



INVESTIGATION OF THE EFFECT OF JOB SATISFACTION AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR ON TRUST IN THE MANAGER IN THE EXAMPLE OF NURSES AND HEALTH TECHNICIANS

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AUTHOR'S CONTRIBUTION

The sole author designed, analysed, interpreted and prepared the manuscript.

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ABSTRACT

This research was conducted to reveal the trust in the managers (TM) of the job satisfaction (JS) and organizational citizenship behaviors (OCB) of nurses and health technicians working in health enterprises, which have an important place in the country's economy. 498 nurses and health technicians living in the Marmara region of Turkey participated in the research. The collected data were analyzed with statistical package programs used in social sciences. As a result of the analysis, a positive and moderate relationship was found between job satisfaction (JS) with management and manager and trust in manager (TM), a weak positive relationship between job satisfaction (JS) with colleagues and trust in manager (TM), and a very weak positive relationship between job satisfaction with customers and trust in manager (TM). A weak positive relationship was observed between disciplined work and trust in the manager (TM). There was a weak relationship between undertaking the workload and trust in the manager (TM). There is no significant relationship between the feeling of belonging and trust in the manager (TM). According to the results of the regression analysis, Job Satisfaction (JS) with management and manager has a moderately positive effect on trust in the manager (TM). Job satisfaction with co-workers positively and weakly affects trust in the manager. Job satisfaction with customers negatively and weakly affects trust in the manager (TM). Disciplined work and feeling of belonging do not affect trust in the manager (TM), With the sub-dimension taking on the workload, the dependent variable has a very weak effect on trust in the manager (TM) positively.

Keywords: Job satisfaction; organizational citizenship behavior; trust; trust in manager; nurse; health technician.

1. INTRODUCTION

Globalization, technological developments, the information age, and increasing competition have increased the importance of organizational factors in organizations. Like every other sector, the health

sector has also been affected by this change and development. Today, organizations have taken action to meet the increasing needs with the limited resources they have, due to the increase in competition in health institutions, the change in the expectation and knowledge level of patients, and the

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seriousness of health expenses. Employees have a lot of work to do for the health system to provide quality, correct and adequate service. Since health institutions are service-based structures, the quality of their personnel is also very important. Several arrangements should be made to motivate health workers and to mobilize them positively. When manpower is supported, the quality of service increases [1]. To motivate health workers, it is important to raise salaries, create additional payment systems, increase career and psychological functions, increase job satisfaction, encourage organizational citizenship behavior (OCB), and for managers to find behaviors that will support and develop employees.

Healthcare businesses are faced with waste, high turnover, excessive workload, uneducated and uninformed managers, job dissatisfaction (JS), and distrust of the organization, employees, and managers. In this context, many employees and their performance decrease, their job satisfaction (JS) decrease, and they even want to get away from work [2]. In parallel with the creativity and team spirit of healthcare professionals, the concept of organizational trust is important in business. The rapid experience of environmental and economic changes, the increase in the need for flexibility and teamwork, the increase in the value given to people and humanity, the understanding that human capital is the most important resource of the enterprise, have increased the importance of trust. Trust, which is the main element of social capital, is the main guarantee of relations within the organization. An organization can't achieve its goals, with or without trust. Trust is not something that occurs naturally in institutions. Managers need to prepare the environment and make employees feel it [3]. To establish trust between managers and employees, the manager must have the ability to make clear, careful, appropriate decisions in emergencies and the ability to guide employees [4].

Trust is also an important factor for the willingness of employees to fulfill their work commitments to their organization and managers. In an organization where its members do not trust each other, there is no real cohesion and cooperation [5]. Job satisfaction (JS) is the degree of satisfaction of people with the result of the work. Employees feel more job satisfaction (JS) when they get more valuable results. Satisfied employees favor the development of the organization [6]. Employees who experience job dissatisfaction (JS) will move away from the job and the organization over time, and will not listen to their managers. If there is no trust between managers and employees in the business, things will slow down,

employees and managers will be unhappy, business performance will decrease and it will be impossible for the business to continue its existence for a long time.

The effort of the employees in the organization, apart from their official obligations, is accepted as a component of organizational performance. Collaboration efforts of individuals in the organization are an indispensable element to achieve organizational goals effectively and are necessary for ensuring the continuity of organizations due to the numerous actions exhibited by the employees to realize cooperation between the organization and the employee [7].

Health institutions, unlike other institutions, have a very complex structure and have to work with many health professionals and have positive communication with them while providing health services to the patient and his family. While the nurse and health technician are serving the patient, trust in each member and manager of the team increases job satisfaction (JS) and increases organizational citizenship behavior (OCB). This study was planned to determine how job satisfaction (JS) and organizational citizenship behavior (OCB) affect trust in managers (TM) in health institutions. The research consists of an introduction, detailed literature review, hypothesis generation, research model creation, methodology, findings, conclusion, constraints, suggestions, and resources.

2. LITERATURE REVIEW

2.1 Job Satisfaction (JS)

Despite many studies on job satisfaction (JS), it is difficult to reach a specific definition as job satisfaction (JS) varies according to the emotions of individuals in different situations, because it is related to the emotions of the individual, which is difficult to explain [8; 9]. In addition to being an economic activity, work is a decisive force that affects the personality of the individual. Job satisfaction (JS) is a complex concept influenced by many factors and it differs from person to person. Job satisfaction (JS), which has individual and organizational outputs, affects the future of organizations [10]. Individuals enter the working environment to meet their socioeconomic and psychological needs and to continue their lives [11]. The main purpose of the approaches and methods for the development, happiness, and well-being of the employees is to connect them to their jobs where they "feel happy", to ensure that they are satisfied with their jobs, and to

encourage them to exhibit the expected performance [12]. Job satisfaction (JS) is evaluated as happiness or contentment, which is the positive emotional state of job experiences [13] defined job satisfaction (JS) as "the combination of psychological, physiological and environmental conditions that make an individual say I am satisfied with my job". The degree of happiness that individuals receive as a result of their work is evaluated as job satisfaction (JS), revealing inner peace, comfort, and happiness. Positive job satisfaction leads to job satisfaction, and negative job satisfaction leads to job dissatisfaction. Job satisfaction (JS) has three important consequences. First, the individual with negative job satisfaction (JS) turns away from the job and seeks ways to leave the institution when he finds the opportunity. Secondly, the individual with positive job satisfaction (JS) will be peaceful and happy and lead a healthy life. Third, the individual who has reached job satisfaction (JS) maintains this satisfaction in his work life, family life, and social life [14].

It is defined as a set of factors that affect individuals, positively or negatively, leading to job satisfaction(JS) or dissatisfaction. The most important determinants of job satisfaction are wage turnover, promotion, company policy, colleagues, managers, and customers [15-17].

2.2 Organizational Citizenship Behavior (OCB)

Organizational citizenship behavior (OCB) is a behavior especially above and beyond job descriptions. Organizationally, it increases the efficiency and productivity of businesses [18,19,9]. Organizational citizenship behavior (OCB), optional, not directly or explicitly recognized by the formal reward system [20- 24] and refers to individual behavior that encourages the effective functioning of the organization and facilitates the efficient operation of the company in total [25,26,17,27]. The success of organizations depends on the voluntary behavior of employees outside of their job descriptions. Smith et al. [28] defined organizational citizenship behavior (OCB) as voluntary behavior that is not directly or explicitly recognized by the formal reward system and supports the effective functioning of the organization. Although these behaviors are not included in the job and job descriptions, it is a personal preference group and does not require punishment when neglected [29]. Good soldier syndrome or organizational citizenship behavior (OCB) can be defined as extra-role behavior that serves to further the goals of the organization. However, these behaviors can be ethical or unethical [30]. These behaviors, which are done voluntarily, can

be beneficial both materially and spiritually. Every work that an individual can put forward with his or her physical and mental skills makes a positive contribution to the organization and society. As a result of the increase in the performance of the businesses, in which the employees who show organizational citizenship behavior (OCB), are in an advantageous position in terms of competition and profitability [31]. Organizational behavior and organizational citizenship behavior dimensions support five basic dimensions such as benevolence, courtesy, sportsmanship, civilization behavior, and conscientiousness [32-34].

2.3 Trust the Manager (TM)

Trust plays an important role in maintaining interpersonal relationships, reducing uncertainty, preventing conflicts of interest, and creating a harmonious working environment [35]. The concept of trust is among the most discussed topics in recent years and it contributes to long and healthy human relations. Organizational level trust is essential for the sustainable success of the organization. The efficiency, effectiveness, high performance, and success of the organization depend on having qualified employees who believe in and adopt the goals of the organization [36, 2]. Trust, which is the main element of social capital, is the main guarantee of relations within the organization. It is not possible for an organization where trust is shaken or absent to achieve its goals. It is very difficult for the organization to survive in an environment where there is no sense of trust for a long time. In this context, it is necessary to reveal the factors that create and affect organizational trust in detail [37].

Organizational trust is examined in three sub-dimensions. These; trust in the organization, trust in the manager (TM), trust in colleagues. Although the three dimensions may seem different from each other, they are interrelated. However, in some cases, it may not be connected. An employee may not trust his organization while trusting his manager, or he may not trust his manager while trusting his organization. This type of trust can occur when the contributions of the employees to the organization are not taken into account or the employees are not rewarded [38,17].

Trust in the manager (RM), which is a dimension of organizational trust, represents the trust of employees towards their managers. Managers are the people who provide coordination within the organization and determine the strategies at the point of reaching the goals of the organization [39]. Employees see

managers as the representatives of the institution, managerial behaviors, the promises they make, implement and give can create trust in the business or vice versa. It is the behaviors such as being fair, acting by the rules, adhering to ethical principles, showing honest, sufficient, open, helpful, and consistent behaviors, mutual positive interaction, sharing the necessary information, not abusing the goodwill of the employees, and supporting the employees to ensure trust [40]. Trust in the manager (TM), perception levels of the employees about the support provided by their managers; It is the return of their managers' confidence that they will be honest and keep their word, and their belief that they will act justly and to the competence of their managers [41].

3. GENERATION OF HYPOTHESIS

3.1 The Relationship between Job Satisfaction and Trust in the Manager

The most important factor in achieving the goals of the enterprises is the employees whose goals and expectations are met by the organization and who have positive feelings towards their colleagues and their work with high job satisfaction (JS) [42]. In the literature, it is seen that the issue of trust in the organization is mostly examined. It is stated that trust in the organization and trust in the manager (TM) are different but related structures. But these two concepts have a positive and significant relationship. While trust in the organization is mostly related to global variables (perceived organizational support and justice), trust in the manager (TM) is related to the superior's ability, helpfulness, and honesty. An employee may trust his manager but not the organization. It could be the other way around. Sometimes employees can trust their managers with whom they have good relations as a friend, and sometimes seeing the manager as the representative of the organization increases the trust in the organization [43]. Many researchers have noted the effect of trust on effective management. Your trust lowers transaction costs while increasing job satisfaction (JS) [44]. It has been shown that employees with high job satisfaction (JS) show high performance in their work lives, increase their productivity and have low error rates. At the same time, it is stated that there is a significant increase in job satisfaction (JS) in institutions where employee satisfaction exists. When employees experience exclusion and psychological contract violations in their organizations, their job satisfaction (JS) levels are negatively affected. To achieve sustainable competitive advantage, turnover is important in organizations. Leaving the job,

absenteeism, and job dissatisfaction (JS) of the experienced employee lead to a decrease in efficiency and effectiveness in the organization, and thus a decrease in performance [45].

Trust in the manager (TM) is related to the employees' belief in the information given by the manager and their belief that the decisions they make are correct. The most important role of the managers in the decision-making role [36]. If the employees do not trust their managers, they believe that the decision of the managers is not correct, they think that they may be harmed, they falter, they fall into a dilemma, which causes stress and negatively affects their job satisfaction (JS). Sharing among employees occurs in various ways. These posts can be related to work and work or outside of work. When the desire to trust arises among the employees, sharing the knowledge they have takes place, and success is achieved. On the contrary, in an organization that does not have an environment of trust, it becomes difficult to achieve change and development because employees do not adopt the same goal and do not share information. Organizations with high levels of trust can adapt to changes more easily, become more successful and innovative [46]. When employees trust their managers, they can exhibit cooperative, altruistic, and innovative behaviors [47]. The dominance of trust in the organization is of great importance in terms of good personnel relations. If there is no sense of trust in an organization, there is no realization of organizational goals and satisfaction of personnel [48]. In this context, the level of trust in the manager can be a determinant in ensuring superior-subordinate harmony [49].

Yorulmaz and Karabacak [11] found that the organizational trust perception of the port workers positively affects their job satisfaction (JS). Sökmen [5] showed that organizational justice and organizational trust have significant effects on both job satisfaction and intention to leave. At the same time, it has been shown that organizational trust has a partial mediating effect on the effects of organizational justice on the variables of job satisfaction (JS) and intention to leave.

Employees' perceptions of organizational trust have a positive effect on their job satisfaction (JS) [50,51]. They did not find any effect on the sub-dimension of salary and promotion of job satisfaction (JS) with trust in the manager, but they found a moderate effect on the sub-dimension of trust in the manager and job satisfaction related to the business.

In line with the literature, the following hypotheses have been formed.

H1. Job satisfaction has a positive effect on trust in the manager.

H1a. Job satisfaction related to management and manager has a positive effect on trust in manager.

H1b. Job satisfaction with colleagues has a positive effect on trust in the manager.

H1c. Job satisfaction with customers has a positive effect on trust in the manager.

3.2 The Relationship between Organizational Citizenship Behavior and Trust in Managers

Organizational citizenship behavior (OCB) includes actions such as protecting the business from unwanted and harmful behaviors, accepting the suggestions of the employees, helping them develop and establishing a good communication network [52]. The fact that the organizational trust perceptions of the employees are higher than the average causes them to do their work with better focus, to participate in work voluntarily outside of their official duties, and to exhibit organizational citizenship behaviors. The concept of trust forms the basis of relations between employees and managers in the organization. Individuals with a high perception of trust in the manager lead the business in achieving the goals, increase productivity and performance, and enable organizational citizenship behavior to emerge [53]. The manager takes his power in the organization from the self-confidence of his subordinates and a strong bond is formed between the employee and the manager. Employees' trust in their managers is ensured by the believability of their managers' words and behaviors, and credibility is gained by the manager's honesty, fairness, fairness, and reliability. Trust in the leader depends on the expectations of his subordinates. In return for the manager giving high expectations to his employees in the business, the employees have a sense of responsibility towards their managers and they do their work more carefully and carefully. Employees who do not trust their managers, on the other hand, do not make extra efforts and maintain their relations with their managers on an official level [54]. As the trust between employees and managers increases, it is seen that the sense of gratitude towards the workplace, increases in work motivation, and as a result, more organizational citizenship behavior [55]. In the study of [56], it was determined that

organizational trust positively affects organizational citizenship and job performance.

Timuroğlu and Çokgören [48] revealed in their study that there is a direct relationship between organizational trust and organizational citizenship behavior (OCB). As a result; It has been found that professional members of organizations with an effective perception of organizational trust show more organizational citizenship behavior. They also found that there is a weak positive relationship between the perception of trust in the manager and organizational citizenship behavior. Many studies reveal that there are important relationships between organizational trust and organizational citizenship behavior [57- 61] found positive and significant relationships between organizational trust dimensions and organizational citizenship behavior dimensions in his study. dimensions (except the courtesy dimension) have a positive effect on It was determined that none of the organizational trust dimensions had a significant effect on courtesy behavior. When employees have a positive perception of their organization's honesty and reliability, a sense of commitment to their organization increases, and employees tend to exhibit organizational citizenship behavior (OCB). In the Pehlivan [62] research, a positive and significant relationship was found between the sub-dimensions of organizational citizenship behavior such as altruism, sportsmanship, courtesy, civic virtue, and conscientiousness, and the sub-dimensions of organizational trust. Özdemir, [53] examined the effect of trust in managers by employees on (OCB) dimensions (altruism, conscientiousness, courtesy, sportsmanship, civic virtue). It has been determined that the effect of increasing trust in the manager on conscientiousness behavior and civic virtue behavior is meaningless.

In line with the literature, the following hypotheses have been formed.

H2. Organizational citizenship behavior has a positive effect on trust in the manager.

H2a. Disciplined working behavior has a positive effect on trust in the manager.

H2b. A feeling of belonging has a positive effect on trust in the manager.

H2c. Taking on a workload has a positive effect on trust in the manager.

3.3 Creating a Research Model

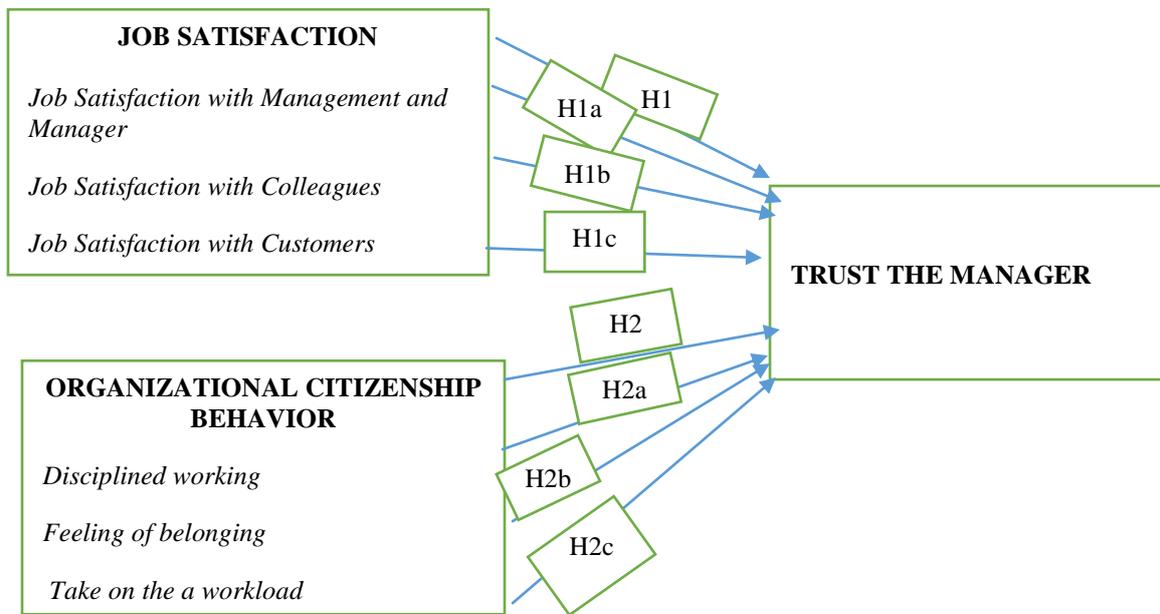


Fig. 1. Research model

4. DATA AND METHODOLOGY

4.1 Purpose and Importance of Research

The main purpose of this research is to reveal the effect of organizational citizenship behavior (OCB) and job satisfaction (JS) on organizational trust. The health sector is one of the most important sectors of the service sector and has a comprehensive workflow where teamwork is most intense. The collaboration of health professionals, that is, the interaction of employees with each other, affects organizational factors. Nurses and health technicians constitute a large part of the health team members and are the most important factors that determine organizational factors. Nurses and health technicians need to coordinate their work with other team members while serving the patient and family. The important point here is to direct and manage individual behaviors in line with organizational goals. It is to gain competitive advantage by increasing the trust in the manager (TM) with organizational citizenship behavior (OCB) and job satisfaction. (JB) Considering the internal and external factors, the employees have to keep up with the changes and changes, and at this stage, the employees are affected by this situation. Creating employees with high organizational goals and helping those with low organizational goals are very important for the future of the enterprise. A manager is very important for businesses. Employees who have positive feelings towards their managers will experience more

organizational citizenship behavior (OCB) and job satisfaction (JS) and will perform above their capacity. This study will help managers determine their management style; the institution will be able to make and implement resource planning more soundly.

4.2 Content and Limits of Research

The scope and boundaries of this research consist of nurses and health technicians working in hospitals operating in the Marmara region of Turkey. It is planned to reveal the organizational citizenship behavior (OCB) and job satisfaction (JS) of nurses and health technicians working here and their trust in the manager (TM). A total of 498 people, including 145 nurses and 353 health technicians, participated in the study. Marmara region reflects Turkey economically, socially, and culturally. The sample is also suitable in number and will be a role model for many health institutions.

4.3 Research Method and Research Scales

The survey method was used as a data collection method within the scope of the research. All of the collected data were prepared in the form of a 7-point Likert scale and were subjected to frequency breakdown, normality, validity, reliability, significance, factor analysis, correlation, and regression analysis with statistical package programs used in social sciences. The questionnaire used in the research consists of four parts. The first part consists

of the demographic characteristics of the participants created by the author. In the second part, 8 questions consisting of trust in the manager (TM) were taken from the organizational trust scale developed by Nyhan and Marlowe [63] and adapted to Turkish by Demircan [64]. In the third part, the 20-item organizational citizenship behavior (OCB) scale developed by Podsakoff et al. [65] and used by Turgut & Akbolat, [66]. The scale has five sub-dimensions consisting of altruism, civic virtue, conscientiousness, sportsmanship, and courtesy. The fourth part is the job satisfaction (JS) scale [67,68] developed by Schwepter [69]. It is a 20-question scale used in the article study. The structure of the job consists of sub-headings such as salary, manager, company policy, customers, and colleagues.

5. FINDINGS AND DISCUSSION

This section contains the findings and evaluations of the study. Descriptive statistics and factor analysis are shown in Table 1.

As seen in Table 1, the majority of the participants are 69.1% female and 30.9%, male. The rate of married

people is 63.7% and singles are 36.3%. The rate of nurses is 29.1% and health technicians are 70.9%. In terms of education, undergraduate graduates were at the most with 41.4% and at least 13.9% were associate degree graduates. Age ranges from 20 to 50 years. The highest number of participants is 32.7% with the age range of 30-39. In the working period, it is 6-1 years with a maximum of 21.9%. The minimum working year is 31 years and above with 8.4%.

Cronbach's Alpha was used to measure the reliability of the research scales. Cronbach's Alpha value is 0.7 in social sciences [70]. As seen in Table 2, Cronbach's Alpha values of all scales and the total scale are quite high.

The Kaiser-Meyer-Olkin (KMO) test was used to measure the validity of the scales. The limit value for sample adequacy is 0.7 [71]. Table.3 As can be seen, the Kaiser-Meyer-Olkin value of all scales is quite high. Bartlett's Test of Sphericity was used for significance. The value should be sig. It should be <0.05 [72]. All sig. values are 0.000.

Table 1. Demographic characteristic of participants

		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Woman	344	69,1	69,1	69,1
	Man	154	30,9	30,9	100,0
	Total	498	100,0	100,0	
Condition	Married	317	63,7	63,7	63,7
	Single	181	36,3	36,3	100,0
	Total	498	100,0	100,0	
Profession nurse	Nurse	145	29,1	29,1	29,1
	Health Technician	353	70,9	70,9	100,0
	Total	498	100,0	100,0	
Educational Status	High School	135	27,1	27,1	37,5
	Associate Degree	69	13,9	13,9	41,0
	License	206	41,4	41,4	82,3
	Graduate	88	17,7	17,7	99,2
	Total	498	100,0	100,0	
Age range	20-29	109	21,9	21,9	22,1
	30-39	163	32,7	32,7	54,6
	40-49	149	29,9	29,9	84,5
	50 above	77	15,5	15,5	100,0
	Total	498	100,0	100,0	
Operation time	0-5	84	16,9	16,9	16,9
	6-10	109	21,9	21,9	38,8
	11-15	50	10,0	10,0	48,8
	16-20	94	18,9	18,9	67,7
	20-25	71	14,3	14,3	81,9
	25-30	48	9,6	9,6	91,6
	31 above	42	8,4	8,4	100,0
	Total	Total	100,0	100,0	

Table 2. Reliability values of research scales

Scale	Cronbach's Alpha	N of Items
Trust The Manager	,956	8
Organizational Citizenship Behavior	,878	20
Job Satisfaction	,939	20
Total	,943	48

Tablo 3. Kaiser-Meyer-Olkin (KMO) and Bartlett's Test

Scale	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	Approx. Chi-Square	df	Sig.
Trust The Manager scale	,948	4154,288	28	,000
Organizational Citizenship Behavior Scale	,913	5313,876	190	,000
Job Satisfaction Scale	,925	6875,735	190	,000
Total	,937	17678,277	1128	,000

Table 4. Exploratory factor analysis

	Job Satisfaction with Management and Manager	Disciplined Work	Trust The Manager	Feeling of Belonging	Job Satisfaction with Co-Workers	Take On The a Workload	Job Satisfaction With Customers
JS1	,492						
JS3	,600						
JS4	,781						
JS5	,560						
JS6	,535						
JS7	,681						
JS8	,708						
JS9	,503						
JS12	,505						
JS13	,424						
JS14	,661						
JS15	,656						
JS18	,690						
OCB6		,599					
OCB8		,669					
OCB9		,803					
OCB10		,745					
OCB11		,748					
OCB12		,733					

	Job Satisfaction with Management and Manager	Disciplined Work	Trust The Manager	Feeling of Belonging	Job Satisfaction with Co-Workers	Take On The a Workload	Job Satisfaction With Customers
OCB13		,683					
OCB14		,722					
OCB15		,645					
OCB16		,393					
TM1			,871				
TM2			,892				
TM3			,624				
TM4			,899				
TM5			,953				
TM6			,920				
TM7			,965				
TM8			926				
OCB7				,425			
OCB17				,726			
OCB18				,797			
OCB19				,836			
OCB20				,776			
JS2					,472		
JS10					,562		
JS16					588		
JS17					,359		
OCB1						,772	
OCB2						,944	
OCB3						,904	
OCB4						,660	
OCB5						,582	
JS19							,737
JS20							,788
JS11	CANCELLATION						

Extraction Method: Principal Component Analysis.
 Rotation Method: Oblimin with Kaiser Normalization.
 a. Rotation converged in 15 iterations.

Exploratory factor analysis was performed to test the validity of the variables and scales that passed the KMO and Barlett sphericity test. It was divided into seven sub-titles by exploratory factor analysis, and the disclosure rate was 65,739% Cumulative.

As seen in Table 4, although job satisfaction (JS) normally consists of six sub-headings as job structure, salary, manager, company policy, customers, and colleagues, as a result of exploratory factor analysis, in this study job satisfaction, job satisfaction (JS) related to management and manager, colleagues It has been examined under three sub-headings as job satisfaction (JS)related to customers and job satisfaction(JS) related to customers. Although organizational citizenship behavior (OCB) consists of

five sub-dimensions consisting of self-sacrifice, civic virtue, conscientiousness, sportsmanship, and courtesy, in this study, disciplined work was examined in three sub-dimensions as a feeling of belonging and taking on a workload. Trust in the manager (TM) is one-dimensional. There was no overlap between the questions and the analyzes were based on this factor table. Job satisfaction question 11 was not evaluated because it did not have a significant value.

The relationship between the dependent variable, trust in the manager (TM), and the independent variables, job satisfaction (JS) and its sub-dimensions, and organizational citizenship behavior (OCB) and its sub-dimensions were evaluated with the Pearson

Correlation coefficient. The Pearson Correlation coefficient takes a value of $\div 1$ to $- 1$. Table. 5, as it is seen, there is a positive moderate relationship between job satisfaction (JS) and trust in the manager (TM) with the Pearson Correlation = 0.549. Since Pearson Correlation =,440, a positive and weak relationship was observed between job satisfaction (JS) with colleagues and trust in managers. Since Pearson Correlation =,217, a very weak positive relationship was observed between job satisfaction (JS) with customers and trust in managers (TM).

As Pearson Correlation =,293, a weak positive relationship was observed between disciplined work, which is the sub-dimension of organizational citizenship behavior (OCB), and trust in the manager (TM). Sig. between the feeling of belonging and trust in the manager. =, there is no significant relationship because it is,583. As Pearson Correlation =,341, there was a weak positive correlation between undertaking the workload and trust in the manager.

Regression analysis was performed to determine to what extent the independent variables affected the dependent variable. As can be seen in Table 6, the independent variable job satisfaction (JS) sub-dimension, Job satisfaction (JS)with management and manager, and the dependent variable have a moderately positive effect, as the dependent variable is sig=.000, t=11.160 and beta=.535. The independent variable job satisfaction affects Job Satisfaction with Co-Workers sub-dimension and the dependent variable is sig=.000, t= 2.7803 and beta=.140, positively and weakly. Independent variable job satisfaction With customers sub-dimension Since the dependent variable is sig=.000, t=-3.885, and beta= - 172, the dependent variable has a weak negative effect.

The independent variable does not affect the disciplined work sub-dimension of organizational citizenship behavior (OCB) because the dependent variable is sig=.440. The independent variable does

Table 5. Correlation analysis

Scale	Correlations	Job satisfaction with management and manager	Disciplined work	Trust the manager	Feeling of belonging	Job satisfaction with co-workers	Take on a workload	Job satisfaction with customers
Job satisfaction with management and manager	Pearson Correlation Sig. (2-tailed) N	1 498						
Disciplined work	Pearson Correlation Sig. (2-tailed) N	,311** ,000 498	1					
Trust the manager	Pearson Correlation Sig. (2-tailed) N	,549** ,000 498	,293** ,000 498	1				
Feeling of belonging	Pearson Correlation Sig. (2-tailed) N	-,157** ,000 498	,110* ,014 498	,025 ,583 498	1			
Job satisfaction with co-workers	Pearson Correlation Sig. (2-tailed) N	,557** ,000 498	,530** ,000 498	,440** ,000 498	,097* ,031 498	1		
Take on the a workload	Pearson Correlation Sig. (2-tailed) N	,275** ,000 498	,681** ,000 498	,341** ,000 498	,033 ,456 498	,480** ,000 498	1	
Job satisfaction with customers	Pearson Correlation Sig. (2-tailed) N	,555** ,000 498	,278** ,000 498	,217** ,000 498	-,139** ,002 498	,453** ,000 498	,253** ,000 498	1

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

**. Correlation is significant at the 0.05 level (2-tailed).*

Table 6. Regression Analysis (Trust in Manager)

Model		Sum of squares	df	Mean square	F	Sig.
	Regression	427,536	6	71,256	48,980	,000 ^b
	Residual	714,301	491	1,455		
	Total	1141,838	497			
	R		R Square	Adjusted R Square	Std. The error of the Estimate	
		,612 ^a	,374	,367	1,20615	
	B		Std. Error	Beta	t	sig
1	(Constant)	,893	,366		2,442	,015
	Job satisfaction with management and manager	,574	,051	,535	11,160	,000
	Disciplined work	-,057	,074	-,040	-,772	,440
	Feeling of belonging	,077	,042	,069	1,842	,066
	Job satisfaction with co-workers	,168	,060	,140	2,780	,006
	Take on the a workload	,253	,065	,195	3,911	,000
	Job satisfaction with customers	-,154	,040	-,172	-3,885	,000

a. Dependent Variable: Trust in manager

b. Predictors: (Constant): Job satisfaction with management and manager, job satisfaction with co-workers, job satisfaction with customers, disciplined work, feeling of belonging, take on the workload

Table 7. Hypothesis results

No	Hypothesis	Results	
H1.	Job satisfaction has a positive effect on trust in the manager.	Partial effect	Supported
H1a.	Job satisfaction related to management and manager has a positive effect on trust in manager.	Positive moderate effect	Supported
H1b.	Job satisfaction with colleagues has a positive effect on trust in the manager.	Positive weak degree effect	Supported
H1c.	Job satisfaction with customers has a positive effect on trust in the manager.	Weak negative effect	Supported
H2	Organizational citizenship behavior has a positive effect on trust in the manager.	Partial effect	Supported
H2a	Disciplined working behavior has a positive effect on trust in the manager.	No effect	Not Supported
H2b	A feeling of belonging has a positive effect on trust in the manager.	No effect	Not Supported
H2c	Taking on the a workload has a positive effect on trust in the manager	Very weak positive effect	Supported

not affect the organizational citizenship behavior sub-dimension, Feeling of Belonging, as the dependent variable is sig=.066. The independent variable does not affect organizational citizenship behavior (OCB). Taking on the a workload sub-dimension has a very weak positive effect, as the dependent variable is trust in the manager (TM), where sig=.000, t=-3.911 and beta= 195.

The disclosure rate of the research model is 36.7%.

6. CONCLUSION

This research revealed to what extent the job satisfaction (JS) and organizational citizenship

behaviors (OCB) of nurses and health technicians affect trust in the manager (TM). Today's intense competition conditions force institutions to be more efficient and active. In order to compete and gain a competitive advantage in these conditions, businesses have to use their own resources in the best way. Equity, which is very valuable for institutions, is human power. Although it is not enough to have the manpower, it is among the most important responsibilities of the business that the valuable human resource reaches job satisfaction, develops organizational citizenship behavior, and employees trust the organization and the manager. In this context, businesses should choose managers who connect

employees to the organization, encourage them to engage in organizational citizenship behavior and have an important place in job satisfaction, develop them if they have deficiencies, and remove them from the company if their negative features continue and harm the business and employees.

The first hypothesis is that job satisfaction (JS) has a positive effect on trust in the manager (TM). In the H1 hypothesis and sub-hypotheses, as a result of the correlation, there is a positive moderate relationship between job satisfaction (JS) and trust in the manager (TM), a positive relationship between job satisfaction (JS) related to colleagues and trust in manager(TM). There was a weak positive relationship between job satisfaction (JS) with customers and trust in managers. (TM) According to the regression results, job satisfaction (JS) with management and manager affects the trust in the manager(TM) positively and moderately. job satisfaction(JS) with co-workers has a weak positive effect on trust in the manager (TM). job satisfaction (JS)with customers negatively affects the trust in the manager (TM) weakly. The reason for this is that the research is conducted in the health sector. The health sector works with many disciplines while providing services to patients and their relatives. Nurses, health technicians, physicians, dieticians, psychologists, labs, nurses, cleaners, food services, x-ray technicians, medical secretaries, etc. Nurses and health technicians are responsible to their own managers, head nurse, department head, service doctors, department heads, deans, and rectors in university hospitals. Therefore, his area of responsibility is not only the patient and his family but also interacting and communicating with every discipline that serves the patient. Therefore, it is difficult to be satisfied with the job and to trust the manager. If it is desired to increase the job satisfaction and trust in the manager, the employees should be given importance, the managers of the institutions should be chosen well, the unsuccessful ones should be replaced, there should be a fair salary and promotion system in the management, the employees should be supported in all aspects, social activities should be included, the children of the employees should benefit from the nursery opportunity, they should come to work and free shuttle should be arranged so that going home is easy, additional payments and reward systems should be fair and equal.

The second hypothesis was that organizational citizenship behavior (OCB) and its sub-dimensions were asked to affect trust in the manager(TM). In the H2 hypothesis and sub-hypotheses, as a result of the correlation, a weak positive relationship was observed between disciplined work and trust in the manager(TM), which are the sub-dimensions of

organizational citizenship behavior(OCB). There was a weak relationship between undertaking the workload and trust in the manager (TM). There is no significant relationship between the feeling of belonging and trust in the manager (TM). According to the results of the regression, disciplined work and a feeling of belonging do not affect the trust in the manager (TM). Taking on the workload and the dependent variable affects the trust in the manager(TM). positively, very weakly. The reason for this is that the nurses and health technicians do not give the necessary value to the institutions, since the managers and management do not support the employees, the employees do not want to take any action other than their official duties. Health workers do not want to show organizational citizenship behavior (OCB) outside of their official duties because they are faced with excessive workload, limited physical structure, seizures, communication difficulties with team members, stress, and burnout, and they do not want to do anything extra because they do not trust the managers and the institution.

As seen in this study, job satisfaction (JS) and organizational citizenship behaviors (OCB) demonstrated by nurses and health technicians have low trust in managers(TM). Institutions should be fair when choosing managers, pay attention to seniority, education, personal and managerial characteristics, and assign people who can set an example for their employees with good communication and skills. It should believe that people are the most valuable resource for the companies and should support the employee economically and socially. This study was carried out with nurses and health technicians working in the health institution. It is recommended to do it with other employees working in the service sector.

COMPETING INTERESTS

Author has declared that no competing interests exist.

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