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ORGANIZATIONAL COUNTERPRODUCTIVE BEHAVIORS IN RELATIONSHIP BETWEEN MANAGERIAL TRUST AND EMOTIONAL EXHAUSTION					
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ABSTRACT

The aim of this research is to examine the relationship between managerial trust and counterproductive behaviors at the organizational level and evaluate this relationship with the contribution of emotional exhaustion(burnout). The relationship between burnout and counterproductive behaviors is obvious in the context of the relevant literature. Evaluating the change in the course of this relationship in the context of hotel employees and presenting the findings to the literature are among the most basic objectives. From this point of view, the data collected from 205 people who are working in 4 and 5 star hotels operating in Konya/Turkey and selected by easy sampling method were analyzed with the help of statistical package programs with SPSS-Process Macro-Bootstrapping method. Negative and significant relationship (path a) between managerial trust and counterproductive behaviors at organizational level; significant relationship (path b) between emotional exhaustion and counterproductive behaviors; positive and insignificant relationship (path c) between managerial trust and emotional exhaustion; positive and lastly indirect mediator effect of counterproductive behaviors at organizational level has been detected as the results/findings of this research. These results may be especially useful for supervisors and managers to improve and increase the level of managerial trust in an organization and to interpret employees' various behaviors.

Keywords: Burnout, Emotional Exhaustion, Counterproductive Behaviors, Managerial Trust.

1. INTRODUCTION

The phenomenon of trust takes an important place not only in private or social life, but also in organizational life and is important for the continuation of production. In addition to trust, justice is among the necessary conditions for the continuation of organizational life as well. The negative effects of burnout with its different components in related literature are known in general. It has been revealed by many researchers and researches in the literature that individuals who are emotionally burned-out exhibit some behaviors that prevent the production process in organizations. This type of behaviors which are called counterproductive behaviors, usually manifest themselves in the form of abuse of time, material, ideas and goodwill...etc. in the business environment. It is important to take some precautions to reduce and eliminate such negative behaviors and to make changes in practice. Providing a satisfactory (increasing) trust in management levels for all levels of the organization draw attention among the measures that can be taken in this regard. In this regard, the main problem or research question that this research focuses on is whether this decreasing effect of managerial trust which is thought to have an decreasing effect on emotional exhaustion, can be strengthened by some mediator variables. Starting from this point, it is thought that the relationship between managerial trust and

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emotional exhaustion should be viewed and examined from the perspective of counterproductive behaviors at the organizational level, and that the predicted result can be achieved in this way. It is aimed to fill the gap created in the literature by the fact that the relationship between these mentioned variables has not been examined by considering managerial trust together. On the other hand, it is thought that the service sector employees will constitute a good sample in order to fill this gap.

2. THEORETICAL IMPLICATIONS

Counterproductive Behaviors at Organizational Level

Different attitudes and behaviors –good or bad- of employees in an organization significantly and of course differently effect work life, service quality, customer perceptions and satisfaction levels. Some of the employees in organizations intentionally act in a variety of detrimental/counterproductive ways. It is possible to see that employees or members of the organization dysfunctionally act and behave even by using sabotating ways, these kind of counterproductive behaviors should not be ignored and some actions must be taken before it is too late (Harris and Ogbonna, 2002).

When the literature is examined, it is possible to see that counterproductive behaviors are often described as deviant behaviors by different researchers. These behaviors are referred as voluntary behaviors and violate organizational procedures, norms and structures and of course they threaten the order, structure and functioning of the organization, other employees, and well-being and peace of the organization and members (Robinson and Bennett, 1995; Bennett and Robinson, 2000). In related literature, dimensions of counterproductive behaviors are generally distinguish by researchers as organizational and individual/interpersonal deviance or counterproductive behaviors.

Counterproductive behaviors from the organizational perspective focus on some voluntary and dangerous behaviors targeted toward the company/organization by damaging properties of company. On the other hand, same behaviors from individual perspective generally focus on behaviors targeted toward teh members of organization. For instance, acting rudely to the colleagues or stop them from doing their duties by trespassing on their time (Dalal, 2005; Berry, et al., 2007).

Because of the aim of this research, counterproductive behaviors at organizational level will solely be discussed to be able to analyze the relationship among mentioned variables. Consequently, driven by the theoretical backgrounds and limitations of existing researches in related literature, the aim of this study is to analyze the relationship between these three variables and interpret the results based on the effects of eachother.

Managerial Trust

Trust is an important factor for individuals and organizations which are small or large. Researches from related literature are generally focused on the interpersonal and managerial trust in work environment. It is emphasized that trust plays a significant role to indicate organizational effectiveness and it is important to create and sustain collaborative organizational behaviors (Dayan, et al., 2009). It is noted that the level of managerial trust in an organization is

related to develop innovative organizations (Sonnenburg, 1994; Fairholm, 1994). Managerial trust will play a significant role to increase team performance and commitment in an organization and to reduce team turnover (Dayan, et al., 2009). Trust in terms of employees reduces the uncertainty of the future, bureaucratic structures and prevent opportunistic behaviors by easing to work together in creative work environment (Mishra and Spreitzer, 1998).

Research findings in related literature about the causes, effects and results showed that managerial trust increases employees job satisfaction (Sashital, et al., 1998; Tan and Tan, 2000). Sağlam Arı and Tunçay (2010) emphasized in their research that emotional exhaustion will be less experienced in an organizational environment where employees are supported by their managers. Trust to managers can be classified as cognitive trust –related to knowledge- and emotional trust –related to the feelings-. Beside some relational factors such as expectations and costs of exchanges, organizational and individual factors also effect managerial trustworthy behaviors and effective communication and transparency in an organization will play a significant role to create and improve these kind of behaviors (Whitener, et al., 1998). Behaviors of managers are the good influencer on the development of trust in an organization between workers and employers or managers.

Managerial trustworthiness is considered under the five dimensions such as “behavioral consistency”, “behavioral integrity”, “sharing and delegation of control”, “communication or manner and quality of information communicated” and lastly “demonstration of concern” (Butler, 1991; Clark and Payne, 1997; Whitener, et al., 1998). It is known in general that trust is related to willingness and predict future behaviors of managers. Willingness will bring taking risks together. Consistency is about the ability to be able to predict managerial future actions based on the past. Integrity is occurred in between managerial words and actions. As one of the dimensions of managerial trust, behavioral consistency for example reliability is known and emphasized as a significant aspect related to the trust (Whitener, et al., 1998) which reflects the willingness to be able to take risk and be vulnerable to different actions in an organization (Johnson-George and Swap, 1982; Mayer, et al., 1995). “If managers behave consistently over time and across situations, employees can better predict managers' future behavior, and their confidence in their ability to make such predictions should increase” (Whitener, et al., 1998: 516). In addition to all, different attributions can be made by the workers of an organization related to the managers' integrity level, their characters about honesty, and moral. Managers should tell the truth and keep their promises while managing others and being the role models for them. As Whitener, et al. (1998) noted and emphasized that behavioral consistency and behavioral integrity play an important role to reduce perceived risk which is felt by the employees in trusting people in managerial positions in the organizations. Besides, reliability to the actions of managers is reflected by behavioral consistency while integrity is used to refer the consistency between the speech and actions of managers. Another dimension named as “sharing and delegation of control” refers to the participation while making decision. Giving a chance to participate in decision making and delegating control will play a significant role to increase the trustworthy behaviors in organizations and employees' satisfaction level in their work and understand their work roles (Driscoll, 1978; Deci, et al., 1989). Promoting trust in an organization may be promoted by sharing and delegation of control dimension in managerial levels thanks to some factors such as economic and social factors. When employees are involved in decision making process, this will bring greater individual control over effective and

protective decisions for the interests (Tyler and Lind, 1992). Economic and social factors effect managerial trust and sharing of control. Accurate and clear communication will help employees to easily trust their managers. High level of trust in an organization depends on adequate explanations and timely feedback while exchanging ideas. Showing concern based on the needs and wants of employees' can support creating and developing managerial trust as well.

Emotional Burnout/Exhaustion

People who continuously work with another people are the main group to encounter the stress which creates the risk of burnout (Maslach and Jackson, 1981). Factors that lead to the stress at workplace are managerial forces, lack of managerial support, lack of interests of workers, negative attitudes and behaviours, laziness, different personality traits, lack of cooperation, fewness of some developing opportunities, and work-load for each person (Türk, et al., 1982). Burnout is used as a psychological term which describes exhaustion and specific kind of stress with the lack of motivation as Gokcen Kapusuz and Çavuş (2019) emphasized. From this perspective, it is true to say that burnout is a progressive process of stress. Besides, it is a loss of energy, motivation, and goals (Freudenberger, 1974; Maslach and Jackson, 1981; Iacovides, et al., 2003; Smith, et al., 2015). On the other hand, it is emphasized by some authors and researchers that burnout can be described as a result of not being able to cope with stress (Torun, 1997; Kaçmaz, 2005). Cherniss (1980) described burnout as a lack of professional interest to the work which is depending on job stress and tension. Negative personal responses to the distresses of the work give a start to the process of burnout syndrome and it is continuing with distinguishing unbalanced expectations. Emotional tiredness and tension follow the first step. Becoming different personal attitudes and behaviors are involved in last stage. On the other hand, Edelwich and Brodsky (1980) emphasized burnout as a decrease of personal energy, aims, and goals which are depending on different working conditions. Different burnout models have been developed to describe the burnout syndrome, determine the reasons, and show the formation stages. However, the most prominent and current model developed in 1986 belongs to Christina Maslach and Susan E. Jackson. These two people also created Maslach Burnout Inventory (MBI) to be able to measure the burnout syndrome in all its parts. Maslach categorized burnout with three dimenions which are emotional exhaustion, depersonalization, and personal accomplishment (Dorman, 2003).

Burnout has been known as critical point, especially for workers who work in an interaction with people (Van Dierendonck, et al.,1993). Maslach (2003) also noted that burnout is a psychological syndrome that shaped in the long run as a reaction of the factors increasing stress. Some authors examined burnout as a result of fail of dealing stress (Torun, 1997; Kaçmaz, 2005). As Schaufeli, et al. (2008) emphasized that burnout has been recognized that it began to occur and to seem "among managers, entrepreneurs, and white- and blue collar workers" who are outside the human services. Burnout signals will show themselves because of the work of individuals who have to communicate in one way and cannot receive as much as they give (Maraşlı, 2005; Çavuş, et al., 2007). As people are social being, many different factors can cause to burnout such as individual his/her own, living environment, social structure and relations, work environment, type and features of work person has...etc. One of the dimensions of burnout "exhaustion" refers to the emotional reactions to some stressors in both work and daily life. It is emphasized that emotional exhaustion may cause to the loss of energy, power, and morale of resistance (Akçamete, et al., 2001). As Maslach, at al. (1981) noted that people

want to get in return for their effort but if not, this situation causes to emotional burnout. On the other hand, Maslach, et al. (1981, 2001) emphasized that the dimension which determines the qualification and focus of burnout is emotional exhaustion. Burnout begins with the emotional exhaustion as a personal reaction to the sources of stress at work. Emotional burnout is in consecutive process with the other dimensions of burnout and can be called as chronic tiredness (Şanlı, 2006).

Theoretical Basis

As known in general, counterproductive behaviors either interpersonal or organizational are planned but undesirable actions in an organization. All planned or unplanned behaviors occur as a result of a certain attitude or evaluation. According to Ajzen and Fishbein (1980), people have a reason for their behavior, and they act by thinking ahead about the consequences of those behaviors. The Theory of Reasoned Action (TRA) which was proposed in 1975 by Fishbein and Ajzen in 1975 suggests that the behavior exhibited by individuals is determined by their intentions, and this intention is a function of their attitudes towards behavior and subjective norms (Fishbein and Ajzen, 1975). The more positive attitudes and subjective norms and the greater the perceived control, the stronger the person's intention to perform the behavior but if there is a high level of managerial trust in an organization, planned and undesirable behaviors named as counterproductive behaviors will not occur in workplace. Due to the high level of trust in work place, employees' emotionally burnout level will also be decreased or even not exist at all. According to the TRA, if people rate or evaluate the proposed behavior as positive (attitude) and think other such as managers and co-workers want them to perform (force them to behave like that – named as subjective norm), this situation will result in a higher intention (motivation) and they are more likely to perform the behavior (Sheppard, et al., 1988).

In addition, the Theory of Planned Behaviour (TPB) which is considered as an extension of the Theory of Reasoned Action (TRA) is also based on the premise that individuals make rational decisions to engage in certain behaviors by evaluating the behavior patterns addressed to them and the information presented in an organization (Fishbein and Ajzen, 1975; Ajzen and Fishbein, 1980). The TRA does not take into account the “perceived control” -people have over their behavior and they can decide to perform the behavior-. In this case, TPB also considers controls and beliefs, factors that facilitate or hinder the performance of the behavior (Fishbein, 1979).

As a result, it can be emphasized that high level of managerial trust will decrease emotional exhaustion and counterproductive behaviors which are planned actions in an organization will also be instrumental in this decline. Because, the attitudes and intentions underlying the behavior will be affirmed by a trusted management style. Therefore, individuals will not experience emotional exhaustion and will not engage in planned and undesirable actions in an environment of trust.

It is considered that the increase in the level of managerial trust will decreasingly effect counterproductive behaviors. Employees who trust individuals in managerial positions will also be satisfied with their jobs and do not choose to behave detrimentally.

H₁: There will be negative and significant relationship between managerial trust and counterproductive behaviors (step a).

It is thought that individuals' counterproductive behaviors in an organization will also increase emotional burnout level of them.

H₂: There will be positive and significant relationship between counterproductive behaviors at the organizational level and emotional exhaustion (step b).

It is also known and emphasized in general that the social support provided by coworkers and supervisors/managers is negatively related with burnout. In other words, burnout is felt less by individuals when they experienced this type of support in an organization.

H₃: There will be negative and significant relationship between managerial trust and emotional exhaustion (step c).

Counterproductive behaviors of employees will be decreased by the support of managers in an organization. From this perspective it can be said that decreased counterproductive behaviors of employees will also decrease exhaustion level of them.

H₄: There will be an indirect mediator effect of counterproductive behaviors at the organizational level in relationship between managerial trust and emotional exhaustion.

Research Model

The conceptual framework of this research is drawn by reviewing the relevant literature and below mentioned hypotheses. Managerial trust and emotional exhaustion (as a mediator variable) are the independent variables while the counterproductive behaviors at organizational level are dependent variables. Mediator effect of emotional exhaustion in relationship between managerial trust and counterproductive behaviors is aimed to analyzed in this research model. Figure 1 below indicates the research model as well.

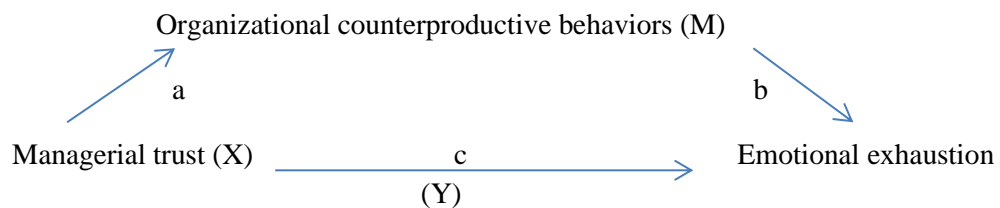


Figure 1: The conceptual framework of this research

3. METHODOLOGY

According to the main goal of this research, quantitative research method via SPSS 22-PROCESS-Bootstrapping method was proposed to analyze this relationship and test the hypotheses and reach the predicted results. The aim of this research is to analyze the relationship among emotional burnout, managerial trust and counterproductive behaviors at the organizational level. From this point of view, service sector employees were considered as the

appropriate sample and a questionnaire was applied. In research analytical model, emotional exhaustion is a dependent variable, managerial trust is an independent variable and counterproductive behaviors at organizational level is a mediator variable. In addition to all mentioned above it should be emphasized that ethics committee report was not received for this research because the research data were collected within a 2-month period covering the months of December 2019-January 2020. This article complies with the principles of scientific research and publication ethics.

3.1. Samples / Participants

To be able to reach the predicted results, data collected from 205 randomly selected hotel employees working in 4 and 5 star hotels operating in Konya/Turkey. Among distributed questionnaires, 61% and 39% of respondents were male and female respectively. Besides, the majority of the individuals participating in the survey are between the ages of 26-35 with 49.8% (n=102). In terms of education, the majority have high school graduation with 40.5%, and it is followed by undergraduate degree with 21.5%.

3.2. Measurement Scales

Emotional Exhaustion is the first and beginning stage of burnout out of three dimensions. It is taken from the Maslach Burnout Inventory (MBI) created by Maslach and Jackson in 1986 to be able to determine employees' level of emotional burnout and their emotionally overextended feelings.

Managerial Trust was assessed using Managerial Trustworthy Behaviors Scale (MTB) which was developed by Whitener and co-workers in 1998. Whitener, et al.'s questionnaire assesses five dimensions of trustworthy behaviors named as "behavioral consistency", "behavioral integrity", "sharing and delegation of control", "communication or manner and quality of information communicated" and "demonstration of concern".

To be able to examine the Counterproductive Behaviors in other words Workplace Deviance or Deviant Behaviors of employees Deviant Behaviors Scale developed by Bennett and Robinson in 2000 was also used. This scale consists of two dimensions including interpersonal and organizational counterproductive behaviors. Based on the main goal and scope of this research, organizational dimension statements which consist of only 12 items were preferred to use.

Questionnaire form was developed by combining these three mentioned scales with some demographic questions and 5-point Likert-type scales ranging from 1 (*strongly disagree*) to 5 (*strongly agree*).

4. FINDINGS and RESULTS

Based on the statistical analyses mentioned below, both expected and unexpected results have been found. Acceptance/rejection status of hypotheses and all statistical result of the variables of interest are shown by the contribution of result tables.

4.1. Reliability Analysis

The measures of emotional exhaustion, managerial trust and counterproductive behaviors at the organizational level were measured reliably with scale alphas of .69, .78, and .96 respectively (see Table 1).

Table1: Validity and Reliability Statistics

Variables	Cronbach's alpha	N of items
Emotional Exhaustion	.693	9
Managerial Trust	.785	21
Counterproductive Behaviors-Org.	.963	12

Kaiser-Meyer-Olkin Measure of Sampling Adequacy = .891

4.2. Correlation Analysis

Mean, standart deviation and correlation analysis results can be seen in Table 2. As shown in table 2 below, -.092 indicates no association between managerial trust and emotional exhaustion. Counterproductive behaviors at organizational level is significantly and positively related to emotional exhaustion and negatively related to managerial trust in which managerial trust increases as counterproductive behaviors decreases in an organization.

Table2: Descriptive Statistics and Correlation Matrix (N=205)

Variables	Mean	St.Deviation	Em.Exhaustion	Man.Trust	Count.Beh.Org.
Em.Exhaustion	2.62	.62	1		
Man.Trust	3.38	.51	-.092	1	
Count.Beh.Org.	1.77	.93	.436**	-.293**	1

Reliabilities for each scale are listed on the diagonal.

Correlation is significant at the 0.01 and 0.05 level (* $p < .05$. ** $p < .01$).

4.3. Regression Analysis (PROCESS) for Direct and Indirect Mediation

To test the mentioned hypotheses, Spss-Process Bootstrap analysis in which counterproductive behaviors at organizational level initially entered the relationship between managerial trust and emotional exhaustion were used. This modern approach is preferred, which gives more valid and reliable results than Baron and Kenny's model about mediation analysis (Gürbüz and Bayık, 2018). Direct and indirect mediation effect created by Zhao, et al., (2010) and translated its steps into Turkish by Develi (2020) was analyzed.

Based on that Zhao's model and according to the research model of this paper, there are three paths (a, b and c). First of all, the path a between independent and mediator variable (managerial trust and organizational counterproductive behaviors) was analyzed. The path a was statistically significant and negative (coeff= -.530 and sig.=.000). It is also found that there is a negative and significant relationship between managerial trust and organizational counterproductive behaviors. Therefore, the hypothesized association (H_1) between managerial trust and counterproductive behaviors at organizational level was supported.

Table 3: SPSS-PROCESS Direct and indirect mediation effect (first step-a)

Model : 4

Y : EmoExh

X : ManTrust

M : Org.CPB

Sample

Size: 205

OUTCOME VARIABLE:

Org.CPB

Model Summary

R	R-sq	MSE	F	df1	df2	p
,2926	,0856	,8094	19,0113	1,0000	203,0000	,0000

	coeff	se	t	p	LLCI	ULCI
constant	3,5690	,4160	8,5795	,0000	2,7488	4,3893
ManTrust	-,5303	,1216	-4,3602	,0000	-,7701	-,2905

Standardized coefficients

	coeff
ManTrust	-,2926

Then, secondly, counterproductive behaviors at the organizational level was used as a mediator variable and the relationship between independent and mediator variable (step b) was tested (counterproductive behaviors – emotional exhaustion). Positive and significant relationship between these two variables was found (coeff=.299 and sig=.000). Therefore, the hypothesized association (H₂) between counterproductive behaviors and emotional exhaustion was also supported.

Table 4: SPSS-PROCESS Direct and indirect mediation effect (second step-b)

OUTCOME VARIABLE:
EmoExh

Model Summary

R	R-sq	MSE	F	df1	df2	p
,4373	,1912	,3229	23,8776	2,0000	202,0000	,0000

	coeff	se	t	p	LLCI	ULCI
constant	1,9296	,3067	6,2909	,0000	1,3248	2,5344
ManTrust	,0475	,0803	,5912	,5550	-,1109	,2059
Org.CPB	,2996	,0443	6,7568	,0000	,2121	,3870

Standardized coefficients

	coeff
ManTrust	,0391
Org.CPB	,4471

At the third stage (step c), the relationship between independent variable (managerial trust) and dependent variable (emotional exhaustion) was analyzed. Statistically insignificant model and negative relationship was found (coeff= -.111 and sig.=.190). Therefore, the hypothesized association (H₃) between managerial trust and emotional exhaustion was not supported.

Table 5: SPSS-PROCESS Direct and indirect mediation effect (third step-c)

OUTCOME VARIABLE:
EmoExh

Model Summary

R	R-sq	MSE	F	df1	df2	p
,0917	,0084	,3940	1,7221	1,0000	203,0000	,1909

	coeff	se	t	p	LLCI	ULCI
constant	2,9987	,2902	10,3321	,0000	2,4265	3,5710
ManTrust	-,1114	,0849	-1,3123	,1909	-,2787	,0560

Standardized coefficients

	coeff
ManTrust	-,0917

As the final stage, direct or indirect mediator effect via counterproductive behaviors at the organizational level was examined. According to Zhao, et al., (2010:204):

- i. If a x b is significant but c is not, you have indirect-only mediation.
- ii. If a x b is not significant but c is, you have direct-only nonmediation.
- iii. If neither a x b nor c is significant, you have no effect nonmediation.

iv. If both $a \times b$ and c are significant, determine the sign of $a \times b \times c$ by multiplying the three coefficients, or by multiplying c by the mean value of $a \times b$ from the bootstrap output.

v. If $a \times b \times c$ is positive, it is complementary mediation; if $a \times b \times c$ is negative, it is competitive mediation.

Therefore, based on our research model and analyses results, $a \times b$ is significant but c is not, so there is an indirect-only mediation between managerial trust and emotional exhaustion with the contribution of counterproductive behaviors at the organizational level. To be able to provide support for such a mediating effect Zhao, et al. (2010)'s model was preferred rather than Baron and Kenny (1986)'s model.

As hypothesized in H_4 , there is an indirect-only mediation of counterproductive behaviors at the organizational level in relationship between managerial trust and emotional exhaustion.

All these emphasized results may be especially useful for supervisors and managers to improve and increase the level of managerial trust in an organization and to interpret employees' various/dangerous behaviors and understand the reasons behind them. They will also be beneficial to raise the awareness of employees and protect them against emotional burnout.

5. CONCLUSION and DISCUSSION

The main goal of this research is to examine the relationship between managerial trust and emotional exhaustion(burnout) with the contribution of counterproductive behaviors at the organizational level. In general perspective, as Maslach, et al. (1981) emphasized that burnout bring along lots of negative emotions such as madness, disappointment, fear, desperation, and so on. Now, that can be said that burnout reduces productivity and collapses personal energy, leaves people's feeling growingly helpless, hopeless, powerless, cynical, and offended. As Komala and Ganesh (2007) emphasized that burnout reduces the quality of service or work attention by starting its first output of emotional exhaustion (Gokcen Kapusuz and Çavuş, 2018). People emotionally, mentally, and physically reflect some situations that are faced in daily life. Burnout and burnout syndrome have recurrently been discussed by many researchers until today. It is a topic related to different subjects. Schaufeli, Maslach, and Marek (1993) studied on near-synonymous terms with burnout syndrome such as personality and personality traits, stress, depression, motivation, performance, job satisfaction... etc. Chuo (2003) reported the relationship between burnout and organizational commitment of employees. High scored emotional burnout is related to low scored organizational commitment as Chuo said.

As a result of that, customers dissatisfy the service quality and personal attitudes. This will also affect the competition and strengthen the other companies/competitors. On the other hand, it is known that managerial trust is a necessary prerequisite for preventing employee burnout and undesirable behaviors in work environment. (Gómez and Rosen, 2001). Besides, cognitive trust -which is related to the back ground information of managers about the their job and level of dedication to the work and organization, employees perspectives to their managers as they are skilled and suitable for the job- increases the qualities of work environment by creating detractive effect on anxiety and stress (Sağlam Arı and Tunçay, 2010). From this point of view, high level of cognitive trust will decrease the level of undesirable behaviors in organizations. Decreased undesirable behaviors level will contribute to decrease emotional exhaustion.

According to Schaufeli, et al. (2002), work engagement is also related to job burnout and burnout is perceived by scholars as an abrasion of work engagement. As Kim, et al. (2009: 96)

emphasized that “job demands lead to employee burnout by requiring substantial physical and/or psychological efforts. However, job resources such as social support, autonomy, and control coping, help reduce job demands, thereby helping to decrease the feeling of burnout”. According to Schaufeli and Bakker (2004)’s report, job resources can be determined as a positive indicator of work engagement and on the other hand, there is not a significant relationship between job demands and work engagement. Again, according to Kim, et al. (2009: 98) “engagement is the opposite concept of burnout”.

Negative and significant relationship between counterproductive behaviors and managerial trust was found this research and statistically significant and positive relationship was also found between emotional exhaustion and counterproductive behaviors at organizational level. The most important and theoretical contribution of the findings of this research may be that the relationship between managerial trust and emotional exhaustion in an organization is indirectly mediated by counterproductive behaviors at the organizational level. In this research, managerial trust does not directly affect emotional exhaustion level of employees in an organization but indirectly affects with the contribution of counterproductive behaviors at the organizational level. While counterproductive behaviors directly affects emotional exhaustion; indirectly mediates the relationship between managerial trust and emotional exhaustion as well. Practically, this relationship was examined among service sector employees. In other words, the relationship between these mentioned variables empirically tested and validated as hypothesized in both theory and practice. As Torun (1997) noted that intrafamilial communications will be the most effective solution to solve the problems and decrease the level of burnout. It can be said that people who do not have any social support physically and psychologically or emotionally isolate themselves from others. From this point, individuals first alienate themselves. Tevruz (1996) emphasized that having close and constant friends or living near the family give confidence and support and decrease the risk of burnout. As Glogow (1986), and Maslach and Goldberg (1998) emphasized that the ways to be able to cope with burnout at a personal level are: being informed about burnout, knowing oneself and determining individual needs, designating realistic aims and goals about work and work environment, having different hobbies, being informed about time management, taking some vacation to be able to relax... etc. To avoid or enhance the effects of burnout syndrome, organizations and managers should be supportive to the employees. Creating different groups at work with the purpose of social and organizational support, developing the importance of teamwork and organizational communication, exchanging of ideas to be able to find another solution for dealing stress and burnout will be the effective ways to prevent burnout. Organizations should believe in the importance of entrustment in an organization and organizational culture, goals, and aims should clearly explain to the workers. Besides all, essential legal regulations should also be actualized (Kaçmaz, 2005).

As in every study and research, this current study has some methodological limitations. The fact that the research was only limited to the hotel sector eliminated the chance to compare the analyses by sector. Furthermore, the research could be applied in all small and large scale hotels. Even hotel businesses in different cities could be included in the research. But, it is true that the findings of this research have interesting implications for organizations, managers and employees. Trusting relationships are important to develop for both parties –managers and employees. Higher levels of managerial trust will decrease emotional exhaustion of workers and

prevent the occurrence of counterproductive behaviors in an organization. Future researches should aim to eliminate these limitations.

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