JOBS

İşletme Bilimi Dergisi
The Journal of Business Science

Sakarya Üniversitesi / Sakarya University
İşletme Fakültesi / Sakarya Business School

i

İNDEKS BİLGİLERİ/ INDEXING INFORMATION

ii

İÇİNDEKİLER/*CONTENTS*

Yıl (Year) 2022 Cilt (Vol.) 10 Sayı (No) 3

Araştırma Makaleleri/Research Articles

iv

THE EFFECT OF PERSONALITY CHARACTERISTICS OF HEALTHCARE WORKERS ON THEIR PERCEPTIONS OF ORGANIZATIONAL SUPPORT AND ORGANIZATIONAL TRUST

The Effect of Personality Characteristics of Healthcare Workers on their Perceptions of Organizational Support and Organizational Trust

387

Dr. Öğr. Üyesi Tekin SANCAR

Iğdır Üniversitesi
tekin.sancar@igdir.edu.tr
ORCID: 0000-0002-5277-3449

Dr. Öğr. Üyesi Fuat YALMAN

Düzce Üniversitesi
fuatyalman@duzce.edu.tr
ORCID: 0000-0002-1041-1837

ABSTRACT

Aim: The main purpose of this study is to determine the effect of the personality characteristics of healthcare workers on their perceptions of organizational support and organizational trust.

Method: The population of the research consisted of the employees of the private hospital providing secondary care in three different regions in Istanbul. The convenience sampling method was preferred in the study. The data were collected using the online questionnaire technique. The total number of questionnaires that were evaluated and used in the data analysis is 510. SPSS 23 and AMOS 26 package programs were used to analyze the data. Descriptive statistics, multiple linear regression analysis, and structural equation modeling were applied to the data.

Findings: The findings obtained with the structural equation analysis showed that the construct validity of the model was provided. The direct causal effect of the personality traits of health workers on their perceptions of organizational support is positive, and the effect level is 0.122; On the other hand, it has been determined that the direct causal effect on organizational trust perceptions is positive, and the effect level is 0.225.

Results: According to the results obtained from the regression analysis, it is seen that the high level of extraversion, responsibility, and openness characteristics of health workers positively affected their perceptions of organizational support. Therefore, healthcare professionals who are more extrovert, adaptable, and responsible show higher organizational support and organizational trust. It is suggested that personality traits being compatible with the organization may have

The Effect of Personality Characteristics of Healthcare Workers on their Perceptions of Organizational Support and Organizational Trust

388

a positive effect on outputs such as employee performance, job satisfaction, commitment, and motivation, and the study should be expanded in this direction.
Keywords: Personality Characteristics, Organizational Support, Organizational Trust, Healthcare Workers

SAĞLIK ÇALIŞANLARININ KİŞİLİK ÖZELLİKLERİNİN ONLARIN ÖRGÜTSEL DESTEK VE ÖRGÜTSEL GÜVEN ALGILARI ÜZERİNDEKİ ETKİSİ

ÖZ

Amaç: Bu çalışmanın temel amacı, sağlık çalışanlarının kişilik özelliklerinin onların örgütsel destek ve örgütsel güven algıları üzerindeki etkisini tespit etmektir.

Yöntem: Araştırmanın evrenini İstanbul'da üç farklı bölgede ikinci basamak sağlık hizmeti sunan özel hastanenin çalışanları oluşturmuştur. Araştırmada kolayda örnekleme yöntemi tercih edilmiştir. Veriler internet üzerinden anket tekniği ile toplanmıştır. Değerlendirmeye alınan ve verilerin analizinde kullanılan toplam anket sayısı 510'dur. Verilerin analizinde SPSS 23 ve AMOS 26 paket programları kullanılmıştır. Betimleyici analizler, çoklu doğrusal regresyon analizi ve yapısal eşitlik modellemesi uygulanmıştır.

Bulgular: Yapısal eşitlik analizi ile elde edilen bulgular, modelin yapı geçerliliğinin sağlandığını göstermiştir. Sağlık çalışanlarının kişilik özelliklerinin örgütsel destek algılarına direk nedensel etkisinin pozitif yönlü ve etki düzeyinin 0.122 olduğu; örgütsel güven algılarına ise direk nedensel etkisi pozitif yönlü ve etki düzeyinin 0.225 olduğu tespit edilmiştir.

Sonuç: Regresyon analizinden elde edilen sonuçlara göre sağlık çalışanlarının dışadönüklük, sorumluluk ve açıklık özelliklerinin yüksek düzeyde seyretmesinin onların örgütsel destek algılarını olumlu şekilde etkilediği görülmüştür. Dolayısıyla daha fazla dışadönük, uyumlu ve sorumlu davranan sağlık çalışanları, daha yüksek örgütsel destek ve örgütsel güven düzeyi göstermektedirler. Kişilik özelliklerinin örgüte uyumlu olması çalışan performansı, iş memnuniyeti, bağlılık ve motivasyon gibi çıktılara olumlu etkisinin olabileceği ve çalışmanın bu yönde genişletilmesi gerektiği önerilmektedir.

Anahtar Kelimeler: Kişilik Özellikleri, Örgütsel Destek, Örgütsel Güven, Sağlık Çalışanları

I. INTRODUCTION

The increase in the positive perceptions of organizational support of the employees in an institution creates a positive perception and attitude toward that institution. As a matter of fact, the studies conducted indicate that one of the most important outcomes of employees' perceptions of organizational support is an increase in confidence in the organization

The Effect of Personality Characteristics of Healthcare Workers on their Perceptions of Organizational Support and Organizational Trust

389

(Dulac et al., 2008; DeConnick, 2010). In addition, as emphasized by the social change theory, individuals respond positively when approached with a positive attitude or behavior towards them and respond negatively when exposed to a negative attitude or behavior. Moreover, when the organization perceives that it is doing its part for its own benefit and cares about its own business, it can be expected that the employee will evaluate this as a positive situation and as a result, his trust in the same organization will increase (Blau, 1964).

Some of the important factors in the success of an organization are known to be perceived organizational support, organizational trust, and helping colleagues with whom they work (Podsakoff et al., 2000; Ehrhart et al., 2006). Furthermore, it is emphasized that organizational support behavior is more vital in cases where all activities in organizations significantly affect the basic goal (Dyne & LePine, 1998), and as this behavior develops among employees, positive results based on synergy in activities will be at a high level (Rotemberg, 1994).

Also, it has been stated that the concepts of low organizational trust and organizational support in hospitals affect job performance negatively, and this situation causes situations that can negatively affect organizational performance and managerial processes by hospital employees (Shouksmith, 1994). The fact that such a study has not been encountered before in health institutions providing health services adds originality to the study. Additionally, it is thought that the high level of positive personality traits of health workers will positively affect their perceptions of organizational support and organizational trust in terms of providing a basis for gaining positive personality traits. In addition, it is aimed that this study will be a pioneer in future studies that will be carried out by expanding its scope.

When the studies are examined, it has been found that there are many studies in which there is a strong and positive relationship between organizational support and organizational trust. Personality traits are a reflection of an individual's feelings, thoughts, and behaviors (Matthews et al., 2003). The behaviors and words that individual encounters while exhibiting his/her behaviors shape his/her psychology. The individual is a being who first perceives and then makes sense of what is happening around him. Therefore, perceptions of support and trust in organizations are a process that needs to be emphasized (Maan et al., 2020). In this process, the personality traits of individuals are important. Because no matter how events unfold, they will not have a different meaning other than the meaning

The Effect of Personality Characteristics of Healthcare Workers on their Perceptions of Organizational Support and Organizational Trust

390

that individuals give them. In this context, compatible individuals and non-neurotic individuals, or neurotic individuals and non-neurotic individuals, may have different perceptions and reactions. In this case, it can be said that personality traits play a role in determining the organizational support and organizational trust perceptions of individuals (Cabaros & Rodrigues, 2006).

Organizational trust and organizational support concepts have an essential keyword in health institutions. All health systems require highly motivated and motivated personnel. It is expected that health workers who trust the organization and have a high perception of organizational support will provide better and more qualified service. In the literature, there are studies on how individual facts such as organizational support and trust in the organization guide the behavior of helping colleagues; it is important to conduct studies examining how the personality characteristics of healthcare workers affect their perceptions of organizational support and organizational trust towards the institution they work for (Akalın, 2006; Rhoades & Eisenberger, 2002). The purpose of this study is to determine the effect of personality characteristics of healthcare workers on perceptions of organizational support and organizational trust.

II. LITERATURE REVIEW

2.1. The Five Factor Personality Model

Personality is a unique set of mental, emotional, and behavioral patterns that affect how an individual reacts to situations and interacts with other individuals (Robbins et al., 2013). Allport (1937) argued that the concept of 'personality' came from the Latin concept of 'persona' and that the actors in the Roman Theater wore masks on their faces to reflect the characteristics they represented and called these masks 'persona'. Personality is a set of features that distinguish individuals from other individuals and lead them to different action styles in different situations (Koç, 2012).

Studies on personality and personality characteristics gained a new dimension with the research of McCrea and Costa in the early 1980s. In previous times, researchers who examined the continuity and structure of personality with the factor analysis method; developed a three-factor personality model by adding the dimensions of "extraversion" and "emotional inconsistency" and later a new dimension called "openness to experience". However, McCrea and Costa, in their studies between 1983-1985, on personality characteristics, addressed personality in five dimensions by adding the expressions of "Compatibility" and "Responsibility" (İnanç, 2021). These were expressed as extraversion,

The Effect of Personality Characteristics of Healthcare Workers on their Perceptions of Organizational Support and Organizational Trust

391

responsibility, compliance, openness, and neuroticism. This model is also known as the "Five Factor Model", "Five-Dimensional Personality Approach" or "Big Five" (Zel, 2006).

Extraversion relates to an individual's comfort level in their relationships. Individuals with extroversion are social, self-confident, open to new relationships, able to communicate easily with others, assertive, determined, active, and more open to the outside world. Individuals with the dimension of responsibility are determined and success-oriented; they are reliable; they know their responsibilities; they do their work carefully in a planned and programmed manner, and they are always cautious and disciplined (Goldberg, 1992).

Compatibility, also known as amenability and compromise, is an individual's ability to have good relations with people in the community. They are compliant, gentle, kindhearted, understanding, cooperative, love to work with others, friendly, and have good intentions in their relationships with other individuals, their tolerance limits are quite wide, and they instill trust in the other party (Wiggins & Trapnell, 1997).

The openness feature is related to how cultured, artistic, imaginative, broad-minded, curious, original ideas, intelligent and intellectual individuals they are. Individuals who are open to development are individuals who are open to innovations, who can change as thoughts, and who have a wide range of related fields. In contrast, individuals are resistant to change, narrow-minded, and closed to new ideas (Madjaroski, 2018).

Neuroticism, on the other hand, is a quality related to whether individuals are angry, bored, emotional, anxious, optimistic, or pessimistic and their self-confidence levels. Neuroticism is also known as emotional consistency and emotional stability in the literature. The emotional inconsistency dimension reveals to what extent an individual feels comfortable, safe, and free from anxiety. Emotionally consistent individuals are balanced, calm, flexible, and comfortable in dealing with other individuals. Individuals with less emotional stability are more excited, they are anxious in their relationships with other individuals, and their moods can change very rapidly (Goldberg, 1992; Wiggins & Trapnell, 1997).

2.2. The Relationship Between Organizational Support and Organizational Trust

Perception of organizational support means "beliefs about the extent to which the organization values employees 'contributions and cares about

The Effect of Personality Characteristics of Healthcare Workers on their Perceptions of Organizational Support and Organizational Trust

392

their well-being" (Eisenberger et al., 1986), and the central structure in organizational support theory means that perceived organizational support means that employees' work organizations value their contribution and that It refers to the degree to which they believe they care about their well-being (Eisenberger et al., 1986; Rhoades & Eisenberger 2002). Organizational support theory assumes that the organization develops global beliefs about the extent to which it values employees' contributions and well-being in rewarding increased work effort and meeting socio-emotional needs (Shore & Shore, 1995). According to the perceived self-support theory, the development of organizational support is also encouraged by the tendency of employees to assign humanitarian characteristics to the organization (Eisenberger et al., 1986).

Healthcare professionals need the concepts of organizational trust and organizational support more because they frequently encounter vital problems such as injury and death in their work environment, and because work environments contain high levels of stress and include factors that threaten human life compared to other work environments. When the studies in the literature and conducted with healthcare professionals are examined, Mert Şencan (2016) found the average of the five-factor personality traits of extraversion, responsibility, openness to innovation, and adaptability at high levels, while the average of the emotional stability dimension was moderate. The results of this study and the results of Mert Şencan (2016)'s study partially support each other. In another study, the average of the five factor personality traits of healthcare professionals was found to be moderate. In contrast, the average of the emotional stability dimension was found to be lower than the other dimensions (Özdemir, 2019). The results of this study also partially support the research results. Because in this study, the average score of the emotional stability (neuroticism) dimension was lower than the other dimensions. The fact that the average score of the emotional stability (neuroticism) dimension is lower than the other dimensions reveals that health professionals may experience emotional fluctuations due to the nature of their work (Ünal et al., 2021).

Based on the perceived organizational support theory, it was stated that three general perceived positive treatment patterns (justice, executive support, and organizational rewards) received from the organization significantly affect organizational support (Rhoades & Eisenberger, 2002). Perceived organizational support also affects socio-emotional needs; It was emphasized that this in turn, adds more identification and commitment to the organization and its employees, further increases the desire to help the organization succeed, and adds more psychological prosperity (Kurtessis et

The Effect of Personality Characteristics of Healthcare Workers on their Perceptions of Organizational Support and Organizational Trust

393

al., 2017). In addition, if the organization cares about the interests and welfare of the employees, valuing their efforts and contributions, rewarding their superior performance, and supporting them in various aspects such as a fair salary. It has been observed that this situation has developed the belief that employees should make more effort to achieve organizational goals and increase their emotional commitment (Eisenberger et al., 1986).

Perceived organizational trust is defined as a person's general belief and trust in the qualities and abilities of certain others (such as colleagues, groups, management) in an organization, and the desire to be dependent and inclined to them, and is seen as an important element in creating a successful organization (Tanner, 2007). Organizational trust is also defined as a psychological state by providing feedback on how employees perceive problems in situations where the organization is in danger, and it has been stated that this situation means general guidance and awareness of the reliability of the organization (Li et al., 2012).

At the same time, it has been stated that perceived organizational trust is one of the essential components of organizational success, and organizations have a significant advantage thanks to organizational support (Nikolaou et al., 2011). It has been found that organizational trust in the work environment is associated with higher organizational performance and competitiveness (Vineburgh, 2010). In addition, it has been observed that employees with a high level of organizational trust exhibit more accountable, productive, and organizational behaviors than others (Chen et al., 2015). On the other hand, it has been emphasized that perceived organizational trust behavior increases the job satisfaction, organizational commitment, and productivity of employees and also encourages cooperation, centralization of problems, effective communication, and information sharing (Elewa & Aly El Banan, 2019).

In order to ensure efficiency and effectiveness in organizations, the right person must be placed in the right job. For this, considering the personality traits of the existing personnel and the personnel to be recruited will contribute to ensuring both person-organization harmony and person-job harmony. Although organizational support, organizational trust, and five-factor personality traits have been examined in different areas and in various combinations, it can be said that this study is an original study since there has not been any study that investigated these three concepts together and the effects of personality traits on these two variables. It is thought that the obtained data will be beneficial, especially to managers, employees, and

The Effect of Personality Characteristics of Healthcare Workers on their Perceptions of Organizational Support and Organizational Trust

394

academicians in the health sector. Therefore, our hypothesis we tested is as follows:

H₁: Personality characteristics of healthcare workers affect their perceptions of organizational support.

H₂: Personality characteristics of healthcare workers affect their perceptions of organizational trust.

III. METHOD

3.1. Ethics Approval

This research was carried out with the ethical approval of University Scientific Research and Publication Ethics Committee (Date: 11.02.2021, decision no: 2021/39).

3.2. Participants

Data collection was carried out by a hospital-based survey at the private hospital providing secondary care in three different regions in Istanbul. The population consisted of 6.000 healthcare workers from these private hospitals. The random sampling method was used because it is easily accessible. Participants were required to have an internet connection to participate voluntarily in an online questionnaire. A total of 510 healthcare workers took part in the research. Of the total sample, 41.2% were women (n=210), and 58.8% were men (n=300). From previous studies on this subject, the standard deviation was determined as 0.6, and the margin of error was 0.0588. In the study, the sample size at the 0.05 significance level; by using the values N=496000, α=0.05, σ=0.51, $Z_{0.05/2}$=1.96, d=0.0588,

$$n = \frac{N \cdot \sigma^2 \cdot Z_{\alpha/2}^2}{d^2(N-1) + \sigma^2 \cdot Z_{\alpha/2}^2} = \frac{496000 \cdot (0,6)^2 \cdot (1,96)^2}{(0,0588)^2(5000-1) + (0,6)^2 \cdot (1,96)^2} \cong 400 \quad \text{found.}$$

3.3. Research Design and Procedure

The hospital-based cross-sectional study design was used at private hospitals in Istanbul. The study was conducted in a private hospital providing secondary care in three different regions in Istanbul, Turkey. The study began on February 20, 2021, during the second peak of the COVID-19 outbreak, and weekly online survey techniques via google forms data were collected from participants during the COVID-19 outbreak in Turkey. This study was a prospective cross-sectional survey conducted online through a structured questionnaire from February 20 to April 20, 2021. Online consent was received from all the participants.

3.4. Measurements of Variables

We applied the Turkish version of 44 items 5-point Likert-type "Five Factor Personality Inventory" (the Big Five Inventory) scale (John et al., 1991; Horzum et al., 2017). The scale originally consists of five dimensions and 44 items. The measuring tool has been found to provide high reliability for the study sample (α=0.887). Afterward, we applied the Turkish version of a 12 items Likert-type perceived organizational support scale (Eisenberger, 1986). The measuring tool has been found to provide high reliability for the study sample (α=0.923). And then, We applied the Turkish version of a 4 item Likert-type perceived organizational trust scale (Nyhan & Marlowe, 1997). The measuring tool has been found to provide high reliability for the study sample (α=0.676).

In the first stage, permission was requested from the researchers who developed the original scales for the adaptation process, and their approval was obtained. The scales were translated into Turkish separately by 3 experts who know both the language of the original scale and the Turkish language very well. In the second stage, the translations made by the authors and the translation group consisting of experts were compared. While making the comparison, each item was examined to determine whether the translations were appropriate in terms of the intended meaning. The third stage is the provision of the previous stage. At this stage, the scales translated into Turkish were given to a group of 3-5 people who are experts in the language of the original scale and independent from the experts in the second stage, and these experts were asked to translate the scales from Turkish back to the original language. Later, the original expression of each item was compared one-to-one with the expression resulting from this translation. With the translation in the third stage, it was seen that the original scale was appropriate.

3.5. Data Analysis

All statistical analyses were performed using IBM SPSS 23 ve AMOS 26. We performed frequency and percentage analysis for reporting the demographic data of the participants. Additionally, multiple linear regression analysis was performed to determine whether personality characteristics have a statistically significant effect on the perception of organizational support and organizational trust and to reveal the effect levels. Then, path analyses, using structural equation modeling (SEM) in AMOS 24, were performed to assess different latent structure models of the impact of personality characteristics of healthcare workers on their

The Effect of Personality Characteristics of Healthcare Workers on their Perceptions of Organizational Support and Organizational Trust

395

The Effect of Personality Characteristics of Healthcare Workers on their Perceptions of Organizational Support and Organizational Trust

396

perceptions of organizational support and organizational trust. Examined models were based on the results from previous research on factor structures of the impact of personality characteristics of healthcare workers on their perceptions of organizational support and organizational trust. Criteria for determining structural equation modeling analysis model fit and measurement invariance were based on conventional standards (Munro, 2005; Brown, 2015; Byrne, 2016). Specifically, adequate model fit for a confirmatory factor analysis model was defined by a chi-square/df value < 5, Root Mean Square Error of Approximation (RMSEA) value ≤ 0.10, Comparative Fit Index (CFI) ≥ 0.90, Incremental Fit Index (IFI) values ≥ 0.90, Tucker Lewis index (TLI) values ≥ 0.90, Goodness of Fit Index (GFI) values ≥ 0.85 and Standardised Root Meansquared Residual (SRMR) ≤ 0.08 (Munro, 2005; Brown, 2015; Byrne, 2016).

IV. RESULTS

4.1. Demographic Findings

A total of 510 participants' responses were considered for analysis of this study. Table 1 shows the mean, standard deviation, variance, and reliability coefficients regarding personality characteristics perceived organizational support and perceived organizational trust. It can be seen that 58.8% of males and 41.2% of females were the respondents for this study, and 42.5% were 36 to 45 age. Most participants were married (87.6%). Most respondents were nurses (37.8%), and other occupations such as doctors, health technicians, technical staff, patient consultants, health officers, and healthcare managers accounted for 18.2%, 10.2%, 8%, 7.3%, 6.9%, and 6.1%, respectively.

4.2. Descriptive Statistics

Descriptive statistics about the obtained variables were examined. Information on means, standard deviations, variance values, and reliability coefficients of each variable is presented in the table below (Table 1).

Table 1. Descriptive Statistics on Factors

Constructions	Factors	Mean	Std. Deviation	Variance	Reliability Coefficient
Personality Characteristics	Extraversion	4.1961	0.78341	0.614	0.613
	Agreeableness	4.2804	0.74815	0.56	0.691
	Conscientiousness	4.1627	0.81186	0.659	0.656
	Neuroticism	4.0294	0.86012	0.74	0.755
	Openness	4.0882	0.83517	0.698	0.789

The Effect of Personality Characteristics of Healthcare Workers on their Perceptions of Organizational Support and Organizational Trust

397

Table 1. Continued

Constructions	Factors	Mean	Std. Deviation	Variance	Reliability Coefficient
Perceived Organizational Support (POS)	Perceived Organizational Support	3.1146	0.79731	0.636	0.923
Perceived Organizational Trust (POS)	Perceived Organizational Trust	4.1248	0.74161	0.55	0.676

When the table is examined, it is seen that the personality trait of agreeableness has the highest average (Mean: 4,2804). Furthermore, reliability coefficients higher than 0.60 indicate that the scales used in the research are reliable.

4.3. Findings Related to Multiple Linear Regression Analysis

Within the framework of causality, the effect of personality characteristics on the perception of organizational support was first examined. Table 2 shows the results related to the effect of personality characteristics factors on the perception of organizational support.

Table 2. Personality Characteristics – Perceived Organizational Support

Variables	B	Standard Error	β	t	p	Tol.	VIF
(Constant)	1.656	0.168	-	9.85	0	-	-
Extraversion	0.208	0.067	0.218	3.098	**0.002**	0.344	2.904
Agreeableness	-0.065	0.071	-0.063	-0.909	0.364	0.358	2.795
Conscientiousness	0.136	0.069	0.132	1.977	**0.049**	0.381	2.627
Neuroticism	0.096	0.079	0.089	1.202	0.23	0.312	3.21
Openness	0.223	0.073	0.207	3.076	**0.002**	0.375	2.665
Dependent variable: **Perceived Organizational Support**							
R: 0.527	R^2: 0.278	F(3.555): 32.636	p:0.000				

It can be interpreted that there is no multicollinearity between the independent variables since there is no value higher than 10 among VIF values and less than 0.20 among tolerance values. On the other hand, the personality characteristics sub-dimensions together give a moderate and significant relationship with the perception of organizational support (R: ,527, R^2: ,278, p: ,000) and approximately 28% of the total variance in the perception of organizational support. When the t-test results regarding the significance of the regression coefficients are analyzed, the personality characteristics of extraversion, conscientiousness, and openness have a significant effect on the perception of organizational support. Table 2 shows the results related to the effect of personality characteristics factors on the perception of organizational trust.

The Effect of Personality Characteristics of Healthcare Workers on their Perceptions of Organizational Support and Organizational Trust

398

Table 3. Personality Characteristics – Perceived Organizational Trust

Variables	B	Standard Error	β β	tt	pp	Tol.	VIF
(Constant)	1.414	0.157	-	8.984	0	-	-
Extraversion	0.288	0.063	0.301	4.59	**0.001**	0.344	2.904
Agreeableness	0.212	0.067	0.204	3.174	**0.002**	0.358	2.795
Conscientiousness	0.131	0.065	0.127	2.033	**0.043**	0.381	2.627
Neuroticism	-0.009	0.074	0.008	-0.12	0.905	0.312	3.21
Openness	0.073	0.068	0.068	1.08	0.281	0.375	2.665

Dependent variable: **Perceived Organizational Trust**
R: 0,609   R²: 0,371   F(3, 555): 50.042   p:0,000

It can be interpreted that there is no multicollinearity between the independent variables since there is no value higher than 10 among VIF values and less than 0.20 among tolerance values. On the other hand, the personality characteristics sub-dimensions together give a moderate and significant relationship with the perception of organizational trust (R: ,609, R²: ,371, p: ,000) and explain 37% of the total variance in the perception of organizational trust. When the t-test results regarding the significance of the regression coefficients are analyzed, the personality characteristics of extraversion, agreeableness, and conscientiousness have a significant effect on the perception of organizational trust.

4.4. The Model Fit Measures

A total of 60 questions in this study constitute three latent variables. From the 60 questions, 2 items were removed because of poor communality extraction; finally, a total of 58 items/questions are taken into consideration to proceed further. The model fit was tested by different model fit indicators, which are given in Table 4.

Table 4. Model Fit Measures

Measure	Estimate	Threshold	Interpretation
CMIN/DF	2.476	Between 1 and 5	Acceptable range
CFI	0.949	≥ 0.90	Within range
GFI	0.926	≥ 0.85	Within range
RMSEA	0.054	≤ 0.10	Within range
RMR	0.045	<0.08	Within range
TLI	0.941	≥ 0.90	Within range
IFI	0.949	≥ 0.90	Within range
NFI	0.917	≥ 0.90	Within range

From Table 4, it can be summarized that this study's questions/items of the latent variables pass through all the major model fit indicators suggested by Munro (2005), Brown (2015), and Byrne (2016).

4.5. The Results of the Measurement Model

It was assumed that the reasoning between the variables in the research model could be explained. Path analysis was performed to test the

validity of the scales used, and the structure of all scales was verified. Since validity and reliability analyzes were performed before the scale forms were used in the research, explanatory factor analysis was not required, and path analysis was performed. Figure 1 shows the path analysis results and model fit for the variables of personality characteristics, perception of organizational support, and perception of organizational trust.

The Effect of Personality Characteristics of Healthcare Workers on their Perceptions of Organizational Support and Organizational Trust

399
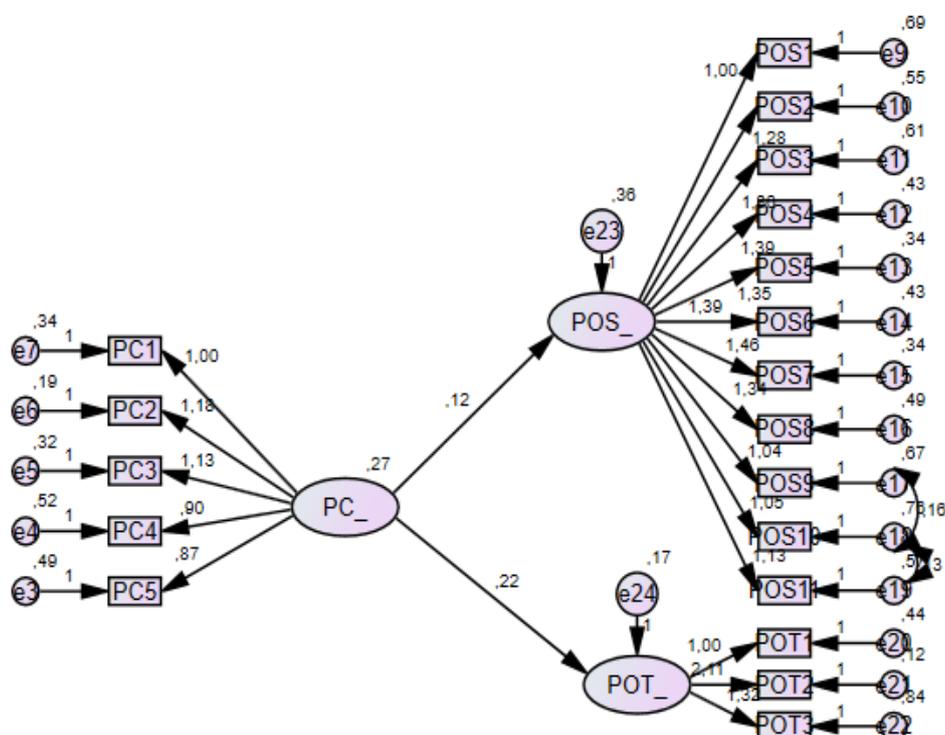
Figure 1. The Results of the Full Model

Note: PC: Personality Characteristics; POS: Perception of Organizational Support; POT: Perception of Organizational Trust

The results for measuring the reliability and validity of the measurement model are illustrated in table 5. Table 5 provides various measures of the measurement model. From the following table, it is seen that all three values of Cronbach's α is well above the minimum criteria (>0.80). Finally, for average variance extracted (AVE) and construct reliability (CR), Fornell and Larcker (41) stated that AVE values below 0.50 can be accepted if the CR value is above 0.70. Table 5 represents that the reliability and validity of the constructs applied in this study met the criteria.

The Effect of Personality Characteristics of Healthcare Workers on their Perceptions of Organizational Support and Organizational Trust

400

Table 5. The Items' Estimate and the Constructs' Cronbach's α, AVEs, and CRs.

Constructs	Items	Estimate	Cronbach's α	Average Variance Extracted (AVE)	Construct Reliability (CR)
Personality Characteristics (PC)	PC5	0.542	0.887	.577	0.83
	PC4	0.541			
	PC3	0.721			
	PC2	0.816			
	PC1	0.661			
Perceived Organizational Support (POS)	POS1	0.590	0.923	.646	0.85
	POS2	0.725			
	POS3	0.725			
	POS4	0.792			
	POS5	0.815			
	POS6	0.789			
	POS7	0.836			
	POS8	0.759			
	POS9	0.611			
	POS10	0.589			
	POS11	0.673			
Perceived Organizational Trust (POT)	POT1	0.541	0.676	.401	0.88
	POT2	0.932			
	POT3	0.522			

Since the CR values are greater than 0.7, the factors have high construct reliability. The fit values were examined to show that the data fit the model well. Table 6 shows the results of the structural model.

Table 6. The Result of the Structural Model

Hypothesis	Paths	Estimate	S.E.	C.R.	P	Result
Effect of Personality Characteristics on Perceptions of Organizational Support						
H_1	POS <---- PC	0.122	0.06	2.039	0.041	H_1 supported
Effect of Personality Characteristics on Perceptions of Organizational Trust						
H_2	POT <--- PC	0.225	0.05	4.456	***	H_2 supported

The obtained fit values show that the model fit is achieved. There is a positive impact of personality characteristics of healthcare workers on their perceptions of organizational support and organizational trust. The personality characteristics has a direct impact on perceptions of organizational support and organizational trust.

From the result, it is found that with a direct effect of personality characteristics, there is a significant impact established on the perception of organizational support. Thus, H_1 is statistically supported. Therefore, there is a significant impact established on the perception of organizational trust. Thus, H_2 is statistically supported.

İşletme Bilimi Dergisi (JOBS), 2022; 10(3): 387-406. DOI: 10.22139/jobs.1163371

The Effect of
Personality
Characteristics of
Healthcare
Workers on their
Perceptions of
Organizational
Support and
Organizational
Trust

401

V. DISCUSSION AND CONCLUSION

Since the health sector is the sector that consumes a large part of the country's resources and serious investments are made in terms of technology, it has been decided to carry out the field study in the field of health. In this sense, the main purpose of this study is to determine the effect of the personality characteristics of healthcare workers on their perceptions of organizational support and organizational trust. In this context, first of all, a basic literature review regarding the variables discussed in the study was conducted. Hospital-based cross-sectional research design was used in the study. Then, the employees of a private hospital that provides secondary health services at international standards in three different regions in Istanbul were reached. Finally, the hypotheses were tested, the findings and results were conveyed, and suggestions were made for future studies and practitioners.

In this study, hypotheses were tested within the framework of the main purpose. The main purpose is to determine the effect of the personality characteristics of healthcare workers on their perceptions of organizational support and organizational trust. Structural equation modeling and reliability analysis were performed on the variables discussed in the study in order to determine the causal relationships between the variables and to reveal whether the theoretical model is supported by the data. According to the findings, it was seen that all the variables discussed in the study had acceptable fit indices. In the reliability analysis made for all variables, it was determined that the reliability values of the perception of organizational support, perception of organizational trust, and personality characteristics scale had high reliability.

According to the results obtained from the regression analysis, it was seen that the increase in the extraversion, responsibility, and openness characteristics of health workers positively affected their perceptions of organizational support. At the same time, it has been seen that the increase in extraversion, agreeableness, and conscientiousness characteristics of healthcare professionals positively affects their organizational trust perceptions. In this case, the perceived organizational support levels of highly extroverted, conscientious, and open individuals increase more. On the other hand, the perceived organizational trust levels of highly extroverted, agreeable, and conscientious individuals increase more.

The personality characteristics of individuals are a variable that affects the level of trust. When the studies on personality characteristics are

The Effect of Personality Characteristics of Healthcare Workers on their Perceptions of Organizational Support and Organizational Trust

402

examined, it is discovered that people with high agreeableness are more likely to work in groups (Hsu et al., 2011), and openness is an important feature in jobs that require creativity (Minbashian et al., 2013), and extraversion has a significant effect on trust (Bergman et al., 2010), while individuals with high neuroticism have less confidence in others and less collaborative with others (Karkoulian & Osman, 2009). According to the findings obtained from the current study, individuals who have high extroversion, conscientiousness, and openness characteristics are important in terms of creating a positive perception of organizational support. As a result, as the extrovert, conscientious, and openness levels of the employees decrease, the perceptions of organizational support tend to increase. At the same time, individuals with high extraversion, adaptability, and responsibility characteristics are important in terms of creating a positive perception of organizational trust. As a result, as the extroversion, agreeableness, and responsibility levels of employees increase, their perceptions of organizational support tend to increase. For this reason, in order to determine the organizational support and organizational trust levels of employees in organizations, it is useful to determine their personality characteristics. As a result, it can be said that organizational support and organizational trust are affected by the personality characteristics of the individual.

As a result, as the trust and support of healthcare professionals in the institution they work for increases, they can contribute to the institution's efficiency by reaching higher quality patient care outcomes. In addition, knowing the personality characteristics of people working at various levels in organizations can be beneficial for both the institution and the employees. Because if personality characteristics are taken into consideration while selecting personnel for various positions, the right person will be placed in the right staff and the right job. At the same time, person-job fit and person-organization fit can be achieved if personality tests are performed on employees, and result-oriented outcomes such as employee performance, job satisfaction, commitment, and motivation may be more likely to increase. Personality tests are not generally applied in the recruitment of health personnel in public and private hospitals in our country.

According to the results obtained from the regression analysis, it is seen that the high level of extraversion, responsibility, and openness characteristics of health workers positively affected their perceptions of organizational support. Therefore, healthcare professionals who are more extroverted, adaptable, and responsible show higher organizational support and organizational trust. It is suggested that personality traits being

The Effect of Personality Characteristics of Healthcare Workers on their Perceptions of Organizational Support and Organizational Trust

403

compatible with the organization may have a positive effect on outputs such as employee performance, job satisfaction, commitment, and motivation, and the study should be expanded in this direction. Furthermore, in the research, organizational support has a positive contribution to the organizational trust. In this case, it is suggested that future researchers look at the mediating effect of organizational support on the effect of personality traits on organizational trust.

ARTICLE INFORMATION FORM

Author Contributions:

Idea / Concept: Tekin SANCAR

Research Design: Fuat YALMAN

Article Writing: Fuat YALMAN and Tekin SANCAR

Data Collection: Fuat YALMAN and Tekin SANCAR

Analysis: Fuat YALMAN and Tekin SANCAR

Critical Reading: Fuat YALMAN and Tekin SANCAR

Conflict of Interest Statement

No grants were received from any public, private or non-profit sectors for this research.

REFERENCES

Akalın, Ç. (2006). *Duygusal örgütsel bağlılık gelişiminde çalışanların algıladığı örgütsel destek ve ara değişken olarak örgüt temelli öz-saygı.* Yayınlanmamış Yüksek Lisans Tezi. Hacettepe Üniversitesi Sosyal Bilimler Enstitüsü, Ankara.

Allport G. W. (1937). *Personality: a psychological interpretation*. Oxford. England: Holt.

Bergman, J. Z., Small, E. E., Bergman, S. M., & Rentsch, J. R. (2010). Asymmetry in perceptions of trustworthiness: It's not you; It's me. *Negotiation and Conflict Management Research, 3,* 379-399.

Blau, P. (1964). *Exchange and Power in Social Life*. New York: John Wiley and Sons.

Brown, T. A. (2015). *Confirmatory factor analysis for applied research (2nd Edition).* New York: Guilford Press.

Byrne, B. M. (2016). *Structural equation modeling with AMOS: Basic concepts, applications, and programming (3rd Edition).* Lawrence Erlbaum Associates.

The Effect of Personality Characteristics of Healthcare Workers on their Perceptions of Organizational Support and Organizational Trust

404

Cabaros, M. A., & Rodrigues, P. V. (2006). Psychological harassment in the spanish public university system. *Academy of Health Care Management Journal, 2*, 21-39.

Chen, S. Y., Wu, W. C., Chang, C. S., Lin, C. T., Kung, J. Y., Weng, H. C., Lin, Y.-T., & Lee, S. I. (2015). Organizational justice, trust, and identification and their effects on organizational commitment in hospital nursing staff. *BMC Health Services Research, 15*(1). DOI: 10.1186/s12913-015-1016-8.

DeConnick, J. B. (2010). The effect of organizational justice, perceived organizational support, and perceived supervisor support on marketing employees' level of trust. *Journal of Business Research, 63*, 1349-1355.

Dulac T., Coyle-Sharpiro, J. A. M., Henderson, D. J., & Wayne S. J. (2008). Not all responses to breach are the same: the interconnection of social exchange and psychological contract processes in organizations. *Academy of Management Journal, 51*(6), 1079–1098.

Dyne, L.V., & LePine, J. A. (1998). Helping and voice extra-role behaviors: evidence of construct and predictive validity. *The Academy of Management Journal, 41*(1), 108-119.

Ehrhart, M. G., Bliese, P. D., & Thomas, J. L. (2006). Unit-level OCB and unit effectiveness: examining the incremental effect of helping behavior. *Human Performance, 19*(2), 159-173.

Eiserberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology, 71*(3), 500-507.

Elewa, A. H., & Aly El Banan, S. H. (2019). Organizational culture, organizational trust and workplace bullying among staff nurses at public and private hospitals. *International Journal of Nursing Didactics, 9*(4), 10-20.

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research, 48*, 39-50.

Goldberg, L. R. (1992). The development of markers for the big-five factor structure. *Psychological Assessment, 4*(1), 26-42.

Horzum, M. B., Ayas, T., Padır, M. A. (2017). Beş faktör kişilik ölçeğinin türk kültürüne uyarlanması. *Sakarya University Journal of Education, 7*(2), 398-408.

Hsu, B. F., Wu, W. L., & Yeh, R. S. (2011). Team personality composition, affective ties and knowledge sharing: a team-level analysis. *International Journal of Technology Management, 53*(2/3/4), 331-351.

İnanç, B. Y. (2011). *Kişilik Kuramları*. Ankara: Pegem Akademi Yayıncılık.

John, O. P., Donahue, E. M., & Kentle, R. L. (1991). *The big five inventory--versions 4a and 5a*. University of California: Berkeley.

Karkoulian, S., & Osman, Y. (2009). *Prediction of knowledge sharing from big five personality traits via ınterpersonal trust: an empirical ınvestigation*. (p. 177-183).

The Effect of Personality Characteristics of Healthcare Workers on their Perceptions of Organizational Support and Organizational Trust

405

Intellectual Capital, Knowledge Management ve Organisational Learning Konferansında sunuldu. School of Information Studies, McGill University, Montreal Kanada.

Koç, E. (2012). *Tüketici Davranışı ve Pazarlama Stratejileri*. Ankara: Seçkin Yayıncılık.

Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L. C., Stewart, K. A., & Adis, C. S. (2017). Perceived organizational support: a meta-analytic evaluation of organizational support theory. *Journal of Management, 43*(6), 1854-1884.

Li, P. P., Bai, Y., & Xi, Y. (2012). The contextual antecedents of organizational trust: a multidimensional cross-level analysis. *Management and Organization Review, 8*(2), 371-396.

Maan, A.T., Abid, G., Butt, T.H., & Ashfaq, F. (2020). Perceived organizational support and job satisfaction: a moderated mediation model of proactive personality and psychological empowerment. *Futur Bus J 6, 21*. https://doi.org/10.1186/s43093-020-00027-8.

Madjaroski, G. (2018). *The influence of big five personality traits on dual-process cognitive information processing styles in medical decision-making*. Master's Thesis. Lunds University Department of Psychology, Lunds.

Matthews, G., Deary, I. J., & Whiteman, M. C. (2003). *Personality traits.* Cambridge, UK: Cambridge University Press.

Mert Şencan, M. N. (2016). Beş faktör kişilik özellikleri ile işkolizm arasındaki ilişkinin incelenmesi: kamu sektöründe çalışanlar üzerinde bir araştırma. *MANAS Sosyal Araştırmalar Dergisi, 5*(3), 229-246.

Minbashian, A., Earl, J., & Bright, J. E. H. (2013). Openness to experience as a predictor of job performance trajectories. *Applied Psychology: An International Review, 62*(1), 1–12.

Munro, B. H. (2005). *Statistical Methods For Health Care Research (5th edition).* Philadelphia: Lippincott Williams & Wilkins.

Nikolaou, I., Vakola, M., & Bouradas, D. (2011). The role of silence on employees attitudes "the day after" a merger. *Personnel Review, 40*(6), 723-741.

Nyhan, R. C., & Marlowe, H. A. (1997). Development and psychometric properties of the organizational trust inventory. *Evaluation Review, 21*(5), 614-635.

Özdemir, A. (2019). *Şiddete maruz kalma durumunun beş faktör kişilik özelliği ve duygusal zekâ boyutu ile 112 çalışanları üzerinde değerlendirilmesi.* (Yayınlanmamış Yüksek Lisans Tezi). Selçuk Üniversitesi, Konya.

Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: a critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management, 26*, 513-563.

The Effect of Personality Characteristics of Healthcare Workers on their Perceptions of Organizational Support and Organizational Trust

406

Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: a review of the literature. *Journal of Applied Psychology, 87*(4), 698-714.

Robbins, S. P., Decenzo, D. A., & Coulter, M. (2013). Fundamentals of Management 8e. Adem Öğüt (Ed.), *Yönetimin Esasları*. Ankara: Nobel Yayınları.

Rotemberg, J. J. (1994). Human relation in the workplace. *Journal of Political Economy, 102*(4), 684-717.

Shore, L. M., & Shore, T. H. (1995). Perceived organizational support and organizational justice. R. S. Cropanzano ve K. M. Kacmar (Eds.), *Organizational Politics, Justice, and Support: Managing the Social Climate of the Workplace* içinde (149-164). Westport, CT: Quorum.

Shouksmith, G. (1994). Variables related to organizational commitment ın health professionals. *Psychology Report, 74*(3).

Tanner, B. M. (2007). Analysis of the relationships among job satisfaction, organizational trust, and organizational commitment in an acute care hospital. Doktora Tezi. Faculty of Saybrook Graduate School and Research Center, Pasedena.

Ünal, Ö., Akbolat, M., & Palan, G. (2021). Sağlık çalışanlarının beş faktör kişilik özellikleri ile şiddete maruz kalma ve şiddet görme korkusu arasındaki ilişki. *Hacettepe Sağlık İdaresi Dergisi, 24*(1), 1-14.

Vineburgh, J. H. (2010). *A study of organizational trust and related variables among faculty members at HBCUs.* Doktora Tezi, Iowa Üniversitesi, Iowa.

Wiggins, J. S., & Trapnell, P. D. (1997). Personality Structure: The Return of the Big Five A2 - Hogan, Robert. In J. Johnson & S. Briggs (Eds.), *Handbook of Personality Psychology*. San Diego: Academic Press, 737-765.

Zel, U. (2006). *Kişilik ve Liderlik. 2. Basım*. Ankara: Nobel Yayıncılık.