



## The Relationship Between Employee Attitudes in the Pygmalion Effect and Trust in Supervisors: A Study on Hotel Establishments

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### Abstract

Regardless of the type of business, the common goal of every establishment is to make sustainable profits and thus to ensure its continuity. In the service sector, which also includes tourism establishments, where social relations and labor power are intense, the productivity and profitability of establishments completely depend on the human factor. For this reason, the managers in these establishments want to get the highest benefit from the employees and they enter into an expectation in this direction. Managers who expect employees to show higher performance reveal these expectations by showing interest to their employees. This situation is referred to as the “Pygmalion effect” in the literature. On the other hand, in addition to this effect, the trust of the employees in their supervisors plays an important role in increasing the productivity in the establishments. The aim of this study is to reveal the relationship/effect between the attitudes of employees working in hotels towards the Pygmalion effect and their level of trust in the supervisor. This study only covers employees of four-star and five-star hotels operating in Istanbul. In the study, only the Pygmalion effect and trust in the supervisor variables of the participants were discussed, and other forms of organizational behavior were not focused on. The important factor here is the resources and transportation allocated to the study, especially time limitation. Questionnaire technique was used as a data collection tool, and 423 usable questionnaires were obtained from four-star and five-star hotels operating in Istanbul. According to the findings obtained from the analysis of the data, it was found that the participants' perception of the Pygmalion effect and their level of trust in the supervisor were high. When the relations and effects between the variables were examined, it was observed that there were weak relationships between the attitudes in the Pygmalion effect of the participants and their level of trust in the supervisor. On the other hand, it was determined that there was a very weak relationship between Pygmalion effect attitude in the “general self-efficacy (GSE)” dimension and trust in the supervisor, a very weak relationship between the Pygmalion effect attitude in the “managerial self-efficacy (MSE)” dimension and trust in the supervisor, and a weak relationship between the Pygmalion effect attitude in the “Pygmalion Attitude Index (PAI)” dimension and trust in the supervisor.

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## INTRODUCTION

In sectors or establishments where automation systems cannot be applied, the human factor plays a key role from top to bottom. What is meant from top to bottom is a system that extends from the top management to the employees working at the lowest level and even to the stakeholders outside the establishment (Demirdağ, Aydın & Özdemir, 2020). Where automation systems cannot be fully implemented, most of the work is based on human power. It is almost impossible to use automation systems in all activities in the tourism sector, which is a type of service sector, especially in hotel establishments (Chen & Koç, 2021). For the tourism or hotel sector, it is of course possible to carry out some activities with automation in the technology age we live in. For instance; such as some front office activities, the preparation or presentation of meals, check-in/check-out can be carried out with the help of technology. However, it is clear that the warmth, gestures, facial expressions or compliments required in social relations that can be given with the help of technology cannot be as sincere as those of a real person. Imagine a housekeeper greeting a guest as he leaves his room in the morning with a heartfelt and friendly greeting or the embarrassing apology of an employee for a mistake made. Due to these and similar reasons, it can be said that the importance of the human factor is undeniably important especially for the majority of tourism establishments, which are the service sector type.

As everyone can know and think, the main purpose of every business established for commercial purposes is to make profit and to make it sustainable. At this point, businesses that primarily aim to make a profit within a sustainable business policy usually delegate their management to experts in their field. However, these managers who are experts in these fields will of course not do these things alone. They will need the employees, who form an important part of the chain of operation and management, the performance and efficiency of these employees. Therefore, managers expect employees to show high performance both in terms of performing their profession and in reaching the goals of the organization. Now let's think in terms of employees; An employee from whom high performance is expected, who is trusted and believed in, will also try to show the highest performance possible. This mutual expectation, which is a psychological phenomenon that increases performance, is known as the "Pygmalion effect" in the literature. At this point, it can be said that there are direct proportional relations between the Pygmalion effect and the trust of the employees in the supervisor. Because, as Schoorman, Mayer and Davis (2007) define trust, trust is actually a willingness to take risks, and therefore trust is an indicator of the amount of risk taking. In a more succinct expression, an employee who trusts the work environment can take risks in order to do his job better. Therefore, employees who are satisfied with their work by trusting the work environment (trusting to their supervisor, colleagues and the organization) are very effective in reaching the goals and objectives of the organization (Güçer & Demirdağ, 2014). From this point of view, the concepts of Pygmalion effect and trust in the supervisor are discussed in this paper. In Türkiye and international literature, not many studies have been found on tourism establishments regarding the Pygmalion effect and trust in supervisor. Due to the realization of this deficiency in the literature, the necessity of conducting such a study arose. In this respect, it can be stated that the study is an original study and it is also thought that it will shed light on future studies on these subjects. The aim of this study is to reveal the relationship/effect between the attitudes towards to Pygmalion effect of the employees working in the hotel establishments where social relations are intense and their level of trust in the supervisor. In the following sections of the paper, information for a better understanding of the concepts, methodology, findings and interpretations obtained from the analysis results, and finally the conclusion and recommendations sections are given.

## Conceptual Framework

The performance and social relations of the employees play a very important role in the establishments where service is produced and provided. Compared to other types of establishments, human relations and consumer satisfaction are at the highest-level in-service sector establishments. The tourism sector, which is a type of service sector, and hotels operating in this sector are one of them. In these establishments, it is expected that the management and employees work together to achieve the goals and objectives for the profitability and sustainability of the organization. Especially, supervisors have to organize their employees and other organizational components well due to their areas of responsibility. In this sense, supervisors should convey their expectations from employees to their employees in a clear and understandable way. Of course, they must do it within the framework of ethical rules and by gaining the trust of their employees. In this part of the study, the Pygmalion effect, trust and trust in the supervisor were discussed, and academic studies on related topics in the tourism/hotel sector were examined.

## The Pygmalion Effect and Related Academic Studies

The Pygmalion effect presents itself as a special case of self-fulfilling prophecy (SFP) regarding enhanced performance, where those in managerial positions expect more from their subordinates. Rosenthal and Jacobson (1968) were the first academics to experimentally study the Pygmalion effect in the classroom in relation to teachers' expectation and pupils' intellectual development. They have experimentally proven that a simple manipulation of teacher expectation can increase pupil achievement, and they have called this special case of SFP the “Pygmalion effect” (Rosenthal & Jacobson, 1968; Eden, 1984). However, the important point not to be confused is; Rosenthal and Jacobson (1968) were the first researchers to experimentally demonstrate the Pygmalion effect in the context of SFP. Whereas, studies on SFP certainly date back to earlier times. On the other hand, the researcher who first introduced the concept of SFP as a social and socio-psychological situation was Merton (1948), who discussed that some people were not accepted into unions by unionists as strikebreakers and that these people adopted this image over time. In later periods, the first expectation research was conducted by Rosenthal and Fode (1961). They examined the effect of experimenter expectation assessments of photographed people, and this analysis yielded results that support the hypothesis that researchers expect a participant action. Similarly, the results of Rosenthal and Lawson's (1964) study on rats and experimenter biases showed also similar effects. Probably a concept as old as human history, SFP phenomenon has only started to become more popular and understood in the last few decades (Kierein & Gold, 2000).

Well, where does the concept of Pygmalion come from, what is its history based on? The answer of this question actually lies in the myth of Pygmalion, which is used as a metaphor in Greek mythology. Law (1932) states that precise, accurate and confirming sources about the myth could not be reached, but nevertheless, it is still stated in every story about Pygmalion that Pygmalion of Cyprus fell in love with a statue and then the statue became alive. As stated in the paper of Kierein and Gold (2000), the concept of Pygmalion begins when a sculptor Pygmalion of Cyprus, created a statue named Galatea and fell in love with it. At this point, Pygmalion's expectations came true when Galatea came to life and became the sculptor's lover. Bernard Shaw who strongly influenced by the legend of Pygmalion, penned the legend and created a successful and popular play about it. One of Shaw's greatest popular achievements, *Pygmalion*, was written in 1912 and was first published in Berlin in 1913, the year of the revised edition of “*The Quintessence of Ibsenism*”. According to Shaw, *Pygmalion* is a highly didactic play, and the Preface

titled “A Professor of Phonetics” also informs us that Pygmalion is very intense and deliberately didactic (Crane, 1951). The main point of this play of Pygmalion, which was later turned into a musical, is that people see others and transform their behavior for better or worse. While addressing this point, it should be noted that as Kierein and Gold (2000) states, the Pygmalion effect involves a person or a group of people acting according to the expectations of another. People can internalize the higher expectations placed on them in a given situation and, on some level, and thus behave in a way that meets these expectations. As in the example in their paper, if a manager has higher expectations from newly hired employees, and all other things being equal, these new employees may perform better than others for whom expectations are not raised. The authors state that this performance difference is likely due to the leadership behavior styles exhibited by managers towards their employees. In this study, it is predicted that employee-supervisor expectations and performance well-being may result from the managers' leadership behavior, subtle aspects or other forms of behavior, as well as the employees' trust in the supervisor. Before introducing the concepts of trust and trust in the supervisor, it can be said that it is useful to include some academic studies on the Pygmalion effect, especially in the tourism sector. It is thought that there are a limited number of academic studies on the concept of Pygmalion and related issues in the tourism or hotel sector in the international context, some of these studies are as follows.

Kim, Kim, Koo and Cannon (2019) investigated the role of Pygmalion leadership, employees' trust in the leader and the organization, job engagement and the effects of these variables on task performance in hotel establishments. They concluded that Pygmalion leadership, climate, output, and feedback are critical to nurturing two dimensions of trust that increase job engagement and task performance. The study carried out by Kim et al. and the current study conducted by us are quite similar in terms of subject.

Another study, which is similar to this current study in terms of content and subject, was carried out by Koo, Lee and Jang (2016). They focused on the effects and importance of Pygmalion leadership of kitchen chefs in the effective and efficient work of cooks working in the kitchen department and their organizational trust in chain hotels. As a result of the study, it is stated that climate and feedback, which are sub-dimensions of Pygmalion leadership, have a significant effect on trust in the leader. On the other hand, it has been determined that feedback and output, which are also the sub-dimensions of Pygmalion leadership, have a significant effect on organizational trust in general. Trust in the leader is significantly important on organizational trust and teamwork. Finally, it was concluded that organizational trust also has a significant effect on teamwork.

In the doctoral dissertation by Bayram (2014) in which the Pygmalion effect was investigated among managers and employees in hotel establishments in Denizli/Türkiye, it was determined that the Pygmalion effect was reflected on the performance of employees among managers and employees. In addition, a positive increase was observed in the performance perceptions of the employees under the responsibility of the managers who received Pygmalion leadership training and their leadership thoughts about their managers.

Manav (2018) conducted a study (master thesis) on employees in restaurants in Balıkesir/Türkiye in order to determine the Pygmalion and Golem Effect in food and beverage establishments in terms of behavioral adaptation of employees. The results of her study showed that the Pygmalion perceptions of the participants were higher than the Golem perceptions. In addition, a significant and weak relationship was found between Pygmalion perceptions of the participants and their organizational commitment and performance, and there was a negative relationship

between Pygmalion perceptions and their intention to leave.

Undoubtedly, numerous academic studies have been conducted within the scope of the concept of Pygmalion and its relationship with other variables. Since the main theme of this study covers tourism sector in particular hotel establishments, some academic studies on the tourism sector are summarized above. When the above academic studies or other studies related to other sectors are examined, it is seen that the concept of trust in the supervisor, leader or organization is frequently used in addition to the Pygmalion effect. Since the effect/relationship between the Pygmalion effect and trust in the supervisor is discussed in this study, the concepts of trust and trust in the supervisor are included in the following part of the study.

### **Trust, Trust in Supervisor and Related Academic Studies**

Trust is an important and necessary phenomenon that keeps people together and gives a sense of security in many areas such as social, economic, political, management, marketing, etc. At this point, Atkinson and Butcher (2003) liken trust to a "social glue" that allows people or organizations of different structures to hold together. Therefore, trust can be characterized as a psychological relationship that occurs mostly between people, between people and organizations, and between people and events. In fact, trust is based on the expectations that a person will exhibit some positive behaviors in his favor from the other side and is a state of vulnerable to the actions of the other side, regardless of the ability to observe and control (Mayer, Davis, and Schoorman, 1995). Driscoll (1978) states that trust plays a very important key role in predicting people's individual behavior. In other words, trust is a voluntary action based on expectations about the behavior of others towards you in the future (Gilson, 2003).

Smith and Barclay (1997) argue that the concept of trust is dominantly conceptualized in two ways: "cognitive expectation or affective sentiment", and "risk-taking behavior or a willingness to engage in such behavior". Considering both the definitions above and other definitions about the phenomenon of trust (e.g., Giffin, 1967; Lewis & Weigert, 1985; Whitener, Brodt, Korsgaard & Werner, 1998; Currall & Epstein, 2003; James & Sykuta, 2005; Puusa & Tolvanen, 2006 etc.), it is noteworthy that most of them include concepts such as expectation, willingness, belief, risk, vulnerability and cooperation. These concepts are also valid within the organization and in the management of the organization. However, trust cannot arise spontaneously in organizations. In order to create an environment of trust, supervisors in the management need to build sense of trust on all organizational members and manage it correctly. As Koç and Yazıcıoğlu (2011) stated, the trust of an organization member to his supervisor can be shaped by the attitudes of supervisors in ethical and justice practices. Just at this point, when it is evaluated within the scope of mutual trust, expectation, willingness, risk and cooperation, it is revealed that the trust in supervisor and Pygmalion effect are two related concepts. Because, as Eden (1988) states, the Pygmalion, goal-settings, and need-for-achievement approaches in organizations use the expectations of performance efforts in order to explain work motivation. Before presenting the methods and findings that will constitute the application section of the study (also reveal the relationship between two variables), it will be useful to include some current academic studies carried out on trust in supervisor especially in the tourism sector. Some main academic studies conducted on trust in supervisor in the tourism sector, especially in hotel establishments, are as follows;

As a result of the study conducted by Güçer and Demirdağ (2014) to determine the relationship between the organizational trust and job satisfaction levels of the employees in hotel establishments, the level of trust of the employees in the supervisor was found to be moderate. On the other hand, it has been determined that there is a

moderate and significant relationship between the trust levels of the participants in the supervisor and their job satisfaction levels.

In a study (Pelit & Gökçe, 2019) investigating the effect of the trust of the employees in supervisor and their quality of working life on the intention to leave in the hotel establishments, it was concluded that the quality of working life and trust level of the participants were high and intention to leave was low. In the relevant study, it was determined that there was a negative and significant relationship between the trust in the supervisor and the quality of working life on the intention to leave of employees.

Similar to the study above, in another study conducted by Alharbi and Abuelhassan (2020) to determine the effect of hotel employees' trust in the supervisor on the turnover intention, with the mediating role of organizational commitment, it was found that both trust and organizational commitment have negative and significant relationships on turnover intention.

In a study (Kan Sönmez, 2020) examining the relationship between trust in supervisor and psychological empowerment in hotel establishments, both the trust and psychological empowerment levels of the participants were found to be moderate. In addition, it was determined that there was a positive, high-level and significant relationship between the two variables.

Hai and Park (2021) conducted a study in China to determine the accelerating effect of intrinsic motivation and trust in the supervisor on helping behavior of frontline employees working in hotel establishments. The results of the analysis in the study showed that trust in the supervisor has significant and important effects on intrinsic motivation and helping behavior.

Aristana, Arsawan and Rustiarini (2021), who studied the importance of satisfaction and trust in the loyalty of employees in hotel establishments in Indonesia during the slowdown of Covid-19, determined that satisfaction and trust act as a mediator in the leader's support and loyalty relations.

It is also obvious that numerous studies have been carried out on trust in the supervisor, which is a different form of organizational trust. As seen above, many academic studies have investigated the relationship, effect or level of trust in supervisor with different variables. In this study, the relationship/effect between the attitude of the employees under the Pygmalion effect and their level of trust in supervisor is examined. In the light of the above general information about the Pygmalion effect and trust in the supervisor, the main hypothesis of the research was developed as follows.

“Hypothesis: There is a significant relationship between the Pygmalion effect attitudes and trust in supervisor of the employees working in hotels.”

## Method

The universe of the research consists of employees working in hotel establishments operating in Istanbul in January and February of 2023. The sample group of the research consists of the employees working in the hotel establishments that can be reached actively in Istanbul in the relevant time period. According to the “İstanbul Tourism Statistics – 2023, January” statistical report of the T.R. Culture and Tourism Ministry, İstanbul Directorate of Culture and Tourism, there are 765 touristic facilities in İstanbul (see the report on T.R. Culture and Tourism Ministry,

İstanbul Directorate of Culture and Tourism, 2023). 130 of these facilities are 5-star hotels, 175 4-star hotels and 156 3-star hotels. Convenience sampling method, one of the non-probability sampling methods, was used as the sampling method in the study. The aim of using this method in question is closely related to time, cost and transportation limitations. Because, assuming that each establishment has at least 20 employees, it can be assumed that there are at least 15300 (765x20) employees. Additionally, as stated by Ural & Kılıç (2006), anyone who wants to participate in the study can be included in the sample. In this study, the survey technique was used to collect data. A total of 600 questionnaires were applied to 30 4-star and 5-star hotel employees face-to-face in order to represent the sample of the universe. Some of the returned questionnaires were eliminated due to some reasons such as missing and/or incorrect filling or being empty, and finally, 423 questionnaires were found suitable for analysis. The aforementioned questionnaire consists of 3 parts. In the first part of the questionnaire, there was information about the personal characteristics of the employees such as gender, marital status, age, education level, income and the department they work in the hotel establishments. In the second part, there are Pygmalion Attitude Scale statements compiled and adapted by Eden et al. (2000). The Pygmalion Scale consists of 12 statements and 3 sub-dimensions (General Self-Efficacy-GSE, Managerial Self-Efficacy-MSE, Pygmalion Attitude Index-PAI). The 7th, 8th and 11th statements in the Pygmalion Scale were reverse coded. Eden et al. (2000) used this scale in their study on the blue-collar supervisors. In this study, the necessary permission for the scale usage was obtained by contacting Dr. Dov Eden personally via e-mail and the original statements were adapted (in Turkish language) to the hotel employees. In order to determine the reliability and validity of the statements in the Pygmalion Scale, firstly, exploratory and confirmatory factor analyzes were performed on the scale, and then reliability analysis was performed on the obtained statements. In the third part of the questionnaire, there are statements in the dimension of trust in the supervisor of the Organizational Trust Scale, which was also used by Omarov (2009), Güçer and Demirdağ (2014) and Demirdağ (2015) in order to determine the level of trust in supervisor of the employees working in hotel establishments. The sub-dimension of trust in the supervisor, which is included in the organizational trust scale and consists of 10 statements, is considered as a single dimension. The general average of the trust in the supervisor dimension was taken and since it was considered as a single dimension, exploratory and confirmatory factor analysis was not applied to the related scale. On the other hand, the data related to the Cronbach Alpha coefficient used in the reliability analysis evaluation of the scale were evaluated. The level of participation of the employees regarding each statement in the Pygmalion effect and trust in supervisor scales was analyzed by scoring as 1=strongly disagree, 2=disagree, 3=moderately agree, 4=agree and 5=strongly agree. Ethical compliance permission document required for the questionnaire used in the study was obtained with the decision of Giresun University Social Sciences, Science and Engineering Research Ethics Committee, dated 11/01/2023 and numbered 01/25.

In the following part of the study, the Findings section, which includes the validity and reliability analyzes of the scales, the information about the personal information of the participants, and finally the Correlation and Regression analyzes showing the relationship/effect between the variables is presented.

## Findings

In this part of the study, exploratory factor analysis and then confirmatory factor analysis were performed in order to ensure the structural validity of the Pygmalion Scale. After the structural validity of the relevant scale was ensured, the results of the reliability analysis were included. The results of the validity and reliability analysis of the Pygmalion

Scale are presented in detail in Table 1.

**Table 1.** Validity and Reliability Analysis of the Pygmalion Scale

<b>Kaiser Meyer Olkin Scale Validity</b>			0.799	
<b>Bartlett Test of Sphericity</b>	<b>Chi-square</b>		1210.665	
	<b>df</b>		66	
	<b>p</b>		0.000	
<b>Sub-Dimensions</b>	<b>Pygmalion Scale Statements</b>	<b>Factor Loads</b>	<b>Factor's Explanation (%)</b>	<b>Reliability (Cronbach Alpha)</b>
<b>General Self-Efficacy (GSE)</b>	2. When my supervisor decides to do something, he goes right to work on it.	0.805	<b>55.158</b>	<b>0.778</b>
	1. My supervisor is certain he can make his plans work.	0.750		
	4. My supervisor does not give up easily when faced with problems.	0.681		
	3. When unexpected problems occur, my supervisor can deal with them and handle them well.	0.673		
<b>Managerial Self-Efficacy (MSE)</b>	7. My supervisor thinks that performance can hardly be improved again after a prolonged period of stagnation/mediocrity.	0.763		
	8. According to my supervisor, most people are as they are, and my supervisor is aware of this and does not spend much effort to change such employees.	0.728		
	5. My supervisor can enable any employee to perform beyond his/her capacity.	0.706		
	6. When employees are not properly managed, my supervisor thinks that most of these employees' potential are wasted.	0.544		
<b>Pygmalion Attitude Index (PAI)</b>	10. My supervisor thinks it's always proper to expect a pleasant surprise, even from the worst employees.	0.808		
	11. My supervisor sees explaining and providing feedback to failing employees as a waste of time.	0.750		
	9. According to my supervisor, no employee is destined to fail.	0.688		
	12. According to my supervisor, the typical employee always reaches the peak of his potential.	0.623		

In order to determine the sub-dimensions of the Pygmalion effect attitudes of the employees working in hotels in Istanbul, exploratory factor analysis was performed on the scale consisting of 12 statements. When the results of the exploratory factor analysis were evaluated, the KMO value of the scale was determined as 0.799 and the significance value (p) of the Bartlett sphericity test was obtained as  $p=0.000<0.05$ . However, the scale, which is observed to consist of 3 sub-dimensions as GSE, MSE and PAI, explains 55.15% of the total variance. The fact that the explained variance is over 50% confirms that the number of factors found is appropriate (Güçlü, 2020). In addition, factor loads of all statements in the scale were obtained as above 0.50.

In order to verify the factor structure determined by the exploratory factor analysis of the Pygmalion Scale, first-level confirmatory factor analysis was performed with the help of the Lisrel 8.7 package program and is shown in Table 2.

**Table 2.** Pygmalion Scale Confirmatory Factor Analysis Fit Indexes

Fit Measures	Good Fit	Acceptable Fit	Model
$X^2/sd$	$0 \leq X^2/sd \leq 3$	$3 \leq X^2/sd \leq 5$	2.80
RMSEA	$0 < RMSEA < 0.05$	$0.05 < RMSEA < 0.10$	0.065
NFI	$0.95 \leq NFI \leq 1$	$0.90 \leq NFI \leq 0.95$	0.93
CFI	$0.97 \leq CFI \leq 1$	$0.95 \leq CFI \leq 0.97$	0.96
GFI	$0.95 \leq GFI \leq 1$	$0.90 \leq GFI \leq 0.95$	0.95
AGFI	$0.90 \leq AGFI \leq 1$	$0.85 \leq AGFI \leq 0.90$	0.92

Source: Sümer, (2000); Schermelleh-Engel, Moosbrugger and Müller (2003); Şimşek, (2007).

As a result of the exploratory factor analysis, when the first level confirmatory factor analysis fit indices included in Table 2 for the Pygmalion Scale, which consists of 12 expressions and three sub-dimensions, are examined, it is seen that  $x^2/sd$  (2.80), GFI (0.95) and AGFI (0.92) values are good and significant, and, RMSEA (0.065), NFI (0.93), CFI (0.96) values are seen as coincide with acceptable fit values and significant. In addition, according to Seçer (2015), the absence of red arrows in the t values of all statements regarding the scale, the fact that the factor loads are greater than 0.30 indicate that the values are significant at the 0.05 level and the construct validity of the scale is provided.

After the construct validity was ensured as a result of the exploratory and confirmatory factor analysis results of the Pygmalion Scale, the Cronbach Alpha coefficient, which had an effect on the reliability of the statements, was examined. The Cronbach Alpha coefficient, which indicates the reliability of 12 items in the scale, was obtained as 0.778, and this figure was quite reliable at high level since it was between 0.60 and 0.80 according to Lorcu (2015). Likewise, the Cronbach Alpha coefficient of 10 items in the trust in the supervisor scale was found to be 0.837. It is possible to state that this figure is very highly reliable since it is between 0.80 and 1.00, again according to Lorcu (2015).

Descriptive analysis results (frequency and percentage distributions) regarding the individual characteristics of the participants are shown in Table 3 in detail.

**Table 3.** The Descriptive Profile of the Participants (n=423)

Variables	Groups	f	%	Variables	Groups	f	%
<b>Gender</b>	Female	196	46.3	<b>Educational Status</b>	Primary	8	1.9
	Male	227	53.7		Secondary	27	6.4
<b>Marital Status</b>	Married (with children)	156	36.9		High School	66	15.6
	Married (without children)	47	11.1		Associate	173	40.9
	Single	220	52.0		Undergraduate	120	28.4
<b>Age</b>	24 years and under	138	32.6		Postgraduate	29	6.9
	25-60 years	250	59.1	<b>Income (TL)</b>	8506 and under	173	40.9
	61 years and over	35	8.3		8507-10500	75	17.7
<b>Department</b>	Front Office	132	31.2		10501-12500	65	15.4
	Food & Beverage	156	36.9		12501-14500	86	20.3
	Housekeeping	103	24.3		14501 and over	24	5.7
	Others	32	7.6				

The values in Table 3 show that 46.3% of the participants were female and 53.7% were male. When the marital status of the employees working in hotels is examined, 36.9% of the participants are married with children, 11.1% are married and without children, and 52% are single participants. According to the age distribution grouped as youth, adults and older adults, 32.6% of the participants are in the youth group, 59.1% in the adults and 8.3% in the

older adults age group. According to education level, it is seen that the highest number of participants has associate degree education with 40.9% and undergraduate education with 28.4%. Considering the income status of the participants, which was adjusted on the basis of minimum wage as of January 2023, it was understood that 40.9% of them earned income at the minimum wage level as TL. When the departments where the participants work in the hotels are examined, it is seen that 36.9% work in the food and beverage department, 31.2% in the front office department, and 24.3% in housekeeping department. The expression "others" in the "department" line in Table 3, characterizes the other departments (accounting department, security, human resources, customer relationship etc.) in hotel establishments.

The arithmetic means and standard deviation values of the participants' responses to the statements about the Pygmalion Attitude Scale and its sub-dimensions and the Trust in Supervisor Scale within the scope of 5-point Likert-type rating are shown in Table 4 in detail.

**Table 4.** The Descriptive Statistics on Responses of Participants

Scales	Sub-dimensions	Number of Statements	$\bar{X}$	Standard Deviation
<b>PYGALION</b> (12 statements) $\bar{x}$ : 4.02; s.d.: 0.551	<b>GSE</b>	4	4.17	0.712
	<b>MSE</b>	4	3.88	0.780
	<b>PAI</b>	4	4.03	0.753
<b>TRUST in SUPERVISOR</b>	-	10	3.99	0.665

Very Low: 1.00-1.79; Low: 1.80-2.59; Medium: 2.60-3.39; High: 3.40-4.19; Very High: 4.20-5.00  
(Source: Özdamar, 2003)

In Table 4, the general average of the responses of participants to the Pygmalion Scale was found to be  $\bar{x}=4.02$ , and in this case, it can be interpreted that the Pygmalion effect attitudes of the employees found high. When evaluated in terms of sub-dimensions, it is understood that the participants agreed with the statements in the dimensions at a high level. The Pygmalion effect attitudes of the participants in terms of sub-dimensions were found as  $\bar{x}=4.17$  for GSE,  $\bar{x}=4.03$  for PAI, and  $\bar{x}=3.88$  for MSE, respectively, starting from high level. When the responses of participants to the statements in the scale of trust in the supervisor are examined, it is possible to state that the arithmetic mean was calculated at a high level with  $\bar{x}=3.99$ .

Correlation and regression analyze were used to determine the relationship/effect between the Pygmalion effect attitudes and its sub-dimensions and the level of trust in the supervisor of the employees working in the hotel establishments operating in İstanbul, and, shown in Table 5 in detail. In the analysis, trust in the supervisor (TIS) was considered as the dependent variable, Pygmalion effect attitude (PYG) and its sub-dimensions GSE, MSE and PAI were considered as independent variables.

According to the results of the analysis, the "Pearson Correlation Coefficient (r)" between the Pygmalion effect attitudes of the employees and their trust in supervisor was found significant ( $p=0.000<0.001$ ). It has been determined that there is a weak and positive significant relationship between the general PYG of the employees ( $r=0.369$ ) and their level of TIS. When the PYG of the employees was examined in terms of sub-dimensions, it was observed that there was a very weak and positive significant relationship between GSE ( $r=0.250$ ) and the level of TIS; a very weak and positive significant relationship between MSE ( $r=0.223$ ) and the level of TIS, and, a weak and positive significant relationship between PAI ( $r=0.343$ ) and the level of TIS.

**Table 5.** Correlation Matrix and Regression Analysis of the Relationship between the Pygmalion Effect Attitudes of Participants and Their Trust in Supervisor

Independent Variables	$\beta_j$	S(b <sub>j</sub> )	t	p	r	R <sup>2</sup>	ANOVA
Constant	3.020	0.186	16.198	0.000***			F=28.099
<b>GSE</b>	0.234	0.044	5.301	0.000***	0.250	0.063	<b>p=0.000***</b>
Constant	3.256	0.160	20.301	0.000***			F=22.005
<b>MSE</b>	0.190	0.041	4.691	0.000***	0.223	0.050	<b>p=0.000***</b>
Constant	2.773	0.166	16.715	0.000***			F=56.004
<b>PAI</b>	0.303	0.040	7.484	0.000***	0.343	0.117	<b>p=0.000***</b>
Constant	2.203	0.222	9.916	0.000***			F=66.231
<b>PYGMALION (PYG)</b>	0.445	0.055	8.138	0.000***	0.369	0.136	<b>p=0.000***</b>

\*\*\*: p<0,001; Dependent Variable: Trust in Supervisor (TIS); Independent Variables: GSE: General Self-Efficacy; MSE: Managerial Self-Efficacy; PAI: Pygmalion Attitude Index; Pygmalion (PYG): Pygmalion Effect Attitudes

r: Correlation Coefficient; R2: Determination Coefficient

In order to determine the direction and strength of the relationship/effect between the variables, the relationship/effect between PYG and its sub-dimensions GSE, MSE and PAI, and TIS was examined by simple linear regression analysis. The simple linear regression models between GSE and TIS (F=28.099; p<0.001); between MSE and TIS (F=22.005; p<0.001); between PAI and TIS (F=56.004; p<0.001), and, between PYG and TIS (F=66.231; p<0.001) were found significant. R2=0.063, calculated in the simple linear regression model performed for the relationship/effect between GSE and TIS, shows that the disclosure rate of the model is 6.3%. In more precisely and clearly words, 6.3% of the changes in the level of trust in the supervisors of the employees are explained by the general self-efficacy dimension in the Pygmalion effect attitudes of the employees. R2=0.050 value calculated in the simple linear regression model performed for the relationship/effect between MSE and TIS, reveals that the disclosure rate of the model is 5.0%. In other words, 5.0% of the changes in the level of trust in the supervisors of the employees are explained by the managerial self-efficacy dimension in the Pygmalion effect attitudes of the employees. R2=0.117 value calculated in the simple linear regression model performed for the relationship/effect between PAI and TIS, reveals that the disclosure rate of the model is 11.7%. In other words, 11.7% of the changes in the level of trust in the supervisors of the employees are explained by the Pygmalion Attitude Index dimension in the Pygmalion effect attitudes of the employees. Finally, R2=0.136 value found in the simple linear regression model performed for the relationship/effect between PYG and TIS, shows that the disclosure rate of the model is 13.6%. In more precisely and clearly words, 13.6% of the changes in the level of trust in the supervisors of the employees are explained by general Pygmalion effect attitudes of the employees. In addition, when the standardized ( $\beta_j$ ) coefficient and “t” values in Table 5 are examined, it is possible to state that the general PYG and each of its sub-dimensions (GSE, MSE and PAI) are a significant predictor of TIS. Accordingly, as a result of simple linear regression analysis, the relationship/effect between the general Pygmalion effect attitude (PYG) and its sub-dimensions (GSE, MSE, and PAI) and trust in the supervisor (TIS) can be established with mathematical models as follows:

$$\text{TIS} = 3.020 + 0.234 \times \text{GSE} // \text{TIS} = 3.256 + 0.190 \times \text{MSE} // \text{TIS} = 2.773 + 0.303 \times \text{PAI}$$

$$\text{TIS} = 2.203 + 0.445 \times \text{PYG}$$

The mathematical model above indicates that a one-unit increase in employees' GSE attitudes leads to an increase of 0.234 points in TIS; a one-unit increase in employees' MSE attitudes leads to an increase of 0.190 points in TIS;

a one-unit increase in employees' PAI attitudes leads to an increase of 0.303 points in TIS, and, a one-unit increase in employees' general PYG attitudes leads to an increase of 0.445 points in TIS. To put it more clearly, as the Pygmalion effect attitudes of the employees increase, their level of trust in the supervisor also increases relatively. These findings obtained within the scope of the study show that the “Hypothesis: There is a significant relationship between the Pygmalion effect attitudes and trust in supervisor of the employees working in hotels” developed as the main hypothesis, is also supported.

In the following part of the paper, a summary of the findings and some suggestions for the interested parties in line with the results are given.

### **Conclusion and Suggestions**

In every organization, especially in for-profit service establishments, the human factor and to make optimum use of this human factor is very important. In this sense, the motivation and coordination of the human factor, which is one of the business factors in establishments, is determined by the supervisors. The success of the supervisors in this regard is directly proportional to the organization or establishment's ability to reach the aims and goals easily. In other words, the flawless functioning of the management and control mechanism is an important detail that will lead the organization to success, as well as performing routine works well. In this context, the Pygmalion effect, which is related to the expectations of the supervisors about the high performance of their subordinates, and the trust of the subordinates to the supervisor constitute the subject of this paper. It has been observed that there are not many academic studies in the field of tourism regarding the Pygmalion effect in Türkiye. In this study, the relationship between the Pygmalion effect attitudes of the employees working in the hotels and their trust in the supervisor was examined. In line with this purpose, it has been tried to contribute to the field of tourism academically by analyzing the data collected from a total of 423 employees from 4-star and 5-star hotel establishments operating in İstanbul. In general, the self-fulfilling prophecy under the Pygmalion effect is explained as the expectations of the managers from their subordinates, while in this study, the evaluation of the subordinates of the manager is discussed in the context of these expectations.

Findings obtained from the analysis of the collected data showed that hotel employees generally highly agree with the statements in the Pygmalion Scale. This situation also means that the supervisors of participants are able to cope with the problems and difficulties, are confident that they can realize the plans they have made, and work on the subject immediately to realize these plans and do not give up easily in the general self-efficacy dimension. When the findings are evaluated in terms of managerial self-efficacy, it can be interpreted that supervisors can use human resources in the most effective way. A supervisor who knows how to cope with the difficulties he encounters is also able to manage his subordinates, colleagues and organization well, and this plays a key role in the achievement of the determined aims and goals of the organization. In the Pygmalion Attitude Index dimension, it is important that supervisors pay special attention to their subordinates, get to know them, and set high goals in line with their abilities. In fact, the expectation of supervisors and the performance of subordinates in response better explain this relationship. At this point, supervisors should be able to accurately convey their expectations to the employees, support them and increase their motivation in order to affect their performance more positively. When the responses of participants for the scale of trust in the supervisor are evaluated, the employees highly agree with the statements about the supervisors' knowledge and skills, making the right decisions, keeping the promises, harmony between what is said and what they

do, common consensus in the decision and truth. On the other hand, in this study, the relationship between the two variables was generally found to be weak and very weak. To put it more clearly, it is possible to say that the Pygmalion effect attitudes of hotel employees have a low effect on the level of trust in the supervisor. Because both variables are positive organizational behaviors and both are within the scope of evaluating the supervisor. However, the relationship between the two variables was found to be significant. This relationship also reveals that results supporting the research hypothesis developed for this study have been reached.

According to the results of the study, some suggestions have been developed for interested parties, especially for supervisors as follow:

- It is important for hotel establishments to work with talented supervisors who are experts in their fields, who can cope with difficulties and who can guide their employees well, in order to achieve the goals they set and to use their human resources effectively.
- In the Pygmalion effect, which occurs between supervisor expectation and employee performance, managerial practices such as motivating their subordinates and making them believe that they can do more than they do will increase success of employees and organization.
- In hotel establishments, it could be beneficial for both supervisors and employees to be included in internal and external training and orientation programs in terms of improving themselves, and personnel empowerment practices in this sense.
- In order to achieve the organizational aim and goals faster and easier, supervisors should deal with the problems of their subordinates, create a trust environment (trust in organization, supervisor and colleagues) and establish an effective communication network.
- The results of the study indicate that supervisors in hotel establishments should make efforts to improve the trustworthiness of supervisor by improving their subordinate-superior relations.
- Supervisors who want to get optimum benefit from their subordinates have to choose the most effective management styles. With the use of an effective management style, the supervisor should be a good leader who can use punishment and reward systems correctly, is impartial and fair, has strong social communication skills, and can allow the development of subordinates.
- Future academic studies may focus on different dimensions of the Pygmalion phenomenon in different fields of tourism. In addition, this phenomenon can be discussed with different variables and the results can be compared.

It can be thought that the results obtained from this study will make contributions both theoretically and practically. As stated in the suggestions based on the study results, supervisors in particular can think and act more sensitively about trust and expectations. In addition, it can be thought that it will make significant contributions to the literature, especially since there are not many studies on the variables that form the basis of the study, especially in the field of tourism. Considering the study's limitations, the study only covers hotel employees (n=423) working in Istanbul. Sampling method was used because it is difficult to reach all hotel employees in Istanbul (the entire population) due to limitations such as cost, time and transportation. Similar studies on these subjects can be conducted in different destinations in the future.

## Declaration

All authors of the article contributed equally to the article process. The authors have no conflicts of interest to declare. Ethical compliance permission document required for the questionnaire used in the study was obtained with the decision of Giresun University Social Sciences, Science and Engineering Research Ethics Committee, dated 11/01/2023 and numbered 01/25.

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**Appendix 1. Ethics Committee Permission**



T.C.  
GİRESUN ÜNİVERSİTESİ REKTÖRLÜĞÜ  
Sosyal Bilimler Fen ve Mühendislik Bilimleri Araştırmaları Etik Kurulu

Sayı : E-50288587-050.01.04-138007  
Konu : 11 Ocak 2023 tarihli ve 01/25 sayılı  
Etik Kurul Kararı

18.01.2023

Sayın Dr.Öğr.Üyesi Eray TURPCU

İlgi : Eray TURPCU'nun 27.12.2022 tarihli başvurusu.

Sosyal Bilimler Fen ve Mühendislik Bilimleri Araştırmaları Etik Kurulumuza sunmuş olduğunuz *"Pygmalion Etkisinde İşgören Tutumu ve Yöneticiye Güven Arasındaki İlişki: Otel İşletmeleri Üzerine Bir Araştırma"* başlıklı çalışmanız 11 Ocak 2023 tarihli ve 01/25 sayılı Etik Kurulumuzca değerlendirilmiş olup etik açıdan **uygun** bulunmuştur.

Bilgilerinize sunulur.

Prof. Dr. Eyüp NEFES  
Kurul Başkanı

**Bu belge, güvenli elektronik imza ile imzalanmıştır.**

Doğrulama Kodu: E2121C17-9957-4A15-849C-51EBB1326B2C  
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