



Defining the Relationship between Trust, Reputation and Political Skills in Service Business

Ece KONAKLIOGLU¹, H. Dilek SEVIN²

ABSTRACT

The aim of this study is to determine effect of the political skills of the managers on reputation and trust. The research data is obtained from 104 employees of different restaurants running in various centers in Ankara. As a result it is find out that the linear relation between managers' political skills and trust and reputation is statistically significant.

Keywords: Political skills, reputation, trust

JEL Codes: M1, M5, M12, M51

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1.0 INTRODUCTION

Providing financial superiority is not enough alone for the competition in the global market of the organizations. For today, the factor of being trustworthy according to service becomes importance in the way of success of organizations along with the other factors such as social responsibility projects and customer satisfaction. The concept of trust brings institutional reputation of the company forefront. Reputation which is defined as a significant indicator whether a company is “good” or “bad” is indispensable value for organization (Keh and Xie, 2009:732).

In other words, institutional reputation appears according to the answers of the questions about the positive and negative inceptions of the organization and the answers of the questions about how is desired to be perceived. Reputation in the organization is provided by means of effective communication policies towards workers. So many vehicles such as providing open communication canals and appreciating successes of workers are used in the organizations which want to apply effective communication policies. These workings increase the motivations and loyalty of the workers to institution in addition these workings change the view of workers to the managers who have the behaviors.

¹ Asist. Prof. Dr. Gazi University Faculty of Tourism, Tourism Management Department, E mail: ece@gazi.edu.tr

² Asist. Prof. Dr. Gazi University Faculty of Tourism, Recreation Management Department, E mail: dsevim@gazi.edu.tr

The dictionary meaning of the “Reputation” takes place as “Respectability, being trustworthy in debt discharging, respect, giving importance, honor and pride” (www.tdk.gov.tr). According to literature the concept of reputation generally focuses on the field of “institutional reputation”. Although there are lots of studies on organizational and institutional reputation, it is known that there are less studies about personal reputation in the literature (Zinko. et al., 2012). In this research, it is focused on reputation of managers which is perceived by workers by discussing “reputation” personally.

The other variable discussed in the research is the concept of trust. Trust is a situation of being defenseless voluntarily because of positive expectations of individual. In other words, it is a situation of surrendering herself/himself to the other one. The other definition of the trust is being agreeing on taking risk of the situation by believing that others do not disappoint her/him although the individual is not under the effect of any condition (Robbins and Judge, 2013:395).

Trust is a related feature of manager or leader and losing confidence can be able to cause undesirable organizational results. Trust does not form by itself; trust of the leader to the workers depends of the features of workers as much as the skill of the leader. While the words such as righteousness, helpfulness and skill appear as the keywords to provide trust wholesomely (Robbins and Judge, 2013:396) the base of forming reputation is provided by the completing of the forming process of trust. In other words, the most wholesomely place where reputation can form is environment of trust (Carter, Bittin and Ghorbani, 2002:515).

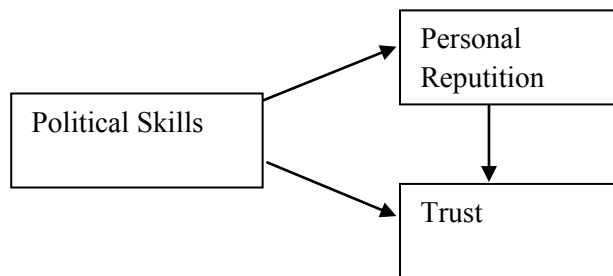
When the reputation is discussed personally, it appears as the work made by the individual and trust to it, a gained reputation. The source of reputation is defined as “believability” and “trust”. Believability is estimated as the perceived information or one of the abilities and it is introduced as the ability of effecting. Trust is related to trustworthiness and it is defined as the trust belief of the individual. In this concept, “reputation is described as a common structure which is formed by trust and is gained believability. It is declared that reputation is not a value that is gained by itself, it is given by some people and it can be good or bad, the good one should be protected and the bad one should be left (Usta, 2006, 39-41). Personal reputation is a reality of both social and organizational lives. Individuals can develop reputations about so many things in their daily life, however, the reputation in working place focuses on the subjects such as operation the workings effectively, being in cooperation and the capacity of the individual according to help the others.

While it is defined that reputation is generalized with trust and it is formed as behavior as a result of trust (Cohen and Prusak, 2001: 61) the question of there can be another variables of which effects can be questioned on the two variables. High trust level between workers and managers can affect their relations and the perceived reputation. However, clarification of the relation between two variables cannot be sufficient alone. For that reason, while the necessity of having a reputation as booster of social ties is thought, from this point of view social and political skill of the manager is taken to the subject of study as one is the other variable which predicts reputation and trust. The key point of successful business depends on the motivation or impression ability of managers. This lays the foundation of political skills (Ferris et al, 2000:25).

Although there are the samples of the individuals who create negative effect deliberately, this is not an acceptable situation. So many individuals try to create positive image in the working places. The individuals who are in a struggle for forming positive image political and social abilities come into prominence (Ferris et al., 2001). Political skills combine social awareness with the talent of communication well interpersonally. The situation of being effective on targets of individuals effectively defines the political skill of the manager and there is a positive relation between personal reputation (Zinko. et al., 2012; Liu et al., 2007). The effect of political skill, which is defined as the skill which can change the focus point of an individual, on reputation and trust of manager (Ferris et al., 2005) is thought as an important research question for us. We also consider that, the practice of the subject in a different culture can contribute to the field. From this point of view, determining linear

relation between political skill, which is thought to predict the variables of trust and reputation of manager, is the aim of the research.

Figure 1: Research model



From this point of view, research hypotheses are determined as;

H1: There is a correlation between political skills of the manager and personal reputation.

H2: There is a correlation between political skills of the manager and trust.

H3: There is a correlation between personal reputation of the manager and trust.

H4: Political skills of the manager affect reputation of the manager.

H5: Political skills of the manager affect trust.

H6: Reputation of the manager affects trust.

2.0 RESEARCH METHOD

The research which is carried out to determine the relation among the variables as reputation of manager, political skill of manager and the trust to manager has qualify of descriptive and exploratory in which quantitative methods used.

2.01 SAMPLE AND POPULATION OF THE RESEARCH

The research is made on service personnel and chiefs who work intensive tempo. Catering companies in Ankara are determined as the population of the research. The method of taking sample is chosen because of reaching all population is hard from the point of time and cost. 5 restaurants which are active from different centers within the Ankara borders are determined as sample as suitable to the sample methods which are not random. 104 questionnaires from 250 which are distributed to the companies turn back and found suitable for analyzing. While the participation number is taken as interdiction, the research results have just the ability of representation of applied sample.

2.02 GATHERING DATA AND ANALYSIS

The reach data is drawn upon the question form. The question form consists of four chapters; the first chapter is demographical and involves the general information of the participant about business life. The second chapter consists of trust and the third chapter evolves around reputation and the fourth one ingenerates political skills of manager. The contributory degree of the propositions in the second, third and fourth chapters are interrogated in likert scale and involve the scale of contributory degree between (1) strongly agree, (5) strongly disagree. The three reverse propositions are reversely codified. During the research, the degree of trust upon the manager is investigated through the staff and it is the converted version of the question form utilized in study of Larzeler and Huston (1980). The original form of the scale scopes for the trust upon a partner in their private life. (Larzeler and Huston, 1980: 595). As for business life, the scale is adopted to the research purposes, receiving expert opinion considering the close relation between manager and the staff. The scale is in the form of one dimension scale consisting of 8 propositions. The scale of reputation is a scale that has been developed from a variety of descriptive psychological scopes by Zinko. et al., (2012). The scale of political skill (social control and competency) is a scale of 18 propositions that is first developed by Ferris et al. (2005) scale

of 40 propositions and is also adopted by Zinko. et al., (2012). In order to determine the psychometrical qualifications of the scales; they are evaluated separately through factor analysis.

The factor analysis shows that, only one element is excluded of analysis as it is under the predetermined weight value of 0.32.

The consistency of the conclusions in the scales (that are) developed with the purpose of gathering the data, is checked through reliability analysis. According to the criterion of Alpha Parameter evaluation given in Table 1

Table 1: Reliability analyses results

Scale	Alpha Co-efficient (α)
Reputation	0,978
Trust	0,811
Political Skill	0,971

While defining statistics (percent, frequency, average, median and standard deviation) are used in analyzing demographic and personal information, correlation coefficient and linear regression analyses from relational tests to determine the relation between variables.

3.0 RESEARCH FINDINGS

When the descriptive statistics are taken into consideration, it is seen that the major part of the participants are male (%83,3) and it is seen that female provide less participation than male (%15.7). The participants who are in secondary-high school level are majority (%65.3), the participant who are in university are in minority (%11,2; %21,4). When the education field is analyzed, it is seen that the fields of other (%58.9) and the field of social sciences (%34.2) are in majority. The age of company are 11-15 years (%51.8) and 6-10 years (%26.5) in majority and it is determined that the number of person are majority within 21-30 as (%48.8) and 11-20 as (%39.5) person. It is seen that the majority of the participants work less than one year in the company (%49.0) and at the same time the number of the participant who work less than one year with the manager is in majority (%52.0). The managing duration of the manager is determined as 5-10 year (%34.0) and less than one year is defined as (%23.4), the working duration which is less than one year of the workers in the stable statute is determined as (%42.0).

Table 2:

Demographic and Organizational Information	Frequency	%	
Gender	Female	16	15.7
	Male	85	83.3
Education	Secondary-High	64	65,3
	Upper Secondary	11	11,2
	Undergraduate	21	21,4
	Other	2	2,1
	Educational Field	Social	25
	Engineering	3	4.1
	Science	2	2,7
	Other	43	58,9
Company Age	<5	8	9,6
	6-10	22	26,5
	11-15	43	51,8
	>16	10	12,0
Worker Number	<10	5	5,8
	11-20	34	39,5

	21-30	42	48,8
	>30	5	5,8
Working Duration in the Company	<1 year	49	49,0
	1-5 year	28	28,0
	5-10 year	16	16,0
	> 10 year	7	7,0
Working Duration with Manager	<1 year	52	52,0
	1-5 year	26	26,0
	5-10 year	15	15,0
	> 10 year	7	7,0
Management Duration of Manager	<1 year	22	23,4
	1-5 year	20	21,3
	5-10 year	32	34,0
	> 10 year	20	21,3
Mission Duration in the Present Situation	<1 year	42	42,0
	1-5 year	31	31,0
	5-10 year	18	18,0
	> 10 year	9	9,0

The relation test results of reputation of manager, trust and political skill of manager are given in Table 3.

Table 3: Correlation value of political skill, reputation and trust of the manager

Variable	1	2	3
1. Reputation	1,00		
2. Trust	,518**	1,00	
3. Political Skill	,711**	,802**	1,00

P<0.01

Pearson correlation coefficient is used to test direct relation within concepts. When the correlation in Table 3 taken into consideration, there is an average relation between reputation and trust variables ($r=0.518$, $p<0.01$), there is a positive powerful relation between reputation and political skill ($r=0.711$, $p<0.01$) and it is seen that there is a positive powerful relation between political skill and trust ($r=0.802$, $p<0.01$). Under the lights of the findings, the hypotheses of H1, H2 and H3 are supported.

Relation between variables enables to test the effect of independent variables on dependent variable.

Table 4: Variance Analysis (ANOVA) Table which Examines the Level of R Value which Shows Relation between Political Skill and Trust

Model		Sum of Squares	Df	Mean Square Value	F	Sig.
1	Regression	52,836	1	52,836	179,831	,000(a)
	Residual	29,381	100	,294		
	Total	82,217	101			

a Predicted: (Stable), Political Skill

b Depended Variable: Trust

When p value ($p<.01$) in the table is taken into consideration, it is seen that the value ($R= 0,802$) which is calculated to relation between predictor political skill and predicted trust in regression model is statistically significant.

Table 5: Coefficient table including stables and coefficient in regression equation

Model		Non-Standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Stable)	.631	.240		2.630	.010
	Political Skill	.776	.058	.802	13.410	.000

a Depended Variable: Trust

Linear relation between political skill and trust of manager in regression model is statistically significant ($P < 0.01$). Significance test of coefficient of predictor variable ($B = 0.776$) shows that political skill is a meaningful predictor ($p < 0.01$). According to result of regression analysis result regression balance which predicts trust is like;

$$\text{Trust} = (0.776 \times \text{Political Skill}) + 0.631$$

Table 6: Variance Analysis Table (ANOVA) which examines the level of r value which shows relation between political skill and reputation

Model		Sum of squares	Df	Mean Square	F	Sig.
				Value		
1	Regression	48.644	1	48.644	101.331	.000(a)
	Residual	47.525	99	.480		
	Total	96.168	100			

a Predicted: (Stable). Political Skill

b Depended Variable: Reputation

When p value ($p < 0.01$) in the table is taken into consideration, it is seen that the value ($R = 0.711$) which is calculated to relation between predictor political skill and predicted reputation in regression model is statistically significant.

Table 7: Coefficient table including stables and coefficient in regression equation

Model		Non-Standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Hata	Beta		
1	(Stable)	1.226	.315		3.893	.000
	Political Skill	.762	.076	.711	10.066	.000

a Depended Variable: Reputation

Linear relation between political skill and reputation of manager in regression model is statistically significant ($P < 0.01$). Significance test of coefficient of predictor variable ($B = 0.762$) shows that political skill is a significant predictor ($p < 0.01$). According to result of regression analysis result regression balance which predicts reputation is like;

$$\text{Reputation} = (0.762 \times \text{Political Skill}) + 1.226$$

Table 8: Variance Analysis Table (ANOVA) which examines the level of r value which shows relation between trust and reputation

Model		Sum of Square	Df	Mean Square	F	Sig.
				Value		
1	Regression	21.214	1	21.214	36.299	.000(a)
	Residual	57.858	99	.584		
	Total	79.072	100			

a Predicted: (Stable). Reputation

b Depended Variable: Trust

When p value ($p < .01$) in the table is taken into consideration. it is seen that the value ($R = 0.518$) which is calculated to relation between predictor reputation and predicted trust in regression model is statistically significant.

Table 9: Coefficient table including stables and coefficient in regression equation

Model	Non-Standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Stable)	1.754	.345		5.083	.000
Reputation	.470	.078	.518	6.025	.000

a Dependent Variable: Trust

Linear relation between political skill and trust of manager in regression model is statistically significant ($P < 0.01$). Significance test of coefficient of predictor variable ($B = 0.470$) shows that reputation is a significant predictor ($p < 0.01$). According to result of regression analysis result regression balance which predicts trust is like that;

$$\text{Trust} = (0.470 \times \text{Reputation}) + 1.754$$

Under the light of findings H4, H5 and H6 hypotheses are supported.

4.0 RESULT

It is proclaimed that the studies with the focus on political skill theory (Ammeter et al. 2002) have prepared a substructure for the political skill, reputation and trust. It is scoped through this study that, political skills can contribute positively to the manager so long as they are utilized in an ethical way (Hall et al.; 2004; Ammeter et al. 2002). Hall and others proclaim in their study (2004) that the reputation is an element that directly influences trust and at the same time political skill can cause a perception of a higher reputation. In this study, the complicated relation between political skill, trust and reputation is scoped thoroughly and it is concluded that the political skill of the variations influence separately reputation and trust. From this point of view, the contention is that the high social skill brings more reputation to the manager among the staff and at the same time that the manager with political skill is presumably trusted more by the staff. This finding was projected previously by Ferris et al. (2000:25). They expressed that political skill is an interpersonal style that combines social awareness with the ability to effective communication. As long as a political behavior accrues in good sense, this course of actions can arouse trust. Another result is the existence of reputation-trust relation. While it is considered that the inculcator leaders' speeches are more valid (Ilgen, Fisher, and Taylor, 1979) it is concluded that trust is influenced by reputation, similar to the related studies (Hall et al. ,2004) that it is the reputation of manager as the element preparing substructure to the relation between the manager and the staff. While the political skill of the manager is proclaimed under the light of the conclusions obtained from research model developed to explain the complement these complicated relations separately, it is defined that the manager's reputation has an influence over trust. In the following studies, in addition to the manager's responsibility over the variants developed through related dimensions, bringing a different dimension to the topic of interrelations among these three variants, with analysis through complementary or interceder models can be discussed.

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