



## Investigation of the Effect of Perceived Organizational Support on Organizational Alienation and Trust in Managers: An Application in Rize

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### Abstract

Several studies have been carried out on the outcomes of organizational support (O.S.) perceptions related to employees working in hotel businesses. However, the relationship between organizational support (O.S.) and trust in manager and organizational alienation (O.A.) has been taken for granted. In this study, the perceived O.S. was explored as a predictor of trust in manager and O.A. Within this context, this study aims to figure out how employees' perceptions of O.S. influence O.A. and trust in manager. Accordingly, data were obtained from 329 hotel employees operating in Rize through questionnaires. The analyses were performed using Structural Equation Modelling (SEM), which confirms using partial least square (PLS). According to the findings, O.S. is adversely connected to O.A., whereas O.S. is significantly correlated to the trust in managers. The results of this study may assist hotel managers to increase employee motivation and productivity and it may help researchers further investigating organizational support as well.

### Keywords

Organizational Support, Organizational Alienation, Organizational Trust, Hotel Employees, Rize

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## Introduction

Similar to all other businesses, hotel businesses are human-oriented businesses that are founded with a particular function and purpose in mind and strive to achieve the goals and objectives associated with their operations. In addition to their physical characteristics and labor-intensive organization, the most fundamental assets of these businesses are their people. The ability of hotel employees to successfully accomplish their responsibilities is critical to the success of the business. It may be argued that customer satisfaction with hotel businesses is directly proportionate to the success of those businesses. Therefore, the most powerful factor underlying the success of these businesses is the successful fulfillment of their duties performed by the employees.

When employees are valued, treated with respect, and encouraged to succeed in whatever they do, they feel pleased and at ease in workplaces. It is quite meaningful to develop such an environment in today's competitive marketplace (Erkal, 2021: 38). From the other side, evaluating the favorable and adverse consequences of employee behavior, productivity, empowerment, and other factors, as well as the implementation of operations, are all regarded as goals for improving the work environment (Turgut & Kalafatoğlu, 2016: 29). As a result, all businesses strive to pursue their objectives by utilizing all of their resources effectively and efficiently. It can also be stated that it is a signal that this issue is highly effective in achieving the objectives (Yılmaz and Sarpkaya, 2021: 61). Furthermore, many studies on the O.S. perceptions of hotel business employees have been undertaken, and these investigations have a relationship and effect on the constructive and negative organizational behaviors displayed by employees. In related studies, the perception of O.S. has been explored together with many subjects such as organizational commitment, turnover intention (Kalidass & Bahron 2015); psychological capital, burnout (Liang Lin, 2013); emotional labor (Mishra, 2013); employee empowerment, organizational citizenship (Fang Chiang & Sheng Hsieh 2012); job embeddedness (Akgunduz & Sanli 2017); emotional commitment (Özkan, 2017); and presentism (Arslaner, 2015). Except for the above-mentioned basic ideas in the national and international literature, the fact that there are few studies that reveal the relationship between the perception of O.S., O.A. behavior, and the perception of trust in the manager increases the importance of the subject, particularly in service businesses, and it is thought that the conclusions drawn by this research may reveal a valuable contribution to the literature.

## Literature Review

While the TDK dictionary describes perception as “awareness of something through directing attention to that thing, understanding” (TDK, 2022), it is also characterized as “the act of organizing and interpreting sensory data to give meaning to things and

events in the environment” (Cüceloğlu, 1999: 98). Individuals that experience this process build their behaviors and attitudes based on assumptions or ideas formed from facts gathered from the outside environment (Eren, 2010: 69). Equally, there are a variety of perceptions that underpin employees’ attitudes and behaviors in the workplace, and the concept of O.S. perception is one of them. Since the 1990s, the issue of O.S. has been addressed in psychology and business research. In today’s environment, it has become even more pertinent to scrutinize the concept of O.S.in order to mitigate the adverse effects of employee-employer relations on businesses (Çolakoğlu et al., 2010: 125) due to factors such as increased competition and change processes in business structures. Apart from physical opportunities, hotel businesses have a business configuration that serves humans with humans, and the fact that the concept of human plays such a vital role in the success of these businesses discloses the centrality of examining the perception of O.S.in such businesses.

### **Organizational Support Perception**

Hellman et al. (2006: 631) classified O.S. as “employees’ sense that they contribute to their businesses through the jobs they accomplish, that their businesses value this contribution, and that they give their employees the attention they deserve.” According to Özdevecioğlu (2003: 116), O.S. is the feeling that employees are safe in the workplace and that their employers support them. Correspondingly, Kurtessis et al. (2017: 1854) categorized O.S. as all assessments of how businesses respect their employees’ contributions and how significant their well-being is to them. Social Change Theory, which investigates the balance between organizational and employee expectations, is the foundation of O.S. theory (Loi, et al., 2006: 109). Individuals respond positively to practices or people when they perceive it will benefit them, according to Social Change Theory. As a result, a connection of exchange arises between organizations and employees (Blau, 1964). In a similar manner, according to the O.S. theory, employees realize they are accountable for assisting their employers in achieving their objectives. Positive and beneficial consequences in attitudes and behaviors toward their work might develop as a result of this perception, as the level of O.S. they perceive climbs. As a result, they are rewarded for the organization’s contribution to them. As a consequence, employees turn their feelings of support into behaviors (Hatipoğlu, 2015: 16). Furthermore, employees who feel their their organization supports them are interested in how others behave and may have optimistic expectations (Mercan, 2015). It might be argued that this circumstance has an impact on positive or negative organizational behaviors, as well as trust in the business and its manager. Eisenberger et al. (1986: 501) claimed that individuals who have a positive view of O.S. are more likely to engage in actions that will promote the organization in principle. However, according to Organ (1977: 50), this issue is tied to employee expectations, and as long as those expectations are realized, employees will be motivated to succeed.

It has been demonstrated that when hotel employees have strong O.S. perceptions, their levels of unfavorable organizational behavior diminish. In their study of hotel employees, Kaya (2012), Karatepe (2012), and (2016) established a negative relationship between the sense of O.S. and the intention to leave. Furthermore, Civilidağ (2014) discovered a negative relationship between O.S. and mobbing, while Yılmaz and Tanrıverdi (2017) identified a negative relationship between O.S. and job stress.

### **Organizational Support (O.S.) and Organizational Alienation (O.A.)**

The perception of O.S. and O.A. as well as other organizational behaviors were thought to have an unfavorable correlation. Thus, the relationship between O.S. perception and O.A. has been researched in a variety of disciplines and it has been concluded that there is an adverse relationship (Taştan et al., 2014; Tanrıverdi & Kılıç, 2016; Tokmak, 2020). There is no study on hotel employees that focuses on the relationships between O.S. perception and O.A. behavior in the literature. O.A. behavior is a challenge that hotel businesses cannot ignore and one that should be investigated, especially when it is apparent in the workplace.

The phenomenon of alienation originated in countries following WWII. It was initially identified in America and then in Western countries, and has since been analyzed empirically. With the impact of the capitalist system and post-modernism on the world, which has emerged as a result of globalization, there has been a sudden and quick surge in interest in the concept of alienation (İrdem, 2021: 275). The concept of alienation, which was first put forward in a study by Hegel, was examined from philosophical aspects and was expressed as the alienation of individuals from natural life and their essence (Şimşek et al., 2006: 572). Alienation, according to Fromm, is “the individual’s passive and receptive acceptance of the environment and himself, that is, passively and behaving accordingly” (Fromm, 2003: 125). O.A., on the other hand, originates when employees are dissatisfied with their jobs and use less energy than usual in pursuit of external incentives (Agarwal, 1993: 723). In terms of business research, O.A. refers to employees’ loss of sense of belonging as a result of their leaving their workplace or coworkers for whatever cause, or it refers to their belongings being broken (Demirgöl, 2020: 117).

Employee alienation is premised on the reality that the socio-psychological benefits they will acquire from the workplace in exchange for the job or task are not accomplished, and the employee suffers this deprivation, according to Kanungo (1990). Employees are also subjected to time pressure in the workplace, where their tasks or efforts are overseen by others. Therefore, fatigue, boredom, and their unique qualities are either downplayed or not considered at all. In a nutshell, justifications are effective in employees’ display of alienation behavior (Usul & Atan, 2014: 3).

The emergence of O.A. behavior has a variety of consequences. These consequences are reviewed on a behavioral and organizational level. Behavioral implications encompass alienation from society, the meaninglessness of life, selfishness, belief in destiny, lower performance, negative attitudes toward business, and failure to take responsibility (Osin, 2015: 61). Burnout, a deterioration in the quality of life, disconnection from the environment, insensitivity, a reduction in creativity, robotization, and obedience, on the other hand, are examples of organizational outcomes (Maslach & Jackson, 1985: 120; Usul & Atan, 2014: 1).

### **Organizational Support and Trust in Manager**

The concept of trust is expressed as a psychological issue that includes individuals' mutually positive attitudes and behaviors, being influenced by each other, avoiding harmful behaviors, self-sacrificing, or having beneficial expectations and beliefs (Heimovics, 1984: 545; Wech 2002: 354; Sağlam Arı & Tunçay, 2010: 116). Accordingly, organizational trust is defined as individuals' positive expectations about other members through their roles, relationships, and past experiences (Huff & Kelley, 2003:82; Tüzün, 2007: 105). Organizational trust is shown as one of the influential factors in performance, effectiveness, and efficiency, and in achieving the targeted goals (Özler et al., 2010: 51). It is claimed that organizational trust plays a great role in revealing the sustainable success of businesses or organizations (Sharkie, 2009: 491).

Some obstacles must be recognized in order to verbalize the emergence of organizational trust, such as increasing employees' trust in their colleagues and managers, and ensuring that business regulations are enforced fairly, information sharing is secured, ambiguity is avoided, and cooperation is achieved (Lewicki & Bunker, 1996; Dinç, 2007). Numerous favorable outcomes can be attributed to the presence of organizational trust in businesses. Positive contributions such as organizational identity, morale, creativity, motivation, commitment, citizenship, productivity, and harmony are examples of these (Üstün, 2015:46). It is claimed that business structures based on organizational trust are more productive, effective in achieving goals, and successful in managing difficulties (Tüzün, 2007; 105). The employees' trust in the manager, known as one of the sub-dimensions of organizational trust, is portrayed as the employees' trust in the management with whom they work (Artar et al., 2019). The ethical and just attitudes of managers toward their employees impact the feelings of trust that employees have for their managers (Koç and Yazıcıoğlu, 2011:47). Managers are those who are instrumental in attaining and meeting the targets of the business for which they work. Responsible for the use of the resources at hand, these people need to provide trust to the manager in order to get the maximum benefit from the human resources (Gök, 2011: 11). In this context, it

can be argued that management practices and managerial behaviors in businesses can be effective in shaping employer-employee relations and trust in managers.

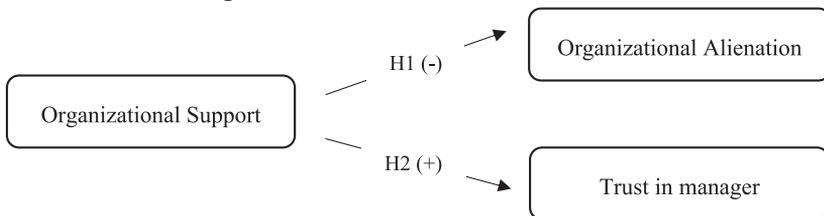
The assumption of O.S. is associated with both desirable and undesirable organizational behavior and perceptions. These actions and attitudes are considered to incorporate O.A. and trust in the manager. In this setting, as long as hotel businesses deliver a high-quality service, they will be able to withstand increased competition and ensure their long-term viability. Business-employee structures must be constructed on a firm foundation to maintain this continuity. It is worth noting that hotel employees are the backbone of the industry, because the service is delivered by employees, and the employees are capable of accomplishing the aims and objectives. In this context, hotel businesses should consider providing acceptable working circumstances for their employees, employees should sense their employer’s support and trust them while performing their duties, and employees should not feel alienated from the business. Otherwise, these labor-intensive businesses may not be able to flourish, and they may be forced to deal with organizational challenges. The study hopes to examine the impact of hotel employees’ O.S. perceptions on their O.A. behavior and feelings of trust in the manager. The following hypotheses were produced for this purpose:

**H1:** The perception of organizational support has a negative effect on organizational alienation behavior.

**H2:** The perception of organizational support has a positive effect on trust in manager.

**Research Model**

Figure 1 shows the research model. According to the model, when hotel employees perceive O.S. as favorable, they do not suffer a sense of alienation in the businesses where they work. In other words, O.S. has a deleterious impact on O.A. Also, O.A. behavior lessens when the feeling of O.S. rises. On the other side, employees’ trust in the manager strengthens as they perceive favorable O.S. That is to say, as O.S. grows, so does trust in the manager.



*Figure 1.* Research model

## Methodology

A two-stage procedure was used in this research. To begin, an extensive literature review was undertaken on three crucial variables that make up the research's main structure and whose reliability and validity were ensured. In the second stage, the scale was applied to 329 hotel employees. The scale directed to the participants consists of 48 questions. The first 9 questions are aimed at determining participant characteristics. The remaining 39 questions are in the form of a 5-point Likert scale and are graded as (1) totally disagree, (5) totally agree.

### Research Scope and Process

The population of this research consists of the employees of hotels operating in Rize. Since there is no clear number of employees working in hotel businesses in Rize, the Ministry of Culture and Tourism of Turkey calculated the number of personnel per bed as 0.35 and the number of personnel per room as 0.70 over the general average of the hotel enterprises, according to the statistics of "Workforce in the Hospitality and Tourism Sector" (1989) to determine the research population (Turizm Bakanlığı, 1989: 61). In this context, according to the data obtained from the Rize Provincial Directorate of Culture and Tourism, it has been determined that the hotel businesses in Rize have a total of 2,345 rooms and 5,164 beds (rize.ktb.gov.tr). In this context, when the number of personnel is calculated according to the number of rooms, the result is  $2345 \times 0.70 = 1641$ , and when the number of personnel per bed is calculated, the number of personnel is  $5164 \times 0.35 = 1807$ . In this framework, the research population was determined to be 1,807 personnel by the researchers. Sampling was preferred due to reasons such as the large number of units constituting the research population, time and cost limitations, and transportation difficulties. The population with less than 10,000 units of the research scope is considered finite universes and the minimum sample size to represent the universe in question is calculated as 317, according to the 1,807 universe volume (Ural and Kılıç, 2018: 43). The research data were obtained from the employees of the hotel businesses operating in Rize by convenience sampling technique. Convenience sampling is often used during the exploration phase of a research project and is the best way to get some basic information quickly and efficiently (Sekaran, 2003). In the convenience sampling method, after the universe is determined on the subject to be researched, the number of units to be sampled is determined by various calculations. After the determination process, it is necessary to collect relevant information from units such as the person and animal that will come before the researcher during the data collection phase and will be the subject of the sampling. There are no rules or system surveillance here. The convenience sampling method is a method that is easy to implement and provides convenience to researchers in terms of cost and time (Gazeloğlu and Erkiliç, 2020:

45-46). In this research, 329 valid data obtained from hotel employees were obtained as a result of the data collection phase with the convenience sampling method.

### **Scales**

The 8-item, one-dimension scale proposed by Rhoades and Eisenberger (2002: 699), a reduced version of the 36-item O.S. scale produced by Eisenberger et al. (1986: 502), was used to appraise perceived O.S. In addition, a scale devised by Mottaz (1981) with 21 expressions and three dimensions (powerlessness, meaninglessness, and self-alienation) was used to determine the participants' O.A. levels. Lastly, the organizational trust scale, which was compiled from the scales of Büte (2011: 183), İslamoğlu et al. (İslamoğlu, Birsal and Börü, 2007) and Demircan and Ceylan (2003), was used in order to assess the trust perceptions of the participants in the manager. This scale of trust in the manager includes 10 expressions, consisting of one dimension.

### **Analysis of Data**

The obtained data were analyzed with SmartPLS3 software. The normal distribution is not required in SmartPLS3 data analysis. This software works effectively in small samples and analysis of complex models (Hair et al., 2010). In the analyses made with this software, it is also recommended to count the smallest sample size (Ringle et al., 2014). For this reason, G\*Power, a practical and free program, was used (Faul et al., 2009). While calculating the sample size with this software, the variable that is predicted by the most variables (the one that gets the most arrows directly to itself) should be taken into account. It appears that there are two parameters for the calculation: the power of the test ( $\text{Power}=1-\beta$  error prob. II) and effect size ( $f^2$ ). Hair et al. (2017) recommend that 0.80 for power and 0.15 for  $f^2$  values should be taken into account. In this study, a variable is predicted by 1 variable at most. Accordingly, the smallest sample number is 55. In addition, the number of samples used in this study also meets the 10-fold rule.

In data analysis with SmartPLS3, first the measurement model and then the structural model were tested. The measurement model was tested for indicator reliability (outer loadings), internal consistency (composite reliability/Cronbach alpha), and convergent (AVE) and divergent validity (Fornell & Larcker criterion and Heterotrait-monotrait (HTMT) ratio of correlation) (Ab Hamid et al., 2017; Hair et al., 2019). However, structural model path coefficients were evaluated with variance inflation factor (VIF), explained variance ( $R^2$ ), model fit, a predictive fit of the model ( $Q^2$ ), and effect size ( $f^2$ ) values (Hair et al., 2017).

## Findings

### Profile of Participants

Men make up 50.8 % of the study's participants, while women cover the rest. 73.9 percent of the participants are between the ages of 21 and 40, and 63.5% are single. Furthermore, more than half of the participants earn between 4000 and 5000 TL every month. Nearly half of the participants (49.5%) have a secondary education, and the vast majority (83.6%) have no tourism-related education. In addition, 41.6 percent of the participants work in food and beverage, 26.7 percent in housekeeping, 16.4 percent in the front office, and 15.2 percent in accounting, sales and marketing, technical service, and human resources.

### Evaluation of the Measurement Model

The measurement model was evaluated in terms of indicator validity, internal consistency, convergent and divergent validity (Hair et al., 2017). Table 1 shows the relevant results. Factor load values were examined for the indicator validity of the research model and values below 0.60 (Hair et al., 2010) were excluded from the model. Accordingly, a total of 5 items, 3 from the perceived O.S. scale and 2 items from the powerlessness scale, were excluded from the analysis. For internal consistency, Cronbach alpha ( $\alpha$ ) and composite reliability (CR) values of all variables are above the 0.70 thresholds. Thus, internal consistency was achieved (Hair et al., 2010; Nunnally, 1978). In addition, the mean explained variance (AVE) of all variables meets the 0.50 threshold. Therefore, it may be assured that convergent validity is also ensured (Fornell & Larcker, 1981).

**Table 1**

*Results of Measurement Model*

Construct	Expression	Loadings	t-value	$\alpha$	rho (Pa)	CR	AVE
Organizational support	The business I work for values my contributions to business activities and development.						
	The business I work for fails to appreciate my extra efforts.	0.764	21.578**				
	The business I work for does not consider my complaints.	0.767	21.303**				
	The business I work for really thinks about my well-being.			0.813	0.824	0.876	0.640
	The business I work for it does not notice if I do my job in the best possible way.	0.842	34.504**				
	The business I work for takes into account my overall satisfaction with my job.						
	The business I work for shows little interest in me.	0.823	41.157**				

	The business I work for takes pride in my achievements in my job.						
	I do not feel free while performing my work-related duties.						
	I do not have the opportunity to make my own decisions while doing my job.	0.838	24.140**				
	I have no authority/control over the work I do.	0.767	19.586**				
<b>Powerlessness</b>	I have to consult my superiors in all my decisions regarding my job.	0.702	13.751**	0.827	0.841	0.878	0.591
	I do not have the opportunity to make changes in matters related to my job.	0.707	12.345**				
	My daily activities at work are decided by people other than me						
	I can't make my own decisions in my working area.	0.818	29.127**				
	I do not believe that my work has contributed to the success of this business.	0.710	19.555**				
	There are times when I do not fully understand what the purpose of my work is.	0.742	20.897**				
<b>Meaninglessness</b>	I do not believe that the work I do is important and/or valuable.	0.804	24.633**	0.865	0.869	0.897	0.554
	I question whether the work I do really matters.	0.749	18.554**				
	My job covers very little of the work in the business.	0.775	17.227**				
	I do not see the contribution of my role in the overall operation of this business.	0.739	14.494**				
	I do not think my job is compatible with my co-workers' jobs.	0.684	19.466**				
	I do not feel any sense of accomplishment in what I do.	0.737	19.711**				
	To me, the most satisfying feature of my job is just the pay I get.	0.799	13.023**				
	My job does not exactly give me a sense of personal satisfaction.	0.821	26.250**				
<b>Self-alienation</b>	I do not get the opportunity to use my real competence in what I do.	0.813	22.197**	0.879	0.885	0.908	0.624
	Doing my job usually does not satisfy me.	0.820	26.427**				

Trust in manager	My job is pretty routine and monotonous, and I do not have the opportunity to use my creativity.	0.742	26.819**					
	My job is not difficult enough to offer the opportunity to improve myself.	0.718	17.823**					
	Yöneticim çalışanlarını destekleyicidir.	0.796	33.414**					
	Yöneticim dürüst ve adildir.	0.778	26.994**					
	My manager is really a team leader.	0.777	27.158**					
	My manager creates a positive working environment.	0.815	32.985**					
	My manager is confident.	0.750	17.766**					
	My manager does not create tension.	0.731	20.257**	0.926	0.932	0.937	0.599	
	My manager shares his knowledge.	0.787	29.505**					
	My manager has assuring approach.	0.817	32.531**					
	My manager is competent in his job.	0.764	26.782**					
	My manager gives authority to his subordinates and cares about his subordinates.	0.720	18.859**					

Note: rho (Pa) = Dijstra-Henseler indicator; AVE = Average Variance Extracted; CR= Composite Reliability;  $\alpha$ = Cronbach's Alpha; \*p<0.001

Fornell-Larcker and (HTMT) criteria were considered for divergent validity testing. Accordingly, the square root of the AVE values for the latent variables should be greater than the internal structure correlation values (Henseler et al., 2016). According to Table 2, it is observed that the square root of the AVE values of all variables is above the correlation values in the relevant columns and rows.

**Table 2**  
*Fornell-Larcker Results*

	Mean	SD	1	2	3	4	5	6
<b>1. Organizational support</b>	4.16	0.56	<b>0.800</b>					
<b>2. Meaninglessness</b>	2.29	0.88	-0.363	<b>0.744</b>				
<b>3. Powerlessness</b>	3.30	0.87	-0.449	0.630	<b>0.769</b>			
<b>4. Self-alienation</b>	2.30	0.90	-0.314	0.730	0.671	<b>0.790</b>		
<b>5. Trust in manager</b>	2.30	0.87	0.3549	-0.277	-0.354	-0.323	<b>0.774</b>	

Note: Square roots of average variance extracted (AVE) shown on diagonal in bold.  $\alpha$  = Cronbach's alpha; CR = composite reliability; AVE = average variance extracted.

Also, according to Table 3, HTMT values are below the 0.90 thresholds. This means that the measurement model is sufficient in terms of divergent validity. In addition to that, model fit was evaluated. To obtain this goal, Hu & Bentler (1998) recommend looking at the SRMR value. According to the researchers, a value below 0.10 or 0.08 is sufficient for an acceptable model fit. In addition, Henseler et al., (2014) suggest the rms Theta value as well as the SRMR value for model fit. The fact

that this value is below 0.12 is considered necessary for model fit. In this study, the SRMR value was found to be 0.075, and the rms Theta value was 0.0119.

**Table 3**  
*HTMT Results*

	1	2	3	4	5	6
<b>1. Organizational support</b>						
<b>2. Meaninglessness</b>	0.424					
<b>3. Powerlessness</b>	0.533	0.736				
<b>4. Self-alienation</b>	0.353	0.841	0.785			
<b>5. Trust in manager</b>	0.392	0.306	0.388	0.350		

The study data were reviewed for Common Method Bias (CMB) before the structural model was tested when all of these prerequisites were achieved. During the data collecting and analysis stages, several procedural and statistical measures were taken. There is no inquiry in the data gathering instrument about the identity of the participants. Furthermore, they were guaranteed that their responses would be kept private. In addition, the participants were cautioned that the data gathering instrument did not have a correct or wrong answer choice. Participants were instructed to choose the most accurate replies possible. Likewise, when collecting data, the researcher made a point to gather data for the dependent variable first, followed by the independent variables (Özyılmaz & Eser, 2013). Statistically, the Harman single factor test recommended by Podsakoff et al. (2003) and the full collinearity test recommended by Kock (2015) were used. According to the researcher, the variance inflation factor (VIF) should not exceed 3.3 for all factors. If the factor obtained according to the single factor test does not explain a large part of the variance, this is a sign that there is no CMB problem (Podsakoff et al., 2003). According to the single factor test, 31% of the variance is explained. Besides, the VIF values of O.A., O.S. and organizational trust variables were found to be 1.245, 1.223, and 1.189, respectively. Therefore, there seems to be no problem in terms of CMB according to this test result (Kock, 2015; Malhotra et al., 2006).

**Evaluation of the Structural Model**

To examine the structural model, Hair et al., (2017) recommend that explained variance ( $R^2$ ), beta ( $\beta$ ) and  $t$  values obtained by the 5000 resampling bootstrapping procedure should be checked. Furthermore, the researchers said that in addition to these fundamental measurements, they should also supply predictive fit ( $Q^2$ ) and effect size ( $f^2$ ) values of the model. Sullivan & Feinn (2012: 279) claim that although the P value informs the readers about whether the effect exists or not, it does not offer information about the extent of the effect, and therefore researchers are required to report both substantial and statistical significance. Some studies recommend that confidence intervals be given in addition to the effect size (Ramayah et al., 2017).

In this framework, relevant reports were carried out in this study by following all recommendations. Table 4 showcases that  $R^2$  values for O.A. and organizational trust were found to be 0.172 and 0.207, respectively. According to these values, O.S. explains both O.A. and organizational trust at a low level. Besides, Stone-Geisser's (Q2) value was found to be 0.072 and 0.105 for O.A. and organizational trust, respectively. The fact that these values are greater than zero ( $Q2 > 0$ ) shows that the predictive fit of the model is produced (Hair et al., 2017).

**Table 4**  
*Results of the Hypothesis Testing*

Hypothesis	Relationship	Std. Beta	Std. Error	t-value	Decision	2.50%	97.50%	R <sup>2</sup>	Q <sup>2</sup>	f <sup>2</sup>
H1	Organizational support → organizational alienation	-0.427	0.041	10.505**	Supported	-0.497	-0.336	0.183	0.077	0.267
H2	Organizational support → trust in manager	0.350	0.047	7.499**	Supported	0.251	0.435	0.123	0.070	0.145

The bootstrapping method was used for hypothesis testing. The relevant results are demonstrated in Table 4. According to the table, O.S. is significantly and negatively related to O.A. ( $\beta = -0.427, p < 0.05, f^2 = 0.267$ ), while O.S. is significantly and positively related to trust in the manager ( $\beta = 0.350, p < 0.05, f^2 = 0.145$ ). Therefore, the H1 and H2 hypotheses were admitted.

## Discussion and Result

The purpose of this study was to determine how hotel employees' O.S. perceptions influence their O.A. behaviors and trust in their managers. Based on the findings of the research, all hypotheses were found to be acceptable. As a result, hotel employees' perceptions of O.S. are inversely related to their O.A. behavior. To put it another way, employees' O.A. behavior reduces as their perceptions of O.S. strengthen. Tanrıverdi and Kılıç (2016) conducted research on telecommunication, Taştan et al., (2014) and Aslan and Güzel (2016) hospital workers, Demir (2020) teachers, and Zaro (2018) kitchen workers, and they obtained similar results. In this framework, it is clear that the findings for hotel employees are corroborated by the literature.

Another outcome of the study is that O.S. perception and organizational trust have a substantial and favorable relationship. That is to say, as employees' perceptions of O.S. strengthen, so does their trust in the organization. Eser (2011) identified common results in his research on private and public sector employees, Uzun (2018) identified similar conclusions in his research on teachers, and Sevinç Altaş (2021) obtained equivalent effects in his research on health employees. Further to that, according

to Kestek (2016)'s research on hotel employees, there is a positive and moderate relationship between O.S. and organizational trust. The findings of this study appear to corroborate those of other studies published in the literature.

It is seen that the positive and high level of O.S. perception of employees has constructive effects on hotel businesses employees serving in the tourism industry, just as in other sectors. However, it is seen that the O.S. perception of the employees has an undesirable effect on negative organizational behaviors, and it has a direct proportional influence on the perceptions that make positive contributions to the business, such as the level of organizational trust. Hotel businesses depend on their employees. That means that in every situation where employees are inadequate or the businesses prevent them from doing their jobs, businesses may find it problematic to retain their viability and achieve their goals and objectives. The sense of O.S., as evidenced by the findings of this study, prevents the establishment of negative organizational behaviors, and encourages the emergence of positive feelings and behaviors. It also enables hotel management to get data on how employees perceive O.S. and how that view relates to other behaviors. The following suggestions are made to boost employees' perceptions of O.S. and to raise this level of perception:

- Each employee in the hotel industry was employed to do a specific job or assignment. As a result, whatever task he conducts, it is worth remembering that his contribution is substantial and that even the slightest contribution he makes should be cherished.
- In addition to the opportunities they bring, hotel businesses may be prosperous and continue to operate by ensuring that employees carry out their obligations hereunder and provide customer satisfaction. Employee satisfaction is also a crucial component in obtaining customer satisfaction. It is pointless to talk about accomplishment in an organization where a considerable number of employees are dissatisfied with their employment conditions.
- The cultivation of a mutually trusting atmosphere is one of the most critical variables in experiencing the availability of O.S.
- Incorporating employee suggestions and embedding them into operations and management is a tremendously productive way to provide O.S. Employees reckon they make a favorable contribution to their businesses and organizations, and they start concentrating their efforts on achieving corporate goals and objectives.
- Employees may recognize support as the fulfillment of their professional plans, as well as the provision of crucial information and assurances concerning the future continuity of their jobs.
- Strengthening the quality of manager-employee relationships can be done by creating a healthy communication culture inside the organization.
- Ultimately, managers must ensure that internal merit is completely safeguarded and that a fair working environment is fostered. This might be considered the most major priority that illustrates the existence of O.S. and influences both constructive and adverse characteristics of employee conduct.

There are multiple constraints on this study. Initially, the data for the study came from the employees of hotel businesses in Rize. Therefore, future studies may concentrate on various types of businesses. In addition, ongoing research in the tourism industry could look into other types of businesses (restaurants, transportation, and travel agencies). Finally, the data used in this study is quantitative. As a result, combined methods may be applied in the future so that results may contribute to the literature from several perspectives.

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