



The Effect of Professional Attitude on Motivation: The Mediating Role of Trust

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ABSTRACT

Employees' professional attitudes, motivation, and trust perceptions should be positive to be more successful and productive in their professions. High perceptions of professional attitudes of working individuals enable individuals to take responsibility and care about their work, adapt to the corporate culture with a professional attitude, and establish a strong relationship with their colleagues. Individuals with high motivation at work can produce more efficiently by putting forth more devoted labor and effort. Motivation enables employees to cope with workplace stress and turn challenges into opportunities. A trust-based business relationship between employees increases employees' loyalty to their organizations. Based on these research topics, this research aims to measure the effect of the trust mediation role and professional attitudes on the motivation of non-managerial employees working in the provincial units of a public institution in Ankara. The data was obtained from 392 employees. Data was analyzed using SPSS and AMOS programs (structural equation modeling). As a result of the findings, it was understood that professional attitude did not have a statistically significant mediating effect on trust, and trust did not have a statistically significant mediating effect on motivation. According to the results obtained, professional attitude had a statistically significant impact on motivation. Increasing the perceptions of human capital, which is the most crucial resource of organizations, such as motivation and professional attitude towards work, will prevent negative situations such as leaving the organization and burnout syndrome.

Keywords: Professional Attitude, Confidence, Motivation

Mesleki Tutumun Motivasyona Etkisi: Güven'in Aracılık Rolü

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Öz

Çalışanların mesleklerinde daha başarılı ve verimli olabilmeleri için mesleki tutumlarının, motivasyonlarının ve güven algılarının olumlu olması gerekmektedir. Çalışan bireylerin, mesleki tutum algılarının yüksek olması, bireylerin sorumluluk alma ve işini önemsemeyi, profesyonel bir tutum ile kurumsal kültüre adaptasyon ve mesai arkadaşları ile güçlü bir ilişki kurabilmeyi sağlamaktadır. İş yerinde motivasyonu yüksek bireyler, ortaya daha özverili emek ve çaba koyarak, daha verimli bir iş üretebilmektedir. Motivasyon çalışanların iş yerinde yaşanan stres ile başa çıkabilmesini, zorlukları da fırsata çevirmesini sağlar. Güvene bağlı çalışanlar arasındaki bir iş ilişkisi ise çalışanların kurumlarına bağlılığını artırmaktadır. Bu araştırma konularından hareketle bu çalışmanın öncelikli amacı, Ankara'da bir kamu kurumunun bağlı taşra birimlerinde görev yapan ve yönetici pozisyonunda olmayan çalışanlarının güven aracılığı rolü ile mesleki tutumlarının motivasyon üzerindeki etkisini ölçmektir. Veriler 392 çalışandan elde edilmiştir ve elde edilen bulgular SPSS ve AMOS programları (yapısal eşitlik modellemesi) kullanılarak analiz edilmiştir. Elde edilen bulgular neticesinde mesleki tutumun güven üzerinde, güvenin ise motivasyon üzerinde istatistiksel olarak anlamlı bir aracılık etkisinin olmadığı anlaşılmıştır. Elde edilen sonuçlara göre mesleki tutumun motivasyon üzerinde istatistiksel olarak anlamlı bir etkiye sahip olduğu görülmüştür. Örgütlerin en önemli kaynağı olan insan sermayesinin motivasyon ve işe yönelik tutum gibi algılarının artırılması, örgütten ayrılma ve tükenmişlik sendromu gibi olumsuz durumların önüne geçecektir.

Anahtar Kelimeler: Mesleki Tutum, Güven, Motivasyon



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Introduction

Employees are a very significant treasure for organizations. Organizational performance will be observed in an organization where human resources work effectively. Human beings are emotional beings, and positive emotions will positively affect work performance in the workplace. In this context, individuals' positive professional attitudes and motivation should be perceived as a corporate policy. The professional attitude of employees towards their work and their desire to work for their work will increase the success of the employees and the organization they work for. It is inevitable that individuals with high professional attitudes will have less tendency to quit their jobs and will be open to all kinds of innovations and changes. A happy employee at work can be open to teamwork with other employees. Managers are essential in raising professional attitudes and motivation in the workplace. Management must provide a fair working environment to expect high productivity and better work quality from employees. Studies have been conducted in the literature to increase employees' personal development, productivity, and organizational trust. Individuals who develop positive professional attitudes in their working life and have a positive attitude towards work have a positive psychology in their social and family lives (Yüksel, 2016).

The role of professional attitude in fostering employee commitment and dedication cannot be overstated. The organizational culture, management approach, and colleagues at work all influence this attitude. A practical professional attitude has been shown to enhance job satisfaction, boost motivation, improve performance, reduce turnover, and increase company commitment (Singh & Meitei, 2017; Ahmad et al., 2013; Holm, 2002).

Trust in the workplace is a catalyst for employee cooperation and problem-solving. It fosters an open communication environment, enhances organizational commitment, and encourages employees to approach problems objectively. This, in turn, boosts individual performance (Singh & Srivastava, 2016; Bidarian & Jafari, 2012; Saunders, 2012).

When it comes to sectors, the motivation of employees is a key factor. Their efforts towards the sector's goals directly impact their performance, leading to positive sector outcomes (Wegge, et al. 2011). Moreover, employees' new ideas and participatory approaches can significantly boost productivity (Jurkiewicz et al., 1998). However, it's important to note that their eagerness to learn new knowledge and skills is not just beneficial, it's crucial. This continuous learning can reduce stress and increase job satisfaction among

employees (Robescu & Iancu, 2016; Buelens & Van den Broeck, 2007).

This research aims to measure the perceptions of professional attitude, self-confidence, and motivation of the staff. In addition to the professional knowledge competencies of employees, it is essential to provide and develop some competencies in personal development issues (Korkmaz, 2010: 240). In the research conducted by Koç (2013), an applied personal development model was proposed as in-service training to improve the 'personal competence' and 'institutional commitment' levels of a public organization's personnel based on their individual and institutional identities and values.

Literature Review

Professional Attitude and Trust

Practical Discussions

The individual development themes are “self-actualization,” “self-monitoring,” “self-esteem,” “life satisfaction,” “body language,” and “family life.”; In contrast, the institutional level themes are “corporate culture,” “professional identity,” “empathic communication,” “psychological violence,” “work ethics,” and “professional representation” (Koç, 2013: 161). In terms of professional attitude, according to this model, which aims at individual competence and organizational commitment, the targeted end is to change cognition, awareness, and competence levels. According to a model presented in a study by Özgen et al. (2002: 339), to understand one aspect of professional attitude, it is necessary to understand the relationship between beliefs, values, attitude, and job satisfaction. See Figure 1.

As shown in the figure above, if this model is adapted to employees, job satisfaction will occur if the employee's attitudes, beliefs, and values are positive. According to Duan and Elvis (1972), if there are jobs with little variety that do not allow the use of knowledge and skills in the conditions step, this situation will be manifested as monotony in the next step, in another step of emotional reaction, it will show boredom and provincial dissatisfaction, and in the fourth step of behavioral response, it will show the tendency to leave the job. When evaluated in terms of worship and social duties, employees should be dedicated to their work to avoid these negative processes that lead to a tendency to leave the job with their multifaceted responsibilities. A study examined the professional attitude levels of employees working in Antalya regarding education, marital status, gender, and occupation. It was found that organizational trust levels significantly predicted professional attitude levels and explained 22% of the total variance (Göküş, 2019: 303).

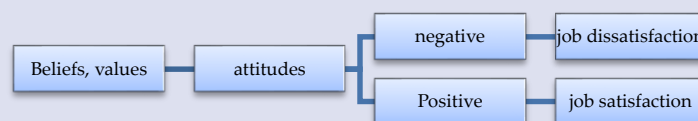


Figure 1. Professional attitude path
 Source: This graph is adapted from Özgen (2002:39).

Conceptual Discussions

Trust is defined as “the extent to which employees perceive management” and management perceives employees as honest and helpful (Geyskens et al., 1996: 308) and is examined by considering the trustworthiness of the other party (Squire et al., 2009; Mohr & Speakman, 1994). According to Bryk and Schneider (2002), organizational trust increases cooperation between managers and employees, increases efforts toward the organization's goal, and reduces issues that may cause conflict. Undoubtedly, organizational trust is vital in improving employee performance in organizations (Jawahar & Carr, 2007: 332). Trust is defined as an essential determinant of commitment (Dwyer, et al., 1987: 18) and is related to expectations of continuity (Poppo et al., 2008: 40); mutual promises form it and lead to the “development of organizational” or “inter-organizational commitment” (Narayandas & Rangan, 2004: 64-65); on the contrary, mistrust leads to the destruction of this commitment (Morgan & Hunt, 1994: 22-26). While early research included a variety of methods to measure the potential determinants and consequences of work attitudes, this has changed over time, and techniques to statistically assess these relationships have become more rigorous (Judge et al., 2017). In a study, the organizational trust levels of 429 healthcare workers were examined, and it was seen that the employees' trust levels towards their colleagues were relatively higher than the trust they had in the institution they worked for (Halıcı et al., 2015:180). A study found no significant difference in the relationship between employees' confidence in their organization, colleagues, and gender (Uygur & Arabacı, 2019: 760-62).

According to Lawler (1994: 97), the sum of employees' perceived personal inputs to the job, the perceived inputs and outputs of the characteristics they have, and the perceived job characteristics define the perceived amount to be received (expectations) and is denoted by "x." The perceived results of the specified objects and the actual results give the perception of the total amount received (outputs), expressed by "y." If the employee's attitude towards work is satisfied, this is described as $x = y$. If the employee's attitude towards work is unsatisfied, this is expressed as $x > y$. If $x < y$, it will be described as guilt, injustice, and employee discomfort. Among the reasons that negatively affect the professional attitude of the employees are long working hours, low pay for long working hours, management style, low pay, competition, employee problems, service status, and lack of self-expression. In contrast, the factors that affect the attitude positively at a high level are stated as adopting the corporate purpose, feeling secure, and being interested in the job description (Pizam & Lewis, 1979: 14).

In a study conducted on social service supervisors in the United States, a relationship was found between organizational trust and professional attitude toward work, and it was revealed that employees with a high sense of trust are delighted with their work (Silver et al., 1997:1-3). Colquitt et al. (2012: 909) explain this situation

as trust in management and state that employees have a more positive psychological perception. Thus, the effort and motivation of employees towards their organizations will be positively affected.

According to the research on conceptual and practical implications in the literature, it is understood that the relationship between professional attitude and trust is a topic worthy of study.

In this context, the following hypothesis is intended to be tested:

H₁: Attitude has a positive and significant effect on trust.

Trust and Motivation

Practical Discussions

Trust, which acts as a vital catalyst for the healthy survival of human beings and culture, has found a vast place in studies on human psychology, and these sources include findings on the effect of trust on the existence and natural potential of the individual (Işıkdoğan, 2022:14). Regarding organizational trust, employees must trust their managers, colleagues, and the people they address (Kars & İnandı, 2018:147). If employees trust their managers, their trust in the organization increases (Offerman, 1998), and trust in their colleagues enables employees to help each other and not interfere with each other's tasks (Ferres et al., 2004).

Conceptual Discussions

Regarding management science, the issue of trust is discussed at different levels, such as trust in the organization, trust in the manager, and inter-organizational trust. An organization that has developed a sense of trust and has this sense at the highest levels will become an organization that is open to innovation and change, its employees are fully committed to the organization, and can quickly achieve organizational goals; in contrast to these situations, it has been revealed in the researches that situations such as employees not helping each other at work, not providing justice among employees, not allowing employees to use their leave rights, not promoting them even though they deserve it, mobbing are essential factors that demotivate employees and damage trust in the organization, as well as having consequences that lead to psychological trauma, In addition, in organizations where the phenomenon of trust does not occur, managers will try to achieve success by keeping employees under constant pressure. This will cause a deterioration in employee motivation (Karabekir et.al., 2016: 132-38). Research is conducted with measurements such as the effect of trust on organizational change and employees' level of trust perceptions (Rousseau et al., 1998). In organizations, trust occurs both at the organization and the individual level, but trust in the organization is defined as organization-oriented, unlike trust at the individual level. In contrast, trust in the individual is perceived according to the manager's professional attitude toward the promises made to the employees (Demircan & Ceylan, 2003: 142).

In individual trust, it is seen that one party acts in a way that does not require controlling or monitoring the other party. There are no expectations against expectation-based behaviors (Mayer et al. 1995), whereas, in organizational trust, there are expectations from relationships and behaviors within the organization (Shockley-Zalabak et al., 2000). According to Türköz et al. (2009:289-90), trust in the organization is defined as the individual's belief about the actions that will benefit or at least not harm them from the organization, while Özdaşlı and Yücel (2010: 69-70) argue that trust in the organization is mainly focused on managers and that the trust of employees in the manager will stem from the behaviors of the managers, in this case, the evaluation of all kinds of words and behaviors of the manager by the employees comes to the fore (Erden & Erden, 2009:2180-90). Trust in coworkers, on the other hand, emerges as the perceptions of competence, fairness, morality, and reliability that employees have towards each other and is defined as the attitudes and behaviors in which individuals with mutual good perceptions have positive feelings towards each other (Börü et al., 2012).

While a link can be established between organizational trust and many variables such as work attitudes, turnover, commitment to work or organization, perception of justice, job satisfaction, and citizenship behavior, the relationship between it and motivation can be measured (Cho & Ringquist, 2011:53-56). Trust affects the motivation of individuals to engage in workplace behaviors and outcomes by influencing the expectations of other employees about the future behaviors of the employee (Dirks & Ferrin, 2001: 136-140). A study conducted in a public library showed that organizational trust and individual motivation directly and significantly affected the willingness to transfer tacit knowledge (Biranvand et al., 2022). In a different study, employees' confidence in their manager, coworkers, and stakeholders will increase success (Akpolat & Oğuz, 2022: 253-56).

In a study conducted with 241 employees in ICT companies in South Korea, the mediating effects of organizational trust and intrinsic motivation on the relationship between emotional leadership and creativity were analyzed, and the mediating effects of organizational trust and intrinsic motivation were confirmed (Jeong et al., 2020). A study on confidence and motivation in the healthcare sector shows that trusting relationships in the workplace promotes social interactions and collaboration among healthcare workers, impact the intrinsic motivation of healthcare workers, and have consequences on retention, performance, and quality of care (Okello & Gilson, 2015). Another study found that a supportive and positive work environment instilled by motivation and trust strengthens the bond between the organization and the employee (Shadid, 2018: 65).

Mutual, two-way (Moorman et al., 1992:315) trust in colleagues contributes positively to perceived organizational support, reduces turnover, and positively affects emotional commitment (Ferres et al., 2004:608-

12). Employees' intrinsic motivation is also stronger under managers with high trustworthiness (Cho & Perry, 2012), and a trust relationship between employees and managers increases employees' job satisfaction and reduces their tendency to leave their jobs (Muchinsky, 1977).

When conceptual discussions are examined in literature studies, relationships between trust and motivation have been identified. In this study, the following hypothesis was formed since the relationship between the perception of trust, which is the mediating variable of the employees in the organization, and motivation was measured:

H₂: Trust has a positive and significant effect on individuals' motivation.

Professional Attitude and Motivation

Practical Discussions

Motivation is one of the issues related to human behavior and tries to reveal how human behavior can be "directed or how the intensity of a directed behavior can be increased." in this context, it is stated that motivation is applied consciously or unconsciously by people in all areas of life in different ways (Karacelil, 2013:182-83). Maslow considered motivation with a holistic approach in the pyramid of needs; according to him, motivation is a complex structure; a hungry person does not care about his safety, or a person who lacks love and respect in society does not feel the need to take action to realize himself, so it is defined as a psychological process that gives purpose and direction to the behavior of the person (Maslow, 1943: 370). According to Pinder (1998: 40), factors such as management processes and rewards constitute extrinsic motivation, while factors such as satisfaction with success, hope, and optimism toward work constitute intrinsic motivation factors. This situation can lead to burnout syndrome in employees with physical and emotional fatigue due to intense overtime, "indifference and depersonalization by having negative attitudes towards the individuals served," and loss of sense of achievement related to the profession (Cengil, 2010: 81), this situation negatively affects the professional self-confidence of employees in terms of burnout syndrome; in a study conducted on the subject, it was seen that the self-confidence levels of employees who value themselves were significantly higher than others (Acar & Ünverdi, 2020). The tools that determine attitudes and motivations are the internal processes that push the person to behave. The source of information for these internal processes is often objective. These internal processes determine the attitudes and motivations of the individual without the individual being aware of it; in this context, the individual who develops subjective attitudes towards the employees can often resort to various ways to legitimize it. For example, they may try to motivate themselves differently than they are motivated towards the profession. A study was conducted on 672 employees working in Rize and Samsun to investigate the question, "What are some factors affecting the professional attitude and motivation levels of employees?" The main sub-problems of this study were: According to the results of

this research, there was no significant change in the professional attitudes and motivation levels of employees according to their age, no significant difference was found between the professional attitudes and motivation levels of employees according to their marital status, no significant difference was found between the professional attitudes and motivation levels of employees according to the settlement where they work, and a significant difference was found between the professional attitudes and motivation levels of employees according to their education level (Kaya & Nazıroğlu, 2008). As a result of the research, a significant and positive relationship was observed between employees' professional attitudes and motivation levels.

Conceptual Discussions

Professional attitude and motivation are defined as the attitude that a person feels towards their profession and the need to carry it out in the best way; in this context, a person may have a positive or negative view of their profession, and the attitude may change accordingly, and how ready and willing the person feels to do the activities required by their profession shows their professional motivation (Hellriegel et al., 1995). The employee's motivation makes them more effective and active in their job, makes them more efficient and productive, and creates a positive attitude toward their profession; in this context, managers need to implement practices that motivate employees (Linder, 1998). Griffin (2010) states that highly motivated teachers have high job satisfaction. As many attitudes and behaviors are affected by motivation, many internal and external reasons affect teachers' motivation. This study investigated whether teachers' organizational trust and hope levels predict their motivation.

According to conceptual and practical implications in the literature, there is a relationship between professional attitude and motivation, and this study aims to test the hypothesis about the effect of professional attitude on motivation:

H₃: Attitude has a positive and significant effect on individuals' motivation.

Methodology

Purpose of the Study

The main purpose of this study is to measure the effect of professional attitudes through trust on the motivation perceptions of employees in non-managerial positions in a public organization.

Research Model and Hypotheses

The research model and the hypotheses formed according to the model are given below. The study measures the mediating role of trust and the effect of professional attitude on motivation. See Figure 2.

Hypotheses:

H₁: Attitude has a positive and significant effect on trust.

H₂: Trust has a positive and significant effect on individuals' motivation.

H₃: Attitude has a positive and significant effect on individuals' motivation.

In data collection, the "Attitude Scale Towards Teaching Profession," developed by Kaya, was improved by Kaya and Nazıroğlu (2008). The scale determines the level of professional attitudes of employees and is a Likert-type scale consisting of 19 items (Kaya & Nazıroğlu, 2008). The rating used in the scale is in the form of "completely agree, agree, undecided, disagree, and strongly disagree." the lowest score that can be obtained from the scale is 19. The highest score is 95, and it is stated that the high scores obtained from the Professional Attitude Scale indicate that the attitudes of employees towards their profession are positive (Kaya & Nazıroğlu, 2008). Ten of the items in the scale were given as positive and nine as negative propositions, and the scoring of the negative items was done in the opposite direction. The Attitude Scale is a single variable. The "Professional Motivation Scale" was adapted by Kaya and Nazıroğlu (2008) from the Maslach Burnout Inventory developed by Maslach and Jackson (1981) and translated into Turkish by Çam (1992) and Ergin (1992). The scale has three sub-variables: "Professional Morale," "Professional Success," and "Professional Sensitivity." The scale consists of 22 items, and the rating is Likert type as "always, most of the time, sometimes, very rarely, never" (Kaya & Nazıroğlu, 2008: 32-26). Since 13 of the items on the scale are negative and 9 are positive propositions, scoring the negative items was done in the opposite direction. The lowest score that can be obtained from the scale is 19, the highest score is 95, and the high scores obtained from the Vocational Motivation Scale indicate that the vocational motivation of employees is high (Kaya & Nazıroğlu, 2008). The Trust scale used in the study was developed by Jarvenpaa et al. (1998) to determine the perceived level of trust in organizations. It is a one-dimensional Likert-type scale consisting of 6 items. The 2 negative statements in the Trust Scale were reverse-coded. The answers in the scale were taken with a "5-point Likert scale (1=strongly disagree, 5=strongly agree)" (Akkoç et al., 2012). To determine "the required sample size" for the research, Gürbüz and Şahin (2014: 125) used the "Sample Calculation Formula for Quantitative Variable Research" cited by Bartlett, Körtlik and Higgins (2001). It was calculated that the sample size should be at least 384 at a 95% confidence level. In the study, 609 questionnaires were sent to 609 people; some did not respond, some were marked without being read as the markings were always the same, and some were incompletely filled in. Two hundred seventeen data were excluded from the study, and it was seen that the remaining 392 data met the &95% confidence level. "SPSS (Statistical Package for the Social Sciences)" and "AMOS (Analysis of Moment Structures)" statistical applications were used to evaluate the data obtained in the study. Structural Equation Modeling was applied in the study. This model is accepted as the primary method in studies with multiple relationships between dependent and independent variables (Şimşek, 2007). Before starting the study, approval was obtained from the Karabük University Social and Human Sciences Ethics Advisory Board [29/03/2024 date and 2024/04(39)]. The survey data were collected during April (2024).

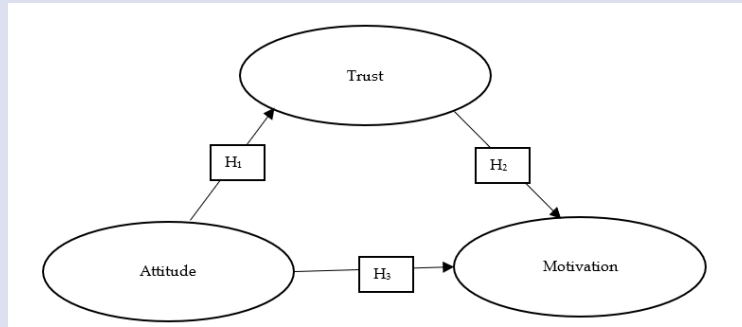


Figure 2: Research Model

Findings

When the demographic data were analyzed, 392 participants, 353 men, and 39 women, were included in the study. 79% of the participants were married, 39% were between the ages of 30-49, 46% were between the ages of 50-64, 40% were associate degree holders and 23% were bachelor's degree holders. 69% of the participants are the staff working in different positions, and 31% are workers & cleaning staff. 18% of the participants were from Istanbul, and 15% were from Ankara. The other participants were from some provinces of Türkiye, such as Konya, Sakarya, Kayseri, Kocaeli, and Samsun. This study's Cronbach's Alpha coefficient was .979 (n = 47), indicating that the questionnaire was highly reliable.

In the study, factor analysis was applied to determine the validity of the scales (Suhr, 2006). While Explanatory Factor Analysis allows researchers to investigate "which factors the items are loaded on," Confirmatory Factor Analysis aims to "verify the model created" by the researcher using the data (Noar, 2003). In the study, the unidimensional Professional Attitude Scale items were expressed as JA and coded from JA1 to JA19. The motivation Scale was coded as M in the study. Again in its sub-dimensions, Professional Morale was coded as PM1, PM2 and PM6, Professional Success was coded as PSUC1, PSUC2, PSUC3, PSUC4, PSUC5, PSUC6, PSUC7, PSUC8 and PSUC9, and Professional Sensitivity was coded as PSEN1, PSEN2, PSEN3, PSEN4, PSEN5 and PSEN6. The one-dimensional Trust Scale items in the study were coded as T1, T2, T3, T4, T5, and T6. Since the correlation relationship will take up a lot of space as a table, some salient points will be mentioned. A correlation value of $-.130^{**}$ ($p = .010$) was found between the Trust 3 (T3) variable and the Job Attitude (JA11) variable; a correlation value of $-.132^{**}$ ($p = .009$) was found between the Trust 6 (T6) variable and JA11 variable. Correlation is significant at the 0.01 level (2-tailed). A correlation value of $-.107^{**}$ ($p = .034$) was found between the T6 and Job Attitude (JA6) variables. These examples show a statistically significant correlation between the two variables. It is seen that there is a weak correlation that is statistically significant and negative. When the relationship between trust and motivation was analyzed, statistically significant and positive correlations were found between JAs and PM1, PM2, and PM4 in general. Generally, these pairs' correlation values were 0.7 and above ($p < 0.05$). Thus, a strong correlation can be mentioned (Solutions, 2019).

Explanatory Factor Analysis (EFA)

Within the scope of the exploratory factor analysis of the study, Cronbach Alpha values, factor loadings, and Mean and Standard Deviation values of the variables were revealed. According to the findings, Cronbach Alpha values were found as,911 for the Confidence scale,976 for Job Attitude,919 for Professional Morale,944 for Professional Success, and,941 for professional sensitivity. Cronbach Alpha value for each scale was determined at an extreme level. The item "In general, people are very trustworthy at my workplace.", which has the highest factor value in the trust scale, has a factor loading of 796. Among the Job Attitude items, the item coded JA16, "I wouldn't do my job if I didn't have to," has the highest value with a factor load of,793. The highest factor loading in the Professional Morale variable is the item PM1 coded "I feel like I'm getting bored with my job," with a factor loading of 812. In the Professional Success dimension, the highest factor loading was found as "I work too hard at my job" with the code PSUC5 and a factor loading of,724. In the Professional Sensitivity dimension, the highest factor loading was the PSEN2 code, and the item "Since working in this profession, I have become tough with people" had a factor loading of,782. See Table 1.

Within the scope of Explanatory Factor Analysis, Kaiser-Meyer-Olkin (KMO) and Bartlett's Test of Sphericity results must meet the fit values. KMO values between .90 and 1.00 are considered excellent, between .80 and .89 are considered very good, and between .70 and .79 are considered good. In this study, the KMO value was calculated as .981, which shows that the factor analysis is at an excellent level. Bartlett's Test of Sphericity result is necessary to determine the suitability of the obtained data for factor analysis, and a p-value < 0.01 is considered suitable for factor analysis. In this study, Bartlett's Test of Sphericity value was $p = .000$. See Table 2.

The items PM5, PM7, PSUC8, PSUC9, JA8, JA11, JA12, JA15, JA17, and JA18 were removed from the model to make the GFI and AGFI values more compatible. Thus, it was seen that all the Explanatory Factor Analysis fit values had appropriate values. Among the Explanatory Factor Analysis fit values, Chi-Square, PNFI, TLI, IFI, NFI, AGFI, GFI, and RMSEA values were found to meet the limit values. See Table 3.

In the Explanatory Factor Analysis, the pattern of the covariance matrix between the variables subject to research showed that the fit values were met. See Figure 3.

In the Explanatory Factor Analysis, the Confirmatory Factor Analysis was started after the fit values were met. The fit values in the Confirmatory Factor Analysis are expected to be close to those in the Explanatory Factor Analysis (Noar, 2003).

Table 1: Findings

Code	Factor Load	Mean	Std. Deviation	Cronbach Alpha
Trust				
T1	,796	3,2296	1,30250	,911
T2	,765	3,2551	1,24749	
T3	,660	3,0918	1,21024	
T4	,681	3,3393	1,18157	
T5	,697	3,4133	1,23778	
T6	,608	3,0179	1,14975	
Job Attitude				
JA1	,726	3,7219	1,40030	,976
JA2	,723	3,6582	1,08016	
JA3	,768	3,9209	1,27192	
JA4	,736	3,5026	1,44640	
JA5	,731	2,9847	1,25914	
JA6	,743	3,0689	1,19584	
JA7	,717	3,6352	1,13403	
JA8	,739	3,4464	1,49070	
JA9	,767	3,8878	1,32366	
JA10	,790	3,3878	1,38780	
JA11	,754	3,1556	1,24443	
JA12	,753	3,4311	1,55885	
JA13	,787	3,8520	1,32786	
JA14	,738	3,1505	1,24095	
JA15	,733	3,4745	1,48112	
JA16	,793	3,7015	1,52731	
JA17	,758	3,1607	1,22722	
JA18	,754	3,3929	1,56488	
JA19	,760	3,4133	1,37483	
Professional Morale				
PM1	,812	3,8010	1,36496	,919
PM2	,806	3,8546	1,33103	
PM3	,418	4,0230	,76495	
PM4	,801	3,8546	1,33869	
PM5	,380	4,0612	,74760	
PM6	,699	3,6837	1,21244	
PM7	,481	4,2602	,82397	
Professional Success				
PSUC1	,495	2,2730	,76995	,944
PSUC2	,727	3,0765	1,23639	
PSUC3	,741	3,5153	1,53552	
PSUC4	,734	3,0102	1,30311	
PSUC5	,794	3,1199	1,27073	
PSUC6	,710	3,8010	1,21844	
PSUC7	,724	3,1097	1,28962	
PSUC8	,769	3,4413	1,56419	
PSUC9	,695	3,1250	1,26013	
Professional Sensitivity				
PSEN1	,786	3,7959	1,36233	
PSEN2	,819	3,5689	1,39063	
PSEN3	,510	4,2551	,79398	
PSEN4	,722	3,7245	1,20553	
PSEN5	,760	3,8699	1,32299	
PSEN6	,778	3,5893	1,38578	

Table 2: KMO Test Result

The measure of Sampling Adequacy for Kaiser-Meyer-Olkin		.981
	Approximate Chi-Square	19488,317
Bartlett's Test of Sphericity	df	1081
	p	.000

Table 3. The goodness of fit indices

Category	Index	Reported VA	Level
“Parsimonious fit”	“Chi-square divided by degree of freedom (χ^2/df)” (Kline, 1998).	2,226	“Good Fit = $0 \leq \chi^2 /sd \leq 2$ Acceptable Fit = $2 \leq \chi^2 /sd \leq 3$ ” (Kline, 1998).
“Parsimonious fit”	“PNFI” (Bentler & Bonnet, 1980).	,847	“,05 ≤ “ (Bentler & Bonnet, 1980).
“Incremental fit”	“Tucker Lewis Index (TLI)” (Forza & Filippini, 1998).	,945	“Adequate Fit = $TLI \geq .80$ ” (Forza & Filippini, 1998).
	“Incremental Fit Index (IFI)” (Bollen, 1990).	,949	“Adequate Fit = $IFI \geq .90$ ” (Bollen, 1990).
	“Comparative Fit Index (CFI)” (Bollen, 1990).	,949	“Adequate Fit = $CFI \geq .90$ ” (Bollen, 1990).
	“Normed Fit Index (NFI)” (Bentler & Bonnet, 1980).	,912	“,8 ≤ “ (Bentler & Bonnet, 1980).
	“Adjusted Goodness of Fit Index (AGFI)” (Bentler & Bonnet, 1980).	,802	
“Absolute Fit”	“Goodness of Fitness Index (GFI)” (Awang, et al., 2015).	,826	,8 ≤ (Awang, et al., 2015).
	“Root Mean Square error of approximation (RMSEA)” (Awang, et al., 2015).	,056	,08 ≤ (Hair, et al., 2010).

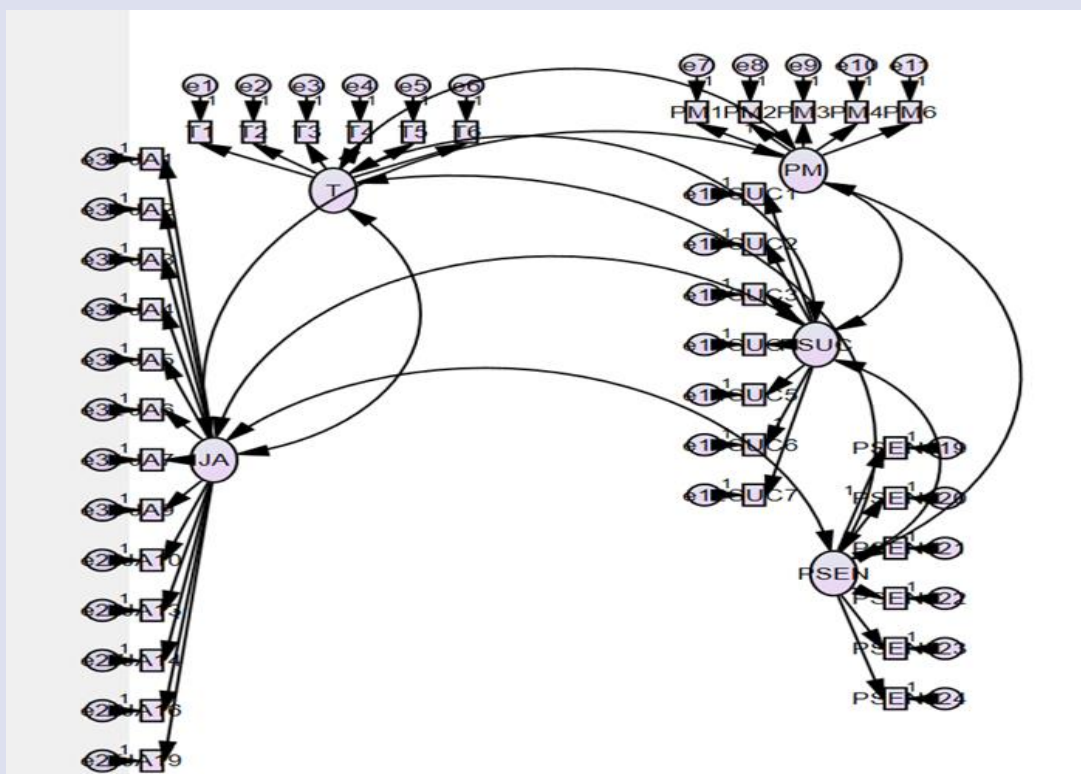


Figure 3: Explanatory Factor Analysis Covariance Matrix

Confirmatory Factor Analysis (CFA)

After the Exploratory Factor Analysis, Confirmatory Factor Analysis is required to test whether the model is compatible with “Structural Equation Modeling” (Worthington & Whittaker, 2006). The pattern of the Structural Equation Model results of the research is shown below. See Figure 4.

According to the confirmatory factor analysis results of the study, no statistically significant relationship was found between professional attitude and trust ($\beta = .03$; $p = .584 > .05$). This result shows no relationship between

professional attitude and trust. According to the analysis results, no statistically significant relationship was found between Trust and Motivation ($\beta = .00$; $p = .677 > .05$). This result shows no relationship between Trust and Motivation. A statistically significant relationship exists between Professional Attitude and Motivation ($\beta = .40$; $p = ***$). The results of the fit values according to Confirmatory Factor Analysis are shown below. See Figure 4.

See Table 4.

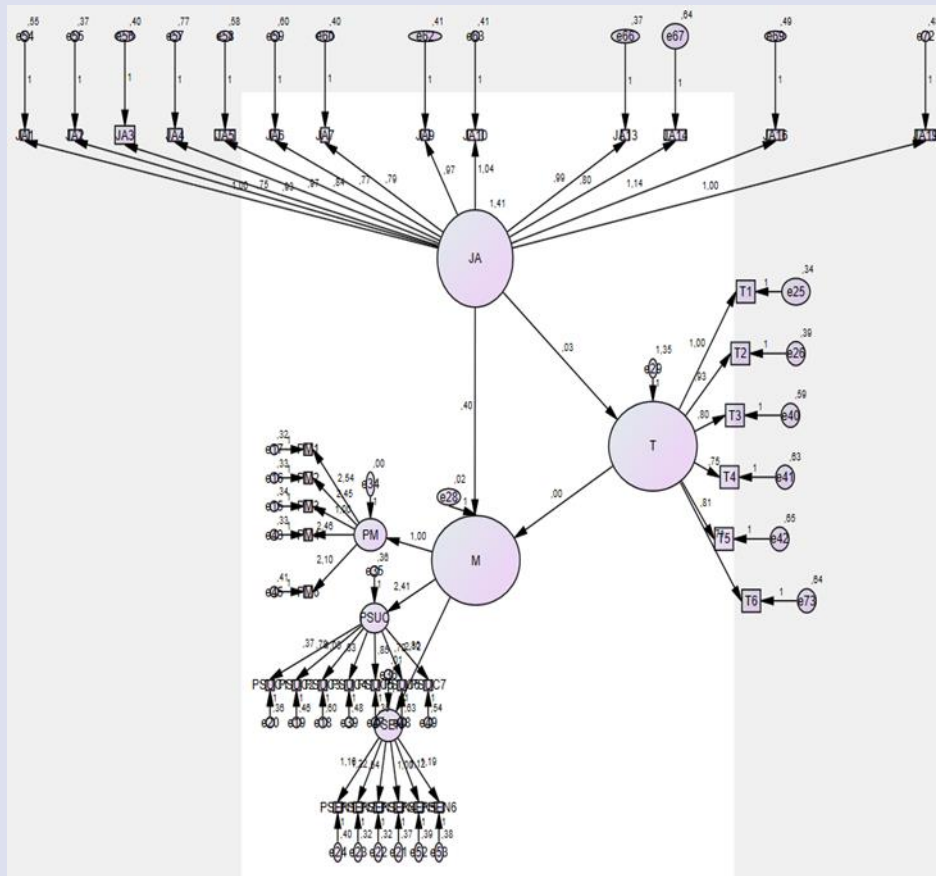


Figure 4: Structural Equation Modeling (SEM)

Table 4: Goodness of fit indices in Confirmatory Factor Analysis

Category	Index	Reported VA	Level
“Parsimonious fit”	“Chi-square divided by degree of freedom (χ^2/df)” (Kline, 1998).	2,216	“Good Fit = $0 \leq \chi^2 /sd \leq 2$ Acceptable Fit = $2 \leq \chi^2 /sd \leq 3$ ” (Kline, 1998).
“Parsimonious fit”	“PNFI” (Bentler & Bonnet, 1980).	,853	“,05 ≤” (Bentler & Bonnet, 1980).
“Incremental fit”	“Tucker Lewis Index (TLI)” (Forza & Filippini, 1998).	,946	“Adequate Fit = $TLI \geq .80$ ” (Forza & Filippini, 1998).
	“Incremental Fit Index (IFI)” (Bollen, 1990).	,949	“Adequate Fit = $IFI \geq .90$ ” (Bollen, 1990).
	“Comparative Fit Index (CFI)” (Bollen, 1990).	,949	“Adequate Fit = $IFI \geq .90$ ” (Bollen, 1990).
	“Normed Fit Index (NFI)” (Bentler & Bonnet, 1980).	,912	“,8 ≤” (Bentler & Bonnet, 1980).
	“Adjusted Goodness of Fit Index (AGFI)”	,803	
“Absolute Fit”	“Goodness of Fitness Index (GFI)” (Awang, et al., 2015).	,826	“,8 ≤ “ (Awang, et al., 2015).
	“Root Mean Square error of approximation (RMSEA)” (Hair, et al., 2010).	,059	“,08 ≤” (Hair, et al., 2010).

Table 5: Structural path analysis results (direct hypothesis)

Hypothesis	Path	Standardized Beta	P-value	Result
H ₁	T ← JA	,03	,584	Rejected
H ₂	M ← T	,00	,677	Rejected
H ₃	M ← JA	,40	p ***	Accepted

According to the results, Confirmatory Factor Analysis fit values are at an excellent level, and the research results in the explanatory factor analysis are confirmed. Path Analysis, which is a part of the Structural Equation Model, was used in the study. Path Analysis is considered very useful for visualizing the complex relationships between variables and determining the strength and direction of these relationships (Gürbüz & Şahin, 2014). According to the path analysis results, the study's hypotheses were finalized. See Table 5.

According to the results of the path analysis, the hypotheses regarding the effect of professional attitude on Trust and the hypotheses regarding the impact of Trust on motivation were rejected. The study shows that Trust has no relationship with professional attitude and motivation as a mediating role. According to the results obtained, the hypothesis regarding the effect of professional attitude on motivation was accepted. It is understood that the higher the employees' perception of professional attitude, the higher their perception of motivation towards work.

Theoretical discussion

According to the study results, it is understood that professional attitude affects motivation. It is possible to discuss the relationship between professional attitude and motivation theoretically. It is observed to have a statistically significant, positive, and value-added relationship in beta value. In the expectancy theory put forward by Vroom, which is accepted as the key to motivation, the decisions of individuals to engage in a particular behavior are shaped according to their expectations about the results of that behavior, and before taking action, people evaluate what that action will bring them and how valuable these gains are (Walters, 2011; Allen et al., 1997; Oliver, 1974). In expectancy theory, expectancy is the belief that success will be achieved when working harder, instrumentality is the belief that results such as promotion and reward can be achieved with a specific performance, and value of how important the results obtained by the individual are for them (Eveleth & Stone, 2008; Geiger & Cooper 1996). Since it is stated that individuals will have a better attitude toward their work if they are rewarded for their efforts (Vroom & Porter & Lawler, 2015; Oliver, 1974; Lawler & Suttle, 1973; Heneman & Schwab, 1972), it is understood that the expectancy theory can also be associated with a professional attitude. When the result of the study is evaluated from a theoretical point of view, it is seen that the participants' perceptions of attitudes that they want to be rewarded for their efforts lead to motivation perceptions that meet the principles of expectancy-instrumentality-value. Key takeaway: Attitude and motivation, which are related to expectancy theory, are interrelated.

Conclusion

The study's limitation is that it is a public institution with a provincial organization based in the capital city. The data on the forms given to the participants digitally in Google Forms and manually in some places were digitally combined. Male participants were more accessible than female participants. In addition, it was observed that male participants were more interested in participating in the study. The professional attitude of employees reflects their attitudes towards the task and the organization they work for. Attitude also reveals the feelings and

beliefs of the employee towards their job. The intrinsic motives that provide the labor and efforts of the employees in achieving the corporate goals are called motivation. According to the results of the research, the attitudes and motivation perceptions of employees are closely related to each other. A positive attitude ensures that an employee is highly motivated. Employees with high attitude perception love their jobs more and feel a sense of belonging in the organization more closely. Employees who trust their managers with their attitude perception are more motivated. A supportive and fair management style and a reliable and respectful working environment will affect the attitude and motivation of employees. According to the results obtained from the research, it is understood that Trust does not have any effect on the mediating effect of professional attitude and motivation. It is understood that the professional attitude of the employees is independent of the sense of belief and trust in the organization.

Similarly, trust perceptions do not affect the motivation perceptions of employees. In the context of employees' Trust in their work, it is understood that the perception that they generally care about each other's feelings in the workplace and that people are very reliable in the workplace where I work is at a reasonable level. Employees trust their coworkers and state that they can understand each other. The employees' responses regarding their perceptions of professional attitude are also reasonable. Within the framework of mentality, it is also shown that some employees are not emotionally comfortable, which reduces interest in the profession and increases the feeling of moving to a different institution or duty. Some events, such as a negative incident with the person or people they address or a negative experience with their manager on a subject, may have caused these situations. Seeing some difficulties in attitude perceptions is unsurprising because the employees are challenging.

In terms of expectancy theory, professional attitude and motivation are related to each other in expectancy theory. In the study, the fact that professional attitude is statistically and positively correlated with motivation suggests that these two variables related to expectancy theory are triggering factors for each other.

Examining the values related to employee motivation perceptions reveals a reasonable level of motivation. However, the fact that the perception in the statement "I have become a little tough with people" is above average suggests that the profession has a challenging aspect due to its people-oriented nature. Respondents who admitted to becoming tough with people also expressed feelings of emotional detachment from the profession and fatigue from dealing with people. This highlights the potential impact of job-related stress on employee motivation. According to the results obtained from this study, employees have reasonable perceptions of professional attitude and motivation at the level of general perceptions; professional attitude affects motivation. An increase in attitude perceptions will positively reveal the employee's intrinsic motives towards organizational goals and increase their motivation perceptions. In the study conducted by Kaya and Nazıroğlu (2008) on employees, it was seen that there is a connection between attitude and motivation. This study's measurement of trust perception with the mediating effect, the fact that the study was conducted in the current year and dealt with employees within the scope of the country makes the study unique.

Katkı Oranları ve Çıkar Çatışması / Contribution Rates and Conflicts of Interest

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Yazar Katkıları	Çalışmanın Tasarlanması: MAY (%100) Veri Toplanması: MAY (%100) Veri Analizi: MAY (%100) Makalenin Yazımı: MAY (%100) Makale Gönderimi ve Revizyonu: MAY (%100)	Author Contributions	Research Design: MAY (%100) Data Collection: MAY (%100) Data Analysis: MAY (%100) Writing the Article: MAY (%100) Article Submission and Revision: MAY (%100)
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