

THE RELATIONSHIP BETWEEN TRUST, TURNOVER INTENTIONS AND EMOTIONS: AN APPLICATION

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Abstract

Managerial leaders and directors are required to succeed the method of “sense” and “emotion” very well, to achieve organizational aims (Lee, 2002). Organizations need to manage all the emotions and feelings and concepts that affect persons health and performance (Gross, 1999). Business life dealing with this issue has increased in seriousness because, the effect of emotions in decision making cleared with academic studies. There is a need to find the path to the correct leadership of emotions. Emotions in the organization help to identify thoughts about the presence and desire to work (Jackson, 2006). The main purpose of this study, which should be considered a descriptive survey in the general sense, is to investigate the relationship between emotional expressions, trust and turnover intentions. Two different surveys were used in order to measure and assess the emotions expressions, trust and turnover intentions. The survey conducted on 200 employees of the public sector institution. Data, obtained from questionnaires analyzed through the SPSS statistical packaged software. We found that especially trust factors (Trust in management, co-worker trust and trust to manager) had a significant effect on “satisfaction” factor of turnover intentions. In addition, we found that “Co-worker trust” had a negative and significant effect on “Seek for job” factor of turnover intentions.

Keywords: Trust, co-worker trust, turnover intentions, emotions

Introduction

Researchers generally argued that trust is a key stone of social relations between individuals and organizations, player can benefit mutually

from the trust (Costa, 2003, 609). Researchers argue that only when an employee feels safe about himself/herself then he or she can perform higher and gets higher satisfaction. In addition, distrust leads an employee is likely to feel worry, which results in low job satisfaction (Knoll, Gill, 2010). Trust has been connected with perceptions of equality and precision in performance evaluations, as well as playing an important role in empowerment both of which contribute to lower levels of disagreement and augmented worker performance (Ristig, 2009, 660). Organizational efficiency is up to level of trust. Trust was related with useful decision-making as a result of sharing ideas, information, and feelings, organizational consistency, and increased productivity (Laschinger, 2002, 64).

The literature suggests that one antecedent to trust is employee perception whether management is competent and credible. This character-based perception of trust suggests that employees make inferences about their leader's character, such as integrity or dependability, which in turn affects their level of trust (Reychav, Sharkie, 2010, 231). The literature suggests that communicating and modeling important values and encouraging staff to adopt them and pursue a shared purpose, were practices that were likely to be antecedents to the building of trust, because management's moral values are likely to be reflected in their company's human resource policies and practices. Developing a moral and value driven collective vision aligns leader and employee actions and focuses them on the achievement of shared goals. Under this influence, employees may view leaders in an idealized way, causing them to identify with the leader, trust the leader and be inspired by the vision of what can be achieved through extra-personal effort. These authors argument is that employees are motivated to perform beyond expectations through employee trust and respect in their leader (Reychav, Sharkie, 2010, 231). Trust is a major component in an individual's decision to share knowledge (Gardener, 2003; Dirks and Ferrin, 2001) and in trustfully environments, individuals and groups may be inclined to share knowledge and act cooperatively. High trust situations also allow individuals to share their ideas without the disadvantage risk of having these ideas subjected to derision (Reychav, Sharkie, 2010, 232).

There are environmental and physical factors in organizations that you can or cannot express your feelings freely. However, the repression of emotions does not cause feelings to vanish, but rather an increase in aggressive. Therefore, the feelings need to manage and to cope with. In social life organization feelings means that, in distinguish to the suppression of feelings, understand them and match the feeling to situations to take advantage of it efficiently. These people who have the skills to manage their feelings are more creative (Goleman, 2000, 106). Feelings are also concerned with social aptitude because it means verbal and nonverbal

communication with other people, working in a group etc. (Goleman, 2006, 73). Carussco and Salovey listed properties of administrators, who are capable or incapable of managing his own and others feelings (Carussco ve Salovey, 2010). When probing the past assessment of emotion in one dimension, recent studies have suggested that emotion construction occurred independently in two basic dimensions. These dimensions are positive and negative feelings (Gençöz, 2000, 46). Positive and negative emotions in the workplace play a key role in the decision-making and organizational conflicts (Kafetsios, 2007, 72).

Literature Review

Trust in Organizations

In the last decade, “trust” has attracted huge interest within the social sciences. The word “trust” dates back to 13th century Middle English and has its etymological roots in older expressions denoting truthfulness and devotion, but the phenomenon of trust is probably as old as the human existence (Möllering et al, 2004). Although scholars agree on the magnitude of trust in sustaining effectiveness, research on this topic has been greatly affected by the lack of agreement in defining this concept (Costa, 2004, 605). In the literature on intra- and interorganizational trust, there is a outstanding diversity in conceptualizations of trust. However, central to most definitions are the notions of risk and vulnerability (Stahl, et.al, 2006, 71).

Trust is: One party's willingness to be vulnerable to another party based on the belief that the latter party is competent, open, concerned and reliable (Mishra, 1996. 265). Mayer et al. (1995, p. 712) defined trust as: the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party. Another common notion is that trust is influenced by past experiences and chances of future interactions, both relevant within organizations. Expectations of others' beneficial actions will be enhanced by prior experiences of such behavior (Bijlsma, Bunt, 2003, 642). Trust is a way of risk taking, where the risk arises from the possibility of opportunistic behavior by change. The individual trusts in the intention of friend to return the object he has borrowed (Snijders, Keren, 2001, 132). Trust is an assessment of poor probability about guessing the actions of other people, without any chance to predict or control on the results. (O'Brien, 1995, 118). Trust enables action without full information. It fills in informational gaps in our calculation about others and the future, replacing detailed but bordered rational computation with judgment, perception and feeling. Trust means that you do not have to know everything to act. It enables individuals and organizations to take the continuity of social order for granted and so help

them deal with the future (Norris, 2007, 141). Various studies have provided different concepts of trust. Trust relation consisted of two players, a trustor and a trustee. The trustor is the side who places him/herself in a defenseless situation under doubt. The trustee is the side on whom the trust is placed, who has the chance to take advantage of the trustor's weakness (Laequuddin et al, 2010).

Trust involves the capability to delegate responsibility so that the own area of responsibility is reduced, hereby creating free capacities for other tasks. A trusting partner assumes to receive a good offer or a fair deal (Ritter, Walter, 2008, 134). Although the importance of co-worker or peer trust has been acknowledged (Ferres et al., 2004), the matter of its effect has not yet received systematic theoretical attention.

Co-Worker Trust

The success of modern organization closely related to their ability to promote and manage effective team working (Erdem, 2003, 229). Many of the researches have shown that trust among the employees has a positive impact on common support, teamwork, mind-set, communication, innovation and conflict management, employees behavior, group unity, decision equality, organizational citizenship behavior, organizational efficiency, job satisfaction (Wang, Lu, 2012 ,129). Trusting to a manager, employees feel at risk because managers have considerable influence over resource allocation and in a position to make decisions that may have a significant impact on the employees. For example, employees must trust their managers for work assignments, performance evaluations, and opportunities for promotion (Knoll, Gill, 2011, 316). Trends in the modern workplace, such as transference and the popularity of work teams, require an increased level of interaction and task interdependence among co-workers at work. These work arrangements increase employees' vulnerability to peers, because such situations require the greater collaboration of peers to complete work tasks and might also require the sharing of sensitive or personal information (Knoll, Gill, 2011, 316). Co-worker trust is about the confidence to colleagues are capable and will act in a just. It assumes that co-workers will support their peers and will not get benefit of them by conservation information (Ferres, Connel, Travaglione, 2004, 610). When developing an instrument that measured trust in management and trust in peers, Cook and Wall (1980) found that job satisfaction also had a positive relationship with trust at the peer level, as did organizational identification and organizational involvement (Ferres, Connel, Travaglione, 2004,610).

Turnover Intentions

While economists have generally not examined turnover intentions, there are many studies of the determinants of turnover intentions in organizational behavior and social psychology (Smyth et al., 2009, 192). Employee turnover intention has been a significant matter for management for many years (Devrimci, Çiçekli, 2013,158) . Employee turnover is defined as the cessation of membership in an organization by an individual who received monetary compensation from the organization (Mobley, 1982, 10). According to Macnall and friends (2010), individuals experiencing more positive emotions about their work should experience higher job satisfaction and lower turnover intentions. Well-equipped employees have a strong tendency to leave their current job for another organization. Turnover of this kind of employees causes substantial costs associated with recruiting and re-skilling, and hidden costs associated with difficulties completing projects and in team unity (Chen, 2008, 23). Researchers typically differentiate two types of negative turnover - voluntary and involuntary. Voluntary turnover is initiated by the employee, i.e., an employee quits the organization, while involuntary turnover is initiated by the organization, i.e., an employee is “laid off” due to downsizing. While both forms of turnover are unwelcome, voluntary turnover is potentially more challenging for organizations (Michel, 2007, 40). The connection between training and development has been developed in the literature but clashing results described in literature defining the part of training and its impacts on employee turnover creates the complicated relationship. For instance, the insufficient training programs in organizations may cause to poor performance and higher employee turnover rate. On the contrary, the organizations that have proper training program for the employees may lead enjoying high success and lower employee turnover. Employees might be appreciative to organization and show greater commitment and less intention to leave the organization (Jehanzeb et al, 2013, 84).

Emotions

Organizational leaders and managers are required to manage the process of “feeling” and “emotion” very well, to achieve organizational objectives (Lee, 2002: 3). Organizations need to manage all the emotions and feelings and concepts that affect individual health and performance (Gross, 1999:551). Business life dealing with this issue has increased in seriousness because, the effect of emotions in decision making cleared with academic studies. There is a need to find the path to the correct leadership of emotions (Baltaş, 2006: 11). Emotions in the organization help to identify thoughts about the presence and desire to work (Jackson, 2006:185-186). Emotions provide information on what causes, and how it is done. Suppress feelings

prevents the achievement of this information. Most people hear discomfort about understand their own moods and manage the issue in a positive way. They deny or suppress their feelings from time to time (Barutçugil, 2004: 81). There are various reasons for this. To be “to the desired structure, the appropriate person” in organizations or in the social life, feelings of the individual shaped by teachers, managers, bosses and so on, starting from the beginning of school years. Apart from this, the individual took place in military or organizations that he could not express his feelings and more stringent rules applied (Stearns, 1986:3). There are environmental and physical factors in organizations that you can or cannot express your feelings freely (Wassermann, 2000:23). However, the suppression of emotions does not cause feelings to disappear, but rather an increase in violent. Therefore, the feelings need to manage and to cope with. In social life managing feelings means that, in contrast to the suppression of feelings, understand them and match the feeling to situations to take advantage of it efficiently. These people who have the skills to manage their feelings are more productive (Goleman, 2000: 73). Feelings are also concerned with social intelligence because it means verbal and nonverbal communication with other people, working in a group etc. (Goleman, 2006: 106-109). Carusso and Salovey listed properties of administrators, who are capable or incapable of managing his own and others feelings (Carusso ve Salovey, 2010:107).

Development of Hypotheses

Emotional expressions trust and turnover intentions are topics of particular interest to organizations. This study aims to link emotional expressions trust and turnover intentions.

H1: There is a positive relation between trust and emotional expressions.

H2: There is a positive relation between trust turnover intentions.

H3: There is a positive relation between turnover intentions and emotional expressions.

H4: There is a negative relation between trust and turnover intentions.

Method

In this research, we aim to find the relationship between trust, turnover intentions and emotions. To test the assumption, tree scales were conducted. The contributors in the current study comprised 200 employees from a public institution in Turkey. The institution included nearly 400 employees completely and participants were selected arbitrarily. Questionnaires were spread by the researcher to every participant in different sessions in all of the institution. When the returned questionnaires were examined, 32 were invalid. As a result, a total of 168 valid responses were

used in the research. Data produced in this study were collected by survey. The survey consisted of three measures. In the first part questions about the trust in general and co-worker trust levels of employees; in the other two parts questions designed to measure turnover intentions and emotional expressions were asked. Trust and co-worker trust and turnover intentions scale was adopted from various researchers: mcAllister (1995) ,Larzelere and Huston (1980), Shockley-Zalabak et al. (2000), cordero 2009, jenkis 1993, kranzs et al 1995, chui, francesco 2002. The measure included 47 items, each item was answered via a five-point Likert scale ranging from “1=strongly disagree” to “5=strongly agree.” In the present study, the Cronbach's a coefficient for the scale was .928. Emotional expressions were measured by a scale taken from King and Emmon (1990), the translation and adaptation of the scale to Turkish was made by Kuzucu(2011).The measure included 15 items, each item was answered via a seven-point Likert scale ranging from “1=strongly disagree” to “5=strongly agree.” In the present study, the Cronbach's a coefficient for the scale was .821. To ensure the validity and reliability of the study variables, explanatory factor analysis was conducted by using SPSS software.

The trust measure produced four factors upon factor analysis. The first factor named “Trust in management” explained 25.72% of the total variance, explained 22.71% of the total variance. The second factor was named “Co-worker trust”, and it explained 24.33% of the variance. “Trust to manager”, the third factor with a variance of 13.11%, was followed by “Competence” (11.55%). The factors all together explained 74.23% of the variance. KMO Bartlett's Test of Sphericity was .795.

	Trust in Management	Co-worker trust	Trust to manager	Competence
Q15	.807			
Q21	.780			
Q18	.767			
Q14	.754			
Q23	.723			
Q19	.721			
Q30		.927		
Q29		.907		
Q31		.875		
Q39		.807		
Q1			.750	
Q2			.749	
Q42				.820
Q26				.782

Table 1 Trust Factor Analysis

The turnover intentions measure produced two factors. The first factor named “Seek For Job” explained 57,43% and the second factor named “Satisfied” explained 24,52%. The factors all together explained 81.56% of the variance. KMO Bartlett's Test of Sphericity was .763.

	Seek for Job	Satisfied
Q44	.932	
Q45	.922	
Q43	.896	
Q46		.794
Q47		.768

Table 2 Intention to Leave Factor Analysis

The emotional expressions measure produced two factors. The first factor named “Positive emotions” explained 33,85% and the second factor named “Intimacy” explained 27,43%. The factors all together explained 61.28% of the variance. KMO Bartlett's Test of Sphericity was .672.

	Positive emotions	Intimacy
Q58	.858	
Q59	.821	
Q51	.726	
Q62	.607	
Q55		.813
Q61		.811
Q53		.668

Table 3 Emotions Factor Analysis

Table 4 presents the correlation coefficients between the variables. These results indicated statistically a positive correlation between trust in management and satisfied and positive emotions, a positive correlation between co-worker trust and satisfied and positive emotions, positive correlation between trust to manager and satisfied and intimacy, positive correlation between positive emotions and seek for job, positive correlation between positive emotions and satisfied.

	1	2	3	4	5	6	7	8
1. TIM	(.89)							
2. CT	.00	(.90)						
3. TTM	.00	.16	(.91)					
4. COMP	.00	.60	.18	(.88)				
5. SFJ	.80	-.13	-.22	.53	(.81)			
6. SAT	.036**	.35**	.28**	.28	.00	(.79)		
7. PE	.16*	.18*	-.18	-.06	.24**	.34**	(.78)	
8. INT	.13	.99	.17*	.12	.10	.59	.00	(.78)

*p<0,05 **p<0,01 ***p<0,001, TIM (Trust in Management), CT (Co-worker trust), TTM (Trust to manager), COMP (Competence), SFJ (Seek for job), SAT (Satisfied), PE (Positive emotions), INT (Intimacy)

Table 4 Correlations

Dependent	SJF	SAT	PE	INT
	B	β	β	β
TIM	,061	,346***	,031	,111
CT	-,173*	,300***	,127	,099
TTM	-,008	,316***	-,125	,157
COMP	,067	,057	-,104	,112
ΔR^2	0,176	0,138	0,123	
ΔF	0,776	5,219***	1,044	0,332

*p<0,05 **p<0,01 ***p<0,001 TIM (Trust in Management), CT (Co-worker trust), TTM (Trust to manager), COMP (Competence), SFJ (Seek for job), SAT (Satisfied), PE (Positive emotions), INT (Intimacy)

Table 5 Hierarchical Regression Analyses

To explore whether the independent variables had a significant impact on the dependent variables, hierarchical regression analyzes were conducted. Table-5 shows the regression analysis results for each trust dimension. The findings from the regression analysis using the trust as the dependent variable showed that there was a positive significant relationship between “Satisfied” and “Trust in management” ($\beta=0,346$), “Co-worker trust” ($\beta=0,300$) and “Trust to manager” ($\beta=0,316$). Moreover there is a negative and significant relation between “Seek for job” and “Co-worker trust” ($\beta=-0,173$).

The result of the analyses showed that, H2 (There is a positive relation between trust turnover intentions) and H4 (There is a negative relation between trust and turnover intentions) were accepted. H1 (There is a positive relation between trust and emotional expressions) and H3 (There is a positive relation between turnover intentions and emotional expressions).

Conclusion

One of the objectives of the present study was to fill the gap the literature of the effects of trust among the emotion and turnover intentions. We found that especially trust factors (Trust in management, co-worker trust and trust to manager) had a significant effect on “satisfaction” factor of turnover intentions ($\beta=0,346$, $\beta=0,300$, $\beta=0,316$). In addition, we found that “Co-worker trust” ($\beta=-0,173$) had a negative and significant effect on “Seek for job” factor of turnover intentions.

We expected to find statistically significant relations between more variables. The main finding of this study is that the trust has positive and significant effect on turnover intentions. We can consider that organizational climate can affect the attitudes towards work-life. Trust is the main game changer for the organizational climate. In the current research, it has been seen that three components of trust is affecting the intention to leave. The first factor “trust in management” told us that, employees who are feeling safe in their positions within the organization shows more appreciation to the management and has low turnover ratio. The idea of management is more powerful than individuals such as managers, supervisors...etc. Employees tend to see the organization as a huge being and expect protection and safe haven from organization. The level of trust to management is the decisive element for the go/no-go positions for the employees. The second factor named as a co-worker trust showed us that, peers in work-life had a great impact and a kind of controller among the employees about attitudes to job. It is known that the employees spend more time with their colleagues than their supervisors. The climate within the organization consisted from the friendship and trust level among the individuals. The last factor named as a trust to manager can be interpreted as “trust to leader”. It is accepted by the most of the academicians leadership is the most important factor in management. Trust to leader means that employees and leader had a good communication, shared similar values, and had a common understanding on job processes. It can be considered that trust to leader is a result of employer-employee relationship. Although there is a debate on that issue, the current results showed us that the source of trust could be the leader himself/herself. Results also showed that we had a significant evidence of co-worker trust effects the turnover intentions negatively by the “seek for job” factor. That result told us that “seek for job” explains tendency to leave the organization by the first proper offer from another organization. Trusting to peers affects this tendency on negative way. All of us has listened our colleagues’ opinions about work. If the idea of staying in the current position came from trusted friend, we more likely accept that idea instead of other one.

Without any doubt, these findings are limited by the sample and the assessment instruments used in the present study. This research conducted on

public institution employees in Turkey; the findings might not be transferable to other organizations. Thus, it is recommended that further researches can be conducted on different sectors and also in different countries for the generalizability of the results. The fact that the present sample is composed of only 200 personnel is another drawback of this study.

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