

## **An Experiment Aimed at Gender Apartheids Being Evaluated In Terms of The Trust Factor**

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**Abstract:** The trust factor is an important topic for all companies. It is important especially in order to provide the loyalty of employee and high motivation. In that study being experimented the trust factors impacts on the gender apartheid in the companies, it is defined that the perception of gendern apartheid haven't developed in the companies having the trust factor and all employees have showed similar tendency , as well. It is concluded that the trust factor for the company is highly in company, having been done research.

### **Introduction**

The employee to trust themselves, their chefs and each others makes a contribution to establish an organizational environment that prepossess to working conditions. To provide the employee of the organization to work in an atmosphere, in which the trust is prevelant, is not only the duty of the management, but also is the heavy responsibility of the employee. It is known that the voluntary contribution aimed at building up trust is of essential importance. On the other hand, it may be said that these conditions can be easily carried out, provided that the management give the importance of the factors related with building up trust. All of the participants in company to do a work in an environment, that is high trust, increase the performance and job satisfaction and all conclusions have positiv impacts on all parts of thecompany.

It is seen as an inevitable realitat that the employee that fells as behaved differently than the others or in other words, as discriminated in the organizations will have a distrustful attitude towards both their co-workers and their manager and hereat will come about a distrustful atmosphere.

However, the trust of the employees in the company, in which they worked, affects a lot of positive results such as the loyalty, job satisfaction and performance level.

### **The Notion of Trust**

The trust means that a person has a personal positive expectation and displays psychological sensitivity regarding this expectation. Furthermore; the trust notion includes also emotive loyalty, that represents the essential interest for the persons (Wech, 2002: 354; Asunakutlu,T: 2002). Trust is the belief in which the behaviours of the people in our environment will develop with the aim of meeting our expectations without any control action (Mayer et al., 1995).

Trust is a phonemon that is defined as an expectation of any individuals from the other part based on the procedure and the relations between the individuals. Therefore, the trust notion is studied firstly by chracter theorists and then by psychologists, sociologists, social psychologists, political scientists and economist, although it is a notion relating quite a few diciplines, The trust, used as a notion in different areas for years, was being a subject of the researchs in the fields of the organization, the management and organizational behaviours in the in 1980s years (Lewicki et al., 1998).

When considered from the social aspect, trust is to be perceived as a feature of collective units and be approached independent from the individuals. In other words, trust develops when the procedures with the aim of that persons, in social system, put eachothers under protection through symbolic representation, is carried out (Lewis ve Weigert, 1985: 968).

On account of the fact that the trust topic is approached from different standpoints by the social scientists, there isn't any spesicic definition of trust, agreed in general. Researchers adressed the trust considering quite a few factors and devoloped quite few different definitions. As a conclusion, it is stated that they let the trust topic remain

undefined, claiming the difficulty of its definition because of being in some studies different approaches, related with the trust topic some researchs (Küskü, 1999).

However, on the definitions being reviewed, there develops a common consensus across the researchers that the trust has an important place in the arrangement of the organizational activities and in teamworks, leadership, adoption a course of action, performance management and often collaborative attitudes. (Elangovan and Shapiro, 1998:547). Trust is a relation based on confidence, as well (Erdem, 2003:156).

The trust in individual relations and also in individual's relations with the company and in the company's relations with individual is equally important. Since the trust, which is the base item of social capital, is an important factor to maintain the relationship. Any company cannot reach its aims without trust. Furthermore, one of the environments, in which the human relations, interaction and collaboration are common, is the organizational lifes. The base reason is trust issue. Why the people are not open to the cooperation in some companies or why they insist in the all changes in the practices being open or not, are related with the humane features of the company rather than its structural or technical features. While the apparent economical, social or political reasons of the crisis encountered is actually the results of the trust issue, the story of the successful companies is being real through the features such as the trust in the company, in the managers, and in the organizational vision. (Erdem, 2003: 154-155).

Lewicki and Bunker (1996) stated through the definitions of trust that there be three situations to provide a trust based relation. These are:

- a. the uncertainty and konfliktks related with the future,
- b. the decisions and results related with the future being dependent on the attitudes of the others,
- c. the possibility of the potential loss's being more than the possibility of the positive and advantageous conditions.

The researchs related with the trust have focused on basically three fields as interpersonal trust, trust in manager and top manager. There is less importance to the trust in company. (Tan and Tan, 2000)

The organizational trust can be defined as an effort of one person or the people, included in group, to act the another person or the group in good faith accordingly to express warranty or not express warranty. It has a role in the trust of not taking any advantage of another person, even if there is any opportunity in predetermined contracts. (Cummings and Bromiley, 1996). According to Lewicki et al., organizational trust is both the individual's being sure even in the stuations that are risky, about the procedures and policies that affect the company itself, and individual's supporting these. (1998). Although there is quite a few definition of organizational trust, confidence and willingness are the key words which are common in all definitions.

The most important discrimination of the organizational trust topic is of the trust in the individual and the company. (Blomqvist et al. , 2003). A lot of writers and researchers separate the trust topic of the individual from the company.(Nyhan and Marlowe, 1997; Tan and Tan, 2000). The workers in the company trust the others in the compnay ( to colleagues and managers) and the organization at a different level.(Nyhan and Marlowe, 1997). The trust in the company develops both at a level of individual and at a level of the company. However, the trust in the individual and the trust in the company is different notions from the each others .(Doney and Cannon, 1997, Zaheer et al. , 1998; Blomqvist et al, 2003). Therefore the notion of the trust in the individual and in the company and the trust which concur with these, have developed. (Polat, 2007:35)

Costs and losses, encountered on reaching at common aims, can be reduced to the lowest level through the trust medium that will be provided and the uncertainties related with the futures of the company can be reduced, as well (Ateş, 2004). In this way, the trust is an important factor to keep companies more and also it helps the companies to extend their visions (Rosen,1998). Moreover, the trust medium has a lot of advantage in the compnay. The trust medium has an important role in being open to improvement, qualitative communication and organizational efficiency (Tschannen-Moran, 2001). The trust between the workers and the employers, the company and the participants in a company, is one of the determiners of providing productivity, efficiency and of reaching the aims. There will be certainly deficiencies of reaching the aims in the company (Yücel and Samancı, 2009:117-118).

## **Gender Apartheid**

The discrimination is the people' being subject to the disrimination due to the reasons such as the gender, the laguage, the religion, the race or the ethnic origin. This discrimination means that when taking somebody on, paying sallary, accepting them to the school or allowing them take advantage of various opportunities, the practices against the individuals are carried out according to the stated factors (Demir and Acar, 2002:54).

Although the based-gender discrimination has not any effect of the work's carried out in terms of working life, the women' being excluded from the working life due to their gender and consequently, the satisfaction level's

and income's being distributed between the men can be defined as and the processed , in ,education , the department of work, payment not in terms of the business which the women and the men carried on, but in terms of the base of the gender ( Kasimoglu and Halıcı, 2000: 374; Demir, 2002).

The based- gender discrimination can be defined in a way that that the women lack the basic needs in the society , they have unequal conditions compared to men, they are exposed to violence , and they are represented rarely in politics and the work life . The based-gender discrimination develops through the unequal power distribution in the relations between the men and the women. The inequality of the power distribution between the men and the women brings about the gender apartheid ([www.undp.org](http://www.undp.org),2009) .

Bringing forward its gender or its gender-specific feature as a reason, to avoid from taking somebody on, to apply different working conditions, to pay different salaries are regarded as the gender apartheid. (Hoffman and Everett, 2005).

The women who are subjected to the discrimination before joining in the business world and also after taking place in, cause distribution of roles, inequality of education level, the women oriented prejudices and attitudes, discriminatory practices before joining in the business world. After taking place in the business world, the woman, a member of the immediate family, spend less time on housework. The results of this situation affect her business life and additionally, the social pressure to which they are subjected and the obstacles increase through the discriminatory behaviours of her employers and workmates.

The most important sign of the gender apartheid is that the duties are divided as the women-work and the men-work. It is clear that the common practices, the traditional value judgement and the choices of women cause this phenomenon (Çiçek, 2000:14). Due to the general prejudices, the women work mostly gaining less in the fields such as office, houseworks, agriculture.

The discrimination notion comprises of the direct and indirect discrimination. Furthermore, the women are preferred less compared to single women in both two discrimination types in terms of their being married or mother.

It is the direct discrimination that the individuals are subjected to the discriminatory practices in parallel with their features such as the gender, the race, the ethnic origin in the phase of their acceptance for the job, their promotion and their performance evaluation.

The direct discrimination means that person or the group is discriminated from the others due to the gender, the race and disability. (Stredwick, 2000:66). In this way it is clear that there is the direct discrimination between the genders. ([www.uknetguide.co.uk](http://www.uknetguide.co.uk), 2010). There are following examples for this situation ;

- the applications of the man is preferred in an ad which is to meet the lack of personnel,
- a difference in payment in favor of the men,
- the women's being fired because of their pregnancy,
- the women's being fired due to their asking permission for their children,
- the women's being subject to the sexual disturbance

Indirect discrimination appear on the situations that the employer behaves same to all workers apparently, however, the workers are subjected to more negative behaviours due to their features. Although these negative behaviours seems as if they were objective, these are aimed at the people that have a set features with gender, race, age, in practice (Stredwick, 2000: 66). There are some examples of the direct discrimination;

- The mothers' not being preferred on taking somebody on.
- The working women's being as part-time workers on the top of the list of the companies to fire ,
- Single women's being assigned showing reason of the quality of the job.( especially in jobs includes business trips ([www.eoc.org.uk](http://www.eoc.org.uk)2010)

The perception of discrimination brings about quite a few adverse outcomes from the point of the employees. The adverse outcomes such as the sense of mistrust, motivation and underperformance, decrease in bondage are of the unintended consequences from the point of the company, as well.

## **The Purpose of The Study and Its Importance**

When it is considered that human is so important for the companies, we can see inevitably that it is so important to increase the productivity that individuals trust the company, in which they work, their managers and the other employees. The organizational trust factor will be reviewed from the point of the gender apartheid through this

claim and also it will be analyzed, which factors is effective on providing a trust atmosphere and if these factors changes according to genders , or not.

### The Concept of Experiment and Its Process

This research is carried out making a quastainnare to 90 persons, working in service industry in sakarya. So researchers have applied qualitative methods. In this research they make use of SPSS statistical program. The survey, applied in the research, aimed at defining the relation between the based-gender discrimination and organizational trust , comprises of three parts. First part of the survey includes 10 questions that measure the based- gender discrimination, second part includes 13 questions aimed at measuring organizatonal trust and the last part of the survey includes 5 questions aimed at defining demographic features of the employees.

### The Limitations of The Experiment

It is one of the most important limitations of the experiment that the field of the experiment includes only one company and as a result of this situation, the relatability and the generability property of the sample is not sufficient. It numbers also the analiysis that the concept of the research is limited. The other limitation of the research is the way of the process. The researchers apply survey method to acquire datas of the research. It is supposed that participants answer correctly when answering surver questions, however, to be applied the survey method as a process can cause them not to research extensively and not to notice the details which maynot appear on survey method.

### The Questions of The Study

- 1: Does the sense of the gender apartheid from the point of women and men make a diffenrence?
- 2: Does the sense of the trust differ according to gender?
- 3: Does the based-gender discrimination differ according to educational background?
- 4: Does the based-gender discrimination differ according to marital status?
- 5: What is the gender apartheid perception of the company in which the research is carried out?
- 6: What is the trust perception of the company in which the study is carried out?
- 7: How does the perception of trust affect the gender apartheid?

### Findings

#### The Demographic Characters of The Employee Having Participated In This Study

%45 of the participative employee in reseach comprises of the women, and its %55 includes the men. %44.8 of the participants from the employees between 25- 30 age , its %36.2 from the employees 31-36 age, and its %19 from the employees being at 36 and the olders are choosed. %34,2 of the sample comprises of high- school graduates, its %40.5 includes university graduates and its %8.9 comprises of people graduated from primary school. %65 of the sample comprises of married workers and its %35 comprises of single workers. %46,8 of the participants includes the workers having worked 0-5 years, its %22,1 the workers having worked 6-10 years and its %31.2 comprises of the employee having worked 10 years or more..

#### The Analysis Related With The Variables In The Study

ANOVA					
The perception of gender					
	Sum of squares	Degree of freedom	Average of squares	F	P
Among the groups	0,666722783	1	0,67	2,13	0,15
In-group	24,46352413	78	0,31		
Total	25,13024691	79			

As it is also understood from the table, because  $p=0,15>0,05$  is the sense of gender apartheid differs according to gender. In the company, in which the research is carried out, the perception of gender apartheid doesn't differ from the point of women and men

ANOVA					
The perception of trust					
	Sum of squares	Degree of freedom	Average of squares	F	P
Among the groups	0,035505947	1	0,04	0,30	0,59
In-group	9,277807662	78	0,12		
Total	9,313313609	79			

As it is also understood from the table, because  $p=0,15>0,59$  is, the perception of trust doesn't differ according to gender. All employees who are working in the same company, have same perception of the trust notion without any difference. All workers in the company have the same perception of the trust factor without any difference.

ANOVA					
The perception of the gender apartheid					
	Sum of squares	Degree of freedom	Average of squares	F	P
Among the groups	0,582420443	3	0,19	0,61	0,61
In-group	23,96547767	75	0,32		
Total	24,54789811	78			

As understood from the table, since  $p=0,61>0,05$  is, the sense of gender apartheid doesn't change according to education level.

Furthermore, it is found that when the relation between the trust factor and the sex discrimination is studied, the level of the relation between these two variable is %13 (r:13) and the trust factor affects the perception of the discrimination %17. there is not any important difference between these two parts in according to the results of the analyse to see whether the perception of the gender apartheid differs in terms of the marital status, or not. ( $\text{sig}=0.46>0.05$ ) it can be said that trust factor's being provided in the company means that it helps to feel the gender apartheid less. It is concluded that the level of the trust perception is % 3,46, when compared to the trust perception in the company and the level of the gender apartheid perception is %3.01.

## Conclusion

The self confidence and the trust in the other person is of the base conditions of success and well-being. If the level of workers' self confidence and trust in their managers and workmates becomes higher, it can be said that the productivity and efficiency will increase in the company, as well.

The trust factor is prerequisite for providing to the adherence to the aims and the connection across the workers. The trust develops through the interindividual relations and organizational practices. The sense of the trust has a vital role to maintain the relationships.

The trust notion has an variable feature, that can affect quite a few relations between the parties, such as the transmission of the datas, solution of of the problems, authorization and sharig the responsibilities and the aims.

The high level trust sense brings about the loyalty in paralell with this. There must be participation of the all parts to provide the trust notion in the company. Not only the managers but also the workers have the responsibility in this respect. It can prevent the interpersonal discrimination that the people trust each others and believe that they will not be treated unjustly by the other person in companies.

The distrustful mediums cause some interindividual based-gender discriminations to come about and become widespread. The trust medium in the company is important to prevent any the base-gender discrimination. The findings of this research show that if the trust perception is high, the perception of the gender apartheid is lower in this company. Furthermore, the trust perception of the man and women workers doesn't differ in the companies, in which the trust factor is prevalent.

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