

THE RELATIONSHIP BETWEEN ORGANIZATIONAL TRUST AND ORGANIZATIONAL COMMITMENT IN THE HIGHWAY TRANSPORTATION SECTOR*

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ABSTRACT

The aim of the research is to determine the opinions of employees working in the highway transportation sector on organizational trust and organizational commitment and to examine these views in terms of various variables. In one part of the study, the concepts of organizational trust and organizational commitment were theoretically considered, and in the second part, the relationship between these two variables and the organizational trust and organizational commitment of the people working in the highway transportation sector in Istanbul were investigated. In accordance with the obtained results, the results supporting each hypothesis and their sub-hypotheses developed within the scope of the research were reached.

Keywords: Organizational Trust, Organizational Commitment, Road Transport Sector

ÖRGÜTSEL GÜVEN, ÖRGÜTSEL BAĞLILIK, KARAYOLU ULAŞTIRMA SEKTÖRÜ

ÖZET

Araştırmanın amacı; örgütsel güven ve örgütsel bağlılık konusunda karayolu ulaştırma sektöründe çalışanların görüşlerini belirlemek ve bu görüşleri çeşitli değişkenler açısından incelemektir. Araştırmanın bir bölümünde örgütsel güven ve örgütsel bağlılık kavramları teorik olarak ele alınmış, ikinci bölümünde ise İstanbul ilindeki karayolu ulaştırma sektöründe çalışan kişilerin örgütsel güven ve örgütsel bağlılık durumlarıyla bu iki değişkenin birbirleriyle ilişkisi araştırılmıştır. Elde edilen sonuçlar doğrultusunda, araştırma kapsamında geliştirilmiş olan her ana hipotez ve bu ana hipotezlere ait alt hipotezleri destekleyen sonuçlara ulaşılmıştır.

Anahtar Kelimeler: Örgütsel Güven, Örgütsel Bağlılık, Karayolu Ulaştırma Sektörü

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INTRODUCTION

In order for the employees in the enterprises not to look at the business and management with suspicion, the sense of trust that employees have is very important for businesses in areas with ever-changing environments and with high uncertainty and risk. Especially in the service businesses that are in constant contact with consumers, when the trust level of the employees in their managers, colleagues and the business is high, the morale and motivation of the employees will be high as well, thus this will be increasing the level of cooperation, job satisfaction and organizational commitment that will bring the business to success. The ability of organizations to survive is closely related to employees' trust in their organizations and their commitment to the organization. In general, the employees' adoption of the organizations they work with, finding it sincere, having a sense of belonging, and acting together increase their commitment. The concept of commitment in organizations is only possible when the members of the organization determine and adopt the objectives of the organization. When these goals are combined with strong motivation, organizational commitment can be mentioned. By adopting the organization's goals and principles, individuals must follow the orders properly, adopt the vision of the organization, that is, their values must be preserved.

The subject of the research, organizational trust and organizational commitment of the employees is one of the issues that should be emphasized by the business managers. Considering the direct or indirect effects of these variables both on the employee himself, on the organization and on the enterprise, an examination of the current situation on the employees in the road transport sector constitutes the necessity to carry out such a study and also the starting point of it.

Together with the emphasis on the importance of organizational trust and organizational commitment of employees in the road transport sector, the main questions of the research are: "Is there a relationship between organizational trust and organizational commitment, what is the direction and intensity of this relationship, and what is the level of relationship of these variables with other variables?" "Does organizational trust have an impact on organizational commitment, if any, what level is the impact?" In line with the purpose and subject of the research, the following hypotheses have been developed to be tested by considering the basic research questions and the theoretical background of organizational trust and organizational commitment.

H1: There is a positive relationship between the organizational trust levels and organizational commitment levels of employees in the road transport sector.

H2: Organizational trust perception level of employees working in the road transportation sector positively affects their organizational commitment levels.

The population of the research consists of employees working at bus companies operating in the road transport sector in Turkey. The questionnaires collected within the scope of the research were coded and transferred to the computer environment, analysed with SPSS program, the data were interpreted and reported.

1. Conceptual Background on Organizational Trust and Organizational Commitment Concepts

The concept of trust is a massive concept, and has also been the subject of different disciplines of social sciences such as psychology, political science, sociology, economics, anthropology, history and management (Gambetta, 1988; Lewicki and Bunker, 1966). From a business perspective, trust is an important collaboration mechanism, and its validity is examined in terms of providing a competitive environment and superior performance in a new business environment. Because, in addition to the increasing competitive environment, in today's globally transformed business life, organizations have to protect both the trust in themselves and the trust among themselves and develop the concept of trust between them (Toprak, 2006).

Although the concept of trust occurs at both the individual and organizational levels, the concept of individual and organizational trust are different from each other. Personal trust; it is unique to individuals and changes as a result of differences or similarities between individuals.

Organizational trust; however, is focused on institutions rather than individuals (Yücel, 2006). Researches done have shown that trust causes consequences such as lowering transaction costs in organizations, helping organizational learning, collaborating among employees, increasing responsibility, increasing willingness to be a part of the trend of increasing performance (Çubukçu and Tarakçıoğlu, 2010). Trust studies in organizational field, are considered as an alternative mechanism against organizational control and especially price and authority (Creed and Miles, 1966). The concept of organizational commitment can be defined as a psychological link between employees and the organization. Organizational commitment is the commitment of the individual to the organization, where he works and feels a sense of belonging (İnce, 2015). Organizational commitment is a component of harmony between individuals and organization (Boylu et al., 2007). Organizational commitment is the power that the individual feels against the organization he works for (Nartgün and Menep, 2010). Although very different definitions are made for the concept of organizational commitment, it is possible to say that they have a lot in common. In many definitions, concepts such as loyalty, identification, trust, responsibility, belonging and common action between employees and the organization are emphasized.

In terms of employees' uncertainty about the business and management during periods of uncertainty in businesses, the sense of trust that employees have is very important for businesses with high uncertainty and risk (such as transportation companies) (Yıldırım et al., 2012). Especially in the service businesses that are in constant contact with consumers, when employees have high trust in their managers, colleagues and business (organization), the morale and motivation of the employees will also be high, thus increasing the level of cooperation, job satisfaction and organizational commitment that will make the business successful (Demirdağ, 2015). Because, according to Koç and Yazıcıoğlu (2011), the success of organizations is based on psychological factors such as organizational trust, organizational commitment, job satisfaction, justice and motivation that constitute organizational behaviour. In this context, the effects of the organizational trust variable, which is one of the organizational behaviours, on the organization, the employees and the enterprise, have been handled by numerous domestic and foreign researchers within the scope of its relationship with lean or other variables. (Giffin, 1967; Driscoll, 1978; Buttler, 1991; Moorman et al., 1993; Mishra and Mishra, 1994; Mayer et al., 1995; Bromiley and Cummings, 1996; Mishra, 1996; Doney and Cannon, 1997; Asunakutlu, 2002; Atkinson and Buthcer, 2003; Demircan and Ceylan, 2003; Halis et al., 2007; Li, 2008; Arslan, 2009; Çıtır and Kavi, 2010; Taşkın and Dilek, 2010; Büte, 2011; Koç and Yazıcıoğlu, 2011; Yıldırım et al., 2012; Zarvandi and Zarvandi, 2012; Tokgöz and Aytemiz Seymen, 2013; Gucer and Demirdağ, 2014). The common point of these researches is to try to reveal the importance of organizational trust that cannot be ignored on employees, organization and business. Some of these studies (Griffin, 1967; Buttler, 1991; Mayer et al., 1995; Mishra, 1996; Bromiley and Cummings, 1996; Doney and Cannon, 1997; Atkinson and Buthcer, 2003; Demircan and Ceylan, 2003; Li, 2008; Arslan, 2009; Zarvandi and Zarvandi, 2012) conceptually and theoretically to demonstrate the importance of organizational trust in different fields of activity and to measure the current level in these fields; some (Moorman et al., 1993; Asunakutlu, 2002; Halis et al., 2007) to determine the factors affecting organizational trust; some (Driscoll, 1978; Mishra and Mishra, 1994; Çıtır and Kavi, 2010; Taşkın and Dilek, 2010; Büte, 2011; Koç and Yazıcıoğlu, 2011; Yıldırım et al., 2012; Tokgöz and Aytemiz Seymen, 2013; Güçer and Demirdağ, 2014) was made to determine the level of relationship and influence between variables such as job satisfaction, organizational commitment, organizational citizenship, organizational identification. However, a study on the subject has not been found on the employees working in highway transportation companies, which is a huge service sector, with the investments made, the facilities it brings to human life and the employment and income it provides to the country.

However, the organizational behaviours displayed by the employees in a huge service sector, such as the highway transportation sector, are important in terms of the quality, profitability and continuity of the sector. From this point of view, the purpose of this research is to reveal the effect of the relationship and trust on loyalty by measuring the organizational trust and organizational commitment levels of employees in the highway transportation companies in the transportation sector. Thus, the idea that the organizational behaviour of employees in highway transportation companies is important, and the idea that it will provide a basis for other studies

to be conducted shows the importance of this research. On the other hand, by analysing and interpreting the data obtained from the research, the results of the organizational trust and organizational commitment levels of the employees of the highway transport sector will be revealed. The suggestions to be developed in line with these results are also considered to be important in terms of providing benefits to the sector employees and officials and other studies to be carried out on the other variables obtained from these employees.

2. Research Methodology and Interpretation of Findings

The purpose of this research is to investigate the relationship between organizational trust and organizational commitment in the highway transport sector. In this context, the basic research questions of the study are determined as follows;

- 1- "Is there a relationship between organizational trust and organizational commitment, What is the direction and intensity of the relationship and the level of relationship of these variables with other sub-variables?"

The hypotheses produced depending on this research question are as follows;

H1: There is a positive correlation between the organizational trust level of the employees in the highway transport sector and the level of organizational commitment.

H1_a: There is a positive relationship between the trust of the employees in the highway transportation sector and the organizational commitment.

H1_b: There is a positive relationship between the trust of employees in the highway transport sector to their colleagues and their organizational commitment.

H1_c: There is a positive relationship between the trust of the employees in the highway transportation sector and their organizational commitment.

H2: Organizational trust perception level of employees in the highway transportation sector positively affects their organizational commitment levels.

H2_a: The level of trust of the employees in the highway transportation sector to the executives positively affects the levels of organizational commitment.

H2_b: The level of trust of the employees in the highway transport sector to their colleagues positively affects their organizational commitment.

H2_c: The level of trust of the employees in the highway transportation sector to the organization positively affects their organizational commitment levels.

In the first part of this research, the organizational trust and organizational commitment levels of employees working in the highway transportation companies in the transportation sector were determined and the concepts of organizational trust and loyalty, which were examined in terms of the relationship between each other and whether they differ in terms of different variables, were examined. In the second part, the information about the application is included, and the analysis of the data obtained from the application, the findings and the comments of the findings are also included. In this study, which was conducted on the employees of the intercity bus companies in the highway transportation sector, the survey technique used is the data collection method. The questionnaire was applied to a total of 550 staff working in 18 different large-scale bus companies in Turkey, which are serving to Istanbul from other cities. A total of 467 questionnaires were taken into consideration due to the fact that 83 of the questionnaires were filled in incompletely or incorrectly to allow data analysis. It can be said that the research results cannot be generalized, given that the research is carried out on the employees of the highway transport company, therefore, on the human factor, which is a psychological asset in terms of the nature of the service sector, the results obtained may differ later.

Organizational trust scale, which was developed by Yılmaz (2006), consisting of 25 expressions to determine the organizational trust level of the participants; Organizational commitment scale

consisting of 6 dimensions and one dimension, developed by Jaworski and Kohli (1993), was used to determine the level of organizational commitment. The questionnaires that were evaluated were coded and entered into the computer environment and analysed through the SPSS (Statistical Package for Social Sciences) program.

2.1. Factor and Reliability Analysis Related to the Scales Used in the Research

Factor analysis results of the organizational trust scale used to determine the organizational trust levels of the participants are shown in detail in table.

Table 1. Factor Structure of Organizational Trust Scale

Dimensions	Matter	Factor Load	Announced Variance	Cronbach's Alpha
Trust the Manager (Eigenvalue=4.521)	G1	0,679	18,084	0,782
	G5	0,648		
	G9	0,591		
	G10	0,659		
	G12	0,595		
	G15	0,575		
Trust in Colleagues (Eigenvalue=4.238)	G17	0,696	16,953	0,843
	G2	0,670		
	G6	0,605		
	G7	0,575		
	G8	0,624		
	G13	0,601		
	G16	0,651		
Trust in Organization (Eigenvalue=2.710)	G24	0,596	15,842	0,885
	G25	0,644		
	G3	0,678		
	G4	0,691		
	G11	0,571		
	G14	0,645		
	G18	0,651		
	G19	0,601		
	G20	0,657		
G21	0,685			
G22	0,694			
G23	0,699			
Total Variance: %66.955				

The reliability of a total of 25 expressions in the organizational trust scale was calculated and the Cronbach Alpha coefficient for the reliability of the scale was calculated as $\alpha = 0.937$.

As seen on the table, the reliability coefficients of the sub-dimensions of the scale; $\alpha = 0,782$ in trust to the executive, $\alpha = 0,843$ in trust in colleagues and $\alpha = 0,885$ in trust in organization. Explanatory factor analysis method was used to reveal the structural validity of the organizational trust scale. While doing factor analysis, "varimax method" was chosen and thus, the relationship structure between the factors remained the same. Also, as a result of the Barlett test ($p = 0.000 < 0.05$; $df = 300$), it was observed that there were significant relationships between the variables included in the factor analysis. According to the result of the test in question, the sample size ($KMO = 0.904 > 0.60$) was found to be sufficient for factor analysis. According to the result of the factor analysis, the 3 factors (trust in managers, trust in colleagues and trust in the organization) explain 66.955% of the total variance. When this ratio is taken into consideration, it can be said that there is a sufficient ratio especially for the social sciences and therefore for research conducted. The trust level of the executive constitutes 18,084% of the total variance, the trust dimension to colleagues is 16,953% of the total variance and the trust

dimension of the organization is 15,842% of the total variance. According to the Cronbach Alpha coefficient related to these values obtained from the factor analysis of the organizational trust scale and its reliability, it can be said that the scale is a valid and reliable tool. In addition, in the application of factor analysis, attention was paid to the evaluation of the factors with eigenvalues greater than one, the factor loads indicating the intensity of the variables within the factor were high, and the factor loads were not close to each other for the same variable. When evaluated in general, the high coefficient of variance explained by the reliability coefficients of the sub-dimensions of the scale shows that the scale has a strong factor structure.

Cronbach's Alpha coefficient for the organizational commitment scale, which is another variable of the research and used to determine the level of commitment of the participants, was calculated as $\alpha = 0.706$. It should be noted that the number of expressions (questions) in the scale related to the subject to be measured in reliability analysis is more than 20 and the number of experimental subjects is more than 50 (Ural and Kılıç, 2006: 286). Likewise, explanatory factor analysis method was used to demonstrate the structural validity of the organizational commitment scale. In the Barlett test, significant relationships were found between the variables included in factor analysis ($p = 0,000 < 0.05$). According to the obtained value of Kaiser-Meyer-Olkin ($KMO = 0,756 > 0,60$), the sample size was found to be suitable for factor analysis. As in the organizational trust scale, in the application of the factor analysis of the organizational trust commitment scale, the varimax method was preferred to ensure that the relationship structure between the factors remained constant. In the factor analysis of the organizational commitment scale collected in one factor, the variables explain 71,879% of the total variance. According to these values obtained for the scale of organizational commitment, which is subject to reliability and factor analysis, it is seen that the scale is a valid and reliable tool.

2.2. Findings Regarding Organizational Trust Levels of Participants

The frequency, percentage distributions, arithmetic averages and standard deviation values for each expression in the organizational trust scale applied to determine the organizational trust levels of 467 highway transportation sector employees that constitute the sample of the study are shown in detail in table.

According to the arithmetic averages of the responses given to the organizational trust scale by the employees participating in the research, the expression with the lowest level of participation with the $\bar{x} = 3.45$ arithmetic average was the expression "I trust the executives of my business". 8.6% of the participants stated that they "completely disagree", 25.5% "I somewhat disagree", 11.1% "somewhat agree", 21.6% "agree" and 33.2, on the other hand, marked "I strongly agree" and stated their level of participation in the statement. Although the level of trust in the employees' managers is lower than other expressions, it is above the middle level (3.00) in terms of overall scoring. Therefore, it can be interpreted that employees have moderate confidence in their managers.

Another statement, which has a low arithmetic average compared to other expressions, is the statement that "the suppliers of this business do not deceive our business even if they have the opportunity", which has the dimension of trust in the organization with the $\bar{x} = 3.58$ arithmetic average. For this statement, 7.5% of the participants marked "completely disagree" option, 20.6% "somewhat disagree", 12.8% "somewhat agree", 24.2% "I agree" and 34.9% marked "strongly agree" option. According to the responses to the statement in question, the participants' trust to the suppliers seems to be above the average.

The arithmetic mean of the responses of the participants to the statement "I trust other employees in this enterprise", which is in the dimension of trust in their colleagues, is $\bar{x} = 3.63$. The rates of responses to this statement are 2.8% "completely disagree", 18.2% "somewhat disagree", 20.8% "somewhat agree", 29.6% "I agree" and 28.7% "strongly agree". From this point of view, it can be said that the level of trust of the employees of the highway transportation sector included in the study is high according to the 5-point evaluation score, although it is relatively low compared to other statements.

The arithmetic mean of the expression “I believe in the words of the distribution channels of this enterprise”, which is in the trust dimension of the organization, is $\bar{x} = 3.74$. For this statement, 2.4% of the participants marked as “completely disagree”, 15.6% “somewhat disagree”, 19.7% “somewhat agree”, 30.6% “I agree” and 31.7% of them as “strongly agree”. Therefore, the level of trust in the distribution channels of the participants is lower than the other statements, but above the average level.

The arithmetic mean of the responses of the participants to the statement “I trust the suppliers of this enterprise” directed to determine the level of trust of the business suppliers in the organization's trust dimension was calculated as $\bar{x} = 3.85$. For this statement which is related to the level of trust to the suppliers, 2.4% of the participants marked as “completely disagree”, 8.4% “somewhat agree”, 24.4% “somewhat disagree”, 31.9% “I agree” and 33.0% indicated they “strongly agree” the statement. From this point of view, it can be concluded that the level of trust in employees' business suppliers is relatively high.

The arithmetic mean of the responses given by the participants to the expression “I trust the businesses they do to the distribution channels” of the organization, which is directed towards the trust of the organization's distribution channels, in the dimension of trust in the organization, is $\bar{x} = 3.94$. 1.3% of the participants said they “completely disagree”, 9.2% “somewhat disagree”, 20.8% “somewhat agree”, 31.7% “I agree” and 37.0% of them said they “strongly agree” with the statement. Since this value is very close to 4, it is understood that the participants have a high level of confidence in the work done by the distribution channels.

Table 2. Organizational Trust Levels of Participants (n=467)

Dimensions	\bar{x}	s.s.
Trust the Manager	$\bar{x}=4,09$	s.s.=0,67
Trust in Colleagues	$\bar{x}=4,11$	s.s.=0,68
Trust in Organization	$\bar{x}=3,99$	s.s.=0,72

Among the sub-dimensions of organizational trust, the least arithmetic average is the trust sub-dimension with the arithmetic mean $\bar{x} = 3.99$. Even if the arithmetic mean of the organizational trust dimension is calculated low compared to other dimensions, it can be said that it is a very high value since it is very close to 4 when a general evaluation is made. The arithmetic mean of the trust sub-dimension of the manager was found to be slightly higher as $\bar{x} = 4.09$ compared to the trust dimension of the organization. It is understood with the obtained $\bar{x} = 4,11$ arithmetic average, that the employees of the highway transportation sector within the study are very close to each other and among the organizational trust sub-dimensions, they trust their colleagues the most. When analysed in general, the organizational trust level of the participants was found to be quite high with an arithmetic mean of $\bar{x} = 4.06$.

2.3. Organizational Commitment Levels of Participants

The frequency, percentage distributions, arithmetic averages and standard deviation values of each statement in the one-dimensional organizational commitment scale applied to determine the organizational commitment levels of 467 highway transportation sector employees examined within the scope of the research are given in table in detail.

According to the values in table, the phrase “I have a high level of commitment to my job”, which is directed to measure the level of commitment of the employees participating in the research, is the expression with the highest arithmetic mean with $\bar{x} = 4.67$. 3.9% of the participants were “completely disagree”, 3.9% of the participants replied to the statement in question as “somewhat disagree”, 2.1% “somewhat agree”, 1.7% “I agree” and 88.4% marked the “strongly agree” option. When these values are taken into consideration, it is understood that the employees in most of the enterprises examined within the scope of the research have a high degree of commitment to their jobs.

"The arithmetic mean of the answers given to the expression "If it's necessary for the good of the business, I can waive from my individual benefit" and "My relationship with my business is extremely strong" is equal to $\bar{x} = 4.23$. It is evident with the responses of the employees to the related statement that they see their enterprise's interests above their own interests. In this statement, 85.2% of the participants marked "I agree" and "strongly agree" options. 82.4% of the participants showed their loyalty levels to the organization by marking the "I agree" and "strongly agree" options, indicating that the link between the company and the employee itself is strong.

Table 3. Organizational Commitment Levels of Participants (n=467)

Expressions		Completely disagree	Somewhat disagree	Somewhat agree	Agree	Strongly Agree	\bar{x}	s.d.
I feel that my future is closely linked to this business	f	17	11	48	193	198	4,16	0,96
	%	3,6	2,4	10,3	41,3	42,4		
If it is necessary for the good of the business, I can waive the individual benefit	f	11	13	45	185	213	4,23	0,91
	%	2,4	2,8	9,6	39,6	45,6		
The ties between my business and my business are extremely strong	f	9	15	58	163	222	4,23	0,92
	%	1,9	3,2	12,4	34,9	47,5		
Overall, I am proud to be here	f	7	29	64	161	206	4,13	0,97
	%	1,5	6,2	13,7	34,5	44,1		
I can voluntarily work beyond my duties for the good of my business when needed	f	6	67	35	144	215	4,06	1,11
	%	1,3	14,3	7,5	30,8	46,0		
I have a high level of commitment to my job	f	18	18	10	8	413	4,67	0,98
	%	3,9	3,9	2,1	1,7	88,4		
The Overall Total (n=467)							4,25	0,68

We see that employees shape their future plans according to the enterprise they are currently working in, and with their responses to the statement "I feel that my future is closely connected with this business", which has an arithmetic average of $\bar{x} = 4.16$, we also see that they have a strong bond with the enterprise. 3.6% of the participants stated that they completely disagree with this statement, 2.4% stated that they somehow disagree, 10.3% somehow agree, 41.3% agree and 42.4% of them strongly agreed it.

When evaluated in general, although this statement has a lower arithmetic average than the above statements, having a score above 4 is an indication that the employees connect their future to the enterprise they work with. The morale level of the participants about being in the enterprise they work in can be observed with the arithmetic mean ($\bar{x} = 4.13$) of their responses to the expression "I am proud of being here in general terms". While only 7.7% of the participants stated that they completely disagree or somehow disagree with this statement, 78.6% stated that they were highly satisfied by marking the "I agree" and "strongly agree" options.

The expression to determine whether the participants can work beyond their best when necessary for the profitability and prosperity of the enterprise they work for is the statement with the least arithmetic mean ($\bar{x} = 4.06$) compared to other commitment statements. 1.3% of the participants marked that they did not agree with this statement, 14.3% of them disagreed little, 7.5% of them disagreed at a medium level, 30.8% of them disagreed and 46.0% of them completely participated. Although the arithmetic average of this statement is low compared to other statements, in most of the enterprises included in the research, a large part of the participants (76.8%) gave positive opinions to this statement and showed their commitment to the organization. Considering the organizational commitment levels of employees on a general basis, it was concluded that the organizational commitment levels of employees ($\bar{x} = 4.25$) are high.

2.4. The Relationship between Participants' Organizational Trust and Organizational Commitment Levels and Findings Regarding the Impact

In order to determine the direction and intensity of the relationship between the organizational trust and organizational commitment levels of the highway transport sector employees examined within the scope of the research, "Correlation Analysis" technique was used. Correlation analysis is a statistical analysis technique performed to determine the degree, intensity and direction of the relationship between the two variables (Ural and Kılıç, 2006: 247). In the correlation analysis, while organizational commitment is considered as a dependent variable, the dimensions of general organizational trust (OT) and trust in managers (TM), co-workers (CW) and organizational trust (OT) are evaluated as independent variables. The results of the correlation analysis performed to determine the level of the relationship in question are shown in table in detail.

Table 4. Correlation Matrix of the Relationship Between Organizational Trust and its Sub-Dimensions (Trust in Manager, Trust in Colleagues and Trust in Organization) and Organizational Commitment (n=467)

Variables	Pearson Correlation Coefficient	Organizational Commitment	Determination Coefficient (R ²)
Trust the Manager (TM)	r	0,658 (**)	0,433
	p	0,000 **	
Trust in Colleagues (TC)	r	0,601 (**)	0,361
	p	0,000 **	
Trust in Organization (TO)	r	0,632 (**)	0,399
	p	0,000 **	
General Organizational Trust (GOT)	r	0,683 (**)	0,466
	p	0,000 **	

** : p<0,001

When the values in table are analysed, it can be seen that there is a significant relationship between the levels of highway transport sector employees' trust in managers, trust in colleagues, trust in the organization, and general organizational trust and organizational commitment levels ($p < 0.001$). In other words, the "Pearson Correlation Coefficient (r)" between the participants' trust in executives, trust in colleagues, trust in the organization, and overall organizational trust and organizational commitment levels was found significant. The Pearson Correlation Coefficient, which is among the variables, is weak (low) when it is between 0-0.29, moderate if it is between 0.30-0.64, strong (high) when it is between 0.65-0.84 and 0. If it is found between 85-1, it can be interpreted that there is a very strong (very high) level of relationship (Ural and Kılıç, 2006: 248). Considering these values, it is seen that there is a strong ($r = 0,658$) and positive relationship between the trust in executives sub-dimension and organizational commitment level. According to table, it can be said that there is a moderate ($r = 0.601$) and positive relationship between the trust in colleagues sub-dimension and the level of organizational commitment. When we look at the relationship between the trust in the organization sub-dimension and organizational commitment, there is a moderate ($r = 0.632$) and positive relationship, as in trust in colleagues. In general, there was a strong ($r = 0,683$) and positive relationship between organizational trust variable and organizational commitment variable.

Considering the determination coefficients (R²) obtained in the correlation analysis, it is understood that 43.3% of the total variance at the organizational commitment level is the trust level for the manager, 36.1% is the trust level for colleagues and 39.9% is the level of trust in the organization and 46.6% was created by the level of organizational trust in general. In line with these results, the results supporting the hypothesis of the second main hypothesis of the research, "**H1: There is a positive relationship between the organizational trust level of the employees in the highway transport sector and the level of organizational commitment.**" Moreover, The following hypotheses, which are the sub-hypotheses of the second main hypothesis regarding the relationship between the sub-dimensions of organizational trust and

organizational commitment, are also supported: “H1_a: There is a positive relationship between the trust of the employees in the highway transport sector and the organizational commitment”, “H1_b: There is a positive relationship between the trust of employees in the highway transport industry and their organizational commitment” and “H1_c: There is a positive relationship between the trust of employees in the highway transport sector and their organizational commitment”

Multiple linear regression analysis was used to explain the relationship / impact on organizational commitment levels with a mathematical model, which constitute the organizational trust sub-dimensions of the highway transport sector employees evaluated within the scope of the research.

Regression analysis refers to the explanation of the relationship between the dependent variable and independent variables that are thought to have an effect on the dependent variable with a mathematical model (Ural and Kılıç, 2006). The values obtained as a result of the said regression analysis are shown in detail in table.

According to the values in the table, it is seen that the trust of the participants in the highway transportation sector to their executives is significant compared to the multiple linear regression model (F = 136,373; p = 0,000) made to determine the relationship between their trust in their colleagues and their trust in the organization and their organizational commitment levels (p < 0.05). The participants' trust in the executives, their trust in their colleagues, and their trust in the organization explain why the value calculated as the determination coefficient (R²) of the model is 46.9%. In other words, one unit increase in the sub-dimensions of organizational trust can be interpreted as an increase of 46.9% on organizational commitment levels. According to the “t” values regarding the coefficients that have an effect on the model, it is understood that the most important factor affecting the organizational commitment level is trust in the executive (t = 4,378).

Table 5. Sub-dimensions of Organizational Trust (Trust the Executive, Trust in Colleagues and Trust in Organization) with Multiple Linear Regression Analysis of the Relationship between Organizational Commitment (n=467)

Independent Variables	β	t	p	Significance
Constant	1,271	8,423	0,000*	F=136,373 p= 0,000*
Trust the Executive (TE)	0,314	4,378	0,000*	
Trust in Colleagues (TC)	0,194	3,514	0,000*	
Trust in Organization (TO)	0,224	3,765	0,000*	

*: p<0,05; The Dependent Variable: Organizational Commitment (OC), R²: 0,469

According to these values obtained, multiple linear regression model as a mathematical formula can be shown as follows:

$$OC=1,271+0,314.YG+0,194.İG+0,224.ÖG$$

In line with the results obtained from the multiple linear regression analysis, conclusions supporting the sub-hypotheses (“H2_a: The level of trust of employees working in the highway transportation sector positively affects their organizational commitment levels”, “H2_b: The level of trust of employees working in the highway transportation sector positively affects their organizational commitment levels” and “H2_c: The level of trust in the organization in the highway transport sector affects the organizational commitment levels positively”) have been reached.

In addition, a simple linear regression analysis was conducted to explain the relationship between the organizational trust levels and organizational commitment levels of the employees examined within the scope of the research with a mathematical model. Values obtained from simple linear regression analysis are given in table in detail.

Table 6. Simple Linear Regression Analysis of the Relationship between General Organizational Trust and Organizational Commitment (n=467)

Independent Variable	β	t	p	Significance
Constant	1,287	8,658	0,000*	F=406,360 p=0,000*
General Organizational Trust (GOT)	0,730	20,158	0,000*	

*: $p < 0,05$; The Dependent Variable: Organizational Commitment (OC), R^2 : 0,466

According to table, the simple linear regression model ($F = 406,360$; $p = 0,000$) made to determine the relationship between the overall organizational trust levels and organizational commitment levels of the employees in the highway transport sector is also significant ($p < 0,05$). The overall organizational trust level of the participants explains 46,6% of the value calculated as the model's determination coefficient (R^2). In simple terms, a one-unit increase in the overall organizational trust level of the participants leads to a 46,6% increase in organizational commitment levels. In line with these results, it can be concluded that there is a significant relationship between organizational trust and organizational commitment level, and organizational trust positively affects organizational commitment. Therefore, the hypothesis of the third main hypothesis of the study, "H2: Organizational trust perception level of employees working in the highway transportation sector positively affects their organizational commitment levels".

The results obtained from this study are in line with the results of many studies conducted in domestic and foreign literature. It was stated by Cook and Wall (1980) that as a result of applied research conducted on 390 and 260 employees respectively to measure the organizational trust, organizational commitment and organizational loyalty levels of the employees, there were significant relationships between the organizational trust and organizational commitment of the participants. In the study of Çetinel (2008) as a master's thesis on 112 employees in a business operating in the heavy industry sector, it was determined that there was a strong and positive relationship between organizational trust and organizational commitment level. In the results of the research conducted by Yılmaz (2008) on 120 teachers in Kütahya Province, it was determined that there was a moderately positive significant relationship between organizational trust and organizational commitment level. As a result of the research conducted by Çubukçu and Tarakçioğlu (2010) to reveal the relationship between organizational trust and organizational commitment on 332 hotel and tourism vocational high school teachers, it was concluded that organizational trust level had an important effect on emotional commitment and normative commitment. In a study conducted by Taşkın and Dilek (2010) with 56 people in a private company in Istanbul to examine the relationship between organizational trust and organizational commitment, it was stated that there was a strong and positive relationship between organizational trust and emotional commitment. Similarly, in the study conducted by Top (2012) with 304 physicians and 254 nurses, the organizational trust, organizational commitment and job satisfaction levels of the participants were tried to be determined. According to the results of the said research, it was concluded that there was a strong and positive relationship and strong interaction between organizational trust and organizational commitment levels.

CONCLUSION AND ASSESSMENT

Trust appears as a necessary variable in all areas of life. It is an undeniable fact that people are more peaceful, happier and more productive wherever there is an environment of trust. Likewise, the subject of commitment can be explained as a situation in favour of the party to whom it is attached. Because whatever person is committed to (organization, business, person, homeland, etc.), it can be said that he will keep the interests of it above his own interests. From an organizational perspective, people who are committed to their organization endeavour to play an active role in achieving the goals and objectives of the organization. In an organization where the trust environment exists, it becomes more possible for the employees to reach the

goals and objectives of the organization with the trust they have in their executives, colleagues and the organization. Because it is clear that the trust between individuals and groups in the organization is a very important factor for the stable effectiveness and efficiency of organizations and members of the organization (Cook and Wall, 1980). Therefore, the trust environment in the organization helps employees to love their jobs and become successful, participatory and creative individuals (Zorlu-Yücel, 2006). From this point of view, it is considered necessary to conduct such a research in order to measure the level of organizational trust and organizational commitment of employees working in highway transport companies in the transportation sector and to reveal the relationship and effect between these variables.

In the first part of this study, which is carried out in accordance with the subject and purpose of the research, the concept of organizational trust and organizational commitment are handled and examined in detail. In the second part of the study, general information about the application, information about the analysis, findings and comments obtained from these analyses are included.

In line with the obtained results, the results supporting each main hypothesis (H1, H2) and sub-hypotheses of these main hypotheses have been reached. According to the results of the correlation analysis, it was revealed that there was a positive correlation between the sub-dimension levels of the participants' trust in their managers, their trust in their colleagues, their trust in the organization, and their general organizational trust levels and their organizational commitment levels (H1, H1a, H1b, H1c). According to the regression analysis conducted to measure the level of influence among the mentioned variables, it was determined that the participants' trust in their managers, their trust in their colleagues, their sub-dimensions of their trust in the organization, and their overall organizational affect their organizational commitment levels positively (H2, H2a) H2b, H2c). As a result, as the organizational trust levels of the participants increase, their commitment to the organization increases at an intermediate and normal level.

According to the results of the correlation analysis technique we conducted to examine the relationship between the organizational trust and organizational commitment levels of the employees in the highway transportation sector, the relationship between organizational trust and organizational commitment levels was found significant. The Pearson Correlation Coefficient, which is among the variables, (trust in manager, colleagues and organization) is interpreted as weak (low) if it is between 0-0.29, moderate if it is between 0.30-0.64, strong (high) if between 0.65-0,84, and at a very strong (very high) level if it is between 0.85-1. Considering this evaluation, it was determined that there is a strong ($r = 0,683$) and positive relationship between organizational trust variable and organizational commitment variable.

Considering the determination coefficients (R^2) obtained from the correlation analysis, we see that the overall organizational trust level constitutes 46.9% of the total variance at the level of organizational commitment. The expansion of this value can be interpreted as a 1-unit increase in the level of organizational trust and a 46.9% increase in organizational commitment levels.

When assessed in general, it can be stated that both the organizational trust levels ($\bar{x} = 4.06$) and the organizational commitment levels ($\bar{x} = 4.25$) of the highway transport sector employees participating in the research are quite high.

However, in line with the results of this research conducted in terms of sustainability of the current situation, some suggestions have been promoted. These are;

- Regardless of the type of activity, any business where the human element plays an active role should increase the commitment and satisfaction levels of its employees by providing the necessary trust environment.
- Businesses should provide employees with fair compensation and promotion opportunities.
- In order to increase the organizational trust and organizational commitment levels of the employees, business managers should identify and apply the motivation tools that will motivate the employees.

In the future researches on the highway transport sector, sector problems, employees' problems and other levels of organizational behaviours can be examined.

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