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The Effect of Trust in the Manager on Employee Motivation in Business Life: A Research on Kuyumcukent Employees

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Abstract:
A lot of factors affect motivation of employees on individual and organizational levels, on psycho-social and physiological levels, both internal and external. One of the most important of these factors is undoubtedly the element of "trust," which also forms the basis of human relations. Trust is based on individual and organizational conditions. Ensuring trust at the individual level is usually possible when the employee has a tendency towards trust and the attitudes and behaviors in the organization are trustworthy. Ensuring trust at the organizational level is possible only if the decisions and practices in the organization, especially all the activities and behaviors of the managers are trustworthy.
The field study of this study was performed in Kuyumcukent, Istanbul, and 384 people were included in the study, in accordance with the size of the sample. According to the results, there is a positive correlation between employee motivation and trust. The most effective factor among the factors affecting trust in manager is that the manager is fair in their activities and behaviors. On the other hand, the most effective factor among motivation factors is intrinsic motivation. Therefore, this study shows that trust in the manager has a positive effect on the motivation of the employee.

Keywords: Trust, motivation, manager, trust in manager, employee motivation

1. Introduction

Motivation is a very effective tool in achieving individual and organizational goals in working life, and it is a complex concept that requires many elements to be dealt with together. Motivation enables individuals to reach their individual goals in a faster, more efficient and determined manner, while facilitating organizations to achieve organizational goals by positively affecting performance, resource utilization, employee engagement, integration and efficiency.

Besides, motivation enables employees to cope with problems at individual and organizational levels more powerfully and energetically. Thus, employees can satisfy their psycho-social and physiological wishes and needs more easily.

On the other hand, the concept of trust in the manager is important because of its effect on the effectiveness of the managers in their authority, duties, and responsibilities in organizations, their effectiveness on organizational decisions and activities, and in ensuring and sustaining motivation at the organizational level. In order to increase the motivation of employees, managers primarily exhibit all their activities and behaviors within the framework of trust, then identify and implement the most appropriate motivation tools and evaluate the results.

In this study, which was conducted to determine the effect of trust in the manager on the motivation of employees, literature review and field research were conducted, and the results obtained overlap with the results of similar studies in the literature.

2. Literature Review

2.1. Definition and Importance of Concepts of Manager and Trust

The manager is the person who works on behalf of the entrepreneur in an organization, who procures and manages the factors of production in line with the objectives of the organization, and gets paid in return of these activities. Generally, the importance of the manager stems from their responsibilities in the organization. The importance of the manager for the employees is that the manager is in a position between the employee and the employer, the manager affects the decisions taken, solves the problems of the employees, meets the expectations of the employees, teaches the job and the business rules to the employees, holds the power to hire, fire, and promote employees and determine their salaries and training opportunities (Salturk, 2008: 104). The importance of the manager in terms of organizations is that managers have the responsibility of managing their organizational resources, functions, responsibilities, relations with the internal and external environment in the direction of business objectives (Akyar, 2011: 170).

Based on trust, intuition, experience, and knowledge, it is a perception that the individual or institution will support our individual goals and expectations (Desteno, 2014: 129). The concept of trust has an indispensable importance in working life as human relations develop depending on trust (Memduhoglu and Zengin, 2017: 354). Especially the continuous growth of organizations and the complexity of management increase the importance of trust. The importance of trust in terms of employees is that trust determines whether the employees will keep working in an organization. The importance of trust in terms of organizations is that trust affects organizational commitment, cooperation, performance and productivity (Baltas, 2013: 150-164).

2.2. Types of Trust

Lewicki and Bunker identified three dimensions of trust: calculus-based, knowledge-based, and identification-based trust. These types of trust only develop in some circumstances and follow each other. The calculus-based trust is the form of trust that occurs as a result of a rational assessment that the individual will benefit from the counterpart depending on their certain characteristics, such as their diploma and experience. Knowledge-based trust is a level of trust that is above the concern and fear of the calculus-based trust, and it shows that the counterpart can be trusted based on experience, but the trust is not fully formed yet. Identification-based trust is a form of trust in which the parties understand and meet the expectations of each other, reach the level of trust where they identify with each other's goals and where trust is fully realized. This form of trust is seen among people who have long lived together, shared common values and norms (Kanten, 2012: 113-115).

2.3. Concept, Definition, Related Concepts, Predictors, Affecting Factors, and Results of Organizational Trust

Organizational trust implies the organization rather than the individual, namely it is the form of trust at the organizational level (Demircan and Ceylan, 2003: 142).

The concepts of honesty, openness, benevolence, loyalty, equity, accuracy, competence and consistency are considered as concepts related to organizational trust in the literature. Among these the concept of accuracy is a categorical imperative for organizational trust (Solomon and Flores, 2001: 29).

The predictors of organizational trust generally consist of expectation, reciprocity, predictability, risk and uncertainty. As trust grows, people are more tolerant of uncertainty and more prone to taking risks. Expectation is good faith, helpfulness, technical skills and expertise. Trust increases as expectation increases. Based on the experience with each other, the individuals' ability to make predictions about future uncertainties and relationships, and the expectations of not abusing each other that the individuals reciprocally create in the process establish trust (Degirmenci, 2009: 28-37).

The factors affecting organizational trust in the literature are considered as factors on personal and organizational levels. In general, personal factors are examined as trust tendency, self-efficacy, values and personality traits. Among these, especially the tendency to trust, the level of self-efficacy of individuals that is at a level to ensure that the behaviors expected from them are fulfilled, the values they carry are supportive and the personality traits are "responsible, compatible, open to new experiences, and outgoing" make it easy to establish trust at the individual level (Hassan, 2011: 73-83). Organizational factors affecting organizational trust are the structure of organizations in general, management philosophy, effective and open communication, human resources practices and managerial activities and behaviors of managers (Hodgkinson, 2008: 8).

Organizational trust has the power to influence many variables positively and negatively. Organizational trust positively affects factors such as employee morale and commitment, risk-taking behavior, organizational identification, problem solving skills, adaptation to internal and external environment, organizational performance and resource transfer. Factors organizational trust negatively affects are organizational stress, conflict, resistance to change, resistance to change, work turnover, staff absenteeism, job withdrawal, job abandonment and control (Polat, 2009: 57).

2.4. Organizational Trust Theories

Bromiley and Cummings claim that trust consists of "individual and organizational" levels and "emotional, cognitive and behavioral" dimensions. They see good faith, honesty and not seeking personal benefits as the basis of organizational trust. Mishra argues that trust is related to the concepts of "competence," "openness," "interest," and "faith" that are not independent of each other. In addition to the Mishra's theory, Schokley-Zalabak and colleagues see the element of "identification" necessary for organizational trust. Mayer and colleagues consider the concepts of "trustor" and "trusted" in the effect of personality and risk-trust relationship on trust. McKnight and colleagues see "intention of trust," "confidence in trust," "organizational-based trust," and "tendency to trust" as necessary for organizational trust. Zand asserts that organizational trust is formed in a circular way (the triple helix), a process that involves "knowledge," "influence," and "control" (Cetin, 2018: 60-71).

2.5. Definition, Importance, Process, Related Concepts, Types, Techniques, Theories of the Concept of Motivation and Motivating Factors and Executive Behaviors

The power of an organization to use the resources at its disposal affects its achievement of goals. One of these resources is the complex human resources. Human resource has many physiological, psychological and cognitive complex features such as producing, consuming, harming or providing benefit. The concept of motivation is emphasized when it comes to ensuring the movement of people with these complex features in line with the goals of the organization.

Motivation is the process of creating power and energy in employees to improve efficiency and performance by using various techniques and tools (Guney, 2007: 42). Motivation is important because it provides mutual commitment and satisfaction between the individual and the organization. The importance of motivation in terms of employees stems

from the fact that motivation facilitates the achievement of individual goals in a stronger, more energetic and determined manner (Simsek et al., 2011: 178-179). The importance of motivation in terms of organizations is based on the fact that motivation produces results that decrease the cost of the input and risk and increase the profitability and productivity of the output.

The motivation process begins with a need. The desire to meet the need mobilizes the individual. This is the stimulation stage of motivation. The individual exhibits behaviors in order to satisfy the need. As a result of the behavior, satisfaction occurs. When the aim is not reached and satisfaction is not achieved, individuals will return to the first phase of lack and restlessness caused by the need (Sabuncuoglu and Tuz, 1996: 88).

The concept of motivation is related to the concepts of need, impulse and motive. The need is all the psycho-social and physiological things that are necessary for the survival of the individual (Marshall, 2009: 325). Psycho-social needs are unspecified, circumstance-dependant needs such as recognition, sense of responsibility, competition, gaining status, and being liked. Physiological needs are compulsory necessities with different intensities, which are seen in every individual, such as food and sleep (Eren, 1979: 258).

There is a hierarchy between needs. Individuals first try to meet their physiological needs, and then turn towards psycho-social needs. The concept of need is important because it is the reason of motivation. Individuals take action become willing to achieve the things they need. So the need determines the goals of individuals. The type of need, intensity and order are effective on motivation. (Tinaz, 2013: 4-5). Managers will be able to obtain the desired behavior from the employees if they know the needs of employees and their hierarchical order, and if they determine the appropriate motivation tool. Impulse is physically based needs, such as being hungry and thirsty, which mobilize individuals. If these needs are not met, individuals give irresistible reactions. The greater the need and its affordability, the greater the intensity of the impulse (Kocel, 2013: 619). Motive is the essence of motivation because it includes impulse and need. (Cuceloglu, 1993: 229). Since individuals are under the influence of a constant need, desire and impulse, they are moving in that direction. Motives are divided into two: natural motives (physical) and psycho-social motives. Among these motives, especially psycho-social motives are examined because of their effect on motivation. Psycho-social motives consist of motive for success, motive for competition, motive for power and motive for attachment (Atabey, 2003: 4). The motive under the influence of which the individuals and groups are is the motive of success (Eren, 2014: 526-527). The motive of success, which is the tendency to do a job in the best way, to show high performance, to succeed in a competition leads the individuals to exhibit an enthusiastic, business-oriented, resilient, and efficient performance where they are prone to take risks and initiatives.

Motivation has two types: internal and external. Intrinsic motivation is a form of motivation in which individuals do a job not for gaining external rewards or avoiding punishments, but they do it simply because they want to do it and they get happiness and satisfaction for doing it. Intrinsic motivation enables the individual to act with higher motivation. External motivation is the type of motivation in which the individual acts by being influenced by external factors such as reward-punishment and reinforcement practices, wage increase, premium, promotion and privilege (Tevruz et al., 2012: 53).

Motivation-enhancing techniques include punishment, reward, intimidation, contestation, competition, giving privileges, identification with the profession and the institution. (Bakircioglu, 2016: 1147). Motivation techniques used in organizations give positive results when they cause satisfaction, cooperation, justice, productivity and commitment rather than anger, fear, anxiety, polarization and sadness.

Maslow's hierarchy of needs theory states that individuals fundamentally have physiological, safety, social, respectability, and self-actualization needs, physiological and safety needs are at the lower level, the others are at the higher level, the lower-level needs are satisfied with "external factors," the higher-level needs are satisfied with "internal factors," and the desire and intensity to satisfy the need decrease over time (Robbins and Judge, 2013: 205-206). Alderfer's ERG (existence, relatedness, growth) theory refers to Maslow's physiologic and safety needs as "the need for existence," social and respectability needs as "the need to belong," and self-actualization need as "the need to improve." Needs motivate individuals from lower to upper levels. However, there is no definite limit and hierarchical order for each individual (Tinaz, 2013: 8). Herzberg's two factor theory examines motivation with "hygiene factors (each individual's basic expectations from each organization, i.e. salary, employee relations, working conditions, management and policies) and "motivators" (job achievement, recognition, responsibility, progress). Hygiene factors should not fall below a certain level, and they do not motivate individuals even if they rise above that level. The individual is motivated when there are motivating factors and opportunities in organizations (Sabuncuoglu and Tuz, 1996: 104-106). McClelland's human motivation theory examines motivation of individuals with the needs for achievement, affiliation, or power. The need for achievement is seen to be more important since it the most difficult, requires perseverance the most and contains meaningful goals among these three needs. In organizations, managers need to instil the need for achievement in individuals(Robbins and Judge, 2013: 209). According to Vroom's expectancy theory, individuals have some expectations about the relationship between the effort they make and achievement and gaining rewards. If the reward will satisfy a need which the individual has, the degree of desire for the reward increases. As the desire for reward increases, the effort to be shown will increase as well. (Gokce, 2003: 244-246). Lawler and Porter's expectancy theory is a contribution to Vroom's expectancy theory. This theory claims that the reward should be in accordance with the effort and performance of the individual in order to have an effect on their motivation (Kocel, 2013: 635). Adams' equity theory is based individuals comparing themselves with the other individuals in terms of "what they give to the institution and what they get in return." If there is equality in this comparison, the individual becomes happy and motivated. If the individuals see inequality then they become unhappy and act accordingly (Guney, 2015: 277). Edwin Locke's goal-setting theory argues that goals of employees is effective on motivation. If individuals have specific and challenging goals, make an intense and

continuous effort in accordance with these goals and the strategies of the business are adapted to this situation, the work performance of individuals will increase. (Ozler, 2013: 151-152). According to Skinner's reinforcement theory, if individuals are satisfied with the results of the behavior that the organization expects, they want to repeat the behavior and correct the behavior. As individuals repeat the behavior, the desired behaviors are learned, reinforced and strengthened. In this theory, motivation appears to be related to the reward. The reward is seen to be effective on individuals exhibiting the desired behaviors (Simsek et al., 2011: 198).

Motivating factors are economic, psycho-social, organizational and managerial tools (Sabuncuoglu and Tuz, 1996: 107-108). Economic factors are addressed in terms of salary and salary increase, premiums and rewards. Economic factors have motivating consequences if they are "fair," "consistent with the quantity and quality of production, workload and work adequacy," "based on effort, efficiency and performance," "consistent," and "sufficient to meet the needs"(Serinkan, 2011: 200-211).

Employee motivating manager behaviors are, in general, all the behaviors that will make the employees successful, efficient, happy, satisfy their expectations from the managers and the organization. In other words, when managers exhibit behaviors that are business and people oriented, teaching the rules of the job and the organization, problem solving, and supporting the individuals in managing themselves, the motivation of the employees increase. In addition, employees are more motivated when managers value them, provide guidance, give proportional tasks, listen to them, let them participate in decision making, have a high morale and positive emotion personally (Aktan, 1997: 85-97).

3. Research

3.1. Objective of the Research
The objective of the research is to determine whether trust in manager has an effect on the motivation of the employee, if it does, on which factors it is dependent.

3.2. The Population and Sample of the Research
The population of the research is 18,000 employees in the Kuyumcukent Complex. The sample size of the study is 384. The sample size was determined according to the survey monkey automatic sample calculation table. The sample size was calculated with a 95% confidence interval and +/- 0.05 significance level.

3.3. Data Collection Method
The data were obtained by survey method. The survey questions were taken from the work of Irge (Irge, 2016: 119-122). The questionnaire consisted of three sections, trust, motivation, and demographic factors, and 54 items. Data were analyzed by using SPSS 16.0 program.

3.4. Scales used in Research
The Boru's "trust in the manager" scale, Islamoglu and Birsel's "trust in the organization" scale, and Tremblay, Blanchard, et al.'s "Weims scale" were used in the research.

3.5. Data Analysis
Cronbach's alpha reliability analysis was applied to determine the internal consistency of the scales in the study, Pearson's correlation analysis to determine the relationship between trust in the manager and motivation, Kaiser-Meyer-Olkin (KMO) and Barlett's Sphericity tests for the factor analysis of the scales, Kruskal-Wallis test method for frequency analysis and hypothesis testing for demographic information.

3.6. Hypotheses
The hypotheses used in the research are given below:
- H_1 There is a difference in the relationship between trust in the manager and motivation depending on the "age" factor.
- H_2 There is a difference in the relationship between trust in the manager and motivation depending on the "education" factor.
- H_3 There is a difference in the relationship between trust in the manager and motivation depending on the "department" factor.
- H_4 There is a difference in the relationship between trust in the manager and motivation depending on the "time spent working in the company" factor.
- H_5 There is a difference in the relationship between trust in the manager and motivation depending on the "total work experience" factor.

3.7. Results

3.7.1. Reliability of Scales
    The results of the Cronbach Alpha test for the reliability of the scales are shown below:

Reliability Analysis Values	Cronbach's Alfa
Reliability Analysis Value of Trust in the Manager Scale	0.979
Reliability Analysis Value of Motivation Scale	0.862
Reliability Analysis Value of the Scales	0.969

Table 1: Reliability of Scales Test Results

    As shown in Table 1, the result of the reliability analysis of the scales is 0.969>0.600 and it is seen that the reliability level of the survey is very high.

3.7.2. Factor Analysis Applied To Scales
The results of the factor analysis applied to the scales were as follows: KMO value is 0.968 and Barlett's Sphericity test value is (16441.172) in factor analysis applied to the trust in the manager scale. KMO value in factor analysis applied to motivation scale is 0.866and Barlett Globality test value is (3955.159). The analysis was shown to be significant since the value was greater than 0.5 for both scales.

3.7.3. Frequency Distribution of Demographic Information
    The frequency distribution of the demographic information is shown below:

Variable		N	%	Variable		N	%
Age	25 and below	104	27.1	Gender	Woman	148	38.5
	26-35	151	39.3		Man	236	61.5
	36-45	93	24.2		Total	384	100
	46-55	29	7.6	Marital Status	Married	233	60.7
	56 and above	7	1.8		Single	151	39.3
	Total	384	100		Total	384	100
Education Level	Elementary School	77	20.1	Department	Management and office	147	38.3
	High School	127	33.1		Gold Production	167	43.5
	Vocational School	65	16.9		Support Services	70	18.2
	Undergraduate	98	25.5		Total	384	100
	Graduate	17	4.4	Time spent working at the company	1-5 years	290	75.5
	Total	384	100		6-10 years	62	16.1
Position	Attendant, Apprentice, Personnel	218	56.7		11-15 years	26	6.8
	Keeper, Foreman	85	22.1		16-20 years	5	1.3
	Specialist, Chief	20	5.2		21 years and above	1	0.3
	Assistant Manager, Manager	12	3.2		Total	384	100
	Master, Headworker	49	12.8	Total work experience	1-5 years	164	42.7
	Total	384	100		6-10 years	88	22.9
Time spent working at this company	1-5 years	238	62		11-15 years	54	14.1
	6-10 years	79	20.6		16-20 years	40	10.4
	11-15 years	39	10.2		21 years and above	38	9.9
	16-20 years	23	6		Total	384	100
	21 years and above	5	1.3				
	Total	384	100				

Table 2: Frequency Analysis Results of Demographic Information

    According to Table 2, it is seen that the respondents mainly have the following characteristics: employees, 26-35 years old, male, married, high school graduate, attendant, apprentice, personnel, 1-5 years of working in the same position and in the same company.

3.7.4. Correlation Analysis of Scales

The correlation analysis between the scales is shown below:

	Mean	Standard Deviation	Trust	Motivation
Trust	4.0657	1.43247	1	
Motivation	4.1665	1.36694	0.219**	1

Table 3: Correlation between Trust in the Manager and Motivation Test Results

It is seen that there is a significant relationship between trust in manager and motivation ($r = 0.219$, $p < 0.01$). According to this result, employee motivation increases as trust in the manager increases. The correlation analysis between the sub-scales is shown below:

	Factors	Sup. Emp.	F. A. to Emp.	Emp. the Org.	Pro. Emp. Rig.	Ach. Mot.	Int. Mot.	Ext. Mot.	Amot.
Trust in the Manager	1: Supporting Employee	1							
	2: Fair Approach to Employee	0.899	1						
	3: Empowering the Organization	0.683	0.752	1					
	4:Protecting Employee's Rights	0.650	0.663	0.648	1				
Motivation	1:Achievement Motivation	0.310	0.334	0.247	0.197	1			
	2: Intrinsic Motivation	0.321	0.341	0.231	0.164	0.669	1		
	3:Extrinsic Motivation	0.133	0.164	0.242	0.222	0.376	0.336	1	
	4:Amotivation	-0.275	-0.25	-0.18	-0.280	-0.45	-0.14	0.54	1

Table 4: Correlation between Sub-Scales Test Results

According to the correlation results given in Table 4, all the factors of trust in the manager are in a positive relationship with "achievement motivation," "intrinsic motivation," and "extrinsic motivation," and in a negative relationship with "amotivation." The highest value among the correlations is seen as with the "fair approach to employee" factor.

3.7.5. Hypothesis Testing

Findings obtained for hypotheses are shown below:
- H_1 There is a difference in the relationship between trust in the manager and motivation depending on the age factor.

Test Statistics		
	Trust in the Manager	Motivation
Kruskal-Wallis H	5.742	6.146
Sd	4	4
P	0.345	0.335

Table 5: Kruskal-Wallis Test Results for Age Factor and Trust in the Manager and Motivation

When the Table 5 is examined, the Kruskal-Wallis value between the age factor and trust in manager is seen to be 0.345 and the Kruskal-Wallis value between the age factor and motivation is 0.335. Since these values are greater than 0.05, it is seen that there is no significant difference in the relationship between trust in the manager and motivation with age factor. On the other hand, when Ranks table is examined as shown below:

Ranks			
Age	N	Trust in the Manager	Motivation
25 and below	104	188.97	186.91
26-35	151	185.1	191.23
36-45	93	198.94	198.43
46-55	29	211.6	195.55
56 years and above	7	239.94	211.45
Total	384		

Table 6: Ranks Table Results between the Age Factor and Trust in the Manager and Motivation

The trust in the manager (239.94) and motivation (211.45) levels of employees with 56 years of age and above are seen to be higher than the others as shown in Table 6.

- H_2 There is a difference in the relationship between trust in the manager and motivation depending on the education factor.

Test Statistics		
	Trust in the Manager	Motivation
Kruskal-Wallis H	9.186	8.588
df	5	5
P	0.194	0.244

Table 7: Kruskal-Wallis Test Results for Education Factor and Trust in the Manager and Motivation

The Kruskal-Wallis value between the education factor and the trust in the manager was found to be 0.194 and it was found to be 0.244 between the education factor and motivation (Table 7). In this case, since these values are greater than 0.05, there is no significant difference in the relationship between trust in the manager and motivation depending on the education factor. However, as shown below, when Ranks table is examined:

Ranks					
Trust in the Manager			Motivation		
Education	N	Mean Rank	Education	N	Mean Rank
Elementary School	48	195.01	Elementary School	48	184.45
Secondary School	29	181.06	Secondary School	29	198.22
High School	127	177.74	High School	127	187.96
Vocational School	65	195.02	Vocational School	65	190.27
Undergraduate	98	203.02	Undergraduate	98	195.65
Graduate	17	238.38	Graduate	17	229.81
Total	384		Total	384	

Table 8: Ranks Table Results between the Age Factor and Trust in the Manager and Motivation

It is seen that employees with an education level of "Graduate" have higher levels of trust in the manager perceptions and motivation compared to the others.

- H_3 There is a difference in the relationship between trust in the manager and motivation depending on the department factor.

Test Statistics		
	Trust in the Manager	Motivation
Kruskal-Wallis H	7.585	13.554
Sd	2	2
P	0.117	0.094

Table 9: Kruskal-Wallis Test Results for Department Factor and Trust in the Manager and Motivation

When the Table 9 is examined, it is seen that the Kruskal-Wallis value between the department factor and the trust in the manager is 0.117 and the value of Kruskal-Wallis between the department factor and motivation is 0.094. Because of these values (0.117> 0.05 and 0.094> 0.05)it is accepted that there is no significant difference between the department factor and the trust in the manager and motivation.

Ranks			
Department	N	Trust in the Manager	Motivation
Office	147	205.33	204.34
Gold Production	167	191.64	186.81
Support Services	70	167.6	181.22
Total	384		

Table 10: Ranks Table Results Between the Department Factor and
Trust in the Manager and Motivation

When Table 10 is examined, it is seen that "office" employees have a higher level of trust in the manager perceptions and motivation compared to the others.

- H_4 There is a difference in the relationship between trust in the manager and motivation depending on the time spent working in the company factor.

Test Statistics		
	Trust in the Manager	Motivation
Kruskal-Wallis H	7.292	8.111
Sd	4	4
P	0.215	0.193

Table 11: Kruskal-Wallis Test Results of Time Spent Working in the
Company Factor and Trust in the Manager and Motivation

When Table 11 is examined, the Kruskal-Walli value between the time spent working at the company factor and trust in the manager is seen to be 0.215 and the Kruskal-Wallis value between the time spent working at the company factor and motivation is 0.193. In this case, since these values are greater than 0.05, there is no significant difference in the relationship between trust in the manager and motivation depending on the time spent working at the company factor.

Ranks					
Trust in the Manager			**Motivation**		
Time Spent Working at the Company	N	Mean Rank	Time Spent Working at the Company	N	Mean Rank
1-5 years	238	186.46	1-5 years	238	187.24
6-10 years	79	186.98	6-10 years	79	198.86
11-15 years	39	215.72	11-15 years	39	200.31
16-20 years	23	223.23	16-20 years	23	203.23
21 years and above	5	244.69	21 years and above	5	232.07
Total	384		Total	384	

Table 12: Ranks Table Results of Time Spent Working at the
Company and Trust in the Manager and Motivation

It is observed that employees with a time spent working at the company of "21 years and above" have higher levels of trust in the manager perceptions and motivation compared to the others (Table 12).

- H_5 There is a difference in the relationship between trust in the manager and motivation depending on the total work experience factor.
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Test Statistics		
	Trust in the Manager	Motivation
Kruskal-Wallis H	7.73	8.125
Sd	4	4
P	0.172	0.199

Table 13: Kruskal-Wallis Test Results for Total Work Experience
Factor and Trust in the Manager and Motivation

When Table 13 is examined, the Kruskal-Wallis value between the total work experience factor and the trust in the manager was found to be 0.172 and the Kruskal-Wallis value between the total work experience factor and motivation was 0.199. Since these values were greater than 0.05, it was found that there is no significant difference in the relationship between trust in the manager and motivation depending on the total work experience factor.

On the other hand, when Ranks table is examined:

Ranks			
Total Work Experience	N	Trust in the Manager	Motivation
1-5 years	164	192.31	186.88
6-10 years	88	172.85	190.06
11-15 years	54	205.32	199.22
16-20 years	40	195.24	199.32
21 years and above	38	217.74	205.7
Total	384		

Table 14: Ranks Table Results of Total Work Experience Factor and
Trust in the Manager and Motivation

According to Table 14, it is seen that employees who have a total work experience of "21 years and above" have higher trust in the manager perceptions and motivation levels than the others.

4. Conclusions and Suggestions

This study aims to determine the effect of trust in the manager on the employee's, and the study was carried out by applying the survey method on 384 people working in different departments and positions in the firms operating in the office, manufacturing workshops and support services in the Kuyumcukent Complex. Based on the findings of the study, we have reached some conclusions as shown below:

Correlation results of the scales show a positive correlation between trust in the manager and motivation variables due to $r = 0.219$, $p > 0.01$. The highest value among the correlations between the trust in the manager and motivation belongs to the "fair approach to employee" factor. Therefore, it is observed that all managerial activities and behaviors of the manager do not affect the perception of trust in the employee in the same way. Among these managerial behaviors and activities and within the framework of "fair approach to employee," employees trust their managers more when managers hire expert people with objective criteria and provide orientation at a sufficient level, when they are sensitive to employee needs, when goals are clear and defined, when they treat employees fairly, communicate openly, and when there is consistency between their behavior and what they say. In addition, the highest correlation value among the motivation factors belongs to intrinsic motivation factor. This means that the job is in accordance with the employee's lifestyle, it is an important part of what is indispensable for the employee, and that the employee wants to enjoy working and learning new things. Therefore, individuals who act with intrinsic motivation have more trust in the manager. The negative correlation between trust in the manager and motivation belongs to the "amotivation" factor. In other words, when the employees do not know for what goal they are working and when they do not have the necessary qualities to do their job, they have less trust in the manager. In short, if individuals know why they are working in business life, if they are not prejudiced against the organization, the manager and other employees, if they have enough competence and ambitious/important goals in their work, if they act with the motivation of achievement and success, if they enjoy tackling difficulties and have spiritual inner-external power and energy resources, they have higher motivation levels in business life.

The results obtained in this study, such as that there is a positive and meaningful relationship between the trust in the manager and the motivation of the employee, the "fair approach to employee" factor among the trust in the manager factors and "intrinsic motivation" factor among the motivation factors having the most effect, positive improvements in the sub-dimensions of trust in the manager causing positive changes in intrinsic, extrinsic, and achievement sub-dimensions of motivation are consistent with the results of relevant studies in the literature (Timuroglu and Celik, 2018: 81; Kayısı, 2016: 80; Irge, 2016: 119-122).

As shown in Table 2, when the frequency distribution of demographic information is examined, it is seen that the respondents of the study work in tasks and physical activities that do not have a high level of specialization.

There is no significant difference in the relationship between trust in the manager and motivation depending on the age, education, department, time spent working at the company and total work experience of the employees. However, based on the Ranks tables, it is possible to reach some conclusions as given below:

It is believed that the reason that employees that have an age of "56 years and above" have higher levels trust in the manager and motivation than other age groups is these employees know the job, organization, organization members and managers better and act accordingly.

The reason that employees with an education level of "Graduate" have higher levels of trust in the manager and motivation than others might be that these employees have higher achievement motives, knowledge, skills and competence.

The reason that "office" employees have higher levels of trust in the manager and motivation is thought to be that office division have better working conditions, meets the employee expectations more and work relations are more regular compared to workshop and support services divisions.

The reason that the employees with a "21 years and above" time spent working at the company have higher levels of trust in the manager and motivation is thought to be that trust is at the level of identification with knowledge in these employees, they know the members of the organization better and are able to predict how they will act in the future, they have more business knowledge, self sufficiency, special rights and benefits derived from the organization (privileges) and identification with the profession and the organization.

In addition to this, as shown in Table 3, the mean of trust in the manager perceptions of the respondents is 4.0657, indicating that employees trust their managers at the level of "I agree". In other words, employees find their managers trustworthy, but this trust is not at a very high level. On the other hand, the mean of motivation perceptions of employees is 4.1665, indicating that employees have a motivation on the "slightly appropriate" level. With this statement, it is seen that employees do not have a very high level of motivation.

Based on the research process, it is possible to make the following suggestions: It was observed that statements such as "salary, privileges, etc." worried managers and employers. This situation affects the reliability of the answers given to the questionnaire. Because of this, the place of research and data collection method should be determined carefully and the data should be obtained through interview. In addition to this, keeping the number of questions in the questionnaire makes it easier to obtain permit for the survey from the employer or manager. In addition, if the questionnaire questions are appropriate to the participants' level of knowledge and the what the questions in the survey express is explained to the participants, the participants respond more carefully and devotedly.

Another suggestion is for organization management. As this study emphasizes intrinsic motivation and fair approach of managers to employees, it can be suggested that organizations should employ personnel with high levels of intrinsic motivation, determine their education policies accordingly, and carry out managerial activities and behaviors within the framework of a "fair approach."

5. References

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