Trust Scale Development in Turkey

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Abstract

Trust has attracted great attention within the social sciences over the past 15 years. Mishra (1996) attributes this recent increase in the visibility of the trust issue to the emergence of a widespread belief that existing bases for social co-operation, solidarity and consensus have been worn away and that there is a need to search for new alternatives. Mishra (1996), in building a model of trust for both individuals and organizations, defines trust as "one party's willingness to be vulnerable to another party believing that the latter party is: (a) competent, (b) open, (c) concerned, and (d) reliable". These four dimensions operate collectively to create the perception of trust. Cummings and Bromiley (1997) assert that trust involves three components of belief (affective, cognitive, and intended behavior) and three behavioral dimensions (whether an individual keeps commitments, negotiates honestly, and avoids taking excessive advantage). The objective of this study is to develop a trust inventory for distinguishing interpersonal and organizational trust factors. Based on the responses from a sample of 1200 respondents to an open-ended questionnaire, 1213 items have been collected. After clearing the repeated and similar items, the number has been reduced to 164. As a result of a factor analysis, 14 factors have been revealed. 3 factors for trust towards the manager, 4 factors for trust towards the subordinate, 3 factors for trust between coworkers and 4 factors for trust towards the organization have been found.

Literature Review

Trust is an essential human value that should be developed in every organization. The word trust is defined in Merriam-Webster Online Dictionary (2004) as "assured reliance on the character, ability, strength, or truth of someone or something". Stanley (2005) states that trust is a relationship. Based on the definitions made by scholars of various disciplines (Morgan and Hunt 1994; Moorman, Deshpande, and Zaltman 1993; Moorman, Zaltman, and Deshpande 1992; Mayer, Davis, and Schoorman 1995), the trust that one individual has for another can be defined as one party's (the trustor) confident expectation that another party (the trustee), on whom the trustor must rely, will help the trustor reach his or her goals in an environment of risk and uncertainty (Huff, Couper and Jones, 2002). In this definition, there are some aspects that are common in all definitions of trust. First, trust involves confident belief with regard to the intentions and behavior of another party (Mayer, Davis, and Schoorman 1995; Moorman, Zaltman, and Deshpande 1992). Second, trust is only obvious in an environment of risk and uncertainty. If one party can control the actions of another, or if there is certainty, there is no need for trust. Finally, trust involves dependence or reliance on the other party.

Research has demonstrated that one's trust in another party is based on perceptions of both the features of trustworthiness and the incentives or motives of the other party (Dwyer and Lagace 1986; Hardin 1993; Stratton, Pelton, and Tanner 1996). Trustworthy features are relatively durable and are conveyed from one trusting situation to another. Dimensions of trustworthy features commonly mooted in the trust literature include (1) ability, (2) benevolence, (3) integrity, (4) predictability, and (5) openness (Butler 1991; Cummings and Bromiley 1997; Mayer, Davis, and Schoorman 1995; McKnight, Cummings, and Chervany 1998; Mishra 1996; Swan, Trawick, and Silva 1985). Ability includes the skills needed to perform necessary tasks. Benevolence refers to a sense that the trustee genuinely cares about the trustor's welfare. Integrity includes honesty, conforming to mutually respected values and keeping promises. Predictability is based on past consistent behavior. Openness reflects good communication skills, both the ability to share information and feelings and listen without judging or breaking confidences (Huff, Couper and Jones, 2002).

Larson and LaFasto (1989) described similar features leading to trust (1) honesty, (2) openness, (3) consistency, and (4) respect, or treating people with dignity and fairness. Tjosvold (1995) argued that trust within team, results when team members share mutual goals. Yeatts and Hyten (1998) claimed that researchers have defined trust as a multidimensional construct including (1) honesty, (2) truthfulness, (3) loyalty, (4) competence, and (5) consistency. Lindquist (1997) suggested that trust involves openness, sharing, expressing support, and cooperative intentions.

The research generally claims accurate information, explanations for decisions, and openness as important factors leading to perceptions of trustworthiness and overall job satisfaction. Previous research related with trust antecedents implies that information flow (O'Reilly, 1977; O'Reilly & Roberts, 1974, 1977), adequate explanations and timely feedback on decisions, accurate and candid communication (Folger & Konovsky, 1989; Konovsky & Cropanzano, 1991; Sapienza & Korsgaard, 1996) are important aspects that lead to trust in supervisor. Butler (1991) found that managers who exchanged thoughts and ideas with their employees freely enhanced overall perceptions of trust. Whitener, Brodt, Korsgaard, and Werner (1998) state that behavioral consistency, behavioral integrity, sharing and delegation of control, communication, and demonstration of concern influence employees' perceptions of managerial/ supervisory trustworthiness.

Mishra's (1996) model for organizational trust identifies competence, openness, concern, and reliability to be important dimensions of trust. Associability (Leana & Van Buren, 1999) and identification (Ellis & Shockley-- Zalabak, 1999) also maintain high levels of trust in the organization.

Competence is a generalized perception that assumes the effectiveness not only of the leadership, but also of the organization's ability to survive in the marketplace. At an organizational level, competence connects with the extent to which employees see the organization as effective: whether it will survive and be able to compete (Shockley-- Zalabak & Morley, 1989).

Employees are most likely to hold trust in their organization when they see the organizational leadership as open and honest (Atwater, 1988; Ellis & Shockley-- Zalabak, 1999; Schutz, 1994; Whitener, Brodt, Korsgaard, & Werner, 1998). Ellis and Shockley-- Zalabak (1999) claim that it is not just the amount of information shared, also the leadership's efforts perceived as being sincere are important for trust to develop.

Cummings and Bromiley (1997) address concern as being demonstrated when a party, (whether a co-worker or the organization), does not take advantage when another party is vulnerable. Mishra (1996) describes concern as when one's self-interests are balanced with others' interests, whether at a team, organizational, or societal level. Ellis and Shockley-Zalabak (1999) directly linked sincerity to trust in all levels of management.

Reliability deals with the expectation for consistent and dependable behavior. Consistency and congruency between words and actions build trust. This linkage of reliable behavior or the matching of words to actions, to organizational trust is not new (McGregor, 1967; Ouchi, 1981). The themes of reliability, dependability, and consistency also permeate the level of trust between an organization and its suppliers, customers, and business partners (Mishra, 1996).

The concept of identification essentially deals with how individuals manage the paradox of separation (or individuation) and association (affiliation) as an organizational member (Burke, 1954; Cheney 1983a, 1983b; Tompkins & Cheney, 1983). Members identifying with an organization will be more likely to report higher levels of organizational trust and effectiveness. Employees feeling more alienated from the organization are more apt to describe lower levels of organizational trust and effectiveness (Dwivedi, 1983; Leana & Van Buren, 1999; Morley & Shockley-Zalabak, 1991; Schall, 1983).

Employees want a trusting relationship with their supervisor. For all organizations, a trusting relationship between employees and management is critical and lack of trust can affect an organization's productivity significantly. Stanley (2005) provides 13 guidelines for developing trust in an organization:
    (1) always tell the truth;
    (2) look for the good in people;
    (3) never take advantage of each other;
    (4) assign work to each employee fairly;
    (5) treat all employees with respect and dignity;
    (6) go to bat for your employees when they are right;
    (7) keep employee conversations and records confidential;
    (8) when you tell someone you are going to do something, do it;
    (9) do something you can to help all your employees be successful;
    (10) when your organization is successful, share credit with employees;
    (11) be a good role model by projecting an integrity that is beyond reproach;
    (12) remain positive and reinforce employees during organizational change; and
    (13) evaluate all employees objectively.

Organizational trust, especially between leaders and followers (e.g. accounting management and departmental employees), is a very important issue because most relationships within an organization must be built upon and nurtured over time.

Luhmann (1979) was the first researcher to suggest that a meaningful difference existed between trust in management and trust in the organization: "trust occurs within a framework of interaction which is influenced by both personality and social system and cannot be exclusively associated with either." Furthermore, Luhmann (1979) claimed system trust to be hidden and going beyond the day-to-day experiences that form interpersonal trust. Thus, it is considered that an employee's trust (and other psychological attachments) is different when

the trustee is management versus the organization. Measurements of trust in the organization and trust in management should-particularly in Luhmann's terms-capture different aspects of the employee experience of each trust object.

The preceding definitions imply that both organization-wide and individual conceptions of uncertainty, dependency, influence, and behavior expectations support perceptions of trust. Individual trust pertains to expectations about individual relationships and behaviors. Organizational trust pertains to expectations individuals have about networks of organizational relationships and behaviors. Individuals in organizations form perceptions of both individual and organizational trust at the same time (Shockley-Zalabak, Ellis and Winograd, 2000)

Both interpersonal and organizational trust, has received a considerable interest as a research topic, in recent years. A number of authors has developed different scales to measure trust.

Rotter (1967) developed and validated a scale to measure interpersonal trust (Rotter Interpersonal Trust Scale). The scale is a *generalized expectancy* that the oral or written statements of other people can be depended upon. The final form of the test contained 25 items measuring trust and 15 filler items. Rotter checked for internal consistency and test-retest reliability and found acceptable.

Cook and Wall (1980) developed three scales, for measuring the organizational variables, *trust, commitment,* and *fulfillment of personal needs*. They have generated the items for the scales by two interview studies with blue-collar workers, all male, from a wide variety of industries in England, Scotland, and Wales. Cook and Wall generated the items after the interviews, guided by the interviews and the conceptual orientation taken by them. At the end of the study, four factors were extracted, one for commitment, one for fulfillment of personal needs, and two for trust, which the authors named as trust between peers, and management.

Larzelere and Huston (1980) referring to the need for concept of dyadic trust developed its scale stating that existing measures of trust only measured *generalized trust* rather than trust in close human relationships (*dyadic trust).*

Johnson-George and Swap (1982) constructed and validated a scale for the measurement of the varieties of interpersonal trust (the Specific Interpersonal Trust Scale– SITS) held by one individual for a specific other person. They have emphasized the need for such a scale due to the reason that prior scales focusing on measurement of *generalized* predispositions to trust, rather than trust in a specific other person or a specific type of trust. They have claimed that such scales had limited usefulness in predicting trust except in highly ambiguous, novel, or unstructured situations, and did not accurately determine an individual's trust in another under particular circumstances. Johnson-George and Swap also suggested that it was important to show differences between the trust construct and other concepts closely related such as love and liking.

Butler (1991) developed a Conditions of Trust Inventory, because he felt that other previously developed trust scales concerned with a global measure of trust were not comprehensive enough to measure *conditions of trust*, which is a new aspect of trust measurement, for which theory needed to be developed, and research needed to be conducted.

McCauley and Kuhnert (1992) tried to clarify the concept of *employee trust* in management. They have focused on *organization-wide variables* and their relation to employee trust, contrary to earlier work that focused on *job/ relational variables.*

Currall & Judge (1995) worked on the measurement of trust for use in organizations. A limitation of the samples used in this study was that they were primarily male (over 90%). If the scale is to be used for other populations, its generalizability needs to be proven with repeated testing on different types of samples.

Rotenberg and Morgan (1995) developed a scale to assess individual differences in children's attribution to the *trust-value basis for friendship. Since* no such measures existed Rotenberg and Morgan felt the need for this scale.

Couch, Adams and Jones, (1996) as an addition to two distinct conceptualizations of trust named as global trust and relationship or relational trust, hypothesized a third type, network trust. Their study formulating a new scale to measure all three, and to explore the relationships between these three constructs, and others with a number of hypotheses.

Cummings and Bromley (1996) developed a measure of organizational trust. The researchers expressed the need to measure trust across three components – as an affective state, as a cognition, and as an intended behavior.

Nyhan and Marlowe Jr., (1997) developed a 12-item scale to measure an individual's level of trust in his or her supervisor and in his or her organization as a whole (the Organization Trust Inventory (OTI). The researchers felt that existing measures of organizational trust were limited in scope and therefore intended to construct this scale. They used a theoretical approach. After a review of literature, they have constructed a 12-item 7-point Likert-type scale with 8 items measuring trust in supervisors and 4 items measuring trust in the organization as a whole. Then, they conducted some pretests on four small, primarily male groups to establish reliability. High reliability values were found.

McAllister (1998) discussed the nature and functioning of relationships of interpersonal trust among managers and professionals in organizations, the factors affecting the development of trust and the implications of trust for behavior and performance. McAllister introduced two new sub constructs – *cognitive,* and *affect-based trust, and* new measures focusing on these two.

Couch and Jones (1997) validate the trust Inventory constructed by Couch et al., (1996). This was an innovative self-report measure that divided trust into separate domains including Partner Trust, Network Trust, and Generalized Trust.

Based on this various scale development studies all over the world, the aim of this study is to develop a trust scale aimed to measure trust within the organization, both towards the organization and between people in the organization (subordinate-supervisor, between colleagues) in Turkey. When the different studies conducted in Turkey related with trust are reviewed, it is noticed that researchers mostly use the scales developed in different cultures and translate them into Turkish. There are a few studies in Turkey that developed a trust scale but these scales are mainly measuring the interpersonal trust. For example the scale developed by Yılmaz (2006) aimed to measure trust towards the manager, colleagues and the stockholders. Another Organizational Trust Inventory developed by Yücel (2006) includes

the dimensions of trust towards the organization, manager and the colleagues. An important study by Erdem and colleagues (2006) in Turkey developed a measure of trust towards the employer, colleagues and subordinates.

Method

Purpose of the Study

The purpose of this study is to develop a shorter version of an already developed long trust scale for distinguishing interpersonal and organizational trust factors in Turkey. In order to develop the Organizational Trust Inventory (**OTI**) the following steps were followed:
- Combine all items which are clustered under trust in manager, trust in colleague , trust in subordinate and the trust in organization scale in a questionnaire form by using previous item development steps conducted by researchers (based on previous literature and with answers to open-ended questions asking the respondents what the factors that would affect their trust towards the manager, subordinate, colleagues and the organization are)
- Item testing the relevance of the items to trust with a larger sample using 5-point interval scale
- Factor analysis and assessment of construct validity and reliability.

Instruments

The instrument consists of five parts. The first part involves the questions related with the demographics (gender, age, marital status, having children, education, total tenure in work life, and tenure in the current organization, sector, and hierarchical level in the organization). In this section, all the questions were close-ended except age of the participants, the tenure in work life and in the current organization.

The other four sections of the instrument involved items related with trust in manager (40 items), trust in colleague (38 items), trust in subordinate (50 items) and trust in organization (36 items). The items were originally developed by the authors (İslamoglu, Börü and Birsel,2007; Börü, İslamoğlu and Birsel, 2007; Birsel, İslamoğlu and Börü, 2009) by asking participants the factors that would lead trust in manager, colleague, subordinate and the organization. Approximately 750 volunteers were used to develop each instrument.

These scales were developed in detail and separately for measuring the concepts of " trust in manager", "trust in colleague", "trust in subordinate" and "the trust in organization". These scales were identified as long version of the scales by the researchers. All factors of each scale were given in Table 1.

Defined as "long versions", these scales have totally 38 factors including 164 items. In this study the first purpose of the researchers is to develop a shorter version of Organizational Trust Inventory based on the 164 items collected in the first study by asking respondents on a five point interval scale how necessary each item is to develop trust. The scale ranged from "mostly necessary (5)" to "mostly unnecessary (1).

Sampling and Procedure

The participants of the study are selected on the basis of convenience of access. The questionnaires are distributed in organizations that had accepted to be included in the study,

therefore the participation is voluntary. Since the participation in the study is voluntary and the questionnaires are distributed to the organizations that had convenience of access, the sampling method is convenience sampling. Data are obtained from 611 employed men and 599 employed women working in different organizations in different sectors in Istanbul. The sample age range is between 17-76. The sample consisted of 664 married, 498 single and 48 widowed employees. 3% (37) of the sample is graduated from elementary school, 18% (216) from high school, 61% (737) from university, 16% (191) had master and 2% (28) had Ph.D degrees. The number of employees who have children is 553. In terms of hierarchical level, number of upper level employees were 315, middle level employees were 665 and low level of employees were 219. The results obtained showed that tenures change in a wide range: the tenure in work life changes between 1 and 40 years and the tenure in the current organization is between 1 and 23 years.

Since only a limited number of organizations had accepted to be included in the study, the total sample number is 1210. The response rate is 81 %. Therefore, the results could not be generalized to the whole population. Questionnaires are distributed to the employees in different organizations by hand visiting them in their work places. The completed questionnaires were recollected in 2 months period. The questionnaire included a cover letter where the researchers asked the participants not to write their names since participation was kept confidential.

Findings

In the beginning of the study for the internal consistency of the scales, reliability analysis was was conducted and coefficient alphas were calculated. Cronbach's alpha of overall scales is α: .985, for the trust in manager scale it is α:.950, in colleagues it is α:.953, in subordinate it is α:.963, and in organization it is α:.936.

After the reliability analyses, all 164 items were put into the factor analyses together. As a result of descriptive factor analysis, it was found that 14 factors explained 61.23% of the total variance (see Table 2). In these analyses the items that have factor loadings below .50 and that appear under more than one factor, were excluded.

As a result of factor analyses, the long version including 4 scales with 164 items were shortened into 75 items. When these 75 items and 14 factors were examined (see Table 3);

- 15 items are related with trust in manager and are accumulated into 3 factor groups (factors 4, 6, 14)
- 10 items are related with trust in colleagues and are accumulated into 3 factor groups (factors 7, 9, 13)
- 32 items are related with trust in subordinates and are accumulated into 4 factor groups (factors 1, 2, 10, 11)
- 18 items are related with trust in organization and are accumulated into 4 factor groups (factors 3, 5, 8, 12).

It is very evident that items related with trust in subordinates make up the greater portion of the total scale. After the factor analysis the factors obtained in the first study by the researchers (İslamoglu, Börü and Birsel, 2007) and the factors obtained in this study were compared to see whether the factor distributions were the same or different. The comparisons are given below;

- Trust in manager scale
  * In long version scale, (Table.1) (TM_LV) there were more factors and 5 of those factors were not obtained in this study (1st, 4 th, 5th, 6th, 8th factors).
  * In long version scale (TM_LV) 2nd factor included 3 items that shown up under the 14th factor in this study.
  * Different items from fractors 3, 7, and 10 of long version (TM_LV) shown up under factor 4in this study.
  * Some of the items of the factors 1 and 9 in long version scale (TM_LV) were gathered under factor 6 in this study.
- Trust in colleagues scale
  * Some of the factors of the long version (Table. 1) (TC_LV) were not obtained (2nd,3rd,4th,6th,9th factors)
  * Factor 5 in long version scale (TM_LV) had 3 items that shown up under factor 13 in this study.
  * Factor 7 in long version scale (TC_LV) was obtained with the same items under factor 9.
  * 2 items from factors 1 and 8 are combined and are placed under factor 7.
- Trust in subordinates scale
  * Most of the factors of the long version were not obtained (Table. 1) (TS_LV) (factors 2,5,7 did not shown up)
  * Almost all of the items of the factor 1 (excluding items 16 and 19) shown up under the 1st factor in this study.
  * Some of the items of factors 2, 3 and 4 of long version scale (TS_LV) are combined and gathered under the 2nd factor.
  * 2 items from factors 8 and 9 are combined and gathered under factor 10.
  * Factor 6 was obtained with the items of the factor 11 in the long version.
- Trust in organization scale
  * Some of the factors of the long version (Table. 1) (TO_LV) were not obtained (Factors 3,4,5,10)
  * Items from factors 2 and 6 in long version scale (TO_LV) are combined and gathered under factor 3.
  * Items from factors 7 and 9 in long version scale (TO_LV) are combined and gathered under factor 5in this study.
  * In long version scale (TO_LV) factor 1 included 3 items which are gathered under factor 8 in this study.
  * Factor 8 of the long version scale (TO_LV) appeared as factor 12 in this study.

The researchers gave the same factor names if the factors are same with the long version of the study. Other factors are named by their sub-items as much as it reflects them.

As a last step of the study, structured equalization model (SEM) is used to clarify how much the factors obtained can identify the organizational trust inventory (OTI) (see Figure 1). As a result of SEM, all fit indexes $(\chi^2(77, N=1210)=754,09, p=0,000;$ GFI=0,91; AGFI=0,87; CFI=0,90; NFI=0,89; TLI=0,88; RMSEA=0,08.) show that the model is appropriate.

Conclusion

Interpersonal and organizational trust has been gaining a substantial amount of attention as a research topic during the recent years. Due to the increased interest in the subject, academicians, students and researchers are making different types of research about the concept. Although there are many studies using the trust scale, there are only few studies using scales developed originally in Turkey. When the studies are reviewed, it can be noticed that scales that are being used are mostly translated. Besides having translation and adaptation problems it can be observed that the items in those scales might be inappropriate and inadequate for representing Turkish culture and social and the work values in Turkey. Another problem is the inadequacy of a proper organizational trust inventory (OTI) in the Turkish trust literature.

Based on the need for a organizational trust inventory (OTI) this study started by a step by step development of a trust scale for the organization, employees, colleagues, managers with a emic approach (İslamoglu, Börü and Birsel,2007; Börü, İslamoğlu, Birsel, 2007; Birsel, İslamoğlu, Börü, 2009). The previously developed scales identify the factors of organizational trust. It includes 40 items for trust in managers, 36 items for trust in colleagues, 50 items for trust in subordinates and 36 items for trust in organization. When being utilized in the field studies such a long scale created many problems.

Therefore, a need arose to develop a shorter version of the scale. This study is the first step to develop a shorter version of the organizational trust inventory (OTI) developed by the researchers previously. The following steps will include the confirmation of the scale development. Further studies aim to make cross cultural comparisons with other scales in terms of demographic variables.

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Table 1. Long Version Dimensions of Trust Scales

Dimension number	Trust in manager scale factors (TM_LV)	Trust in colleagues scale factors (TC_LV)	Trust in subordinates scale factors (TS_LV)	Trust in organization scale factors (TO_LV)
1	Support for subordinates	Willing to succeed by one's own effort and competence	Being a good person	Honest and fair business attitude
2	Honest and fair	Self Development	Working Effectively and Efficiently (Being Rational)	Positive Image
3	Team Leader	Honest and Open	Valuing one's job	Peaceful and just atmosphere
4	Providing Positive Work Environment	Affectionate	Having work discipline	Valuing selection and orientation
5	Self Confident	Not exploiting	Having work ethics	Creating commitment
6	Not creating tension	Tolerant	Competent	Company profit
7	Sharing information	Responsible	Hardworking	Considering employees' needs
8	Inspiring confidence	Not behaving politically	Interrogating	Objective performance appraisal
9	Competent	Agreeable	Sharing Information	Concern and respect for

10	Delegation and concern for employees	-	-	Providing long term employment

employees

TM_LV: Trust in Manager scale_ long version   TC_LV: Trust in Colleagues scale_ long version

TS_LV: Trust in Subordinates scale_ long version   TM_LV: Trust in Organization scale_ long version

Table 2.Factor Analysis Result

Factor 1: Being a Good Person				Factor 5 Concern for subordinates			
α: ,940	$\bar{x}$: 4,273	V. % : 11,310	F.L.	α: ,795	$\bar{x}$: 4,155	V. % : 3,457	F.L.
Tolerant			,710	Open communication in the organization			,645
Humanist			,697	Sensitivity for the needs of employees and providing their needs			,644
Helpful			,690	Socializing by the employees			,617
Prudent			,680	Giving days off when asked for			,563
Spiritual			,665	Providing orientation program for employees			,540
Chivalrous			,661	**Factor 6: Competent**			
Goodwill			,656	α: ,739	$\bar{x}$: 4,451	V. % : 3,399	F.L.
Sincere			,649	Technically equipped			,708
Decent			,643	To have a good education			,665
Mature			,636	To delegate the work effectively among employees			,590
Conscientious			,631	Feeling accountable for the responsibilities			,584
Consistent			,589	To make employees feel that they're important for their company			,512
Respectful			,564	**Factor 7: Behaving Sincerely**			
Sharing			,541	α: ,736	$\bar{x}$: 4,349	V. % : 3,303	F.L.
Unselfish			,538	Not exploiting colleagues for promotion			,741
Unprejudice			,530	Not Being hypocritical			,727
Factor 2: Valueing one's work				Using one's competence and experiences for promotion			,604
α: ,918	$\bar{x}$: 4,535	V. % : 8,601	F.L.	Not Behaving Politically			,581
Thorough in one's work			,754	**Factor 8: Having honest and fair business attitudes**			
Systematic working			,744	α: ,801	$\bar{x}$: 4,674	V. % : 3,267	F.L.
Possesing one's job			,732	Distributing benefits to employees properly			,774
Work systematically			,724	Paying salaries regularly			,704
Valueing one's job			,721	Abiding the laws.			,699
Scrupulous abot one's job			,705	**Factor 9: Responsible**			
Working efficiently			,686	α: ,803	$\bar{x}$: 4,553	V. % : 3,006	F.L.
Loving one's job			,662	To accomplish the requirements of the job			,736
Prone to team work			,534	Being Responsible			,700

Factor 3: Having Positive Image and Financial Power

α: ,864	x̄: 4,011	V. % : 5,838	F.L.

	F.L.
Having deep root past	,802
Having high profit	,768
Being financially strong	,743
Having local and foreign partnerships	,702
Being institutionalized	,646
Having reputed company image	,645
Work hard to to have a long lasting business	,553

Factor 4: Supportive Employees' Growth

α: ,839	x̄: 4,215	V. % : 5,207	F.L.

	F.L.
Giving feedbacks for employees.	,688
Emphasizing the work done by employees	,676
Giving employees the opportunity to take initiative	,660
Valueing the employees' opinions.	,604
Appreciation of work	,583
Witholding information when required	,549
Sharing one's own knowledge and experiences with others.	,546

Kaiser-Meyer-Olkin Measure of Sampling Adequacy : ,959
Approx. Chi-Square : 49052,042
d : 2775   Sig. : ,000

α: Cronbach's alpha
x̄: Mean
V.% : Variance explanaied
F.L. : Factor loading

Supporting the decisions taken and the work performed.	,623

Factor 10 Interrogating

α: ,792	x̄: 4,371	V. % : 2,988	F.L.

	F.L.
Questioning the supervisor politely	,690
To be able to tell the mistakes with courage.	,620
To accept one's own mistake	,603
Sharing information	,520

Factor 11:   Being equipped for the job

α: ,821	x̄: 4.363	V. % : 2,912	F.L.

	F.L.
Being competent	,769
Having the required education	,706
To have the information required to perform the job	,694

Factor 12: Behaving objectively and institutionalized

α: ,705	x̄: 4,490	V. % : 2,724	F.L.

	F.L.
Evaluating Performance Objectively	,712
Doing Career Planning for employees.	,702
Fulfilling the promises as expected.	,630

Factor 13: Not Exploiting

α: ,775	x̄: 4,166	V. % : 2,673	F.L.

	F.L.
Not to take offs when not really required	,708
Not to be engaged with one's private work during working hours	,700
Giving importance to the hygiene in the work place	,626

Factor 14: Honest and Fair

α: ,715	x̄: 4,371	V. % : 2,636	F.L.

	F.L.
Being sincere	,765
Being respectful and sincere	,596
No telling lies	,586

Table 3.Comparison of number of items and factors

Scales	In original scales		After factor analyses	
	Number of items	Number of factors	Number of items remained	Number of factors
Trust in manager	40	10	15	3
Trust in colleagues	38	9	10	3
Trust in subordinates	50	9	32	4
Trust in organization	36	10	18	4

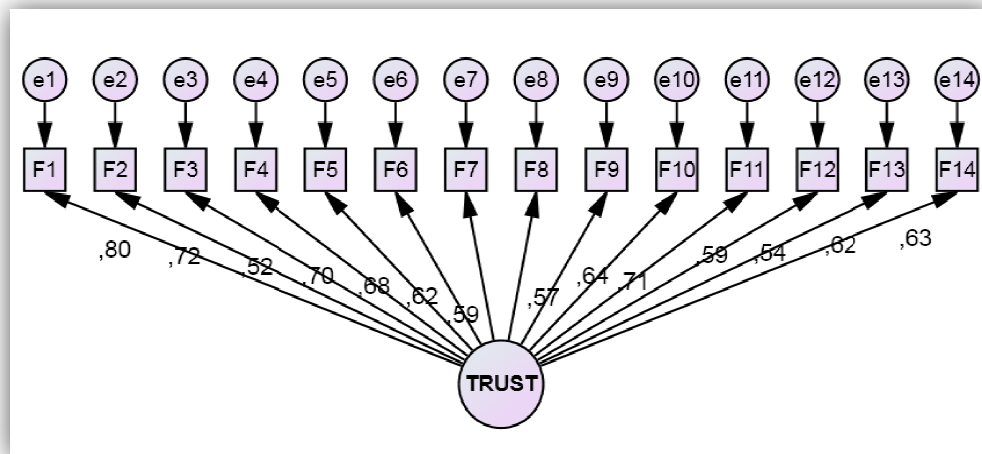|	TOTAL	164	38	75	14

Figure 1. **Structured equalization model (SEM) of the organizational trust inventory (OTI)**