



Sosyal Bilimler
Enstitüsü

T.C.
MARMARA ÜNİVERSİTESİ
SOSYAL BİLİMLER ENSTİTÜSÜ
İŞLETME ANA BİLİM DALI
YÖNETİM VE ORGANİZASYON (İNGİLİZCE) BİLİM DALI

**EXAMINING THE RELATIONSHIP BETWEEN ORGANIZATIONAL
TRUST AND ORGANIZATIONAL HAPPINESS AMONG WHITE-
COLLAR WORKERS: EVIDENCE FROM TÜRKİYE**

Master Thesis

SENA ÖZEN

İstanbul, 2025

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İstanbul, 2025

ÖZET

BEYAZ YAKALI ÇALIŞANLAR ARASINDA ÖRGÜTSEL GÜVEN İLE ÖRGÜTSEL MUTLULUK ARASINDAKİ İLİŞKİNİN İNCELENMESİ: TÜRKİYE'DEN BULGULAR

Araştırmanın amacı, beyaz yakalı çalışanlar arasında örgütsel güven ile örgütsel mutluluk arasındaki ilişkiyi incelemektir. Çalışmada, örgütsel güvenin çalışanların mutluluk algıları üzerindeki etkisi değerlendirilmiş ve bu iki kavram arasındaki etkileşim analiz edilmiştir.

Araştırmanın evrenini Türkiye genelinde kamu ve özel sektörde görev yapan beyaz yakalı çalışanlar oluşturmaktadır. Örneklem, bu evrenden basit tesadüfi örnekleme yöntemiyle seçilen 250 beyaz yakalı çalışanla sınırlandırılmıştır. Veriler, katılımcılara uygulanan Kişisel Bilgi Formu, Örgütsel Güven Ölçeği ve Örgütsel Mutluluk Ölçeği aracılığıyla toplanmıştır.

Verilerin analizinde IBM SPSS 25.0 programı kullanılmıştır. Betimleyici istatistiklerin yanı sıra bağımsız örneklem t-testi, tek yönlü varyans analizi (ANOVA) ve Pearson korelasyon analiz yöntemlerinden yararlanılmıştır. Araştırmada 10 hipotez sınanmış; 8'i kabul edilmiş, 2'si reddedilmiştir.

Araştırma bulguları, örgütsel güvenin çalışanların örgütsel mutluluğu üzerinde olumlu ve anlamlı bir etkisi olduğunu göstermiştir. Özellikle yöneticilere ve kuruma duyulan güvenin, çalışanların pozitif duygularını artırdığı ve negatif duygularını azalttığı belirlenmiştir. Çalışma arkadaşlarına olan güvenin ise daha çok olumlu duygularla ilişkili olduğu, fakat bireyin potansiyelini gerçekleştirme düzeyi üzerinde anlamlı bir etkisinin olmadığı saptanmıştır. Demografik değişkenler açısından değerlendirildiğinde; cinsiyet, yaş, medeni durum ve çalışma süresi gibi etmenlerin örgütsel güven ve mutluluk düzeyleri üzerinde belirgin etkiler yarattığı görülmüştür.

Sonuç itibarıyla, örgütlerde güvenin yalnızca kişiler arası ilişkilerde değil, aynı zamanda yönetsel uygulamalar ve kurum yapısı üzerinden de çalışan mutluluğu üzerinde önemli bir belirleyici olduğu anlaşılmaktadır. Güven, çalışanların olumlu duygularını desteklemekte, olumsuz hislerini azaltmakta ve öz gerçekleştirmelerine katkıda bulunmaktadır. Bu nedenle, güvene dayalı bir örgüt kültürünün oluşturulması, çalışanların psikolojik iyi oluşlarının güçlendirilmesi ve kuruma olan bağlılıklarının artırılması açısından stratejik bir değer taşımaktadır.

Anahtar Kelimeler: Örgütsel Güven, Örgütsel Mutluluk, Beyaz Yakalı Çalışan

ABSTRACT

EXAMINING THE RELATIONSHIP BETWEEN ORGANIZATIONAL TRUST AND ORGANIZATIONAL HAPPINESS AMONG WHITE-COLLAR WORKERS: EVIDENCE FROM TÜRKİYE

This study aims to examine the relationship between organizational trust and organizational happiness among white-collar employees. The study evaluates the impact of organizational trust on employees' perceptions of happiness and analyzes the interaction between these two concepts.

The research population consists of white-collar employees working in both public and private sectors across Türkiye. The sample consists of 250 white-collar employees selected through a simple random sampling method from this population. Data were collected using a Personal Information Form, the Organizational Trust Scale, and the Organizational Happiness Scale.

Data analysis was conducted using IBM SPSS 25.0. In addition to descriptive statistics, independent samples t-test, one-way analysis of variance (ANOVA), and Pearson correlation analysis were employed. A total of 10 hypotheses were tested; 8 were accepted, and 2 was rejected.

The research findings revealed that organizational trust has a positive and significant impact on employees' organizational happiness. In particular, trust in managers and the institution was found to enhance employees' positive emotions while reducing negative ones. Trust in colleagues, on the other hand, was more closely associated with positive feelings but was not found to have a significant effect on the level of self-actualization. When analyzed in terms of demographic variables, factors such as gender, age, marital status, and length of service were shown to significantly influence levels of organizational trust and happiness.

In conclusion, the findings suggest that trust within organizations plays a crucial role in shaping employee happiness not only through interpersonal relationships but also via managerial practices and institutional structures. Organizational trust supports the reinforcement of positive emotions, reduces negative feelings, and contributes to employees' self-actualization. Therefore, fostering a trust-based organizational climate holds strategic importance for enhancing employees' psychological well-being and strengthening their commitment to the organization.

Key words: Organizational Trust, Organizational Happiness, White-Collar Workers

ACKNOWLEDGMENT

I would like to express my sincere gratitude to my esteemed advisor, Prof. Dr. Hande Sinem ERGUN, for her guidance, knowledge, and unwavering support throughout the preparation of this thesis. Her insightful approach and patience at every stage of the process have been invaluable to me.

I also extend my heartfelt thanks to all my professors who have guided me throughout my academic journey with their expertise and encouragement.

I am grateful to all the participants who contributed to the fieldwork of my research and voluntarily took part in the survey process.

Lastly, I would like to express my deepest appreciation to my family and friends for their continuous support and motivation during this entire process.

Sena ÖZEN
İstanbul, 2025

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LIST OF ABBREVIATIONS

ANOVA	: Analysis of Variance
B	: Unstandardized Regression Coefficient
df	: Degrees of Freedom
EU	: European Union
n	: Sample Size
OECD	: Organization for Economic Co-operation and Development
p	: Significance Level (Probability Value)
R²	: Coefficient of Determination
SD	: Standard Deviation
SPSS	: Statistical Package for the Social Sciences
t-test	: Student's t-test
WHO	: World Health Organization
β	: Standardized Regression Coefficient

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1. INTRODUCTION

In this section of the study, the subject of the research is first briefly introduced in light of the relevant literature. Then, the aim of the study is explained, highlighting the main objectives to be achieved. Finally, the significance of the study is emphasized by outlining the potential contributions of the research to the field.

1.1. The Subject of the Study

This study is an investigation aimed at examining the effects of organizational trust on organizational happiness specifically among white-collar employees. Organizational trust is based on employees' belief in the organization's decision-making processes, leadership style, transparency, perceptions of justice, and the quality of interpersonal interactions (Mayer et al., 1995; Dirks & Ferrin, 2002). This trust structure affects not only employees' institutional commitment but also their psychological well-being and general job satisfaction.

On the other hand, organizational happiness is a holistic concept shaped by the positive emotions experienced by individuals in the workplace, the absence of negative emotions, and opportunities to realize their potential (Fisher, 2010). Literature suggests that organizational happiness is associated with various organizational variables such as job performance, employee engagement, turnover intentions, and conflict management (Judge et al., 2001; Lyubomirsky et al., 2005).

The main focus of this study is to empirically reveal the impact of organizational trust on organizational happiness by addressing the dimensions of trust in colleagues, trust in managers, and trust in the institution within the context of white-collar employees. In this respect, the thesis aims to contribute to the organizational behavior literature.

This study aims to examine in depth the interactions between organizational trust and organizational happiness among white-collar employees, as well as the impact of these interactions on employee outcomes. While organizational trust refers to employees' belief in their leaders and colleagues, and their commitment to the organization, organizational happiness reflects individuals' emotional and cognitive satisfaction levels within the workplace.

Although the relationship between these two concepts has been addressed to a limited extent in the literature, this thesis will provide a comprehensive analysis of the positive effects of organizational trust on job satisfaction, commitment, and performance, while also exploring its connection to organizational happiness.

1.2. The Aim of the Study

The primary aim of this research is to examine the multidimensional effects of organizational trust perceptions on the components of organizational happiness as experienced by white-collar employees in the workplace. Within this scope, the relationships between the sub-dimensions of organizational trust—trust in colleagues, trust in managers, and trust in the organization—and the levels of positive emotions, negative emotions, and self-actualization were analyzed. In addition, the effects of employees' demographic characteristics (age, gender, marital status, education level, income level, professional seniority) on levels of organizational trust and happiness were evaluated (Koys & DeCotiis, 1991).

The research methodology is designed to use quantitative data collection technique to assess the dynamics between organizational trust and happiness using various measurements. Data will be collected through the Organizational Trust Scale and the Organizational Happiness Scale and will be analyzed using the SPSS statistical software. Correlation and regression analyses will be conducted to examine the relationships between variables. These analyses will provide critical insights into the impact of organizational trust on organizational happiness and how this impact can be optimized in the workplace.

1.3. The Significance of the Study

Employee happiness and workplace trust have become essential research topics in the fields of human resource management, organizational behavior, and leadership (Bryson et al., 2014). Especially in today's knowledge economy and predominantly service-oriented work structures, the trust individuals have in their institutions and their level of happiness within these institutions have become factors that directly affect not only individual well-being but also organizational performance (Cropanzano & Wright, 2001).

The significance of this study lies in demonstrating that organizational trust is not limited to horizontal relationships (between colleagues); trust in vertical relationships (between managers

and employees) and trust in organizational structures are equally influential. Furthermore, findings indicating that increased positive emotions, decreased negative emotions, and opportunities for self-actualization are directly linked to an organizational climate of trust highlight the strategic role of trust in the construction of institutional well-being (Bowling et al., 2010).

By offering both theoretical and practical contributions, this thesis aims to develop actionable recommendations to enhance organizational trust and happiness, ultimately supporting organizations in achieving sustainable success

In the Introduction section of the study, the research problem, objectives, and significance are explained, and the rationale for examining the relationship between organizational trust and organizational happiness is presented. Additionally, the potential contributions of the study at both the individual and organizational levels are emphasized, and the scope and limitations of the research are defined.

The Theoretical Foundations and Literature Review section discusses the theoretical approaches, historical development, and core components related to the concepts of organizational trust and organizational happiness. Within the scope of the literature review, national and international studies addressing the effects of these two variables on individual and organizational outcomes are included. Furthermore, previous research investigating the interaction between these two concepts is critically examined.

In the Methodology section, the methodological framework of the research is presented. This includes a detailed explanation of the research model, hypotheses, variables, study population and sample, and data collection instruments. Additionally, the statistical techniques (such as correlation and regression analysis) and the software used for data analysis (SPSS) are described.

The Findings section systematically presents the statistical analysis results of the collected data. Starting with descriptive statistics, the relationships between variables are examined through correlation and regression analyses. The results of hypothesis testing are interpreted with accompanying tables, and each finding is addressed in detail according to the relevant sub-dimensions.

In the final section of the thesis, Discussion and Conclusion, the findings are discussed in the light of existing literature, and both theoretical and practical implications are provided. Moreover, based on the multidimensional effects of organizational trust on employee happiness, recommendations are developed for managers, human resources professionals, and policymakers. The section concludes with the limitations of the study and suggestions for future research.



2. LITERATURE REVIEW

This chapter presents a comprehensive review of the literature related to the two central concepts of the study: organizational trust and organizational happiness. The chapter begins by exploring the theoretical foundations, key dimensions, and outcomes of organizational trust, followed by an in-depth examination of the determinants, components, and influencing factors of organizational happiness. Furthermore, the relationship between these two constructs is discussed in the context of white-collar employees. The chapter concludes with a review of the measurement tools used to assess organizational trust and happiness. This literature review aims to establish a conceptual framework for the study and highlight relevant findings from previous research that inform the development of the research model and hypotheses.

2.1. Organizational Trust

Trust plays a critical role amidst events and processes such as globalization, workplace diversity, growing awareness of cultural differences, downsizing, delayering, calls for (and in some cases, the reality of) increased workplace democracy, international networks, complex alliances, information technologies, and decentralized decision-making. Trust within and between organizations is directly associated with the ability to establish new partnerships and networks of trust relationships required to conduct business operations, and thus is seen as a predictor of an organization's survival. Furthermore, trust is linked to overall employee job satisfaction and perceived organizational effectiveness. In a time marked by increasing pressures for change and greater uncertainty about how and in what way such change should occur, the renewed interest in trust is hardly surprising (Shockley-Zalabak, Ellis & Winograd, 2000).

Organizational trust is defined as employees' awareness of the support provided by the institution and their belief in the honesty of leaders and their ability to keep promises (Shockley-Zalabak et al., 2000). For such trust to develop, it is essential to establish an interactive communication atmosphere in which individuals can deeply understand one another and form collaborative workgroups that operate in harmony (Gilbert & Tang, 1998; Jarvenpaa et al., 1998).

As a factor that enhances cooperation, reduces conflict, and strengthens personal commitment within the organization, trust holds a central role in all positive and productive social dynamics (Lewis & Weigert, 1985; Rousseau et al., 1998; Zhang et al., 2008). For employees, a key indicator of organizational trustworthiness is the organization's ability to make credible promises and to fulfill them in a timely manner. Employees' voluntary behaviors and contributions to the work environment—particularly those performed without being explicitly requested—are highly valued. These behaviors are driven by intrinsic motivation and are often a reflection of the trust employees place in their colleagues, supervisors, and the organization itself (Avram et al., 2015).

2.1.1. Determinants of Organizational Trust

Organizational trust does not emerge spontaneously; rather, it is shaped by various factors at both the individual and organizational levels. This subsection focuses on the key determinants of organizational trust, beginning with individual personality traits, which influence how employees perceive and respond to trust-related cues in the workplace. It then examines the role of organizational structure and organizational culture in facilitating or hindering trust formation. Special attention is given to organizational justice, as perceptions of fairness significantly affect trust in leadership and institutional systems. Furthermore, organizational communication is discussed as a key mechanism through which transparency and mutual understanding are established. Lastly, the availability of training and career development opportunities is explored, as such investments in employee growth often enhance trust in the organization's long-term commitment to its workforce. Together, these factors provide a comprehensive framework for understanding the antecedents of trust in organizational settings.

2.1.1.1. Individual Personality Traits

Individual personality traits play a significant role in shaping trust perceptions within organizations. Differences in personality, work and life experiences, and organizational culture contribute to variations in how individuals develop trust toward others or the organization (Whitener et al., 1998). Research indicates that traits such as extraversion, agreeableness, and conscientiousness are positively associated with trust formation, whereas individuals with neurotic tendencies tend to exhibit lower levels of trust due to their limited inclination toward collaboration. For instance, introverted individuals, who often prefer solitude, may find it more

difficult to build trust in organizational settings. Thus, personality is recognized as a key individual factor influencing trust dynamics in the workplace (Sakallı & Örücü, 2017).

2.1.1.2. Organizational Structure

Organizational trust plays a critical role in enhancing the effectiveness and dynamism of the organizational structure. Employees' trust in the organization significantly influences the efficiency of its operations. Trust fosters stronger interpersonal relationships, open communication, and increased collaboration among employees, which in turn enhances their willingness to take risks. This atmosphere of trust supports innovation and contributes to improved organizational performance. Structural elements such as fair leadership, transparent communication, accurate information sharing, and employee participation in decision-making processes are key factors that reinforce organizational trust (Mayer et al., 1995).

2.1.1.3. Organizational Culture

Organizational culture refers to the set of shared values and beliefs developed by an organization's internal and external stakeholders to ensure its continuity and effectiveness (Blunt, 1991). As organizational culture shapes workplace relationships and influences employee behavior, organizations strive to develop their own unique cultural identity. A strong organizational culture fosters cohesion and consistent behavior among employees. Cultures that emphasize open communication, collaborative norms, and principles of justice can significantly enhance employees' trust in both their colleagues and supervisors, thereby strengthening overall organizational trust (Güçlü, 2003).

2.1.1.4. Organizational Justice

The development of organizational trust is closely tied to supervisor-subordinate relationships, with managers playing a key role in initiating and maintaining trust (Whitener et al., 1998). Organizational justice reflects fair treatment of employees, and perceptions of justice significantly influence their workplace behavior (Tetik, 2012). Practices such as the fair implementation of rules, equitable compensation, and equal access to rights enhance justice perceptions. Trust and justice are mutually reinforcing: as one improves, so does the other (Barling & Phillips, 2010).

2.1.1.5. Organizational Communication

Effective communication is a critical factor in fostering organizational trust. The timely and transparent dissemination of information to employees helps build a trustworthy environment. With the expansion of communication technologies, internal communication channels have improved, enabling employees to access accurate and relevant information more efficiently. In return, trust enhances the openness and productivity of organizational communication (Gilbert & Tang, 1998).

2.1.1.6. Training and Career Development Opportunities

Providing fair and inclusive training and career development opportunities is essential for strengthening organizational trust. Ensuring equality in instructor selection, material preparation, and evaluation processes prevents perceptions of favoritism (Develioğlu & Çimen, 2012). Furthermore, offering promotion and advancement opportunities based on merit increases employees' trust, motivation, and organizational commitment—ultimately boosting organizational performance (Unur & Çakıcı, 2012).

2.1.2. Dimensions of Organizational Trust

Organizational trust is not a unidimensional construct; rather, it consists of multiple dimensions that vary according to different levels of workplace relationships. This section explores three key dimensions of organizational trust. First, trust in colleagues is examined, referring to the interpersonal confidence employees have in one another. Next, trust in supervisor is addressed, representing trust in managerial roles within the organizational hierarchy. Lastly, trust in the organization is discussed, which encompasses employees' trust in the institution as a whole—including its values, policies, and long-term vision. These subsections aim to clarify how trust manifests across horizontal and vertical axes in organizations, offering a comprehensive understanding of its multidimensional nature.

2.1.2.1. Trust in Colleagues

Trust among employees who share a common work environment on a daily basis is a vital component of organizational functioning. The foundation of this type of trust lies in individuals' belief in their colleagues' intentions, as well as confidence in their skills and competencies. Such a sense of trust may develop when individuals strongly believe that their peers will not

withhold critical information, act deceptively, or behave in ways that are detrimental to one another (Turunç & Çelik, 2012). Establishing a solid foundation of trust in the workplace is crucial for interpersonal relationships. High levels of trust encourage collaboration, which in turn benefits the organization. Strong trust between individuals and groups positively influences relationships and contributes to the development of a constructive organizational climate and culture. In organizations where interpersonal trust is high, positive outcomes such as increased job satisfaction and improved work performance are frequently observed (Çalışkan, 2021).

Trust in coworkers, a critical component of organizational trust, refers to an individual's belief that their colleagues will act fairly, reliably, ethically, and competently (Mayer et al., 1995). This form of trust enhances collaboration, facilitates information sharing, and strengthens collective problem-solving capacities within work groups. As organizational structures have increasingly shifted toward team-based models since the early 1990s, trust among coworkers has gained strategic importance in fostering a sense of identity, support, and collegiality (Srivastava & Mohale, 2022). Coworker trust also contributes to organizational commitment, perceptions of an ethical organizational climate, and the willingness to share sensitive personal and professional information. The transferable nature of trust—where one employee's trust in a colleague positively influences others' trust in that same individual—serves as a multiplier of relational cohesion within teams. Furthermore, shared belief in the fairness of performance-based reward and sanction systems reinforces employees' motivation to perform well and support one another, enhancing both individual and team productivity (Başbay & Kosova, 2022). In sum, trust among coworkers is not only essential for sustaining interpersonal harmony and team dynamics, but also functions as a strategic driver of organizational effectiveness, particularly in settings where interdependence and coordinated action are vital (Börü, D., İslamoğlu & Bırsel, 2007; De Jong, et al., 2016).

2.1.2.2. Trust in Supervisor

The role of managers is critical in establishing organizational trust. Their primary responsibility is to minimize uncertainty within the organization. Reducing uncertainty helps to reinforce a trusting environment, which can facilitate improvements in organizational performance. In this regard, organizational leaders are expected to serve as role models, demonstrating integrity and taking actions that strengthen the sense of trust within the organization. Leaders who are altruistic and possess a strong sense of responsibility make significant contributions to the

development of organizational trust. However, when there is a discrepancy between a manager's actions and their expressed or promised commitments, the necessary conditions for building trust between management and employees are undermined. Broken promises can result in negative consequences. Therefore, consistency between managerial promises and actual practices is essential (Perry & Mankin, 2007; Zhu et al., 2004).

Trust in supervisors is a critical component of organizational trust and reflects subordinates' positive expectations regarding their managers' intentions and behaviors (Schoorman et al., 2007). The level of trust an employee has in their manager determines the degree of risk they are willing to tolerate, influencing their openness in expressing opinions and ideas. According to Mishra (1996), trust in a manager entails the belief that the manager will behave competently, reliably, transparently, and benevolently, especially under uncertain or high-risk circumstances. Employees often perceive their managers as representatives of the organization, making managerial behavior a key determinant of employees' organizational perceptions (Bak, 2020). Given this symbolic role, trust in supervisors significantly affects both employee motivation and organizational trust at large. Managers who project a competent, honest, and supportive image foster an environment in which employees feel safe to share their emotions, voice unconventional ideas, and raise concerns without fear—ultimately contributing to organizational well-being (Purnomo et al., 2020). Conversely, a lack of trust in supervisor's results in disengagement, minimal effort, and low responsibility among subordinates, undermining relational continuity and performance (Eivazzadeh, 2020). Trust-based managerial relationships, grounded in fairness, integrity, and empathy, enhance both emotional and rational commitment among employees. When such trust is established, employees are more likely to exhibit productive, efficient, and loyal behavior, thereby contributing to organizational success (Gullu & Yildiz, 2019).

2.1.2.3. Trust in the Organization

Trust in the organization refers to individuals' belief in the integrity of their employer or manager, confidence that commitments will be honored, and adherence to ethical principles. It also reflects employees' positive expectations that their rights will be protected and that they will be treated fairly within the organization. This sense of trust serves as a primary source of employees' positive attitudes toward their workplace and responsibilities, as well as their willingness to make extra-role contributions. Moreover, it forms the basis for desirable

organizational behaviors such as organizational commitment, job satisfaction, dedication, and improved performance. Factors such as job satisfaction, absenteeism, success rates, and tendencies toward non-attendance or resignation directly influence the quality of services delivered by the organization. In organizations with high levels of institutional trust, positive behaviors such as a strong sense of organizational justice, job satisfaction, willingness to display organizational citizenship behaviors, enhanced problem-solving abilities, and creativity are observed more frequently. Similarly, when employees have high trust in their organization, their organizational commitment and job satisfaction increase, and they are more likely to exhibit constructive behaviors. Conversely, a decline or absence of organizational trust hinders organizational learning, disrupts organizational culture, significantly impedes the achievement of desired outcomes in internal activities, and makes it more difficult to reach institutional goals (Akkoç et al., 2012; Çalışkan et al., 2011).

Trust in the organization refers to employees' belief that their employer will fulfill its promises, act fairly and transparently, and support their needs consistently, thereby fostering a sense of loyalty and psychological safety (Gilbert & Tang, 1998). In organizations where this component of trust is present, employees are more likely to contribute voluntarily and engage in supportive behaviors toward organizational goals (Yolcu & Kutluk Bozkurt, 2021). A sense of trust in the organization reduces ambiguity and assures employees that the organization will remain consistent, responsive to their needs, and committed to its obligations (Alioğulları, 2022). This perception strengthens employees' intention to act in the organization's best interest and not engage in behaviors that may harm it. Trust between employees and the organization is also essential for long-term stability and aligns with Social Exchange Theory, which emphasizes reciprocal relationships. When organizational trust is established, employees develop positive expectations about organizational actions and decisions. Consequently, outcomes such as increased organizational commitment, extended tenure, improved performance, and stronger organizational citizenship behaviors are observed (Schilke et al., 2021).

2.1.3. Outcomes of Organizational Trust

Organizational trust plays a vital role not only in shaping interpersonal relationships but also in influencing key organizational processes and outcomes. This section explores the impact of trust on various workplace indicators. It begins with job satisfaction, which reflects the

emotional and cognitive evaluation of one's job. Then, it discusses organizational commitment, representing the psychological attachment of employees to the organization. Organizational citizenship is also addressed, referring to voluntary and constructive behaviors beyond formal job requirements. The role of trust in enhancing performance and productivity is examined as well, linking trust to both individual effectiveness and organizational efficiency. Lastly, the influence of trust on perceptions of organizational justice is analyzed. Together, these subsections offer a comprehensive view of how trust contributes to both individual and organizational-level outcomes.

2.1.3.1. Job Satisfaction

Organizational trust is considered a significant factor that enhances employees' levels of job satisfaction. Trust-based internal relationships within the organization positively influence employees' expectations, competencies, and overall job satisfaction. Trust in managers, colleagues, and the organization strengthens employees' interest in their work, commitment, and morale. Job satisfaction refers to the positive emotions that individuals develop based on their evaluations of their work and experiences. In this context, employees who feel trust tend to develop stronger positive emotions. Employees who trust managers with decision-making authority experience a sense of participation in decisions and consequently report higher satisfaction. This reciprocal trust environment reinforces job satisfaction (İşcan & Sayın, 2010).

2.1.3.2. Organizational Commitment

While organizational trust refers to employees' belief in the achievement of institutional goals, their confidence in leaders, and the perception that organizational actions will be beneficial for them, organizational commitment involves the extent to which employees identify with and evaluate these goals. Some scholars in the literature consider organizational trust as a precursor to organizational commitment, whereas others argue that job satisfaction plays a more determining role. Organizational trust, job satisfaction, and organizational commitment are regarded as key elements of employee attitudes and institutional loyalty. A lack of trust in organizational relationships may result in decreased morale, low commitment, increased absenteeism, and turnover. Moreover, perceptions of betrayal by management can lead employees to engage in destructive behaviors such as neglect or sabotage (Gilbert & Tang, 1998).

2.1.3.3. Organizational Citizenship

There is a strong relationship between organizational trust and organizational citizenship behavior. Organizational citizenship behavior is defined as voluntary, discretionary actions that are not part of formal job responsibilities but contribute to the effective functioning of the organization. These behaviors are not subject to penalties if not performed and are not formally demanded by management. Factors such as valuing employees, being attentive to their needs, showing respect, offering support, and ensuring fair compensation foster a climate of organizational trust. In turn, this trust enhances employees' willingness to engage in extra-role behaviors, thereby promoting organizational citizenship behavior (Afşar, 2013; Organ, 1990; Çavuşoğlu & Köse, 2019).

2.1.3.4. Performance and Productivity

For organizations to grow, remain competitive, and ensure sustainable productivity, they must embrace innovation, strengthen employee commitment, and operate effectively. In this regard, having qualified employees who believe in organizational goals is critical for enhancing performance. Organizational trust stands out as a core determinant of institutional productivity and employee engagement. Including employees in decision-making processes and fostering effective communication with managers increases trust levels, which in turn boosts motivation, performance, and openness to innovation. It also reduces organizational conflict and stress, thereby contributing to continuous productivity. A trustful environment raises job satisfaction and decreases turnover intentions. Furthermore, trust is closely linked to performance and productivity at both individual and organizational levels. Trust at the individual level contributes positively to organizational collaboration and reciprocal exchange. Institutional routines and practices also create a stable context that supports intra- and inter-organizational trust (Halis et al., 2007; Afşar, 2013; Zaheer et al., 1998).

2.1.3.5. Organizational Justice

Research indicates that perceptions of organizational justice play a crucial role in the development of organizational trust. Since employees' relationships with their managers are based on a social exchange framework, trust emerges as a fundamental element in these interactions. Perceptions of consistency and fairness in organizational practices enhance employees' trust in their supervisors and strengthen their commitment to the organization.

Procedural justice, which reflects employees' perceptions of fairness in the implementation of processes, and distributive justice, which refers to the perceived fairness in the distribution of outcomes, both contribute to shaping trust at different levels. While procedural justice significantly reinforces employees' trust in their supervisors, distributive justice influences trust through employees' reactions to resource allocation decisions. Accordingly, fair managerial practices increase employees' organizational commitment, trust in leadership, and overall performance. Developing trust-based relationships within organizations is closely associated with employees' belief in the fairness of decision-making processes and their experience of high job satisfaction. Therefore, managers should recognize the underlying causes of these positive perceptions and strive to create work environments grounded in justice and trust (İşcan & Sayın, 2010; Cihangiroğlu & Yılmaz, 2010).

2.2. Organizational Happiness

Happiness can be defined as a personal and subjective experience; however, it is also regarded as an element shaped by interpersonal, social, and institutional contexts. Assessments of happiness are largely influenced by contextual factors, as individuals' subjective experiences vary significantly across different environments. The workplace represents one of the key contexts in which individual levels of happiness are evaluated. Although professional life alone may not be sufficient to make an individual happy, it is often difficult for a person who is unhappy at work to experience genuine happiness in their private life. In this regard, working in reputable institutions may benefit individuals in their pursuit of a high-quality life (Arslan, 2018: 55).

Researchers and practitioners have questioned whether an increase in individuals' happiness levels has an impact on organizational happiness. While a positive correlation between individual happiness and organizational happiness is widely acknowledged, it is assumed that the two concepts are not entirely overlapping. Individuals may experience organizational happiness while being unhappy in their personal lives, and the reverse is also possible. In other words, organizational happiness reflects the overall happiness level of the organization as a whole, rather than merely the sum of individual happiness levels (Bulut, 2020: 24).

Unlike positive and negative emotions, the realization of potential represents the cognitive dimension of organizational happiness. This dimension is characterized by factors such as the

development of individual capabilities, the emergence and utilization of potential, and opportunities for self-expression. Participation in activities where individuals can demonstrate their talents and capacities, the opportunity to acquire new skills through work, job satisfaction, and high performance are identified as key elements associated with the realization of potential (Warr, 2007; Arslan & Polat, 2017).

2.2.1. Determinants of Organizational Happiness

Organizational happiness is a multidimensional construct that reflects employees' overall well-being and satisfaction within the workplace. This section examines the key individual and contextual variables that influence levels of organizational happiness. It begins with personality traits, which shape how individuals perceive their environment and respond to workplace experiences. Next, the potential impact of gender on happiness levels is considered, followed by the role of age, which may influence workplace expectations and emotional experiences over time. Educational status is also analyzed as a determinant that shapes career outlook and satisfaction. Lastly, job satisfaction is addressed as a direct and powerful predictor of organizational happiness. Together, these factors offer a holistic understanding of the determinants that contribute to employees' positive experiences at work.

2.2.1.1. Personality Traits

Personality traits are significant individual determinants of job satisfaction and happiness. Characteristics such as self-esteem, self-efficacy, locus of control, and emotional stability contribute to workplace happiness. Additionally, emotional well-being, work engagement, psychological capital, and emotional state further support individual happiness and organizational commitment (Judge & Bono, 2001; Diener & Lucas, 2000; Bakker et al., 2008; Avey et al., 2008).

2.2.1.2. Gender

The influence of gender on organizational happiness has yielded inconsistent findings. While some studies found no significant difference, others reported that either men or women exhibit higher levels of happiness. These disparities suggest that gender's effect on happiness may vary depending on personal experiences and work contexts (Christoph & Noll, 2003; Suhail & Chaudhry, 2004; Tan et al., 2006; Akın & Şentürk, 2012; Düzgün, 2016; Bulut, 2015; Moçoşoğlu & Kaya, 2018).

2.2.1.3. Age

There is no clear consensus in the literature regarding the relationship between age and happiness. While some studies suggest that younger individuals are happier, others report higher happiness levels among older adults. Several studies also found no significant effect of age on happiness (Diener & Suh, 1997; Tan et al., 2006; Suhail & Chaudhry, 2004; Diener & Ryan, 2009).

2.2.1.4. Educational Status

Educational attainment has both direct and indirect effects on happiness. Higher education increases income, social status, quality of life, and career success, all of which enhance happiness. It also facilitates employment opportunities and contributes to job satisfaction (Keser, 2018; Witter et al., 1984; Noddings, 2006; Buragohain & Hazarika, 2015).

2.2.1.5. Job Satisfaction

Although closely related, job satisfaction and organizational happiness differ in focus. Job satisfaction reflects employees' cognitive evaluations of their work, while organizational happiness encompasses emotional fulfillment. Studies show that employees with high job satisfaction also report greater workplace happiness (Spector, 1997; Wright & Cropanzano, 2000; Özgen, 2005; Tarlan & Tütüncü, 2001; Hamburger & Bergsma, 2013; Karnak, 2020; Miles et al., 1996).

2.2.2. Dimensions of Organizational Happiness

Organizational happiness is a mental state that enables individuals to perform effectively and motivates them to realize their potential. Individuals reach this state by recognizing the challenges they encounter while pursuing happiness or collaborating with others. Work life constitutes an indispensable part of individuals' daily routines, and the amount of time spent at work is a key determinant of overall life satisfaction. In today's rapidly evolving technological landscape and increasingly complex organizational structures, it is essential for employees to find satisfaction in their jobs. When employees' emotional needs are overlooked, they may begin to feel no different from machines. When employees experience physical or mental health issues, their productivity and performance decline. This makes it imperative for organizations to place greater emphasis on the emotional well-being of their workforce (Çaçan, 2024: 61; Çaçan & Demirtaş, 2023).

Positive emotions involve the experience of pleasant feelings and the maintenance of positive mood states. In this context, satisfaction, excitement, and comfort are considered precursors of positive emotions and indicators of high levels of happiness. Positive emotions are expressed through feelings of joy, pleasure, contentment, and delight, and manifest in states such as being cheerful, happy, peaceful, satisfied, lively, proud, and loving (Begum, Jabeen & Awan, 2014; Arslan & Polat, 2017).

Negative emotions involve the experience of unpleasant feelings and the presence of negative mood states. Dissatisfaction, anxiety, and depression are recognized as the primary components of negative emotions and are considered indicators of low levels of happiness. Negative emotions may include feelings of sadness, worry, discomfort, hopelessness, and tension, as well as shame, anxiety, anger, and a sense of worthlessness (Diener, 2000; Frey & Stutzer, 2001; Arslan & Polat, 2017).

2.2.3. Outcomes of Organizational Happiness

Organizational happiness is closely associated with employees' ability to develop their latent talents and realize their individual potential within the organizational environment. This concept also encompasses the prevalence of positive emotions in the workplace and the extent to which employees internalize such an emotional climate. In other words, the positive psychological and emotional experiences of employees within the organizational context are among the fundamental determinants of organizational happiness (Paschoal & Tamayo, 2008).

Organizational happiness contributes to employees becoming more resilient in the face of challenges and obstacles, enabling them to pursue their goals with greater determination and psychological endurance. This, in turn, positively influences individual motivation and performance. Furthermore, organizational happiness regulates the interaction between the employee and the organization, thereby strengthening mutual alignment. Such alignment supports not only task-based relationships but also fosters organizational commitment and a sense of belonging (Bulut, 2015; Arslan & Polat, 2017).

Employees who experience happiness in the workplace tend to develop higher levels of interest in and commitment to their work. This increased engagement directly influences the quality of the products and services they provide. Happy employees tend to exhibit more productive, creative, and collaborative behaviors, which in turn leads to more satisfying outcomes for

clients and stakeholders. Thus, organizational happiness represents not only an individual benefit but also a strategic advantage in terms of organizational performance (Rego & Cunha, 2008).

A workplace enriched with positive emotions enhances employees' social interaction skills, which contributes to the development of more constructive and conciliatory approaches in conflict situations. Close interpersonal relationships among employees foster cooperation and mutual understanding. These social improvements contribute not only at the individual level but also to the formation of a collaborative organizational culture (Hosseinpour et al., 2016; Mahmoudi et al., 2019).

Experiencing positive psychosocial conditions at work enhances employees' overall level of organizational satisfaction. High organizational satisfaction encourages employees to collaborate more with both their organization and their colleagues. Such a climate promotes trust, sharing, and a greater sense of responsibility in the workplace (Arslan & Polat, 2017).

Happy employees contribute positively not only in terms of individual well-being but also through organizational behaviors. For instance, organizational citizenship behaviors, social sensitivity, and creative thinking are more prevalent among happy employees. These behavioral traits help improve organizational performance and foster greater employee engagement (Oswald et al., 2015; Wesarat et al., 2015; Rego & Cunha, 2008).

A happy organization not only increases job satisfaction but also supports the psychological and emotional well-being of its employees. Such an environment encourages positive moods, facilitates stress management, and strengthens interpersonal relationships among colleagues. Consequently, sustainable peace and harmony can be achieved in the workplace (Gavin & Mason, 2004; Arslan & Polat, 2017).

In contemporary management approaches, the achievement of financial goals alone is no longer sufficient; the psychological and emotional well-being of employees has also become a strategic priority. Organizations that adopt happiness as a managerial strategy contribute to the development of employees who are creative, resilient, socially competent, and both physically and mentally healthy. This approach not only provides short-term benefits but also supports long-term organizational success (Gavin & Mason, 2004; Rego & Cunha, 2008).

In conclusion, workplace happiness is not merely a temporary state of satisfaction, but rather a dynamic process associated with multidimensional positive outcomes such as overall life satisfaction, job commitment, creativity, and increased productivity. Therefore, organizational happiness should be regarded as a holistic concept that simultaneously promotes individual well-being and organizational success within modern management paradigms (Aziz et al., 2014; Arslan, 2018; Achor, 2010; Hosie et al., 2012; Wright & Cropanzano, 2000).

2.3. Organizational Trust and Happiness Among White-Collar Employees

Research suggests that employees generally feel more satisfied in work environments where a foundation of trust is firmly established. A workplace culture grounded in trust fosters psychological safety, which naturally enhances cooperation and reinforces collective effort. Through trust, team members communicate more openly and coordinate more efficiently, increasing the likelihood of achieving common goals. In such environments, mutual respect and emotional support strengthen employees' motivation and attachment to their responsibilities. Moreover, when individuals feel secure and valued, they are more inclined to take initiative, offer innovative ideas, and engage in creative problem-solving. This atmosphere not only enriches the work experience but also contributes to higher levels of job satisfaction. Ultimately, cultivating trust in organizational settings leads to stronger employee commitment and improved performance outcomes (Çaçan, 2024: 96–97).

Kotaoğlu (2019) conducted a study revealing that teachers typically reported strong trust toward their administrators. Their evaluations of organizational happiness were high regarding positive emotional experiences, moderate in relation to negative feelings, and supportive when it came to fulfilling their potential. The study also identified statistically meaningful, though moderate to weak, correlations between specific sub-factors of trust in administrators and those of the organizational happiness scale. Furthermore, notable differences were found based on personal characteristics such as demographic variables in relation to how teachers perceived both trust and organizational happiness. These results underscore the multifaceted link between trust and happiness within institutions and highlight the need for administrators to implement leadership approaches that foster trust and employee well-being.

According to Fard and Karimi (2015), organizational trust is inversely and significantly associated with organizational silence, while showing a positive and significant connection with

both job satisfaction and commitment to the organization. The researchers also discovered that organizational silence correlates negatively and significantly with employees' satisfaction and commitment levels. Their findings indicated that trust within the organization directly reduces silence and positively contributes to both commitment and job satisfaction. Moreover, organizational trust was found to influence job satisfaction and organizational commitment indirectly as well, operating through the intermediary factor of organizational silence. Conversely, organizational silence itself had a direct detrimental impact on both job satisfaction and commitment outcomes. In summary, the study concluded that organizational trust reduces organizational silence while increasing job satisfaction and organizational commitment, whereas organizational silence negatively affects both job satisfaction and organizational commitment.

In a study conducted by Lee et al. (2013), which examined the effects of organizational trust on employees' job satisfaction and customer orientation, the findings indicated that organizational trust has a positive effect on job satisfaction, which in turn positively influences customer orientation. These results support the broader literature indicating that organizational trust is positively and significantly associated with job satisfaction.

In his study aiming to identify the factors determining workplace happiness, Januwarsono (2015) identified six main factors: (1) employee performance (professional competencies, skills, seriousness, responsibility, punctuality, productivity), (2) organizational culture (harmony in the workplace, recognition of employees as the most valuable assets, mutual trust among colleagues, mutual trust between supervisors and subordinates, honesty), (3) organizational trust (commitment, ability, competence, consistency in human resource practices), (4) job satisfaction (promotions, motivation, salary, support from colleagues), (5) leadership behavior (trustworthy leaders, leaders as colleagues, leaders in subordinate roles, consistency in leaders' statements), and (6) individual characteristics (enjoying work, completing tasks without resistance, feeling comfortable at work, doing one's dream job). In summary, the study revealed that trust fosters harmony between employers and employees, which positively affects workplace happiness.

Gürbüz (2020) found that teachers' levels of organizational happiness were moderate, while their levels of organizational trust were high. Organizational trust varied according to demographic characteristics, with moderate levels of trust in school principals and high levels

of trust in colleagues and stakeholders. No significant relationship was found between organizational trust and professional seniority, though significant relationships were observed with other variables. Overall, significant differences were identified between perceptions of organizational happiness and levels of organizational trust. The limited number of studies on teachers' perceptions of organizational happiness in Türkiye increases the significance of this study in the literature.

In the research conducted by Çağan (2024), which explored the interplay between organizational happiness, trust, silence, and informal relationships, it was observed that teachers' perceptions of these constructs varied partially based on demographic variables. The study highlighted those informal interactions positively correlated with organizational happiness while showing a negative association with organizational silence. Similarly, organizational trust was positively linked to happiness and negatively to silence. Furthermore, both trust and silence acted as mediators in the association between informal relationships and organizational happiness. Teachers' views on informal connections contributed positively to their trust and happiness levels, while simultaneously reducing organizational silence.

Başaran and Çakır (2023) investigated how school happiness relates to teachers' organizational trust and whether the former could serve as a predictor for the latter. Their findings identified a strong and statistically meaningful relationship between school happiness and trust, further confirming that school happiness significantly predicts the level of organizational trust perceived by teachers.

Although a considerable body of literature has addressed the trust–happiness nexus in organizational settings, the present study emphasizes the need to understand how this dynamic plays out among white-collar professionals, who operate under distinct work conditions and psychological demands. White-collar employees, often found in administrative, professional, and service-oriented domains, form a crucial segment of today's labor market. Their job responsibilities typically involve complex decision-making, intellectual effort, and ongoing engagement with organizational systems. The cognitive and emotional nature of their work makes them particularly sensitive to organizational dynamics that influence their well-being and job satisfaction. Within this framework, trust is positioned as a key element shaping the workplace experience. Confidence in supervisors, colleagues, and institutional procedures contributes significantly to how employees perceive justice, emotional security, and

psychological resilience. Likewise, organizational happiness—characterized by elevated positive emotions, reduced negativity, and opportunities for personal growth—is strongly influenced by perceptions of trust within the workplace environment.

The emphasis on white-collar staff in this analysis stems from the notion that their occupational satisfaction is tightly interwoven with managerial support and the perceived clarity of organizational operations. Unlike blue-collar roles, which are often task-specific and structured, white-collar positions rely more heavily on intrinsic motivation and a psychologically supportive atmosphere to maintain productivity and engagement.

Previous studies also suggest that white-collar employees tend to be more discerning when evaluating organizational trust and happiness, likely due to their heightened expectations for open communication, autonomy, constructive feedback, and personal development opportunities. Thus, examining the trust–happiness relationship within this cohort offers critical insights into how psychologically complex work environments affect employee experience.

White-collar professionals are generally defined as salaried individuals who engage in mental or cognitive tasks within office-based environments, often including supervisory or administrative roles. The term “white-collar” originates from the conventional attire typically associated with such occupations—namely white dress shirts—and is used to distinguish these roles from manual labor positions. In contrast to blue-collar workers who perform physical tasks in industrial or field settings, white-collar workers rely primarily on specialized knowledge and intellectual labor.

White-collar workers are generally university-educated and perform their duties at desks, on computers, or in meeting rooms. This group plays an active role in organizational decision-making processes and is often specialized in fields such as corporate strategy, management, finance, and law. While the term “white-collar” is more closely associated with the nature of their work and required skill sets than with their clothing style, it also emphasizes the employees’ socioeconomic status and their roles within the workplace hierarchy (Eriş, Özmen & Bayam, 2020).

The term “white-collar workers” can carry different meanings across various cultural and economic contexts worldwide and is often replaced with alternative terminology in international settings. For example, in some countries, expressions such as “salaried

employees,” “non-manual workers,” or “office workers” are preferred when referring to white-collar occupations. This variation can lead to situations in which occupational groups considered white-collar in one country are categorized differently in another (Hyman & Price, 1983: 9–10).

In countries like Türkiye, for instance, the term “white-collar” is not commonly used in official statistics. Instead, more specific classifications such as “professionals” or “employees working in office or customer service roles” are utilized. In contrast, countries such as the United Kingdom tend to classify these groups under broader categories such as “white-collar” or “non-manual workers.” These terminological differences reflect the structural characteristics of national labor markets and the cultural and administrative approaches to socioeconomic classification. In this context, the usage of the term “white-collar” provides important insights into labor classifications and labor market dynamics in a globalized economy (Bain & Price, 1972; Hyman & Price, 2016; Erdayı, 2012).

2.4. Measurement of Organizational Trust and Happiness

Although the number of instruments developed to measure the concepts of organizational trust and organizational happiness in the literature is relatively limited, there are several notable scales that contribute significantly to the field. In particular, the scales developed to evaluate organizational trust are crucial in understanding how trust is perceived in various contexts and how it affects workplace relationships.

Within this scope, the COVID-19 Organizational Trust Preparedness Scale, developed by Mamatoğlu and Aksoy (2021), aims to measure employees’ perceptions of organizational trust during the pandemic period. The scale provides an analytical framework for examining the dynamics of trust in organizations during extraordinary situations such as health crises.

Another prominent measurement tool is the Organizational Trust Scale, developed by Çalışkan (2021). This scale includes original items that reflect the general structure of organizational trust and is supported by validity and reliability analyses. Its adaptability across different sectors enhances its applicability and relevance in diverse organizational settings.

Additionally, the Organizational Trust Scale developed by Tuysuz (2015) focuses on employees in the retail sector and aims to measure the effects of perceived organizational trust on employee

motivation. Conducted as a master's thesis, this study explores the relationship between organizational trust and work motivation within a sectoral context.

A domain-specific example is the Organizational Trust Scale developed by Altuntaş (2014), which was tested on nurses. The study examined both the validity and reliability of the scale and demonstrated its effectiveness as a tool for assessing institutional trust among healthcare professionals.

Lastly, the Organizational Trust Scale developed by Karapınar-Bayhan, Metin-Çamgöz, and Ekmekçi-Tayfur (2016) investigated the mediating role of organizational trust in the relationship between areas of work life and emotional exhaustion. Conducted in the education sector, this study sheds light on the psychological and emotional dimensions of organizational trust.

Similarly, several measurement tools have been developed in the literature to assess organizational happiness. These scales serve as important instruments for understanding and evaluating various dimensions of organizational happiness.

One of the prominent scales in this area is the Organizational Happiness Scale for Teachers, developed by Çakır and Yavuz (2022). This study aimed to measure teachers' levels of organizational happiness in a valid and reliable manner and included various psychometric analyses throughout the scale development process. The results indicated that the developed scale is a useful instrument for teacher populations.

Another important measurement tool is the Organizational Happiness Scale (OHS) developed by Bulut (2015). This study was conducted to assess secondary school teachers' perceptions of organizational happiness and included detailed analyses within the scope of a norm study. Developed as part of a doctoral dissertation, this research offers an original contribution to the literature and serves as a valuable instrument for evaluating the implications of organizational happiness in the field of education.

3. METHODOLOGY

This section presents the methodological framework that forms the scientific basis of the study. It begins with a description of the research model, outlining the general structure and approach of the study. The research sample and limitations are then discussed, defining the characteristics of the participants and the boundaries of the research. Next, the hypotheses are presented to clarify the specific relationships being tested. The purpose and significance of the study are restated, emphasizing the rationale and relevance of the research. The problem and sub-problems are then detailed to establish the core research questions. Under research instruments, the tools used for data collection are introduced, including the personal information form, the Organizational Trust Scale, and the Organizational Happiness Scale. Finally, the techniques and procedures used in data analysis are explained. This methodology section provides a structured and rigorous foundation to ensure the scientific validity and reliability of the study.

3.1. Research Model

This research is structured to systematically investigate how employees' perceptions of organizational trust influence their experiences of happiness within the workplace. The study seeks to uncover the various dimensions of the trust-happiness connection and assess the practical implications of both constructs in organizational life. A quantitative research design was employed to develop a more comprehensive understanding of the topic.

By combining multiple data collection and analysis techniques, this methodological framework aims to deliver nuanced and comprehensive results regarding the impact of organizational trust on workplace happiness. The insights generated through this approach are expected to contribute meaningfully to the development of practical strategies for managers and organizational consultants working to foster greater well-being and performance within their institutions.

This study will employ the relational survey model. According to Karasar (2012), the relational survey model is a research method that aims to determine the presence and/or degree of co-variation between two or more variables. As stated by Yıldırım and Şimşek (2005), the purpose of descriptive analysis is to present research findings to the reader in an organized and interpretive manner. Accordingly, the research data will first be described systematically and

clearly, and then these descriptions will be explained and interpreted to investigate cause-and-effect relationships and make future projections.

Accordingly, the research data will first be described systematically and clearly, and then these descriptions will be explained and interpreted to investigate cause-and-effect relationships and make future projections. In this context, correlation and regression analyses will be conducted to statistically evaluate the relationships between the variables.

The study includes two main variables: one independent and one dependent. Organizational trust is identified as the independent variable, while organizational happiness is identified as the dependent variable. Within the scope of the study, the aim is to analyze how and to what extent participants' (white-collar employees') perceived levels of trust in their organizations influence their individual happiness. In addition, the relationship between socio-demographic variables (such as gender, age, marital status, education level, income level, and years of professional experience) and both the dependent and independent variables will also be examined.

Within this framework, it is hypothesized that the independent variable—organizational trust—may have a significant effect on the dependent variable—organizational happiness. The conceptual model depicting the relationships among the variables addressed in this study is presented in Figure 1 as the Research Model.

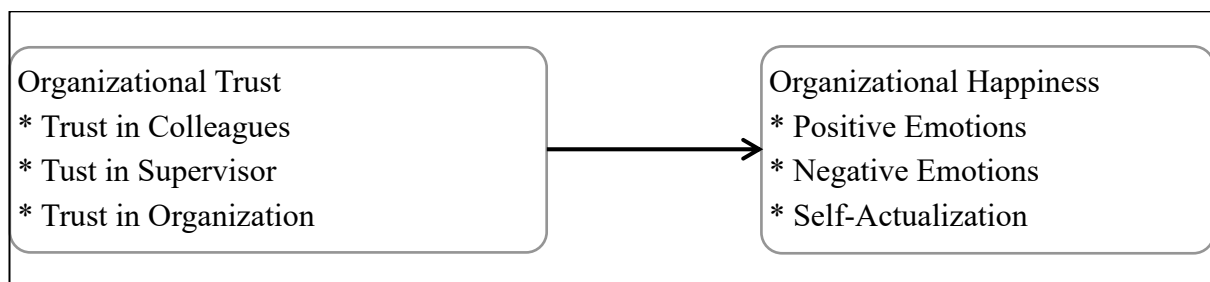


Figure 1. Research Model

3.2. Research Sample and Limitations

This research is designed to understand the nature of the relationship between the concepts of organizational trust and organizational happiness among white-collar employees. The scope and limitations of the study are detailed below:

The research population consists of white-collar employees working in both the private and public sectors in Türkiye. White-collar employees are typically professionals who perform tasks that require mental skills and operate in office settings. In this context, the study encompasses the perceptions of organizational trust and happiness among white-collar workers across different sectors.

The research sample comprises 250 white-collar employees selected based on specific criteria. The sampling process aimed to achieve a distribution that would represent various sectors and socio-demographic characteristics. However, due to the scope and resource limitations of the study, the findings can only be generalized to the sample of 250 participants included in this research.

The limitations of the study are summarized as follows:

- **Time Limitation:** The study will be conducted within the year 2025, and data will be collected within a specific timeframe. Therefore, the findings reflect only the conditions present during the data collection period.
- **Geographical Limitation:** As the study is limited to employees working within the borders of Türkiye, it does not encompass work cultures and practices in other countries.
- **Methodological Limitation:** The quantitative data collection methods used in the study are limited to the responses provided by participants to the questionnaire items.
- **Instrument-Related Limitation:** The Organizational Trust Scale and the Organizational Happiness Scale used in this research rely on participants' self-reported perceptions.
- **General Limitation:** The study focuses exclusively on white-collar employees and does not include other occupational groups (e.g., blue-collar workers). Therefore, the findings can only be generalized to white-collar employee groups.
- **Literature-Related Limitation:** The theoretical framework and literature review are limited to studies that aim to understand the relationship between organizational trust and happiness.

3.3. Hypotheses

Research Hypotheses:

- H₁: Organizational Trust has a positive and significant effect on employees' levels of Organizational Happiness.
- H_{1a}: Trust in colleagues has a positive and significant effect on employees' positive emotions.
- H_{1b}: Trust in supervisors has a positive and significant effect on employees' positive emotions.
- H_{1c}: Trust in the organization has a positive and significant effect on employees' positive emotions.
- H_{1d}: Trust in colleagues has a negative and significant effect on employees' negative emotions.
- H_{1e}: Trust in supervisors has a negative and significant effect on employees' negative emotions.
- H_{1f}: Trust in the organization has a negative and significant effect on employees' negative emotions.
- H_{1g}: Trust in supervisors has a positive and significant effect on employees' levels of self-actualization.
- H_{1h}: Trust in the organization has a positive and significant effect on employees' levels of self-actualization.
- H_{1i}: Trust in colleagues has a positive and significant effect on employees' levels of self-actualization.

3.4. Purpose of the Study

This study aims to contribute to the literature on organizational behavior and human resource management by offering valuable insights and strategic recommendations for managers, HR professionals, and policymakers. The research will facilitate a deeper understanding of the relationship between organizational trust and organizational happiness and provide guidance on how these insights can be practically applied in the workplace. The outcomes of this research are anticipated to assist organizations in cultivating more effective and psychologically

supportive work environments. These results will inform the formulation of strategic initiatives aimed at optimizing the interplay between organizational trust and employee well-being.

Beyond merely examining how organizational trust influences workplace happiness, the study will also explore its broader effects on employee satisfaction, organizational loyalty, and overall performance. It seeks to provide both theoretical insights and practical applications that demonstrate how improvements in trust and happiness can promote healthier, high-functioning work settings.

Through an in-depth exploration of organizational trust and happiness—particularly among white-collar professionals—this study aims to offer a holistic perspective on the internal dynamics that shape employee experiences in the modern workplace.

3.5. Significance of the Study

This study investigates the effects of organizational trust on organizational happiness in the workplace and presents an original contribution aimed at addressing gaps identified in the existing literature. Although the relationship between organizational trust and organizational happiness holds a significant place in the fields of social sciences and business management, studies examining how these two concepts interact and reinforce each other remain limited. This research seeks to contribute to the literature by exploring how organizational trust transforms employees' organizational happiness and how this effect relates to other variables such as organizational commitment, job satisfaction, and performance.

The originality of this thesis lies in its in-depth examination of the relationship between the dimensions of organizational trust (trust in colleagues, trust in managers, and trust in the organization) and the dimensions of organizational happiness (positive emotions, negative emotions, and realization of potential), showing how these components play a role in enhancing employees' organizational happiness. Furthermore, this study aims to provide not only theoretical insights but also practical strategies for applying the relationship between organizational trust and happiness within the business world.

In addition to contributing to academic literature, this study will offer concrete recommendations to managers and human resource professionals on how to strengthen organizational culture, increase employees' organizational happiness, and foster a healthier work environment. In this regard, the unique value of the thesis lies in its development of

strategic approaches that support sustainable organizational success by enhancing workplace happiness.

Through the examination of the connection between organizational trust and happiness, this study aims to generate actionable insights for organizations seeking to improve employee well-being and job-related outcomes. Enhancing trust within the workplace is expected to positively influence employee happiness, thereby fostering a more supportive and psychologically healthy organizational climate. The research findings will expand the current understanding of the trust–happiness link and encourage its practical implementation in leadership and managerial strategies.

This study holds particular relevance for organizational leaders and HR professionals, offering valuable guidance on cultivating employee engagement and long-term commitment. It will outline targeted approaches for strengthening trust and happiness in professional settings. Key factors such as ethical leadership, open communication, and equitable workplace policies will be highlighted as foundational elements in shaping a positive organizational culture. The knowledge derived from this research is expected to inform strategic planning efforts focused on promoting employee trust and well-being.

In conclusion, this thesis will provide practical outcomes and clearly demonstrate the effects of organizational trust and happiness on key workplace indicators such as job performance, job satisfaction, and employee turnover. The study's findings will comprehensively examine the dynamics between organizational trust and happiness, offering strategic and actionable insights into how these variables can be optimized in the workplace. Ultimately, this research will make a significant contribution to both the theoretical and practical literature in organizational behavior and human resource management, enabling the development of healthier and more productive work environments.

3.6. Problem and Sub-Problems

The research problem of this study is to understand the nature of the relationship between organizational trust and organizational happiness among white-collar employees, as well as the impact of this relationship on workplace dynamics.

The sub-problems of this research are as follows:

- Does organizational trust have a positive and significant effect on employees' organizational happiness levels?
- Does trust in colleagues have a positive and significant effect on employees' positive emotions?
- Does trust in supervisors have a positive and significant effect on employees' positive emotions?
- Does trust in the organization have a positive and significant effect on employees' positive emotions?
- Does trust in colleagues have a negative and significant effect on employees' negative emotions?
- Does trust in supervisors have a negative and significant effect on employees' negative emotions?
- Does trust in the organization have a negative and significant effect on employees' negative emotions?
- Does trust in supervisors have a positive and significant effect on employees' level of self-actualization (realization of potential)?
- Does trust in the organization have a positive and significant effect on employees' level of self-actualization (realization of potential)?
- Does trust in colleagues have a positive and significant effect on employees' level of self-actualization (realization of potential)?

3.7. Research Instruments

In order to collect data from participants for the analyses to be conducted within the scope of the research, three data collection instruments will be used: the Personal Information Form, the Organizational Trust Scale, and the Organizational Happiness Scale. Descriptions of these data collection instruments are provided below.

3.7.1. The Personal Information Form

The Personal Information Form, developed by the researcher to gather information about participants' socio-demographic characteristics, consists of a total of six items. These items

include the following variables: (i) gender, (ii) age, (iii) marital status, (iv) education level, (v) income level, and (vi) years of professional experience/seniority.

3.7.2. Organizational Trust Scale

The “Organizational Trust Scale (OTS),” developed by Caliskan (2021), was designed to identify organizational trust practices across businesses/institutions operating in various sectors—particularly those where organizational trust is considered critical, such as the health, education, and industrial sectors—and to measure these practices using a scientifically valid and reliable instrument. The scale was constructed based on data collected from three distinct sample groups representing the health, education, and industrial sectors.

Validity and reliability analyses of the scale included both Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA). Reliability analyses demonstrated that the scale is highly reliable. According to the analysis results, the Organizational Trust Scale is structured as a 5-point Likert-type scale and consists of three sub-dimensions: trust in colleagues, trust in managers, and trust in the organization. The scale contains a total of 17 items. Items are rated on a scale from “1-Strongly Disagree” to “5-Strongly Agree.”

3.7.3. The Organizational Happiness Scale

The Organizational Happiness Scale (OHS) was originally developed in Portuguese by Paschoal and Tamayo (2008) to measure the happiness levels of Brazilian employees. It was later adapted into English by Demo and Paschoal (2016), and subsequently translated into Turkish and introduced into the Turkish academic literature by Arslan and Polat (2017) through confirmatory factor analysis (CFA).

The Turkish version of the scale, like its English counterpart, consists of three sub-dimensions: 9 items under positive emotions, 12 items under negative emotions, and 8 items under realization of potential, totaling 29 items. The scale is based on a 5-point Likert-type format, with the items distributed across sub-dimensions in a mixed order. Items 1 through 21 are rated on a scale of: “1-Not at all, 2-A little, 3-Fairly, 4-Often, 5-Completely,” while items 22 through 29 are scored as: “1-Strongly Disagree, 2-Disagree, 3-Somewhat Agree, 4-Agree, 5-Strongly Agree.”

According to Arslan and Polat (2017), the scale can be evaluated and scored as a whole or each sub-dimension can be assessed separately. In line with this, and considering that the ‘realization of potential’ sub-dimension (items 22–29) may not align with the objectives of the present study, this sub-dimension may be excluded from analysis.

3.8. Data Analysis

All statistical analyses were conducted using IBM SPSS version 25.0.

Descriptive statistics in the analyses were reported as frequency (n), percentage (%), mean ($\bar{X}$), standard deviation (SD), minimum, and maximum values.

The conformity of the Organizational Trust Scale and Organizational Happiness Scale to the normal distribution hypothesis was determined by examining the skewness and kurtosis coefficients, and accordingly, parametric test methods were preferred.

To examine whether the group scores of variables differed based on participants’ personal information, the “independent samples t-test” was used for comparisons between two groups, and “ANOVA” was used for comparisons among three or more groups, provided that the assumption of normality was met.

Following the use of parametric tests, post hoc tests were performed to determine group differences, and group means were examined using the Bonferroni method, a parametric multiple comparison test.

To investigate the relationships between the Organizational Trust Scale and Organizational Happiness and their sub-dimensions, Pearson correlation analysis—a parametric test method—was employed.

Regression Analysis was conducted to examine the extent to which organizational trust predicts organizational happiness.

In all analyses, statistical significance was evaluated at the $p < 0.05$ level.

4. FINDINGS

In this section, the results of the analyses conducted in line with the research questions are presented, and the findings are interpreted.

4.1. Distribution of Participants' Responses Regarding Their Socio-Demographic Characteristics

The frequency and percentage information regarding the participants' gender is presented in Table 1.

Table 1. Distribution of Participants by Gender

Variable	Subgroups	N (250)	% (100)
Gender	Female	130	52,0
	Male	120	48,0

When examining the gender distribution of the total 250 (N) participants in the study, it was found that 52.0% (n = 130) were female and 48.0% (n = 120) were male. This finding indicates that the study has a balanced sample structure in terms of gender. Additionally, the graphical representation of the gender distribution is presented in Figure 2.

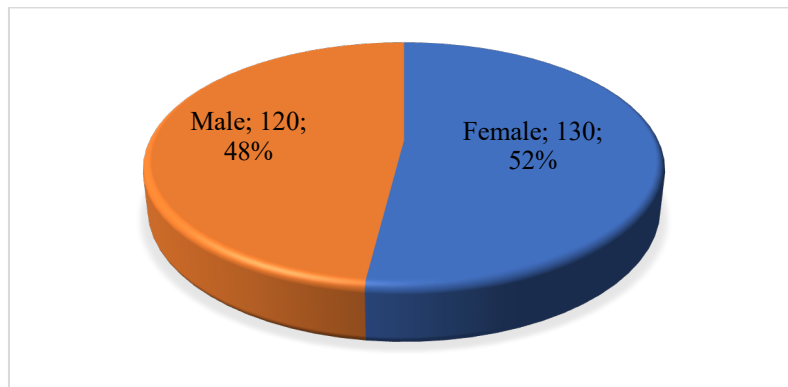


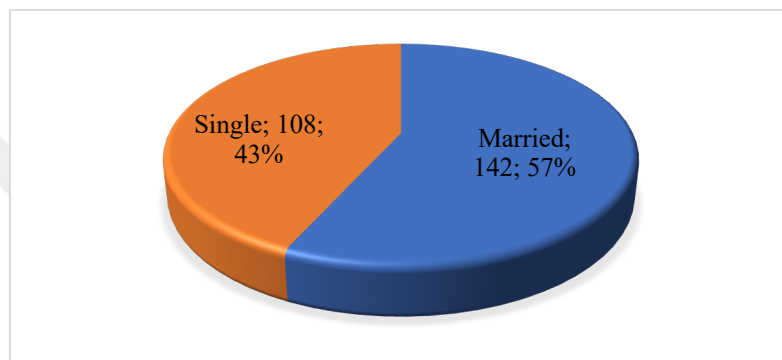
Figure 2. Distribution of Participants by Gender

The frequency and percentage information regarding the participants' marital status is presented in Table 2.

Table 2. Distribution of Participants by Marital Status

Variable	Subgroups	N (250)	% (100)
Marital status	Married	142	56,8
	Single	108	43,2

When the distribution of participants' marital status is examined, it is observed that 56.8% (n = 142) of the individuals are married, while 43.2% (n = 108) are single. This indicates that the majority of the sample consists of married individuals. Additionally, the graphical representation of the marital status distribution is presented in Figure 3.

**Figure 3.** Distribution of Participants by Marital Status

The frequency and percentage information regarding the participants' age distribution is presented in Table 3.

Table 3. Distribution of Participants by Age

Variable	Subgroups	N (250)	% (100)
Age	18-25 years	36	14,4
	26-35 years	100	40,0
	36-45 years	49	19,6
	46-55 years	34	13,6
	56 years and above	31	12,4

When the age distribution of the 250 participants in the study is examined, it is observed that 40.0% (n = 100) fall within the 26–35 age group. This is followed by the 36–45 age group with 19.6% (n = 49), the 18–25 age group with 14.4% (n = 36), the 46–55 age group with 13.6% (n

= 34), and the 56 years and above group with 12.4% (n = 31). These findings indicate that the study sample largely consists of young adults and middle-aged individuals. Additionally, the graphical representation of the age distribution is presented in Figure 4.

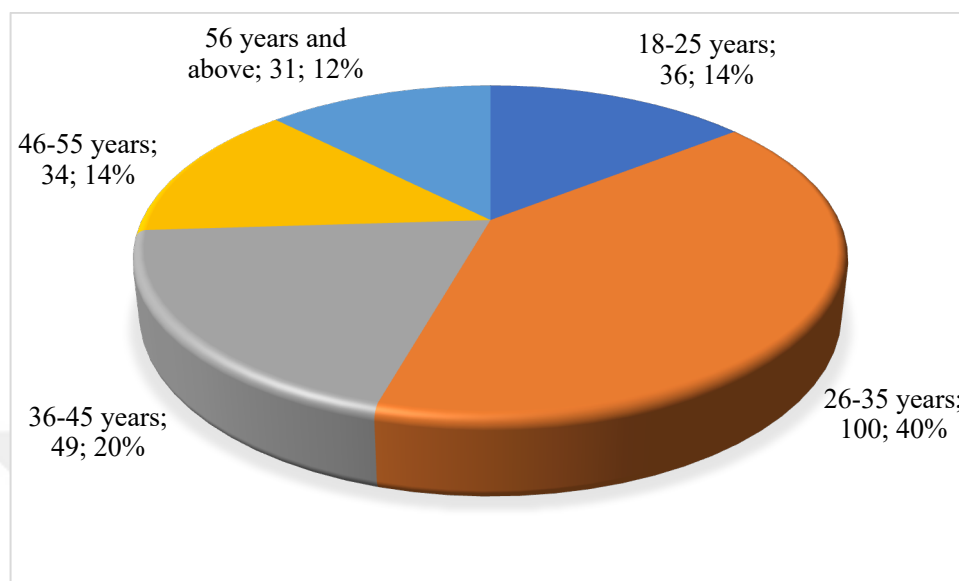


Figure 4. Distribution of Participants by Age

The frequency and percentage information regarding the participants' educational background is presented in Table 4.

Table 4. Distribution of Participants by Education Status

Variable	Subgroups	N (250)	% (100)
Education Status	Associate degree or below	57	22,8
	Bachelor's degree	140	56,0
	Postgraduate degree	53	21,2

When the participants' educational backgrounds are examined, it is found that 56.0% (n = 140) are bachelor's degree graduates. While 22.8% (n = 57) of the participants have an associate degree or lower level of education, 21.2% (n = 53) hold a postgraduate degree. These findings indicate that the majority of individuals participating in the study have received higher education. Additionally, the graphical representation of the distribution of educational status is presented in Figure 5.

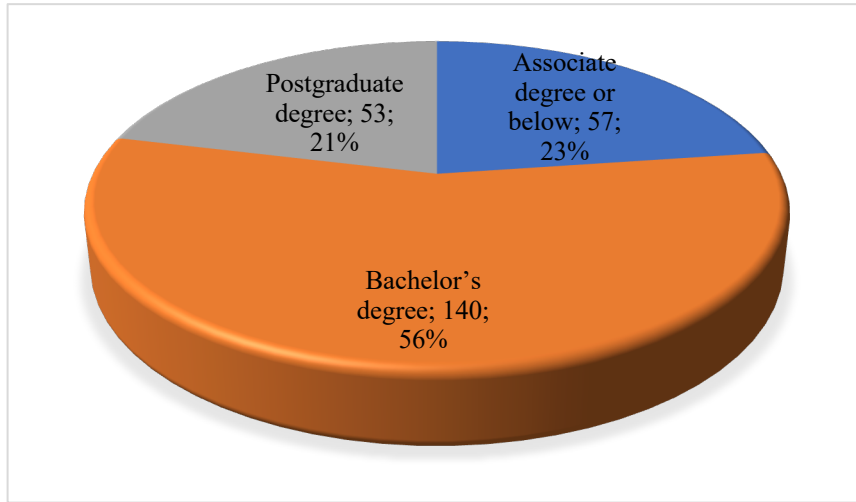


Figure 5. Distribution of Participants by Education Status

The frequency and percentage information regarding the participants' income status is presented in Table 5.

Table 5. Distribution of Participants by Income Level

Variable	Subgroups	N (250)	% (100)
Income Level	22.104-35.000 TL	56	22,4
	35.001-65.000 TL	70	28,0
	65.001 TL and above	124	49,6

When the income levels of the participants within the scope of the study are examined, it is found that 49.6% (n = 124) have a monthly income of 65,001 TL or above. While 28.0% (n = 70) of the participants reported an income between 35,001–65,000 TL, 22.4% (n = 56) stated that their income falls within the 22,104–35,000 TL range. These findings indicate that the majority of the individuals participating in the study belong to the upper-income group. Additionally, the graphical representation of the income distribution is presented in Figure 6.

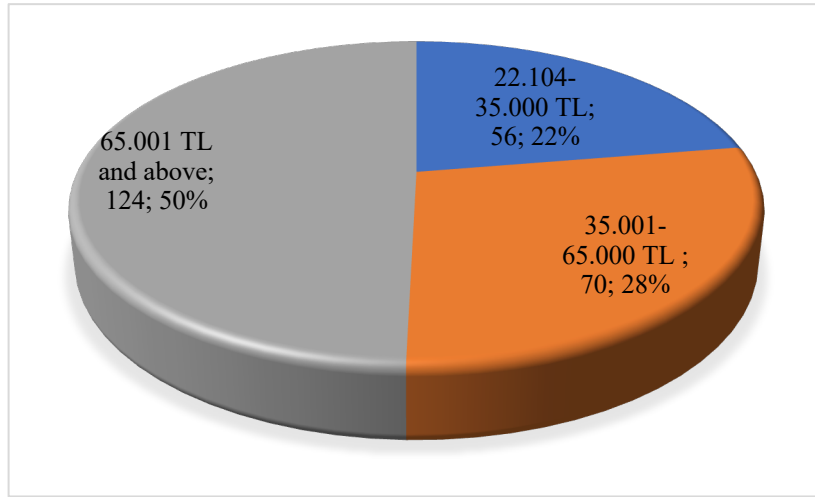


Figure 6. Distribution of Participants by Income Level

The frequency and percentage information regarding the participants' length of service (seniority) is presented in Table 6.

Table 6. Distribution of Participants by Length of Service (Seniority)

Variable	Subgroups	N (250)	% (100)
Length of Service (Seniority)	Less than 3 years	67	26,8
	Between 4 and 5 years	37	14,8
	Between 6 and 10 years	38	15,2
	Between 11 and 20 years	46	18,4
	21 years and above	62	24,8

When the distribution of participants by length of service (seniority) is examined, it is observed that the largest proportion of participants, 26.8% (n = 67), have less than 3 years of work experience. This is followed by 24.8% (n = 62) of participants who have 21 years or more of service, indicating a significant representation of both early-career and highly experienced individuals within the sample. Participants with 11–20 years of experience make up 18.4% (n = 46) of the sample, while 6–10 years and 4–5 years of experience account for 15.2% (n = 38) and 14.8% (n = 37) respectively. These findings suggest that the sample consists of individuals from a wide range of professional experience levels, providing a diverse perspective in terms of organizational tenure. Additionally, the graphical representation of this distribution is presented in Figure 7.

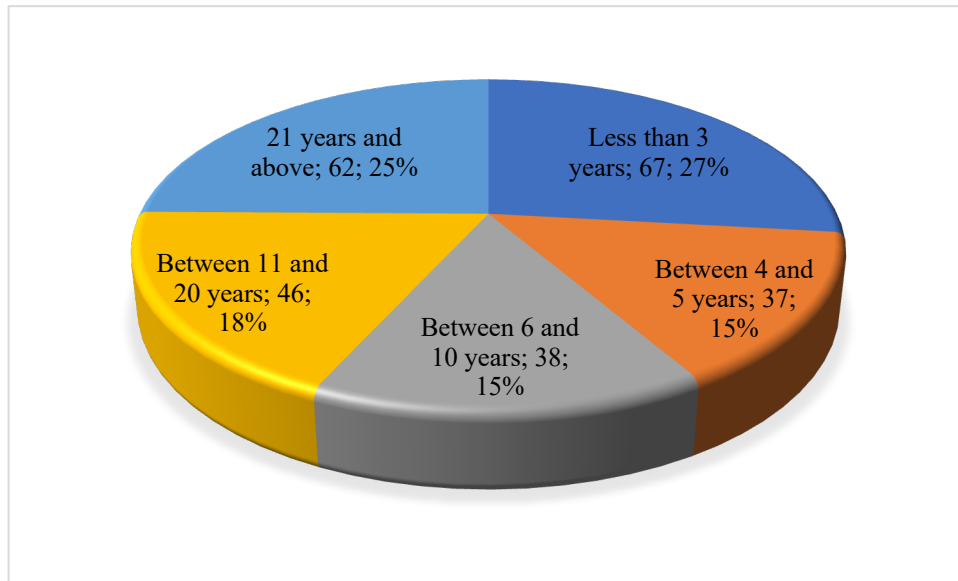


Figure 7. Distribution of Participants by Length of Service (Seniority)

4.2. Factor and Reliability Analyses

In this section, factor and reliability analyses were conducted to evaluate the internal consistency levels of the factors within the scales that constitute the research model and to determine the feasibility of hypothesis testing. These analyses are crucial for assessing the structural validity of the scales and the measurement adequacy of each factor.

As a result of the factor analyses, it was observed that some items had significant loadings under more than one factor (indicating cross-loading).

Within the scope of reliability analyses, Cronbach's Alpha coefficients were calculated for each sub-factor. The obtained values indicated that the factors demonstrated an acceptable level of internal consistency.

Accordingly, the model was tested based solely on valid and reliable factors, and hypothesis testing was carried out in line with this framework.

4.2.1. Factor and Reliability Analysis of the Organizational Trust Scale

This section presents the factor and reliability analyses related to the Organizational Trust Scale used in the study. The analyses were conducted on the entire Organizational Trust Scale, as presented in Table 7.

Table 7. Organizational Trust Scale

Factor	Item Code	Item Statement
Trust in Colleagues	TC1	I trust my colleagues' job-related skills.
	TC2	My colleagues are genuine and keep their word.
	TC3	I do not hesitate to ask my colleagues for help when needed.
	TC4	I can comfortably share any work-related thoughts with my colleagues.
	TC5	I trust that my colleagues will keep their promises to me.
	TC6	My colleagues would not harm me for their own benefit.
	TC7	Overall, I trust my colleagues.
Trust in Supervisor	TS8	My supervisor has the knowledge to monitor and improve my performance.
	TS9	My supervisor is ready to help when I need support.
	TS10	I trust my supervisor not to disclose the information I share with them.
	TS11	I trust my supervisor not to disclose the information I share with them.
	TS12	I trust that my supervisor will keep their promises to me.
Trust in the Organization	TO13	I believe correct decisions are made regarding the future of our organization.
	TO14	Everything in this institution runs transparently and in accordance with the law; there are no hidden or arbitrary practices.
	TO15	The organization formally secures our employee rights.
	TO16	The organization supports all its employees.
	TO17	I do not hesitate to offer suggestions or express my opinions regarding organizational policies.

4.2.1.1. First Factor and Reliability Analysis

In the first factor and reliability analysis conducted for the Organizational Trust Scale, the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was found to be 0.913, and the p-value was < 0.001 . According to the results of the anti-image correlation matrix, all items had Measure of Sampling Adequacy (MSA) values greater than 0.50.

Additionally, the Rotated Component Matrix revealed that there were no items with a factor loading below 0.50.

Table 8. First Factor and Reliability Analysis of the Organizational Trust Scale

Factor	Item Code	Item Statement	Factor Loadings	Explained Variance(%)	Reliability
Trust in Colleagues	TC1	I trust my colleagues' job-related skills.	,771	48,186	0,910
	TC2	My colleagues are genuine and keep their word.	,797		
	TC3	I do not hesitate to ask my colleagues for help when needed.	,774		
	TC4	I can comfortably share any work-related thoughts with my colleagues.	,695		
	TC5	I trust that my colleagues will keep their promises to me.	,790		
	TC6	My colleagues would not harm me for their own benefit.	,686		
	TC7	Overall, I trust my colleagues.	,714		
Trust in Supervisor	TS8	My supervisor has the knowledge to monitor and improve my performance.	,729	11,169	0,897
	TS9	My supervisor is ready to help when I need support.	,826		
	TS10	I trust my supervisor not to disclose the information I share with them.	,839		
	TS11	I trust my supervisor not to disclose the information I share with them.	,820		
	TS12	I trust that my supervisor will keep their promises to me.	,734		
Trust in the Organization	TO13	I believe correct decisions are made regarding the future of our organization.	,745	9,503	0,882
	TO14	Everything in this institution runs transparently and in accordance with the law; there are no hidden or arbitrary practices.	,777		
	TO15	The organization formally secures our employee rights.	,836		

	TO16	The organization supports all its employees.	,829		
	TO17	I do not hesitate to offer suggestions or express my opinions regarding organizational policies.	,632		
		Total		68,857	0,931
KMO and Bartlett Test	Chi-square	2868,560			
	df (degrees of freedom)	136			
	p-value	<0,001			

Upon examination of the Rotated Component Matrix, it was observed that all item statements related to the dimensions of “trust in colleagues,” “trust in supervisor,” and “trust in the organization” were significantly loaded under their expected factors. In the conducted analyses, no evidence of cross-loading was found—that is, no item displayed similarly high loading values across two or more factor columns (Table 8).

All factor loadings were determined to be above 0.50. This indicates that the factor structure has an adequate level of explanatory power and that the item–factor relationships are statistically meaningful. Furthermore, the reliability analyses yielded Cronbach’s Alpha values above 0.70.

In this context, the hypotheses related to organizational trust were tested based on the factor structure and corresponding item statements presented in Table 8.

4.2.2. Factor and Reliability Analysis of the Organizational Happiness Scale

This section presents the factor and reliability analyses of the Organizational Happiness Scale used in the study. The analyses were conducted on the entire scale, as shown in Table 9.

Table 9. Organizational Happiness Scale

Factor	Item Code	Item Statement
Positive Emotions	PO1	I have felt happy at work in the past six months.
	PO2	I have felt excited at work in the past six months.

	PO3	I have felt cheerful at work in the past six months.
	PO4	I have felt enthusiastic at work in the past six months.
	PO5	I have felt proud at work in the past six months.
	PO6	I have felt motivated at work in the past six months.
	PO7	I have felt satisfied at work in the past six months.
	PO8	I have felt peaceful at work in the past six months.
	PO9	I have felt active at work in the past six months.
Negative Emotions	NE1	I have felt anxious at work in the past six months.
	NE2	I have felt tense at work in the past six months.
	NE3	I have felt angry at work in the past six months.
	NE4	I have felt impatient at work in the past six months.
	NE5	I have felt bored at work in the past six months.
	NE6	I have felt like I was making pointless efforts at work in the past six months.
	NE7	I have felt frustrated at work in the past six months.
	NE8	I have felt worried at work in the past six months.
	NE9	I have felt stressed at work in the past six months.
	NE10	I have felt helpless at work in the past six months.
	NE11	I have felt troubled at work in the past six months.
	NE12	I have felt sad at work in the past six months.
Self-Actualization	SA1	I feel that I am realizing my potential at work.
	SA2	I develop the skills I consider important at work.
	SA3	I reflect my competencies in my work.
	SA4	I overcome challenges at work.
	SA5	I feel that what I do at work is valuable.
	SA6	I make progress toward the life goals I have set at work.
	SA7	I perform to the best of my ability at work.
	SA8	I do the kind of work I truly enjoy.

4.2.2.1. First Factor and Reliability Analysis

In the first factor and reliability analysis conducted for the Organizational Happiness Scale, the Kaiser-Meyer-Olkin (KMO) test was applied to assess the adequacy of the sample for factor analysis. The KMO value was found to be 0.942, indicating a high level of sampling adequacy and that the items in the scale are appropriate for factor analysis. Furthermore, Bartlett's Test of Sphericity was statistically significant ($p < 0.001$), suggesting sufficient correlations among the variables and supporting the suitability of performing factor analysis.

Upon examining the anti-image correlation matrix, it was determined that all items had Measure of Sampling Adequacy (MSA) values above 0.50, indicating that each variable included in the analysis was appropriate for inclusion in factor analysis.

However, the Rotated Component Matrix revealed that items PO9, NE4, and NE6 displayed significant loadings on more than one factor (i.e., cross-loading). This finding suggests that these items did not clearly align with a single theoretical construct. As a result, these three items were excluded from the analysis, and the factor analysis was re-conducted.

In the revised analysis, item loadings were observed to cluster meaningfully under their respective factors, and the issue of cross-loading was resolved. Moreover, an improvement in the reliability levels of the scale was noted.

Table 10. First Factor and Reliability Analysis of the Organizational Happiness Scale

Factor	Item Code	Item Statement	Factor Loadings	Explained Variance(%)	Reliability
Positive Emotions	PO1	I have felt happy at work in the past six months.	,680	51,765	0,957
	PO2	I have felt excited at work in the past six months.	,690		
	PO3	I have felt cheerful at work in the past six months.	,713		
	PO4	I have felt enthusiastic at work in the past six months.	,714		
	PO5	I have felt proud at work in the past six months.	,665		
	PO6	I have felt motivated at work in the past six months.	,722		
	PO7	I have felt satisfied at work in the past six months.	,719		
	PO8	I have felt peaceful at work in the past six months.	,753		

Negative Emotions	NE1	I have felt anxious at work in the past six months.	,740	13,761	0,948
	NE2	I have felt tense at work in the past six months.	,829		
	NE3	I have felt angry at work in the past six months.	,794		
	NE5	I have felt impatient at work in the past six months.	,798		
	NE7	I have felt bored at work in the past six months.	,739		
	NE8	I have felt like I was making pointless efforts at work in the past six months.	,758		
	NE9	I have felt frustrated at work in the past six months.	,812		
	NE10	I have felt worried at work in the past six months.	,779		
	NE11	I have felt stressed at work in the past six months.	,854		
	NE12	I have felt helpless at work in the past six months.	,808		
Self-Actualization	SA1	I feel that I am realizing my potential at work.	,800	5,514	0,921
	SA2	I develop the skills I consider important at work.	,746		
	SA3	I reflect my competencies in my work.	,724		
	SA4	I overcome challenges at work.	,668		
	SA5	I feel that what I do at work is valuable.	,776		
	SA6	I make progress toward the life goals I have set at work.	,706		
	SA7	I perform to the best of my ability at work.	,826		
	SA8	I do the kind of work I truly enjoy.	,707		
		Total		71,039	0,962
KMO and Bartlett Test	Chi-square	6075,894			
	df (degrees offreedom)	325			
	p-value	<0,001			

Upon examination of the Rotated Component Matrix, it was observed that all item statements related to the dimensions of “Positive Emotions,” “Negative Emotions,” and “Self-Actualization” were significantly loaded under their expected factors. The analyses revealed no evidence of cross-loading—i.e., no item displayed similarly high loading values across two or more factor columns.

All items were found to have factor loadings above 0.50. This indicates that the factor structure possesses an adequate level of explanatory power and that the item–factor relationships are

statistically meaningful. Furthermore, the reliability analyses yielded values above 0.70, suggesting acceptable internal consistency.

In this context, the hypotheses related to organizational happiness were tested based on the factor structure and corresponding item statements presented in Table 10.

4.3. Descriptive Analysis Results of the Variables

The variables of the study consist of the Organizational Trust Scale and the Organizational Happiness Scale, including their sub-dimensions.

In this section of the study, descriptive statistics related to the variables are presented in Table 11.

Table 11. Descriptive Analysis Results of the Variables

Scale	N	Min	Maks	Mean	SD
Organizational Trust	250	1,00	5,00	3,64	,72
Trust in Colleagues	250	1,00	5,00	3,65	,79
Trust in Supervisor	250	1,00	5,00	3,79	,92
Trust in the Organization	250	1,00	5,00	3,47	,87
Organizational Happiness	250	1,00	5,00	3,57	,78
Positive Emotions	250	1,00	5,00	2,98	1,01
Negative Emotions	250	1,00	5,00	2,05	,91
Self-Actualization	248	1,00	5,00	3,72	,87

Descriptive statistics regarding organizational trust, organizational happiness, and their related sub-dimensions are presented in Table 12. The mean score for participants' organizational trust level was found to be 3.64 ± 0.72 . Among the sub-dimensions, the highest mean was observed in trust in supervisor (3.79 ± 0.92), while the lowest mean was in trust in the organization (3.47 ± 0.87). The trust in colleagues' sub-dimension had a mean score of 3.65 ± 0.79 .

The overall organizational happiness level was reported with a mean of 3.57 ± 0.78 . An examination of its sub-dimensions revealed that the mean score for positive emotions was 2.98 ± 1.01 , for negative emotions it was 2.05 ± 0.91 , and for self-actualization, the mean was 3.72

± 0.87 ($n = 248$). These findings indicate that, overall, employees experience moderate-to-high levels of organizational trust and happiness; however, positive emotions were relatively lower in comparison to other dimensions.

4.4. Findings Related to the Analysis of the Organizational Trust Scale and Organizational Happiness Scale with Their Sub-Dimensions in Terms of Participants' Sociodemographic Characteristics

Table 12 presents the results of the independent samples t-test examining the differences in the overall means and sub-dimensions of the Organizational Trust Scale and Organizational Happiness Scale based on participants' gender.

Table 12. t-Test Results for the Organizational Trust and Happiness Scales According to Participants' Gender

Variables	Gender	N	$\bar{X}$	SD	t	p
Organizational Trust	Male	130	3,53	,62	-2,493	,013
	Female	120	3,75	,80		
Trust in Colleagues	Male	130	3,56	,64	-1,970	,050
	Female	120	3,75	,91		
Trust in Supervisor	Male	130	3,68	,96	-2,030	,043
	Female	120	3,91	,85		
Trust in the Organization	Male	130	3,35	,78	-2,214	,028
	Female	120	3,59	,94		
Organizational Happiness	Male	130	3,45	,70	-2,619	,009
	Female	120	3,70	,84		
Positive Emotions	Male	130	2,74	,86	-3,989	,001
	Female	120	3,24	1,09		
Negative Emotions	Male	130	2,05	,79	-,077	,938
	Female	120	2,06	1,03		
Self-Actualization	Male	130	3,55	,85	-3,180	,002
	Female	118	3,90	,86		

Organizational trust and organizational happiness levels were examined based on participants' gender, and the results of the independent samples t-test are presented in Table 12.

The analysis revealed that female participants reported significantly higher levels of organizational trust ($M = 3.75$, $SD = 0.80$) compared to male participants ($M = 3.53$, $SD = 0.62$) ($t = -2.493$, $p = .013$). Similarly, the level of trust in colleagues was marginally higher for females ($M = 3.75$, $SD = 0.91$) than for males ($M = 3.56$, $SD = 0.64$), showing a borderline significant difference ($t = -1.970$, $p = .050$).

Trust in supervisor was also significantly higher among female participants ($M = 3.91$, $SD = 0.85$) than male participants ($M = 3.68$, $SD = 0.96$) ($t = -2.030$, $p = .043$). Likewise, trust in the organization was significantly higher for women ($M = 3.59$, $SD = 0.94$) compared to men ($M = 3.35$, $SD = 0.78$) ($t = -2.214$, $p = .028$).

The overall level of organizational happiness was also significantly higher among female participants ($M = 3.70$, $SD = 0.84$) compared to males ($M = 3.45$, $SD = 0.70$) ($t = -2.619$, $p = .009$). This difference was particularly evident in the positive emotions sub-dimension: female participants ($M = 3.24$, $SD = 1.09$) reported significantly higher levels than male participants ($M = 2.74$, $SD = 0.86$) ($t = -3.989$, $p = .001$).

No significant gender difference was found in the negative emotions sub-dimension ($p = .938$). However, self-actualization levels were significantly higher in women ($M = 3.90$, $SD = 0.86$) than in men ($M = 3.55$, $SD = 0.85$) ($t = -3.180$, $p = .002$).

These findings indicate that female participants generally perceive higher levels of organizational trust, organizational happiness, and positive organizational experiences compared to their male counterparts.

Table 13 presents the results of the independent samples t-test examining whether the overall means and sub-dimensions of the Organizational Trust Scale and the Organizational Happiness Scale differ according to participants' marital status.

Table 13. t-Test Results for the Organizational Trust and Happiness Scales According to Participants' Marital Status

Variables	Marital Status	N	$\bar{X}$	SD	t	p
Organizational Trust	Married	142	3,74	,71	2,779	,006
	Single	108	3,49	,70		
Trust in Colleagues	Married	142	3,80	,76	3,461	,001
	Single	108	3,46	,79		
Trust in Supervisor	Married	142	3,83	,87	0,788	,431
	Single	108	3,74	,98		
Trust in the Organization	Married	142	3,60	,82	2,929	,004
	Single	108	3,29	,90		
Organizational Happiness	Married	142	3,75	,71	4,358	,001
	Single	108	3,33	,80		
Positive Emotions	Married	142	3,21	,98	4,169	,001
	Single	108	2,69	,97		
Negative Emotions	Married	142	1,83	,76	-4,641	,001
	Single	108	2,35	1,00		
Self-Actualization	Married	142	3,80	,79	1,717	,087
	Single	108	3,61	,95		

Differences in organizational trust and organizational happiness levels according to participants' marital status were analyzed using an independent samples t-test, and the results are presented in Table 13.

The analysis revealed that married individuals reported significantly higher levels of organizational trust ($M = 3.74$, $SD = 0.71$) compared to single individuals ($M = 3.49$, $SD = 0.70$) ($t = 2.779$, $p = .006$). Similarly, in the trust in colleagues' sub-dimension, married

participants ($M = 3.80$, $SD = 0.76$) had significantly higher scores than single participants ($M = 3.46$, $SD = 0.79$) ($t = 3.461$, $p = .001$).

With respect to trust in the organization, married individuals ($M = 3.60$, $SD = 0.82$) also scored significantly higher than their single counterparts ($M = 3.29$, $SD = 0.90$) ($t = 2.929$, $p = .004$). However, no significant difference was found between the groups in terms of trust in supervisor ($t = 0.788$, $p = .431$).

Regarding organizational happiness, married participants ($M = 3.75$, $SD = 0.71$) reported significantly higher levels than single participants ($M = 3.33$, $SD = 0.80$) ($t = 4.358$, $p = .001$). This difference was particularly pronounced in the positive emotions sub-dimension, with married individuals ($M = 3.21$, $SD = 0.98$) scoring significantly higher than singles ($M = 2.69$, $SD = 0.97$) ($t = 4.169$, $p = .001$).

In the negative emotions sub-dimension, single individuals ($M = 2.35$, $SD = 1.00$) reported significantly higher scores than married individuals ($M = 1.83$, $SD = 0.76$) ($t = -4.641$, $p = .001$), indicating that single employees experience more negative emotions in the workplace.

In the self-actualization sub-dimension, although married individuals ($M = 3.80$, $SD = 0.79$) scored higher than single individuals ($M = 3.61$, $SD = 0.95$), this difference was not statistically significant ($t = 1.717$, $p = .087$).

Overall, these findings indicate that married participants tend to have higher levels of organizational trust and happiness compared to single participants. Particularly noteworthy is the observation that married individuals experience more positive emotions and fewer negative emotions in the organizational setting.

Table 14 presents the ANOVA results showing the differences in the overall means and sub-dimensions of the Organizational Trust Scale and Organizational Happiness Scale according to participants' age groups.

Table 14. ANOVA Results for the Organizational Trust and Happiness Scales According to Participants' Age

Variables	Age	N	$\bar{X}$	SD	F	p	Group Difference
Organizational Trust	18-25	36	3,66	,67	12,179	,001	
	26-35	100	3,42	,71			
	36-45	49	3,54	,67			
	46-55	34	3,73	,63			
	≥ 56	31	4,35	,46			e>a,b,c,d
Trust in Colleagues	18-25	36	3,56	,74	11,800	,001	
	26-35	100	3,44	,81			
	36-45	49	3,64	,72			
	46-55	34	3,65	,67			
	≥ 56	31	4,46	,42			e>a,b,c,d
Trust in Supervisor	18-25	36	4,01	1,02	6,269	,001	
	26-35	100	3,59	,87			
	36-45	49	3,57	1,00			
	46-55	34	3,91	,83			
	≥ 56	31	4,39	,52			e>b,c
Trust in the Organization	18-25	36	3,42	,79	8,798	,001	
	26-35	100	3,24	,93			
	36-45	49	3,40	,80			
	46-55	34	3,62	,71			
	≥ 56	31	4,21	,53			e>a,b,c,d
Organizational Happiness	18-25	36	3,60	,71	6,255	,001	
	26-35	100	3,37	,83			

	36-45	49	3,48	,81			
	46-55	34	3,79	,53			
	≥56	31	4,08	,63			e>b,c
Positive Emotions	18-25	36	2,90	,93	7,058	,001	
	26-35	100	2,69	1,00			
	36-45	49	3,02	1,01			
	46-55	34	3,23	,83			
	≥56	31	3,68	,91			e>a,b,c
Negative Emotions	18-25	36	2,13	,79	4,908	,001	
	26-35	100	2,19	,93			
	36-45	49	2,24	1,14			
	46-55	34	1,76	,71			
	≥56	31	1,53	,35			e<a,b,c
Self-Actualization	18-25	36	3,98	,92	3,065	,017	
	26-35	100	3,53	,93			
	36-45	49	3,65	,85			
	46-55	34	3,83	,62			
	≥56	31	4,00	,74			e>b

Differences in organizational trust and organizational happiness levels across age groups were evaluated using one-way analysis of variance (ANOVA), and the results are presented in Table 14.

Organizational trust levels differed significantly by age group ($F = 12.179$; $p = .001$). Post-hoc comparisons indicated that participants aged 56 and above ($M = 4.35$) had significantly higher levels of organizational trust than all other age groups ($e > a, b, c, d$).

Similarly, a significant difference was found in trust in colleagues ($F = 11.800$; $p = .001$). Participants aged 56 and above ($M = 4.46$) reported higher trust in colleagues than participants in all other age groups ($e > a, b, c, d$).

A significant difference was also observed in trust in supervisor ($F = 6.269$; $p = .001$). The 56+ age group ($M = 4.39$) scored significantly higher than the 26–35 and 36–45 age groups ($e > b, c$).

In terms of trust in the organization, participants aged 56 and above ($M = 4.21$) scored significantly higher than all other age groups ($F = 8.798$; $p = .001$; $e > a, b, c, d$).

Significant age-related differences were also found in organizational happiness ($F = 6.255$; $p = .001$). The mean score of the 56+ group ($M = 4.08$) was significantly higher, especially compared to the 26–35 and 36–45 age groups ($e > b, c$).

The positive emotions sub-dimension also showed significant differences across age groups ($F = 7.058$; $p = .001$). Participants aged 56 and above ($M = 3.68$) had significantly higher scores than those aged 18–25, 26–35, and 36–45 ($e > a, b, c$).

For negative emotions, a significant difference was also observed ($F = 4.908$; $p = .001$). The 56+ group reported the lowest level of negative emotions ($M = 1.53$), which was significantly lower than those of the 18–45 age groups ($e < a, b, c$).

In the self-actualization sub-dimension, a significant age-related difference was also found ($F = 3.065$; $p = .017$). The 56+ age group ($M = 4.00$) scored significantly higher than the 26–35 age group ($e > b$).

Overall, these findings indicate that individuals in the older age group exhibit higher levels of organizational trust, organizational happiness, positive emotions, and self-actualization, while reporting lower levels of negative emotions. These results suggest that as age increases, individuals tend to develop more positive perceptions of the work environment.

Table 15 presents the ANOVA results showing the differences in the overall means and sub-dimensions of the Organizational Trust Scale and the Organizational Happiness Scale according to participants' educational status.

Table 15. ANOVA Results for the Organizational Trust and Happiness Scales According to Participants' Educational Status

Variables	Educational Status	N	$\bar{X}$	SD	F	p	Group Difference
Organizational Trust	Associate degree or below	57	3,72	0,67	7,465	,001	a,b>c
	Bachelor's degree	140	3,72	0,68			
	Postgraduate degree	53	3,31	0,79			
Trust in Colleagues	Associate degree or below	57	3,67	0,83	7,462	,001	a,b>c
	Bachelor's degree	140	3,77	0,71			
	Postgraduate degree	53	3,30	0,84			
Trust in Supervisor	Associate degree or below	57	3,92	0,96	3,774	,024	
	Bachelor's degree	140	3,85	0,86			
	Postgraduate degree	53	3,49	0,96			a,b>c
Trust in the Organization	Associate degree or below	57	3,57	0,85	5,193	,006	
	Bachelor's degree	140	3,55	0,81			
	Postgraduate degree	53	3,13	0,95			a,b>c
Organizational Happiness	Associate degree or below	57	3,74	0,80	2,928	,055	
	Bachelor's degree	140	3,57	0,78			
	Postgraduate degree	53	3,38	0,72			
Positive Emotions	Associate degree or below	57	3,18	0,97	2,254	,107	
	Bachelor's degree	140	2,98	1,04			
	Postgraduate degree	53	2,77	0,93			
Negative Emotions	Associate degree or below	57	2,11	1,02	0,535	,586	
	Bachelor's degree	140	2,00	0,79			
	Postgraduate degree	53	2,13	1,07			
Self-Actualization	Associate degree or below	57	4,12	0,82	9,635	,001	a>b,c
	Bachelor's degree	140	3,66	0,83			
	Postgraduate degree	53	3,44	0,89			

The results of the one-way analysis of variance (ANOVA), conducted to determine whether organizational trust and organizational happiness levels differ according to participants' educational status, are presented in Table 16.

Organizational trust levels significantly differed based on education level ($F = 7.465$; $p = .001$). Post-hoc comparisons revealed that participants with associate degrees or below ($M = 3.72$) and those with bachelor's degrees ($M = 3.72$) reported significantly higher levels of organizational trust than those with postgraduate degrees ($M = 3.31$) ($a, b > c$).

Similarly, significant differences were also observed in the trust in colleagues' sub-dimension ($F = 7.462$; $p = .001$). Participants with associate degrees or below ($M = 3.67$) and bachelor's degrees ($M = 3.77$) had higher trust in colleagues than those with postgraduate degrees ($M = 3.30$) ($a, b > c$).

A significant difference was also found in trust in supervisor ($F = 3.774$; $p = .024$). Participants with associate degrees or below ($M = 3.92$) and those with bachelor's degrees ($M = 3.85$) scored higher in this dimension than those with postgraduate education ($M = 3.49$) ($a, b > c$).

In terms of trust in the organization, a similar pattern was observed ($F = 5.193$; $p = .006$). Participants with associate degrees or below ($M = 3.57$) and bachelor's degrees ($M = 3.55$) scored significantly higher than postgraduate participants ($M = 3.13$) ($a, b > c$).

No statistically significant difference was found between education groups in terms of overall organizational happiness ($F = 2.928$; $p = .055$). Similarly, there were no significant differences in positive emotions ($p = .107$) or negative emotions ($p = .586$) based on education level.

However, a significant difference was found in the self-actualization sub-dimension ($F = 9.635$; $p = .001$). Participants with associate degrees or below ($M = 4.12$) reported significantly higher self-actualization scores compared to both bachelor's ($M = 3.66$) and postgraduate participants ($M = 3.44$) ($a > b, c$).

These findings suggest that individuals with lower levels of education tend to report higher perceptions of organizational trust and commitment, whereas those with postgraduate education levels may adopt a more critical perspective on these dimensions.

Table 16 presents the ANOVA results showing the differences in the overall means and sub-dimensions of the Organizational Trust Scale and the Organizational Happiness Scale according to participants' income levels.

Table 16. ANOVA Results for the Organizational Trust and Happiness Scales According to Participants' Income Level

Variables	Income Level	N	$\bar{X}$	SD	F	p	Group Difference
Organizational Trust	22.104-35.000 TL	56	3,69	0,62	2,646	,073	
	35.001--65.000 TL	70	3,47	0,73			
	≥ 65.001 TL	124	3,70	0,74			
Trust in Colleagues	22.104-35.000 TL	56	3,66	0,82	5,29	,006	
	35.001--65.000 TL	70	3,41	0,75			c>b
	≥ 65.001 TL	124	3,78	0,76			
Trust in Supervisor	22.104-35.000 TL	56	3,96	0,93	1,782	,171	
	35.001--65.000 TL	70	3,65	0,93			
	≥ 65.001 TL	124	3,79	0,90			
Trust in the Organization	22.104-35.000 TL	56	3,44	0,90	1,190	,306	
	35.001--65.000 TL	70	3,35	0,84			
	≥ 65.001 TL	124	3,55	0,86			
Organizational Happiness	22.104-35.000 TL	56	3,62	0,73	1,605	,203	
	35.001--65.000 TL	70	3,43	0,80			
	≥ 65.001 TL	124	3,62	0,79			
Positive Emotions	22.104-35.000 TL	56	3,04	0,94	3,641	,028	
	35.001--65.000 TL	70	2,71	0,98			
	≥ 65.001 TL	124	3,11	1,03			c>b
Negative Emotions	22.104-35.000 TL	56	2,19	0,91	1,159	,315	
	35.001--65.000 TL	70	2,08	0,85			
	≥ 65.001 TL	124	1,97	0,94			

Self-Actualization	22.104-35.000 TL	56	3,98	0,77	3,882	,022	a>b
	35.001--65.000 TL	70	3,56	0,93			
	≥65.001 TL	124	3,69	0,85			

The results of the one-way analysis of variance (ANOVA), conducted to determine whether organizational trust and organizational happiness levels differed according to participants' income levels, are presented in Table 16.

Although organizational trust levels did not differ significantly across income groups ($F = 2.646$; $p = .073$), the highest mean was observed in the $\geq 65,001$ TL income group ($M = 3.70$).

A significant difference was found in the trust in colleagues' sub-dimension ($F = 5.290$; $p = .006$). Post-hoc analyses revealed that participants in the $\geq 65,001$ TL group ($M = 3.78$) had significantly higher levels of trust in colleagues compared to those in the 35,001–65,000 TL group ($M = 3.41$) ($c > b$).

No statistically significant differences were found across income groups in trust in supervisor ($p = .171$), trust in the organization ($p = .306$), overall organizational happiness ($p = .203$), or negative emotions ($p = .315$).

However, a significant difference was observed in the positive emotions sub-dimension ($F = 3.641$; $p = .028$). The $\geq 65,001$ TL income group had a significantly higher mean score ($M = 3.11$) compared to the 35,001–65,000 TL group ($M = 2.71$) ($c > b$).

A significant difference was also found in the self-actualization sub-dimension ($F = 3.882$; $p = .022$). The highest mean was observed in the 22,104–35,000 TL income group ($M = 3.98$), which scored significantly higher than the 35,001–65,000 TL group ($a > b$).

These findings indicate that individuals in higher income groups tend to report greater trust in colleagues and higher levels of positive emotions, while those in lower income groups demonstrate greater self-actualization. This suggests that income level may influence certain aspects of organizational experience.

Table 17 presents the ANOVA results showing the differences in the overall means and sub-dimensions of the Organizational Trust Scale and the Organizational Happiness Scale according to participants' years of service (tenure).

Table 17. ANOVA Results for the Organizational Trust and Happiness Scales According to Participants' Years of Service (Tenure)

Variables	Years of Service (Tenure)	N	$\bar{X}$	SD	F	p	Group Difference
Organizational Trust	≤3 years	67	3,57	0,70	8,945	,001	
	4-5 years	37	3,44	0,67			
	6-10 years	38	3,41	0,68			
	11-20 years	46	3,49	0,76			
	≥21 years	62	4,07	0,57			e>a,b,c,d
Trust in Colleagues	≤3 years	67	3,50	0,87	7,857	,001	
	4-5 years	37	3,48	0,72			
	6-10 years	38	3,49	0,72			
	11-20 years	46	3,51	0,76			
	≥21 years	62	4,11	0,62			e>a,b,c,d
Trust in Supervisor	≤3 years	67	3,83	1,02	4,209	,003	
	4-5 years	37	3,68	0,88			
	6-10 years	38	3,47	0,79			
	11-20 years	46	3,61	1,03			
	≥21 years	62	4,14	0,69			e>c,d
Trust in the Organization	≤3 years	67	3,39	0,89	7,709	,001	
	4-5 years	37	3,16	0,86			
	6-10 years	38	3,25	0,87			
	11-20 years	46	3,36	0,87			
	≥21 years	62	3,95	0,63			e>a,b,c,d
Organizational Happiness	≤3 years	67	3,52	0,78	5,785	,001	
	4-5 years	37	3,38	0,84			
	6-10 years	38	3,38	0,86			
	11-20 years	46	3,42	0,69			

	≥21 years	62	3,95	0,62			e>a,b,c,d
Positive Emotions	≤3 years	67	2,92	0,95	6,566	,001	
	4-5 years	37	2,66	1,03			
	6-10 years	38	2,72	1,06			
	11-20 years	46	2,83	0,96			
	≥21 years	62	3,50	0,89			e>a,b,c,d
Negative Emotions	≤3 years	67	2,20	0,94	5,108	,001	
	4-5 years	37	2,20	0,91			
	6-10 years	38	2,18	0,99			
	11-20 years	46	2,20	1,05			
	≥21 years	62	1,61	0,52			e<a,b,c,d
Self-Actualization	≤3 years	67	3,80	0,88	1,791	,131	
	4-5 years	37	3,59	0,95			
	6-10 years	38	3,52	1,02			
	11-20 years	46	3,61	0,81			
	≥21 years	62	3,91	0,71			

The results of the one-way analysis of variance (ANOVA), conducted to determine whether participants' scores on the Organizational Trust and Organizational Happiness scales differed according to their years of service (tenure), are presented in Table 18.

Organizational trust levels were found to differ significantly by years of service ($F = 8.945$; $p = .001$). According to post-hoc analysis results, participants with 21 years or more of service ($M = 4.07$) had significantly higher levels of organizational trust than all other tenure groups ($e > a, b, c, d$).

A significant difference was also found in the trust in colleagues' sub-dimension ($F = 7.857$; $p = .001$). The mean score of participants with 21+ years of experience ($M = 4.11$) was significantly higher than that of all other groups ($e > a, b, c, d$).

Trust in supervisor also varied significantly across tenure groups ($F = 4.209$; $p = .003$). The highest mean was found in the 21+ years group ($M = 4.14$), which was significantly higher than the means of those with 6–10 and 11–20 years of experience ($e > c, d$).

A significant difference was observed in trust in the organization as well ($F = 7.709$; $p = .001$). Participants with 21 or more years of service ($M = 3.95$) reported significantly higher organizational trust scores than all other tenure groups ($e > a, b, c, d$).

Organizational happiness also showed a significant difference based on years of service ($F = 5.785$; $p = .001$). The highest mean was again observed in the 21+ years group ($M = 3.95$), which scored significantly higher than all other groups ($e > a, b, c, d$).

In the positive emotions sub-dimension, a significant difference was found among tenure groups ($F = 6.566$; $p = .001$). Participants with 21 or more years of experience ($M = 3.50$) had significantly higher scores than all other groups ($e > a, b, c, d$).

Negative emotions also differed significantly by tenure ($F = 5.108$; $p = .001$). Participants with 21+ years of service had the lowest mean in negative emotions ($M = 1.61$), significantly lower than all other tenure groups ($e < a, b, c, d$).

On the other hand, no significant difference was found in the self-actualization sub-dimension among tenure groups ($F = 1.791$; $p = .131$).

These findings suggest that as tenure increases, individuals tend to report higher levels of organizational trust and happiness. In particular, those who have worked for many years' experience more positive emotions and fewer negative emotions, indicating a more favorable perception of the organizational environment with increased years of service.

4.5. Findings Regarding the Relationship Between Organizational Trust and Organizational Happiness

In Table 18, the relationship between Organizational Trust and Organizational Happiness was examined using Pearson Correlation Analysis, one of the parametric test methods.

Table 18. Analysis of the Relationship Between the Organizational Trust Scale and the Organizational Happiness Scale

Variables		Organizational Happiness	Positive Emotions	Negative Emotions	Self-Actualization
Organizational Trust	r_p	,736**	,728**	-,519**	,651**
	p	,000	,000	,000	,000
Trust in Colleagues	r_p	,552**	,586**	-,408**	,421**
	p	,000	,000	,000	,000
Trust in Supervisor	r_p	,638**	,599**	-,462**	,580**
	p	,000	,000	,000	,000
Trust in the Organization	r_p	,646**	,636**	-,426**	,609**
	p	,000	,000	,000	,000

* $p < 0,05$

In order to determine the relationships between participants' levels of organizational trust and organizational happiness (including its sub-dimensions), a Pearson correlation analysis was conducted, and the results are presented in Table 19.

According to the findings, a positive and strong correlation was found between organizational trust and organizational happiness ($r = .736$; $p < .001$). In addition, organizational trust was positively and strongly correlated with positive emotions ($r = .728$; $p < .001$). On the other hand, a moderate and negative correlation was observed between organizational trust and negative emotions ($r = -.519$; $p < .001$). A strong and positive correlation was also found between organizational trust and self-actualization ($r = .651$; $p < .001$).

Trust in colleagues showed a moderate and positive correlation with organizational happiness ($r = .552$; $p < .001$). Similarly, it was positively correlated with positive emotions ($r = .586$; $p < .001$) and negatively correlated with negative emotions ($r = -.408$; $p < .001$).

Trust in supervisor was found to be positively and significantly correlated with organizational happiness ($r = .638$), positive emotions ($r = .599$), and self-actualization ($r = .580$), while it had a negative correlation with negative emotions ($r = -.462$), all significant at $p < .001$.

Trust in the organization was also found to be positively correlated with organizational happiness ($r = .646$), positive emotions ($r = .636$), and self-actualization ($r = .609$), and negatively correlated with negative emotions ($r = -.426$), all at $p < .001$.

These findings indicate that higher levels of organizational trust are associated with increased employee happiness, positive emotions, and self-actualization, while simultaneously contributing to lower levels of negative emotions. In summary, there are strong and significant correlations between all components of organizational trust and organizational happiness.

4.6. Examination of the Predictive Power of Organizational Trust on Organizational Happiness

In this section of the study, a linear regression analysis was conducted to evaluate the extent to which participants' organizational trust predicts their organizational happiness. Prior to the regression analyses, the assumptions of linearity, normality, and homogeneity for the dataset were examined. It was also investigated whether there were any outliers in the dataset, and no extreme outliers were detected.

The findings of the regression analysis regarding the effect of organizational trust on organizational happiness are presented in Table 19.

Table 19. Findings on the Effect of Organizational Trust on Organizational Happiness

	Unstandardized Coefficients		Standardized Coefficients				
	B	Std. Error	β	t	p	F	R²
Constant (Intercept)	,655	,173		3,775	,000	*273,093	0,572
Organizational Trust	,802	,047	,736	17,119	,000		
Dependent variable: Organizational Happiness							

* $p < 0.05$

As a result of the regression analysis, the established model was found to be statistically significant ($F = 273.093$; $p < 0.05$). The coefficient of determination (R^2) for the model was calculated as 0.572, indicating that organizational trust explains approximately 57.2% of the total variance in organizational happiness.

When examining the model coefficients, it was observed that organizational trust has a positive and significant effect on organizational happiness ($B = 0.802$; $\beta = 0.736$; $t = 17.119$; $p < 0.001$). According to this finding, each one-unit increase in organizational trust leads to an average increase of 0.802 units in organizational happiness. The standardized regression coefficient ($\beta = 0.736$) indicates a strong and positive relationship between the two variables.

The constant coefficient of the model was also found to be significant ($B = 0.655$; $t = 3.775$; $p < 0.001$), indicating that even when the level of organizational trust is held constant, the average level of organizational happiness remains at 0.655 units.

These results highlight that fostering a climate of trust within the organization is a critical factor in enhancing employees' happiness.

Table 20 presents the findings of the multiple regression analysis regarding the effects of trust in colleagues, trust in supervisors, and trust in the organization on positive emotions.

Table 20. Findings on the Effects of Trust in Colleagues, Trust in Supervisors, and Trust in the Organization on Positive Emotions

	Unstandardized Coefficients		Standardized Coefficients				
	B	Std. Error	β	t	p	F	R²
Constant (Intercept)	-,700	,228		-3,066	,002	*94,337	0,535
Trust in Colleagues	,238	,075	,186	3,162	,002		
Trust in Supervisors	,342	,060	,312	5,747	,000		
Trust in the Organization	,437	,064	,376	6,807	,000		
Dependent variable: Positive Emotions							

* $p < 0.05$

The overall model was found to be statistically significant ($F = 94.337$; $p < 0.05$). The coefficient of determination (R^2) was calculated as 0.535, indicating that the three independent variables together explain 53.5% of the total variance in positive emotions.

When examining the effect of each independent variable in the model, it was observed that trust in colleagues has a positive and significant effect on positive emotions ($B = 0.238$; $\beta = 0.186$; t

= 3.162; $p = 0.002$). This finding suggests that a one-unit increase in trust in colleagues results in an average increase of 0.238 units in the level of positive emotions.

Similarly, trust in supervisors was also found to have a positive and significant effect on positive emotions ($B = 0.342$; $\beta = 0.312$; $t = 5.747$; $p < 0.001$). According to this result, a one-unit increase in trust in supervisors leads to an average increase of 0.342 units in positive emotions.

Trust in the organization also emerged as a significant predictor ($B = 0.437$; $\beta = 0.376$; $t = 6.807$; $p < 0.001$). This result indicates that a one-unit increase in trust in the organization results in an average increase of 0.437 units in positive emotions.

The constant coefficient of the model was also found to be statistically significant ($B = -0.700$; $t = -3.066$; $p = 0.002$). This value implies that when trust levels are controlled for, the baseline level of positive emotions tends to be negative.

Table 21 presents the multiple regression analysis results regarding the effects of trust in colleagues, trust in supervisors, and trust in the organization on negative emotions.

Table 21. Findings on the Effects of Trust in Colleagues, Trust in Supervisors, and Trust in the Organization on Negative Emotions

	Unstandardized Coefficients		Standardized Coefficients				
	B	Std. Error	β	t	p	F	R ²
Constant (Intercept)	4,416	,258		17,146	,000	*30,946	0,274
Trust in Colleagues	-,128	,085	-,111	-1,510	,132		
Trust in Supervisors	-,290	,067	-,293	-4,326	,000		
Trust in the Organization	-,230	,072	-,219	-3,171	,002		
Dependent variable: Negative Emotions							

* $p < 0.05$

The overall model was found to be statistically significant ($F = 30.946$; $p < 0.05$). The coefficient of determination (R^2) was calculated as 0.274, indicating that the three independent variables together explain 27.4% of the total variance in negative emotions.

When the effect of the first independent variable, trust in colleagues, on negative emotions was examined, the relationship was found to be not statistically significant ($B = -0.128$; $\beta = -0.111$;

$t = -1.510$; $p = 0.132$). This finding suggests that changes in the level of trust in colleagues do not have a significant impact on negative emotions.

Trust in supervisors was found to have a significant and negative effect on negative emotions ($B = -0.290$; $\beta = -0.293$; $t = -4.326$; $p < 0.001$). According to this result, each one-unit increase in trust in supervisors leads to an average decrease of 0.290 units in negative emotions.

The variable trust in the organization also had a statistically significant and negative effect on negative emotions ($B = -0.230$; $\beta = -0.219$; $t = -3.171$; $p = 0.002$). This indicates that each one-unit increase in trust in the organization results in an average decrease of 0.230 units in individuals' negative emotions.

The constant coefficient of the model was found to be significant ($B = 4.416$; $t = 17.146$; $p < 0.001$), indicating that when the levels of trust are held constant, the average level of negative emotions remains relatively high.

Table 22 presents the findings of the multiple regression analysis regarding the effects of trust in colleagues, trust in supervisors, and trust in the organization on self-actualization.

Table 22. Findings on the Effects of Trust in Colleagues, Trust in Supervisors, and Trust in the Organization on Self-Actualization

	Unstandardized Coefficients		Standardized Coefficients				
	B	Std. Error	β	t	p	F	R ²
Constant (Intercept)	,962	,210		4,589	,000	*76,110	0,483
Trust in Colleagues	-,081	,069	-,073	-1,183	,238		
Trust in Supervisors	,382	,054	,403	7,072	,000		
Trust in the Organization	,465	,058	,460	7,960	,000		
Dependent variable: Self-Actualization							

* $p < 0.05$

The overall model was found to be statistically significant ($F = 76.110$; $p < 0.05$). The coefficient of determination (R^2) was calculated as 0.483, indicating that the three independent variables collectively explain 48.3% of the total variance in self-actualization.

When the effects of the independent variables were examined individually, trust in colleagues was found to have no statistically significant effect on self-actualization ($B = -0.081$; $\beta = -$

0.073; $t = -1.183$; $p = 0.238$). This result suggests that changes in the level of trust in colleagues do not significantly impact individuals' levels of self-actualization.

On the other hand, trust in supervisors was found to have a significant and positive effect on self-actualization ($B = 0.382$; $\beta = 0.403$; $t = 7.072$; $p < 0.001$). According to this finding, a one-unit increase in trust in supervisors leads to an average increase of 0.382 units in individuals' level of self-actualization.

Similarly, trust in the organization was also found to have a significant and positive effect on self-actualization ($B = 0.465$; $\beta = 0.460$; $t = 7.960$; $p < 0.001$). This result indicates that a one-unit increase in trust in the organization leads to an average increase of 0.465 units in the level of self-actualization.

The constant coefficient of the model was also found to be significant ($B = 0.962$; $t = 4.589$; $p < 0.001$), indicating that even when levels of trust are held constant, individuals maintain a baseline level of self-actualization.

4.7. Results of Hypothesis Testing

The primary aim of this study is to examine the multidimensional effects of organizational trust on organizational happiness among white-collar employees. The hypothesis test results developed within this context are summarized in Table 23. Table 23 presents the effects of the three sub-dimensions of organizational trust (trust in colleagues, trust in supervisors, and trust in the organization) on the three core components of organizational happiness (positive emotions, negative emotions, and self-actualization) individually.

- *Fundamental Relationship Between Organizational Trust and Organizational Happiness:* Hypothesis H1 confirms that organizational trust has a positive and significant effect on overall organizational happiness. This result supports the view that organizational trust is a determining factor in employee happiness.
- *Effects on Positive Emotions:* Hypotheses H1a, H1b, and H1c indicate that trust in colleagues, supervisors, and the organization, respectively, has a positive and significant effect on employees' positive emotions. Particularly in the context of H1b, the effect of trust in supervisors is statistically robust ($B = 0.342$; $p < 0.001$). This finding suggests

that fair, supportive, and trustworthy behaviors exhibited by supervisors significantly enhance employees' emotional well-being.

- *Effects on Negative Emotions:* The H1d hypothesis was rejected; accordingly, trust in colleagues was not found to have a statistically significant effect on negative emotions. H1e and H1f demonstrate that trust in supervisors and the organization negatively and significantly impacts negative emotions. These results indicate that employees with high levels of trust experience fewer negative emotions such as stress, anxiety, and dissatisfaction.
- *Effects on Self-Actualization:* Hypotheses H1g and H1h suggest that trust in supervisors and the organization positively and significantly influences employees' levels of self-actualization. This indicates that personal development and performance motivation are strengthened in environments characterized by high trust. Hypothesis H1i (which assumed that trust in colleagues has no significant effect on self-actualization) was rejected. Contrary to expectations, this finding demonstrates that trust in colleagues does, in fact, have a significant effect on self-actualization. It highlights that collaborative; horizontal relationships contribute not only to emotional well-being but also to cognitive flourishing.

In summary, the results of hypothesis testing based on the research model clearly reveal that different sources of organizational trust (colleagues, supervisors, organization) exert multidimensional effects on various aspects of organizational happiness. Positive emotions, negative emotions, and the realization of individual potential in the workplace vary depending on the nature and source of trust.

Table 23. Results of Hypothesis Testing

Hypothesis	Accept	Reject
• H ₁ : Organizational Trust has a positive and significant effect on employees' levels of Organizational Happiness.	✓	
• H _{1a} : Trust in colleagues has a positive and significant effect on employees' positive emotions.	✓	
• H _{1b} : Trust in supervisors has a positive and significant effect on employees' positive emotions.	✓	
• H _{1c} : Trust in the organization has a positive and significant effect on employees' positive emotions.	✓	
• H _{1d} : Trust in colleagues has a negative and significant effect on employees' negative emotions.		X
• H _{1e} : Trust in supervisors has a negative and significant effect on employees' negative emotions.	✓	
• H _{1f} : Trust in the organization has a negative and significant effect on employees' negative emotions.	✓	
• H _{1g} : Trust in supervisors has a positive and significant effect on employees' levels of self-actualization.	✓	
• H _{1h} : Trust in the organization has a positive and significant effect on employees' levels of self-actualization.	✓	
• H _{1i} : Trust in colleagues has a positive and significant effect on employees' levels of self-actualization.		X

5. DISCUSSION AND CONCLUSIONS

An examination of the demographic distribution of the 250 participants in the study reveals that the majority were female, accounting for 52% of the sample. In terms of marital status, 56.8% of the participants were married. The most represented age group was 26–35 years, comprising 40% of the respondents. Regarding educational attainment, more than half (56%) held a bachelor's degree. When income levels were analyzed, 49.6% of the participants reported earning 65,001 TL or above. Concerning length of service (seniority), the highest proportion was observed among those with less than 3 years of work experience (26.8%). These findings indicate that the sample primarily consisted of young, female, university-educated individuals with relatively short professional experience.

In this study, the organizational trust and organizational happiness levels of individuals were statistically analyzed in relation to their demographic characteristics (gender, marital status, age, educational background, income level, and length of service). The findings reveal that the climate of trust and employee happiness within organizations may vary significantly depending on various socio-demographic factors.

5.1. The Effects of Socio-Demographic Variables on Organizational Trust and Organizational Happiness

Gender: Firstly, gender-based comparisons showed that women reported significantly higher levels of both organizational trust and organizational happiness compared to men. Women, in particular, demonstrated greater trust in their managers and institutions, experienced more positive emotions in the workplace, and had higher levels of self-actualization. This suggests that female employees may exhibit stronger institutional commitment and emotional satisfaction. On the other hand, no significant difference was found between genders in terms of negative emotions, indicating that such emotions may be more influenced by individual or environmental factors.

Marital status: Findings related to marital status revealed that married individuals reported higher levels of organizational trust and happiness than their single counterparts. Specifically, married participants experienced more intense positive emotions and fewer negative emotions in the workplace. This suggests that life experiences, emotional stability, and social support

systems of married individuals may positively reflect in their professional lives. Although no statistically significant difference was found between the groups in the self-actualization dimension, married individuals still had higher mean scores.

Age: Analyses based on age groups indicated a notable increase in organizational trust and happiness levels with advancing age. Participants aged 56 and above reported significantly higher levels of trust and happiness compared to all other age groups. They also constituted the group with the lowest level of negative emotions. This finding suggests that experience and maturity in professional life led to more positive evaluations of organizational processes and interpersonal relationships. Habits, accomplishments, and institutional recognition developed over the years may reinforce trust perception and happiness.

Educational status: Contrary to expectations, analyses regarding educational background showed that individuals with lower educational attainment scored higher on certain dimensions of organizational trust and happiness. Participants with associate and bachelor's degrees reported higher average scores in overall trust, as well as in trust toward colleagues, managers, and the institution, compared to those with postgraduate education. These results suggest that as the level of education increases, employees may evaluate organizational structures more critically. Higher expectations, improved critical thinking skills, and increased responsibilities may lead highly educated individuals to scrutinize their sense of organizational commitment and trust more thoroughly.

Income level: With respect to income level, while no significant difference was found in overall organizational trust, it was observed that trust in colleagues and positive emotions increased with higher income. Interestingly, individuals in the lower income group scored higher in the self-actualization dimension. This indicates that high-income participants tend to trust their colleagues more, whereas lower-income individuals may place greater emphasis on personal development and achievement potential.

Length of service (seniority): In terms of length of service (seniority), participants with 21 years or more of experience reported significantly higher levels of organizational trust and happiness. The most notable differences were observed in trust in managers and institutions, as well as in positive emotions. This implies that individuals who have spent many years in an organization benefit from increased experience, a stronger sense of belonging, and greater adaptation to

organizational culture, all of which contribute to heightened trust and happiness. Long-term service was also associated with fewer negative emotions. However, no significant difference was found among seniority groups in the self-actualization dimension.

Yakut et al. (2021) emphasize that organizational happiness is shaped not only by managerial trust or leadership traits, but also by employees' socio-demographic characteristics. Variables such as age, gender, education level, income, and tenure significantly influence how individuals perceive happiness within the workplace. The researchers argue that organizational happiness is not a uniform construct but varies depending on personal life experiences, generational identity, and social context. For example, while older employees derive happiness from family and relational bonds, younger employees prioritize autonomy, success, and career satisfaction. Furthermore, employees in secure, stable positions report higher levels of happiness compared to casual or temporary workers. The study also reveals that men tend to associate happiness more with health, whereas lower-income participants view financial security as central. These findings highlight the importance of considering personal and economic realities when assessing organizational happiness. The authors stress that happiness policies should account for demographic variation, advocating for tailored and inclusive strategies across different age, gender, and income groups. Ultimately, the study underscores that workplace happiness is a multidimensional construct shaped not only by internal organizational practices but also by broader socio-economic conditions.

The study by Cail et al. (2025) demonstrates that subjective well-being significantly differs across income levels. Individuals in the high-income group were found to report higher levels of life satisfaction and positive emotions, whereas those in the low-income group experienced more intense negative emotions. Similarly, the study by Jena and Thengal (2017) revealed a positive relationship between socio-economic status and self-actualization, indicating that individuals with limited economic resources may still exhibit a high level of self-actualization due to intrinsic motivation and a strong sense of purpose. In line with these findings, Rojas et al. (2023), drawing upon Maslow's hierarchy of needs, argued that while income is essential for satisfying physiological needs, income-independent factors play a more crucial role in fulfilling higher-level needs such as self-actualization. This supports the thesis findings by highlighting that self-actualization is shaped more by psychological and individual factors than purely financial means. Additionally, MacMillan (2017) noted that high-income individuals

tend to experience more positive emotions, while low-income individuals derive greater satisfaction from social relationships. This further suggests that emotional experiences differ by income level and that individuals in lower income groups may sustain their subjective well-being through social connections. In summary, while an increase in income contributes to enhanced positive emotions and perceived workplace trust, individuals in lower income groups appear to prioritize self-actualization needs. When evaluated within the framework of Maslow's theory, it becomes evident that higher-order motivations—particularly self-actualization—are not solely dependent on material resources, but are instead shaped by internal dynamics and the pursuit of meaning. Therefore, the high levels of self-actualization observed among low-income individuals are meaningful in that they reflect a strong orientation toward personal growth, purpose in life, and value-driven goals despite limited economic means.

In a subsequent study (Khaiat & Tichtich, 2024), the influence of demographic traits on organizational trust was extensively examined. Their analysis indicated that gender, job tenure, and occupational role significantly influenced trust perceptions. Male employees reported higher trust levels than female counterparts, hinting at possibly stronger identification with the organizational structure, which may translate into heightened workplace happiness. Likewise, employees with longer service durations tended to report greater trust in their organizations, suggesting that tenure may foster a sense of institutional stability. Job roles also played a role; positions involving close interaction with teams and supervisors—such as administrative or nursing roles—were associated with higher trust and thus possibly greater happiness. These insights affirm that organizational happiness cannot be solely attributed to individual traits or leadership efficacy; rather, structural variables like gender, role type, and professional context also play vital roles.

Jha and Nair (2019) explored similar dynamics within the IT sector, focusing on how demographic traits relate to organizational commitment and happiness. Despite examining variables such as age, gender, marital status, and tenure, the study concluded that none had a statistically significant impact. This suggests that organizational happiness may be shaped more by internal dynamics—leadership styles, work conditions, psychological safety—than demographic identity. The authors argue that HR strategies can be effectively developed through broad-based policies rather than targeted demographic segmentations, promoting

inclusivity. Their results support the idea that organizational happiness is cultivated through systemic, interpersonal, and value-driven mechanisms rather than one-size-fits-all frameworks.

In their research, Staton (2018) analyzed job satisfaction among Christian-identifying educational leaders by examining demographic attributes like gender, marital status, and parenthood. Regression analysis revealed that none of these variables significantly influenced job satisfaction. Instead, the study highlighted the role of spiritual motivation, intrinsic calling, and personal value alignment as more salient factors. Many participants linked their job satisfaction to a sense of purpose or calling rather than external rewards, emphasizing the need for job satisfaction models that account for belief systems and internal drivers. The absence of gender-based differences, despite a balanced sample, also challenges assumptions about traditional gender roles in shaping workplace satisfaction. These findings point to the value of holistic HR strategies that transcend demographic segmentation and instead focus on individual meaning-making, organizational belonging, and internal motivation. Staton's (2018) work thus argues for multidimensional frameworks of job satisfaction that integrate spiritual, psychological, and organizational dimensions.

In this study, the relationship between organizational trust and organizational happiness was examined using correlation analysis. The findings reveal that the climate of trust and employee happiness within organizations may vary significantly depending on various factors, that these variables influence the emotional experiences within the workplace.

5.2. The Relationship Between Organizational Trust and Organizational Happiness:

First and foremost, it was determined that organizational trust has a positive and significant effect on organizational happiness. The model demonstrated a high level of statistical significance, indicating that organizational trust strongly predicts organizational happiness. This finding suggests that as the level of organizational trust increases, employees' levels of happiness also show a meaningful rise.

The correlation analysis examining the relationship between organizational trust and organizational happiness revealed strong and positive significant correlations between the two variables. As levels of organizational trust increased, so did levels of employee happiness. Particularly strong positive relationships were found between trust and the dimensions of positive emotions and self-actualization, while a moderate negative relationship was observed

with negative emotions. Similar correlation patterns were found among all sub-dimensions, demonstrating that organizational trust directly influences employees' organizational experiences.

In this context, considering the research findings, it can be stated that the hypothesis “H₁: Organizational Trust has a positive and significant effect on employees' levels of Organizational Happiness.” is statistically supported and thus accepted.

The sub-dimensions of organizational trust—namely trust in colleagues, trust in supervisors, and trust in the organization—were examined in relation to employees' organizational happiness, positive and negative emotions, and levels of self-actualization. The findings obtained through multiple regression analyses revealed that various dimensions of organizational trust have significant effects on employees' emotional and psychological processes.

5.3. The Effects of Trust in Colleagues, Supervisors, and the Organization on Positive Emotions

When examining the effects of trust in colleagues, supervisors, and the organization on positive emotions, it was found that all three dimensions of trust had significant and positive effects on positive emotional states. In particular, trust in the organization was found to have a stronger predictive power for positive emotions. This finding indicates that employees' trust in the organization plays a critical role in shaping their positive emotional well-being.

In this context, considering the research findings, it can be stated that the hypothesis “H_{1a}: Trust in colleagues has a positive and significant effect on employees' positive emotions.”, “H_{1b}: Trust in supervisors has a positive and significant effect on employees' positive emotions.”, and “H_{1c}: Trust in the organization has a positive and significant effect on employees' positive emotions.” are statistically supported and thus accepted.

5.4. The Effects of Trust in Colleagues, Supervisors, and the Organization on Negative Emotions

When evaluating the effects of trust in colleagues, supervisors, and the organization on negative emotions, it was found that trust in supervisors and the organization significantly reduced such emotions. In contrast, the effect of trust in colleagues on negative emotions was not found to be

statistically significant. This result suggests that in coping with negative emotions, the trust perceived from supervisors and organizational structures plays a more influential role for individuals.

In this context, considering the research findings, it can be stated that the hypothesis “H_{1e}: Trust in supervisors has a negative and significant effect on employees’ negative emotions.” and “H_{1f}: Trust in the organization has a negative and significant effect on employees’ negative emotions.” are statistically supported and thus accepted. But “H_{1d}: Trust in colleagues has a negative and significant effect on employees’ negative emotions.” is statistically did not supported and thus rejected.

In this study, the hypothesis “H_{1d}: Trust in colleagues has a negative and significant effect on negative emotions” was not statistically supported. This finding suggests that trust in colleagues is not a sufficient factor in reducing employees’ negative emotional experiences. The result indicates that among different types of trust, trust in supervisors and the organization appears to be more influential, highlighting that employees’ emotional states are more sensitive to managerial relationships. Moreover, trust does not always produce direct emotional outcomes; while trust in colleagues plays an important role in collaboration and communication, it may have limited impact in mitigating negative emotions such as stress, anxiety, or burnout. Additionally, the cultural context may also serve as a critical explanatory variable. In cultures with strong hierarchical orientation, emotional trust is more likely to be directed toward managers and institutional structures, while trust in colleagues may remain at a more functional and surface level.

5.5. The Effects of Trust in Colleagues, Supervisors, and the Organization on Self-Actualization

An examination of the findings related to the effect of trust in colleagues, supervisors, and the organization on self-actualization revealed that trust in supervisors and the organization had a significant and positive impact on employees’ levels of self-actualization. However, trust in colleagues did not have a statistically significant effect on self-actualization. This result indicates that managerial support and an environment of institutional trust are more decisive in individuals’ processes of self-expression and personal development.

In this context, considering the research findings, it can be stated that the hypothesis “H_{1g}: Trust in supervisors has a positive and significant effect on employees’ levels of self-actualization” and “H_{1h}: Trust in the organization has a positive and significant effect on employees’ levels of self-actualization.” are statistically supported and thus accepted. But “H_{1i}: Trust in colleagues has a positive and significant effect on employees’ levels of self-actualization.” is statistically did not supported and thus rejected.

The hypothesis “H_{1i}: Trust in colleagues has a positive and significant effect on employees’ levels of self-actualization” was not statistically supported and was therefore rejected. This result may be attributed to the fact that trust in colleagues does not directly influence the deeper cognitive and psychological processes involved in self-actualization, such as realizing one’s potential and achieving personal goals. Self-actualization is typically shaped by factors such as engagement in meaningful work, participation in decision-making, and institutional support. In this regard, managerial support, fair organizational practices, and opportunities for development appear to play a more decisive role. Trust in colleagues, on the other hand, is mostly limited to daily task coordination and interpersonal collaboration, which may not be sufficient to significantly impact employees’ self-actualization levels. In this context, the finding suggests that the influence of organizational trust on individual development is more strongly associated with vertical and structural dimensions of trust, particularly those related to managerial and institutional support.

Considering all the hypotheses formulated and the results obtained within the scope of the study, the common characteristics of the rejected hypotheses are particularly noteworthy. Specifically, both H_{1d} and H_{1i} were rejected, indicating that trust in colleagues does not have a statistically significant effect on either employees’ negative emotions or their levels of self-actualization. These findings suggest that horizontal trust relationships—such as those formed with colleagues—may be insufficient in influencing deeper dimensions of organizational happiness. Trust in colleagues tends to be limited to daily cooperation, communication, and task sharing, and therefore may not play a decisive role in alleviating intense emotional experiences or in fostering the realization of personal potential. In contrast, trust in supervisors or in the organization itself carries a more structural and managerial nature, which appears to exert a stronger influence on employees’ psychological well-being and development. In this context, the shared feature of the rejected hypotheses points to the conclusion that a structural and

vertically oriented trust relationship is more critical for producing meaningful effects on individual and emotional outcomes in the workplace.

Overall, the findings of this study reveal that trust-based relationships within organizations are not limited to interpersonal interactions; rather, perceptions of managerial practices and institutional trust also play a critical role in employees' psychological well-being and performance. The results demonstrate that organizational trust must be approached as a multidimensional construct in relation to organizational happiness, the enhancement of positive emotions, the reduction of negative emotions, and the realization of individual potential.

In this regard, strengthening trust relationships not only at the interpersonal level but also at managerial and structural levels is of strategic importance for enhancing employee happiness, emotional stability, and performance.

According to the findings of the study conducted by Çağan (2024), teachers' levels of organizational trust were generally found to be high, with trust in colleagues and administrators being particularly prominent. This finding indicates that the internal structure of trust within the organization is strong and that interpersonal relationships support the development of trust. In contrast, the relatively lower level of trust in stakeholders suggests that trust-based relationships with external actors may be weaker. In terms of organizational happiness, employees' overall perceptions were also found to be high. Specifically, low levels of negative emotions and high levels of positive emotions and perceived self-actualization were observed. This suggests that employees largely evaluate their professional experiences positively and have a satisfying experience within their institutions. Another significant finding of the study is the positive and meaningful relationship between organizational trust and organizational happiness. The data showed that as the level of trust increases, levels of happiness also rise. In this context, it can be argued that organizational trust has a direct and determining effect on employees' emotional well-being. A sense of trust within the organization helps employees feel valued, supported, and a sense of belonging, which in turn strengthens positive emotions and enhances job satisfaction.

In the study conducted by Gürbüz (2020), teachers' levels of organizational trust were found to be high, while their levels of organizational happiness were at a moderate level. Trust in colleagues and stakeholders was reported as high, whereas trust in school administrators was moderate, indicating that horizontal relationships within the organization are built on a stronger

foundation of trust compared to vertical (manager-employee) relationships. The relatively lower trust in administrators may be attributed to factors such as leadership style, communication patterns, or limited teacher involvement in decision-making processes. The moderate level of perceived organizational happiness among teachers suggests the existence of areas needing improvement in terms of organizational commitment, motivation, and psychological well-being. The limited experience of positive emotions in the workplace may also point to the ineffectiveness of institutional support mechanisms. A key finding of the study is the significant and positive relationship between organizational trust and organizational happiness. The results showed that as trust increases, so does the level of happiness among teachers. This supports existing literature indicating that trust plays a direct and meaningful role in employees' emotional well-being.

According to the findings of Karataş and Keleş (2024), teachers reported a certain level of trust both in their colleagues and school principals; however, this trust was found to have only a low-level correlation with their perceived happiness. The study revealed that organizational trust levels significantly differed based on demographic variables such as gender, union membership status, educational attainment, and years of service, while no significant difference was found based on the level of schooling. These findings suggest that organizational trust may be shaped by individual and professional experiences, yet it tends to be perceived at similar levels regardless of the type of school in which teachers work. Another significant finding of the study is that organizational trust—particularly horizontal trust among colleagues—is associated with teachers' organizational happiness levels, although this relationship remains at a low level.

According to the research findings of Başaran and Çakır (2023), there was a high-level and statistically significant relationship between teachers' levels of school happiness and organizational trust. The findings indicate that organizational trust is not solely limited to trust in administrators or colleagues, but is also directly related to how positively teachers perceive the school environment. When teachers feel valued, supported, and psychologically safe at school, their trust in the organization is further reinforced. Moreover, the study revealed that school happiness significantly predicts teachers' organizational trust.

Mousa and Chaouali (2022) found that when academics perceive the rector as religious in a positive light, this perception is linked to improved organizational outcomes related to happiness—such as higher levels of job satisfaction, stronger emotional commitment to the

organization, and greater engagement with work. Their study also indicated that these perceptions of religiosity positively influence academics' trust in the rector's capabilities, goodwill, and ethical conduct. These results highlight the critical role that a leader's personal principles and ethical orientation play in cultivating organizational trust. In the context of higher education, administrators who act consistently, equitably, and with moral clarity tend to foster greater institutional trust, which in turn enhances overall organizational happiness. Therefore, Mousa and Chaouali (2022) argue that trust and happiness are deeply interconnected, and that managerial behavior should be evaluated not just by operational effectiveness but also through ethical and emotional lenses. To that end, efforts to build a happier institutional culture should prioritize leadership practices that reinforce trust among employees.

5.6. Recommendations

Based on the findings of this study, several practical and strategic recommendations can be proposed to enhance organizational trust and happiness, particularly within white-collar work environments:

1. **Prioritize Trust-Oriented Leadership Development:** Given the significant impact of trust in managers and institutions on positive emotional experiences and self-actualization, leadership development programs should emphasize ethical conduct, transparency, fairness, and open communication. Leaders who embody these principles are more likely to cultivate trust and promote employees' psychological well-being.
2. **Adapt Policies to Demographic Diversity:** As the findings indicate that organizational trust and happiness vary across socio-demographic variables such as age, gender, marital status, and income level, organizations should implement inclusive and needs-sensitive strategies. These may include flexible working arrangements, family-oriented support mechanisms, or age-specific professional development opportunities.
3. **Cultivate a Supportive Organizational Climate:** Since institutional trust is associated with both increased positive emotions and reduced emotional distress, establishing a psychologically safe and inclusive work environment should be a key organizational objective. Strategies such as open-door policies, employee recognition systems, and participatory decision-making practices can effectively contribute to a positive organizational climate.

4. **Strengthen Horizontal Trust Among Colleagues:** Although trust in colleagues had a limited influence on self-actualization, it was significantly correlated with positive emotions. To reinforce interpersonal trust, organizations can promote teamwork through initiatives such as peer mentoring, interdepartmental collaboration, and structured team-building activities.

5. **Integrate Organizational Happiness into Human Resource Policies:** Rather than treating employee happiness as a secondary outcome, it should be embedded into strategic human resource management. Including well-being indicators in performance evaluations, providing access to mental health resources, and establishing clear feedback channels are key actions in this regard.

6. **Regularly Assess Organizational Trust and Happiness:** Continuous monitoring through tools such as climate surveys and employee satisfaction assessments is essential to track changes in trust and morale. These instruments provide data-driven insights that support timely and evidence-based policy adjustments.

7. **Address Trust Gaps Among Highly Educated Employees:** The finding that individuals with postgraduate education report lower levels of trust indicates the need for targeted engagement strategies. Transparent career development plans, opportunities for knowledge sharing, and autonomy in decision-making should be prioritized for this group.

8. **Promote an Ethical and Value-Based Organizational Culture:** Organizational leadership should be aligned with shared ethical principles and institutional values. A strong alignment between employee beliefs and organizational values fosters greater trust and commitment.

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7. ANNEX

Annex-1. The Personal Information Form

1. Cinsiyet: (...) Kadın (...) Erkek
2. Yaş: (...) 18-25 yaş (...) 26-35 yaş (...) 36-45 yaş (...) 46-55 yaş (...) 56 yaş ve üstü
3. Medeni durum: (...) Bekar (...) Evli (...) Boşanmış
4. Eğitim durumu: (...) Lise (...) Ön Lisans (...) Lisans (...) Yüksek Lisans (tezsiz) (...) Yüksek Lisans (tezli) (...) Doktora
5. Gelir düzeyi: (...) 22.104-35.000 TL arası (...) 35.001-45.000 TL arası (...) 45.001-55.000 TL arası (...) 55.001-65.000 TL arası (...) 65.001 TL ve üstü
6. Çalışma yılı/ kıdemi: (...) 0-3 yıl arası (...) 4-5 yıl arası (...) 6-10 yıl arası (...) 11-15 yıl arası (...) 16-20 yıl arası (...) 21 yıl ve üstü

Annex-2. Organizational Trust Scale

Alt Boyut	Maddeler	1-Kesinlikle katılmıyorum	2-Katılmıyorum	3-Kararsızım	4-Katılıyorum	5-Kesinlikle katılıyorum
Çalışma Arkadaşlarına Duyulan Güven	1. Çalışma arkadaşlarımla sahip olduğum iş becerilerine güvenirim.					
	2. Çalışma arkadaşlarımla özüm, sözüm birdir.					
	3. Çalışma arkadaşlarımla fedakârdır, ihtiyacım olduğunda yardım istemekten çekinmem.					
	4. Çalışma arkadaşlarımla, işle ilgili her türlü düşüncemi rahatlıkla paylaşıyorum.					
	5. Çalışma arkadaşlarımla bana verdiği sözleri tutacaklarına güvenirim.					
	6. Çalışma arkadaşlarımla, kendi menfaatleri için bana zarar vermez.					
	7. Genel anlamda iş arkadaşlarımla oldukça güvenilirdir.					
Yöneticiye Duyulan Güven	8. Yöneticimin benim yaptığım işi kontrol edebilecek ve geliştirebilecek bilgisi vardır.					
	9. Yöneticim, ihtiyaç duyduğumda yardıma hazırdır.					
	10. Yöneticime, kendisi ile paylaştığım bilgiyi başkasına söylemeyeceği konusunda güvenirim.					
	11. Bana karşı kullanmayacağını bildiğim için her türlü düşüncemi yöneticim ile tartışabilirim.					
	12. Yöneticimin bana verdiği sözleri tutacağına dair güvenim tamdır.					
Kuruma Duyulan Güven	13. Kurumumuzun geleceğini ilgilendiren doğru kararlar alınması hususunda güvenim tamdır.					
	14. Bu kurumda her şey yasalara uygun bir şekilde açıklıkla yürür, gizli saklı uygulamalar yoktur.					
	15. Kurum, özlük haklarımızı adil olarak karşılar.					
	16. Kurum çalışanlarına her konuda destek olur.					
	17. Kurum politikaları ile ilgili öneri geliştirmekten ve düşüncelerimi belirtmekten çekinmem.					

Annex-3. The Organizational Happiness Scale

Alt Boyut	Maddeler	1-Hiç	2-Biraz	3-Oldukça	4-Sıklıkla	5-Tamamen
Olumlu Duygular	1. Son altı aydır işimde kendimi <i>mutlu</i> hissediyorum.					
	2. Son altı aydır işimde kendimi <i>huzursuz</i> hissediyorum.					
	3. Son altı aydır işimde kendimi <i>gergin</i> hissediyorum.					
	4. Son altı aydır işimde kendimi <i>heyecanlı</i> hissediyorum.					
	5. Son altı aydır işimde kendimi <i>sinirli</i> hissediyorum.					
	6. Son altı aydır işimde kendimi <i>neşeli</i> hissediyorum.					
	7. Son altı aydır işimde kendimi <i>sabırsız</i> hissediyorum.					
	8. Son altı aydır işimde kendimi <i>hevesli</i> hissediyorum.					
	9. Son altı aydır işimde canımı <i>sıkkin</i> hissediyorum.					
Olumsuz Duygular	10. Son altı aydır işimde kendimi <i>gururlu</i> hissediyorum.					
	11. Son altı aydır işimde kendimi <i>boşa çabalamış</i> hissediyorum.					
	12. Son altı aydır işimde kendimi <i>istekli</i> hissediyorum.					
	13. Son altı aydır işimde kendimi <i>sıkılmış</i> hissediyorum.					
	14. Son altı aydır işimde kendimi <i>memnun</i> hissediyorum.					
	15. Son altı aydır işimde kendimi <i>endişeli</i> hissediyorum.					
	16. Son altı aydır işimde kendimi <i>stresli</i> hissediyorum.					
	17. Son altı aydır işimde kendimi <i>huzurlu</i> hissediyorum.					
	18. Son altı aydır işimde kendimi <i>depresif</i> hissediyorum.					
	19. Son altı aydır işimde kendimi <i>aktif</i> hissediyorum.					
	20. Son altı aydır işimde kendimi <i>sıkıntılı</i> hissediyorum.					
	21. Son altı aydır işimde kendimi <i>üzgün</i> hissediyorum.					
	Maddeler	1-Kesinlikle	2-Katılmıyorum	3-Kararsızım	4-Katılıyorum	5-Kesinlikle katılıyorum
Potansiyelin Gerçekleştirilmesi	22. İşimde potansiyelimi kullanıyorum.					
	23. İşimde önemli olduğumu düşündüğüm yeteneklerimi geliştiriyorum.					
	24. İşimde becerilerimi yansıttığım etkinliklere katılıyorum.					
	25. İşimde zorlukların üstesinden geliyorum.					
	26. İşimde değerli olduğumu düşündüğüm sonuçlara ulaşıyorum.					
	27. İşimde, hayatım için koyduğum amaçlar doğrultusunda ilerliyorum.					
	28. İşimde en iyi yönlerimi gösterebiliyorum.					
	29. İşimde gerçekten yapmaktan hoşlandığım işleri yapıyorum.					