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The Relationship between Organizational Trust and Job Satisfaction and a Research

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Abstract:

The coding industry becomes increasingly important for the growth and development of economy. The human factor plays an extremely important role in the profitability of businesses in the coding industry. Organizations can reach their goals and objectives only through the success of their employees. On the other hand, employees can be productive in organizations that they can trust and that will provide a high level of job satisfaction.

The purpose of this research is to identify the organizational trust perception and job satisfaction levels of computer engineers and to examine the relationship between these two variables. The population of the research is the computer engineers working at a company in the coding industry in Tunisia. The participating computer engineers working at the company operating in the coding industry have completed the survey of the study (211 computer engineers). The relationship between organizational trust perceptions and job satisfaction levels of the computer engineers working in the coding industry were examined by using the data obtained from the surveys.

Keywords: Trust, organizational trust, job satisfaction

1. Introduction

In today's highly competitive markets, sustainability has become crucial for organizations and businesses. Businesses need to analyze their organizational structures very well in order to survive and continue their operations in the long term. In the process of globalization, all businesses aim to be successful in the competitive markets by improving their organizational structures. Successful businesses take a large share of the market and continue their operations for a long time.

Employees' trust in organizations increase when managers fulfill their promises and the operations in the organization are carried out with transparency, justice, and equality. Increasing the organizational trust of the employees helps them reach the goals and objectives of the organization, thus becoming more satisfied with their jobs. Lack of organizational trust affects employees negatively. It decreases their morale and motivation. Therefore, their job satisfaction decreases as well. This situation causes the performance of the employees to decrease. As a result of this, the organization fails the competition and it cannot survive for a long time. For this reason, organizations should not allow situations that would decrease employees' trust in their internal structure. In short, where there is no trust, there is also no morale, motivation, healthy communication, productivity, or organizational commitment.

In the second part of our study, the concepts of trust, organizational trust, its importance, dimensions, the factors affecting organizational trust, their results and the theories of organizational trust are discussed. In addition to these, in the second part, the concept of job satisfaction, its definition, importance, relationship with similar concepts, the approaches to job satisfaction in the historical process, the main factors that affect job satisfaction and motivation theories regarding job satisfaction are discussed. In the third part, the data obtained from the surveys, which the computer engineers working at a computer company operating in the field of coding in Tunisia have completed, are analyzed.

In organizational structure analysis, businesses first try to improve the internal conditions of the organization for the employees. The first step of improving the internal conditions is to create an environment of trust in the organization for the employees. Ensuring internal organizational trust positively affects the employees and results in a high level of job satisfaction. A high level of job satisfaction leads to wholehearted commitment to the organization. Those who are satisfied with the work they do will work more willingly and eagerly. They will go to work and fulfill their duties enthusiastically. They will not want to quit their job or seek employment elsewhere. A high level of job satisfaction also allows employees

to produce higher quality goods and services. High level of job satisfaction also positively affects the morale and motivation of the employees.

2. Literature Review

2.1. Trust and Organizational Trust

People have always lived in groups throughout history. In order to continue a collective life, individuals need to act in harmony. Societies in which individuals act in harmony without any doubts about each other and live with a sense of belonging are the most successful. It is trust that results in this success.

The origin of the word trust dates back to the 13th century. This abstract concept has its origin in older words that mean honesty and loyalty. The concept of trust is as old as human history. Confucius believed that trust is the basis of social relationships (Möllering, Bachmann and Hee Lee, 2004:557). Therefore, it can be said that the concept of trust has emerged with human relationships. There is no agreed upon definition of trust, like many other concepts in social sciences. Although the concept of trust is understood by everyone, it is not that easy to define it (Güler, 2014:3). Fukuyama states that it is difficult to reach a common definition of the concept of trust and argued that the concept of trust acquires different meanings in different cultural settings according to the moral values of societies (Aktuna, 2007: 50). To put it briefly, trust is a complex concept perceived according to the norms of the society.

Deutsch stated that trust is a person's optimistic expectations about the outcome of events when the future is uncertain and the expectation that the outcome of one event will depend on the behavior of a person, and the belief that people will find what they look for in another person without hesitation (Dehbi et Angade, 2018: 5). Trust is the conscious regulation of one person's dependence on the other person (Tschannen and Hoy, 2000:549). Trust is a pragmatist and subjective belief about the expected and desired outcome of events, stemming from individual perceptions and experiences (Kalemci Tüzün, 2007:97). Trust is the voluntary vulnerability of an individual through the belief that the other person is caring, open, authorized, and trustworthy (Mishra, 1996:5). Trust is a psychological state that involves willingness for vulnerability based on positive expectations about the intention or behavior of the other person (Rousseau, Sitkin, Burr and Camerer, 1998: 395). Based on these descriptions, trust can be defined as follows: Trust is the optimistic expectation of a person that the other person will be predictable, reliable, and honest in their attitudes, behaviors, and decisions and will not exhibit harmful behaviors.

Trust is a multidimensional concept and the subject of various branches of social sciences such as sociology, psychology, economics, politics, management, socio-biology, anthropology, and history. The role of trust in social processes has been examined in these disciplines from different perspectives. Worchel has grouped these perspectives into three categories. These categories are as follows: According to personality theorists, trust is a personal feeling stemming from the person's previous psycho-social development. Trust is perceived as expectation and belief. From the perspectives of sociologists and economists, trust is an institutional phenomenon and it is conceptualized as a feeling that individuals reflect on institutions, both within the institution and between different institutions. Social psychological theorists, on the other hand, focused on interpersonal transactions and adopted a view that people build or destroy trust interpersonally or within a group (Bilgiç, 2011:8). In summary, economists focus on the effects of calculated choices and rational decisions, psychologists focus on different individual behaviors that contribute to trust, and sociologists focus on the effects of trust within an organization on relationships between people and communities.

Although trust occurs at individual and organizational levels, the concept of organizational trust is different from the concept of trust at the individual level. While trust at the individual level addresses differences between people and is different for each individual, organizational trust focuses on businesses rather than people. Organizational trust indicates trust towards the identity of the business. However, in small organizations, it can also stem from the personality of the owner, the central structure, or the culture of the organization. The level of a person's trust depends on the manager and the organization (Demircan and Ceylan, 2003:142). Organizational environment can affect people's tendency to trust the organization. The level of the individual's trust can be turned into trust in the organizational system. The complementarity of trust levels is understood through the interaction of the knowledge, trust, and control of the organizational system (Altunkaya, 2011: 13), in other words, although being different concepts, individual trust and organizational trust are interrelated. Organizational trust can be perceived differently by the employees due to differences in experiences and relationships.

Trust is crucial for personal and business relations. If people trust each other in business life, their relationships will be healthy and their efficiency in work will be high.

According to Lewis and Weigert, trust is based on three modes of human experience: behavior, emotion, and cognition. Cognition-based trust refers to why and in what situations others should be trusted based on logical information and facts. Emotion-based trust, on the other hand, involves emotional bonds such as love and friendship between people in a trusting relationship. In other words, the feeling of trust is created through the positive and negative emotions of the individual. Lastly, behavior-based trust originates from perceived importance and meaning, social actions, and behaviors (Halis, Gökgöz, & Yaşar, 2007:190).

According to Lane, there are five different types of trust: trust at the micro level, institution-based trust, system-based trust, process-based trust, and feature-based trust (Çetin, 2018:19). There are also theorists who examine the concept of trust at three different levels: strategic trust, moral trust and trust in institutions (Başak, 2010: 57). There is also a four-category classification created by Solomon and Flores for the concept of trust. Types of trust according to this classification are basic trust, simple trust, blind trust, and authentic trust. (Çetin, 2018:20). On the other hand, McKnight,

Cummings, and Chervany divided trust into 4 categories: calculated trust, personality-based trust, institution-based trust, and cognitive trust (Kalemci Tüzün, 2006:17).

The organizational dimension of trust in research has come to the forefront in the 1970s (Omarov, 2009:4). Social scientists have made various definitions for organizational trust. Some of these are as follows: Organizational trust is trust in the organization and the belief that the organization will provide support and fulfill promises fairly (Erkmen and Esen, 2013:3). Organizational trust is the employee's perception of the organization's reliability. (Büte, 2011:174). Organizational trust is a gradual process that emerges as a result of a harmonious effort based on mutual respect and kindness for the welfare of the individuals of the institution (Mete and Aksoy, 2015: 235). Organizational trust is considering others' interests in the relationships and interactions in the institution, helping each other, cooperating, being open, honest, caring, and realistic, and having mutual positive expectations (Ergun Özler and Bozkurt Yıldırım, 2015:166). Organizational trust occurs when members of the organization feel safe and supported (Altunkaya, 2011:13). In the light of these definitions, organizational trust can be expressed as the optimistic expectations that the organizations will be fair, consistent, open, and reliable by following ethical principles and values of the organization even when the future of the organization is uncertain.

Sustainability in institutions cannot be achieved without organizational trust. Organizational trust is crucial in ensuring long-term continuity and progress of the organization and gaining a competitive advantage. Creating organizational trust is very important for an organization since trust facilitates cooperation, creates a harmonious work environment, reduces bureaucratic structures, and enables organizations to operate at a lower cost. Furthermore, trust plays an important role in increasing knowledge sharing and organizational learning, supporting innovation, and increasing financial strength, competitiveness, and profitability of organizations.

Organizational trust has a great impact on many employee-related issues. Organizational trust is very important in empowering employees, increasing efficiency and performance, creating a social environment in the organization, reducing the time it takes to complete tasks, eliminating communication problems in subordinate-superior relationships, enhancing cooperation and solidarity among employees, establishing strong communication that facilitates learning and innovation, treating employees fairly based on ethical principles in the distribution of responsibilities and tasks, and creating reciprocal feelings of respect, empathy, and compassion within the organization (Gezegen, 2010:53). Organizational trust is closely associated with honesty, integrity, consistency, openness, benevolence, competence, fairness, and loyalty (Güler, 2018: 68).

The personal factors that affect organizational trust are values, competence, tendency to trust (Hassan, 2011:82), relationship-based factors, change costs, basic interactions and expectations (Whitener, Brodt, Korsgard and Werner, 1998:521:522, Çetin, 2018:49, Hassan, 2011:81); the organizational factors that affect organizational trust, on the other hand, are standards, rules, values and regulations, clear and effective communication, a participatory management approach and education (Molla, 2011:48).

If a healthy organizational trust is created in businesses, positive outcomes can be obtained such as positive organizational environment, high level of organizational commitment, productivity, and strong organizational citizenship. Scientists who conduct research on organizational trust have put forward the following theories on organizational trust based on their research: Zand's Spiral Model of Trust; Mishra's Theory of Trust; Mayer, Davis, and Schoorman's Theory of Trust; McKnight, Choudhury and Kacmar's Theory of Trust; Bromiley and Cummings' Theory of Trust; Schockley-Zalabak, Ellis, and Winograd's Theory of Trust (Kasil, 2010:17, Çağla Oran, 2018:58, Özdemir, 2015:49, Eroğlu, 2014:58, Topaloğlu, 2010:47, Üstün, 2015:48, Kıratlı, 2015:30, Yıldız, 2015:54, Altunkaya, 2011:26, Oçakoğlu, 2016:12, Zorlu Yücel, 2006:55 Gürbüz, 2020:25-26, Selvi, 2019:42, Alatiyat, 2019:24, Tokgöz, 2012:23, Bartikowski, Chandon et Müller, 2010:7, Afşar, 2013:79, Gül, 2017: 84:85, Turan, 2017:54, Apaydın, 2017:57-58, Kılıç, 2015:67, Aybar, 2018:71) .

2.2. Job Satisfaction Concept, Definition and Affecting Factors

In the modern age, organizations often have to overcome various crises and problems due to the ever-changing markets. In order for organizations to survive and adapt to the dynamic markets, it is extremely important to ensure the satisfaction of not only customers but also employees. Therefore, in the last century, organizational psychology and work attitude have been the focus of a great deal of research. In the studies, the concepts that explain the perceptions of the employees about their job and their working relationships have come to the fore. Among these concepts, job satisfaction has received special emphasis.

Although the first studies on job satisfaction were made in the 1920s, the importance of this concept was recognized after the 1940s and numerous studies have been carried out on the subject since then, attracting attention from researchers (Eğinli, 2009:36). There are many definitions of job satisfaction in research, however, since the concept has been examined through different theories, it is affected by various factors, and it has different meanings for people, it has no universally agreed-upon definition (Akçıl, 2019:25). Regardless of how job satisfaction is defined, it ultimately focuses on the current relationship between the employee, the job, and the work environment. To put it more clearly, as a result of business life, many experiences and perceptions about the profession, organization, and work environment are formed. Satisfaction and disappointments co-exist in business life, and job satisfaction forms the general structure of this attitude (Bayrak Kök, 2006:239). Simply put, job satisfaction is an employee's attitude towards their job. If this attitude is positive, the level of satisfaction will be high, and if it is negative, the level of satisfaction will be low (Kara, 2020:33). The more the needs and expectations of employees coincide with what they get from their job, the higher the level of job satisfaction will be (Akçıl, 2019: 25-26). People's job satisfaction levels range from extreme dissatisfaction to extreme satisfaction (Asan, 2020:137). Therefore, job satisfaction is a dynamic process.

Scientists who study job satisfaction have defined the concept as follows: Job satisfaction is the feeling of satisfaction of employees about their job and the business environment in general (Kaplan, 2020:37). Job satisfaction is the feeling of being satisfied with the job as a result of certain psychological, physiological, and environmental processes (Aziri, 2011:77). Job satisfaction is the opinions and thoughts of the employees about their jobs (Akçil, 2019:25). Job satisfaction is related to work experiences and refers to thoughts and attitudes or personal evaluations of the employee's job characteristics and it is the positive or negative emotional reaction of the employee towards various aspects of the job (Öztekin, 2008: 6). Job satisfaction is also expressed as the emotional perception of one's job (Weiss, 2002: 174). Job satisfaction is the degree of liking or disliking the job (Güney, 2017:10-13, Griffin, Hogan, Lambert, Tucker-Gail and Baker, 2010: 242). Considering these definitions, job satisfaction can be expressed as follows: Job satisfaction is the positive or negative thoughts and attitudes of the employee about the job such as the tasks, the pleasure gained from the work, and the compatibility of the work with personal value judgments, which are measured by different scales.

Job satisfaction is a very important topic for both employees and managers and businesses. Those who are satisfied with their job, institution, and managers, will be deeply attached to them. This has a positive effect on the productivity of both employees and the businesses. It also simplifies the management process for the managers.

Job satisfaction is closely associated with productivity, performance, motivation, and burnout. Many studies have found a positive and significant relationship between productivity and job satisfaction (Karabıyık, 2019:46). As job satisfaction increases, employee efficiency increases, and as job satisfaction decreases, employee efficiency decreases as well (Akıncı, 2002: 3). Accordingly, the best way to increase and sustain high employee productivity is undoubtedly ensuring a high level of job satisfaction. Most of the research on job satisfaction have found a strong relationship between job satisfaction and performance (Alioğlu Anık, 2018:42). There is a bidirectional relationship between motivation and job satisfaction. In general, it is very difficult to motivate an employee who is not satisfied with the job. However, an employee who is satisfied with the job is readily motivated. In the same vein, if a person is satisfied with the job, it means that this person is also motivated by the job (Eraslan, 2018:38). Many studies have been conducted to examine the relationship between burnout and job satisfaction, and most of these studies have found a linear, significant and inverse relationship between the two variables (burnout and job satisfaction) (Skeja, 2012:71-74). As job satisfaction of people increases, burnout decreases, and as job satisfaction decreases, the level of burnout increases.

While the importance of job satisfaction was not understood in the classical management period, in the contemporary management approach, it was realized that the most important element that resulted in success for businesses was the employees and their attitudes towards their job.

When it was understood how important job satisfaction is in business life, social scientists focused their research on this concept and tried to identify the factors that affect job satisfaction or play an important role in achieving job satisfaction. In the literature, the factors that affect job satisfaction are divided into two categories: individual and organizational factors.

Some of the individual factors that affect job satisfaction are age, gender, marital status, individual characteristics, and length of service. Job satisfaction has a fundamental role in the success of any organization and it is achieved when the organization meets the needs of the employees and provides them opportunities. If these opportunities provided by the organization are at a sufficient level, the employees will be satisfied. If these opportunities are not present, employees will not be satisfied. These opportunities provided by the organization are called organizational factors that affect job satisfaction. Salary, promotion, work conditions, characteristics of the job, relationships with colleagues, management style, decision making and participation in decision-making process, communication style, position and title, organizational culture, organizational structure, and characteristics of the organization are among the organizational factors that affect job satisfaction (Karadavut, 2018:5, Dağdeviren Gözen, 2007 24:25, Akman, 2018:10, Yiğit, 2018:12, Elçi, 2014:35-36, Üçüncü, 2016:15, Guliyev, 2018:19, Kösem, 2015:108, Karahan, 2015:39, Aytaş, 2018:58, Yılmaz, 2012:46, Çolak Alsat, 2016:50, Bilge, Akman ve Kelecioğlu, 2007:38, Saari and Judge, 2004:396, Alpsoy, 2018:24, Demir, 2015:47, Polatçı, Sobacı ve Kaban, 2019:15, Judge, Heller and Mount, 2002:531, Meriçöz, 2015:29, Aydemir, 2013:31, Konuk, 2006:71, Köroğlu, 2011:39, Eğinli, 2009:42, Gündoğan, 2010:14-15, Yıldırım ve Demirel, 2015:135, Aytaş, 2018:61, Çakmak, 2016:25, Bozkurt ve Bozkurt, 2008:16, Türkoğlu, 2011:47-48, Söyük, 2007:88-89, Akkaşoğlu ve Ulama, 2016:98, Tanışman, 2018:45, Karagüzel, 2014:17-18, Gökdemir, 2016:66, Kaya, 2019:18, Alan, 2010:32, Dirlilik, 2020:53, Çapan, 2016:31, Kosovalı, 2017:16, Bağcı ve Akbaş, 2016:100, Yüksel, 2005:296, Kılıç, 2008:24, Üçüncü, 2016:26, Aydemir, 2013:35, Toker, Çetin, Güven ve Aksu, 2017:249-250).

Social scientists have put forward many theories about job satisfaction (motivation theory). These theories can be divided into process theories and content theories. Some of the process and scope theories are as follows: Process theories; Vroom's Expectancy Theory; Lawler - Porter's Expectancy Theory; Adams' Equity Theory; Edwin Locke's Goal Setting Theory; and Harold Kelley's Attribution Theory. Some of the content theories, on the other hand, are as follows: Maslow's Hierarchy of Needs Theory; Herzberg's Dual Factor Theory; McClelland's Theory of Needs; and Alderfer's ERG Theory (Pehlivan, 2018:55, Türker, 2007: 10, Demir, 2018:22, Güney, 2017:321-330, Tin, 2020:44, Tunçez, 2007:21, Ergüney, 2006:65, Kılıç Aksoy, 2020:93, Kösem, 2015:143, Ayan, 2008:42, Delice, 2018:49, Kaplan, 2011:90; Tor, 2011:56, Kaya, 2009:69, Altınok, 2018:41-42, Karakuş, 2011:21, Çelik Keleş, 2006:24, Tanrıverdi, 2008:46, Şahin, 2003:115, Mamedov, 2013:20, Davran, 2014:47, Uyan, 2005:47, Kanbur, 2005:44, Seçer, 2012:33, Güzel ve Barakazı, 2018:1002, Tunç Kalebaşı, 2020:1287, Bilginsoy, 2014:5, Akbulut Taş, 2004:56, Özüpek, 2019:62, Ergeneli ve Eryiğit, 2001:146, Yıldız, 2010:30, Aliyeva, 2013:44, Zorlu Yücel, 2006:103, Tekin ve Görgülü, 2018:1560-1561, Shikalepo, 2020:68, Ekşici, 2009:32, Çetinkanat, 2000:16-17, Rad, 2019:20).

3. Research on the Relationship between Organizational Trust and Job Satisfaction

3.1. Objective of the Research

The objective of this research is to examine the effect of organizational trust on job satisfaction of computer engineers working at a coding company. In other words, the purpose is to identify the job satisfaction and trust levels of computer engineers in their organization and to reveal the relationship between these two variables. For this purpose, a questionnaire was applied to a total of 211 engineers (128 men and 83 women) working at the coding company.

In line with this purpose, the relationship between the organizational trust perceptions of computer engineers and their job satisfaction perceptions were investigated. In addition, it was examined whether the job satisfaction perceptions and organizational trust of participants with different demographic characteristics such as age, gender, and marital status had significant differences.

3.2. Significance of the Research

Job satisfaction and organizational trust are crucial for keeping performance at a high level in organizations and achieving desired outcomes for the organization. Job satisfaction and organizational trust are among the topics that need to be addressed for sustainability.

The reason for the study on Tunisian computer engineers is the role of the coding field, which is becoming increasingly important in the Tunisian economy.

3.3. Data Collection Tool of the Research

Two basic research methods were used in this study: theoretical and applied research. In the theoretical part, the necessary information was obtained by scanning books, journals, master's and doctoral theses, and websites that through keywords such as trust, organizational trust, determinants of organizational trust, job satisfaction, and motivation theories about job satisfaction. The applied part of the research was conducted with engineers who work in the coding industry. Then answers of 211 questionnaires filled out by the participants were analyzed.

The questionnaire consists of three sections. The first section comprises demographic information of the participants (age, gender, marital status, educational status, etc.). In the second section, there are statements related to organizational trust in order to measure the perceptions of the participants about organizational trust. The questions in this section were taken from Dr. Serhat Süreyya Çetin's doctoral thesis titled 'The role of culture in the relationship between trust, loyalty, and citizenship in businesses: An application in the insurance sector.' In the last section, there are statements about job satisfaction in order to measure the perceptions of the participants about job satisfaction; the questions were taken from Mr. Ulvi Zarbaliyev's master's thesis titled 'The Effect of Organizational Culture on Job Satisfaction and a Research.'

3.4. Assumptions of the Research

This research, which was conducted with engineers who work in the coding company, was carried out within the framework of the hypotheses listed below:

- Organizational trust levels of the employees are measured using the organizational trust scale.
- Job satisfaction levels of the employees of the institution are measured using the job satisfaction scale.
- It is revealed whether there is a significant relationship between organizational trust and job satisfaction.
- The data obtained from the employees participating in the research are accurate, valid, and reliable.

3.5. Limitations of the Research

The research is limited to the subject of 'The relationship between organizational trust and job satisfaction of employees who work in a coding company.' The research was based on the descriptive method and was carried out within the framework of the effects of organizational trust on the job satisfaction.

3.6. Hypotheses of the Research

The hypotheses of the research are as follows:

- H1: Job satisfaction perceptions of the participants differ significantly according to age groups (REJECTED).
- H2: Organizational trust perceptions of the participants differ significantly according to age groups (REJECTED).
- H3: Job satisfaction perceptions of the participants differ significantly according to gender (REJECTED).
- H4: Organizational trust perceptions of the participants differ significantly according to gender (REJECTED).
- H5: Job satisfaction perceptions of the participants differ significantly according to marital status (REJECTED).
- H6: Organizational trust perceptions of the participants differ significantly according to marital status (REJECTED).
- H7: Job satisfaction perceptions of the participants differ significantly according to educational status. (REJECTED).
- H8: Organizational trust perceptions of the participants differ significantly according to educational status. (REJECTED).
- H9: There is a relationship between the organizational trust perceptions and job satisfaction perceptions of the participants (SUPPORTED).

- H10: Organizational trust perceptions of the participants have a positive effect on their job satisfaction (SUPPORTED).

3.7. Population and Sample

The population of the research consists of the computer engineers working at one of the biggest coding companies in Tunisia. The company has a total of 300 employees; 215 of 300 employees are computer engineers. No specific sampling method was used, full participation was aimed, but 4 employees could not be reached. For this reason, a questionnaire was applied to 211 employees.

3.8. Findings of the Research

In this part of the research, the analysis of the data obtained through the measurement tools and the findings are discussed.

At the data collection stage of the research, socio-demographic questions were asked to the employees along with the items in the Organizational Trust Scale and Job Satisfaction Scale. In this section; internal consistency analyses of the scales, socio-demographic profile of the participants, descriptive analysis, correlation analysis, regression analysis, Structural Equation Model (SEM), and difference tests are included.

3.8.1. Statistical Analysis

All data were analyzed in SPSS 22.0 package program. The continuous data is presented with mean, standard deviation, median, minimum and maximum values. The compliance of the data to normal distribution was tested using the Shapiro Wilk Test. Mann Whitney U test and Kruskal test were used for comparisons between means of continuous data that did not comply with normal distribution. The relationship between continuous variables was analyzed using the Spearman Correlation coefficient. The level of statistical significance was accepted as $p < 0.05$.

3.8.2. Distribution by Demographic Characteristics

211 computer engineers participated in the survey: The answers of the participants regarding their age, gender, and marital status are given in the tables below.

3.8.2.1. Age

Data regarding the ages of the respondents are given in Table 3 below.

	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
21 and below	2	.9	.9	.9
21-35	184	87.2	87.2	88.2
36-45	17	8.1	8.1	96.2
46 and above	8	3.8	3.8	100.0
Total	211	100.0	100.0	

Table 3: Age of the Participants

As can be seen on Table 3, 2 (0.9%) of the participants are 21 years old or below, 184 (87.2%) are 21-35 years old, 17 (8.1%) are 36-45 years old, and 8 (3.8%) are 46 years old or above.

3.8.2.2. Gender

The data regarding the gender of the respondents are given in Table 4 below.

	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Female	83	39.3	39.3	39.3
Male	128	60.7	60.7	100.0
Total	211	100.0	100.0	

Table 4: Gender of the Participants

As can be seen on Table 4, 83 (39.3%) of the participants are female and 128 (60.7%) are male.

3.8.2.3. Marital Status

The data on the marital status of the respondents are given in Table 5 below.

	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Married	57	27.0	27.0	27.0
Single	154	73.0	73.0	100.0
Total	211	100.0	100.0	

Table 5: Marital Status of the Participants

As can be seen on Table 5, 57 (27%) of the participants are married and 154 (73%) are single.

3.8.2.4. Educational Status

The data on the educational status of the respondents are given in Table 6 below.

		Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
	Associate Degree	9	4.3	4.3	4.3
	Undergraduate Degree	171	81.0	81.0	85.3
	Master's Degree	25	11.8	11.8	97.2
	PhD Degree	6	2.8	2.8	100.0
	Total	211	100.0	100.0	

Table 6: Educational Status of the Participants

As can be seen on Table 6, 9 (4.3%) of the participants have an associate degree, 171 (81.0%) have an undergraduate degree, 25 (11.8%) have a graduate degree, and 6 (2%, 8) have a PhD graduate.

3.9. Reliability Analysis

Evaluation criteria of Cronbach's Alpha coefficient are as follows:

If it is $0.00 \leq \alpha \leq 0.40$, the scale is not reliable.

If it is $0.40 \leq \alpha \leq 0.60$, the scale has low reliability.

If it is $0.60 \leq \alpha \leq 0.80$, the scale is quite reliable.

If it is $0.80 \leq \alpha \leq 1.00$, the scale is highly reliable.

The data regarding the reliability analysis of the survey questions are given in Table 7 below.

Main Factors	Cronbach's Alfa	Number of Questions
Job Satisfaction Scale	0.726	20
Organizational Trust Scale	0.935	27

Table 7: Reliability Analysis Results of Survey Questions

3.9.1. Reliability Analysis Results of the Job Satisfaction Scale

Reliability analysis results of the job satisfaction scale are given in Table 8 below.

Job Satisfaction Scale	Cronbach's Alpha	Number of Questions
Total	0.726	20

Table 8: Reliability Analysis Results of Job Satisfaction Scale

As can be seen on Table 8, the Cronbach's Alpha coefficient of the job satisfaction scale was found to be 0.726 in total with the data obtained from 211 participants, and the scale is highly reliable.

3.9.2. Reliability Analysis Results of the Organizational Trust Scale

The reliability analysis results of the organizational trust scale are given in Table 9 below.

Organizational Trust Scale	Cronbach's Alpha	Number of Questions
Total	0,935	27

Table 9: Reliability Analysis Results of Organizational Trust Scale

As can be seen on Table 9, the Cronbach's Alpha coefficient of the organizational trust scale was found to be 0.935 in total with the data obtained from 211 participants, and the scale has a very high reliability.

3.10. Normality Results of the Scale Scores

The normality results of the scale scores are given in Table 10 below.

	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	Df	Sig	Statistic	df	Sig
Job satisfaction	.083	211	.001	.959	211	.000
Trust	.088	211	.000	.961	211	.000

Table 10: Normality Results of the Scale Scores

3.10.1. Lilliefors Significance Correction

As can be seen on Table 10, the scores obtained from job satisfaction and organizational trust scales do not comply with normal distribution ($p < .05$).

3.11. Comparisons of Demographic Variables

3.11.1. Comparison Results of Age Variable

The comparison results of the age variable are given in Table 11 below.

Dimension	Age	Mean	Std. Deviation	Median	Min	Max	Mean Rank	Chi-Square	Sig
Job Satisfaction	21 and below	1.75	0.42	1.75	1.45	2.05	68.25	1.269	0.737
	21-35	2.01	0.42	1.98	1.15	3.75	107.35		
	36-45	1.98	0.44	1.90	1.45	3.10	101.71		
	46 and above	1.93	0.49	1.85	1.35	2.75	93.63		
Organizational Trust	21 and below	2.28	0.34	2.28	2.04	2.52	113.50	1.939	0.585
	21-35	2.27	0.74	2.15	1.00	4.33	103.86		
	36-45	2.47	0.86	2.81	1.04	3.59	117.88		
	46 and above	2.58	0.83	2.44	1.56	4.26	128.00		

Table 11: Comparison Results of the Age Variable

When Table 11 is examined, it is seen that the job satisfaction and organizational trust scores of the participants do not differ by age groups ($p > .05$). While the highest job satisfaction was seen in the 21-35 age group, the lowest job satisfaction was seen in the 21 years old or below group. The reason for this may be that those in this age range (21-35 years old) have recently graduated from university and got their first job, and they do their job willingly and eagerly. Their job satisfaction may be high for this reason. When the organizational trust scores are examined, it is seen that the highest trust perception is in the 36-45 age group and the lowest is in the 21-35 age group. The reason for this may be that people between the ages of 36-45 have higher levels of knowledge and experience and have reached a point where they are embraced by the company, as they are now close to the end of their professional life, increasing their organizational trust. Those between the ages of 21-35 may have low perceptions of trust because they may think that they are not fully embraced by the company yet. It has been observed that the job satisfaction and organizational trust perceptions of the employees have similar tendencies in the same age groups.

3.11.2. Comparison Results of Gender Variable

Comparison results of the gender variable are given in Table 12 below.

Dimension	Gender	Mean	Std. Deviation	Median	Min	Max	Mean Rank	z	sig
Job Satisfaction	Female	2.03	0.44	1.95	1.35	3.75	108.45	-0.469	0.639
	Male	1.99	0.41	1.95	1.15	3.55	104.41		
Organizational Trust	Female	2.46	0.76	2.33	1.00	4.33	119.32	-2.552	0.011
	Male	2.20	0.73	2.07	1.00	4.26	97.36		

Table 12: Comparison Results of the Gender Variable

When Table 12 is examined, it is seen that the organizational trust scores of the participants differ by gender ($p < .05$). It has been found that perception of organizational trust median of the female participants is statistically and significantly higher compared to male participants. The reason for this may be that women generally embrace their job

more readily than men, which increases their perception of trust. It has been observed that female and male participants have similar tendencies in terms of job satisfaction.

3.11.3. Comparison Results of Marital Status Variable

Comparison results of the marital status variable are given in Table 13 below.

Dimension	Marital Status	Mean	Std. Deviation	Median	Min	Max	Mean Rank	z	sig
Job Satisfaction	Married	1.96	0.35	1.90	1.35	2.90	101.88	-0.597	0.550
	Single	2.02	0.45	2.00	1.15	3.75	107.53		
Organizational Trust	Married	2.32	0.75	2.07	1.26	4.26	106.02	-0.003	0.998
	Single	2.29	0.75	2.19	1.00	4.33	105.99		

Table 13: Comparison Results of the Marital Status Variable

When Table 13 is examined, it is seen that the job satisfaction and organizational trust scores of the participants did not differ by marital status ($p>.05$). Although the job satisfaction and organizational trust perception of the single participants were found to be higher compared to the married participants (the reason for this may be that environmental factors have less effects on single people, so they can commit to their job and organization, which may have led to higher job satisfaction and trust perception), the difference was not found to be statistically significant.

3.11.4. Comparison Results of Educational Status Variable

The data on the comparison results of the educational status variable of the respondents are given in Table 14 below.

Dimension	Educational Status	Mean	Std. Deviation	Median	Min	Max	Mean Rank	Chi-Square	sig
Job Satisfaction	Associate Degree	1.90	0.31	1.95	1.45	2.25	95.89	2.053	0.561
	Undergraduate Degree	2.01	0.43	1.95	1.15	3.75	107.45		
	Master's Degree	2.02	0.44	2.00	1.45	3.20	107.52		
	PhD Degree	1.79	0.28	1.70	1.55	2.25	73.58		
Organizational Trust	Associate Degree	1.90	0.31	1.95	1.45	2.25	80.78	3.649	0.302
	Undergraduate Degree	2.35	0.76	2.22	1.00	4.33	109.46		
	Master's Degree	2.17	0.67	2.19	1.15	4.00	97.66		
	PhD Degree	1.96	0.25	1.98	1.52	2.22	79.92		

Table 14: Comparison Results of the Educational Status Variable

When Table 14 is examined, it is seen that the job satisfaction and organizational trust scores of the participants do not differ by education level ($p>.05$). While the highest job satisfaction was seen in the graduate degree group, the lowest job satisfaction was seen in the PhD degree group. The job satisfaction of the employees who have a PhD degree may be lower because they do not fully embrace their job and the work environment and they think about finding a better job. When the organizational trust scores are examined, it is seen that the highest trust perception median is in the undergraduate degree group and the lowest is in the associate degree group. The reason for this may be that employees who have an undergraduate degree are happy that they found a job and are satisfied with their job. It has been observed that the job satisfaction and organizational trust perceptions of the employees have similar tendencies in the same educational groups.

3.12. Correlation Analysis Results

The data of the correlation analysis results are given in Table 15 below.

Dimensions	Mean	Std. Deviation	1	2
Job Satisfaction	2.00	0.42	-----	
Organizational Trust	2.30	0.75	0.621**	-----

Table 15: Correlation Analysis Results

As seen in Table 15, there is a moderately positive relationship between organizational trust and job satisfaction ($r = 0.62$; $p < 0.01$). This indicates that increase in the organizational trust perception in the workplace also leads to an increase in the job satisfaction of the employees.

3.13. Regression Analysis Results

The data of the regression analysis results are given in Table 16 below.

Independent Variable	Job Satisfaction		
	B	t	p
Constant	1.163	16.102	0.000
Organizational Trust	0.364	12.206	0.000
F	148.975		
Model (p)	0.000		
R ²	0.416		

Table 16: Regression Analysis Results

The regression coefficients were tested with the t-statistic, and organizational trust ($p < 0.01$) was found to be statistically significant in the regression equation explaining job satisfaction. A one-unit increase in the organizational trust score leads to a 0.364-fold increase in the job satisfaction score. Organizational trust has a statistically significant effect on job satisfaction. In fact, it can argue that a high trust perception in the workplace leads to a high job satisfaction. As a result of the regression analysis, the explanatory coefficient (R^2), which is the percentage of the independent variable explaining the model was found to be 0.416. The regression equation that was found to be statistically significant is as follows.

$$\text{Job Satisfaction} = 1.163 + 0.364 (\text{Organizational Trust})$$

4. Conclusion and Suggestions

Trust is an important subject in both private and business life because all social and work relationships are built on trust. When trust is broken, all relationships are turned upside down. In order to sustain personal and business relationships for a long time, the parties must evoke trust in each other.

Trust is an important factor in the management of organizations, institutions, and businesses. Because in the management process, the parties need to trust each other. If the parties trust each other, the operations will be carried out smoothly and the morale and motivation of the employees will increase. As a result, job satisfaction, productivity, friendship relations at work and organizational commitment will increase on the one hand, and frictions, tardiness, and employee turnover will decrease on the other hand. All these provide an added value to the business.

In business life, wages, promotions, awards, leave days, respect for private life, recognition of rights, avoiding gender discrimination, behaving according to the hierarchy at work, being included in decision-making, participatory management approach, good employee selection and placement, healthy working conditions, and job security are important factors that make employees satisfied with the work they do. However, in order for these to be effective, trust must be achieved in business life. Otherwise, problems will occur in the organization, which will cost to the organization. In the literature review section of our study, theoretical information about trust, organizational trust, and job satisfaction was given. In the research section, a questionnaire was applied to the employees (computer engineers) of a company operating in the coding industry in Tunisia. Based on the data obtained from the questionnaires, the relationship between the organizational trust perceptions of the employees (computer engineers) and their job satisfaction was investigated. As a result of the correlation and regression analyses, only the hypotheses H4, H9, and H10 were supported.

As a result of the data analyses, it was seen that the organizational trust perceptions of the participants (computer engineers) differed significantly by gender. In other words, hypothesis H4 was supported. According to the data obtained from the questionnaires (Table 12), female participants' perception of organizational trust (median) was found to be statistically and significantly higher compared to male participants. The reason for this may be that women generally embrace their job more readily than men, which increases their perception of trust. It has been observed that female and male participants have similar tendencies in terms of job satisfaction.

According to the data obtained from the questionnaires, it was also concluded that there is a relationship between the organizational trust perceptions of the participants (computer engineers) and their job satisfaction perceptions. Therefore, hypothesis H9 was supported.

According to the data collected from the questionnaires, the organizational trust perceptions of the participants (computer engineers) was found to have a positive effect on job satisfaction. According to this result, the H10 hypothesis was also supported. As seen on Table 15, there is a moderately positive relationship between organizational trust and job satisfaction ($r = 0.62$; $p < 0.01$). Therefore, it has been observed that as the organizational trust perception in the workplace increases, the job satisfaction of the employees increases as well.

5. Recommendations

Based on the findings of our research, the following suggestions can be made for businesses and managers (or employers) regarding the subject and practice:

- In order for employees to have organizational trust, healthy and appropriate work conditions and environment should be created. This is crucial for people to do their jobs with willingness and pleasure. When employees fulfill do their duties willingly and eagerly, the satisfaction they get from their job will increase.

- The trust of businesses and employees in each other should always be increased. Because then, employees will work at the organization for a long time. This will allow businesses to continue their existence for a long time as well.
- A clear communication network should be established for employers, employees, and managers to trust each other.
- The personal benefits of the employees should be delivered without delay. Because this is the basis of organizational trust. Those who receive their personal benefits on time will have a higher job satisfaction.
- Promises must be fulfilled without delay. Fulfilling promises will increase the employees' trust in the organization.
- Employees (especially those jobs are closely related to the work) should be included in the decision-making processes of the organization. Because involving employees in the decision-making process gives the message that they are trusted.

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