

Enhancing Employee Success in Organizations as a Process: Justice, Confidence and Commitment

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Abstract

Organizational justice perception, organizational trust and organizational commitment were frequently described as related variables in the literature of management. In evaluating to these related variables, studies are related with organizational structure in the service industry play an important role in evaluation of these related variables. This research was applied to the employees of accommodation business was conducted to determine effects of the organizational justice levels of the manager on employees' organizational commitment and organizational trust levels. This study was conducted with total 229 employees who were from different departments at accommodation businesses in Muğla. According to the results; a statistically significant positive relationship was detected between organizational justice, organizational trust and organizational commitment.

Keywords: Justice, Confidence, Commitment

Introduction

As a condition generally was accepted in organizations, if there is trustworthy relationship between the individuals who interact with each other, determining of the causes of confidence has an important role. Scientists have conducted various studies to state a reason for the possible causes of trust. In order to assess the factors that affect trust directly, psychology has been an useful way. Theory of support (cooperation), theory of social change and such different theories and some models could explain how the past behaviors affect the perception of trust between individuals. Naturally, these theories give insight the psychological dimension of organizational trust. On the other hand, there are limitless studies on the field of reconciliation, relationships of colleges and leader-followers within the context of confidence. (Ferin and Dirks, 2006:870).

It is possible to observe that the only baby of the family clung to his/her mother when he/she enters into a community that he/she had never seen before especially at the time that he/she is just getting to identify the world around him/her. In this situation, appearance of his/her mother as a monument of safety by the baby is the reason that is behind of the baby's this behavior. Baby is sure that there could not be any harm from his mother to himself. Certainly, the child is afraid of being in the lap of someone else whose behaviors would not predictable (Müftüoğlu, 2005: 143). In the light of this behavior, in the infancy of mankind also displays that how much confidence that he needs in the next throughout life. Confidence, trust and being trustworthy are some of the vital concepts in an individual's life.

Many studies aim to identify the factors that are effective in successful human relationships. Justice, confidence and commitment are highlighted in the research issues are related to human relationships. The formation of trust in an organization makes the conflict management, organizational communication and information sharing easier. The formation and settlement of the organizational trust in the organization could be possible with the cooperation of the organization workers. It is believed that trust is a critical factor for the adaptation of employees to the organization, strategic flexibility of organization and making predictions for the future.

They claimed that individuals create and eliminate trust in their relationships with each other or within groups. Even though there is no consensus in the definition of the concept of confidence, the researchers from different branches agree with the importance of it for the explaining of individual problems. However, it is clear that a universally accepted definition of the trust is required (Grabner and Kaluscha, 2003: 783).

The first researches on the concept of trust were conducted by personality theorists. Personality psychologists defined the trust as a belief, an expectation and the inside feeling in general. Besides, they asserted that it occur during the development of personality. (Grabner and Kaluscha, 2003: 783). Especially after 1980, concept organization theory became the subject of further research in the fields of management and organizational behavior. It is stated that working on the conditions and determinants of the trust are more meaningful than trials for definition of it (Hosmer, 195:379). Social psychologists defined confidence as the expectations about others' behaviors in the course of action and work. Additionally, they identified communication as the institutional factor that services for the development and sustainability of confidence (Grabner and Kaluscha, 2003: 784). Trust is one of the main tendencies is affecting decision-making process. Tendency to over-confidence influences the process particularly.

The conception of confidence that has becoming more important increasingly is discussed in terms of the relationship between organizations directly and the relationship between individuals in organizations and the relationships between employees and organizations (Küskü, 1999: 135).

Confidence is an uncertain concept that contains failure and indetermination within itself. Confidence and trust is the basic need of a mankind. Trust was ranked on the second prior level of the Maslow's Hierarchy of Needs, under the heading of social needs.

Maslow's Hierarchy of Needs is examined in five basic steps in an order of physiological needs, safety and belonging needs, values and self-realization needs. According to Maslow, people need the confidence to meet the needs of the other high levels.

Change is based primarily to destroy the moral order of society in the capitalist societies which in alteration is inevitable. In capitalist society order, economic growth has the major priority and this situation causes the loss of meaning in everyday life routine (Giddens, 2000:1). Confidence is defined as the expectation of moral act that is based on behaving ethically between parties. Confidence is described as the expectation of behaving ethically and tendency to rely on trusted based on the expectation of the trusted will behave ethically. The more the risk, uncertainty and the loss of information and knowledge among the parties of trust, the more confidence needs are increasing. Trust is respecting to unknown and not obvious. Trust is a key element in providing to cope with risk and uncertainty in the changing social environment of an individual. It serves a strategic mechanism in dealing with uncertainty. In this context, individuals need to trust more in an environment where it is not possible to control and under the uncertainty conditions. Individual enters into positive expectations for eliminating the uncertainty of social relationship. In a sense, the individual must accept to take the risk. Within the context of this formation of trust happens neither with total knowledge nor ignorance (Özbek, 2008: 83). Confidence is defined as a positive expectation of that there would be any abuse from the opposite side even if not seen any benefit.(Rousseau et al., 1998: 393). It is the individual expectation of profit rather than damage from the other individuals and their behaviors (Gambetta, 1988: 213). It is possible to state that the later definitions are based on the expedience and self-interest. Trust is a belief about the shaping of individual relationships, opposing individuals would behave in the manner expected of them and responding to expectations positively (Shaw, 2005: 12). The concept of trust which is a critical position within the economic life in Weber's opinion was derived from the religious habits in the historical process rather that rational assessments (Fukuyama, 2005: 9).

On the other hand, trust requires a long time period to occur. Misconduct made by a trusted destroys the confident environment between two sides instantly. Trust is created through social relationships and maintenance with them.

Trust eliminates clutter and makes organizing the system easier in society. On the basis of the need for trust, there are concerns arising from the uncertainty of the future. The development of trust can be explained as reducing uncertainty (Uzbekistan, 2008: 84). Fukuyama's definition is one of the most important one among the explanations of trust. According to Fukuyama, trust is expectation that is based on norms shared with the members of society for behaving within the regular, honest and cooperation concept (Fukuyama, 2005: 44). According to Rousseau, the concept of trust has been defined as the positive prospects about absolute benefit and do not be harmed from the other side (Rousseau et al., 1998: 393).

Even though the concept of trust has been defined in different aspects by many researchers in different disciplines, the common point of all thinkers is about the emergence of trust occurs at two different situations. Trusting person (or an institution) always takes the risk of possibility of losing. In fact, these risks bring the need of confidence with it. Tendency to risk caused by uncertainty stimulates the need to rely on. The second point about trust is the mutual dependence; that is, the relation between the interests of parties. The situation of increase in the interdependence relationship between the trusted sides affects the correlation between risk and trust. The second point about confidence is the association of the interests of dependent sides; i.e., the mutual dependence between two sides. Increment in the dependence level affects the relationship between risk and trust. If the degree of dependence is high, the risk and trust relationship would be substantial in that extent. In a social environment of uncertainty decreases; in other words, in an environment of predictability increases, the need of dependence lowers. The reason of predictability could be confidence. "Trust is not in integrated circuits or fiber optic cables". Trust involves the exchange of information. However, the information cannot be considered only (Fukuyama, 2005: 44).

1. Organizational Justice

When faced with the irregular situation in a particular time period in society, the social, economic and political consequences are expected from this event. Moral philosophers since Aristotle emphasized the vitality of human rights in order to live a good life. Dynamic power of human development is based on laws and regulations result of the conflicts. Thus, using power an authority in the context of social and moral rules is based on the fact that regulations can be sustained with the adherence of "justice" (Taylor, 2003:211).

Many numbers of research and description have been made about the "concept of justice" that is fundamental dynamics of society. McLeish claimed that justice is the center of political and moral values beyond the current legal practice or theories. Rawls stated that justice is as prior virtue of any social organization (Özmen et al, 2007:20). According to Rawls, if everyone desire to take advantage of freedom in the broadest sense on an equal basis, there is a requirement for the demand of individual freedom to be compatible with the organization's concept of freedom. In other words, it has been defined that everyone has rights in the integrated system in which implementation of basic freedom and equal rights (Taylor, 2003:211).

The first studies concerned with justice are to explain the principles of justice that are in the process of social interaction. The concept of organizational justice is based on by Stouffer's work on the basis of relative deprivation, Homans's distribution of justice and Adams's theory of equality (Özmen et al., 2007:20). The conflict of Adams's equality theory is "receiving benefits from the outputs of the organization according to ratio of the individuals' input to the organization" (Barsky and Kaplan, 2007:286).

According to Adams' theory of justice, individuals compare to their own receiving from organization with their giving to it; or, they compare theirs with the other individuals'. For example, individual gives time and effort to organizations' work and gives paying and status in return. In this context, at the end of the comparison process, he decides whether or not the organization is fair. If an individual decides that the organization is unfair; in other words, the rewards are not enough for the efforts, then he chooses the way the organization would be harmed (Tarkan and Tepeci, 2006:140).

This approach has formed the basis of distributive justice in literature, and also it has been subject to scientific studies about distributional justice of the output of employees from organizations. Approaching to fairness in concept of individual sense is an inadequate assessment. Researchers have tried to reveal the different aspects of justice in order to explain fairness in organizations and the justice itself. Thibaut and Walker have stressed the importance the role of honesty in procedures and process, and allocated outputs of employees (Barsky and Kaplan, 2007:286).

Job stress and job satisfaction studies have been made as well as the approaches which correlate the organizational justice and organizational commitment only (Lambert et al., 2007:644). Furthermore, researches that explain the relationship between organizational justice and employee performance are also conducting.

2. Organizational Trust

In dictionary of sociology, trust is described as a vital element and the most important factor in providing social cooperation and solidarity (Erdem, 2003: 13). "Trust" or "security" concept can be defined in two different ways, objectively and subjectively.

The objective description is "the absence of danger" and the subjective description is "belief of danger absence" (Koca, 2003: 6). For these two definitions, "safety" and "security" concepts are used in Turkish. "Safety" often refers to the absence of objective danger, while the "security" has a subjective meaning.

Turkish Language Institution defined the word of trust as the sense of self-reliance with something, somebody or individual himself, feeling confidence and a feeling of safety and state of being sure. When taking into consideration for this definition, the person's needs for security can be met by the individual or object for the perception of confidence (Koca, 2003: 6). Likewise, the words of "emin" and "emuna" are mentioned in well-established languages of Arabic and Hebrew. For example, Muslims and Jews pray by adding the word of "amen / amin" to the end. In this way, they express their belief of God and confidence in them (Fromm, 2000:14). The word from the same root is the word of faith consists of resignation and confident in itself. In a sense, faith means trust, security and resignation to the strongest God against the uncertainties.

Before proceeding to define the concept of trust in the scientific sense, providing information about philosophical concepts of trust is useful. According to philosophers, trust is an accuracy provable behavior in a moral sense (Tschannen and Moran, 2000: 547). Philosophers internalized moral values as a fundamental element of trust. Reliable individuals are ethical individuals. Increasing number of citizens with common moral values provides the raising number of reliable individual in a society.

General trust is not known by the sides in it. What is meant by this concept is the belief that individuals behave honestly and responsibly. It is expressed as the belief that individuals will behave supporting with each other and keep their implicit and explicit promises (Bac, 2009: 47).

General trust "is a kind of confidence that is not based on previous experiences, and is headed to strangers the individual did not know before. Average social trust and instant sociability is sometimes used as an alternative identity for general trust. General trust is regarded as one of the most important determinants of social capital" (Bac, 2009: 46).

Researches in the field of social psychology investigated the individual trust to an organization. On the other hand, trust of an individual as a member of society to society itself and the institutions of society is the topic of sociology side (Tüzün, 2007: 100). These different perspectives of different disciplines revealed that various researchers have been discussed by combining three basic groups. These are (Lewicki and Bunker, 1996: 114):

1. According to theorists who have argued that confidence stems from the roots of personality, an individual's social and psychological history determines attitudes towards the concept of trust.
2. Sociologists argue that the trust is an organizational reality. They regard the trust as the individual's confidence to organization, confidence between organizations and confidence within organization.
3. Social psychologists who are interested in the concept of trust are concentrated interpersonal relations.

Sociologists and social psychologists argue that lack of trust could lead to difficult daily life routines. On the other side, the concept of trust in organizations is preparing the ground to establish the relationship between the members of organization without contract. Trust between employees provides more efficient work style and saves time in group works in organizations (Ammeter et al., 2004:49).

Organizations and trust cannot achieve their target without trust. Trust is one of the hardest concepts to be explained and defined. It is scarce like the air. Its importance arises when soiled (Ozer et al., 2006: 103). There are several reasons for this difficulty in definitions. One of them is quite hard to find evidence of confidence. This is because the concept of trust is abstract. Secondly, trust is the subject of the fields of sociology, psychology, social psychology, theology, anthropology, administration and history. There are also different explanations for the concept of trust in each disciplines approaches'.

Confidence is the belief of the appropriate behaviors of other side according to person's own expectations (Yılmaz, 2005:568).

In another study, confidence has been classified as knowledge-based trust, institution-based trust, account-based trust, confidence and personality-based trust and cognitive-based trust. Tendency to believe and in result trust of person is mentioned in personality-based trust. This type of trust carries the belief of other individuals is good and reliable.

Bromiley and Cummings (1996: 357) classified the confidence as individual and organizational. This classification scheme was used by many researchers.

Bromiley and Cummings (1996: 357) argued that the three elements of trust. These are emotional, cognitive and intentional components. These components provide to explain the behavior of individuals.

Confidence in leadership is very important in the context of organizational behavior. Therefore, the researches about trust have the priority. Trust is a concept known the presence of different levels in individual, team, and organizational dimensions of the management and leadership literature. Therefore, the concept of trust has been defined differently for each different level. It is at all levels of organizations as trust between individuals, trust between and within team and trust between and within unit. Although confidence to organization or leader is at different levels and sizes, studies have shown that the value of both performance as well as the interaction between leaders and followers effect the process. Although confidence to an organization or a leader is at different levels at different sizes, researches have shown that it affects both the value of performance and the process of interaction between leaders and followers. Presence of organizational trust provides influencing and satisfaction the trusted audiences, increasing positive behaviors; such as, organizational commitment and a healthy organizational communication (Burke et al., 2007:607).

One of the frequently mentioned issues for organizational effectiveness is the individual trust. Evidences suggest that interpersonal trust has consequences both direct and indirect. Job performance, organizational commitment and intention to work of employees, team performance are some of them (Dirks and Ferrin, 2001:450).

Individual trust consists of individual's relationships and expectations of his behaviors. Trust is identified as a common thought of individuals or groups about other individuals and groups. In this context, it is an effort to have faith about someone else in a open or secret way. Trust requires honesty. In addition, it emphasizes to not to gain advantage from the connected person. There are three important aspects of this definition. First is behaving honesty and for the second, behaving according to expectations of other individuals. Third is being in the context of selflessness and altruism. (Bromiley and Cummings, 1996: 357). Confidence in interpersonal relationships is classified in two ways: "cognitive" and "emotional".

To whom, in what circumstances and for what reasons can be relied on is mentioned for a rational choice in cognitive safe. Confidence structures emerging within the cognitive safe are "figured trust" and "knowledge-based trust". Emotional trust indicates the people's attitudes and behaviors that reflect their excellence toward each other. It is an identification-based trust within another aspect. The individual put self in the other party's place and acts in line with other party's desires and expectations (Erdem and İşbaşı, 2000:624). Identification-based trust relies on the association with desires and intentions of other side. Trusted parties understand each other and have developed relationships. Individual is acting as representative of other individuals. Both awareness and association occur in identification-based trust. Individual knows how to behave toward other side for gaining trust.

The high level identification-based trust is shaping by understanding the demands of other side and approving these requests; and at the end of this acceptance process, acting in concept of the common interests of sides. Identification-based trust improves when interpretation about demands between two sides occurs. As time goes by, trusted environment brings to think, feel and even act like the other party. (Lewicki and Bunker, 1996: 114).

When identification is considered in terms of organizational trust, it illustrates being able to unite with one another as members of the organization and being in the close ties. Size of identification is related to organization members' goals, values and norms (Shokley et al., 2000: 35).

Figured trust is calculated by evaluating costs and benefits in a logic way as a result of the behavior of other side (Gefen and Straub, 2002: 7).

Figured confidence is the individual's ability that can arise with a sense of confidence. It is the reliability of individual's himself sanction of broken promises. Figured-trust is based on objective measurement of the probability of their individual's willingness to co-work with individual himself (Bac, 2009: 48).

Individual seek reasonable justifications for trusting in cognitive-based trust. Trust is defined as a rational decision-making. The starting point of the trusting person is constituted by the responsibility and a sense of responsibility of trusted person.

Another dimension of mutual trust is emotional-based trust. The relationship included in this type of trust forms the starting point of deeply emotional-based trust. Caring and giving importance to trusting person are the source of emotional trust (McAllister, 1995: 30).

How to build mutual trust environment is the cornerstone of the cognitive-based trust. Individual in this type of trust gives importance to first impression rather than personal interaction (Gefen and Straub, 2002: 7).

3. Organizational Commitment

Organizational commitment is a desire to remain a member of the organization. It can also be explained as high level of effort for organization's benefit, or unquestioned belief and acceptance to it. In other words, organizational commitment is the identification with all operations, interests and achievements of organization (İbicioğlu, 2000:13).

Organizational commitment includes activities that conduct the existence of organization. In addition, the adoption of understanding of employee commitment at the end of the activities takes place in another aim (Bayram,2005:126). Allen and Meyer's have argued that there is a psychological dimension of organizational commitment. This psychological dimension takes shape parallel to relationship between the organization and employee (1996:255).

Steers defined organizational commitment as;

- The adoption of aims and values of the organization by members,
- Efforts of the member of organization to be an important part in of the puzzle,
- To see organization as a family and it is important to become part of this family (Özdevecioğlu, 2003:114).

Organizational commitment is to be internalized the properties of organization by employees (O'Reilly and Chatman, 1986:493).

According to Kanter (1968:500), organizational commitment is being ready for giving the employee's energy for his work and his loyalty to the organization which is a social system. Those employees within the organization establish social relationships and these bonds make their personality integrated.

As stated in Becker's theory, employee makes a set of investments for the time spent within the organization. These investments are the most important factors affecting the organizational commitment between employee and organization. According to this theory, employee spends his effort, time and skills for conducting the duties. Employee bets with the organization in a sense. As a result of this, his obtains gains from the organization. Employees lose the investment earnings in case of separation from the organization (Liou and Nyhan, 1994:99).

Organizations are required to increase the employees' sense of attachment and possessiveness for the organization to be able to act in accordance with the stated aims and to survive. In this way, long-term plans could be done, and these plans could determine employees' duties, powers and responsibilities. At this point, organizational commitment which is the most important resource in the organizational structure and the continuity of human resources is becoming a vital issue.

4. Justice, Trust and Commitment Relationship

Researchers evaluating organizational commitment as one of the factors that allows the formation of organizational citizenship behavior in individuals emphasize that it is the most important factor to develop this behavior than the other factors that have role in organizational citizenship.

In 1986, O'Reilly and Chapman argued in their study that organizational commitment causes organizational citizenship behavior with sub-components of identification and internalizing target with organization. Organizational commitment is the first of the factors affecting organizational citizenship.

The second is leader's qualifications that are as important as organizational commitment in terms of organizational citizenship behavior, and correspondingly, the confidence in employees about organization. Perception of organizational justice is in third place for affecting organizational citizenship behavior. This study makes difference with regards to determine the relation of these three factors. Other factors are listed below:

- Member's mental state and personality traits
- Member's job attitudes and satisfaction
- Employees' needs
- Unique characteristics of business
- Age, seniority and hierarchical levels of the organization,
- Characteristics of organization,
- Organizational vision,
- Individual-organization integration.

Studies investigating the relationship between organizational justice and organizational trust have an important place in the literature. In the light of this, this research also addresses perception of organizational justice in the context of trust and organizational citizenship. Existence of distribution and procedural justice is attached to domination of trust in the entire organization. In contrast, the initiator of justice is based on honesty and trust of administrators. On the other hand, trusted administrators can create organizations in atmosphere of confidence. Moreover, it is the expected result that organizational trust environment and trusted administrator make organizational commitment behavior providing by employee.

5. Impact of Process on the Employee Success

Reliability concept is discussed as a dimension of confidence in some of the research (Tüzün, 2007:100). The individual's reliability is defined as the sanctions imposed on broken promises and individual's performance in addition to being determined by the economic power, income and wealth level (Bac, 2009: 46). Researchers who work on the concept of trust have suggested that the new dimensions of the concept over time. Some of these are helpfulness, predictability, motivation, expertise, trust, altruism, conformity and consistency. If a general classification to be made; conceptual structures were evaluated in five dimensions. These are the aspects of dependencies / reliability (consistency, faith, fidelity, predictability, respect, safety, confidence), integrity (accuracy, motivation, organization size), ability (ability, character, expertise, integrity), compliance and acceptance (Tüzün, 2007:100). McAllister has addressed trust between people in two groups; cognitive-based trust (ability, confidence, observation) and emotional-based trust (with the sharing of thoughts and feelings of emotional investment) (McAllister, 1995:27).

AIMS

The purpose of the research is to determine the effects of organizational justice that was implemented by business managers on organizational commitment and trust. For this purpose, in the light of the information is obtained from the literature, hypotheses are related to organizational justice, organizational trust and organizational commitment are given below:

- H1: Organizational justice perception affects the organizational trust positively.
- H2: Organizational trust affects organizational commitment positively.
- H3: Organizational justice perception affects organizational commitment positively.

The research model was developed in relation to the determined hypothesis is given below.

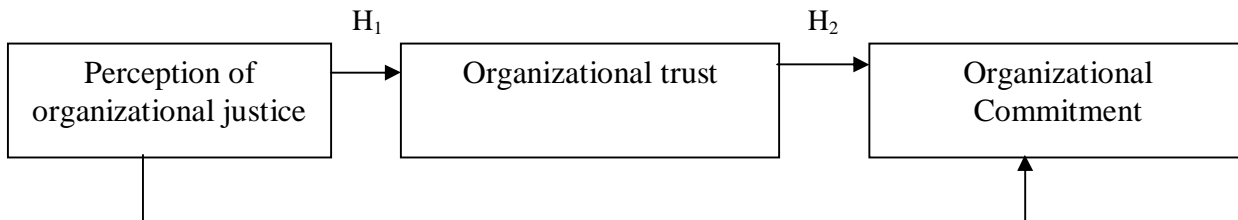


Figure 1: Research Model

Methodology

The study population is composed of 150.035 employees are working in Mugla. There are 864 accommodation facilities that have tourism investment and /or tourism businesses operating certified in that city. These facilities have 130,396 bed capacities (Mugla Provincial Culture and Tourism Directorate, 2013). It is assumed that approximately 150,035 employees are employed based on generally accepted in the literature 1,1 employee per bed (Çetiner,1995, p.16). The research has been completed with the method of sampling from this mass that creates this environment.

When deciding on the method was used in the study, attention has been paid for the situation appropriateness of the method and whether it is relevant for the aim of the research. How gathering data in most effective way and the quality of questionnaires are another point of attention. After completing the research scale, the understandable of questions has been tested with a pilot study and data had been collected after the final version of the scale was given. As a result of the Cronbach Alpha reliability calculation for assessing the measurement tool, the Cronbach's Alpha value has been found 0.957.

Data were collected through a questionnaire is consisting of two parts. In the first part of the survey, questions to determine socio-demographic characteristics of the employees were given. In the second part, the 5 point Likert-type questions have been asked for measuring employees' perceptions of organizational justice, organizational trust and organizational commitment levels.

Survey data was analyzed by using the SPSS (13.0) program. After transferring of the collected data to the computer, properties of employees were analyzed by descriptive statistics; such as, frequency and percentage distributions. Regression analysis was applied to test the hypotheses were developed in this study.

Data and Analysis

Table 1: Survey Findings Related to Demographic Characteristics of Respondents (n: 229)

		n	%
Gender	Woman	141	61.6
	Man	80	34.9
	Unanswered	8	3.5
Age	20-25	43	18.8
	26-30	154	67.2
	31-35	20	8.7
	36-40	1	.4
	41 and over	1	.4
	Unanswered	10	4.4
	Marital Status	Single	181
	Married	33	14.4
	Unanswered	15	6.6
Education	Primary Education	22	9.6
	Secondary Education	93	40.6
	Higher Education	67	29.3
	Graduates		
	Bachelor's Degree	35	15.3
	Graduate	2	.9
	Unanswered	10	4.4
Working Years	0-1 year	170	74.2
	2-5 years	35	15.3
	6-10 years	12	5.2
	11-15 year	4	1.7
	Unanswered	8	3.5
Position	Employee	167	72.9
	Leader	38	16.6
	Boss	11	4.8
	Manager	3	1.3
	Unanswered	10	4.4

According to data in Table 1, employees surveyed 61.6% were male and 55.3% were female. 18.8% in the 20-25, 67.2% in the 26-30, 8.7% in the 31-35 and 0.8% is in the age range of 36 years and older. 4.4% of participants did not give any data about their age-status. In general, employees who were surveyed in the age range of 26 and 30. When marital status is taking into consideration, it is seen that 79% were single and 14.4% are married. 6.6% of this question is left unanswered. According to education level of employees; 9.6% primary, 40.6% secondary education, 29.3% higher education graduates, 15.3% undergraduate, 0.9 percent is graduates of the master's degree. 4.4% of the participants did not respond to the educational status. A majority of employees have seen that secondary school graduates. Analyzing the employees' working years; 74.2% works 0-1 years, 15.3% works 2-5 years, 5.2% works 6-10 years and 1.7% works 11-15 year in the same business. 3.5% of employees did not respond to the question of working years. Analyzing business positions; it is concluded that 72.9% is the employee, 16.6% is the chef, and 4.8% is the managers and 1.3% is senior manager. 4.4% of employees did not respond to the position in business question.

Table 2: Impact of Organizational Justice on Organizational Trust

Dependent	Beta	t
Organizational Commitment	.753	17.244
R²	F	Significance Level of F Value
.565	297.360	.000

* Organizational justice is independent variable.

R² = .562; F=297.360; p=.000 is statistically significant in the regression model; independent variable is organizational justice, dependent variable is organizational trust. Organizational justice affects the trust in ratio of 56%. There is a statistically significant relationship between organizational justice and organizational trust ($\beta = .673$; $t = 13.703$; $p = .000$). In other words, the positive changes in the perception of organizational justice lead to a positive sense of trust. Thus, H1 is acceptable.

Table 3: Impact of Organizational Trust on Organizational Commitment

Dependent	Beta	t
Organizational Commitment	.673	13.703
R²	F	Significance Level of F Value
.450	187.767	.000

* Organizational trust is independent variable.

R² = .450; F=187.767; p=.000 is statistically significant in the regression model; independent variable is organizational trust, dependent variable is organizational commitment. Perception of organizational trust affects the commitment in ratio of 45%. There is a statistically significant relationship between organizational commitment and organizational trust ($\beta = .673$; $t = 13.703$; $p = .000$). In other words, the positive changes in the perception of organizational trust lead to a positive sense of commitment. Thus, H2 is acceptable.

Table 4: Impact of Organizational Justice on Organizational Commitment

Dependent	Beta	t
Organizational Commitment	.602	11.350
R²	F	Significance Level of F Value
.359	128.826	.000

* Organizational justice is independent variable.

R² = .359, F = 128.826, p = .000 is statistically significant in the regression model; independent variable is organizational justice, dependent variable is organizational commitment. Perception of organizational justice affects the commitment in ratio of 36%. There is a statistically significant relationship between organizational commitment and organizational justice ($\beta = .602$; $t = 128.826$; $p = .000$). In other words, the positive changes in the perception of organizational justice lead to a positive sense of commitment. Thus, H3 is acceptable.

Conclusion and Suggestions

Mutual understanding, shared values and employees' behaviors constitutes the social capital of that organization. In other sense, the social capital is the reflection of emotions of working individuals for organization.

Trust which is the main element of social capital is the main factor holding the relationships within the organization together. The perception of fairness in employees can be effective in formation of trust. The continuity of trust affects the organizational commitment.

When research evidence is examined, it has been found that the perception of organizational justice affects the employee's confidence towards organization in ratio of 56%. In other words, there is a statistically significant correlation between organizational justice and organizational trust ($\beta = .753$; $t = 17.244$; $p = .000$). The research conducted by Seppanen et al. (2007) have stated that business operating costs, management costs and the cost of revenues reduces as a result of employees' confidence towards organization. It also decreases the level of social turmoil in the organization.

One of the studies investigating the relationship between organizational justice and organizational trust belongs to Yui One-Time Wong., et al (2006) from China. Organizational trust reduces conflict in organizations and costs of business and operations. It has also been suggested that it enhances to co-work. In the light of these studies, if a business could create organizational trust environment, there could be less expenses and the organization would be able to eliminate internal social chaos. Strengthening the perception of organizational justice is one of the most basic features for creating a sense of trust.

Rempel and Holmes (1986: 27) have suggested that "an individual creates trust when he/she confirms the other's thoughts". Trust is the degree of belief that individuals feel in a relationship. Trust consists of predictability, dependency and belief. In parallel with this work with a method of strengthening employees' perceptions of fairness, business managers should share their decisions with employees in order to be included them in decision-making process.

Organizational commitment is one of the main factors that play a role in success of business. According to research findings, it has been found that organizational trust influences the commitment in ratio of 45%. In other sense, the positive changes in the perception of organizational justice lead to a positive sense of commitment. Therefore, H3 is acceptable ($\beta = .673$; $t = 13.703$; $p = .000$). Likewise, the perception of organizational justice affects the commitment of organization in the ration of 36%. In other words, the positive changes in the perception of organizational justice leads to a positive sense of commitment ($\beta = .602$; $t = 128.826$; $p = .000$).

Katz and Kahn (1977) have stated in their study that organizational commitment raises the success of only a limited role in terms of quality and quantity and it also contributes to reduction of labor turnover. Meanwhile, it was confirmed that organizational commitment directs the individual to the various involuntary acts for the organizational life and the highest level of system success. From this point of view, providing confidence among businesses employee and increasing the perception of organizational justice will greatly enhance business success while creating employee commitment into businesses.

One of the limitations of this study is to be limited to study about employees of hospitality business that operates only in Muğla and cannot be generalized to all service sectors. Under the light o this, the wider scope of future researches and working with different service industry workers will be able to bring a different perspective to the topic.

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