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The Impact of The Perceived Organizational Trust on Employee's Self-Efficacy Perception: A Study on All Inclusive Hotels*

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Abstract

In this research, it is aimed to determine the impact of the organizational trust of the hotel employees within the all-inclusive hostel system on their perceived self-efficacy. The sample group of the research consists of employees working in three 5-star hotels located in the Alanya province of Antalya. As a data collection tool for the practice, the questionnaire consisting of organizational trust and self-efficacy scales has been used and as a descriptive analysis, frequency analysis, arithmetic mean, standard deviation analyses had been applied in the analysis of the data obtained. In the study, 'Confirmatory Factor Analysis' (CFA) and reliability analyses has been used for the construct validity and structural reliability of the scale. Structural Equation Model (SEM) has been applied thereafter in order to test the hypotheses in the suggested research model. In the research findings, it has been determined that "trust in organization", "trust in managers" and "trust in co-workers", which are the dimensions of the organizational trust in the hotel enterprises operating with an all-inclusive service system, has no impact on the "self-efficacy" perception.

Keywords: Organizational Trust, Self- Efficacy, All Inclusive Hotels.

Algılanan Örgütsel Güvenin Çalışanların Öz Yeterlilik Algısı Üzerine Etkisi: Herşey Dahil Oteller Üzerine Bir Araştırma

Öz

Bu araştırmada, her şey dahil otel sistemi içerisinde yer alan otel çalışanlarının örgütsel güvenlerinin algılanan öz-yeterlilik algılarına etkisinin belirlenmesi amaçlanmıştır. Araştırmanın örneklem grubunu Antalya ili Alanya ilçesinde bulunan üç adet 5 yıldızlı otelde çalışan personel oluşturmaktadır. Uygulama için veri toplama aracı olarak örgütsel güven ve öz-yeterlilik ölçeklerinden oluşan anket kullanılmış ve elde edilen verilerin analizinde betimsel analiz, frekans analizi, aritmetik ortalama, standart sapma analizleri uygulanmıştır. Çalışmada ölçeğin yapı geçerliği ve yapısal güvenilirliği için Doğrulayıcı Faktör Analizi (DFA) ve güvenilirlik analizleri kullanılmıştır. Önerilen araştırma modelinde yer alan hipotezleri test etmek için daha sonra Yapısal Eşitlik Modeli (YEM) uygulanmıştır. Araştırma bulgularında, her şey dahil otelcilik sistemi ile faaliyet gösteren otel işletmelerinde örgütsel güvenin boyutları olan "örgüte güven", "yöneticiye güven" ve "iş arkadaşlarına güvenin öz yeterlilik algısı üzerinde herhangi bir etkisinin olmadığını tespit edilmiştir.

Anahtar Kelimeler: Örgütsel Güven, Öz Yeterlilik, Her Şey Dahil Oteller.

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INTRODUCTION

While tourism serves as a locomotive of the economic growth all over the world, it is also one of the prominent sectors in closing the trade gaps and creating employment (Almeida & Silva, 2020). According to the report issued by The Ministry of Culture and Tourism Directorate General of Investments and Enterprises in 2019, the number of tourists visiting Turkey had been approximately 52 million people and nearly 16 million of these tourists had visited Antalya. According to the results of the same report, 34,5 billion Dollar tourism revenue (Kültür ve Turizm Bakanlığı, 2019) had been generated within 2019 and the ratio of our tourism revenue generated in 2019 on the total export revenue of our country had been 20 % (TURSAB, 2020). The total number of employees working in the tourism sector in Turkey within 2019 had been 1,26 million while the employment number in the accommodation sector had been 434 thousand people. These dates indicate that the tourism sector in our country has great importance both in terms of its contribution to the national economy as of foreign currency inflow and its positive contribution in the labor market.

The rapid change and the developments in the environmental factors tourism enterprises encounter feature as determining factors for these organization to maintain their existence. On the other hand, enterprises seek for the opportunity to grow and improve in larger geographical areas along with the local markets they already have for the sake of being able to adapt to the competition and take better advantage of the market advantages encountered (Ozdemir & Cizel, 2007). The most important impact of the managerial implications carried out and the decisions made for the sake of making use of the market opportunities and coping with the environmental factors are undoubtedly actualized on human resources which is one of the most important resources of the enterprises. Organizational and administrative practices may cause the employees to lose their current position within the organization, feel the fear of losing their job and be concerned about facing with an uncertain future (Efendi, 2017). This situation may cause an emergence of suspicion towards the organization and managers and cause the organizational trust to become questionable. Trust becoming questionable on the other hand may lead to a decrease in the productivity of the human resources on hand and the service quality provided (Gilbert & Tang, 1998). On the other hand, another concept essential for all the enterprises is self-efficacy. Tourism sector stands out rather as a labor-intensive sector (Ndivo & Cantoni, 2015) and it is of great importance for the enterprises operating in the tourism sector to believe in the knowledge and the ability of their

employees in order to gain competitive advantage, improve service and product quality, and demonstrate sustainable progress. It is becoming more likely that the employees with high self-efficacy who believe in this knowledge, skill, and ability and that these capabilities will bring success to them will become prominent in the organizational life and make great contributions to the organization they work for and that is possible for the individual and the organizational performance to increase with the presence of the workers who have high self-efficacy. With this study, the impact of the trust of the workers working in the all-inclusive hotel management system to their selves, to their managers and their co-workers on the self-efficacy perception of the workers. In the literature review, it is projected that the studies on self-efficacy are generally conducted in the education sector and that this study will fill this gap of the relationship between organizational trust and self-efficacy in the tourism sector and in the literature and make a contribution in this field. On the other hand whit this study the effect of organizational trust on self-efficacy has been examined and no studies have been found in the literature where this impact is examined, and it is projected that this study will make a significant contribution in filling this gap.

LITERATURE REVIEW

Organizational Trust

Trust constitutes the basis for all the relationships, and it is an important concept holding people together and making them feel good (Gilbert & Tang, 1998). Trust is defined as “the willingness of both parties not to harbor ill-will against each other (not to have a failure of good will) and to stay unguarded to the other party” (Akhtar & Nazarudin, 2020:10; Polat & Ceep, 2008:310). The concept of trust had come into prominence as an important subject to be studied on since 1990s and taken its place in many studies within the scope of organizational sciences. Along with the creation of the perception of trust within the organization, it becomes possible for the workers to stay more loyal to the organization’s vision, mission and objectives and commit their current potential completely to their organization. Furthermore, trust improves team work (Hungerford & Cleary, 2021), functionality of leadership and the efficiency of determining objectives while increasing employees’ job satisfaction and organizational commitment as well as perceived organizational effectiveness (Gilbert & Tang, 1998; Shockley-Zalabak et al., 2000; Huff & Kelley, 2003), organizational citizenship (Kocaoğlu & Özdemir, 2020) and job engagement (Öztürk ve Vatansever, 2020). In addition, trust improves cooperation among employees and improves communication, employee

satisfaction (Guinot & Chiva, 2019). In this study, the concept of trust has been examined within the scope of trust in organization, manager and co-workers and information regarding these concepts had been provided below.

Trust in Manager: Trust established by the organization and managers has an important place in the basis of the organization creating a vision and the adoption of this vision by the employees. Evoking the perception of the manager being an expert on the job, displaying benevolent behaviors to those around, being honest at heart constitute the foundation of trusting the manager (Mayer & Gavin, 2005).

Trust in Organization Itself: Another dimension taken into consideration in building organizational trust is the trust in the organization itself. The factor determining the trust in the organization itself is considered as the organization supporting their employees and treating their employees fairly (Altaş & Kuzu, 2013). "Without trust, all organizations would be unable to function effectively" (Hungerford & Cleary, 2021:506).

Trust in Co-Workers: Trust in co-workers is one of the important factors on job efficiency (Uslu & Şimşek, 2020). "Trust in the co-workers can be defined as the reliance of the individual on the co-workers' competency, that their co-worker will display behaviors adopting fair, reliable and ethical principles" (Tüzün, 2007:106).

Self-Efficacy

"Self-efficacy is the individual's belief in the extent to which he or she has the competencies required for actualizing the expected behaviors a certain field and the belief for activating these skills (Bolat, 2011:256). At this point, individual's belief that the skills he or she has will bring success in terms of achieving the targeted performance results will add meaning to the skills determining his/her performance by having a positive impact on the performance and will have a determining role in accomplishing the efforts put in. Self-efficacy is seen as the key to initiating and successfully concluding a behavior. Therefore, it is stated that the planning and successful conclusion of an activity is based on self-efficacy (Lippke, 2020). The theoretical basis of self-efficacy is developed by Bandura (Grøtan, Sund, & Bjerkeset, 2019). Individuals' self-efficacy belief affects people with cognitive, motivational, affective, and decisional processes. Factors associated with cognitive, motivational, affective, and decisional processes have an impact on individuals in terms of whether their thinking patterns are in the developing or weakening direction, how well they motivate their selves against

difficulties, the quality of their emotional well-being, whether they are resistant against stress and depression and the decisions they will make on important decision points (Bandura & Locke, 2003).

Cognitive Processes: Actions individuals will actualize are shaped by thoughts. People's belief in having the capability to affect situations has the potential to positively affect the prospective incidents they plan on achieving and actualizing. In this context, individuals who have the perception of having influence on affecting situations, in other words, individuals who have the perception of self-efficacy adopt positive affirmations in their minds for the potential positive outcomes to be achieved by creating the scenarios which might have a positive effect in their performance (Bandura, 1993).

Motivational Processes: Motivation is generated cognitively for most people. People motivate their selves and direct their actions proactively. They create beliefs on what they can achieve. They predict the potential outcomes of their prospective actions. They set goals for their selves and they plan action paths designated for actualizing their valuable future (Bandura, 1993).

Affective Processes: People's belief in their capability to cope with challenges affect their level of stress and motivation against difficult situations (Bandura, 1993). Individuals who believe that they can control difficult situations do not create inconvenient mindscapes for themselves. Thus, they will not avoid fulfilling tasks that are difficult for them (Bandura, 1993).

Selection Processes: Self-efficacy perceptions individuals have can have an impact on the course of life by affecting the type of the activity people choose and their environment. If the people believe that they can cope with the situations they encounter, they will choose the confrontation method for these conditions and do their full share of work (Bandura, 1993).

The Relationship Between Trust and Self-Efficacy and The Development of Hypotheses

Individual's self-efficacy belief is in a mutual interaction with motivational processes. In terms of the individual being motivated in a work they perform and the development of a self-efficacy belief accordingly, their expectation towards being awarded with a certain prize for a certain amount of effort they will put in plays a crucial role. Therefore, individuals' self-efficacy will be questioned in the event that they do not achieve their objectives with their ability and the effort they put in due to organizational practices or in other words, the unfair assessments of the organization and the manager who is its representative. Therefore,

since unfair behaviors and attitudes of the organization causing its self-confidence to be affected negatively can lead to eliminating the operability of the motivational process providing the basis for the creation of self-efficacy and can also have a negative influence on the individual's self-efficacy. The perception that the organization will display more predictable, consistent, and fair implications is created through the presence of organizational trust. It should not be forgotten that the presence of practices prioritizing employee's rights and fairly applied practices in the managerial implications play a determining role in the employee's development of sense of trust (Selvitopu & Şahin, 2013; Nedkovski et al., 2017). Trust in the organization enables more positive attitudes, perceptions, higher performance, and cooperation to be achieved. Along with the trust in the organization, it becomes possible for the individual to feel secure by means of creating the perception that the organization will conduct predictable activities and support its employees. This situation will support the actions and the behaviors the individuals will display on their job by convincing them to believe in the abilities and the knowledge that they have (Özyılmaz, Erdoğan, & Karaeminogullari, 2018). In other words, individual's self-efficacy belief will be strengthened.

H1: Trust in the organization has a statistically significant and positive impact on the employees' perception of self-efficacy.

Managers who are getting together often and are in constantly interacting in conducting business efficiently and productively within the organizational life not using and vulgar or offensive language against their employees and informing all employees by receiving their opinion (Cropanzana et al., 2007) are essential in the establishment of trust in the management (Bies, 2001). It is stated that managers' benevolence who are considered as a representative of the organization has a material impact on the structuring trust in the organization (Schoorman et al., 2007). Nevertheless, advices or verbal incentives on the success of failure regarding any type of activity individuals conduct can awaken the perception that they are being helped and affect their perception of self-efficacy (Çubukçu & Girmen, 2007). Therefore, managers not approaching the employees in a vulgar and insulting manner and giving them the feeling that they are helping and supporting them, verbal incentives for the purpose of enabling the individuals to do their job in the best manner increases the effort they will put in to achieve success and contribute to the development of the sense of self-efficacy by enabling them to improve the skills they have at the same time. Manager displaying consistent behaviors, getting the employee involved in the decision-making processes enables the employees

to exhibit positive attitudes on their jobs and lower their job stress and provide work energy (Gilbert et al., 2010). Nevertheless, employees will get the feeling that they are respected, cared, and valued. Employees having these feelings will build a sense of trust in their organization thinking that they are essential for the organization (Chiang & Hsieh, 2012). On the other hand, getting the individuals involved in the decision-making processes will indicate that they will have influence on the applications and the events to be conducted within the organization. According to Bandura (1993), people's belief in having the capability to affect situations has the potential to positively affect the prospective incidents they plan on achieving and actualizing. People who have the perception that they have the power to affect situations have high self-efficacy.

H2: Trust in the manager has a statistically significant and positive impact on the employees' perception of self-efficacy.

Employees helping their co-workers by sharing their experiences and knowledge with their co-workers and helping them out have importance in finding a solution to the problems related with the work performed and reducing uncertainties an individual might encounter. Helping co-workers and showing an approach based on cooperation are of great importance in the establishment of trust in the co-workers (Nedkovski et al., 2017). Trust in the co-workers is defined as individuals' belief in their co-worker's competence, that their co-worker will display behaviors adopting fair, reliable and ethical principles and the employee will feel secure along with the trust built upon these four fundamental principles. Individuals not perceiving their environment as a threat to their selves is important in the development of self-efficacy. Therefore, individual's trust in the co-workers enables the communication efficiency amongst the employees to increase and contribute to avoiding a climate for conflict. In this context, potential stress factors will be prevented through the establishment of trust in the co-workers before they emerge (Dönertaş, 2008). It should not be forgotten that the level of stress and anxiety individuals have might have a negative influence on the perception of self-efficacy. On the other hand, with the trust in co-workers, it becomes possible for the individual to reduce the uncertainties encountered, this will contribute to enabling the individual to feel more secure and the development of the individual's self-efficacy who encounters lower levels of stress and anxiety. Furthermore, reducing the level of stress and the presence of co-workers receiving the support of other co-workers and sharing their knowledge among themselves might also contribute to the improvement of the individual's self-efficacy since

it allows the individual to obtain the knowledge, they feel they lack and to improve their skills. Within this framework, the hypothesis developed on the trust in co-workers and the perception of self-efficacy as well as the research model is provided below.

H3: Trust in the co-workers perceived has a statistically significant and positive impact on the employees' perception of self-efficacy.

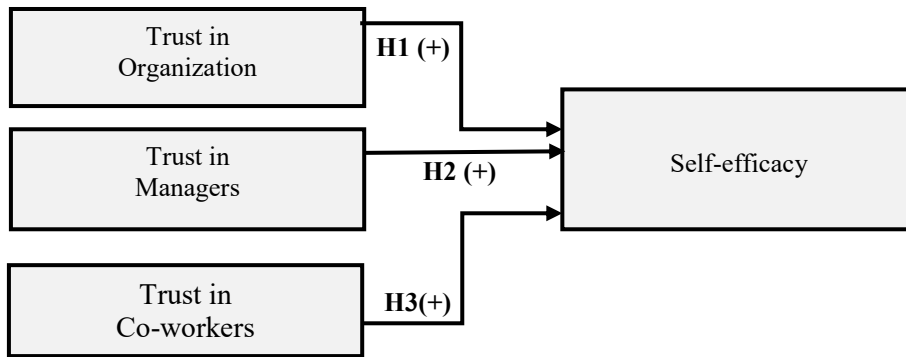


Figure 1. Hypotheses and The Framework of This Study

METHOD

In this research, it is aimed to determine the impact of the organizational trust of the hotel employees within the all-inclusive hostel system on their perceived self-efficacy. It is envisioned that the current research results will be a guide for the hotel managers in terms of employee selection and management since all-inclusive hotels have a high employee turnover rate and inexperienced employees (Menekşe, 2005) in particular.

Ethics committee approval was not obtained in this study because it was not one of the situations that required an approval.

Study Population and Sample

The study sample consists of employees working in three 5-star hotels located in the Alanya province of Antalya between the dates 01.06.2019 - 31.08.2019. These three hotels have tourism operation/investment license and operate seasonally under an all-inclusive system. In the study, "convenience sampling" which is a sampling method where the individuals who want to be included in the sample are able to participate rather than including all the individuals constituting the population (Yıldırım, Altunışık, Çoşkun, & Bayraktaroğlu 2001; Ural & Kılıç 2011) has been used. There are 82 5-star hotels in Alanya with a tourism operation/investment license and a bed capacity of 63.891 (ALTID, 2019). Erdem (2004) has indicated the number of staff per room in Turkey as 1.18. Accordingly, it is predicted

that the number of staff working in the 5-star hotels in Alanya is averagely 75.391 people. Krejcie and Morgan (1970) have suggested using a general table regarding how much the sample size should be taken in exchange for the volume of the population in the studies where the evaluations will be made according to the ratios. In the aforementioned table, sample size has been indicated as 384 people in the event that the

significance level is 0.05, the error ratio is ± 0.05 and the population volume is above 75.000. In this context, for the questionnaire used as a data collection technique, 200 questionnaires had been submitted to each hotel by taking into consideration the questionnaires which are incomplete, incorrect, and unreturned. However, total of 338 questionnaires could be taken under review.

Data Collection

The questionnaire form prepared for the measurement of the variables included in the study consists of three parts and there are 41 questions in total. On the first part, there are 4 questions regarding the personal characteristics (gender, marital status, age, educational background) of the participants. On the second part, 'Organizational Trust Scale' having 27 items which is developed by Börü, İslamoğlu and Birsnel (2007) and consists of sub-dimensions of 'Trust in the Organization, 'Trust in the Co-workers and 'Trust in the Manager' at measuring the participants' organizational trust has been used. 8 items (1-8) in this scale measure trust in the organization, 10 of them (9-18) measure trust in the manager and 9 of them (19-27) measure the trust to the co-workers. Finally, on the third part, self-efficacy scale having 10 items which is developed by the German researchers named Ralf Schwarzer and Matthias Jerusalem in 1995 and which Söylemez had used in his (2019) doctoral thesis has been applied. Participants' level of participation in respect of each expression included on the second and third part had

been rated in accordance with the 5-point Likert scale as “strongly disagree=1”.....“strongly agree=5”.

The data collection process in this study was carried out between June 1 and August 31 2019, and the Council of Higher Education Committee criteria were announced on January 1, 2020.

Data Analysis

First, ‘Confirmatory Factor Analysis’ (CFA) and reliability analyses had been applied which will enable the construct validity of the scale in order to accomplish the goal of the study. Afterwards, descriptive analyses (frequency analysis, arithmetic mean and standard deviation) have been applied. Structural Equation Model (SEM) which describes casual relationships between the factors by a model and tests the statistical correspondence of the suggested research model based on various correspondence scales has been preferred. SEM is a comprehensive multivariate statistic exhibiting whether the pre-determined relationship pattern between the variables is validated or not (Timm, 2002; Tomer, 2003; Raykov & Marcoulides, 2006; Yılmaz, Çelik, & Ekiz, 2006; Aksu, Eser, & Güzeller, 2017).

Reliability & Validity Analysis

Reliability is named as the probability of obtaining similar results for other measurements to be made by applying similar procedures via same method in other samples to be selected from the same universe (Şencan, 2005: 12). On the reliability analysis of the questions in the questionnaire, Cronbach Alfa test which is one of the reliability scales has been used.

When conducting a reliability analysis, Alfa coefficient, considered as an indication of the scale reliabilities, must be between 0.60-0.79 which is considered as the acceptable confidence interval and be above 0.80 where possible. (Şencan, 2005 Alpar, 2012; Kalaycı, 2014).

Table 1. Reliability Coefficients

Scale & Components	Number of Items	Cronbach Alfa Coefficients
Organizational Trust	27	0.963
Trust in Organizations	8	0.936
Trust in Managers	10	0.945
Trust in Co-workers	9	0.949
Self-efficacy	10	0.865

Reliability analysis has been applied to the scales of the study separately. Cronbach Alfa coefficient of the organizational trust scale being at 0.963 indicates

that the scale is highly reliable. It has been specified that organizational trust scale’s dimensions of Trust to the Organization being at 0.936, Trust to the Manager at 0.945 and Trust to the Co-workers at 0.949 show that they are yet highly reliable. Finally, it has been identified that the Cronbach Alfa coefficient of the Self-Efficacy scale being at 0.865 also signifies that the scale is highly reliable.

Construct validity analysis has been performed for the validity analysis of the data. Construct validity demonstrates the congruity status between the findings obtained as a result of the measurement and the theory based upon (Sekeran & Bougie, 2013).

Construct validity of the items included in the measurement tool can be tested through various analysis techniques. Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA) are among the primary analyses (Hair, Black, Babin, & Anderson, 2010). While the exploratory factor analysis is a descriptive process, confirmatory factor analysis is a testing and confirmative process (Yılmaz and Çelik, 2009). Confirmatory factor analysis is a type of structural equation modeling analysis which gives an idea to the researchers on the validity of the scales by testing the factor structures’ concurrence with theoretical basis (Yılmaz & Çelik, 2009; Hair, Black, Babin, & Anderson, 2010). Moreover, in the confirmatory factor analysis, reliability of the scale items and their contribution to the description of the scale as a whole is figured by calculating Average Variance Extracted (AVE) for each item included in the scale and their Composite Reliability (CR) as well. The value for AVE being over 0.50 is an indication of a sufficient concurrence between the latent variable and the observed variables (Hair, Black, Babin, & Anderson, 2010: 709; Güler, 2018). Composite reliability values that are equal to or above 0.70 are significant indications regarding the internal consistency and the concurrence validity of the model (Hair, Black, Babin, & Anderson, 2010: 710; Güler, 2018).

LISREL 8.72 package program has been used to measure whether the measurement models inclusive of each sub-dimension with Confirmatory Factor Analysis (CFA) are significant or not. As a result of the first confirmatory factor analysis performed, although there had not been any problems observed regarding the goodness of fit of the measurement model (where the chi-square is 2.92 (1821.08/623) and RMSEA is 0.07), the factor loading of the second item of ‘self-efficacy’ has been 0.39. When examining the modification recommendations given at the end of the model’s output report, it has been observed that the second item of ‘self-efficacy’ has been perceived similarly among the participants with 10 items and

that the chi-square value and other goodness of fit values might be more evident in the event that they are excluded from the scale.

Confirmatory Factor Analysis has been recurred after this item has been excluded from the scale. As a result of the recurring analysis, a convenient model

Table 2. Descriptive Statistics on The Confirmatory Factor Analysis Measurement Model

Components & Items	Std. Loadings	Margin of Error	R ²	t- Values	AVE	CR
TRUST IN ORGANIZATION					0.65	0.94
Organization1	0.86	0.27	0.73	19.44		
Organization2	0.85	0.28	0.72	19.13		
Organization3	0.69	0.52	0.48	14.24		
Organization4	0.81	0.35	0.65	17.81		
Organization5	0.84	0.29	0.71	18.98		
Organization6	0.81	0.35	0.65	17.83		
Organization7	0.78	0.40	0.60	16.75		
Organization8	0.83	0.31	0.69	18.52		
TRUST IN MANAGERS					0.64	0.95
Manager1	0.82	0.33	0.67	18.25		
Manager2	0.83	0.32	0.68	18.50		
Manager3	0.86	0.25	0.75	19.80		
Manager4	0.85	0.27	0.73	19.39		
Manager5	0.80	0.36	0.64	17.54		
Manager6	0.69	0.52	0.48	14.32		
Manager7	0.79	0.37	0.63	17.40		
Manager8	0.82	0.33	0.67	18.19		
Manager9	0.77	0.41	0.59	16.48		
Manager10	0.75	0.43	0.57	16.15		
TRUST IN CO-WORKERS					0.67	0.95
Co-workers1	0.75	0.43	0.57	16.08		
Co-workers 2	0.77	0.41	0.60	16.67		
Co-workers 3	0.83	0.31	0.69	18.61		
Co-workers 4	0.82	0.33	0.67	18.20		
Co-workers 5	0.81	0.35	0.65	17.74		
Co-workers 6	0.84	0.30	0.70	18.74		
Co-workers 7	0.88	0.23	0.77	20.36		
Co-workers 8	0.86	0.26	0.74	19.71		
Co-workers 9	0.83	0.31	0.69	18.67		
SELF-EFFICACY					0.51	0.90
Self-efficacy1	0.59	0.45	0.35	11.39		
Self-efficacy3	0.57	0.47	0.33	10.92		
Self-efficacy4	0.61	0.43	0.37	11.75		
Self-efficacy5	0.67	0.45	0.45	13.23		
Self-efficacy6	0.59	0.45	0.35	11.32		
Self-efficacy7	0.64	0.49	0.41	12.47		
Self-efficacy8	0.71	0.39	0.51	14.46		
Self-efficacy9	0.80	0.35	0.65	17.12		
Self-efficacy10	0.78	0.39	0.61	16.35		

where the normalized chi-square is 2.69 (1583.37/588) and RMSEA is 0.07 (Hair, Black, Babin & Anderson, 2009; Jöreskog & Sörbom, 1996; Schermelleh-Engel, Moosbrugger, 2003; Raykov & Marcoulides, 2006). When examining the model modification recommendations, it has been observed that there had not been any problematic items remaining in terms of observed variables describing the latent variables. As it can be seen on Table 2, all the T-values are discovered to be statistically significant with a significance level of 0.01 and that the standardized loadings vary between 0.57 and 0.88. According to the data in Table 2, average variance extracted values of each latent structure and the composite reliability values has been calculated for the purpose of testing the construct validity of the measurement model. Values obtained as a result of the calculations, it has been deduced that both the average variance extracted and the composite reliability coefficient are above the targeted lower limit in terms of all latent structures. Therefore, it can be stated that observed variables represent latent variables at an acceptable level, in other words show concurrence.

measurement tool's statistics for concurrence with the reference values, it can be argued that the measurement model has an acceptable goodness of fit value and a concurrent validity as a whole.

RESULTS

According to Table 4, among the selected hotels in Alanya, 53.3 % of our participants involved in the study consist of men while 64.2 % are represented by married individuals. 32.8 % of the Age range of the participants consist of the age group between 30-35. Education levels on the other hand consists of 51.1 % being at primary education and high school level while 44.1% of the participants work in an organization in the range of 1-5 years.

In the study, organizational trust and the self-efficacy scales consist of four dimensions in total. It has been discovered that the items of organizational trust scale received average values in the range of (\bar{x} : 3.40-3.77). In the organizational trust scale, the dimension

Table 3. Confirmatory Factor Analysis Measurement Model Goodness of Fit Statistics

Fit Index	Measurement Model	Reference Values	
		Goodness of Fit	Acceptance of Fit
X^2/ df	1583.37/588=2.69	$0 \leq X^2/ df \leq 2.5$	$3 < X^2/ df \leq 5$
RMSEA	0.07	$0 \leq RMSEA \leq 0.05$	$0.5 < RMSEA \leq 0.08$
AGFI	0.79	$0.95 \leq AGFI \leq 1.00$	$0.90 \leq AGFI \leq 0.95$
GFI	0.89	$0.90 \leq GFI \leq 1.00$	
RMR	0.05	$RMR \leq 0.05$	
SRMR	0.05	$SRMR \leq 0.08$	
CFI	0.97	$0.95 \leq CFI$	$0.90 \leq CFI$
NFI	0.96	$0.90 \leq NFI$	
NNFI	0.97	$0.90 \leq NNFI$	
IFI	0.97	$0.95 \leq IFI$	$0.90 \leq IFI$
RFI	0.95	$0.90 \leq RFI$	
Model CAIC/Saturated CAIC	2115.57/ 4544.15	Model CAIC < Saturated CAIC	

Source: Şimşek, 2007: 47-49; Yılmaz & Çelik, 2009: 47; Hair, Black, Babin, & Anderson, 2010: 666-669; Çokluk, Şekercioglu, & Büyüköztürk, 2012: 271-272; Güler, 2018).

In addition to the descriptive statistics on Table 3, concurrent validity of the measurement model has been reported in the context of other goodness of fit values which regard and disregard the sample size, degrees of freedom in the model and complexity of the model such as AGFI, GFI, RMR, SRMR, CFI, NFI, NNFI, IFI, RFI, CAIC (Şimşek, 2007). On Table 3, goodness of fit values regarding the measurement model of the research as well as the goodness of fitness reference values which are the indicate that a measurement model has construct validity. When comparing

of trust in the organization has been detected as (\bar{x} : 3.57) while trust in the managers dimension had been (\bar{x} : 3.61), trust in the co-workers had been (\bar{x} : 3.63) and self-efficacy dimension had been identified as (\bar{x} : 4.25). It has been observed that all dimensions had been above the average and are at high levels. In the individuals' trust in the hotel establishment dimension, while the items "organization I work for shows respect and care about their employees" (\bar{x} : 3.68) and "level of trust between the managers and the employees is high in the organization I work for" (\bar{x} : 3.68) have

high average values, the item of “organization I work for adopts fair treatment against all of its employees” (\bar{x} : 3.41) had the lowest value and an average result had been determined. In the employees’ trust in managers dimension, while the item of “my manager is a helpful person” (\bar{x} : 3.77) has the highest average, “my manager does not create tension” (\bar{x} : 3.40) has the lowest value; however, it indicates a result at an average level. When examining the employees’ trust in their co-workers, while the item of “occupational skills of my co-workers are considerably high” (\bar{x} : 3.73) has a high average, the item “my co-workers are honest and sincere” (\bar{x} : 3.50) has the lowest value; however, it holds a normal average value. It has been discovered that the arithmetic means of the items in the dimension of self-efficacy have high values (\bar{x} : 4.08-4.34).

the organizational trust dimension on the employees’ self-efficacy has been examined. Upon discovering that the measurement model does not have any problems in terms of descriptive statistics and reliability/validity statistics (AVE and CR), goodness of fit scores showing the concurrency of the measurement model had been reviewed. When examining the concurrency statistics of the measurement model and the reference values on Table 6, it is evident that the measurement model has an acceptable goodness of fit value as a whole.

However, Hair et al. (2010: 666-669) state that the RMSEA value can be considered as 0.10 below the interrupt level where the sample size is small, and that the concurrence of the RMR and SRMR values must be examined. It is known that both chi-square and the

Table 4. Distribution of Participants by Demographic and Individual Characteristics (n=338)

Variables	Groups	Frequency (f)	Percentage %
Sex	Female	158	46.7
	Male	180	53.3
Marital Status	Married	217	64.2
	Single	121	35.8
Age	18-23	38	11.2
	24-29	102	30.2
	30-35	111	32.8
	36-41	45	13,3
	42 and above	42	12.4
	Education Level	Primary Graduate	37
High School		136	40.2
Vocational High School		85	25.1
Undergraduate		70	20.7
Master / Doctorate		10	3.1
How long have you been working at the institution?		Less than 1 year	79
	1-5 years	149	44.1
	6-10 years	71	21.0
	11-15 years	33	9.8
	16 years and above	6	1.8
Total		338	100.0

Analysis Findings on Hypothesis Tests

Parametric tests have been used for examining the suggested hypotheses. In this context, hypotheses of the study had been analyzed with the structural equation model path analysis. Within the scope of the structural equation model analysis, firstly, the concurrence of the measurement model has been tested and the path analysis had been performed afterwards. In the path analysis, the impact of (a) trust in organization, (b) trust in managers and (c) trust in coworkers constituting

RMSEA increase in the event that the sample size is too big or too small (Hair, Black, Babin and Anderson, 2010: 666-668; Güler, 2018). In the event that the sample size is too big or too low, the researcher must also examine other goodness of fit statistics attentively and demonstrate that it is acceptable especially in RMSEA, RMR, SRMR and NFI, NNFI and IFI statistics which are cohesion criterion based on model comparison and that it has concurrency (Şimşek, 2007; Yılmaz and Çelik, 2009). When examining relevant goodness of fit statistics on Table 6, it can be indicated that the model has an acceptable goodness of fit value as a whole.

Table 5. Descriptive Analysis Findings

Comp.	Items	\bar{X}	S.D.
Trust in Organization	1.Organization I work for adopts fair treatment against all of its employees	3.41	1.04
	2.Organization I work for has a fair and righteous operation.	3.57	0.99
	3.Organization I work for is generally managed with sincerity.	3.42	1.15
	4.Performance evaluation is conducted objectively in the organization I work for.	3.59	1.01
	5.Organization I work for shows respect and care about their employees	3.68	1.02
	6. Organization I work for adopts fair treatment in respect of personal benefits.	3.63	1.02
	7.Level of trust between the managers and the employees is high in the organization I work for.	3.68	1.06
	8.I always trust the organization I work for.	3.58	1.09
Trust in Managers	9. My manager is a helpful person.	3.77	0.99
	10. My manager always keeps his/her promise.	3.64	1.08
	11.My manager protects the rights and the interests of his/her subordinates.	3.47	0.97
	12.My manager supports to his/her employees.	3.60	0.96
	13.My manager is a consistent person.	3.63	1.03
	14.My manager does not create tension	3.40	1.16
	15.My manager is a reliable person.	3.68	1.01
	16.My manager creates a positive work environment.	3.69	1.07
	17.My manager enables the participation of the employees' as well in his/her decisions.	3.60	1.11
	18.My manager has sufficient occupational knowledge and skills.	3.69	1.01
Trust in Co-Workers	19.Level of trust among my co-workers is considerably high.	3.62	1.09
	20.My co-workers are responsible.	3.62	1.03
	21.My co-workers are honest and sincere.	3.50	1.07
	22.My co-workers are compatible.	3.68	1.05
	23.My co-workers do not exploit the rules in the workplace.	3.66	1.01
	24.My co-workers help me in all kinds of challenges.	3.56	1.24
	25.My co-workers are reliable.	3.63	1.13
	26.My co-workers do not adopt political (sneaky behaviors) attitudes.	3.68	1.12
27.Occupational skills of my co-workers are considerably high.	3.73	0.98	
Self-Efficacy	1.I always manage to solve any problems I face if I try hard enough.	4.08	0.60
	3.Staying committed to my goals and achieving my objectives are easy for me.	4.10	0.67
	4.I trust myself to cope with unexpected incidents.	4.31	0.63
	5.I know how to manage unpredicted situations owing to my skillfulness.	4.26	0.67
	6.I can solve many problems if I show the necessary effort.	4.33	0.64
	7.I remain calm when in the challenges I face since I trust in my ability to cope with difficulties.	4.21	0.76
	8.I can usually find different solutions when I encounter a problem.	4.29	0.67
	9.I can usually find a way out when I am in a difficult situation.	4.31	0.61
	10.I can overcome any kind of problem.	4.34	0.62
	Components	Trust In Organization	3.57
Trust In Managers		3.61	1.03
Trust In Co-Workers		3.63	1.08
Self-Efficacy		4.25	0.65

Structural equation model path analysis had been performed for the purpose of testing three relevant hypothesis following descriptive statistics and goodness of fit statistics on the measurement model.

The statistical significance, direction, and the influence level of the relationship between the variables in terms of hypotheses examined via path analysis (Şimşek, 2007; Yılmaz & Çelik, 2009).

Table 6. Structural Equation Model Goodness of Fit Statistics

Fit Index	Measurement Model	Reference Values	
		Goodness of Fit	Acceptance of Fit
X ² / df	1583.37/588=2.69	0 ≤ X ² / df ≤ 2.5	3 < X ² / df ≤ 5
RMSEA	0.07	0 ≤ RMSEA ≤ 0.05	0.5 < RMSEA ≤ 0.10
AGFI	0.79	0.95 ≤ AGFI ≤ 1.00	0.90 ≤ AGFI ≤ 0.95
GFI	0.82	0.90 ≤ GFI ≤ 1.00	
RMR	0.05	RMR ≤ 0.05	
SRMR	0.05	SRMR ≤ 0.08	
CFI	0.97	0.95 ≤ CFI	0.90 ≤ CFI
NFI	0.96	0.90 ≤ NFI	
NNFI	0.97	0.90 ≤ NNFI	
IFI	0.97	0.95 ≤ IFI	0.90 ≤ IFI
RFI	0.95	0.90 ≤ RFI	
Model CAIC/Saturated CAIC	2115.57 / 4544.15	Model CAIC < Saturated CAIC	

Source: Şimşek, 2007: 47-49; Yılmaz & Çelik, 2009: 47; Hair, Black, Babin, & Anderson, 2010: 666-669; Çokluk, Şekercioğlu, & Büyüköztürk, 2012: 271-272.

On Table 7, standardized regression coefficients regarding the model built by the statistical package program as a result of path analysis, standard error

in Alanya has no statistically significant effect on their self-efficacy. The symbolic demonstration of the findings on Structural Equation Path Analysis are provided on Figure 2.

Table 7. Structural Equation Model Path Analysis, Descriptive Statistics and Hypothesis Results

Hypothesis	Relationship	Direction	Coefficient	Std.Err.	t values	p	Results	R ²
H1	ORG → SELF	-	-0.13	0.16	-0.79	NS	Reject	0,023
H2	MAN → SELF	+	0.16	0.17	0.93	NS	Reject	
H3	COW → SELF	+	0.11	0.07	1.54	NS	Reject	

Structural Equation: SELF = - 0.13*ORG + 0.16*MAN + 0.11*PEE, Errorvar.= 0.98, R² = 0.023

(0.16) (0.17) (0.07)

- 0.79 0.93 1.54

**p<.01(t >2.58), * p<.05(t >1.96) ; NS: No Significance

ORG: Trust Toward Organization, MAN: Trust Toward Managers, PEE: Trust Toward Peers, SELF: Self-efficacy

values, t values testing the significance of the regression coefficients and R² (explained variance value) values demonstrating the explanatory power of the independent variables on dependent variables. Firstly, it has been examined whether all the relationships between independent and dependent variables are statistically significant based on the t values. Based on the findings on Table 7, it is observed that the relationships between trust in organization and self-efficacy on H1, trust in managers and self-efficacy on H2 and trust in coworkers and self-efficacy are not statistically significant (p ≥ 0.05). Therefore, it has been concluded that the hypotheses H1, H2 and H3 are not supported. According to this result, it has been discovered that the perceived organizational trust of the employees working in the hotel establishments

DISCUSSION

With this study, it has been aimed to determine the relationship between organizational trust and perceived self-efficacy. The sample group of the research consists of employees working in three all-inclusive 5-star hotels located in the Alanya province of Antalya. As a result of the performed analyses, it has been discovered that trust to the organization, trust to the manager and trust to the co-worker have no influence upon the self-efficacy perception of the employees working in all-inclusive 5-star hotels. Hotel management approach is criticized on the grounds that it decreases the service quality, incompetent people are hired as managers, difficulty of finding a qualified and educated employee since the season not being expanded into whole year,

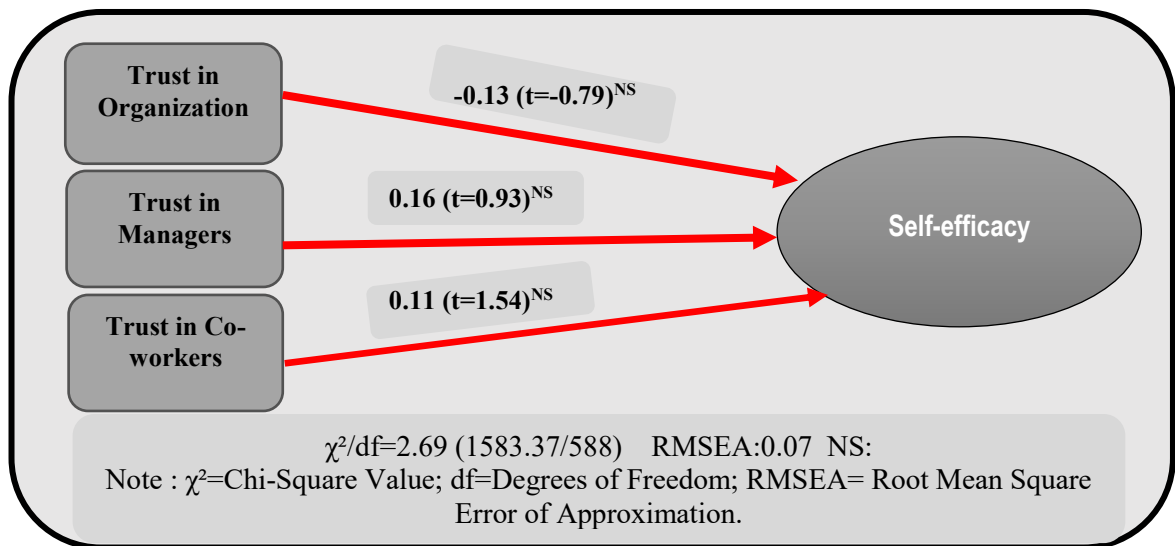


Figure 2. The symbolic demonstration of the findings on Structural Equation Path Analysis

and that non-permanent employees (employees who have temporary perspective) are employed (Cankul, Erbaş & Temizkan, 2017; Şit, 2016; Samırkaş & Bahar, 2013; Ünlüönen & Şahin, 2011). In addition, it is also argued that the trainings on improving the employee's knowledge and skills are superficial and insufficient (Güngören & Ozcan, 2019). Therefore, there is a perspective which do not attach much importance on the development of the employees, adopting a superficial approach for the process on the acquirement of knowledge and skills, not placing much importance on occupational development, employing a temporary workforce (Işık, Keskin, & Serceoglu: 2015). Hence, approximately 70% of the study participants are employed for less than 5 years. This data exhibits that these types of hotels do not approach their employees with a strategic perspective and is of great importance in terms of projecting their seasonal, short-term perspective (Hatipoğlu & İnelmen, 2021). In other words, these hotel employees are not hired under a long-term employment and they seek their future in other sectors (Pelit & Çetin, 2020).

CONCLUSIONS AND IMPLICATIONS

As a result of the research, it has been determined that trust in the organization, trust in the manager and trust in the colleague have no effect on the self-efficacy perceptions of the employees. It is thought that the situation that causes this is in the definition of self-efficacy and the basis of the concept. Self-efficacy is "the belief of a person in his ability to exhibit the behaviors necessary to achieve the desired results and to organize and successfully perform the activities" (Bandura, 1986: 361). Based on this definition, it can

be stated that self-efficacy is the belief that a person can activate his motivational, cognitive and behavioral abilities in relation to a certain situation (Wood & Bandura, 1989). The theoretical basis of the concept of self-efficacy is based on the social cognitive theory developed by Bandura (1977). Social Cognitive Theory focuses on how people acquire information about their environment, how they perceive their environment, the direction of their behavior and how they affect their environment (Dönmez, 1992). Social cognitive theory; argued that it is insufficient to explain human behavior with one-sided determinism, which states that human behavior is shaped and controlled by external factors and internal tendencies. According to the Social Cognitive theory, human behavior, cognitive and other personal characteristics and environmental events mutually affect each other. In this effect process, the degree of influence of each factor and the time of its occurrence may differ. Due to this reciprocity effect, individuals are evaluated as both the product and the producer of their environment (Wood and Bandura, 1989: 361-362). The mutual interaction of the environment, the individual and the social system shapes human behavior, thus laying the groundwork for the formation of self-efficacy. In this context, economic conditions, level of welfare, education, wishes that the individual aims to achieve, mood, ability to control the individual's emotions, thoughts and behaviors are directly effective on self-efficacy (as cited in Doğan Laçın, 2015). On the other hand, it is stated that cognitive, motivational, affective and decision-making processes affect self-efficacy belief (Bandura and Locke, 2003). By considering these processes from a holistic perspective, it is possible to evaluate the self-efficacy of individuals. Therefore, the lack of one or more of these dimensions is insufficient

to explain the self-efficacy of the employees. Explaining the self-efficacy of individuals comes to the fore as a multidimensional concept. In this study, it is seen that only the concept of trust is insufficient to explain self-efficacy.

Although the research results show that organizational trust has no influence on self-efficacy, when taking into account the positive results created by the concepts of organizational trust and self-efficacy, these are concepts to be emphasized. Organizational trust plays an important role in the sound implementation of different organizational processes and activities such as leadership, setting goals, performance evaluation, organizational communication (Shockley-Zalabak, Ellis and Winograd, 2000). Along with trust to the organization, level of trust increases in term of organizational commitment while it decreases the intention to quit the job (Tan & Tan, 2000). According to the results of the study conducted by Reçica and Doğan (2019) on hotel employees, it was determined that there is a positive relationship between organizational trust and job satisfaction, and that organizational trust is negatively related to turnover intention. According to the results of the research conducted by Kabadayı and Türkay (2020) with the participation of 384 hotel employees, they found that trust in the manager and the trust in organization positively affects the level of identification of employees with their organizations. In the other study conducted by Karataş and Keleş (2020), on five-star hotel employees, it was determined that trust in the organization had a positive effect on the behavior of reporting negative situations to their managers.

In respect of the perception of self-efficacy, individuals who have high self-efficacy performance work more compared to the individuals who have low self-efficacy and put more effort in the challenges they face (Schunk, 1991). On the other hand, while the individuals who have low belief in their self-efficacy display low level of competition against the obstacles and uncertainties they face, individuals who have high belief in their self-efficacy display high level of competition. Pajares states that, apart from the individual skills they have, individuals' high level of self-efficacy leads to an improved performance displayed (Pajares, 1996). In the study conducted by Evan, Gede, and Ketut (2020) on five-star hotel employees, it was determined that self-efficacy has a positive effect on the performance of employees. In another study conducted by Keskin (2020) on hotel employees, it was determined that self-efficacy has a positive effect on performance. According to the results of the study conducted by Kim (2019) with the

participation of 215 hotel employees, it was determined that self-efficacy decreases the intention to leave and increases job performance and job commitment. In a study conducted by Bahri, Sabrina and Sulasmi (2020) with the participation of hotel employees in Nigeria, it was found that self-efficacy has an effect on job embeddedness.

Qualified individuals choosing other sectors as a profession is considered as one of the biggest problems of the tourism sector. Income, career paths, lack of opportunities in terms of promotion in the workplace and superficial trainings are among the reasons regarding this problem (Ministry of Development, 2018). Senior managers of the hotel establishments have a great influence in solving these problems. Therefore, businessman conducting hotel management business and the senior managers they appoint must attach importance to institutionalization by approaching hotel management in a strategic perspective. In this context, appointments for the administrative levels in the hotels must be made with adopting the approach based on considering the knowledge and the skill as the fundamental criteria while avoiding the perspective of showing regard to nepotism. Moreover, they also need to help the employees in their career planning and attach importance to their career management. Furthermore, improving the wages given in the sector and considering the employee as an important asset adding value to the enterprise and attaching the importance that they deserve rather than an expenditure is of great importance. It is projected that all these implications will contribute to the improvement of the employees' self-efficacy perception as well as their trust to the organization.

In the literature, no studies have been found in asserting the interaction between organizational trust and perceived self-efficacy. On the other hand, in the literature review, limited number of studies have been found on the effect of self-efficacy on self-confidence. In this context, Yorgancı and Bozgeyiki (2016) had conducted a study for teachers on the impact of self-efficacy on organizational trust. According to the study findings, a positive relationship had been discovered between employees' perception of self-efficacy and organizational trust. Yet, in another study conducted by Koşar (2015) on teachers exhibit that self-efficacy has a positive impact on the trust to the manager. In the study conducted by Özyılmaz, Erdoğan and Karaeminoğulları (2018), the moderating role of organizational trust in the relationship between the intention to quit the job, job satisfaction, job performance and organizational citizenship behavior has been examined. The concept of organizational trust had been examined within the dimensions of trust to

the organization itself, trust to the manager and trust to the co-workers and hypotheses had been presented by establishing the relationship between trust dimensions and self-efficacy perception and it is also envisioned that this study will make a contribution to the literature in this sense.

This study had been conducted with certain number of hotel employees working in all-inclusive hotels in Alanya. In addition, not all the hotel employees working in all-inclusive hotels could be reached included in the data collection phase of the research. Research results had been performed only in three hotels operating in Alanya due to the constraints on time and money. In the future studies, as a suggestion for the researchers, it is projected that it will be beneficial to expand the data collection field in a way to include other municipalities and to examine the interaction between organizational trust and self-efficacy also in resorts in particular. Furthermore, it is projected that conducting studies which examine the relationship between organizational justice and self-efficacy, relationship between motivation and self-efficacy, relationship between motivation and self-efficacy, the mediating role of organizational justice, job satisfaction, in the relationship between organizational trust and self-efficacy, the interaction between leadership styles and self-efficacy, relationship between self-efficacy and job satisfaction and turnover intention will make a contribution to the literature.

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