

The Relationship between Job Satisfaction, Organizational Trust and Intention to leave the Job: A Comparative Study between Kosovo and Turkey

Lavdrim Fatmir Reçica¹, Altan Doğan²

Abstract: This study focusses on comparing the job satisfaction, organizational trust and intention to leave the job variables between employees who work in four-star hotels in Kosovo and those in Turkey. Another purpose of this study is to investigate if there exists any positive or negative relationship between the three variables. 38 hotels have been conducted to perform this study. The data were gathered by surveys on the field. In order to analyse the data, two main statistical methods have been utilized, the Pearson correlation and independent t-tests. In addition to that, descriptive analysis such as frequency, percentage distributions, standard deviation and arithmetic mean have been performed as well. As a result of the analysis, it is identified that there exists a positive correlation between job satisfaction and organizational trust and a negative correlation between these two variables with intention to leave the job. Moreover, when the results of the three variables have been compared among employees in Kosovo and Turkey, a significant difference has been found. Besides these, according to some demographics, significant differences have been found, too. This is the first study conducted in Kosovo regarding to this topic and the first study that compares the two countries.

Keywords: Job Satisfaction; Organizational Trust; Intention to leave the Job; Kosovo; Turkey

JEL Classification: M12

1. Introduction

Every day markets are growing up by new ideas, ventures and new human capital with updated knowledge resources, whereby all the good services, ideas and products are coming from. Nowadays for organizations is not easy to maintain in a very dynamic, challenging and changing environment. But, the human factor with its creative use of knowledge is the one who leads the change. The best way to survive for organizations is by using their resources in the right way. Every day the importance of human resources is being a key factor for the success of organizations in a very fast updated and evolving environment. Thus, employees are one of the most important assets of an organization especially in a human resources market which has become more competitive as a result of the globalization.

¹ Msc. of Human Resources Management, Istanbul University, Turkey, Address: Beyazıt, 34452 Fatih/Istanbul, Turkey, Corresponding author: lavdrimf.recica@gmail.com.

² Prof. Dr., Business Administration Faculty, Istanbul University, Turkey, Address: Beyazıt, 34452 Fatih/Istanbul, Turkey, E-mail: altand@istanbul.edu.tr.

In the market of human capital, for organizations it is not easy to attract new employees and retain their human capital connected and work for them in a long term. This is as a result of the social media effect and other resources which are making much easier and accessible to reach every person in different positions and companies. Companies to keep their employees satisfied and to gain their trust, are investing in different factors that affect job satisfaction and organizational trust. They are developing the work environment and working conditions, to make employees feel free and valuable for the company. Furthermore, while the environment is changing by the impact of technology assisted by human capital, new jobs and better work conditions like working from home to meet the family needs and the job needs are impacting satisfaction of employees.

Because of their importance on employees and in the success of organizations there are many research studies for job satisfaction and organizational trust. There can be found some researches in Turkey in different disciplines and in particular for job satisfaction, organizational trust or the intention to leave (Çelen, 2016; Poyraz & Kama, 2008; Yazıcıoğlu, 2009). But in Kosovo until now there is not any research upon three variables as job satisfaction, organizational trust and intention to leave the organization and especially the three of them in one research.

This study will identify if there is going to be any relation between job satisfaction, organizational trust and intention to leave the job. This research will compare Kosovo and Turkey upon these three variables.

Although there are researches in different countries and companies for these variables all together or individually this study will bring something new when we compare the unemployment rate of Kosovo with Turkey and other countries. According to Eurostat Statistics the euro area seasonally-adjusted unemployment rate was 10.0 % in September 2016. In September 2016, the unemployment rate in the United States was 5.0 %. While in Turkey according to Turkey Statistical Institute TUIK the unemployment rate in July 2016 was 10.7 %. In the other hand in Kosovo according to Kosovo Agency of Statistics ASK the unemployment rate in 2015 was 32.9%. So we will see how they will react to intent to leave while their satisfaction or trust is high or low in their organization. We will see that even in conditions like these, will they intent to leave the organization because of job satisfaction and organizational trust, or even when the satisfaction and trust are in a low rate they are obligated to work otherwise it is not going to be easy to find another job. Another reason for doing this study is that there does not exist any study that compares these two countries regarding to the study subject.

2. Literature Review and Theoretical Framework

2.1. Job Satisfaction

One of the most important factors in the organizational behaviour field is the attitude that employees have for their job. If this attitude toward their job is positive, it means that they are satisfied with their job, or the opposite. Referring to Mitchell and Lason (1987) it is widely known in the organizational behaviour area that job satisfaction is the most important and often studied attitude. Certain studies point out that employees who are satisfied with their jobs are more creative, productive, and are more likely to stay in the organization (Eskildsen & Dahlgaard, 2010). After that, it is important to investigate job satisfaction because of its effect on productivity and profitability of organizations (Gruneberg, 1979, p. 1).

Job satisfaction for the first time, as a concept was defined by Hoppock as “a combination of a person’s psychological, physical and environmental events from his job to obtain job satisfaction/be satisfied” (Yew, 2008, pp. 27-43). Further, job satisfaction according to Edwin Locke (1976) which is one of the most used definitions of job satisfaction, is “a pleasurable or positive emotional state resulting from appraisal of one’s job or job experiences” (p. 1304). JS is a series created by objective thoughts and behavioural intentions related to satisfaction or dissatisfaction feelings of employees about their job (Davis & Newstrom, 1989, p. 176). However, no one theory can cover the full spectrum of job satisfaction concepts (Chou & Robert, 2008).

2.2. Organizational Trust

Studies show that organizational trust is required as a prior condition for managerial and organizational efficiency (Mayer et al., 1995; Schoorman et al., 2007). It is widely accepted that trust does not necessary effect on the success of the organization in a short term, but in a long term it really does, it needs a long time to create the trust (Demircan & Ceylan, 2003, pp. 139-140). Organizational trust is the intention and the improvement of providing justice inside the organization, support of the top management, improvement of the relationships within the organization, supporting and providing the desires and needs of the employees and providing the collaborative work between employees in achieving personal and organizational goals (Neves & Ceatano, 2006, p. 355). Trust is a very important element on a number of activities in the organization such as transparency in sharing information, collaboration, independency, and overall succeeding in achieving organizational goals (Aksoy, 2009, p. 61).

While there are many definitions of organizational trust, words like belief, willingness, and vulnerability occurred more often to confront. Here we cite a definition of organizational trust by Mishra (1996) where according to him “Organizational trusts as a unidirectional tendency toward susceptibility to other

party based on this expectation or believe that the other party is reliable, open and trustable”, furthermore, organizational trust does not have just one dimension, organizational trust includes its internal aspects such as trust of employees toward their managers, trust of employees on colleagues, and trust of employees toward the organization (Çıtır & Kavi, 2010, p. 233; Dietz & Hartog 2006, p. 557).

2.3. Intention to Leave the Job

A number of researches have been done on the topic of intention to leave, different studies by different variables, and in different cases (Coomber & Barriball, 2007; Macintosh & Doherty, 2010; Ramoo with Abdullah & Piaw, 2013; Veloutsou & Panigyrakis, 2004; Yurichisin with Perk & O’Brien, 2010). Many authors defined intention to leave almost the same such as intention to leave is “a signal of quitting” (Weisberg, 1994, p. 10), Elangovan (2001) defined as an attitudinal orientation or a cognitive manifestation of the behavioural intention to quit (p. 159). According to Brown (1986) intention to leave refers to employees who are in the process of searching for a new job, which may be understood by their behaviours such applying for a job, forwarding references, participating in interviews, and refusing or accepting any job offer (p. 36). Intention to leave by Price and Mueller (1986) was defined as “an individual’s perception of the likelihood of discontinuing membership in an organization” (p. 17). Furthermore, some employees are not in accordance with the values of the organization, besides this, if they even do not want to be in accordance with them or contribute on them it means that they will have intention to leave (Çekmecelioğlu, 2005, p. 25).

2.4. Relationship between Job Satisfaction, Organizational Trust and the Intention to leave the Job

Previous studies show that organizational trust is in correlation with employees’ intention to leave. According to a doctoral study by Sinclair (2013) is identified that there exist a strong and significant correlation between organizational trust and the intention to leave (p. 148). Another study by Milligan (2003, p. 154) on military service in the U.S. Air Force, results showed up that there is a significant and inverse relationship between trust in leadership and intent to leave military service, which means that with an increase of trust in leadership, intention to leave decreases. She continues concluding that measures that improve trust in leadership may have an impact on reducing turnover in the U.S. Air Force (p. 154). However, another study showed that organizational trust was not correlated with the turnover of nurses (Velez & Strom, 2012, p. 39).

Some studies suggest that workplaces where trust is encouraged may lead to employees’ desire to cooperate, as a result decreasing intention to leave the organization (Paille, Bourdeau & Galois, 2010, p. 50). Trust in this study was considered to understand the process by which perceived organizational support impacts intention to leave towards an organization through satisfaction (p. 53).

Moreover, in a doctoral study was found that organizational trust mediated the relationship between ethical leadership and employees' job satisfaction, organizational commitment and intention to leave. According to another study in Ankara, Turkey above the employees of four and five star hotels results indicated that there is a significant correlation between job satisfaction, organizational trust, and intention to leave. But results show that there is a positive relationship between job satisfaction and organizational, whereas there is a negative relationship between organizational trust and intention to leave, and also between job satisfaction and employees' intention to leave (Yazıcıoğlu, 2009, p. 242). Higher level of job satisfaction and organizational trust leads to lower level of intention to leave.

There are many studies related to job satisfaction and intention to leave. Previous studies showed up that job satisfaction plays an important role in the intention to leave the job. Sometimes it is used also as a predictor of intention to leave. According to a study in Malaysia among nurses in teaching hospital is identified that job satisfaction independently predicts intention to leave (Ramoo et al., 2013, pp. 3147-3148). Another study showed up that most of the job satisfaction dimensions have a negative relationship with intention to leave (Veloutsou & Panigyrakis, 2004, p. 121), job satisfaction strongly impacts intention to leave (MacIntosh & Doherty, 2010, p. 115). In the other hand according to a study by Waqas et al. (2014, p. 154) job satisfaction impacts the success of any organization, where they found out that there is a positive relationship between job satisfaction and job loyalty.

Moreover, another study finds that intention to leave is negatively related to job satisfaction (Poyraz & Kama, 2008, p. 157). Another study in Ankara, Turkey found out the same result that there is a strong negative relationship between job satisfaction and intention to leave (Çelen, 2016, pp. 67-68).

Furthermore, according to a study among blue-collar employees in contemporary Russia, the analysis showed that satisfaction regarding to wage is the strongest negative predictor of Russian employees' intention to leave comparing with interpersonal relations satisfaction and job-related satisfaction (Balabanova et al., 2016, p. 21). Another study in intensive care unit (ICU) nurses in China by Tao and his colleagues (2015) elaborated in three categories found out that the nurses for the first category "stress from excessive workload demands" were dissatisfied with some aspects of the job, but they want to stay because they ultimately like working in intensive care unit. The second category, nurses which had "stress from the ICU work environment", although they were dissatisfied with their job they will stay because there are not any better jobs. And the third category, nurses with "lack of respect and recognition" are planning to leave their job because they do not like it, and also are going to leave the nursing profession too (pp. 142-146). According to another study in Western Cape in the tourism industry results identified that there is a strong, inverse relationship between job satisfaction and intention to leave.

Employees who do not experience a job satisfaction, or the level of job satisfaction is low, they will intent to leave, thereby, there will be a high level of intention to leave (Appollis, 2010, p. 139).

However, according to a study by Baylor (2010) results showed that intrinsic factors have a greater impact on job satisfaction than extrinsic factors. This study found that some of the intrinsic factors like authority, recognition, and co-workers have no significant relationship with intention to quit. But some factors like activity, moral values, responsibility, independence, and achievement play a significant role in promoting intention to leave or desire to stay. In the other hand extrinsic factors which are the sources of dissatisfaction such as social status, supervision, and policies influence intention to leave and not the desire to stay, but job security, pay, and working conditions also influence the desire to stay (Baylor, 2010, pp. 73-74).

It is found that in most of the studies, there is a positive relationship between organizational trust and job satisfaction. Employees who have a high level of organizational trust, they have a high level of job satisfaction. Or it may occur that with a low level of organizational trust we would have a low level of job satisfaction.

According to Velez and Strom (2012) in their study indicated that there exists a relationship between organizational trust and overall job satisfaction for hospital patients, nurse managers job satisfaction and fair compensation. They declare that concept of organizational trust may be a creative solution for hospital executives' job satisfaction by focusing on developing an environment of organizational trust which may lead in increased patient satisfaction scores (pp. 39, 49). A study by Watcharachatchawan and Steane (2016) found that job satisfaction is influenced by organizational justice through organizational trust variables (p. 13). According to another study, is indicated that trust in management predicts job satisfaction. Findings also showed up that trust in teammates is more important for working day-to-day operations, whereas trust in management might be more important for organizational outcomes such as job satisfaction (Gockel, Robertson & Brauner, 2013, p. 236).

Moreover, results from a study in private and public teaching organizations in Turkey showed up that there is a partially positive relationship between teacher's organizational trust and job satisfaction (Çelik, 2015, p. 66). Further, another study on hotels in Turkey indicated that there is a strong correlation between organizational trust and job satisfaction (Güçer & Demirdağ, 2014, p. 23).

To see if there exists a relationship between organizational trust, job satisfaction and the intention to leave the job for employees in Kosovo and those in Turkey we tested it in our first hypotheses that we made.

H1: There is a relationship between organizational trust, job satisfaction and intention to leave the job variables for employees in four-star hotels in Kosovo and Turkey.

In continuance, we made three other hypothesis to see if there exists any significant difference between employees who work in Kosovo and those in Turkey about their level of job satisfaction, organizational trust and the intention to leave the job.

H2: There is a significant difference between employees in Kosovo and those in Turkey about the level of job satisfaction.

H3: There is a significant difference between employees in Kosovo and those in Turkey about the level of organizational trust.

H4: There is a significant difference between employees in Kosovo and those in Turkey about the level of their intention to leave the job.

3. Research Methodology

3.1. Sample of Study

Table 1 shows that out of 291 participants, 139 or 47.8% are employees who work in four-star hotels in Kosovo and 152 or 52.2% are employees who work in four-star hotels in Turkey. More than one-third (35.7%) of the respondents were between the ages 25 – 35. Most of the respondents in Kosovo were between the ages 35-45, whereas in Turkey, most of the respondents were between the ages 25-35.

Table 1. Demographic Features

Variables		Kosovo		Turkey		Total	
		F	%	F	%	F	%
Age	25 and less	26	18.7	44	28.9	70	24.1
	25 - 35 years	40	28.8	64	42.1	104	35.7
	35 - 45 years	49	35.3	33	21.7	82	28.2
	45 - 55 years	24	17.3	11	7.2	35	12
	Total	139	100	152	100	291	100
Gender	Woman	76	54.7	43	28.3	119	40.9
	Man	63	45.3	109	71.7	172	59.1
	Total	139	100	152	100	291	100
Marital Status	Single	52	37.4	77	50.7	129	44.3
	Married	84	60.4	68	44.7	152	52.2
	Divorced	3	2.2	7	4.6	10	3.4
	Total	139	100	152	100	291	100
Education Level	Primary Education	10	7.2	18	11.8	28	9.6
	High School	80	57.6	55	36.2	135	46.4
	Associate Degree	0	0	35	23	35	12
	Faculty	40	28.8	34	22.4	74	25.4
	Master	9	6.5	10	6.6	19	6.5

	Total	139	100	152	100	291	100
Total Working Time in the Institution	0 - 1 years	34	24.5	32	21.1	66	22.7
	1 - 3 years	20	14.4	41	27	61	21
	3 - 5 years	34	24.5	24	15.8	58	19.9
	5 - 7 years	21	15.1	10	6.6	31	10.7
	7 - 10 years	9	6.5	22	14.5	31	10.7
	More than 10 years	21	15.1	23	15.1	44	15.1
	Total	139	100	152	100	291	100
Individual Experience Period	0 - 1 years	5	3.6	13	8.6	18	6.2
	1 - 3 years	11	7.9	19	12.5	30	10.3
	3 - 5 years	32	23	27	17.8	59	20.3
	5 - 7 years	23	16.5	20	13.2	43	14.8
	7 - 10 years	16	11.5	20	13.2	36	12.4
	More than 10 years	52	37.4	53	34.9	105	36.1
	Total	139	100	152	100	291	100

The majority of the respondents were men (59.1, whereas 40.9% of them were female. In Kosovo, 45.3% men, 54.7% woman In Turkey, 71.7% were men, 28.3% were woman.

52.2% of the respondents were married, 44.3%, single and 3.4% divorced. In Kosovo, 60.4% were married, 37.4% were single and 2.2% were divorced. In Turkey, 44.7% were married, 50.7% were single and 4.6% were divorced.

Almost half (46.4%) of the total respondents had high school as the highest education completed. When respondents in Kosovo and Turkey are compared with regard to education, "high school" was the most frequented variable, in Kosovo (57.6%), in Turkey (36.2%).

Working experience in the same institution of the total respondents was 22.7% between years 0 – 1. In Kosovo, 24.5% were between years 0 – 1, the same percentage was also between the years 3 – 5. In Turkey, most of the respondents 21.1% were working in the same institution between years 0 – 1. Moreover, 36.1% of the respondents have a working experience of more than 10 years. Regarding to the country, both in Kosovo, 37.4% of the respondents have a working experience more than 10 years, and in Turkey, 34.9% of the respondents have a working experience more than 10 years.

3.2. Instruments of Measurements

Job Satisfaction: The survey instrument used for this study was the short form Minnesota Satisfaction Questionnaire (MSQ) (Weiss et. al., 1967). In Turkey, we used the Turkish version which was found at the page of University of Minnesota Vocational Psychology Research. For this research was used Turkish 1977 short form, 3., which consists of 20 items. The 5-point Likert scale was used to provide choices ranging from "Very Dissatisfied" (1) to "Very Satisfied" (5).

Organizational Trust: Organizational trust was measured by using Organizational Trust Scale (Omarov, 2009), which consists of 22 items. The 5-point Likert scale was used to provide choices ranging from “Strongly Disagree” (1) to “Strongly Agree” (5).

Intention to Leave the Job: Intention to leave the job was measured by using Intention to Leave the Job Scale (Mobley et. al., 1978: 410). In Turkey is used the Turkish version which was used by Örucü and Özafşarlıoğlu (2013). The 5-point Likert scale was used to provide choices ranging from “Strongly Disagree” (1) to “Strongly Agree” (5).

Demographic characteristics refer to age, gender, marital status, level of education, working experience in their current organization, and in total working experience in years.

In Kosovo is used the Albanian version of questionnaires which were translated and double-checked for appropriateness.

3.3. Method of Data Collection

In the first page of the survey are given full explanations of the study. Included in the introduction are information about the confidentiality of the survey and its purpose. Besides this, the first page of the survey had questions about demographic data such as age, gender, marital status, level of education, working experience in their current organization, and in total working experience in years.

The order in which the questionnaires were presented was first job satisfaction, then intention to leave the job on the second page, and finally, organizational trust on the third page.

The survey first has been implemented in Kosovo. There we started to meet managers, HR managers or the owners of the four-star hotels to take their permission to share the survey with their employees. Some of the managers were able to talk immediately where we explained everything about the survey and its purpose. But some of them were not able to talk immediately so we arranged meetings or we went again to meet them hoping that they will be able to talk with us. After that, we shared our survey in ten four-star hotels in Kosovo, by giving them to the managers or any other one who would share surveys with the other employees. Also, it happened to explain the way how to fill the survey to any manager or employee or respond to any question that employees did about our survey. We gave them some days to fill the survey because some of the employees were not working in the same time, or some of them were in holidays, so after some days we went to collect our survey as we arranged before for the collecting day, or by introducing them for the day that we would go and collect them.

It lasted two weeks to finish our survey in Kosovo where we shared 200 surveys, from them 139 were completed and collected. After finishing our research in Kosovo we moved to Turkey where we shared 250 surveys in 28 four-star hotels, from them 152 were completed and collected.

3.4. Validity and Reliability of the Research Scales

Validity of Research Scales: reliability and validity of the short form Job Satisfaction Minnesota scale have been done in many researches before (Köroğlu, 2012; Weiss, 1967; Yousef, 1998). Minnesota Job Satisfaction because of its frequency used in researches we did not do the factor analysis. Factor analysis was not performed for the scale of Intention to Leave the Job too, because this scale was composed of three items. But, it was performed for Organizational Trust scale because it was composed of twenty-two items and the reason that there are not many researches that did use this scale. To measure if the data suit for factor analysis it has been done Kaiser-Meyer-Olkin (KMO) test. The value of Barlett's Test is 6194.803, $p(0.000) < 0.05$ and the sample value of Kaiser-Mayer-Olkin test was specified 0.948 which means that these values are accepted, the data suit for the factor analysis (Kalayıcı, 2010, p. 321). In continuance, after we have done the factor analysis, it is found that three factors together account for 73.790 % of the total variance. Organizational Trust survey contains three factors: trust to managers consists of 10 items, trust to colleagues consists of 5 items, trust to organizations consists of 7 items.

Reliability of Research Scale: After specifying factor analysis, it is performed the value of Cronbach Alpha to measure the reliability of the research scale. The value of Cronbach Alpha for job satisfaction survey is found 0.954, for Intention to leave the job survey was 0.871, and for Organizational Trust survey 0.963. According to these values, it was concluded that the scales of the research were reliable in terms of social sciences ($\alpha > 0.60$) (Akgül & Çevik, 2005, p. 436).

4. Results and Discussion

4.1. Descriptive Statistics for Variables of Research

When analysing the descriptive statistical analyses of the scales in the study, it is found that the average of job satisfaction for employees in four-star hotels in Kosovo is 4.22 out of 5, while for those in Turkey is 3.33 whereas the total average is 3.75. Moreover, the average of organizational trust for those in Kosovo is 4.31 out of 5, while for those in Turkey is 3.44, and in total average in both countries is 3.85. In the other side, the average of intention to leave the job for employees in Kosovo is 2.11, in Turkey 2.54, and total average is 2.33. These findings are shown in Table 2.

Table 2. Descriptive Statistics by Country

Scales	Country	N	Average	Std. Dev.
Job Satisfaction	Turkey	152	3.33	0.88
	Kosovo	139	4.22	0.58
	Total	291	3.75	0.97
Intention to leave the Job	Turkey	152	2.54	1.2
	Kosovo	139	2.11	1.02
	Total	291	2.33	1.13
Organizational Trust	Turkey	152	3.44	0.92
	Kosovo	139	4.31	0.59
	Total	291	3.85	0.89

4.2. Findings Related to Correlation Analysis

Pearson Correlation Analysis was performed to examine the relationship between job satisfaction, organizational trust and the intention to leave the job variables. All the correlations are significant at the 0.01 level. The findings in the table below show that there exists a relationship between the three variables (Saunders, Lewis & Thornhill, 2009, p. 459). According to the findings, there exists a strong positive linear relationship between job satisfaction and organizational trust variables, but there exists a moderate negative relationship between job satisfaction and intention to leave the job, as well as exists between organizational trust and intention to leave the job. Thus H1 has been accepted.

Table 3. Relationship between Research Variables

	Job Satisfaction	Intention to Leave the Job	Organizational Trust
Job Satisfaction	1		
Intention to Leave the Job	-.480**	1	
Organizational Trust	.854**	-.512**	1
	.000	.000	.000

**p<0.01 ; N=291

4.3. Differences between Employees who Work in Four – Star Hotels in Kosovo and those in Turkey

The Independent Sampling T-Test was used to compare the averages of two different groups and test whether there is a significant difference between them (Saunders, Lewis & Thornhill, 2009, p. 456). Hypothesis 2 has been examined to see whether there is a meaningful difference between job satisfaction levels of employees in Kosovo and those in Turkey. Levene's Test for Equity of Variances is ".000". (See Appendix A) Because of "Sig." is $p < 0.05$, variances of the two groups are not homogeneous. By taking note from the below row where the value of Sig. (2-tailed) is .000, our H2 hypothesis is accepted. With 95% confidence, it can be said that there is a meaningful difference between employees in Kosovo and those in Turkey about the level of job satisfaction.

Hypothesis 3 has been examined to see whether there exists a meaningful difference in intention to leave the job between employees in Kosovo and those in Turkey. Levene's Test for Equity of Variances is ".003" (See Appendix A), "Sig." is $p < 0.05$ this means that variances of the two groups are not homogeneous. Sig. (2-tailed) from the second row is .001, our H3 hypothesis is accepted. With 95% confidence, it can be said that there is a meaningful difference between employees in Kosovo and those in Turkey about the level of intention to leave the job.

Furthermore, Hypothesis 4 has been examined to see if there exists a meaningful difference between organizational trust levels for employees in Kosovo and those in Turkey. Levene's Test for Equity of Variances is ".000". Because of "Sig." is $p < 0.05$ variances of the two groups are different (See Appendix A). Sig. (2-tailed) from the row below is $.000 < 0.05$, our H4 hypothesis is accepted. With 95% confidence, it can be said that there is a meaningful difference between employees in Kosovo and those in Turkey about the level of organizational trust.

5. Conclusions and Suggestions

Job satisfaction is one of the most crucial factors in the organization that has an impact on the employees' intention to leave the job. Results of our study show that when employees are more satisfied, their intention to leave is lower than the opposite. Both of these cases are shown in our study where employees of four-star hotels in Kosovo have a higher level of job satisfaction than those in Turkey, and those in Turkey have a higher level of Intention to leave the job than those in Kosovo. Moreover, organizational trust is another crucial factor side by side with job satisfaction that has an impact on the sustainability of the organization. Our study shows that these two factors are strongly positive in a linear relationship between each other, but also organizational trust is negatively related with intention to leave

the job. It resulted the same with job satisfaction in both countries, where employees in Kosovo have a higher level of organizational trust than those in Turkey.

These results may be for many reasons. First of all the unemployment rate in Kosovo is higher than in Turkey. So, employees in Kosovo might value their jobs more than others, they do not intend to leave the job because of deficit job offers in the market.

Kosovo is smaller country than Turkey, both in terms of population and economic situation. Some of four-star hotels are smaller than those in Turkey so there may be family members working which might result in a higher level of organizational trust, job satisfaction and less intention to leave the job. However, having results like these, there might be better conditions of work in Kosovo than in Turkey, a better approach of management, trusty job environment and more loyal employees in Kosovo than in Turkey.

This study is focused just on one sector. Further studies might consider also other sectors. Actually, they may compare these sectors in two countries or more than two. Together with any of these variables, further studies may take in their scope variables like organizational justice, organizational citizenship, burnout, and mobbing.

6. References

- Akgül, A. & Çevik, O. (Eds.). (2005). *İstatistiksel Analiz Teknikleri: İşletme Yöntemi Uygulamaları/Statistical Analysis Techniques: Business Method Applications*. Ankara: Emek Ofset.
- Aksoy, M. (2009). *İşletmelerde Örgütsel Anlayışının Algılanması ve Demografik Değişkenler Açısından Analizi*. Unpublished master dissertation, Gazi University, Ankara.
- Appollis, V. (2010). *The Relationship Between Intention to Quit, Psychological Capital and Job Satisfaction in the Tourism Industry in the Western Cape*. Unpublished master dissertation. University of the Western Cape, Cape Town.
- ASK (Kosovo Statistics Agency). Retrieved from <http://telegrafi.com/ask-papunesia-ne-kosove-32-9/12.6.2016>
- Balabanova, E.; Efendiev, A.; Ehrnrooth, M. & Koveshnikov, A. (2016). Job Satisfaction, Blat and Intentions to Leave Among Blue – Collar Employees in Contemporary Russia. *Baltic Journal of Management*, vol. 11, no. 1, pp. 21-43.
- Baylor, K.M. (2010). *The influence of intrinsic and extrinsic job satisfaction factors and affective commitment on the intention to quit for occupations characterized by high voluntary attrition*. Doctoral dissertation, Nova Southeastern University, Florida.
- Brown, R.R. (1986). *Individual, situation, and demographic factors predicting faculty commitment to the university*. Doctoral dissertation, University of Oregon, Oregon.
- Chou, R.J. & Robert, S.A. (2008). Workplace support, role overload, and job satisfaction of direct care workers in assisted living. *Journal of Health and Social Behavior*, vol. 49, no. 2, pp. 208-222.

Coomber, B. & Barriball, L. (2007). Impact of job satisfaction components on intent to leave and turnover for hospital based nurses: A review of the research literature. *International Journal of Nursing Studies*, vol. 44, no. 2, pp. 297-314.

Çekmedcelioğlu, H.G. (2005). The Effects of Organizational Climate on Job Satisfaction and Intention to Leave: A Research. C.U. *Journal of Economics and Administrative Sciences*, vol. 6, no. 2, pp. 23-39.

Çelen, A.E. (2016). Örgütlerde yeniden yapılanma sürecinin iş tatmini ve işten ayrılma niyeti üzerine etkisi: Ankara’da bir araştırma. *Master dissertation*, Gazi University, Ankara.

Çelik, F. (2015). Örgütsel güvenin iş tatmini ve örgütsel bağlılıkla ilişkisini resmi-özel öğretim kurumlarında bir araştırma. Master thesis, Istanbul Gelişim University, Turkey.

Çıtır, I.Ö. & Kavi, E. (2010). A Research about the Relationship Between Perceived Organizational Trust and Job Security. *Journal of Administrative Sciences*, vol. 8, no. 4, pp. 229-244.

Davis, K. & Newstrom, J.W. (Eds.). (1989). *Human Behavior work: Organizational behavior*. New York: McGraw-Hill Book Co.

Demircan, N. & Ceylan, A. (2003). Concept of organizational trust: causes and consequences. *Journal of Management and Economics*, vol. 10, no. 2, pp. 139-150.

Dietz, G. & Hartog, D.N.D. (2006). Measuring trust inside organizations. *Personal Review*, vol. 35, no. 5, pp. 557-588.

Elangovan, A.R. (2001). Causal ordering of stress, satisfaction and commitment, and intention to quit: a structural equations analysis. *Leadership and Organizational Development Journal*, vol. 22, no. 4, pp. 159-165.

Eskildsen, J.K. & Dahlgaard, J.J. (2010). Causal model for employee satisfaction. *Total Quality Management*, vol. 11, no. 8, pp. 1081-1094.

Eurostat Statistics Explained. Retrieved from http://ec.europa.eu/eurostat/statisticsexplained/index.php/Unemployment_statistics 12. 06. 2016

Gockel, C.; Robertson, R. & Braunder, E. (2013). Trust your teammates or bosses? Differential effects of trust on transactive memory, job satisfaction, and performance. *Employee Relations*, vol. 35, no. 2, pp. 222-242.

Gruneberg, M.M. (1997). *Understanding job satisfaction*. London: The Macmillan Press LTD.

Güçer, E. & Demirdağ, Ş.A. (2014). Organizational trust and job satisfaction: a study on hotels. *Business Management Dynamics*, vol. 4, no. 1, pp. 12-28.

Kalayıcı, Ş. (Eds.). (2010). *SPSS Uygulamalı çok değişkenli istatistik teknikleri/ SPSS Applied multivariate statistical techniques*. Ankara: Asıl Yayın Dağıtım.

Köroğlu, Ö. (2012). Determination of the Relationship Between the Levels of Intrinsic and Extrinsic Job Satisfaction with Level of General Job Satisfaction: An Investigation on Tour Guides. *Doğuş University Journal*, vol. 8, no. 2, pp. 257-289.

Locke, E.A. (1976). *The nature and causes of job satisfaction*. In M.D. Dunnette (Eds.) *Handbook of Industrial and Organizational Psychology* (pp.1297-1349). Chicago: Rand McNally.

MacIntosh, E.W. & Doherty, A. (2010). The influence of organizational culture on job satisfaction and intention to leave. *Sport Management Review*, vol. 8, no. 2, pp. 106-117.

- Mayer, R.C.; Davis, J.H. & Schoorman, D. (1995). An integrative model of organizational trust. *Academy of Management Journal*, vol. 20, no. 3, pp. 709-734.
- Milligan, P.K. (2003). The impact of trust in leadership on officer commitment and intention to leave military service in the U.S. air force. *Doctoral dissertation*, Capella University, USA.
- Mishra, A.K. (1996). *Organizational response to crisis: The centrality of trust*. In R.M. Kramer & T. R. Tyler (Eds.). *Trust in organizations: Frontiers of theory and research*, pp. 261-287. USA: SAGE Publications.
- Mitchell, R.R. & Larson, J.R. (Eds.). (1987). *People in organizations: An introduction to organizational behavior*. New York: McGraw-Hill.
- Mobley, W.H.; Horner, S.O. & Hollingsworth, A.T. (1978). An evaluation of precursors of hospital employee turnover. *Journal of Applied Psychology*, vol. 63, no. 4, pp. 408-414.
- Neves, P. & Caetano, A. (2007). Social exchange processes in organizational change: The roles of trust and control. *Journal of Change Management*, vol. 6, no. 4, pp. 351-364.
- Omarov, A. (2009). Örgütsel güven ve iş doyumunu: Özel bir sektörde uygulama/Organizational Trust and Job Satisfaction: A Research in the Private Sector. *Unpublished Master dissertation*, Dokuz Eylül University.
- Örücü, E. & Özafşarlıoğlu, S. (2013). Örgütsel adaletin çalışanların işten ayrılma niyetine etkisi: Güney Afrika Cumhuriyetinde bir uygulama/ The Influence of Organizational Justice on the Turnover Intention: A Study in the Republic of South Africa. *Mustafa Kemal University Institute of Social Sciences Journal*, vol. 10, no. 1, pp. 41-58.
- Paille, P.; Bourdeau, L. & Galois, I. (2010). Support, trust, satisfaction, intention to leave and citizenship at organizational level, A social exchange approach. *International Journal of Organizational Analysis*, vol. 18, no. 1, pp. 41-58.
- Payroz, K. & Kama, B. (2008). Analyzing the effect of perceived job security and job satisfaction on organizational loyalty and intention to leave. *The Journal of Faculty of Economics and Administration Sciences*, vol. 8, no. 2, pp. 143-164.
- Price, J.L. & Muller, C.W. (1986). *Handbook of organizational measurement*. Marshfield, MA: Pitman.
- Ramoo, V.; Abdullah, K.L. & Piaw, C.Y. (2013). The relationship between job satisfaction and intention to leave current employment among registered nurses in a teaching hospital. *Journal of Clinical Nursing*, vol. 22, no. 22, pp. 3141-3152.
- Saunders, M.; Lewis, P. & Thornhill, A. (Eds.). (2009). *Research methods for business students*. England: Prentice Hall.
- Schoorman, F.D.; Mayer, R.C. & Davis, J.H. (2007). An integrative model of organizational trust: Past, present and future. *Academy of Management Review*, vol. 22, no. 2, pp. 344-354.
- Sinclair, M. (2013). The influence of trust and affective organizational commitment on intent to leave. *Doctoral dissertation*, Walden University, Minneapolis.
- TÜİK (Turkey Statistics Organization). Retrieved, from <http://www.tuik.gov.tr/PreHaberBultenleri.do?id=21574> 12.06. 2016
- Velez, P. & Strom, T. (2012). Effect of organizational trust. *Organizational Development Journal*, vol. 30, no. 2, pp. 39-50.

- Veloutsou, C.A. & Panigyrakis, G.G. (2004). Consumer brand managers' job stress, job satisfaction, perceived performance and intention to leave. *Journal of Marketing Management*, vol. 20, no. 2, pp. 105-131.
- Waqas, A.; Bashir, U.; Sattar, M.F.; Abdullah, H.M.; Hussain, I.; Anjun, W.; Ali, M.A. & Arshad, R. (2014). Factors influencing job satisfaction and its impact on job loyalty. *International Journal of Learning and Development*, vol. 4, no. 2, pp. 141-161.
- Watcharachatchawan, K. & Steane, P. (2016). Organizational citizenship behavior path analysis: Justice, trust, satisfaction and commitment. *Abac Odi Journal*, 3(1).
- Weisberg, J. (1994). Measuring worker's burnout and intention to leave. *International Journal of Manpower*, vol. 15, no. 1, pp. 4-14.
- Weiss, D.J.; Dawis, R.V.; England, G.W. & Lofquist, L.H. (1967). *Manual for the Minnesota Satisfaction Questionnaire*. Retrieved from http://vpr.psych.umn.edu/sites/g/files/pua2236/f/monograph_xxii_-_manual_for_the_mn_satisfaction_questionnaire.pdf 01.03. 2017
- Yazıcıoğlu, İ. (2009). The relationship between organizational trust, job satisfaction and quit intention of employees in accommodations operations. *Electronic Journal of Social Sciences*, vol. 8, no. 30, pp. 235-249.
- Yew, L.T. (2008). Job Satisfaction and affective commitment: A study of employees in the tourism industry in Sarawak, Malaysia. *Sunway Academic Journal*, vol. 4, no. 1, pp. 27-43.
- Yousef, D.A. (1998). Satisfaction with job security as a predictor of organizational commitment and job performance in a multicultural environment. *International Journal of Manpower*, vol. 19, no. 3, pp. 184-194.
- Yurichisin, J.; Park, J. & O'Brien, M. (2010). Effects of ideal image congruence and organizational commitment on employee intention to leave. *Journal of Retailing and Consumer Service*, vol. 17, no. 5, pp. 406-414.

Appendixes

Appendix A. Differences between Employees who Work in Four-Star Hotels in Kosovo and those in Turkey about the three Variables

		Levene's Test for Equity of Variances		t-test for Equity of Means						
		F	Sig.	T	Df	Sig. (2- tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
Job Satisfaction	Equal Variances Assumed	19.047	.000	- 10.101	289	.000	-.89222	.08833	-1.06608	-.71837
	Equal Variances Not Assumed			- 10.278	264.572	.000	-.89222	.08681	-1.06315	-.7213
Intention to Leave the Job	Equal Variances Assumed	8.998	0.003	3.292	289	.001	.43177	.13115	.17364	.68989
	Equal Variances Not Assumed			3.317	287.171	.001	.43177	.13016	.17557	.68796
Organizational Trust	Equal Variances Assumed	26.96	.000	-9.471	289	.000	-.86622	.09146	1.04623	-.68621
	Equal Variances Not Assumed			-9.652	258.994	.000	-.86622	.08974	-1.04294	-.68950