability and validity of the study; CR and AVE values have been examined (Table 3). CR (Composite Reliability) values are expected to be 0.70 and above and AVE (Average Variance Extracted) values are expected to be over 0.50 (Bryne, 2010; Hair, Black, Babin & Anderson, 2014). The CR value being greater than 0.70 indicates that the internal consistency of the factors is high and the AVE being value higher than 0.50 indicates that there is a sufficient level of variance explained by the variables associated with the factors (Fornell & Larcker, 1981). As well as, according to some sources, CR values should be 0.60 and above, and AVE values should be above 0.40 in order to provide convergent validity.

When Table 2 examined, it is determined that the lowest CR value calculated for latent variables is 0.665 and the lowest AVE value is 0.525, and it is understood that the assumptions of the convergent validity are provided. In addition, it can be stated that discriminant validity is ensured because the correlation value between each construct is below .90.

5. Research Model Findings

Research model t-values related to the explanation of the relationship between the variables are shown Figure 1. Paths with a t value below 1.96 in the structural model are not statistically significant (Taşkın & Akat, 2010). Parameter

estimates are at 0.05 level if t values exceed 1.96 and 0.01 significance if exceed 2.56 (Çokluk, Şekercioğlu, & Büyüköztürk, 2012). When the t values in Figure 1 are examined, it is observed that the relationships between openness to experience and organizational identification (2.001), openness to experience and trust in the manager (4.637), extraversion and organizational identification (2.203), conscientiousness and organizational identification (4.794) and Conscientiousness and trust in the manager (5.321), organizational identification and trust in the manager (7.790) yield a significant t value of 0.01. At the same time, there is a significant t value of 0.01 in the negative direction between openness to experience and trust in the manager (-2.777). However, the relationships between agreeableness and organizational identification (0.793), neuroticism and organizational identification (0.235), extraversion and trust in the manager (-0.470), neuroticism and trust in the manager (0.999) are not significant since the t value is below 1.96.

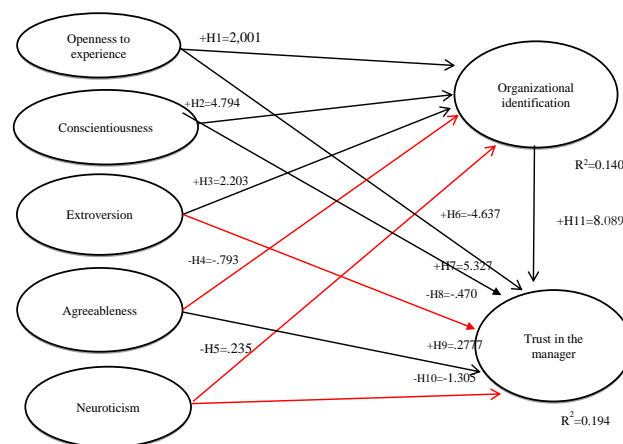


Figure 1: Research Model Results

Source: Author

The ratio of the model's χ^2 value to the degree of freedom (χ^2 / df) is $3205,225 / 1206 = 2.657$. This value is less than 3, which is defined as the indicator of a good model, and shows a good fit. RMSEA (0.067), RMR (0.083) and SRMR (0.077)

Table 4. Findings Related to Path Analysis and Hypothesis Results

Hypothesis	Path analysis	Std. path coef.	t values	p	Results
+H1	OE → OI	.062	2.001	0.045*	√
+H2	CO → OI	.058	4.794	0.000**	√
+H3	EX → OI	.064	2.203	0.028*	√
-H4	AA → OI	.067	0.793	0.428	X
-H5	NT → OI	.053	0.235	0.815	X
+H6	OE → TM	.064	4.637	0.000**	√
+H7	CO → TM	.043	5.321	0.000**	√
-H8	EX → TM	.061	-0.470	0.638	X
+H9	AA → TM	.088	2.777	0.005*	√
-H10	NT → TM	.068	0.999	0.318	X
+H11	IO → TM	.096	7.790	0.000**	√

Notes: **p<0.001, *p<0.01, p<0.05; Goodness-of-fit statistics of Path Analysis: $\Delta\chi^2=917,952$; $sd=338$; $\chi^2/sd=2,716$; RMSEA=0.068; CFI=0.884; GFI=0.932; IFI= 0.885

Source: Author

values are below 0.08, indicating an acceptable goodness of fit. GFI (0.93) and AGFI (0.90) values being higher than 0.90 indicate good compliance. Finally, IFI (0.93) and CFI (0.822) values are acceptable since they are close to ≥ 0.90 (Hair et al., 2014; Vieira, 2011). Also, r2 values showing how much the variables explain each other are above the desired level ($r^2 > .10$) (Falk & Miller, 1992).

In the research, the hypotheses H1, H2, H3, H6, H7, H9 and H11 have been accepted as they statistically have a t value of $>1,96$ and have an effect at a significance level of $p < 0,005$. The hypotheses H4, H5, H8 and H10 have been rejected as they statistically have a t value of $<1,96$ and don't have an effect at a significance level of $p < 0,005$.

6. Discussion and Conclusion

The purpose of this research is to determine the effects of personality traits (openness to experience, conscientiousness, extraversion, agreeableness and neuroticism) in hotel organizations on the organizational identification and the trust in the manager. As a result of the analysis made for this purpose majority of the participants are men, single and young people, when the results related to the demographic variables are examined. These results are consistent with the general structure of the employees of the region where this research has been conducted. It is seen that the majority of the employees are secondary education graduates. Even though the majority of the participants in the research work in the front office department, the low level of education turned out to be a remarkable result. When the working hours and income levels are examined, it is noticed that the majority of the participants work between 2 and 5 years and are in the income range of TRY 1501 to 2500. This fact led to the conclusion that employees

usually work for a short time in the tourism industry and are employed with a low income. The reason for this situation is that the hotels where the research has been conducted are coastal hotels and generally the employers of coastal hotels are employed with such employment policies.

In this research, it has been found that openness to experience, conscientiousness and extraversion personality traits have been an effect the organizational identification of the employees (accepted, H1, H2, H3). Partially supporting this conclusion, Barrick and Mount (1991), Saldago (1997), Smith and Canger (2004), Kieffer et al. (2004) have demonstrated in their researches that the personality traits of conscientiousness have a significant effect on the organizational identification of employees. Again, it has been concluded that the employees do not have a significant effect on organizational identification from the personality traits of agreeableness and neuroticism (rejected H4, H5). Contrary to this result, Hongwei et al. (2015) have concluded that in their research for call center employees, compliance personality traits had a positive effect on organizational identification. The fact that the lines of business in which the studies were conducted are different from each other may have an effect in the emergence of this situation. As well as, it has been determined that the personality traits of openness to experience, conscientiousness and agreeableness have an effect on the trust in the manager (accepted, H6, H7, H9). However, it has been concluded that the personality traits extraversion and neuroticism did not have a significant effect on the trust in the manager (rejected H8, H10). partially supporting this situation, Ping et al., (2012) found that personality traits of extraversion and neuroticism had no effect on trust in their study. Lastly, it has been concluded that organizational identification has a

significant effect on the trust in the manager (accepted, H11).

When the results of the research are generally evaluated it is obtained that the employees, who are openness to experience and have conscientiousness personality traits, identify with their organizations and also trust their managers. Due to the fact that the tourism industry is an industry that is sensitive to the external environment and has a labour-intensive structure, the integration of employees who are openness to experience and conscientiousness who identify with their organizations and trust their managers emerged as an important result. However, this research has revealed that employees who have extraversion and neuroticism as a personality trait do not trust their managers. It can be stated that this situation arises from the management system that is used in the hotel establishments where this research has been carried out. As another result of this research, it has been revealed that employees who have the personality traits extraversion, agreeableness and neuroticism have problems both in identifying with their organizations and in trusting their managers. While employees with neuroticism problems were expected to experience problems with identification and trusting their managers, it has emerged as an unexpected result that employees with the personality trait extraversion and agreeableness also have problems in trusting or identifying with the manager. The reason for this result may come from the wage system that is applied in the hotels where the research has been conducted, the seasonal employment, and the short-term crises occurring in the industry.

Based on the results obtained, some suggestions can be given to hotel managers on the issues of finding and hiring employees, the salary, and keeping the employees in the organization for the long-term. Hotel managers should examine this and other similar scientific studies about employees in hotels. Managers need to be aware of the competencies that staff should have when recruiting (Karakuş, Onat, & Yetiş, 2018). In the hiring process, they can employ employees who have the personality traits openness to experience and conscientiousness. The employees who have these personality traits may create a great competitive advantage for the hotel organization because they depend on the state of organizational identification and have trust in their managers. In addition, those who are open to experience has also a low intention to leave (Gazeloğlu et al., 2019), are

invested in their jobs, have high performance, can establish good relationships, and have high satisfaction levels (Tüzün & Çağlar, 2008; Ocak et al., 2017); therefore, they can increase the hotel organizations' profit margins in the long run. Employees with the personality trait of agreeableness are very successful in establishing social relations with other employees. At the same time, employees with this personality trait are more helpful towards their colleagues (Organ & Ryan, 1995; Hertz & Donovan, 2000). However, these employees may have problems with organizational identification. Therefore, issues such as the management system, salary, performance evaluation and rewarding can be overcome by establishing a fair system and organizational identification if these employees are recruited for a hotel organization. Lastly, the state of organizational identification as well as the trust of the employee in the manager can be a guide in employee recruitment and keeping employees in the organization for the long-term.

There may be some possible limitations and suggestions in this study. The research has been carried out for the employees of Alanya district and seasonal hotels in Antalya. Subsequent research can be conducted in different destinations and for different hotel (city hotels, ski hotels, thermal hotels, etc.) employees. Additionally, researchers may conduct more studies that examine the relationship between organizational identification, trust in the manager and the relationship between these terms.

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INFO PAGE

The effects of personality traits, organizational identification and trust in the manager at hotel organizations

Abstract

The aim of the research is to determine the effects of personality traits, organizational identification and trust in the manager at hotel organizations. This study has been carried out in January-June 2019 with employees in five-star hotels located in Antalya, one of the most common holiday destinations in Turkey. In this study, a quantitative research has been conducted and survey technique has been used. 375 questionnaires were analyzed. Research analyses have been performed with the help of SPSS package program and AMOS package program. Frequency analysis, factor analysis and structural equation modelling have been utilized on the study. As a result, openness to experience, conscientiousness and extraversion personality traits have a significant effect on organizational identification and openness to experience, conscientiousness and agreeableness have a significant effect on trust in the managers. In this context, it has been determined that the openness to experience and conscientiousness have a significant effect on organizational identification and trust in the managers. As well as organizational identification has a significant effect on trust in the manager. This research serves as a guide for hotel managers about employees. In this context, the fact that hotel managers prefer employees who are openness to experience and conscientiousness personality traits can benefit their organizations in the long term.

Keywords: Hotel Organizations, Personality Traits , Organizational Identification, Trust in the Manager, Antalya

Authors

Full Name	Author contribution roles	Contribution rate
Ali İnanır :	Conceptualization, Methodology, Software, Validation, Formal analysis, Investigation, Resources, Data Curation, Writing - Original Draft, Writing - Review & Editing,	100%

Author statement: Author(s) declare(s) that All procedures performed in studies involving human participants were in accordance with the ethical standards of the institutional and/or national research committee and with the 1964 Helsinki declaration and its later amendments or comparable ethical standards. **Declaration of**

Conflicting Interests: The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article

This paper does not required ethics committee report

Justification: This research was conducted before January 1, 2020. For this reason, it is exempt from "ULAKBİM TRDizin" criterion.