

## ORGANIZATIONAL SUPPORT PERCEPTION AND ORGANIZATIONAL TRUST RELATIONSHIP IN SPORTS WORKERS\*

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### ABSTRACT

*The aim of this research is to analyze the relationship between organizational support perception and organizational trust sensation in sports workers. The research also examined whether there are significant differences in the perception of organizational support and organizational trust among sports workers in terms of gender, age groups, service years, employee status and education levels. This research was conducted in the relational screening model and a total of 218 sports worker (age mean = 32,81 ± 9,56, the average age of service = 10,33± 8,17) were selected by random sampling among employees who actively engaged in research, sports organizations and sports clubs participated voluntarily. In the research, as data collection tool, for sports workers' organizational support perception, Organizational Support Scale developed which was developed by Giray, M.D., and Sahin, N.D. (2012); for organization trust sensation "Organizational Trust Scale" developed by Nyhan and Marlowe (1997); and Personal Information Form composed of 10 questions were used. According to the results of the research; positive correlations were found between sports workers' perception of organizational support, organizational trust, and service years. In addition, while there was no significant difference in the perceived organizational trust and organizational support among the sports workers ( $p > 0,05$ ) and there were significant differences in terms of age groups, service year groups, employee status, general job satisfaction and general life satisfaction ( $p < 0,05$ ).*

**Keywords:** Organization, Organizational Support, Organizational Trust, Sports Workers

### INTRODUCTION

In the broadest sense, the organizational support is defined as the value that the organization has shown to its employees and their contribution (Eisenberger

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\*The summary of this article was presented at the International Education Congresses (ERPA) on 18-21 May 2017 in Budapest / Hungary.

et al., 1986). Perceived organizational support has been described by Eisenberger, Huntington, Hutchison, and Sowa (1986), as “valuing workers’ contributions and their perceptions according to happiness related to what extent the organization cares”. According to these researchers, as long as the organization meets the employee’s needs of approval, respect and relationship and reward workers’ efforts in various ways, it provides them to perceive support. Supportive organizations are proud of their workers, show the value they deserve and try to satisfy the needs of the workers (Ozbek and Kosa, 2009).

In the broadest sense, the manager support is defined as the support of the primary manager of the worker (Yoon and Lim, 1999). More specifically, manager support refers to the positive business relationship between the manager and the employee and the need to meet the needs of subordinates to perform better (Bhanthumnavin, 2003). The main items of manager support are trust, respect and the willingness of the manager to help the employee (Gagnon and Michael, 2004). Another workplace support type is colleagues’ support (Yoon and Lim, 1999). It is a concept that explains support that comes from employees who work in similar positions and at the same level. In other words, support from colleagues expresses the support that the employee perceives from people who are at the same level as themselves in the hierarchy and who do the same or similar work.

Employees who are directly impacted by all variables, either positive or negative in the working environment, will feel more self-reliant and exhibit their expected performance if they perceive that they are adequately supported by the organization. The perception of high organizational support will increase the emotional commitment of the employees to the job and increase the positive efforts made on behalf of the organization. On the other hand, when the workers perceive that they do not see enough value to their contribution to their organization and their welfare; a reduction occurs in their loyal commitment, and in their performance in standard work activities and lead to less civic behavior (Eisenberger et al., 1997).

Organizational trust is a thirty-year-long research topic in management science (Wahlstrom and Louis, 2008). Trust is defined as the ability that one side will see benefit from the other side, or at least being in an expectation of not getting damaged or taken advantage of (Perks and Halliday, 2003). Intra-organizational trust is the confidence climate that occurs within an organization, and positive anticipations of organizational members, their intentions and behavior based on their organizational roles, associations, and experiences. Trust within the organization; the establishment of relationships based on the trust is a very important factor in achieving goals and building an effective team. It is very difficult to establish effective teams, to carry out team works and to reach the determined targets in organizations where trust is not fully established (Asunakutlu, 2001). Organizational trust is that even in risky situations, the employee has positive expectations about these practices and policies, as well as being confident of their organization and policies. In this respect, organizational trust can be considered as a concept that reflects employee’s understanding of organizational support and belief that managers are trustworthy, and that they are open, sensitive and reliable in human relations (Yilmaz, 2008). In other words,

organizational trust is “a wage earner’s perceptions of the support that the organization provides are the belief that the leader will be the right speaker and will stand behind his word”. Trust, in this context forms the basis of all intra-organizational relationships both horizontally and vertically (Demircan and Ceylan, 2003).

In this context, it really matters for increasing organizational productivity of working life individuals, trust sensation mood about organizations they’re attached to, defining in what level the organizational trust perception is. Also, it has been aimed defining if there is a correlation between sports workers’ organizational support perception and organizational support sensation.

## METHODOLOGY

The aim of this research, which is prepared in the relational screening model, is to examine the relationships between organizational support perceptions and organizational trust in sports workers. The research also examined whether there are significant differences in the perception of organizational support and organizational trust among sports workers in terms of gender, age groups, service years, employee status and education levels.

This research was conducted in the relational screening model and a total of 218 sports worker (age mean =  $32,81 \pm 9,56$ , the average age of service =  $10,33 \pm 8,17$ ) were selected by random sampling among employees who actively engaged in research, sports organizations and sports clubs participated voluntarily.

In the research, as data collection tool, for sports workers’ organizational support perception, Organizational Support Scale developed which was developed by Giray, M.D., and Sahin, N.D. (2012); for organization trust sensation “Organizational Trust Scale” developed by Nyhan and Marlowe (1997); and Personal Information Form composed of 10 questions were used.

## RESULTS

*Table 1. Participants’ Gender Distribution*

Gender	Frequency	Percentage
Female	91	41,7
Male	127	58,3
Total	218	100,0

When the gender distribution of the sports workers participating in the survey is examined, it is seen that 41.7% (91 people) are women and 58.3% (127 people) are men (Table-1).

**Table 2. Participants' Age Group Distribution**

Age Group Distribution	Frequency	Percentage
18-22 ages	32	14,7
23-27 ages	44	20,2
28-32 ages	42	19,3
33-37 ages	50	22,9
38 ages and above	50	22,9
Total	218	100,0

When the distribution of sports workers according to age groups is analyzed, it is seen that 14.7% (32 people) are in the 18-22 age group, 20.2% (44 people) are in the 23-27 age group, 19.3% (42 people) are in the 28-32 age group, 22.9 (50 people) are in the 33-37 age group and 22.9% (50 people) are in the 38 and above age group.

**Table 3. Participants' Distribution According to Service Year Groups**

Service Year Groups	Frequency	Percentage
1-9 years	116	53,2
10-19 years	74	33,9
20 years and above	28	12,8
Total	218	100,0

When the distribution of sport workers participating in the survey according to service year groups is analyzed, it is seen that 53.2% (116 people) are in the group of 1-10 years, 33.9% (74 people) are in the group of 11-20 years and 12.8% are in the service year group of 21 and more.

**Table 4. Participants' Distribution According to Employee Status**

Employee Status Distrubition	Frequency	Percentage
Chartered	34	15,6
Worker	39	17,9
Officer	107	49,1
Manager	23	10,6
Top Manager	15	6,9
Total	218	100,0

When the distribution of sports workers participating in the survey is examined according to the employee status groups, %15.6 (34 persons) are in chartered group, %17.9 (39 persons) in worker, %49.1 (107 persons) in officer and % 10.6 (23 persons) in manager group and % 6.9 (15 people) in the top manager group.

**Table 5.** Participants' Distribution According to Education Status

Education Status	Frequency	Percentage
Primary-Secondary	47	21,6
High School	88	40,4
University	59	27,1
Post Graduate	24	11,0
Total	218	100,0

According to the distribution of the sports workers participating in the survey, it is seen that in the group of primary and secondary education, 21.6% (47 people), %40.4 (88 people) in the high school group, %27.1 are in the university group and 11.0% (24 persons) are in the post graduate group.

**Table 6.** Participants' Correlation Between Organizational Support Perception and Organizational Trust Sensation

	Pearson Correlation	Organizational Support Perception
Organizational Trust Sensation	Sig. (2-tailed)	,709**
	N	,000
		218

\*\* Correlation is significant at the 0.01 level (2-tailed).

A positive correlation was found between the sense of organizational support and organizational trust in sport workers ( $r = 0.709$  \*\*).

**Table 7.** Participants' Discriminant Analysis of Organizational Support Perception and Organizational Trust Sensation in terms of Gender

	Cinsiyet	N	Mean	Std. Deviation	t	Sig. (2 tailed)
Organizational Support Perception	Female	91	3,6325	,70481	-1,509	,133
	Male	127	3,7876	,80576		
Organizational Trust Sensation	Female	91	3,8158	,59708	-1,377	,170
	Male	127	3,9343	,66587		

There was no significant gender difference in organizational support and organizational trust in sports workers participating in the study ( $p > 0,05$ ).

**Table 8.** Participants' Discriminant Analysis of Organizational Support Perception and Organizational Trust Sensation in terms of Age Groups

		Sum of Squares	df	Mean Square	F	Sig.	Difference Source
Organizational Support Perception	Between Groups	11,647	4	2,912	5,340	,000	1<5
	Within Groups	116,142	213	,545			2<5
	Total	127,789	217				
Organizational Trust	Between Groups	9,856	4	2,464	6,657	,000	1<5
	Within Groups	78,839	213	,370			2<5
	Total	88,695	217				

Significant differences were found in the perception of organizational support and organizational trust in age groups of sport workers participating in the study ( $p < 0.05$ ). According to the Tukey HSD analysis, this difference results from the difference between the first and second age groups and the fifth age group.

**Table 9.** Participants' Discriminant Analysis of Organizational Support Perception and Organizational Trust Sensation in terms of Service Year Groups

		Sum of Squares	df	Mean Square	F	Sig.	Difference Source
Organizational Support Perception	Between Groups	9,542	2	4,771			
	Within Groups	118,247	215	,550	8,675	,000	1<2<3
	Total	127,789	217				
Organizational Trust	Between Groups	8,071	2	4,036			
	Within Groups	80,624	215	,375	10,762	,000	1<2<3
	Total	88,695	217				

Significant differences were found in organizational support perception and organizational trust in service employees in terms of service age groups ( $p < 0.05$ ). According to the Tukey HSD analysis, this difference results from the difference between the first and second and third age groups.

**Table 10.** Participants' Discriminant Analysis of Organizational Support Perception and Organizational Trust Sensation in terms of Employee Status

Employee Status		Sum of Squares	df	Mean Square	F	Sig.	Difference Source
Organizational Support Perception	Between Groups	16,065	4	4,016	7,657		
	Within Groups	111,724	213	,525		,000	1<3 2<4
	Total	127,789	217				
Organizational Trust	Between Groups	2,532	4	,633	1,565		
	Within Groups	86,164	213	,405		,185	----
	Total	88,695	217				

A significant difference was found in the perception of organizational support among the sports workers participating in the survey in terms of service year groups ( $p < 0.05$ ). There was no significant difference in terms of service age groups in the organizational trust sensations of sports employees ( $p > 0,05$ ).

## DISCUSSION

The aim of this research is to analyze the relationship between organizational support perception and organizational trust sensation in sport workers. The research also examined whether there are significant differences in the perception of organizational support and organizational trust among sports workers in terms of gender, age groups, service years, employee status and education levels.

According to the data obtained in the survey; when we look at the gender distribution of the sports workers participating in the survey, it is understood that

58.3% of the more than half of the participants are males and 45.8% of them are in the age group of 33 years and above.

A positive correlation was found between organizational support and organizational trust in the participants ( $r = 0.709^{**}$ ).

Significant differences were found in the perception of organizational support and organizational trust in terms of age groups of sport workers participating in the study ( $p < 0.05$ ).

According to the Tukey HSD analysis, this difference results from the difference between the first and second age groups and the fifth age group. Significant differences were found in organizational support perception and organizational trust in service employees in terms of service age groups ( $p < 0.05$ ). According to the Tukey HSD analysis, this difference results from the difference between the first and second and third age groups. A significant difference was found in the perception of organizational support among the sports workers participating in the survey in terms of service year groups ( $p < 0.05$ ). According to the Tukey HSD analysis, this difference results from the difference between the first and second and third age groups.

Researchers studying organizational support perceptions and organizational trust have tried to demonstrate the effects of organizational support on different variables or the extent to which they are related (Tyler and Blader, 2000; Van Knippenberg and Sleebos, 2006; Cheung and Law, 2008).

In a study of employees, Buachana (1974) reported that there was a positive relationship between emotional commitment and organization's support for employees. Likewise, in the study they conducted, Meyer et al. (1990) reported that the support perceived by workers have relations with other variables.

Perceived organizational support due to the positive effects on job outcomes constitutes one of the most important variables of many studies that address the attitudes and behaviors of employees (Chuebang and Baotham, 2011). It has been shown that in studies analyzing perceived organizational support, organizational identification, and organizational citizenship behaviors; organizational support has an effect on organizational identification, and organizational citizenship behavior (Randall et al., 1999; Singh and Singh 2010; Kaufman et al., 2001; Ozdemir, 2010; Turunc and Celik, 2010; Cheung and Law, 2008).

According to this; it can be argued that the ability to sustain the existence of organizations in an environment where competition is increasing is dependent on the satisfaction of employees' needs and expectations and also to feel support by the organization in some issues. Today, this type of environment has also increased the organizations' need for to be innovative, motivated and highly committed employees. In this context, employees can be expected to have positive attitudes towards their colleagues, the organization, and the managers; by this means show more organizational trust behaviors which have important effects in increasing productivity and organizational activeness in the direction of developing organizational support perceptions depending on feeling the presence of the organization.

As a result, positive correlations between sport workers' perception of organizational support, organizational trust, and service years were found. In

addition, while there was no significant difference in the organizational trust sensation and organizational support among the sports workers ( $p > 0,05$ ) there were significant differences in terms of age groups, service year groups, employee status, general job satisfaction and general life satisfaction ( $p < 0,05$ ).

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