The Effect of Internal and External Motivation on Organizational Trust: A Case Study on a Sport Organization in Turkey

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Abstract

There are two types of motivation, internal and external, differenetiated by the source of the motivation. For internal motivation, the job itself motivates the individual; for external motivation, the environment motivates that individual. Today, organizational trust is extremely important to increase organizational success as well as to create effectiveness and efficiency. Having a successful, effective, and efficient organization is greatly linked with trust between organization managers and employees. The purpose of this study was to investigate how the internal and external motivation of employees effects organizational trust levels. The study sample consisted of 164 employees working under the Youth Service and Sport Provincial Directorate of Bursa, Turkey. A survey was used to obtain data, which were analyzed with the SPSS 20 program. This study used the internal-external motivation and organizational trust scales. To measure the internal and external motivation levels of participants, a scale developed by Mottaz (1985) and a Turkish reliability-validity study conducted by Ersarı and Naktiyok (2012) were used. To measure organizational trust level, a scale developed by three different researchers (Whitener et al., 1998; Mayer et al., 1995; McAllister et al., 1995) and adapted to Turkish with a reliability and validity analysis by Tokgöz and Seymen (2013) was used. The independent t-test, ANOVA test, correlation and regression tests were used to analyze the data. Based on the correlation and regression analysis, both internal and external motivation had significant positive effects on organizational trust and its sub-dimensions. Accordingly, as the internal and external motivation of participants increased, organizational trust increased as well.

Keywords: internal motivation, external motivation, organizational trust, sport organizations

1. Introduction and Purpose

The main instinct of humans is to continue living. To achieve this, they need to work and earn money to meet their minimum needs.   The main purpose of organizations is to increase efficiency and profit. Therefore, individuals and organizations need each other. Employee and organizational compliance provides various benefits to both parties, including saving time, decreasing costs, and increasing efficiency. It is important to combine the purposes of employees and business owners by providing optimum conditions for both parties that sustain peace and tranquility. Therefore, organizations need to effectively use human resources (Aydın et al., 2011; Boylu et al., 2007; Güllü and Koçak, 2016:1471; Karcıoğlu and Çelik, 2012).

Motivation is one of the key concepts to understand in human psychology (Çalışkur and Demirhan, 2013:53). This concept is defined as the driving power to stimulate and direct individuals to complete desired and needed behaviors in the work environment and sustain such behaviors. In addition, motivation can be understood as an effective force to bring an action or event into being (Aycan and Yıldız, 2016). Motivation can be considered in two types, internal and external, based on the source of the motivation. For internal motivation, the job itself motivates the individual;

for external motivation, the environment motivates that individual (Ersarı and Naktiyok, 2012:83; Cengiz & Kabakçı, 2014:61; Kolayiş & Çelik, 2017:23; Kolayis, 2012).

External motivation refers to being motivated from rewards that come from the surrounding environment of the individual. Employee motivation can be increased by external rewards, such as receiving bonuses, promotions, work incentives, and appreciation. However, while external elements play an important role to increase one's motivation, without internal elements, external elements fail to provide necessary motivation (Ersarı and Naktiyok, 2012:83, 84).

In the literature, there are various studies that analyze what effect and are effected by motivation. These study matter such as the internal motivation in social development and well-being (Ryan and Deci, 2000), motivation and leadership (Hofstede,1980), motivation and leadership tendencies (Özdemir et al., 2015), internal motivation and organizational identity (Argon and Ertürk, 2013); internal-external motivation and work satisfaction (Köroğlu, 2012), motivation and work satisfaction (Karaköse and Kocabaş, 2006), motivation in psychoviolance and peace (Yaman et al., 2010), motivation in efficiency (Özdemir and Muradova, 2008), motivation in performance evaluation (Tunçer, 2013); motivation in sports consumers (Polat and Yalçın, 2014). These studies showed relationships between motivation and other variables.

Under the current conditions in which rapid developments force organizations to change and innovate and to cope with these challenges, it is important for organizations to form relationships with employees that foster trust, loyalty, and increase satisfaction, rather than constraining such relationships (Çağlar, 2011:1828). High trust levels of employees contribute to organizational success.

Today, organizational trust is extremely important to increase organizational success as well as to create effectiveness and efficiency. Having a successful, effective, and efficient organization is greatly linked to trust between organization managers and employees. It is understood that organizational trust is related to the level of trust of employees in themselves and towards each other, and that effects organizational structure. Creating trust is among the fundamental topics that directly affect the organization's ability to compete with other organizations and survive. Higher performance in organizations in which employees trust themselves and others is possible if organizations can see the future with trust and survive under negative conditions (Asunakutlu, 2001:1, 11, 12).

Organization trust represents trust between organizations and within an organization. There are few dimensions in which interorganizational trust is evaluated. These are trust for the co-worker, trust for managers, and trust for the organization (Çubukçu and Tarakçıoğlu, 2010:58). Trust in the organization can refer to employees, managers, organizational functioning, procedures, and so forth. It is a known fact that trusted organizations are more successful (Cantaş and Kavas, 2015:920). Employee compliance to organizational change (Göksel et al., 2017) is important for forming organizational trust.

In the literature, there are studies showing relationships between organizational trust and motivation (Cantaş and Kavas, 2015:930), organizational commitment (Spence Laschinger et al., 2002), leadership (Joseph and Winston, 2005), organizational justice (DeConinck, 2010; Polat and Celep, 2008; Baş and Şentürk, 2011), perceived organizational support (DeConinck, 2010), organizational citizenship (Polat and Celep, 2008; Baş and Şentürk, 2011), ethical leadership (Yılmaz, 2006; Cemaloğlu and Kılınç, 2012; Teyfur et al., 2016), job satisfaction (Driscoll, 1978; Spence Laschinger et al., 2002; Yazıcıoğlu, 2009; Gider, 2010), intention to leave (Yazıcıoğlu, 2009), mobbing (Cemaloğlu and Kılınç, 2012), life satisfaction (Yılmaz and Sünbül, 2009), and organizational identity (Uğurlu and Arslan, 2015).

The main purpose of this study was to examine the effect of internal-external motivation level of sports organization employees on organizational trust levels.

2. Material and Method

2.1 Study Scope

The study sample consisted of 164 employees (123 male, 41 female) working under the Youth Service and Sport Provincial Directorate of Bursa, Turkey who gave informed consent to participation.

2.2 Study Method

A survey was used as the data collection tool of this study. The survey form consisted of three sections. The first section included internal and external motivation scale questions, the second section included trust scale questions, and the last section included demographic questions. To measure the internal and external motivation levels of participants, a scale developed by Mottaz (1985) and a Turkish reliability-validity study conducted by Ersarı and Naktiyok (2012) were used.

To measure organizational trust level, a scale developed by three different researchers (Whitener et al., 1998; Mayer et al., 1995; McAllister et al., 1995) and adapted to Turkish with a reliability and validity analysis by Tokgöz and Seymen (2013) was used. In this study, organizational trust levels were considered for three dimensions: trust to managers, trust to co-workers, and trust to the organization. Because the reliability and validity of the above mentioned scale questions were repeatedly tested and analyzed in both national and international literature, the original scale dimensions were used in this study.

Survey questions were in 5-point Likert form with 1 referring to "Definitely disagree" and 5 referring to "Definitely agree." The data were analyzed with an SPSS program. Kolmogorov-Simirnov test results indicated that the data had a normal distribution (p>0.05). Reliability analysis, t-test, ANOVA, correlation, and regression statistical techniques were used.

2.3 Hypothesis and Model

The following hypothesis were tested under the scope of this study:

H_1: Internal motivation has positive effects on organizational trust.

H_2: Internal motivation has significant positive effects on the organizational trust sub-dimensions.

H_{2a}: Internal motivation has positive effects on the trust to managers sub-dimension.

H_{2b}: Internal motivation has positive effects on the trust to co-workers sub-dimension.

H_{2c}: Internal motivation has positive effects on the trust to the organization sub-dimension..

H_3: External motivation has positive effects on organizational trust.

H4: External motivation has positive effects on the organizational trust sub-dimensions.

H_{4a}: External motivation has positive effects on the trust to managers sub-dimension.

H_{4b}: External motivation has positive effects on the trust to co-workers sub-dimension.

H_{4c}: External motivation has positive effects on the trust to the organization sub-dimension.
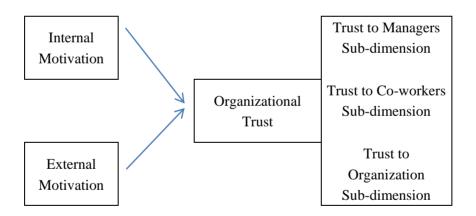

Figure 1. Research model

3. Findings

3.1 Statistical Analysis and Findings

The demographic properties of the participants are given in Table 1.

Table 1. Demographic Properties of Participants

Demographic Properties	Sub-properties	*N*	%
Gender	Female	41	25
	Male	123	75
Age	20-30 years old	38	23.2
	31-40 years old	75	45.7
	41-50 years old	39	23.8
	51 years and older	12	7.3
Marital Status	Married	121	73.8
	Single	43	26.2
Educational Background	Primary/Elementary School	19	11.6
	High School	35	21.3
	Associate Degree	11	6.7
	Undergraduate Degree	94	57.3
	Master Degree	5	3.0
Position	Director (Department Chief/Youth Center Director etc)	7	4.3
	Chief (Chief-Facility Manager)	10	6.1
	Trainer-Lifeguard	88	53.7
	Youth Leader	4	2.4
	Officer	20	12.2
	Technical Staff	5	3.0
	Service Staff (Guard-Caretaker-Cleaner-Driver etc.)	30	18.3
Professional Seniority	1-5 years	76	46.3
	6-10 years	52	31.7
	11-15 years	17	10.4
	16-20 years	5	3.0
	21 years and more	14	8.5

Participant Sample: 164

According to Table 1 the majority of participants were male and between 31 and 40 years old. The majority of participants was married and had completed an undergraduate education. In terms of positions, half of the participants were trainer-lifeguards. In addition, it was common for the seniority level in the organization to be 1-5 years.

The reliability analysis of the scales adopted in the study was conducted and the Cronbach Alpha value is given at Table 2.

Table 2. Reliability of Scales for Dimensions

Dimensions	Question Number	Cronbach Alpha (α)	Mean	Standard Deviation
Internal Motivation Scale	9	0.91	4.09	0.67
External Motivation Scale	15	0.87	3.42	0.65
Organizational Trust Scale	25	0.97	3.70	0.72
Trust to Managers Dimension	9	0.96	3.80	0.82
Trust to Coworker Dimension	8	0.94	3.73	0.76
Trust to Organization Dimension	8	0.93	3.56	0.84

As seen from Table 2, the Cronbach Alpha (α) coefficients for adopted scales were 0.91 for internal motivation, 0.87 for external motivation and 0.97 for organization trust. Based on these results, it was seen that the scales have a high level of reliability (α>0.70).

When the averages were considered, it was seen that the internal motivation levels of participants were higher than the external motivation levels. In addition, participants agreed more regarding the trust to the manager dimension statements.

The correlation analysis was conducted to determine the level and direction of the relationship between dependent and independent variables. It is summarized in the Table 3.

Table 3. Correlation Table

Variables	1	2	3	4	5	6
1.Internal Motivation	1					
2.External Motivation	0.569**	1				
3.Organizational Trust	0.555**	0.790**	1			
4.Trust to Organization	0.434**	0.752**	0.899**	1		
5.Trust to Managers	0.553**	0.726**	0.927**	0.784**	1	
6.Trust to Coworkers	0.487**	0.620**	0.832**	0.598**	0.655**	1

**Significance value is 0.01.

Based on the correlation analysis results given in Table 3, it was determined that the relationship between internal motivation and organizational trust was a moderately positive relationship (r=0.555) and the relationship between external motivation and organizational trust was a highly positive relationship (r=0.790). When sub-dimensions of organizational trust were considered, it was found that the relationship between internal motivation and trust to organization was moderately positive relationship (r=0.434), trust to managers was a positive relationship (r=0.553), and trust to co-workers was a moderately moderately positive relationship (r=0.487). It was found that the relationship between external motivation and trust to organization was a highly positive relationship (r=0.752), trust to managers was a highly positive relationship (r=0.726), and trust to co-workers was a moderately positive relationship (r=0.620).

To test the effects of internal motivation and external motivation on organizational trust, a linear regression analysis was conducted. The analysis results are given in Tables 4 and 5.

Table 4. Effect of Internal Motivation on Organizational Trust

Variables	β	R^2	Adjusted R^2	Standard Error	F	p
Organizational Trust	.555	.31	.30	.609	72.226	0.00
Trust to managers	.553	.30	.30	.693	71.511	0.00
Trust to Coworker	.487	.23	.23	.671	50.271	0.00
Trust to Organization	.434	.18	.18	.763	37.688	0.00

Independent Variable: Constant Variable and Internal Motivation

Based on the regression analysis results in the Table 4, there were statistically significant ($p< 0.05$) and positive (β=0,555) effects of internal motivation on organizational trust. In addition, under this model, the internal motivation explained 30% of organizational trust.

In terms of dimensions, it was determined that internal motivation had a statistically significant ($p< 0.05$) and positive effect (β= 0.553, β= 0.487, β= 0.434) on the trust to managers, trust to co-workers, and trust for the organization sub-dimension of organizational trust. Internal motivation explained 30% of the trust to managers, 23% of trust to co-workers, and 18% of trust to the organization. According to these results, hypotheses H_1 and H_2 were supported.

Table 5. Effect of External Motivation on Organizational Trust

Variables	β	R^2	Adjusted R^2	Standard Error	F	P
Organizational Trust	.790	.63	.62	.455	269.425	0.00
Trust to managers	.726	.527	.52	.572	180.797	0.00
Trust to Coworker	.620	.384	.38	.602	101.184	0.00
Trust to Organization	.752	.56	.56	.559	210.394	0.00

Independent Variable: Constant Variable and External Motivation

Based on the regression analysis results in the Table 5, there were statistically significant ($p< 0.05$) and positive (β=0,790) effects of external motivation on organizational trust. In addition, under this model, external motivation variable explained 62% of organizational trust variable.

It was found that external motivation had statistically significant ($p< 0.05$) and positive effects (β= 0.726, β= 0.620, β= 0.752) on the trust to managers, trust to co-workers, and trust for the organization sub-dimensions of organizational trust. External motivation explained 52% of the trust to managers, 38% of the trust to co-workers, and 56% of the trust tor the organization. According to these results, hypotheses H_3 and H_4 were supported.

On the other hand; according to the results of independent t-test and ANOVA test used to examine whether the internal-external motivation and organizational trust levels of the participants differ according to their demographic characteristics;

- Significant differences between organizational trust and gender (p=0.035<0.05) were observed. It was compared the averages, males (3,75) were more likely to participate in organizational trust scale than females (3,55).

- According to the independent t-test results between marital status and variables, it was significant differences between internal motivation (p=0.027<0.05), external motivation (p=0.011<0.05) and organizational trust (p = 0.001<0.05) were observed. Considering the averages, we can say that married people experience more internal-external motivation and organizational trust than single people.

4. Discussion and Results

According to the analysis, it was found that the internal motivation and external motivation of participants had positive effects on their trust towards their organization. In other words, as the internal or the external motivation levels of participants increased, their trust for the organization increased. In addition, internal motivation had the highest percentage of explaining the trust to managers sub-dimension while external motivation variable had the highest percentage of explaining trust to organization sub-dimension.

In addition, the motivation level of participants was above average and their agreement level with internal motivation scale statements was higher than their agreement level with external motivation scale statements. In other words, the Bursa Youth Services and Sport Provincial Directorate employees were more motivated internally.

The organizational trust of participants were higher than average. Trust to managers was higher than trust to co-workers and trust for the organization. This study is important to show how important managers and leaders are to an organization. On the other hand, it was observed that although there were positive relationships for both internal and external motivation regarding the organizational trust levels of participants, the relationship between external motivation and the organizational trust sub-dimensions was higher. This means that as the external motivation of participants increased, organizational trust increased as well. In other words, material and immaterial factors related to the organization affected trust towards organization more than the individual's own motivation. Internal motivation tools provided the highest percentage for explaining the trust to managers sub-dimension. This is regarded as a significant result.

This is different from the findings of a study on hotel employees found that internal motivation tools were more effective on employee motivation, compared to external motivation tools (Dündar et al., 2007:15). There are certain studies that investigated the relationship between demographic variables and internal-external motivation and organizational trust level. The results from one of those studies showed that the agreement of female participants for the organizational trust scale was higher than male participants, and that agreement of married individuals to organizational trust and internal-external motivation scale was higher than single participants. Other than these findings, it was found that there was no significant difference for age, education level, position, seniority in organization, and occupational seniority. It was shown that internal-external motivation level of participants showed no difference for sex, age, duration in the business, and department (Dündar et al., 2007:15). In another study conducted on teachers, the levels of organizational trust in elementary school teachers were compared for sex and it was found that there was no significant difference for any sub-dimension or total scores (Bökeoğlu and Yılmaz, 2008:218).

In another study, the organizational trust and internal-external motivation scores of married participants were higher than single participants. The order and trust associated with marriage might influence the perception of individuals towards his or her work life. In a study conducted on 127 bank employees to measure the role of internal and external motivation on coping with stress, it was shown that internal motivation changed based on marital status and that married individuals had higher general internal motivation levels than single individuals (Ersarı and Naktiyok, 2012:99). In a study conducted on 930 teachers to measure the effect of organizational trust towards their school on motivation, it was found that there was statistically positive and bilateral relationship between all dimensions that determine the organizational trust level of teachers and all the dimension of motivation levels. In that study, it was found that the general organizational trust level of teachers had a significant positive effect on motivation levels. Accordingly, it was concluded that as organizational trust level of teachers increased, general motivation level increased as well (Cantaş and Kavas, 2015:930).

In a study that analyzed the role of organizational trust and cynicism of employees on organizational commitment, it was found that organizational trust perception and cynicism were extremely important variables on the organizational commitment behavior of employees. According to the results, organizational trust can significantly effect both feelings of organizational commitment and organizational cynicism. Cynic attitudes that are generally not preferred by organizations for employees might decrease employee trust. As seen from that study, employees like to trust the organization in their work place. Lack of trust in the organization or perceiving employers as mistrustful might cause mistrustful feelings in employees; therefore, causing these employees to question their commitment to the organization and show increased cynicism (Türköz et al., 2013:298).

According to a study conducted on hotel employees that analyzed the relationship between organizational trust and commitment, it was shown that the organizational commitment of employees was low when their trust was low. In organizations without sufficient organizational commitment, it is a common fact that desired employee performance and efficiency will be lacking (Çubukçu and Tarakçıoğlu, 2010:63).In another study conducted on teachers that analyzed the relationship between perceived organizational trust and mobbing by teachers regarding the ethical leadership behaviors of managers, it was found that ethical leadership and organizational trust had negative and significant effect on mobbing, and ethical school environment and trustful school atmosphere decreased mobbing perception of teachers. As school managers showed ethical leadership behaviors, the organizational trust level of teachers increased and this decreased mobbing. The ethical atmosphere brings together a trustful organization environment and is associated with less mobbing. Ethical leadership created an education organization with a high level of organizational trust and low level of mobbing, which then created a healthy work environment for teachers with direct and indirect effects to increase the academic quality in the school (Cemaloğlu and Kılınç, 2012:147).

The results of a study conducted in Taiwan with 428 employers empirically showed that regarding the significant influence of corporate citizenship on work engagement via the mediation of organizational trust, organizational trust can be properly used as an important checkpoint for detecting work engagement in corporate citizenship. Management should know that employees are very sensitive to any confusion about corporate social activities in which their organizational trust is weakened. For example, once management has detected employees' low trust in the organization, management should fortify corporate citizenship by showing the organization's core values to the employees in order to win their trust. Perceived economic citizenship has positive impacts on both organizational trust and work. Engagement suggests that the fundamental substantiality of the individual's economic needs should be the first priority among all business issues. Despite the job opportunities provided by the organization, management should also bear in mind the individuals' career development and advancement when facilitating their organizational trust and work engagement. The positive influence of perceived discretionary citizenship on both

organizational trust and work engagement exhibits that discretionary citizenship helps to increase employees' morale, organizational trust and work engagement. This empirical finding is very important for understanding work engagement that is seldom examined with an antecedent related to external discretionary behavior (i.e., discretionary citizenship) (Lin, 2010:526,527).

Another study found that alliance formation moderates the relationship between organizational trust and interfirm cooperation, suggesting that while trust plays a facilitating role in enhancing cooperation under conditions of low competitive intensity (i.e., vertical alliances), it has little effect on cooperation under highly competitive conditions (i.e., horizontal alliances). Thus, even if participants place a great deal of trust in their fellow collaborators, this trust only enhances cooperation when firms are collaborating with channel members. This suggests that in place of organizational trust, collaborators in horizontal relationships rely on institutional or interpersonal supports to ensure cooperation with competitors. Thus, the effect of organizational trust on interfirm cooperation appears to be dependent upon the type of alliance a firm is participating in (Rindfleisch, 2000:91).

In another study, it was found that organizational trust plays an important role in defining the service climate of hotel organizations (Chathoth vd, 2007:354,355). To study on the development of organizational justice among employers, it is essential to understand the socio-cultural context, particularly the level of work morale, when organizational trust is investigated as well as built by management in an actual organization. Trust relationships are context-determined and this aspect is of great importance for overall organizational success. The approach that we present here describes the development process of organizational trust in a low work morale context. However, the context-sensitive model of organizational trust developed in this paper indicates that there are also other development processes such as from the mismatch of high organizational trust in employees and low work morale of them to a match, as well as from the mismatch of low organizational trust in employees and high work morale of them to a match. We conclude that these processes should be clarified and investigated in the future (Lamsa et all., 2006:139).

As a result, precautions should be taken to minimize the negative behavior of organizations. This is necessary for peace and tranquillity as well as decreasing costs of organizations (Güllü, 2018a). The trust environment provided by organizations to employees is extremely important for these organizations to reach their work objectives. This management and co-worker trust reflects on work motivation. A work environment with peace, tranquillity, and trust will have positive outputs in the organization environment. Positive behaviors such as organizational commitment will increase, and negative behaviors such as leaving work and non-productive behavior will decrease. As Rego et al. (2011:529) stated, determining the main roots of an efficient relationship between healthy individuals and healthy organizations will create a stronger organizational behavioral science (Güllü, 2018b:555). In a work environment with organizational compliance, organizational peace and tranquillity, open communication channels, and self-expression of employees, individuals have a high level of trust towards their managers and organizations. This brings together positive emotions and behaviors and contributes to organizational efficiency. It is recommended to conduct similar studied on organizations and employees with different structure.

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