

The Role of Organizational Trust in Shaping Commitment and Reducing Turnover Intention in Aviation

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Abstract

In the contemporary business landscape, advancements in artificial intelligence and robotics are rapidly transforming industries, including air transportation. Although the demand for human resources may diminish with technological progress, the necessity for skilled personnel remains critical. The air transportation sector, in particular, relies heavily on qualified professionals, whose contribution to sustainable business practices is substantial. However, despite their importance, these trained professionals may occasionally exhibit a turnover intention their positions. Such turnover in an industry where technology plays a pivotal role represents a significant loss for organizations. Mitigating turnover intentions may depend on the application of effective organizational behavior models, one of which is fostering an environment of trust within the organization. Increased trust in the organization can enhance employees' commitment and job satisfaction, thereby reducing their turnover intention. The primary aim of this study is to identify the factors influencing turnover intention, with a specific focus on whether organizational trust affects this intention. Furthermore, the study seeks to determine whether organizational commitment mediates the relationship between organizational trust and turnover intention. To explore these dynamics, a survey was conducted with 404 ground and flight personnel employed in both public and private aviation sectors in Türkiye. The research findings show that trust has important implications in an organizational setting. As a result of the analysis conducted within the scope of the research, it was determined that organizational trust has no effect on turnover intention. The reason for the different result from the literature may be the sensitivity of the aviation industry and the high staff turnover rate. Due to these characteristics of the sector, employees of the aviation industry may show turnover intention even if they trust their organizations.

1. Introduction

In today's rapidly evolving environment, organizations rely heavily on a skilled workforce to sustain their operations, generate profit, and achieve long-term development goals. Despite advancements in technology, the value contributed by skilled human resources often surpasses that of other factors. As a result, organizations are increasingly investing in the recruitment of new talent and offering enhanced opportunities to retain existing employees, thereby mitigating turnover. The process of training new employees is time-consuming, challenging, and costly. During this period, ensuring that skilled employees remain committed to the organization presents a significant challenge. This challenge is closely linked to the organizational behavior models adopted within the organization. The success of these models, and the benefits they yield, are largely dependent on the level of trust established within the organization. Trust has emerged as a pivotal element influencing communication, leadership

effectiveness, management by objectives, negotiation strategies, game theory applications, performance appraisal processes, labor-management relations, and the implementation of self-managed work teams. This review synthesizes existing literature to elucidate the multifaceted role of trust in enhancing organizational performance and cohesion (Mayer et al,1995:709). Organizational trust is a multifaceted concept that includes trust in management, colleagues, the organization's mission and vision, as well as its culture and values. When organizational trust is effectively nurtured, it leads to several positive outcomes, such as increased employee satisfaction, job satisfaction, enhanced organizational commitment, the promotion of organizational justice, and a reduction in turnover intention. The interrelationship between organizational trust, commitment, and turnover intention is well-documented in the literature as an interconnected network. High levels of organizational trust can bolster employees' commitment to the organization, which, in turn, strengthens job satisfaction and reduces the

turnover intention. Organizational commitment itself is a key factor in lowering turnover intention, as it is closely associated with job satisfaction and perceived job security. According to Allen and Meyer (1990), organizational commitment is related to the individual's emotional attachment to the organization, the commitment due to the costs of leaving the organization, and the individual's sense of obligation to the organization (Allen & Meyer, 1990). Additionally, organizational trust can indirectly impact turnover intention by fostering greater organizational commitment. In essence, higher levels of organizational trust can decrease the turnover intention by enhancing employees' commitment. These relationships are frequently examined within the fields of industrial psychology and human resource management, with contextual factors such as job conditions and organizational culture playing a significant role.

This study investigates the impact of organizational trust and commitment on turnover intention within the aviation sector. The analysis begins with an exploration of the concept of organizational trust, followed by a detailed examination of organizational commitment and the turnover intention.

2. Materials and Methods

2.1. Theoretical Background and Research Hypotheses

Trust plays a critical role in establishing and maintaining communication and collaboration among individuals. In environments where trust is present, individuals are generally more peaceful and happier. Each individual seeks trust in various social environments; in this context, organizational trust is of primary importance. Organizational trust is grounded in various theoretical frameworks, among which social exchange theory is prominent. Social exchange theory is considered a fundamental theoretical perspective for understanding the processes underlying trust at the individual, group, and organizational levels. In this context, the extent to which human resource management practices provide commitment and support is seen as a significant factor in increasing employees' trust in the organization (Cohen, 2015, p. 51). For organizational trust to develop, it is necessary to meet individuals' basic needs. In particular, it has been observed that meeting basic needs such as autonomy, relatedness, and competence positively affect motivation and performance (Ho & Wu, 2019, p. 18). Thus, it will contribute to creating a sustainable trust environment within the organization.

Organizational trust has become an increasingly important topic in organizational theory and research in recent years. Kramer (2006) defines this concept as the willingness of a trusting person to be vulnerable to actions they deem significant, regardless of the ability of the other party to monitor or control them. Social scientists have shown great interest in defining the concept of trust; researchers such as Barber (1983), Luhmann (1988), and Mayer, Davis, & Schoorman (1995) have made significant contributions in this field. However, due to the many factors influencing organizational trust and its numerous outcomes, a universally accepted definition has yet to be established. Organizational trust is a crucial component for an organization's long-term profitability and the well-being of its members (Tüzün, 2007). Establishing a trustful environment allows organizational trust to become prominent and helps achieve the desired performance (Reyhanoğlu & Yılmaz, 2017). This trustful environment is defined as a psychological setting created

through the contributions of all organization members, and it involves a willingness to accept vulnerability based on the organization's positive expectations (Koca Ballı & Üstün, 2017; Cohen, 2015).

As managers learn which behaviors are rewarded or punished in their organizations, it becomes evident that personal and organizational trust influence each other. Additionally, organizational culture, coordination, communication, and decision-making processes can either encourage or deter managerial trustworthy behaviors (Vanhalala, Puumalainen & Blomqvist, 2011). Anderson and colleagues (2012) have addressed organizational trust in five dimensions: individual psychological states, perceived experiences, the other party's positive expectations, risk-taking, and changes according to general conditions (Jiang & Chen, 2017). In this context, organizational trust plays a critical role in the success of both individuals and the organization, and ensuring this trust is a factor that directly affects the organization's performance.

Establishing trust-based relationships within organizations can reinforce employees' feelings of trust towards their leaders and organizations. This sense of trust can enhance employees' emotional commitment to their organizations, thereby reducing their tendency to leave the organization (Demircan & Ceylan, 2003, p. 140).

The concept of organizational commitment has become a focal point for managers and many human resources departments within organizations, as it is considered a key determinant for retaining employees (Al-Jabari & Ghazzawi, 2019). The foundation of organizational commitment theory is the economic exchange behavior contract between the employee and the organization, based on a personal investment valued by the employee (Becker, 1960). The level of organizational commitment reflects the employee's relationship and bond with the organization; in this context, it mirrors organizational behavior elements such as employee participation, satisfaction, performance, and leadership qualities. Various scales have been developed to measure organizational commitment, which is also defined as the psychological attachment of an individual to the organization. Organizational commitment plays a decisive role in determining how long an employee will stay with the organization and the extent of their enthusiasm in working towards the organization's goals.

Research on organizational commitment has shown that this concept develops spontaneously and is an organic process related to an individual's connection with the organization (Allen & Meyer, 1990). Studies in the literature indicate that organizational commitment has positive effects on various factors, such as reducing employees' turnover intention the organization (Clugston, 2000; Wasti, 2002; Uyguc & Cimrin, 2004), decreasing absenteeism and lateness behaviors (Mathieu & Zajac, 1990), improving performance (Altaş & Çekmecelioğlu, 2007), and increasing productivity (Çekmecelioğlu, 2006) (Çubukçu & Tarakçioğlu, 2010, p. 59).

Turnover intention is a concept that reflects employees' thoughts and tendencies to leave their current jobs based on various organizational and individual factors. This term indicates the tendency of individuals to assess the likelihood of leaving their job within a specific time frame. In the literature, turnover intention is often associated with factors such as employee dissatisfaction, lack of organizational commitment, workload, job satisfaction, and leadership quality. Employees' intentions to leave can have significant

impacts on the overall performance of the organization and are considered a critical determinant in terms of human resource management strategies (Tett & Meyer, 1993; Mobley, 1977). In organizations with high turnover intention, the potential negative outcomes include increased recruitment, selection, and placement costs; rising costs for training and development, as well as audit and compliance expenses; decreased efficiency in new employees' learning of job processes; disruptions in organizational efficiency and planning; lowered morale among remaining employees; reduced organizational memory; and the negative impact on sustainable competitive advantage due to the loss of talented workforce (Tekingündüz et al, 2015, p. 5). In this context, individual and organizational factors affecting the turnover intention should be carefully assessed, and strategic measures should be taken to prevent turnover intentions. Studies have shown that organizational trust and organizational commitment variables have an impact on the turnover intention. In this context, the proposed model of the study is as follows:

Reducing employee turnover, ensuring that employees act effectively in alignment with organizational goals, and enhancing their performance depend on managers' ability to build a sense of trust towards the organization. However, the lack of dimensional breakdown of the concept of organizational trust according to theoretical typologies (Chathoth et al., 2011) and the consideration of this concept as a unidimensional structure have led to issues of validity and reliability. As noted by Reyhanoğlu & Yılmaz (2017), the theoretical validity of this scale, which was applied for the first time in different cultures, may not have been established, possibly due to the scale's lack of cultural appropriateness (Reyhanoğlu & Yılmaz, 2017:p. 313). It has been observed that when employees have the turnover intention the organization and their jobs, their levels of trust towards the organization and its managers are low. In this context, various studies have been conducted on the relationship between organizational trust and issues such as employee turnover and absenteeism, and these studies have yielded results (Demircan & Ceylan, 2003, p. 145). In Yazıcıoğlu's (2009) study, an indirect relationship between organizational trust and the turnover intention was found. It was observed that employees with high levels of organizational trust and job satisfaction have lower intentions to leave (Yazıcıoğlu, 2009, p. 238). In light of these findings, the first hypothesis suggesting that organizational trust is related to the turnover intention is proposed:

Hypothesis 1. There is a significant relationship between organizational trust and the turnover intention.

Organizational commitment reflects employees' beliefs in the organization's values and goals, their effort to achieve these goals, and their desire to remain a member of the organization (Seyrek & İnal, 2017, p. 65). Organizational commitment is a significant factor that directly affects the turnover intention. Individuals who have worked in the same job for many years often perceive leaving the job as an injustice towards the organization, while for new employees, the turnover intention is considered to be associated with social factors and environmental responses (Bozkurt & Yurt, 2013, p. 136).

It has been found that employees with high organizational commitment exhibit positive effects such as higher performance, lower turnover intention, and more organizational citizenship behaviors (Bozkurt & Yurt, 2013, p. 122). Analyses have revealed that the organizational commitment variable has a negative and statistically

significant effect on the turnover intention; in other words, as an employee's commitment to the workplace increases, their turnover intention decreases (Seyrek & İnal, 2017, p. 70).

A survey conducted among employees at Ankara Esenboğa Airport found that each dimension of organizational commitment—emotional, continuance, and normative—has a negative impact on the turnover intention (Dalmış, 2019, p. 1415). To prevent performance and productivity losses in the aviation sector, it has been emphasized that strategies aimed at positively developing employees' organizational commitment are important (Dalmış, 2019, p. 1414). Additionally, it has been revealed that organizational commitment is a more effective reason for leaving than job satisfaction and is highly associated with withdrawal behaviors such as low performance, increased absenteeism, and tardiness (Bilgiç, 2017, p. 39; Doğan & Kılıç, 2007, p. 52). In this context, it has been concluded that the organizational commitment variable creates a significant relationship with the turnover intention (Yenihan et al, 2014, p. 40). In this context, as it is emerging that organizational commitment is related to the turnover intention, the first hypothesis of this study is that "there is a relationship between organizational commitment and the turnover intention.

Hypothesis 2. There is a significant relationship between organizational commitment and the turnover intention.

Studies and literature reviews indicate that employees with high levels of organizational commitment also have high levels of trust towards their organization and managers. Çubukçu & Tarakçıoğlu's (2010) research has shown that the four sub-dimensions of organizational trust—sensitivity to employees, trust in management, openness to innovation, and communication environment—have a significant positive relationship with emotional and normative commitment (Çubukçu & Tarakçıoğlu, 2010, p. 71).

A strong relationship was found between organizational trust and emotional commitment, while a weaker relationship was found between organizational trust and normative commitment; no significant relationship was detected between organizational trust and continuance commitment (Taşkın & Dilek, 2010, p. 44). Additionally, Demircan and Ceylan's (2003) research revealed that high levels of trust are associated with organizational commitment and job satisfaction, and are closely related to effective communication of the organization's mission and the development of collaboration (Demircan & Ceylan, 2003, p. 144). In this context, it has been concluded that organizational trust is related to organizational commitment.

Hypothesis 3. There is a significant relationship between organizational trust and organizational commitment.

When employees have a strong sense of trust in their organization, they are more likely to develop a higher level of organizational commitment. This trust fosters an emotional bond (affective commitment), reinforces the perception of the organization's value (normative commitment), and influences their view of the costs associated with leaving (continuance commitment). In turn, employees with greater organizational commitment are less likely to consider leaving the organization. They feel more connected and aligned with the organization's values, making them more inclined to stay. In essence, the relationship works like this: Organizational trust boosts employees' commitment to the organization. This increased commitment then reduces their intention to leave. Thus, organizational commitment serves as a mediator, explaining how trust impacts employees' decisions regarding

their tenure with the organization. A meta-analysis examining the relationship between organizational trust, commitment, and turnover intention provides an average effect size value as a quantitative research method. This helps in reaching a general conclusion about the topic, but it also has some limitations (Tanğ & Çakır,2023, p.225).

Hypothesis 4. Organizational commitment mediates the effect of organizational trust on turnover intention.



Figure 1. Research Model

2.2. Method

In this study, the relationships between the concepts of organizational trust, organizational commitment, and turnover intention were examined among personnel working in the Turkish civil aviation sector. Data for the research were obtained using quantitative research techniques, including surveys and scales. A closed-ended 5-point Likert scale was used for the survey. The study also assessed the strength and direction of the relationships between the variables.

2.3. Sample and procedures

This study aims to reveal the impact of organizational trust and organizational commitment variables on the turnover intention among employees working in all aviation organizations. To prevent social desirability bias or common method bias (Podsakoff & Organ, 1986), company managers informed participants that the research results were intended solely for academic purposes and that personal information would be kept strictly confidential. The reliability results of the surveys used in the scales in the research were found to be high. The Cronbach Alpha value for the organizational trust scale was measured at 0.96, for the organizational commitment scale at 0.92, and for the turnover intention scale at 0.93.

2.4. Measures

A fully structured questionnaire was used for this study, and in measuring the research variables, scales that had previously been tested for reliability and validity were utilized based on a literature review. During the creation of the questionnaire, care was taken to ensure that the questions were brief and clear. The organizational trust scale used in the study is the three-dimensional organizational trust scale developed by Chathoth, Mak, Sim, Jauhari, and Manaktola (2011), which was translated into Turkish and used in the study by Reyhanoğlu and Yılmaz. The scale consists of a total of 19 items: 7 items for the integrity dimension, 7 items for the commitment dimension, and 5 items for the trustworthiness dimension. To measure organizational commitment, the Organizational Commitment Scale (OCS) developed by Meyer and Allen (1991) was used. This scale, which is widely used and generally accepted, consists of three dimensions: emotional commitment (6 items), continuance commitment (6 items), and normative commitment (6 items), totaling 18 items. To measure the turnover intention, the Turnover Intention Scale (TIS) consisting of 4 items, used in the study by Jackson and Turner (1987), was employed. The reliability

values of the scales indicate that the responses are consistent and the questions are clear. For all three scales, a 5-point Likert type scale was used as the measurement technique, ranging from "strongly disagree" to "strongly agree."

3. Result and Discussion

3.1. Demographic characteristics

The data for the study were obtained from 404 personnel working in the growing and developing Turkish civil aviation sector.

Table 1. Demographic Characteristics

	Category	Frequency (N=404)	%	
Gender	Women	91	22.5	
	Men	313	77.5	
Marital Status	Married	227	56.2	
	Single	177	43.8	
Age	20 and under	7	1.7	
	21-30	180	44.6	
	31-40	124	30.7	
	41-50	80	19.8	
	50 over	13	3.2	
Education	High	17	4.2	
	Vocational	35	8.7	
	Undergraduate	268	66.3	
Place of Employment	Graduate	84	20.8	
	Government	122	30.2	
Field of Work	Private	282	69.8	
	Flight Operation	80	19.8	
Category of Organization	Ground Operation	324	80.2	
	Airline	117	29.0	
	Airport/Terminal	92	22.8	
	Ground Handling	87	21.5	
	Maintenance	49	12.1	
Total	Air Taxi	4	1.0	
	Training	55	13.6	
	0 - 5	143	35.4	
	Professional Experience (Years)	6 - 10	99	24.5
		11 - 15	47	11.6
		16 - 20	59	14.6
		21 -25	34	8.4
		26 - 30	13	3.2
	Current Organizational Experience (Years)	30 over	9	2.2
		0 - 5	231	57.2
6 - 10		76	18.8	
11 - 15		45	11.1	
16 - 20		21	5.2	
21 -25		24	5.9	
26 - 30		5	1.2	
30 over	2	0.5		

The 404 personnel consist of both flight and ground staff from the public and private sectors. Of these employees, 77.5% are male and 22.5% are female. The proportion of married individuals is 56.2%, while the proportion of single individuals is 43.8%. The majority of the participants in the study are employees aged 21-30. In the aviation sector, which has a high level of education, there is always a need for qualified personnel. In recruitment, candidates with aviation training and undergraduate degrees are preferred. Consequently, 66.3% of the participants are bachelor degree, 20.8% graduate degree, 8.7% Vocational Schools and 4.2% high school. There are many areas of activity in the civil aviation sector. Among the participants in the study, 29% work in airline operations, 22.8% in airport terminal operations, 21.5% in ground services operations, 13% in training organizations, 12.1% in maintenance operations, and 1% in air taxi operations.

3.2. Exploratory factor analysis

Main constructs or broad categories being measured are in factor analysis. Specific aspects or components within each dimension have been examined. Values indicating the strength of the relationship between each item and the underlying factor have been obtained. The specific statements or questions used to assess the dimensions have been utilized. Factor analysis was applied to a 41-item structure consisting of scales for organizational commitment, organizational trust, and turnover intention. According to Tabachnick and Fidell (1996), it is recommended that factor loadings be above 0.32. In this study, a factor loading of 0.4 or above was applied to facilitate the interpretation of items and to meet the requirements of the Structural Equation Modeling (SEM) (Table 2). Consequently, items 8, 13, and 14 of the organizational trust scale, as well as items 3, 4, 6, 7, 10, 11, 12, 13, and 14 of the organizational commitment scale, were excluded. The factor analysis resulted in a four-factor structure that explained 67.15% of the total variance. These factors were defined as organizational commitment, organizational trust 1, organizational trust 2, and turnover intention. The Kaiser–Meyer–Olkin (KMO) value was 96.9 (p<0.001). The sub-dimensions of organizational trust were identified as 'integrity' and 'dependability', taking into account previous studies (Chathoth et al., 2011).

3.3. Validity and reliability

In this study, validity and reliability and analyses were conducted to see the stability of the measurement values and the degree of correct measurement of the data obtained in. Reliability, one of the features that a scale must have, is an indicator of the stability of the measurement values obtained in repeated measurements under the same conditions with a measurement tool. Validity is the degree to which a measurement tool can accurately measure the feature it aims to measure without confusing it with any other feature (Ercan & Kan,2004:212-214).

Table 2. Correlation Analysis for Variables

	M	SD	1	2	3	4
Integrity	3.28	1.06	(.96)			
Dependability	3.79	.94	.76**	(.87)		
Organizational Commitment	3.34	1.07	.76**	.61**	(.92)	
Turnover Intention	2.63	1.36	-.56**	-.41**	-.69**	(.93)

*p<0.05, **p<0.01

There are moderate to high positive and significant relationships between the variables. The Cronbach's Alpha

values of the scales indicate that they have high levels of reliability.

Table 3. Correlation Analysis for Demographic Variables

	Gov/Priv	Flg/Gr	Tot. Exp.	Op. Exp.	Age	Com
OT	-	-	-	-	-	-.151**
OC	-.181**	-	.144**	.099*	.120*	-.176**
TI	.193**	.106*	-.098*	-	-	.139**

*p<0.05, **p<0.01

Note: OT (Organizational Trust), OC (Organizational Commitment), TI (Turnover Intention).

There is a low and significant relationship between organizational trust and category of business (r = -0.151; p < 0.01). There are low but significant relationships between organizational commitment and public/private (r = 0.118; p < 0.01), total experience (r = 0.144; p < 0.01), operational experience (r = 0.099; p < 0.05), age (r = 0.120; p < 0.05), and type of operation (r = -0.176; p < 0.01). There are low but significant relationships between the turnover intention and public/private (r = 0.193; p < 0.01), flight/ground (r = 0.106; p < 0.05), total experience (r = 0.098; p < 0.05), and type of operation (r = 0.139; p < 0.01).

Table 4. Standardized Factor Loadings and AVE-CR Values

Factors	Dimensions	Path Coefficients	AVE	CR				
OT4	OT-D1	.825	.68	.96				
OT5	OT-D1	.840						
OT7	OT-D1	.844						
OT6	OT-D1	.854						
OT1	OT-D1	.824						
OT2	OT-D1	.840						
OT3	OT-D1	.779						
OT15	OT-D1	.823						
OT16	OT-D1	.750						
OT17	OT-D1	.875						
OT18	OT-D1	.862						
OT19	OT-D1	.794						
OT12	OT-D2	.888			.63	.87		
OT11	OT-D2	.774						
OT10	OT-D2	.711						
OT9	OT-D2	.805						
OC1	OC	.865					.57	.92
OC2	OC	.777						
OC5	OC	.848						
OC8	OC	.525						
OC9	OC	.709						
OC15	OC	.669						
OC16	OC	.853						
OC17	OC	.736						
OC18	OC	.784						
TI1	TI	.845	.78	.93				
TI2	TI	.922						
TI3	TI	.905						
TI4	TI	.868						

The CR value greater than 0.7 indicates that the scales for organizational trust, organizational commitment, and turnover intention have discriminant validity. Additionally, the AVE

value greater than 0.5 demonstrates that the scales possess convergent validity.

3.4. Confirmatory factor analysis

The measurement model used in the study was tested through confirmatory factor analysis using the AMOS 20 program. The analysis, conducted using the Maximum Likelihood method, examined whether the proposed structures of the scales were supported by the collected data, employing

an alternative models strategy. The first and second-level alternatives of the 29-factor model (12 for integrity, 4 for dependability, 9 for organizational commitment, and 4 for turnover intention) were compared (see Table 6). The second-level, Model 2, provided the best fit according to model fit indices. Additionally, these findings indicate that the scales used in the study have discriminant validity.

Table 5. Confirmatory Factor Analysis

Level	Model	X ²	df	P	Cmin	RMR	NFI	CFI	RMSEA
1.Level	1	1025.05	371	.00	2.763	.073	.90	.93	.066
1.Level	2	905.496	367	.00	2.467	.069	.91	.94	.060
2.Level	1	908.097	368	.00	2.468	.069	.91	.94	.060
2.Level	2	835.444	367	.00	2.276	.069	.92	.95	.056

3.5. Path and mediation analysis with latent variables

The hypotheses of the study were tested using IBM AMOS 20 software. Due to the normal distribution of the data, the covariance matrix was constructed using the Maximum Likelihood estimation method. Initially, the measurement model consisting of organizational trust, organizational commitment, and turnover intention variables was tested. The fit indices indicate that the measurement model is validated (X²/df = 2.246; CFI = 0.956; RMSEA = 0.056; RMR = 0.069).

To validate the measurement model, a structural model analysis with latent variables was conducted. Organizational trust and organizational commitment were considered as external variables, while turnover intention was assessed as an internal variable (X²/df = 2.360; CFI = 0.952; RMSEA = 0.058; RMR = 0.070). The results of the analysis showed that organizational trust predicts turnover intention (p < 0.001; β = -0.86), whereas organizational commitment does not predict turnover intention (p > 0.05; β = 0.14). Additionally, another structural model analysis with latent variables was performed where organizational trust was evaluated as an external variable, and organizational commitment and turnover intention were assessed as internal variables (X²/df = 2.360; CFI = 0.952; RMSEA = 0.058; RMR = 0.070). This analysis indicated that organizational trust predicts organizational commitment (p < 0.001; β = 0.821) but does not predict turnover intention (p > 0.05; β = 0.137). Organizational commitment, however, does predict turnover intention (p < 0.001; β = -0.865).

Mediation analysis was conducted to determine whether organizational commitment acts as a mediator between organizational trust and turnover intention in the model. The analysis followed the steps outlined in Baron and Kenny's (1986) model, examining the effects between the independent variable, the mediator, and the dependent variable. It was found that organizational trust has a significant effect on organizational commitment (β = 0.82; p < 0.01), with an explanatory power of (R² = 0.674). Similarly, organizational trust significantly affects turnover intention (β = -0.55; p < 0.01), with an explanatory power of (R² = 0.303). When examining the effect of the mediator variable, organizational commitment, on the dependent variable, turnover intention, a significant and strong relationship was observed (β = -0.752; p < 0.01). The explanatory power in this analysis was determined to be R² = 0.565. Therefore, it is evident that the

independent variable significantly affects both the mediator and the dependent variable, and the mediator significantly affects the dependent variable.

In the mediation analysis with latent variables, it was found that the effect of organizational trust on turnover intention became non-significant (β = 0.137; p > 0.05), while the effect of organizational commitment on turnover intention remained significant and increased (β = -0.865; p < 0.01). This indicates that organizational commitment fully mediates the effect of organizational trust on turnover intention. To test the significance of this change in mediation, the Bootstrap method was employed. At a 95% confidence interval (N = 3000; p < 0.01; [-0.845, -0.594]), it demonstrates that organizational commitment has an indirect effect in the relationship between organizational trust and turnover intention. So, hypotheses H4 are accepted.

3.6. Path analysis with observed variables

After validating the measurement model, research hypotheses were tested using the latent variable structural model. The results of the structural model analysis are provided in Figure (3). The results of Structural Equation Modeling indicate that organizational trust has a significant effect on organizational commitment (β=0.76; p<0.01), while its effect on turnover intention is not significant (β=-0.480; p<0.38). It is observed that organizational commitment has a significant effect on the turnover intention (β=-0.66; p<0.01) (Figure 3 Model 1). As a result of factor analysis, the organizational trust variable was divided into two sub-dimensions. The results of the structural model analysis using these dimensions are presented in Figure 3 as Model 2 and Model 3. The SEM results show that “integrity” significantly affects organizational commitment (β=0.76; p<0.01) but has an insignificant effect on turnover intention (β=-0.072; p<0.19). In this model, it is observed that organizational commitment significantly affects the turnover intention (β=0.76; p<0.01). When examining Model 2, it is noted that “dependability”, like integrity, has an insignificant effect on turnover intention (β=0.027; p<0.53). Based on these results, hypotheses H2 and H3 are accepted, while hypothesis H1 is rejected.

Table 6. Relationships between variables

	Direct Effects		P score	Standart Error	β	T Scores	.95 CI Low	.95 CI High
	Independent	Dependent						
Model 3	Integrity	Organizational Commitment	p<0.01	0.032	0.767	23.965	0.721	0.810
	Dependability	Turnover Intention	p>0.05 (0.19)	0.056	-0.072	-1.299	-0.186	0.035
	Organizational Commitment	Turnover Intention	p<0.01	0.056	-0.641	-11.535	-0.737	-0.535
Model 2	Dependability	Organizational Commitment	p<0.01	0.039	0.614	15.596	0.550	0.674
	Dependability	Turnover Intention	p>0.05 (0.53)	0.045	0.027	0.607	-0.058	0.113
	Organizational Commitment	Turnover Intention	p<0.01	0.045	-0.713	-15.756	-0.787	-0.624
Model 1	Organizational Trust	Organizational Commitment	p<0.01	0.032	0.764	23.770	0.708	0.820
	Organizational Trust	Turnover Intention	p>0.05 (0.38)	0.055	-0.480	-0.861	-0.155	0.062
	Organizational Commitment	Turnover Intention	p<0.01	0.055	-0.660	-11.918	-0.754	-0.555

Table 7. Indirect Effects

Independent	Indirect (Mediated) Effects		P score	β	.95 CI Low	.95 CI High
	Mediated	Dependent				
Integrity	Organizational Commitment	Turnover Intention	p<0.01	-0.491	-0.580	-0.401
Dependability	Organizational Commitment	Turnover Intention	p<0.01	-0.437	-0.504	-0.373
Organizational Trust	Organizational Commitment	Turnover Intention	p<0.01	-0.504	-0.592	-0.418

4. Conclusion

In the aviation sector, licensed and certified personnel are employed. These licensed and certified individuals are considered qualified professionals. The need for qualified personnel is a constant requirement in the aviation industry, and training such professionals involves significant costs. Additionally, training a new qualified employee to replace one who has left is also a costly process. The departing qualified employee will have taken with them valuable information about the organization. In this context, understanding the reasons behind the intention of trained personnel to leave has become an important issue. One of the factors could be related to organizational trust and organizational commitment. Further research in this area is needed.

In this study, which was conducted to determine the factors affecting the turnover intention of the personnel working in the aviation sector, it was determined that the majority of the participants were male, married, between the ages of 21 and 30 and had a bachelor's degree. It was also determined that a significant number of the participants worked in the private sector, ground operations and airline companies.

Employees who trust their organization are more likely to exhibit higher levels of effort and maintain more positive job attitudes. Mishra (1996) argued that trust is a central factor in enhancing an organization's long-term success and survival, particularly due to the inherent uncertainties and competitive pressures of the contemporary global business environment. Trust is crucial as it facilitates adaptation to new processes and work methods (Cohen, 2015: 51). High organizational trust is

generally associated with increased employee commitment and a greater tendency to remain within the organization. Organizational trust can enhance employees' job satisfaction and commitment, thereby reducing their intention to leave. Conversely, a lack of organizational trust may lead to feelings of dissatisfaction among employees and an increased intention to resign. This relationship is frequently examined in organizational behavior research and typically reveals a negative association. However, it is important to note that this relationship may not be universally applicable and can vary across different contexts. As a result of the analysis conducted within the scope of the research, it was determined that organizational trust has no effect on turnover intention. This result is different from the results of Abubakar et al. (2014); Ng (2015); Ensari & Karabay (2016); Özgeldi & Hamitoğlu (2019); Alharbi & Abuelhassan (2020) and Zhao et al. (2022). The reason for the different result from the literature may be the sensitivity of the aviation industry and the high staff turnover rate (Siddiqui & Bisaria, 2018). Due to these characteristics of the sector, employees of the aviation industry may show turnover intention even if they trust their organizations.

High organizational commitment generally reduces the intention to leave (Beck & Wilson, 2000). When employees are highly committed to their organization, they are more likely to continue their employment. This commitment can lower their intention to leave by increasing their job satisfaction and strengthening their alignment with the organization's goals. This relationship is supported by various studies (Hussain & Asif, 2012; Ng, 2015; Guzeller & Celiker,

2020 etc.) and is typically examined in the fields of industrial psychology and organizational behavior. In this study, similar to Ausar et al. (2016); Ensari & Karabay (2016) and Alharbi & Abuelhassan (2020), a relationship was found between organizational commitment and turnover intention. However, this relationship can vary depending on the context (Carbery et al., 2003; Uludag et al., 2011) and may not be universally applicable. For example, even in situations of high organizational commitment, job conditions or personal factors can still influence the intention to leave.

It is important to create an atmosphere in which employees can trust the organizations they work for. In such a situation, employees can develop positive feelings towards their jobs and feel satisfied. Employees with a high sense of satisfaction towards their jobs may also have a high level of organizational commitment (Top et al., 2015; Brien et al., 2015). In this study, the effect of organizational trust on organizational commitment was found to be statistically significant. This result is similar to the studies of Nyhan (1999); Vanhala et al. (2016) and Alharbi & Abuelhassan (2020). In this context, aviation companies should take the necessary actions to build trust among their employees. Establishing strong professional relationships, promotions, financial compensation can be considered as useful practices for building organizational trust. Finally, the mediating effect of organizational commitment on the relationship between organizational trust and turnover intention was examined. In this regard, similar to the study of Alharbi & Abuelhassan (2020), it was concluded that organizational commitment fully mediates the relationship between organizational trust and turnover intention. Therefore, if aviation companies can develop a good relationship with their employees, employees will be able to identify with the company. Thus, employees may feel commitment to the aviation company and as a result, turnover intention may not occur.

Ethical approval

The necessary permission for the ethical aspect of the research was obtained through document no. E-22398675-050.04-149553 With the decision numbered 2024/09 dated 03.09.2024 of Iskenderun Technical University Scientific Research and Publication Ethics Committee, stating that the research is deemed ethically appropriate.

Conflicts of Interest

The authors declare that there is no conflict of interest regarding the publication of this paper.

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