



THE EFFECT OF HEALTHCARE PROFESSIONALS' PERCEPTIONS OF EMOTIONAL COMMITMENT AND ORGANIZATIONAL TRUST ON THE LEVEL OF TASK PERFORMANCE

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ABSTRACT

Purpose- This study aims to investigate the effect of healthcare workers' emotional commitment on performance through organizational trust.

Methodology- To examine the relationship between dependent and independent variables, data were collected through questionnaires with 420 health workers working in various hospitals. The collected data were analyzed with statistical methods used in social sciences.

Findings- As a result of data analysis, it has been proven that continuance commitment and normative commitment have a positive effect on organizational trust. While continuance commitment had a positive effect on performance, normative commitment did not have a positive effect on performance. It has been observed that organizational trust has a positive effect on performance. While the partial mediating effect of continuance commitment on performance through an organizational trust has been proven, No positive effect of normative commitment on performance through the organizational trust was observed.

Conclusion- This study shows that the emotional commitment of health workers, which is extremely important for health businesses, can increase their performance through organizational trust. This model can be a role model for other healthcare organizations and fills a research gap by providing an experimental study of repeated hospital management.

Keywords: Emotional commitment, organizational trust, performance, health worker, hospital management

JEL Codes: M10, M11, M12

1. INTRODUCTION

In the strong competitive environment and in the business world where changes are experienced rapidly, organizations are constantly developing new strategies to maintain their continuity in uncertain environmental conditions. The health sector, which is one of the most important sectors of the service sector and contributes to the protection and development of the health of society, has an important place in the economy. Managers in health institutions have a significant impact on employees, and qualified and experienced personnel are needed to provide a competitive advantage (Küsbeci, 2022). It is easier for businesses that care about their employees to reach their goals and objectives (Boz et al., 2021). Employees' loyalty to their organizations, their trust in their organization, their managers, and their colleagues are the prerequisites for having good feelings towards the work itself and the workplace. There is no real commitment to an organization that cannot be trusted. Bonding, cooperation, and sharing between employees depend on organizational trust and organizational commitment (OC). Organizations with high organizational commitment (OC) and organizational trust (OT) perform better than other organizations.

The literature considers the most valuable asset that businesses have as "employees". What is very popular today is fierce competition, productivity, and employee performance. The most important factor affecting these is an emotional attachment to the business (Çankır, 2019). Organizational commitment (OC) is the adoption of the goals and objectives of the business

by the employees, seeing this place as if it is their family and accepting it as a member of this family. People who are emotionally attached to the organization choose to stay in the organization for a long time and contribute to the organization. If his organizational commitment (OC) is low, he sees this place as a step for his personal development and leaves when he finds the first opportunity (Güney and Turan, 2021). Businesses need to keep the level of organizational commitment (OC) high to prevent employees from leaving the organization and wasting resources.

Today, businesses affected by the changes in social and economic values have difficulties in keeping trust at the same level and building organizational trust (OT) (Saygın and Atalay, 2021). Organizational trust (OT) expresses both the trust in individuals and the trust in the organization as a whole (Vanhala et al., 2016). Organizational trust (OT) is needed for effective communication and cooperation among employees in the process of organizational interaction. It facilitates organizational commitment (OC) based on organizational trust (OT) (Guler and Diken, 2019).

The achievement of the goals and objectives of the enterprises is closely related to employee performance (EP). The concept of performance is multidimensional and the continuity and success of enterprises are evaluated together with performance (Bayar, 2020). Employee performance (EP) on the other hand, is a concept used when the concept of performance is examined by the employee (Audenaert et al., 2021). Task performance includes contributing to tasks in the production, sale, or management of a good or service. Business performance cannot be increased without increasing employee performance (EP). Measurements should be made at regular intervals to learn the effect of performance (Chien et al., 2020). At the end of this measurement, the factors affecting the performance of the employees should be determined and necessary arrangements should be made. Accurate determination of the factors affecting the performance of employees provides ideas for improvements in future planning (Çelik et al., 2022).

To increase employee performance (EP), valuing the opinions of employees and themselves, ensuring their participation in business decisions, evaluating complaints and suggestions, contributing to their personal development, a safe working environment, activities that strengthen social relations, social benefits, participatory management rather than hierarchy, fair to employees. If equal treatment and fairness in salary and seniority are ensured, both job performance will increase and the employee will feel happy, and their loyalty and trust in the organization will increase. This study was conducted to reveal how the organizational commitment (OC) and organizational trust (OT) of health workers, who have a very important place in the service sector, affect their job performance. A detailed literature review was made, and hypotheses and research models were formed. Findings and conclusion, discussion, and suggestions are given.

2. LITERATURE REVIEW

2.1. Emotional Commitment (EC)

Organizational commitment (OC); It is the relationship and commitment that the employees of the organization develop towards their organizations. It is beneficial for both employers and employees (Gayir, 2019). The three-dimensional organizational commitment (OC) model was developed by Meyer and Allen (1991). These; are affective commitment, continuance commitment (cost-based commitment), and normative commitment (conscience-based commitment). Individuals with emotion-based commitment stay in the organization voluntarily. Individuals with cost-based commitment stay in the business out of financial need. Those who have a conscience-based commitment remain within the organization due to their debt of gratitude (Cited by, Can et al., 2022).

In the literature, there is a difference of opinion among academicians between organizational commitment and its sub-dimensions (Meyer and Allen, 1991); (Morrow, 1993); (Mowday et al., 1982). They conceptually divided the definitions of commitment into three categories "wants and desires", "perceived cost" and "obligation". "Emotional commitment" (EC) is based on desire and willingness, "continuance commitment" is based on perceived cost, and "normative commitment" is based on necessity. Affective Commitment: It is the type of organizational commitment that organizations want and desire to have in general (Büyükyılmaz et al., 2018). If employees become emotionally integrated to achieve the goals and objectives of the business, emotional commitment occurs and they want to work in the business for a long time (Meyer and Allen, 1991). Employees who are emotionally attached to their organizations do their jobs better and more lovingly (Meyer and Herscovitch, 2001).

In today's business environments where rapid changes are experienced, businesses with emotional commitment (EC) show higher performance than other businesses. The employee who identifies with his/her own identity and his/her organization is attached to his/her organization with a strong feeling, and the reason for his/her stay in the company is not the material factors and rewards, but the strong bond with his/her organization (Pieper et al., 2018). Emotional commitment is influenced by various factors. These; it is the character and personal characteristics of the job, the job and its characteristics, experience, the organization's valuation of the employee, organizational justice, job security, allowing participation in decisions, effective communication, organizational trust, and organizational culture (Hatipoğlu, 2019).

2.2. Organizational Trust (OT)

The concept of trust is very broad, it can be used in psychology, politics, sociology, economics, anthropology, history, etc. It has been the subject of important research in many branches of science. Trust indicates the level of belief that a person has to treat another person or organization in a fair, ethical, and predictable way (Nyhan, 1999). Trust is one of the most important elements of personal relations and organizational life, and it acts as a catalyst for healthy relations in organizations (Kalfaoğlu and Efeoğlu, 2022). There are employees with various knowledge and skills and different characters. These individuals work collaboratively to fulfill both their personal and organizational goals. This work requires interdependence and trust (Mayer et al., 1995). It is the feeling of trust that holds employees together and is a prerequisite for achieving organizational and individual goals (Gilberg and Tang, 1998). In an environment where there is no trust, chronic suspicion prevails, which causes individuals to be wary of each other.

In the literature, it is seen that organizational trust (OT) is handled in three dimensions. These are trust in the organization, trust in the manager, and trust in colleagues (Tan and Tan, 2000). Although there is a relationship between these concepts, there may not be a relationship in some cases. For example, while an employee trusts the organization, he may not trust the manager or his colleagues. The individual who trusts the manager may not trust the organization or his friends.

People working together need interdependence. To achieve their personal and organizational goals, they need to get help from each other in various ways. Employees' feelings of trust towards their managers can be fed by the managers' benevolent behavior (Mayer et al., 1995). The lack of trust and respect in the business environment has a damaging effect on both the organization and the employee. An insecure employee contributes less to organizational goals and actions than an employee in a high-trust environment. Therefore, there is a strong relationship between trust and empowerment in terms of creating an environment of work efficiency (Lashinger and Finegan, 2005).

2.3. Task Performance (TP)

One of the most important issues for businesses is performance and the future of the business depends on its performance. The performance gives information about the business and they want to work with people with high performance in businesses. If businesses value employees and try to understand them, their performance will be high, and thus business performance will increase. This situation creates an opportunity for the business to grow and provide a competitive advantage over time (Sifah et al., 2020). On the contrary, working with low-performing employees may result in the slow progress of businesses in many respects, and in some cases, their progress is completely stopped. For such reasons, businesses want to continue on their way with employees with high performance (Derebew et al., 2021).

Organizational performance (TP) is measured in two ways as task performance and contextual performance (Sonnetag and Frese, 2002). Task performance (TP) is the performance of achieving the basic transformations in the job description and performing the actions (Befort and Hatrup, 2003). It specifies the basic responsibilities that must be done while doing the job (Jawahar and Carr, 2007). Task performance (TP) is also associated with behavioral patterns that directly play a role in the production of goods or services for a job, and the technical and specialist aspects of the job in question (Van Scotter, et al., 2000). Contextual performance, on the other hand, includes behavioral patterns that psychologically and socially support the environment in which task activities are performed (Motowidlo and Van Scotter, 1994). Three elements determine task performance. These are focus, competence, and dedication. Focus is the employee's focusing on his work, giving himself to his work, and contributing to organizational goals. Competence is when the employee has the necessary knowledge, skills, and competencies while performing his/her job. Dedication is the employee's fulfillment of his duty and the sense of achievement (Cited by Aksu et al., 2021).

2.4. Hypothesis Development

Although many factors affect the effective and productive working of organizations, the commitment of the employees to the organization is in the first place (Ayber and Marşap, 2018). Providing the highest degree of benefit to the employees in the working environment will be achieved through their commitment to the organization. For this reason, organizations seek ways to increase the level of trust of employees in the organization and thus try to increase their commitment to the organization (Taşkın and Dilek, 2010); (Cho et al., 2011); (Tremblay, et al., 2010); (Naktiyok and İçcan, 2019).

Emotional commitment is an important determinant of organizational commitment and individuals with high emotional commitment contribute more to the organization (Çetin, 2021). Trust is important in businesses and no business thrives without trust. According to researchers, an increase in organizational trust, emotional commitment, and an increase in emotional commitment increase organizational trust (Güler and Diken, 2019); (Cetin, 2021); Among the variables used in the study, many studies find the significant effect of emotional commitment on the perception of organizational trust (Cansoy and Polatcan, 2019; Ferreira-Oliveira et al., 2020). also found significant relationships between affective commitment and

continuance commitment. Yıldız (2019), on the other hand, found a positive and significant relationship between organizational trust, affective commitment, and normative commitment, but no relationship was found between continuance commitment. Güney and Turan (2021), on the other hand, show that organizational trust has a positive and significant effect on normative commitment. Proving that there is a positive relationship between organizational trust and emotional commitment (Rahmani and Heydari, 2017); (Gellatly and Withey, 2012); (Mohamed et al., 2012) ; (Uzun,2018). The following hypotheses were produced based on the literature.

H1: Continuance commitment has a positive effect on organizational trust.

H2: Normative commitment has a positive effect on organizational trust.

Emotional commitment is the most important indicator that affects the behavior and performance of the employee compared to other types of commitment (Grant et al., 2008). Employees with high emotional commitment increase the performance and success of the business (Tanriverdi and Koçaslan, 2018); (Kaya, 2016); (Uludag, 2018); (Boz et al., 2021). (Çankır, 2019). Employees with high emotional commitment are more willing to do their jobs and easily adopt the goals of the business. Keskin (2018) stated that productivity, job satisfaction, knowledge transfer, organizational trust, continuity, effective resource use, and organizational citizenship behavior are high in businesses where the organizational commitment levels of employees are high. Employees with high emotional commitment work more effectively and efficiently in the organization than those who are not emotionally connected and increase organizational performance (Zatzick et al., 2015). Affective commitment is the type of commitment that most positively affects employee and organizational performance. In different studies on this subject, it has been concluded that organizational commitment affects employee performance (Al Zefeiti and Mohamad, 2017); (Atmojo, 2015); (Cesário and Chambel, 2017); (Joo and Bennett, 2018); (Nart and Batur, 2013); (Kilic, 2019); (Yorulmaz and Karabacak, 2020) (Wahyuni, et al., 2014); (Akdemir et al., 2016); (Arsezen et al., 2015); (Ellinger et al., 2013); (Arshadi and Hayavi, 2013) ; (Tekin,2021). The following hypotheses were generated from these studies.

H3: Continuance commitment has a positive effect on performance.

H4: Normative commitment has a positive effect on performance.

Organizational trust has many positive effects on organizational management and employment relations. The most important of these is that it affects business performance positively (Ning et al., 2007); (Setyaningrum et al., 2017); (Yorulmaz and Karabacak, 2020). It is known that there is a positive and statistically significant relationship between organizational employees' job performances and trust in the manager, trust in the organization, and trust in friends (Turhan et al., 2018). Employees who trust their managers increase their performance (Kabaday and Türkay, 2019); (Yorulmaz and Karabacak,2020). He states that trust in the organization prevents negative employee behaviors against work productivity and therefore increases organizational performance (Nyhan, 2000). Studies are showing that organizational trust positively affects job performance (Recepoğlu et al., 2019); (Cankul et al.,2018); (Bute, 2011); (Yeşil et al., 2021); (Usikalu et al., 2015), (Duzgun, 2022); (Yorulmaz and Karabacak, 2020) ; (Onyeizugbe et al., 2018) ; (Mahmud., 2021). In line with the literature, the following hypothesis was accepted

H5: Organizational trust has a positive effect on performance.

One of the important components that affect business performance is the emotional commitment of employees to the organization. Employees who are emotionally attached to the business work better, share their knowledge, have high job satisfaction levels and shape the future of the company in a positive way (Çankır, 2019). In his study, Keskin (2018) reported that business efficiency, job satisfaction, information sharing, organizational trust, work continuity, effective resource use, and organizational citizenship behavior are also high in businesses where organizational commitment levels are high. Boz et al., (2021) stated that employees' commitment to the organization and their managers affects their trust. In this context, emotional commitment affects trust and increases employee performance. In line with the literature, the following hypotheses have been established.

H6: Continuance commitment has a positive effect on performance through organizational trust.

H7: Normative commitment has a positive effect on performance through organizational trust

3. DATA AND METHODOLOGY

3.1. Purpose and Importance of Research

The main purpose of this study is to reveal the mediating effect of organizational trust on the effect of emotional commitment on task performance. The health sector is a patient-centered service sector in which many health disciplines work together. Many healthcare businesses are competing in an intensely competitive environment. To combat this challenging situation,

businesses need to direct their employees in line with organizational goals. This will happen thanks to the employees who are emotionally attached to the organization and trust the organization, the manager, and their colleagues. Such employees will increase their organizational performance while increasing their performance.

3.2. Content and Limits of Research

The universe of this study consists of employees working in various public university hospitals in Istanbul, Turkey. The sample of the research is 424 health workers who voluntarily participated in the research. In determining the sample size, the criterion of Yazıcıoğlu and Erdoğan (2004) that the universe between 1,000,000 and 100,000,000 is 384 samples with a 95% confidence interval and a 5% margin of error was taken into account. given. A convenience sampling technique was followed in data collection. This technique was preferred because it is easy, low cost, and data collection in a short time (Gürbüz and Şahin, 2014). The data of the study were collected between 04.11.2022 and 25.11.2022.

3.3. Ethical Aspect of Research

After determining the purpose and scope of the study, the necessary forms were created to evaluate its ethical suitability, and an application was made to the Scientific Research and Publication Ethics Committee of Artvin Coruh University. With the Board's decision dated 31.10.2022 and numbered E-67569, permission was obtained regarding its ethical compliance. A short paragraph was included at the beginning of the questionnaire to indicate the purpose of the study, and informed consent was obtained from the healthcare professionals who participated in the study.

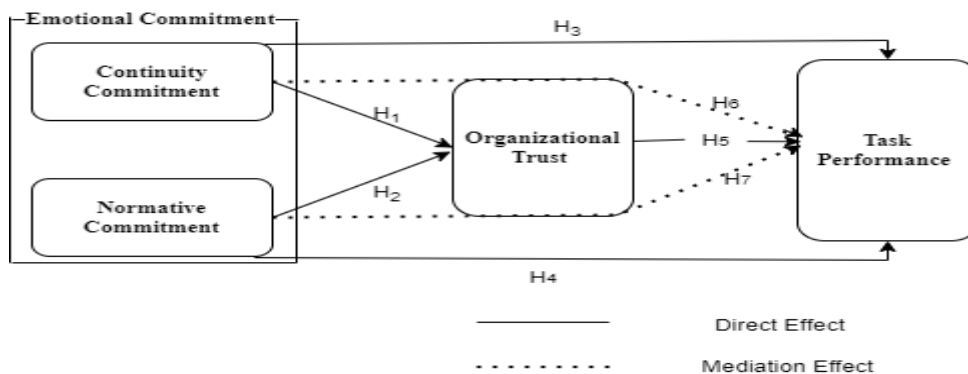
3.4. Research Method and Research Scales

The survey method was used as a data collection method within the scope of the research. The collected data, frequency breakdown, validity, reliability, correlation, and regression analyzes were made using statistical package programs. The questionnaire consists of four parts. The first part consists of demographic information about institutions and employees. The questions were prepared by the authors. In the second part, the eight-statement affective commitment scale developed by Meyer and Allen in 1991 was used. In the third part, the Organizational trust scale consisting of 12 questions, which was created by Nyhan and Marlowe (1997) and adapted into Turkish by Demircan (2003), was used. The first 8 questions are about trust in the manager and the other 4 questions are about trust in the organization and consist of two dimensions. In the fourth part, the first 16 statements of the scale containing 25 statements, developed by Goodman and Svyantek (1999), are for contextual performance, and the last 9 statements are for task performance. Only questions related to task performance were used in the study. The questions of emotional commitment, organizational trust, and task performance scale were prepared in 7 Likert types

3.4. Research Model

Before determining the study model, a comprehensive literature review was conducted and the literature on the relationships between study variables was summarized. Many studies have found the significant effect of emotional commitment, one of the variables used in the study, on the perception of organizational trust (Cansoy and Polatcan, 2019; (Ferreira-Oliveira et al., 2020). Various studies find a significant effect of emotional commitment on employee performance (Nart and Batur, 2013); (Atmojo, 2015); (Kaya, 2016); (Al Zefeiti and Mohamad, 2017;); (Cesário and Chambel, 2017); (Joo and Bennett, 2018); (Kılıç, 2019); (Çankır, 2019); (Boz et al., 2021). Finally, it has been seen that many studies have found that the perception of organizational trust has a significant effect on performance (Büte, 2011); (Kabadayı and Türkay, 2020). Based on these findings in the study, the following model was developed and hypotheses were put forward.

Figure 1: Research Model



Within the scope of the model given in Figure 1, 7 hypotheses were put forward and the analyzes were carried out within this framework. The hypotheses are given below.

- H1: Continuance commitment has a positive effect on organizational trust.
- H2: Normative commitment has a positive effect on organizational trust.
- H3: Continuance commitment has a positive effect on performance.
- H4: Normative commitment has a positive effect on performance.
- H5: Organizational trust has a positive effect on performance.
- H6: Continuance commitment has a positive effect on performance through organizational trust.
- H7: Normative commitment has a positive effect on performance through organizational trust.

4. FINDINGS AND DISCUSSIONS

70.0% of the participants who answered the research questions are women and 30.0% are men. In addition, it is seen that 62.9% of the participants are married and 37.1% are single. When the occupational distribution is examined, 41.4% are nurses, 20.7% are administrative workers, 9.5% are nurses, 6.0% are technicians, and 6.0% are doctors and other professionals. Approximately half of the participants are university graduates. The rate of high school graduates is 23.6%, the rate of master's graduates is 17.4% and the rate of doctoral graduates is 5.7%. The proportion of those aged 18-20 is 3.1%, the proportion of those aged 21-25 is 10.5%, the proportion of those aged 26-30 is 12.9%, the proportion of those aged 31-35 is 18.3, 36- The proportion of those aged 40 is 17.9, the proportion of those aged 41-45 is 17.1, the proportion of those aged 46-50 is 14, the proportion of those aged 51-55 is 4.3, and the proportion of those aged 56 and over is 1%, It has been identified as 9. The average age of the participants was calculated as 37.08. The average working year of the participants in the profession is 14.60 years, and the average working year in the institution is 13.83 years.

The Cronbach Alpha coefficients found as a result of the validity and reliability analysis applied to the scales used in the research questions show that the scales are safe for the study. Correlation Analysis was performed to measure the linear relationships between the variables. To determine whether there is a mediating effect, in addition to the hypotheses aiming to reveal the direct effects, regression analysis was also applied. The Cronbach Alpha coefficient, which is used to calculate the internal consistency of the factors, shows that the questions taking the factor are highly reliable.

Table 1: Confidence Degree of Scale Variables and Subcomponents

Variables and Subcomponents	Item	Cronbach's Alpha
Emotional Commitment	8	0,890
Continuity Commitment	6	0,919
Normative Commitment	2	0,813
Organizational Trust	12	0,970
Task Performance	9	0,911

Table 1 shows the results of the main and sub-components as a result of the reliability tests of the scales. As a result of the general reliability analysis for the performance-dependent variable consisting of 9 questions, a value of 0.911 was obtained. The Cronbach's Alpha value obtained for the main component of affective commitment was found to be 0.890. In addition, Cronbach's Alpha value calculated for continuance commitment, which is one of the sub-components of affective commitment, was calculated as 0.919 and Cronbach's Alpha value for normative commitment was calculated as 0.813. The Cronbach Alpha value of the organizational trust independent variable is 0.970. In addition, the general reliability analysis result for 29 questions of the scale was found to be 0.946. Kaiser-Meyer-Olkin (KMO) and Bartlett's Test of Sphericity were conducted to investigate the suitability of variables for factor analysis. Since the limit value for sample adequacy in Table 2 is 0.930, it is seen that the validity is excellent.

Table 2: Affective Commitment and Organizational Trust (Independent Variables) KMO and Bartlett's Test

KMO and Bartlett's Test	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy	0,930
Bartlett's Test of Sphericity	6026,219

Bartlett's Test of Sphericity	Df	190
	Sig	0,000

When the reliability analysis of the scales calculated in Table 2 and the results of the Kaiser-Meyer-Olkin (KMO) and Bartlett Test of Sphericity were examined, it was concluded that the scales of the model variables and sub-components were reliable. In addition, as one of the normality assumptions, it is seen in table 3 that the results of the Bartlett Test of Sphericity are significant at <0.05.

Table 3: Performance (Dependent Variables) KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0,904
Bartlett's Test of Sphericity	Bartlett's Test of Sphericity	2553,188
	Df	36
	Sig	0,000

Since the Kaiser-Meyer-Olkin (KMO) values calculated in Table 3 were greater than 0.70 and the p-value of Bartlett's Sphericity Test results was less than 0.05, it was decided that the data set was suitable for factor analysis and exploratory factor analysis was applied. The distribution of factor loads obtained as a result of the exploratory factor analysis applied to the independent and dependent variables is shown in detail in Table 4. Considering the distribution of independent variables, it is seen that the main component of affective commitment is divided into two subcomponents as continuance commitment and normative commitment. The independent variable of organizational trust, on the other hand, shows the distribution in a single factor. The main component of performance, which was included in the model as a dependent variable, was also collected in a single factor. Correlation analysis was applied to determine the existence of the multicollinearity problem between the variables, and the direction and strength of the relationship. Analysis results are given in Table 5.

Table 5: Descriptive Statistics and Correlation

		Continuity Commitment	Normative Commitment	Organizational Trust	Task Performance
Continuity Commitment	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	420			
Normative Commitment	Pearson Correlation	,000	1		
	Sig. (2-tailed)	1			
	N	420	420		
Organizational Trust	Pearson Correlation	,436**	,163**	1	
	Sig. (2-tailed)	,000	,001		
	N	420	420	420	
Task Performance	Pearson Correlation	,406**	,091**	,334**	1
	Sig. (2-tailed)	,000	,000	1,000	
	N	420	420	420	420

** : The correlation is significant at the 0.01 level. * : The correlation is significant at the 0.05 level.

When Table 5 is examined, it is seen that there is a positive and significant relationship between continuance commitment, normative commitment, and organizational trust, which are sub-components of affective commitment as independent variables in the research model, and the performance dependent variable. In addition, it was determined that the relations between organizational trust and job satisfaction sub-dimensions were positive and significant. When the calculated correlation coefficients were evaluated, it was concluded that there was no multicollinearity problem since the tolerance values calculated for all variables were not below 0.10 and the VIF values were not above 10 (Pallant, 2005). Regression analyzes were applied to test the hypotheses in the research model. Table 6 shows the results of the regression analysis in which the effects of continuance commitment, normative commitment, and organizational trust on performance were tested.

According to the determination coefficient obtained as a result of the regression made to determine the effects of continuance commitment on organizational trust, continuance commitment explains the organizational trust variable at a rate of 18.8% (Adjusted R² = 0.188). Model 1 in Table 6 shows that the positive effect of continuance commitment on organizational trust is significant (p>0.05). Since continuance commitment has a positive effect on organizational trust (β: 0.436, p <0.01), the H1 hypothesis that "continuance commitment has a positive effect on organizational trust" was accepted.

Regression analysis results were used in model 2 in table 6 to test the effect of normative commitment on organizational trust. According to the coefficient of determination obtained, normative commitment explains the organizational trust variable by 2.4% (Adjusted R² = 0.024). Model 2 in Table 6 shows that the positive effect of normative commitment on organizational trust is significant (p>0.05). Since it was determined that normative commitment positively affects organizational trust (β: 0.163, p <0.01), the H2 hypothesis stating that "normative commitment positively affects organizational trust" was accepted.

Regression analysis was applied to test the effects of continuance commitment on performance. Continuance commitment by the coefficient of determination explains 16.3% of performance (Adjusted R² = 0.163). Model 3 in Table 6 shows that the effect of continuance commitment on performance is significant (p>0.05). Since continuance commitment has a positive effect on performance (β: 0.406, p <0.01), hypothesis H3 that "continuance commitment has a positive effect on performance" was accepted.

With the regression analysis, the effect of normative commitment on performance was tried to be determined. Normative adherence to the coefficient of determination explains 0.6% of the performance variable (adjusted R² = 0.006). Model 4 in Table 6 shows that the positive effect of normative commitment on performance is not significant (p=0.062). Since the result of normative commitment positively affecting performance (β: 0.091, p >0.05) was not significant, the H4 hypothesis that "normative commitment affects performance positively" was not accepted.

Regression analysis was applied to test the effects of organizational trust on performance. According to the coefficient of determination, organizational trust explains the performance variable by 11% (Adjusted R² = 0.110). Model 5 in Table 6 shows that organizational trust has a significant positive effect on performance (p>0.05). Since it was determined that organizational trust has a positive effect on performance (β: 0.334, p<0.01), the H5 hypothesis that "organizational trust has a positive effect on performance" was accepted.

Table 6: Regression Analysis (Emotional Commitment, Organizational Trust & Task Performance)

Model	Independent variable	Dependent Variable	B	t	P	R ²	F
1	Continuity Commitment	Organizational Trust	0,436	9,901	0,000	0,188	98,027***
2	Normative Commitment	Organizational Trust	0,163	3,375	0,000	0,024	11,390***
3	Continuity Commitment	Task Performance	0,406	9,073	0,000	0,163	82,312***
4	Normative Commitment	Task Performance	0,091	1,871	0,062	0,006	3,500***
5	Organizational Trust	Task Performance	0,334	7,239	0,000	0,110	52,403***
6	Continuity Commitment	Task Performance	0,321	6,576	0,000	0,191	50,478***
			0,194	3,967	0,000		
7	Normative Commitment	Task Performance	0,328	7,008	0,000	0,109	26,505***
			0,038	0,807	0,420		

*p<0,05, **p<0,01, ***p<0,001

To prove the role of the mediator variable using regression analysis; the effect of the independent variable on the mediating variable and the dependent variable and the effect of the mediating variable on the dependent variable should be shown. In addition to this step, when regression analysis is performed on the mediating variable and the independent variable together, it should give results that the effect of the independent variable on the dependent variable is eliminated or decreased (Baron

and Kenny, 1986). If the effect of the independent variable on the dependent variable is eliminated, "full mediation", if it decreases, "partial mediation" can be mentioned (Baron and Kenny, 1986).

As a result of the mediation analysis conducted to test the mediation effect of organizational trust in Table 7, it is seen that continuance commitment affects performance through organizational trust. In the first and second regressions in Table 7, it is seen that continuance commitment has a significant positive effect on performance ($p=0.000$, $\beta=0.406$) and organizational trust ($p = 0.000$, $\beta = 0.436$). In the third regression, when organizational trust was included in the analysis together with continuance commitment as an independent variable, it was found that the positive effect of continuance commitment decreased and it had a positive and significant effect on performance ($p = 0.000$, $\beta = 0.321$). The rate of explaining the effect of continuance commitment on performance through the organizational trust was found to be 19.1% ($p<0.001$). In this case, the H6 hypothesis developed as "continuance commitment positively affects performance through organizational trust" was accepted because it provides a partial mediation effect.

Table 7: The Effect of Continuance Commitment on Performance Through Organizational Trust

Regression	Independent Variable	Dependent Variable	β	T	P	R ²	F
1	Continuity Commitment	Task Performance	0,406	9,073	0,000	0,163	82,312***
2	Continuity Commitment	Organizational Trust	0,436	9,901	0,000	0,188	98,027***
3	Continuity Commitment	Task Performance	0,321	6,576	0,000	0,191	50,478***

The results of the mediation analysis in Table 8 show the effect of normative commitment on performance through organizational trust. In the first and second regressions in Table 9, it is seen that while the effect of normative commitment on performance ($p = 0.062$, $\beta = 0.091$) is not significant, it has a significant positive effect on organizational trust ($p = 0.000$, $\beta = 0.163$). Therefore, the H7 hypothesis, which was developed as "normative commitment affects performance positively through organizational trust", was not accepted.

Table 8: The Effect of Normative Commitment on Performance Through Organizational Trust

Regression	Independent Variable	Dependent Variable	β	T	P	R ²	F
1	Normative Commitment	Task Performance	0,091	1,871	0,062	0,006	3,500***
2	Normative Commitment	Organizational Trust	0,163	3,375	0,000	0,024	11,390***
3	Normative Commitment	Task Performance	0,328	7,008	0,000	0,109	26,505***
	Organizational Trust	Task Performance	0,038	0,807	0,420		

5. CONCLUSION AND IMPLICATIONS

Today, businesses see organizational commitment as a competitive advantage. It is stated that the employee will use all their resources (time, energy, emotion, etc.) in the organization to which he or she has the organizational commitment, in line with the goals of the organization (Rakhshanimehr and Jenaabadi, 2015). Businesses want their employees to be emotionally attached to the organization. Employees who are emotionally attached to the business increase the efficiency and productivity of the business and increase its performance. Trust is the head of all relationships and is not easily achieved. It is the same with emotional attachment. Those who are emotionally attached to the company have low turnover, proactive behaviors, organizational trust, job satisfaction, organizational citizenship, etc. They provide many positive outcomes. The task performance of the employees of the organization is directly related to the performance of the enterprise. Organizational performance cannot be increased without increasing employee performance. To increase employee and organizational performance, businesses should value their employees and ensure that they are emotionally attached to their organizations. Trust in the organization, manager, and colleagues positively affect emotional attachment. This study was conducted to reveal the mediating role of organizational trust in the effect of healthcare professionals on task performance.

In hypothesis 1 and hypothesis 2 of the research, it was observed that continuance commitment and normative commitment, which are sub-components of affective commitment, have a positive effect on organizational trust. This study (Cansoy and Polatcan, 2019); (Ferreira-Oliveira et al., 2020); (Tunali and Peker, 2020); (Güney and Turan, 2021) ; (Karakose and Bozgeyikli, 2012); (Çubukçu and Tarakçioğlu, 2010); (Rahmani and Heydari, 2017); (Gellatly and Withey, 2012); (Mohamed, et al., 2012); (Altaş,2021); (Demir and İnandı, 2022). When organizational employees identify their individual goals with those of the organization, they become emotionally attached to the organization. The health sector is one of the most important sectors of the service sector, and when employees become attached to the organization and have confidence in the organization, they stay in the organization for a long time, increase their knowledge and experience, and the quality of service to patients.

Affective commitment is the type of commitment that most positively affects employee and organizational performance. In different studies on this subject, it has been concluded that organizational commitment affects employee performance (Al Zefeiti & Mohamad, 2017); (Atmojo, 2015); (Cesario and Chambel, 2017); (Joo and Bennett, 2018); (Nart Batur, 2013); (Yorlalmaz and Karabacak, 2020) (Wahyuni, et al., 2014); (Akdemir et al., 2016); (Arsezen et al., 2015); (Ellinger et al., 2013); (Arshadi and Hayavi, 2013); (Ozdemir and Goren 2017); (Tekin, 2021); (Doğan ve Çelik, 2019); (Mumcu and Salepçioğlu, 2020). The research hypothesis of this study was that H3 continuance commitment had a positive effect on performance. This study (Uludag, 2018); (Tekin, 2021). Boz et al., 2021 revealed that continuance commitment has no positive effect on performance. Hypothesis 4 revealed that normative commitment did not affect performance. Uludag overlaps with his 2018 study, and Boz et al. do not overlap with his 2021 study. The job performance of the employees is one of the important determinants in achieving the targeted goals in terms of organizations. Perceptions, attitudes, and behaviors of employees are involved in revealing a high job performance. Therefore, businesses should remove the barriers between the business and the employee to increase the emotional commitment of employees. When the obstacles remain, the emotional commitment of the employees increases, and their performance increases.

With H5, it has been revealed that organizational trust has a positive effect on performance. Studies on organizational trust and affective organizational commitment show a positive relationship between employees' perceptions of organizational trust and their emotional organizational commitment. (Demirel, 2008); (Çubukçu and Tarakçioğlu, 2010); (Rahmani and Heydari 2017); (Gellatly and Withey, 2012); (Taşkın and Dilek, 2010); (Mohamed, et al 2012) ; (Turhan et al., 2018). Many professionals work together in health institutions. To provide better service to the patient, he should trust the organization, the manager, and his colleagues. When organizational trust increases, sharing increases, and performance increases.

It has been accepted that the hypothesis of H6 continuance commitment positively affects performance through organizational trust providing a partial mediation effect. The H7 hypothesis shows that normative commitment does not have a mediating effect on performance through organizational trust. There is no mediation effect.

As in all other businesses, the barriers between the organization and the employees in the health business should be removed (Çekmecelioglu and Pelenk, 2015). One of the results of this study is that health business managers who want to increase the work performance of the employees should get to know the employees well, value them, listen to their complaints and suggestions, encourage sharing and decisions, act fairly and equally, make social arrangements, provide fair wages and promotions to increase organizational commitment and organizational trust. This study examines the relationship between organizational commitment, emotional commitment, and task performance in the health sector. It is thought that it is important to carry out studies in other sectors and institutions as it will complement the studies done so far. The high relationship between these variables is important in terms of competition. If businesses want to be successful in terms of efficiency and economy, they should value organizational activities and make their strategic plans and resources for employees.

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Appendix 1: Exploratory Factor Analysis

No	Continuity Commitment	Normative Commitment	Organizational Trust	Task Performance
EC4	,845			
EC7	,843			
EC5	,839			
EC6	,835			
EC8	,825			
EC1	,753			
EC3		,911		
EC2		,882		
OT8			,924	
OT7			,917	
OT5			,914	
OT6			,907	
OT4			,904	
OT2			,896	
OT1			,874	
OT9			,858	
OT10			,857	
OT11			,822	
OT12			,805	
OT3			,753	
P8				,886
P4				,867
P9				,867
P7				,800
P3				,800
P2				,791
P5				,742
P1				,619
P6				,602

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization