

The Effects of Organizational Climate and Organizational Trust on Organizational Identification, Job Satisfaction and Intention of Turnover: An Application in Hotel Management

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ExtensiveSummary

Introduction

In recent years, workplace safety climate is important issue in business. The studies which are made in this area show that there is a link between workplace safety climate and employees' productivity. It is getting important to research employees' perceptions of workplace safety climate and to start from this perception for productivity especially in labor-intensive businesses. Organizational climate is a perception such as organizational unity and sincerity formed by the psychological structures of employees and it is about how employees perceive the business environment, whether they are working in a secure environment and are supported by management, whether they are rewarding when necessary.

Similarly, the other perception that guides the behavior of the employee in working life is organizational trust. The perception of trust in the individual and organizational level forms organizational trust. When an employee thinks that his expectations from the company will come true and the organizational structure will not hurt him, a perception occurs and it is called organizational trust. These perceptions create organizational climate and direct the behavior of the employees at working life.

The main objective of this study is to search how the employees who are working at hotel business perceive organizational support and organizational identification. As a result of this perception, the intention is to investigate the impact on job satisfaction and turnover intention.

Methodology

Research Model and Hypotheses

As a result of the review of literature, the models and hypotheses created as suitable for the purpose are shown below.

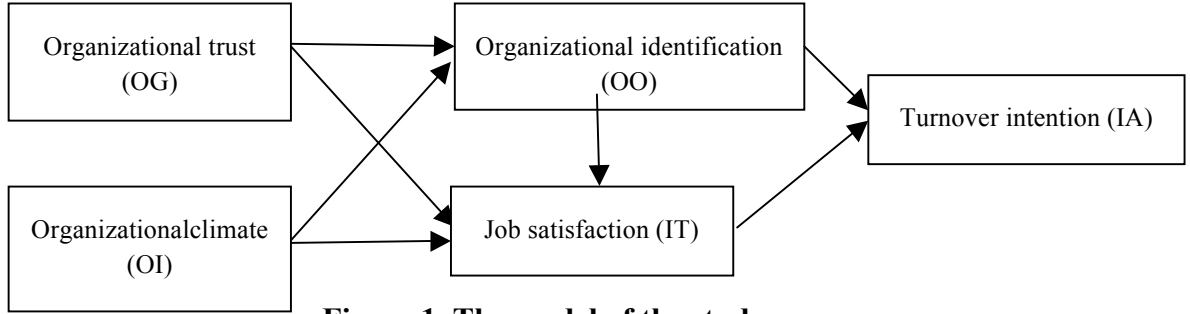


Figure 1. The model of the study

Hypothesis 1: There is a meaningful relationship between organizational trust and organizational identification.

Hypothesis 2: There is a meaningful relationship between organizational climate and organizational identification.

Hypothesis 3: There is a meaningful relationship between organizational trust and job satisfaction.

Hypothesis 4: There is a meaningful relationship between organizational climate and job satisfaction.

Hypothesis 5: There is a meaningful relationship between organizational identification and job satisfaction.

Hypothesis 6: There is a meaningful relationship between organizational identification and turnover intention.

Hypothesis 7: There is a meaningful relationship between job satisfaction and turnover intention.

The Variables of the Study

A narrative report developed by Bromiley and Cummings (1996) and used in Tüzün's study (2006:111) consists of 12 statements and it was used to test the variable of organizational trust. The scale developed by Türen et.al (2014:186) and which includes 14 statements was used to test the variable of organizational climate. The scale developed by Mael and Ashforth(1992:122-123) and including 6 statements was used to test the variable of organizational identification. The scale including 5 statements and which was formed by Arnet (1999), Chen et.al (2009) and Judge et.al (2009) giving references and translated in Turkish by Turunç and Çelik (2012:61) was used to test the variable of job satisfaction. The scale used in the study of Scott et.al (1999:414) was used to test the variable of turnover intention. This scale consists of 4 statements.

Sampling Process and Data Gathering Method

The population of this study consists of the employees working at 4 and 5-star hotels in Istanbul. The data was gathered via the survey method and the participants were reached by using the convenience sampling method. The survey was sent to 500 employees and 330 of them took part in the survey. 300 surveys having exact information were included in the analysis. The participants were asked to answer according to 5 point likert scale (1=strongly disagree, 2=Disagree, 3=Undetermined, 4=Agree, 5=strongly agree)

Testing the Scales Used in Research

Single factorial-confirmatory factor analysis was applied with AMOS 22 program for all variances to test the validity of the scales used. Because the adaptive values produced by metering models which are created to test the validity of scales aren't in acceptable bounds, the modifications the program suggests are made. As a result of these modifications, single factorial structures of all scales were confirmed.

Cronbach Alpha coefficients were calculated by SPSS 22 program to test the reliability of scales. The coefficient is 0, 78 in the scale of organizational climate; it is 0, 96 in the scale of organizational climate; it is 0, 79 in the scale of organizational identification; 0, 70 in the scale of job satisfaction and 0.82 in the scale of turnover intention. Based on these indications, it can be indicated that scales are reliable.

Indications

Demographic Characteristics of Participants

52% coverage of participants are women (N=144); 52% of them are men(N=156). 61% coverage of them are married (N=183); 39% of them are single (N=117). 23,7% coverage of them are between the ages 31-35 (N=71); 48,3% of them are high school graduates (N=145), 70% of them are in the income range between 1001-2000 TL (N=210). 42, 3% of them have been working for 3 years at most in his/her workplace (N=127), 35% of them have been working in this sector for 11 years and more (N=105).

Structural Equation Modeling

The structural equation model was created to test the hypotheses of survey.β coefficient standardized as to created model between the variables, standard error, p and R2 values are shown in Table 6.

Table 6: Structural Equation Modeling Coefficients

Variiances	Standardize β	Standard error	p	R ²
Organizationaltrust– Organizationalidentification	,38	,060	***	0,19
Organizationalclimate Organizationalidentification	,22	,052	***	
Organizationaltrust– Jobsatisfaction	,61	,052	***	0,83
Organizationalclimate Jobsatisfaction	,07	,034	,085	
Organizationalidentification–	,47	,061	***	

Jobsatisfaction				
Organizationalidentification– Turnoverintention	,36	,133	,001	0,22
Jobsatisfaction– Turnoverintention	-,65	,127	***	

As the p value is higher than 0,05 in the relationship between organizational climate and job satisfaction, a statistically significant relationship hasn't been found between variables. The hypothesis 4 of the research is not supported based on these findings.

It is observed that organizational trust affects the organizational identification at the rate of ($\beta = 0.38$; $p < 0.05$); organizational climate affects the organizational identification at the rate of ($\beta = 0.22$; $p < 0.05$); organizational trust affects the job satisfaction at the rate of ($\beta=0,61$; $p<0,05$); organizational identification affects the job satisfaction at the rate of ($\beta=0,47$; $p<0,05$); organizational identification affects the turnover intension at the rate of ($\beta=0,36$; $p<0,05$) and job satisfaction affects the turnover intension at the rate of ($\beta=-0,65$; $p<0,05$). Therefore, hypothesis 1, 2, 3, 4, 5, 6 and 7 are supported in the research.

When Squared Multiple Correlations (R^2) values of the models are examined, it is determined that 19% of organizational identification, 83% of job satisfaction, 22% of turnover intension have been explained.

Conclusions and Recommendations

As the International Labor Organization (ILO) is also stated, working in a healthy and safe environment is a human right. The starting point of this study is to learn the effects of organizational climate and accordingly organizational trust on organizational identification, job satisfaction and turnover intention in the labor-intensive hotel business. The data obtained from the survey applied in four and five-star hotel businesses has been examined to see whether it supports the generated hypotheses and it has been obtained that the results support six hypotheses and only organizational climate doesn't affect the job satisfaction in a positive way. This result can be considered to be closely related to the organizational climate in hotel business in which the survey was applied. The perceptions about organization climate arise depending on the psychological and cultural structure of employees. These results show that a positive organizational climate has not occurred in terms of the turnover intention in the hotels where the comparisons are made; therefore, the hotel managers must strive to create a positive organizational climate.

It can be mentioned that the research has been generalised to all hotels except 4 and 5-star ones in Istanbul although it was applied to four and five star hotels; so it is recommended that a similar research can be carried out in 1,2,3-star hotels in other provinces of us having high tourism potential. Another limitation is that the research covers only hotel businesses although it is within the scope of tourism sector. A similar study is recommended to cover the tourism sector and to be applied to other hospitalities, travel agencies and catering firms.