

Investigation of Organizational Trust and Individual Performance Relationship of Personnel Working in Youth Services and Sports Provincial Directorate: A Research on Youth Services and Sports Provincial Directorate

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ABSTRACT

Background: Today, the importance of sports enterprises and sports institutions is increasing with each passing day. Therefore, the service and working performance of the staff working here is also very important.

Aim: The purpose of this study is to establish whether there is a meaningful relationship between organizational trust and individual performance. It is to determine whether organizational trust and individual performance differ according to various demographic characteristics such as age, gender, education, marital status, seniority, and the relationships between the general and sub-dimensions of organizational trust and individual performance.

Method: Research data were obtained by applying face-to-face on a voluntary basis to youth and sports provincial directorate employees by survey method during the pandemic period when there is flexible working.

Results: When the general average of the responses given by the participants regarding the questions to measure organizational trust and individual performance perception levels was examined, it was seen that organizational trust perception levels were high and individual performance perception levels were very high, and there was no significant difference between organizational trust and individual performance according to the demographic variables of the employees.

Conclusion: A positively significant relationship was observed between organizational trust and sub-dimensions and individual performance. Therefore, managers should implement management models that will provide and increase organizational trust in sports institutions or enterprises so that they can prevent costs due to poor individual performance.

Keywords: Organizational Trust, Individual Performance, Sports, Sports Institutions

INTRODUCTION

Today, the importance of sports enterprises and sports institutions is increasing with each passing day. Therefore, the service and working performance of the personnel working here is also very important. One of the most important factors affecting this importance is trust. Trust is important both for non-organizational stakeholders and for internal employees. Increasing trust in both individuals and organizations for employees in sports enterprises and sports institutions has an important role in making activities more effective, more solid connection to values and beliefs that are important and shared for the organization, and increasing the individual performance of employees as a result of these. In this study, it is aimed to reveal the relationship between organizational trust and individual performance and to create resources for studies that increase the efficiency of the employees.

Conceptual Framework: The concept of trust, which has a significant impact on human relations, is closely related to the existence of trust among the people who make up these structures, the continued existence of social structures and organizations intact. Organizations are a system of cooperation of people who come together to achieve a specific goal. Individuals expect in this cooperation system, and especially the changes in working environments and conditions due to the phenomenon of increasing globalization after the 2000s have increased these expectations, so the concept of trust in the organizational sense has become more important¹

In general, the concept of trust is expressed as a person having a positive expectation towards other people and showing a psychological sensitivity towards this expectation² In another definition, the trust is defined as the expectation that the decision made by the person will act in his own interests³ Trust is seen as one of the most important elements of personal relationships and organizational life and serves as a catalyst for the healthy functioning of relations in organizations. In addition, the concept of trust comes across as a phenomenon that plays a fundamental role in solving problems, authorizing, sharing responsibilities in many relations between the parties, and also facilitates the harmonious access to personal and organizational objectives by creating a harmonious working environment for employees⁴.

Organizational trust is a feeling of trust and support within an employer and expresses the belief that the employer will be outspoken and fulfill its commitments⁵ In another definition, organizational trust; an employee's perception of the support provided by the organization is expressed as the belief that the leader will be truthful and stand by his word⁶.

Organizational trust is not conceptually one-dimensional, but many expert organizational trusts; (1) a result of multi-level exchange relationships such as multi-level exchange relations such as multi-level merger between individuals, teams, organizations and organizations, (2) connected to the beliefs, values and norms of the organizational culture, (3) communication-based – as a result of communication behaviors such as

providing accurate information, explaining decisions and providing clarity, (4) dynamic-trust configuration is a phenomenon that requires continuity, (5) multidimensional sensory affecting one's perception of trust and they defined it as a phenomenon that contains many elements at the behavioral level⁷.

Organizational trust is divided into three parts: trust in the manager, trust in his colleagues and trust in the organization.

Trust in the Manager: The mutual trust between the manager and the employees in the organization will increase the motivation of the employees for the possible benefits they will achieve in the future. In cases where trust is reduced, they do not make extra efforts and may be reluctant to perform even the minimum performance as a result of working with an unreliable manager⁸.

It is an important factor in the concept of managerial trust that directs employees towards the previously set goals and objectives and enables them to work in line with these goals.

Trust Your Colleagues: coworker trust is about trust that one's colleagues are competent and will act in a fair, reliable and ethical manner. It assumes that colleagues will support their peers and will not benefit from them by withholding information. Coworker trust directs employees to act on the basis that they believe in the words and actions of their peers⁹.

Trust in the Organization: Trust in the organization is more focused on the organization than the individuals and includes the expectations of the individuals from the network of organizational relations and behaviors. In other words, trust in the organization is the belief that the organization of the individual will take actions that are in its best interest, or at least that these actions will not harm itself. Trust in the organization is the belief of the members in the policies and strategies of the organization and the determination to maintain their relations in the future¹⁰. In institutions where organizational trust is maintained, it is easier for employees to focus on work and their work performance increases.

Performance is defined as a qualitative and quantitative expression of how much of the goals set by the person doing the work can be achieved, which is related to the skills, skills, experiences, communication methods, diligence they put forward, the discipline of work they have, their susceptibility to teamwork¹¹.

An important task of managers is to evaluate and improve the performance of employees. When managers show that they care about the expectations of employees, they will see that they are much more performing. On the contrary, the results obtained by managers who do not pay enough attention to the needs and expectations of employees will not be long-term and they will have to deal with employees who are inadequate in terms of quality and quantity¹².

Organizations that easily achieve their predetermined goals are organizations that keep their business performance levels at a high level. Therefore, managers within the organization should take performance-enhancing measures for the success of the organization by accurately identifying the factors affecting the performance of the employees¹³.

Relationship Between Organizational Trust and Individual Performance: It is seen that the studies on organizational trust and individual performance are generally done on health, education, accommodation, and other business employees, and the number of studies on sports institutions or businesses is limited when the literature is examined.

Bute (2011) found that organizational trust has a positive effect on individual performance in his study to examine the relationship between ethical climate, organizational trust, and individual performance variables¹⁴.

Altaş and Kuzu (2013) found a positive effect on the individual performance of the manager in their efforts to demonstrate the effects of the ethical climates and trust in their organizations in the schools of teachers working in the field of preschool education on individual business performance, and there were no meaningful findings on performance in the trust dimension of the organization¹⁵.

Özdemir (2018) examined the effects of organizational justice perceptions and organizational trust levels on the performance of the workers. As a result of the research, it was observed that there is a meaningful relationship between the perceptions of organizational justice and organizational trust levels of the workers, and that both variables have an impact on performance¹⁶.

Cankul, Kilic, Dogantekin (2018) in their research on whether the organizational trust levels perceived by restaurant employees have an impact on organizational citizenship and business performance; organizational trust has been shown to positively affect business performance¹⁷.

Turhan, Köprülü, Helvacı (2018) in their work on the relationship between organizational trust and individual business performance on bank employees; It has been determined that the individual work performance of the employees has a positive and statistically significant relationship with the trust in the manager, trust in the organization and trust in colleagues¹⁸.

Yorulmaz and Karabacak (2020) saw that the perception of organizational trust of port employees had a positive effect on their business performance in their research on the relationship between organizational trust perception and business performance and whether job satisfaction and organizational commitment played an intermediate variable role in this relationship¹⁹.

MATERIAL AND METHOD

Purpose of Research: The purpose of this study is to establish whether there is a meaningful relationship between organizational trust and individual performance. It is to determine whether organizational trust and individual performance differ according to various demographic characteristics such as age, gender, education, marital status, seniority, and the relationships between the general and sub-dimensions of organizational trust and individual performance. As a result of the findings to be obtained with this study, it is thought that in addition to contributing to the sports field writing and creating resources, it will contribute to improving the quality of service provided in sports enterprises/institutions and to be studies that increase the efficiency of the working personnel.

Scope and Method of Research: The universe of the research consists of 130 people working in the provincial center of Tunceli Youth and Sports Provincial Directorate.

During the pandemic period, when flexible working and administrative leave were intense, a margin of error of 5% was predicted within the limits of 95% reliability and the main universe sample size was calculated as 97 and quantitative research method was used. The data in questionnaire was obtained by applying the survey method to 101 people on a voluntary basis. The ethics committee permission required for the execution of this study was obtained by 15082 decision dated 15.06.2021 from the Presidency of the Ethics Committee of Non-Interventional Researches of Munzur University.

Model and Hypotheses of Research: The model and hypotheses of the research are as follows.

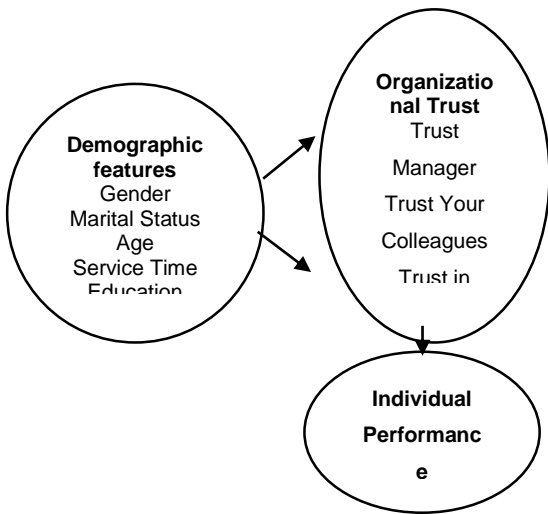


Figure 1: Model of Research

H1: There are differences in organizational trust and individual performance perceptions of employees in terms of demographic variables.

H2: There is a positive relationship between organizational trust and individual performance.

H3: There is a positive relationship between the sub-dimensions of organizational trust and individual performance.

Data Collection: Survey technique was used as a data collection method in the research. The questionnaire was designed from a total of three sections and consisted of a total of 36 questions. The first part of the survey consists of 5 questions to determine the demographic information of the participants. In the second part, the organizational trust scale created by Omarov, which tested its validity and reliability, was used. The organizational trust scale consists of 22 questions and consists of 3 sub-dimensions, the first 10 items being trust in the manager, the next 5 items being trust in colleagues, and the next 7 items being trust in the organization. The phrases in question are rated on a five point Likert scale: "1- I strongly disagree, 2- I do not partially agree, 3- I neither agree nor disagree, 4- I partially agree, 5- I strongly agree". The general reliability (α)

coefficient for the scale is 0.962, the coefficient of the sub-dimension of trust in the manager (α) is 0.949, the coefficient of the sub-dimension of trust in colleagues (α) is 0.906, and the coefficient of the sub-dimension of trust in the organization (α) is 0.876, dir²⁰.

As an individual performance scale, the "Individual Performance Scale" consisting of 9 items and one dimension was used, which Schepers²¹ (2005) developed, in which Özpehlivan²² (2015) conducted its validity reliability study. The scale was developed as a 5-point Likert type and its scoring is "1 strongly disagree" and "5 strongly agree". The general reliability (α) coefficient for the scale was 0.829.

According to Alpar's reference ranges, Cronbach's Alpha value is considered unreliable between 0.00 – 0.39, low reliability between 0.40 – 0.59, 0.60 – 0.79 highly reliable, and high trust between 0.80 - 1.00²³.

General reliability (α) coefficient of our work on youth and sports provincial directorate employees on the Organizational Trust scale

Table 1: Trust Level

	Cronbach Alpha
Organizational Trust	0,960
Trust in Manager Sub-Dimension	0,952
Trust in Colleagues Sub-Dimension	0,936
Organizational Trust Sub-Dimension	0,970
Individual Performance	0,937

Analysis of Data: The research data were analyzed using the SPSS (Statistical Package for Social Sciences) for Windows 22.0 program. First, statistically descriptive assessments of demographic data were made, and then $n > 30$ Kolmogorov-Smirnov tests were performed to see if the data was distributed normally.

After the test, it was observed that the data was not distributed normally. Nonparametric tests (Mann Whitney U and Kruskal Wallis) were conducted to determine whether employees' organizational trust and individual performance perceptions differed significantly according to various variables, and then spearman correlation analysis was performed to reveal the relationship between organizational trust and individual performance.

RESULT

Demographic Findings of Employees: 66.3% of the respondents were male, 33.7% were female, 66.3% were married and 33.7% were single. When we look at the age ranges, 0.9% of the participants were between the ages of 22 and 27, 31.7% are aged 28-33, 39.6% are aged 34-49, 19.8% are in the 40-45 age range, 5% are in the 46-51 age range and 3% are 52 years and older. In terms of service time, 12.9% are in the range of 1-5 years, 32.6% are in the 6-10 year range, 46.5% are in the 11-15 year range, 5% are in the 16-20 year range and 3% are in the 21-year and above service period. In terms of educational status, 0.9% were in primary education, 27.7% in high school, 11.9% at associate degree, 53.5% at undergraduate and 5.9% at graduate education level.

When table 3 is examined, the general average of the answers given by the employees regarding the questions to measure their organizational trust and individual

performance perception levels is examined and the organizational trust average is calculated as 3.77 and the average individual performance is 4.25. According to this average, it is seen that the organizational trust perception levels of the employees are high with 3.77 and the individual performance perception levels are very high with 4.25.

Table 2: Sampling information

Variables		N (101)	%
Gender	Male	67	66,3
	Female	34	33,7
Marital status	Married	67	66,3
	Single	34	33,7
Age	22-27 Years	1	0,9
	28-33 Years	32	31,7
	34-39 Years	40	39,6
	40-45 Years	20	19,8
	46-51 Years	5	5
	52Years and older	3	3
Service Time	1-5 Years	13	12,9
	6-10 Years	33	32,6
	11-15 Years	47	46,5
	16-20 Years	5	5
	21Yearsand above	3	3
Education Status	Primary school	1	0,9
	High school	28	27,7
	Associate Degree	12	11,9
	Undergraduate	54	53,6
	Graduate	6	5,9

Table 3: Overall Average Score on Organizational Trust and Individual Performance

	N	X̄	Ss	Max	Min
Organizational Trust	101	3,77	0,76	5,0	1,0
Individual Performance	101	4,25	0,75		

Comparison of Employees' Organizational Trust and Individual Performance Perception Levels by Gender Variable: The following table shows a comparison of employees' organizational trust and individual performance perceptions by gender variable.

Table 4: Comparison of Employees' Organizational Trust and Individual Performance Perceptions by Gender Variable

	Gender	N	X̄	Ss	P
Perceived Organizational Trust	Male	67	3,75	0,77	0,818
	Female	34	3,81	0,74	
Perceived Individual Performance	Male	67	4,22	0,72	0,169
	Female	34	4,31	0,82	

P<0,05

When Table 4 was examined, there was no significant difference between the groups in comparing the answers given by the employees to organizational trust and individual performance questions according to the gender variable.

Comparison of Employees' Organizational Trust and Individual Performance Perceptions according to Marital Status Variable: The following table shows how employees' perceptions of Organizational Trust and

Individual performance are compared according to the marital status variable.

Table 5: Comparison of Employees' Organizational Trust and Individual Performance Perceptions according to Marital Status Variable

	Marital Status	N	X̄	Ss	P
Perceived Organizational Trust	Married	67	3,82	0,67	0,543
	Single	34	3,68	0,92	
Perceived Individual Performance	Married	67	4,28	0,69	0,933
	Single	34	4,18	0,86	

P<0,05

When table 5 was examined, there was no significant difference between the groups in comparing the answers given by the employees to organizational trust and individual performance questions according to the marital status variable.

Comparison of Employees' Organizational Trust and Individual Performance Perceptions by Age Variable: The following table shows how employees' perceptions of organizational trust and individual performance are compared according to the age variable.

Table 6: Comparison of Employees' Organizational Trust and Individual Performance Perceptions by Age Variable

	Age	N	X̄	Ss	P
Perceived Organizational Trust	22-27 Years	1	3,63	-	0,513
	28-33 Years	32	3,75	0,89	
	34-39 Years	40	3,92	0,69	
	40-45 Years	20	3,64	0,74	
	46-51 Years	5	3,30	0,53	
	52 +older	3	3,68	0,59	
Perceived Individual Performance	22-27 Years	1	4	-	0,434
	28-33 Years	32	4,2	0,83	
	34-39 Years	40	4,32	0,70	
	40-45 Years	20	4,21	0,82	
	46-51 Years	5	4,6	0,18	
	52 +older	3	3,6	0,57	

P<0,05

When table 6 was examined, there was no significant difference between the groups in comparing the answers given by the employees to organizational trust and individual performance questions according to the age variable.

Comparison of Employees' Organizational Trust and Individual Performance Perceptions according to Service Time Variable: The following table shows how employees' perceptions of organizational trust and individual performance are compared according to the service time variable.

Statistical Findings: The following average values are considered limited in the interpretation of the averages of the general and sub-dimensions of individual performance scales with organizational trust:

- 1,00 - 1,79 very low,
- 1,80 – 2,59 low,
- 2,60 – 3,39 medium,
- 3,40 – 4,19 high,
- 4,20 –5,00 too high

Findings on Organizational Trust and Individual Performance

Table 7: Comparison of Employees' Organizational Trust and Individual Performance Perceptions according to Service Time Variable

Service Time		N	X̄	Ss	P
Perceived Organizational Trust	1-5 Years	13	3,62	0,98	0,537
	6-10 Years	33	3,95	0,68	
	11-15 Years	47	3,70	0,73	
	16-20 Years	5	3,61	1,04	
	21 +above	3	3,68	0,59	
Perceived Individual Performance	1-5 Years	13	4,22	0,44	0,091
	6-10 Years	33	4,34	0,83	
	11-15 Years	47	4,22	0,73	
	16-20 Years	5	4,35	1,20	
	21 +above	3	3,66	0,57	

P<0,05

When table 7 was examined, there was no significant difference between the groups in comparing the answers given by the employees to organizational trust and individual performance questions according to the service time variable.

Comparison of Employees' Organizational Trust and Individual Performance Perceptions according to Education Status Variable: The following table shows how employees' perceptions of organizational trust and individual performance are compared according to the education status variable.

Table 8: Comparison of Employees' Organizational Trust and Individual Performance Perceptions according to Education Status Variable

Education Status		N	X̄	Ss	P
Perceived Organizational Alienation	Primary school	1	2,63	-	0,620
	High school	28	3,89	0,81	
	Associate Degree	12	3,72	0,84	
	Undergraduate	54	3,73	0,73	
	Graduate	6	3,87	0,64	
Perceived Individual Performance	Primary school	1	4,55	-	0,936
	High school	28	4,27	0,66	
	Associate Degree	12	4,02	1,11	
	Undergraduate	54	4,25	0,74	
	Graduate	6	4,53	0,41	

P<0,05

When table 8 was examined, there was no significant difference between the groups in comparing the answers given by the employees to organizational trust and individual performance questions according to the education status variable.

According to the results obtained above, there was no difference between the organizational trust and individual performance perceptions of the employees in terms of demographic variables. According to these results, the (H1) hypothesis was rejected.

Findings on Correlation Analysis: Correlation analysis was performed to determine the relationships between organizational trust and sub-dimensions and individual performance.

When table 9 is examined, a moderately positive relationship between organizational trust and individual performance (p<0.01, r = ,512) is seen according to the

results of the analysis between organizational trust and sub-dimensions and individual performance. According to this result, the (H2) hypothesis was accepted.

Table 9: Relationship between Employees' Organizational Trust and sub-dimensions and Individual performance

	Organizational Trust	Trust Manager	Trust Colleagues	Organization Trust	Individual Performance
Organizational Trust	1,000				
Trust Manager	,848**	1,000			
Trust Colleagues	,791**	,679**	1,000		
Organization Trust	,875**	,559**	,556**	1,000	
Individual Performance	,512**	,614**	,360**	,328**	1,000

r < 0.19, no relationship, or relationship too low to be cared for, weak correlation between 0.20 - 0.39, Moderate correlation between 0.40 - 0.69, high correlation between 0.70 - 0.89, and very high correlation between 0.90 – 1.00²⁴

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

The sub-dimension of the Organizational Trust is between trust with the manager and individual performance (p<0.01, r =,614) is a moderately positively significant relationship, again a significant positive relationship between trust in friends (p<0.01, r =,360), and individual performance, and weak positive relationship between organizational confidence (p<0.01, r =,328) and individual performance. According to these results obtained (H3) hypothesis was accepted.

DISCUSSION AND CONCLUSION

Today, trust is an important factor in achieving the organization's goals in sports enterprises and sports institutions as in any business. As we stated at the beginning of our study, another factor influenced by trust is individual performance. In this study, whether there is a meaningful relationship between organizational trust and individual performance, whether organizational trust and individual performance differ according to various demographic characteristics such as age, gender, education, marital status, seniority, and the relationships between general and sub-dimensions of organizational trust and individual performance were examined.

When the general average of the answers given by the participants regarding questions related to measuring organizational trust and individual performance perception levels is examined, it is seen that organizational trust perception levels are high with 3.77 and individual performance perception levels are very high with 4.25 in the literature (Butte 2011; Yorulmaz, Karabacak 2020) researches have obtained similar results. As the result shows, organizational trust has an impact on performance and improves individual performance¹⁴⁻¹⁹.In the examination of whether there was a significant difference between organizational trust and individual performance according to the demographic variables of the employees, no significant differences were found according to gender,

marital status, age, service time and educational status. When the literature was examined (Bute, 2011), different results were obtained in the demographic variables of organizational trust dimension in age, gender, educational status, working time and individual performance dimension in gender, marital status, education status and working times, but different results were obtained in the age variables of the marital status and performance dimension of the trust bot^{14,29,30}. (Altaş and Kuzu 2013) have achieved similar results in the gender, marital status, and seniority variable in the trust dimension of the organization and in the performance dimension in the age, marital status, and service times variable¹⁵. (Aktuğ, 2016) obtained similar results in terms of performance in his study^{25,27,28}.

According to the results of the analysis on whether there is a meaningful relationship between organizational trust and sub-dimensions and individual performance; There is a moderately positive meaningful relationship between organizational trust and individual performance, a moderately positive meaningful relationship between the sub-dimension of organizational trust in the manager and performance, and a significant positive relationship between individual performance in the sub-dimensions of organizational trust in colleagues and trust in the organization. Briefly, it was observed that there is a positive relationship between organizational trust and individual performance. In literature (Bute 2011; Aktuğ 2016; Cankül et al. 2018; Turhan et al. 2018; Kabadayı and Türkay 2020; Yorulmaz and Karabacak 2020;) we see that they have achieved results that are reassured with the research we have done in their studies^{14,25,17,18,26,19}. The positive confidence of employees working in sports institutions will encourage them to perform better in their work and behaviors aimed at learning. Therefore, managers should implement management models that will provide and increase organizational trust in sports institutions or enterprises so that they can prevent costs due to poor individual performance. In this research organizational trust and individual performance issues were carried out that had not been sufficiently emphasized in sports institutions during the covid 19 pandemic period, when flexible working and administrative leave were intense. It is recommended to do it in a larger sample group in other public and private sports organizations or on employees in the form of public and private sector comparisons. Thus, it is thought that qualified and original results will be obtained, contributing to the literature and offering solutions.

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