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Respect and Trust in Organizations:
A Research About Their Effect on Job Satisfaction

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Abstract

Most organizations aspire to employee satisfaction, but only some can reach this goal. For this reason the human resources professionals need to have a better understanding about the factors that can boost employee satisfaction. The findings of employee surveys revealed that treating the employees in a respectful manner is the very first antecedent of job satisfaction, whilst trust between employees and senior management was among the top five. This study investigates the relationship between respect and trust in organizations and their relationship with job satisfaction of the employees. The research was conducted in Istanbul by using convenient sampling method on 369 participants working in different sectors. According to the results of the research, respect in organizations has a positive effect on trust, while both respect and trust positively affect employees' job satisfaction. The findings also revealed that trust in organizations fully mediates the relationship between respect in organizations and job satisfaction of the employees.

Keywords: *Respect in organizations, trust in organizations, job satisfaction.*

Örgütlerde Saygı ve Güven:
İş Tatmini Üzerindeki Etkileri Hakkında Bir Araştırma

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Öz

Birçok örgüt çalışanların iş tatmini konusunda uğraş veriyor olmakla birlikte, sadece bazıları bu hedefe ulaşabilmektedirler. Bu nedenle, insan kaynakları profesyonellerinin çalışanların iş tatminini artırabilecek unsurlar hakkında daha fazla bilgi sahibi olmaları önemli bir konu teşkil etmektedir. Yapılan anketler, tüm çalışanlara saygılı davranmanın iş tatminine en çok katkıda bulunan unsur olduğunu, çalışanlar ve üst düzey yönetim arasındaki güveninse ilk beş unsurdan biri olduğunu ortaya koymaktadır. Bu çalışma örgütlerde saygı ve güven arasındaki ilişki ve onların çalışanların iş tatmini ile ilişkisini incelemektedir. Araştırma İstanbul'da çeşitli sektörlerde çalışan ve kolayda örnekleme yöntemiyle seçilen 369 katılımcı ile gerçekleştirilmiştir Araştırma sonuçları, örgütlerde saygının örgütlerde güven üzerinde olumlu bir etkisi olduğunu; bununla birlikte hem örgütlerde saygı, hem de örgütlerde güvenin çalışanların iş tatmini üzerinde olumlu bir etkisi olduğunu ortaya koymaktadır Sonuçlar aynı zamanda örgütlerde güvenin örgütlerde saygı ve iş tatmini arasındaki ilişkide tam aracı rolü olduğunu ortaya koymaktadır.

Anahtar Kelimeler: *Örgütlerde saygı, örgütlerde güven, iş tatmini*

Introduction

An understanding of factors involved in job satisfaction is relevant to improving the wellbeing of a large number of people who spend a large part of their lives at work. As organizations are realizing that employees' issues are business issues, they are striving to ensure that their employees remain happy and motivated at work. Another reason for investigating this construct is that it is believed that increasing job satisfaction will have a positive effect on productivity and accordingly the profitability of organizations (Edwards, 2015; Gruneberg, 1979, p.1; Schuler, 1990, p.49).

Most organizations aspire to employee satisfaction, but only some can reach this goal. For this reason, the human resources professionals need to have a better understanding on the factors that can increase employee satisfaction and how it fits into a company's overall success (Villanova University, 2016). Snetsinger and Pellet (1996) claimed that one of the key components in many successful organizational strategies is listening and acting on the employees' voice. The findings of employee surveys revealed that treating all employees in a respectful way is the number-one contributor to job satisfaction, whilst trust in employee – management relationship was among the top five (Gardner, 2008; Society for Human Resource Management, 2015; 2016; 2017). Research also revealed that feeling valued creates a deeper level of trust and security at work, which frees the employees to spend less energy seeking and defending their own value, and more energy creating it (Schwartz & Porath, 2014). These findings showed that treating each employee uniquely is what really matters in an organization. Accordingly to have an organizational culture based on respect and trust should be a priority for every organization (Besner, 2015).

By investigating the effects of respect and trust in organizations on job satisfaction, the present study attempts to provide empirical evidence to enhance organizational decisions to invest in human resource improvement initiatives that cultivate a work environment that fosters respect and builds trust among employees.

Theoretical Background

Respect in Organizations

Respect can be defined as consideration for self and of others (Balovich, 2017). Every employee needs to feel valued which is at the core of every human interaction (Khurana, 2017). Mutual respect is regarded as a value grounded in human relationships that requires attitudinal developments that are evolving, dynamic and involve acceptance, self-awareness of structural inequalities, open-mindedness, empowerment and ability to revisit one cultural understanding of the world (Sheldon, Fesenmaier & Tribe, 2014, p.29). A respectful workplace where employees feel respected brings enormous benefits to organizations where they are more satisfied with their jobs and as they are more grateful for their companies, they are also loyal to their organizations (Rogers, 2018).

Mutual respect refers to people's respect for one another, regardless of their role or status within the organization (Douglass, 2017, p.20). Establishing respectful relationships in the workplace breeds a culture of continuous improvement. The culture of continuous improvement promises longevity and success, something that every company aspires to (Dames, 2016b).

Respect is considered crucial to an employees' trust of others in an organization (Mishra and Spreitzer, 1998).

Trust in Organizations

Trust is defined as a person's expectations, assumptions, or beliefs about the likelihood that another's future actions will be beneficial, favorable, or at least not detrimental to one's interests (Robinson, 1996, p.576). Positive relationships, good judgement / expertise and consistency are the three elements of trust in organizations (Zenger and Folkman, 2019). Trust is built on reliability, openness, and mutual concern for the needs of employees and the organization (Mishra, 1996). Mutual trust occurs when people rely upon each other to be fair and just and not to do anything that would harm each other (Jaques, 2002, p.180). Trust is a critical part of an organization's culture, often referred to as the "glue" that keeps a culture intact

(Bruhn, 2001, p.105). Mutual trust exists when two people have complementary trust for one another, and when each perceives that the other is aware of his intent and his trust (Deutsch, 1958; Serva, Fuller and Mayer, 2000). Hence, trust among coworkers is crucial to organizations (Dames, 2016a; Reina and Reina, 2006; Reynolds, 1997).

Mutual trust and mutual respect in an organization are strong predictors of an employee's job satisfaction.

Job Satisfaction

Job satisfaction is defined as the degree to which people like their jobs (Spector, 1997, p.7). Job satisfaction is fundamental for employees' motivation to remain loyal to and employed with an organization (Bathena, 2018). Besides, a contended work life and a satisfactory job experience increase an employee's work performance (Rane, 2011).

Method

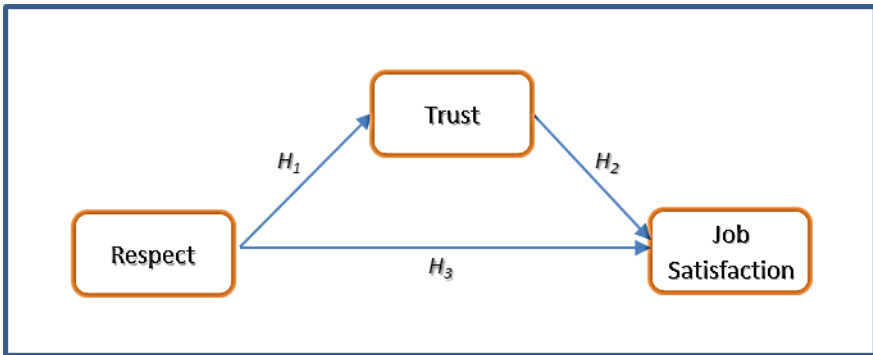## *Model and Hypotheses*

The conceptual model is shown in Figure 1.

Figure 1: Research Model and Hypotheses

Proposed hypotheses are:
- *H_1: Respect in organizations positively effects trust in organizations.*

- *H2: Trust in organizations positively effects job satisfaction.*
- *H3: Respect in organizations positively effects job satisfaction.*
- *H4: Trust in organizations has a mediating effect on the relationship between respect in organizations and job satisfaction.*

Participants

Volunteering participants working in different sectors in Istanbul were selected by using convenient sampling method. 392 (78.40 %) of the distributed, 500 questionnaires were returned. 369 (73.80 %) questionnaires were analyzed using hierarchical regression analysis, where the semi-filled ones were deleted.

Measures

The measures were translated from English into Turkish and then from Turkish back to English (back translation) independently by each author of the study. Together they agreed on a Turkish version of the scale. A five-member committee, consisting of two translators and the authors, examined discrepancies between the different versions. After the discussions the modified Turkish versions of the measures were developed. All items of the measures were rated on a 6-point Likert scale.

1. Respect

Carmeli and Gitell's (2009) 3-item questionnaire was used to measure respect.

2. Trust

Bulińska-Stangrecka and Bagieńska's (2018) 3-item questionnaire was used to measure trust.

3. Job Satisfaction

Job satisfaction was measured using the questionnaire developed by Brayfield and Rothe (1951) and adapted as a 5-item short version by Judge, Bono, and Locke (2000).

Findings

Depending on the frequency analysis of the data 197 (53.40 %) of the 369 participants are male. 220 (59.60 %) of them have a university or higher degree. The participants' mean age is 36.93 (StdDev = 11.23) and average of their job tenure is 12.67 years (StdDev = 10.53).

Table 1: Factor Analysis

	Factor Score	% of Variance	Total	Cronbach's Alpha
Respect in Organization		24.115	2.653	0.917
RiO2	0.900			
RiO3	0.896			
RiO1	0.854			
Trust in Organization		21.741	2.392	0.876
TiO2	0.893			
TiO3	0.857			
TiO1	0.741			
Job Satisfaction		38.256	4.208	0.954
JS4	0.924			
JS5	0.900			
JS1	0.895			
JS2	0.891			
JS3	0.884			

KMO = 0.871; Bartlett's Test of Sphericity: Approx. Chi-Square = 3681.419, df = 55, Sig.= 0.000

Common method bias was controlled with the original-factor test. Where in exploratory factor analysis (EFA) no single factor emerged the test was passed (Podsakoff, MacKenzie, Lee and Podsakoff, 2003).

EFA using Varimax rotation were conducted for the dependent variable (job satisfaction) and the independent variables (respect and trust in organizations) to control the structure of the factors and loadings (Knight, 1997). Where communalities were found low (<0.50) none of the items were removed. Detailed factor analysis results are shown in Table 1.

Cronbach's alpha values are found reliable where they are greater than the reliable considered value 0.70 (Nunnally, 1978).

Most of the respondents' level of trust in their organization (M = 4.35) is high, followed by respect in organization (M = 4.18) and finally the lowest is job satisfaction (M = 3.51). Table 2 shows the existence of the statistically significant positive correlations between respect in organization, trust in organization and job satisfaction (p<0.01 level).

Table 2: Correlation Matrix, Means and Standard Deviations (n= 369)

	Mean	Std.Dev.	1	2	3
1 Respect in Organization (RiO)	4.18	1.356	1		
2 Trust in Organization (TiO)	4.35	1.295	0.568**	1	
3 Job Satisfaction (JS)	3.51	1.631	0.292**	0.407**	1

** p<0.01

The first three hypotheses were tested using hierarchical regression analysis (Table 3).

Table 3: Summary of Regression Analysis

Ind.Var.	Dep.Var.	Std. β	t	Adj. R^2	F	p	Hyp.	Result
RiO	TiO	.568**	13.22	.321	174.63	.000	H_1	√
TiO	JS	.407**	8.54	.163	72.84	.000	H_2	√
RiO	JS	.292**	5.85	.083	34.23	.000	H_3	√

** p<0.01

The mediating effect of the trust in organizations (TiO) between respect in organizations (RiO) and job satisfaction (JS) relationship was tested using four-step regression analysis (Baron and Kenny, 1986). Expected conditions to mention an intermediary effect are as follows:

• Respect in organizations (independent variable) must have an effect on job satisfaction (dependent variable),

- Respect in organizations (independent variable) must have an effect on trust in organizations (intermediary variable),
- Trust in organizations (intermediary variable) must have an effect on job satisfaction (dependent variable),
- When trust in organizations (int. var.) is involved in a regression analysis with respect in organizations (ind. var.), trust in organizations (int. var.) must have an effect on job satisfaction (dep. var.) as the regression coefficient of respect in organizations (ind. var.) upon job satisfaction (dep. var.) drops.

The first three hypotheses were approved so that the first three steps validated (Table 3)

The fourth step was tested through following hierarchical regression analysis (Table 4):

Table 4: Hierarchical Regression Analysis Results

Ind. Var.	Dep. Var.	Std.	T	Adj. R²	F	p	Hyp.	Result
RiO	JS	.090	1.56	.167	37.78	.000	H$_4$	√
TiO		.356**	6.16					

** *p<0.01*

In the last step trust in organization (TiO) included with the respect in organization (RiO) to the regression model. The statistically significance and decline by the regression coefficient was shown by the trust in organization (TiO). Where respect in organizations (RiO) was not statistically significant in model; it proves the fully mediating effect of trust in organization between respect in organization and job satisfaction (Hypothesis H$_4$).

Conclusion

This study investigates the relationship between respect and trust in organizations and their relationship with job satisfaction of the employees. The findings revealed that respect in organizations has a positive impact on trust in organizations. These findings are consistent with the claims of the studies which argue that trust and respect are strongly linked (Clarke,

2011, p.322; Hammoud, 2018; Whipple, 2018) and trust in a relationship is less likely to occur without respect first being present (Clarke, 2011, p. 322; Tyler and Degoey, 1996, p. 344), thus respect is fundamental to employees' trust of others in the organization (Mishra and Spreitzer, 1998). These findings are also consistent with the findings of the studies which reveal that respect leads to trust (Eckermann, Dowd, Chong, Nixon, Gray and Johnson, 2010, p.193; Laschinger, 2004; McDonald, 2017, p.24).

The findings which revealed that trust in organizations have a positive impact on employees' job satisfaction are consistent with the findings of the studies of Aryee, Budwhar and Chen (2002), Cunningham and MacGregor (2000), Gardner (2008), Rich (1997), Romeike, Nienaber and Schewe (2016) and Society for Human Resource Management (2015; 2016; 2017).

The findings also revealed that respect in organizations has a positive impact on employees' job satisfaction. These findings are consistent with the argument of Spector (1997, p.2) that people deserve to be treated with respect and job satisfaction is to some extent a reflection of good treatment and with the findings of the studies of Boafo (2018), Gardner (2008), Laschinger (2004), McGuire, Houser, Jarrar, Moy and Wall (2003), Quin and Wang (2012) and Society for Human Resource Management (2015; 2016; 2017).

The findings also revealed that respect in organizations has a positive effect on trust which leads to a higher job satisfaction of the employees. These findings are consistent with the findings of the study of Laschinger and Finegan (2005).

Furthermore, the findings revealed that trust in organizations fully mediates the relationship between respect and job satisfaction. The findings of this study make it clear that the way people treat each other in the organizations is what really matters. Thus developing a culture of respect and trust should be a priority for the management. The management should make investments in order to develop a culture of respect and trust, while this will increase the employees' job satisfaction.

It is important for the organizations to work collaboratively with employees to create a positive workplace environment. The organizations should develop effective communication practices that include respect for

each employee. As a culture of respect can be viewed as the walls protecting the employees from the harsh elements, keeping them loyal, supportive and productive (Dames, 2016a; 2016b), when there is mutual respect among employees, the workplace becomes a blessing, not a burden. In a respectful organizational environment, relationship building and strengthening can be better understood and this will build a culture of trust.

Creating and sustaining trust throughout the organization is a very important managerial activity (Institute of Medicine, 2004). And it is the employees' responsibility to promote trust in their immediate work environment (Heathfield, 2018).

In short, it is not very difficult to keep employees satisfied with their jobs. It comes down to two surprisingly simple concepts: respect and trust. The employees want to feel respect and trust. In order to promote a culture of respect and trust, it is suggested that the employees listen to each other and help each other, while the management encourages the employees to be themselves and shows them that they care about them (Besner, 2015). When the organizations develop ways to deliver on these important factors, they can satisfy employees which will help build a stronger, more stable and profitable future.

The results of the present study indicate that as respect and trust among employees increased from low to high, job satisfaction of the employees significantly increased. These findings further emphasize the importance of considering perceptions of respect and trust among employees, suggesting that organizations can maximize the potential benefits deriving from interpersonal relationships among employees when they all share similar, high levels of respect and trust toward each other.

Trust and respect make the cornerstones which constitute the basis of a healthy and positive organizational culture (Page, Boysen and Arya, 2019, p.33). Building trust does not happen in a little while. It usually takes years to build (Daskal, 2016). Likewise, it takes work to earn respect. (Daskal, 2015). However as the findings of the present study reveal, the managers who invest in fostering a positive work environment based on mutual respect will be rewarded with a work environment based on trust and employees who are more satisfied with their jobs. As the employees would not like to stay in organizations where they are not satisfied with

their jobs, the organizations that foster a culture of respect and trust will also have a further advantage in the competition for talent. Thus, organizations may benefit by utilizing the results of the present study in their work redesign process to foster mutual respect and mutual trust in order to maximize job satisfaction.

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