



# The impact of nepotism on employee organisational attitudes in accommodation enterprises

## O impacto do nepotismo nas atitudes organizacionais dos empregados em empresas de alojamento

**Yunus Topsakal**

University of Massachusetts Amherst, Isenberg School of Management, Department of Hospitality and Tourism Management USA, ytopsakal@umass.edu

**Abdurrahman Dinç**

Konya Necmettin Erbakan University, Department of Tourism Management, Türkiye, a.dinc@erbakan.edu.tr

**Ezgi Özcan**

Türkiye, akademisyenezgi.ozcan@gmail.com

**Received:** 10.10.2023; **Revisions required:** 14.11.2023; **Accepted:** 22.12.2023

### Abstract

This study investigates the impact of nepotism in the hotel industry on affective organisational commitment, identity, cynicism, and trust. These key factors, which are the focus of the study, will be analysed in detail to provide a sector-specific perspective. The research will mainly focus on understanding the sector-specific dynamics of each effect by concentrating on the employees' perceptions of these factors. The results of a survey conducted on 397 employees employed in 5-star hotels in Northern Cyprus found that nepotism exerts an adverse influence on employees' levels of affective organisational commitment, organisational identification, cognitive cynicism, behavioural cynicism, affective cynicism, trust in supervisors, and trust in co-workers. These implications underscore the importance for business managers to address issues related to the perception of nepotism, as doing so can significantly enhance the overall performance of their organisations. This study contributes to the existing literature by filling a knowledge gap and offering valuable insights for academics, researchers, and other stakeholders.

**Keywords:** Nepotism, Organisational Attitudes, Affective Organisational Commitment, Organisational Identification, Cynicism, Hospitality Industry.

### Resumo

O objetivo deste estudo é investigar o impacto do nepotismo na indústria hoteleira sobre o compromisso organizacional afetivo, a identidade, o cinismo e a confiança. Estes fatores-chave serão analisados em pormenor para fornecer uma perspectiva específica do sector. A investigação centrar-se-á na compreensão da dinâmica específica de cada fator de acordo com as perceções dos empregados. Os resultados de um inquérito a 397 trabalhadores de hotéis de 5 estrelas no Norte de Chipre mostram que o nepotismo exerce uma influência adversa nos níveis de empenhamento organizacional afetivo, identificação organizacional, cinismo cognitivo, cinismo comportamental, cinismo afetivo, confiança nos supervisores e confiança nos colegas de trabalho. Estas implicações sublinham a importância de os gestores abordarem as questões relacionadas com a perceção do nepotismo, uma vez que isso pode melhorar significativamente o desempenho global das suas organizações. Este estudo contribui para a literatura existente, preenchendo uma lacuna de conhecimento e oferecendo informações valiosas a académicos, investigadores e outras partes interessadas.

**Palavras-chave:** Nepotismo, Atitudes Organizacionais, Compromisso Organizacional Afetivo, Identificação Organizacional, Cinismo, Indústria Hoteleira.

## 1. Introduction

In today's business landscape, a growing body of research is dedicated to studying organisational behaviour. One area of investigation within this field pertains to the perception of nepotism. Nepotism is characterised by favouritism shown between individuals who are relatives or close associates within an organisation (Tytko et al., 2020). This phenomenon can harm employee performance and diminish organisational commitment (Pelit et al., 2015). For this reason, exploring the influence of nepotism perception on organisational behaviour can lead to insights and discoveries that will aid the organisation as it forges ahead (Büte, 2011). Existing literature (e.g. Bekesiene, 2021; Jaskiewicz et al., 2013) sheds light on the negative consequences of nepotism in organisational settings. For instance, research has indicated that nepotism diminishes employee job satisfaction and overall performance (Daglı & Aycan, 2010; Tsui et al., 1997). Furthermore, the perception of nepotism can potentially undermine affective organisational commitment, leading employees to question their reasons for staying with the company (Daglı & Aycan, 2010).

Organisational identification refers to the degree to which employees feel a sense of affiliation and belonging within their company (Blader et al., 2017). The formation of organisational identification is influenced by factors such as employees' motives for staying with the organisation and their belief in its goals and values. Previous research (Allen & Meyer, 1990; Mael & Ashforth, 1992) has established that organisational identification has implications for various behaviours related to job satisfaction, performance, and affective organisational commitment. Therefore, it is crucial to comprehend the influence of perceptions of nepotism on organisational identification. Organisational cynicism encompasses employees' negative perceptions and attitudes toward the business (Chiaburu et al., 2013). It mirrors their views on fairness, management practices, and decision-making processes within the organisational context (English & Chalon, 2011). Examining the relationship between nepotism and organisational cynicism is



another topic that has received attention in the existing literature. Organisational trust refers to employees' confidence in their relationships with co-workers (Singh & Srivastava, 2016). It facilitates a sense of security and promotes collaboration among employees. Research has demonstrated that perceptions of nepotism can undermine organisational trust (Daglı & Aycan, 2010).

A study conducted by Tasdemir et al. (2017) revealed that favouritism based on family relationships fosters a sense of distrust within businesses and diminishes employees' affective organisational commitment. Similarly, Vveinhardt & Bendaraviciene (2021) identified in their research that the perception of nepotism negatively impacts employees' trust perception, subsequently leading to reduced job satisfaction, performance, and affective organisational commitment. Furthermore, Han et al. (2010) highlighted the significance of employing objective criteria and fostering transparent communication to enhance employees' affective organisational commitment. Previous studies have consistently demonstrated the detrimental effects of nepotism on employees' affective organisational commitment and performance (Sipahi & Kartal, 2018; Fu, 2015). However, there is limited research examining the positive effects of nepotism on organisational cynicism (Sanal & Yılmaz, 2020).

Numerous scale development studies and quantitative research projects have explored the phenomenon of business nepotism across various sectors, which includes institutions in both the public and private sectors (Sroka & Vveinhardt, 2020), private and public banks (Akuffo & Kivipold, 2019; Arasli & Tumer, 2008), textiles (Keles et al., 2011), and the steel industry (Sroka & Vveinhardt, 2018). However, a limited number of studies systematically examine the effects of nepotism on organisational attitudes, particularly within the framework of accommodation establishments in the tourism industry. Therefore, investigating the relationship between nepotism and organisational attitudes in 5-star accommodation establishments operating in Northern Cyprus is academically significant. This research aims to address the gap in the existing literature and provide a theoretical framework for this unique research topic. In addition, it offers theoretical originality to comprehend the effects of nepotism on organisational attitudes in the accommodation sector of the tourism industry from a broader perspective, contributing to existing knowledge and inspiring future research endeavours.

## **2. Background**

### **2.1 Nepotism**

"Nepotism" refers to the act of favouring one's family members or close associates by providing them with employment or promotion opportunities (Jaskiewicz et al., 2013). This practice is prevalent in various workplaces. According to Al-Shawawreh (2016), nepotism exists in developed and developing countries, spanning the private and public sectors. However, it also presents several dangers that can significantly impact organisations. These dangers can lead to employee job dissatisfaction (Sefraz et al., 2022), apathy, diminished self-confidence (Jain et al., 2022), a sense of alienation from the organisation (Pelit et al., 2015), loss of talented individuals (Perez-Alvarez & Strulik, 2021), persistent fear and negative thinking (Elbaz et al., 2018), ineffective human resource planning (Firfiray et al., 2018), termination of competent employees (Jaskiewicz et al., 2013), lack of teamwork (Okyere-Kwakye, 2010), reduced competition among employees (Safina, 2015), diminished creativity and innovation (Elbaz et al., 2018), and negative effects on organisational culture and decision-making processes (Pearce, 2015). Ineffective employment practices are frequently observed in the tourism and hospitality industry (Nickson, 2013). Middle Eastern countries are especially prone to nepotism practices (Budhwar & Mellahi, 2006).

The tourism sector experiences widespread nepotism in the recruitment and promotion of employees (Arasli et al., 2006; Elsayed & Daif, 2019). Given that many tourism businesses are family-operated (Getz & Carlsen, 2005; Yolal & Çetinel, 2010), the responsibility of the hiring process often lies with the business owner or family members (Ediriwera, 2017; Peters & Frehse, 2011). Unfair practices during this process can have detrimental effects on employees' organisational attitudes, job satisfaction, and performance. However, research focusing on instances of nepotism within the tourism sector is limited. Nevertheless, some studies have yielded significant findings regarding this subject. For instance, a study conducted by Yavuz Aksakal & Ulucan (2021) discovered that employees in the tourism sector perceived a high level of nepotism, adversely impacting their affective organisational commitment, performance, and overall job satisfaction. Similarly, Pelit et al. (2017) found that nepotism is widespread in Turkish tourism businesses, resulting in low levels of employee job satisfaction. Furthermore, the study highlighted that employees promoted by business owners or family members encountered difficulties in their relationships with other employees, leading to disruptions in workplace communication. The subsequent sections will explore the relationship between nepotism and organisational attitudes and present hypotheses for further examination.

### **2.2. Affective Organisational Commitment**

Affective organisational commitment is a crucial concept that encompasses an employee's devotion and loyalty to their workplace (Meyer and Allen, 1991; Abdelazimahmed et al., 2022). The level of commitment demonstrated by employees holds significance as it influences various factors, including business performance, customer satisfaction, internal communication, and interpersonal relationships among employees (Bassett-Jones, 2005). Notably, nepotism negatively affects affective organisational commitment (Daskin et al., 2015). It entails favouritism in employee hiring, promotion, rewards, or punishments based on personal connections,



for instance, familial ties, friendships, or other personal relationships (Padgett et al., 2015). This practice can foster an unjust work environment for numerous employees, ultimately impacting their levels of commitment, job satisfaction, and overall performance (Ombanda, 2018). Affective organisational commitment refers to employees' dedication, loyalty, and positive emotional attitudes towards their workplace (Susanty et al., 2013). The perception of favouritism can undermine this commitment because employees may lose their motivation due to the perceived lack of fair treatment in the workplace (Meyer et al., 2006). This can lead to a decline in morale, loss of motivation among employees, and a decrease in overall job performance. Additionally, the perception of favouritism can contribute to developing a negative work environment, adversely affecting employee collaboration and communication (Ozler & Buyukarslan, 2011).

Research has consistently emphasised the negative correlation between nepotism and affective organisational commitment. For example, Bolat et al. (2017) found that nepotism has an adverse impact on job satisfaction and affective organisational commitment in Turkey's tourism sector. Similarly, Cagatay & Ozturk (2023), in their study in the health sector, identified a negative association between affective organisational commitment and nepotism. The limited research on the tourism industry has brought the detrimental influence of nepotism on affective organisational commitment to the forefront. For instance, Yavuz Aksakal & Uluçan (2021) discovered a heightened perception of nepotism among employees in the Turkish tourism sector, leading to negative outcomes for affective organisational commitment, job satisfaction, and performance.

Additionally, Pelit et al. (2017) emphasised the widespread prevalence of nepotism in Turkish tourism establishments, coupled with low levels of affective organisational commitment among employees. Another study by Arasli et al. (2006) revealed that nepotism practices in Turkish tourism businesses have an adverse effect on employees' levels of affective organisational commitment and job satisfaction. Furthermore, the study highlighted a positive relationship between affective organisational commitment and job satisfaction, stressing the importance for businesses to foster active affective organisational commitment. Building on insights from the literature and discussions, the study formulates the following hypothesis:

H<sub>1</sub>: The perception of nepotism among employees in accommodation businesses has a negative impact on their affective organisational commitment.

### 2.3. Organisational Identification

Organisational identification pertains to the degree to which employees experience a sense of affiliation and embrace the values upheld by their organisation (Allen et al., 2017). Substantial research has consistently shown that organisational identification positively influences employees' job satisfaction, performance, and affective organisational commitment (Ashforth & Mael, 1989; Meyer & Allen, 1991). Despite this, there is a lack of studies exploring the connection between nepotism and organisational identification. Nonetheless, a few findings regarding the relationship between employees' perception of nepotism and organisational identification have surfaced. For example, a study conducted by Kerse & Babadag (2018) unveiled a negative correlation between employees' perception of nepotism and organisational identification within the context of tourism businesses.

The literature on the relationship between nepotism and organisational identification in the tourism industry is limited, although a few studies have contributed valuable insights into this subject. For instance, the research of Burhan et al. (2020) uncovered the detrimental impact of employees' perception of nepotism on both organisational identification and job satisfaction. Similarly, Altındag (2014) demonstrated that nepotism in Turkish tourism businesses has negative consequences for organisational identification, job performance, and job satisfaction. The adverse connection between employees' perception of nepotism and organisational identities plays a significant role in the social dynamics of the workplace and the establishment of employees' connections with their organisations (Ignatowski et al., 2019). The experience of nepotism can negatively influence employees' commitment to their institutions and organisational identities (Pelit et al., 2015). This may instil a sense of unfair treatment or discrimination among employees, reducing organisational commitment. Employees may feel less attached to the workplace, leading to decreased motivation, lower job performance, and a propensity to leave their positions (Ensher et al., 2001). Furthermore, a negative perception of nepotism can undermine the sense of organisational identity, impacting employees' ability to integrate into the corporate culture (Elbaz et al., 2018). This scenario can weaken employees' affective commitment to the workplace and diminish their sense of belonging to the organisation (Vandenberghe et al., 2004). Drawing on insights from the literature and discussions, the study formulates the following hypothesis:

H<sub>2</sub>: The perception of nepotism among employees in accommodation establishments negatively affects their organisational identification.

### 2.4. Organisational Cynicism

Organisational cynicism encompasses employees' feelings of distrust, hopelessness, and anxiety towards their organisations and work environments. It manifests in various forms, including cognitive cynicism, behavioural cynicism, and affective cynicism. Cognitive cynicism involves harbouring negative and sceptical thoughts regarding the organisation's purpose, strategies, and



leadership (Yılmaz and Konaklioglu, 2022). On the other hand, affective cynicism encompasses feelings of disappointment, anger, and hostility towards the organisation. Finally, behavioural cynicism is characterised by reduced job performance, diminished commitment and engagement, intentions to leave the organisation, and even intentions to harm the organisation (Dovidio & Hebl, 2005).

The literature on the relationship between nepotism and organisational cynicism remains relatively scarce. However, existing studies suggest a negative association between these two constructs. For instance, Kahya (2020) conducted a study that found a positive influence of nepotism on organisational cynicism. Likewise, Di Fabio (2017) discovered a positive relationship between organisational cynicism and the perception of nepotism within organisations. The number of studies exploring the link between nepotism and organisational cynicism within the tourism industry is also limited. Nevertheless, some studies have delved into this topic. For example, Pelit & Pelit (2017) identified a negative impact of nepotism in tourism businesses on employees' level of organisational cynicism. Similarly, Ozkoc et al. (2019) found a positive correlation between employees' perception of nepotism in tourism businesses and their level of organisational cynicism. The perception of favouritism can lead employees to develop a belief that they are not treated fairly in the workplace (Arasli & Tumer, 2008). This perception can weaken personal commitment and trust in the workplace, thereby increasing organisational cynicism (Sakçak et al., 2023). When employees encounter the perception of favouritism, they may develop organisational cynicism alongside the erosion of trust in the organisation (Hungerford & Cleary, 2021). This can lead to decreased trust in management and the workplace, impacting overall levels of organisational cynicism (Abubakar et al., 2017). Drawing from the literature and discussions, the study develops the following hypotheses:

H<sub>3</sub>: The perception of nepotism among employees in accommodation businesses positively affects their cognitive cynicism.

H<sub>4</sub>: The perception of nepotism among employees in accommodation businesses positively affects their affective cynicism.

H<sub>5</sub>: The perception of nepotism among employees in accommodation businesses positively affects their behavioural cynicism.

## 2.5. Organisational Trust

Organisational trust refers to employees' confidence and reliance on their organisation and its members. This trust is derived from employees' belief in the organisation's values and goals (Mayer et al., 1995). Organisational trust has been found to positively impact employees' job satisfaction, affective organisational commitment, and performance (Colquitt et al., 2007; Dirks & Ferrin, 2002). However, research on the relationship between nepotism and organisational trust is limited. There are some findings about the link between employees' perception of nepotism and organisational trust. For instance, Kerse & Babadag (2018) conducted a study that found a negative relationship between employees' perception of nepotism and organisational trust in tourism businesses. Furthermore, research focuses on the relationship between nepotism and organisational trust within the tourism industry. For example, Gücer & Demirdag (2014) found that organisational trust positively impacts job satisfaction and affective organisational commitment in tourism businesses. Similarly, Erdal & Altındag (2020) demonstrated that organisational trust is associated with job satisfaction and affective organisational commitment in tourism businesses.

The perception of favouritism among employees in accommodation businesses negatively impacts their ability to trust management (Abubakar et al., 2017). Because of this, employees' confidence in the leadership level inevitably deteriorates, paving the way for an increase in the negative perception of managerial strategies in the workplace (Tuna et al., 2016). The existence of a favouritism perception may diminish trust in managers, consequently adversely affecting communication and collaboration within the workplace (Lasisi et al., 2022). This scenario can potentially influence employee motivation and job performance (Lewis & Sherman, 2003). Furthermore, the perception of favouritism among employees in accommodation businesses negatively affects their trust in co-workers (Arici et al., 2021). This can harm collaboration, communication, and team spirit among employees (Keles et al., 2011). The presence of a favouritism perception may result in a decrease in trust among co-workers, disrupting relationships among employees (Arasli et al., 2019). The workplace atmosphere often sees dire negative consequences, diminishing employees' emotional well-being and job satisfaction (Isaed, 2016). Drawing upon the literature and discussions, the study develops the following hypotheses:

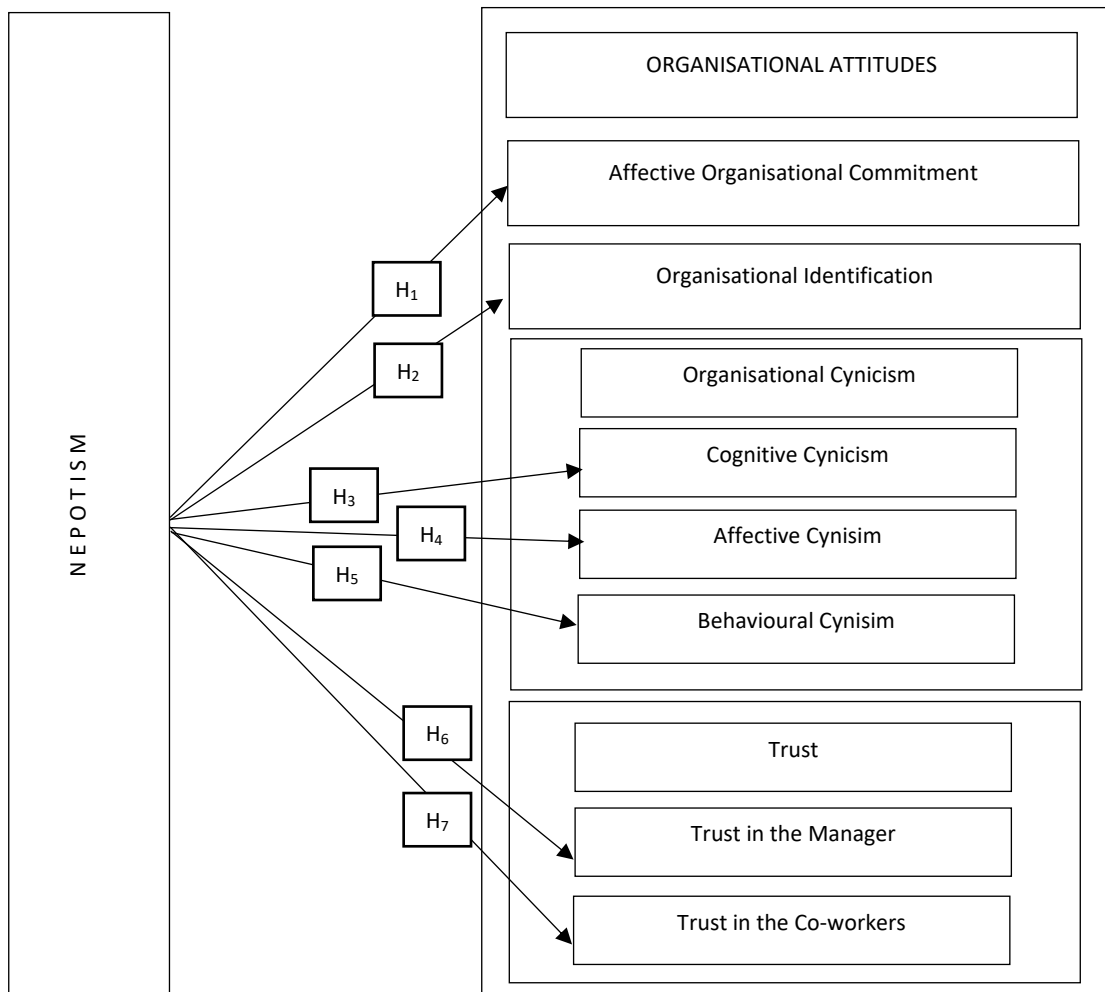
H<sub>6</sub>: Employees' perception of nepotism in accommodation businesses negatively affects their perception of trust in their managers.

H<sub>7</sub>: Employees' perception of nepotism in accommodation businesses negatively affects their perception of trust in their co-workers.

Figure 1 presents the conceptual model of the research, which was developed to align with the research objectives. The research model encompasses several key constructs: nepotism, affective organisational commitment, organisational identification, organisational cynicism (cognitive, affective, and behavioural), and organisational trust (trust in the manager and trust in co-workers). The model was designed to capture the relationships and interactions among these constructs as they pertain to the research objectives.



**Figure 1.** Conceptual Model of Research



The conceptual model illustrates the examination of the direct influence of nepotism on various organisational attitudes, including affective organisational commitment, organisational identification, cognitive cynicism, affective cynicism, behavioural cynicism, trust in supervisor, and trust in co-workers. These relationships will be empirically investigated in the study.

### 3. Method

#### 3.1. Population and Sample

The research population includes employees working in international 5-star hotels located in Northern Cyprus. Small-scale hotels were excluded from this study. Management practices can vary significantly among different types of hotels. One reason is that small-scale hotels' management structure and operation may differ from those in 5-star hotels. Consequently, selecting only one segment as a sample seems crucial for the applicability of the study results. In this context, data were exclusively collected from employees of 5-star hotels. The precise size of the main population (n) is unknown due to factors such as seasonal employment. The study did not restrict hotel selection and aimed to include all employees from 5-star hotels as the sample. We created an online form but did not publish the link or collect data online. Instead, we conducted face-to-face interviews in hotels to gather the data, utilising a method that is not the traditional paper-and-pencil approach but rather involved using our tablets with an online form. Sample size calculation techniques suitable for large samples were implemented in this research (Yazıcıoğlu & Erdoğan, 2004). As a result, a sample group (n) of 384 employees from 5-star hotels in Northern Cyprus was determined to adequately represent the main population, with a sampling error of 0.05. Data analysis was conducted using responses obtained from a total of 397 completed surveys. The participants' demographic characteristics are presented in Table 1.

**Table 1.** Demographic Characteristics of Participants

Demographic Characteristics		F	%
Gender	Female	204	51.4
	Male	193	48.6
Age	30 and below	93	23.4
	31-35	84	21.2
	36-40	104	26.2
	41-45	73	18.4
	46 and above	43	10.8
Marital Status	Single	286	72.0
	Married	111	28.0
Education Status	Primary School	4	1.0
	High School	40	10.1
	Associate Degree	40	10.1
	Bachelor's Degree	191	48.1
	Graduate Degree	122	30.7
How many years have you been working under your current supervisor/manager?	1 and below	45	11.3
	2-3 years	32	8.1
	4-5 years	77	19.4
	6-7 years	164	41.3
	8 and above	79	19.9
How many years have you been working in this company?	3 and below	68	17.1
	4-6 years	124	31.2
	7-9 years	115	29.0
	10and above	90	22.7
How many establishments have you worked so far in this industry?	2 and below	106	26.7
	3-4	142	35.8
	5-6	73	18.4
	7 and above	76	19.1

The study comprised 51.4% female and 48.6% male participants. Regarding age distribution, 23.4% of participants were aged "30 and under", 21.1% were aged "31-35", 26.2% were aged "36-40", 18.4% were aged "41-45", and 10.8% were aged "46 and above". Regarding marital status, 72% of participants were single, while 28% were married. Regarding educational attainment, 1% of participants were elementary school graduates, 10.1% were high school graduates, 10.1% held associate degrees, 48.1% held bachelor's degrees, and 30.7% held graduate degrees. As for the length of employment under their current manager/supervisor, 41.3% of participants had been working for "6 to 7" years, while 11.3% had been working for "1 year or less". Concerning their tenure in their current establishment, 31.1% had been working for "4-6" years, and 17.1% had been working for "3 or fewer" years. Regarding their previous employment, 26.7% of participants had worked for "2 or fewer" years, 35.8% had worked for "3 to 4" years, 18.4% had worked for "5 to 6" years, and 19.1% had worked for "7 or more" years in their previous establishments.

### 3.2. Data Collection Tools

The research employed a quantitative research approach to fulfil its objectives. Data were collected through a survey instrument specifically designed for this study. The survey comprised two sections. The first section encompassed questions about the participants' demographic information. The second section of the survey involved the utilisation of a 5-point Likert scale (ranging from 1: strongly disagree to 5: strongly agree) to measure the variables under investigation in the research. The study employed several established scales to measure different constructs. The nepotism scale developed by Büte (2011) was utilised to assess the level of nepotism experienced by participants. Additionally, the organisational emotional attachment scale, originally developed by Allen & Meyer (1990), was employed to gauge participants' emotional attachment to the organisation. To measure employees' organisational identification levels, the scale developed by Mael & Ashforth (1992) and adapted to Turkish by Eker (2015) was utilised. The study also incorporated a 14-item scale Brandes (1997) developed to measure organisational cynicism, encompassing cognitive, affective, and behavioural factors. Erdost et al. (2007) adapted this scale to Turkish for use in the study. Furthermore, the organisational trust scale developed by Caliskan (2021) was employed to assess the manager's and co-workers' trust. Overall, the study examined five distinct variable groups: nepotism, organisational emotional attachment, organisational identification, organisational cynicism, and organisational trust.



### 3.3. Data Analysis Processes

To ensure the validity and reliability of the scales, the study employed "Confirmatory Factor Analysis" (CFA) and "Exploratory Factor Analysis" (EFA). Factor analysis and Cronbach's Alpha (CA) calculation were conducted to assess the dimensions within the scales. Additionally, confirmatory factor analysis (CFA) was performed to validate the scales further. The research model aimed to investigate the impact of nepotism on organisational attitudes in the accommodation sector. To test the hypotheses, SEM was employed. Data were analysed using SPSS and SmartPLS-4.

### 3.4. Validity and Reliability

The validity and reliability of the scales were first evaluated through Exploratory Factor Analysis (EFA). Calculations were made for Cronbach's Alpha ( $\alpha$ ) values, Composite Reliability (CR), and Average Variance Extracted (AVE) to gauge the reliability and internal consistency of the derived dimensions. The outcomes are detailed in Table 2. The findings indicate that the dimensions exhibit reliability and internal consistency, as per established criteria (Field, 2009; Nunnally, 1970; Zeller and Karmines, 1978).

**Table 2. Exploratory Factor Analysis of Scales**

	Factor Loading	$\alpha$	CR	AVE
<b>Factor1: Nepotism (N)</b>		<b>0.93</b>		<b>0.688</b>
I feel like I need a friend or acquaintance in a high position.	0.647			
Superiors are wary of subordinates who have relationships with top-level executives.	0.833			
I am always careful when speaking with managers who are family members or relatives of the business.	0.734			
Executives are more concerned with keeping their friends and acquaintances in good positions than with employee performance and profitability.	0.889			
The expectations of executives' relatives and acquaintances are given priority.	0.862			
Companies that allow the employment of executives' relatives often struggle to retain quality individuals who are not related.	0.878			
Companies that allow the employment of executives' relatives often have difficulty terminating employees when they prove to be inadequate.	0.879			
The top-level executives of this company have difficulty firing their friends and acquaintances	0.883			
<b>Factor2: Trust to Manager and Co-worker (TM – TC)</b>		<b>0.97</b>		<b>0.703</b>
My manager inspires trust in employees.	0.969			
My manager is competent in their job.	0.971			
My manager is a good team leader.	0.981			
My manager supports employees.	0.982			
My manager is honest and fair.	0.971			
My manager creates a positive work environment.	0.978			
My manager delegates authority and values those who work under them.	0.979			
My manager emphasises knowledge sharing.	0.972			
My manager does not create tension within the organisation.	0.966			
My manager is self-assured.	0.971			
My co-workers are tolerant.	0.964			
My co-workers are friendly with their colleagues.	0.960			
My co-workers are honest and straightforward.	0.955			
My co-workers are not political and do not engage in insincere bargaining.	0.962			
My co-workers do not exploit their colleagues.	0.959			
My co-workers are responsible individuals.	0.969			
My co-workers strive to improve themselves.	0.970			
My co-workers are individuals who want to achieve through their knowledge and effort.	0.965			
My co-workers easily adapt to the work environment	0.965			
<b>Factor3: Affective Organisational Commitment (AOC)</b>		<b>0.72</b>		<b>0.646</b>
I would be very happy to spend the rest of my career in this organisation	0.474			
I am not deeply attached to the organisation	0.796			
I accept organisation problems as if they were my own.	0.715			
I can become as easily connected to another organisation as the organisation I now work for.	0.847			
I don't see myself as 'part of the family' in the organisation	0.846			
I do not have an emotional attachment to the organisation	0.864			
Organisation has a special meaning to me.	0.442			
I enjoy talking about my business with people outside the organisation	0.809			
<b>Factor4: Organisational Cynicism (OC)</b>		<b>0.96</b>		<b>0.665</b>
I believe that the institution I work for is different from what it says and what it does	0.782			
I see little resemblance between what management said to do and what actually happened.	0.821			



If the management of the organisation I work for says that he is planning to do something, I doubt that it will happen.	0.834		
There is little in common in the policies, goals, and practices of the institution I work for.	0.868		
The management of the institution I work for rewards other behaviour, not the expected behaviour.	0.840		
When I think of the institution I work for, I have a concern.	0.859		
When I think of the institution I work for, I experience tension.	0.859		
I make fun of the slogans and practices of the institution I work for.	0.799		
I get angry when I think of the institution I work for.	0.801		
Relationships in my organisation piss me off.	0.844		
I complain to my friends outside the institution about what is going on in the institution.	0.847		
I talk to other employees about how things are run in the organisation I work for.	0.799		
I criticise the practices and policies of the institution I work for with other employees.	0.768		
When any issue related to corporate management comes to the fore, meaningful glances are experienced.	0.680		
<b>Factor5: Organisational Identification (OI)</b>		<b>0.94</b>	<b>0.766</b>
If someone else criticises my workplace, I consider it a personal insult	0.821		
I am very interested in what other people think about my workplace.	0.863		
I use the word "we" instead of "they" when I talk about my workplace.	0.897		
The success of my workplace is my success	0.912		
When someone else compliments my workplace, I consider it a personal compliment	0.887		
I feel uncomfortable if there are negative aspects about my workplace in the media.	0.871		

Path analyses were employed to scrutinise Confirmatory Factor Analyses (CFA). The fit index outcomes resulting from the path analysis applied to the scales are available in Table 3. These findings, as indicated by the fit indexes, confirm the validity and reliability of the scale (Kline, 2011; Hu and Bentler, 1999).

**Table 3. Fit Index of Scales**

	AGFI	GFI	CFI	NFI	NNFI	RFI	IFI	RMSEA	PNFI
<b>N</b>	0.76	0.85	0.94	0.93	0.92	0.92	0.94	0.00	0.79
<b>TM- TC</b>	0.79	0.88	0.97	0.97	0.96	0.96	0.97	0.00	0.69
<b>AOC</b>	0.98	0.99	0.99	0.98	0.97	0.95	0.96	0.03	0.76
<b>OC</b>	0.86	0.95	0.98	0.98	0.97	0.96	0.98	0.00	0.59
<b>OI</b>	0.89	0.94	0.98	0.97	0.96	0.96	0.98	0.00	0.65

#### 4. Structural model results

In this study, discriminant validity was evaluated using the criterion proposed by Fornell and Larcker (1981). It assesses whether each variable's square root of the Average Variance Extracted (AVE) surpasses its correlations with any other latent construct. The findings, as shown in Table 4, validate the fulfilment of this criterion, emphasising the robust discriminant validity established by the measurement model in this study.

**Table 4. Correlations Among Constructs (Fornell-Larcker Criterion)**

	AVE	N	TM-TC	AOC	OC	OI
<b>N</b>	0.688	0.858				
<b>TM-TC</b>	0.703	0.700	0.813			
<b>AOC</b>	0.646	0.642	0.628	0.880		
<b>OC</b>	0.665	0.645	0.621	0.458	0.845	
<b>OI</b>	0.766	0.640	0.592	0.596	0.590	0.794

The PLS-SEM analysis utilised a bootstrap procedure, incorporating 397 cases with 5,000 resamples, to evaluate the significance of path coefficients ( $\beta$ ) indicating the direct relationships among the proposed constructs. The results are presented in Table 5, which illustrates how five out of the seven hypotheses received statistical support, evidenced by their t-values surpassing the recommended threshold of 1.96 at a 5% significance level (Hair et al., 2017).

**Table 5. Findings of Direct Effects**

		Path Coefficients	t-value	P value	Hypothesis
H <sub>1</sub>	N -> AOC	-0.445	9.357	0.000	Accepted
H <sub>2</sub>	N -> OI	-0.509	14.320	0.000	Accepted
H <sub>3</sub>	N -> CC	0.189	3.215	0.001	Accepted
H <sub>4</sub>	N -> AC	0.498	12.042	0.000	Accepted
H <sub>5</sub>	N -> BC	0.520	15.165	0.000	Accepted
H <sub>6</sub>	N -> TM	0.063	0.977	0.329	Rejected
H <sub>7</sub>	N -> TC	-0.104	1.872	0.061	Rejected

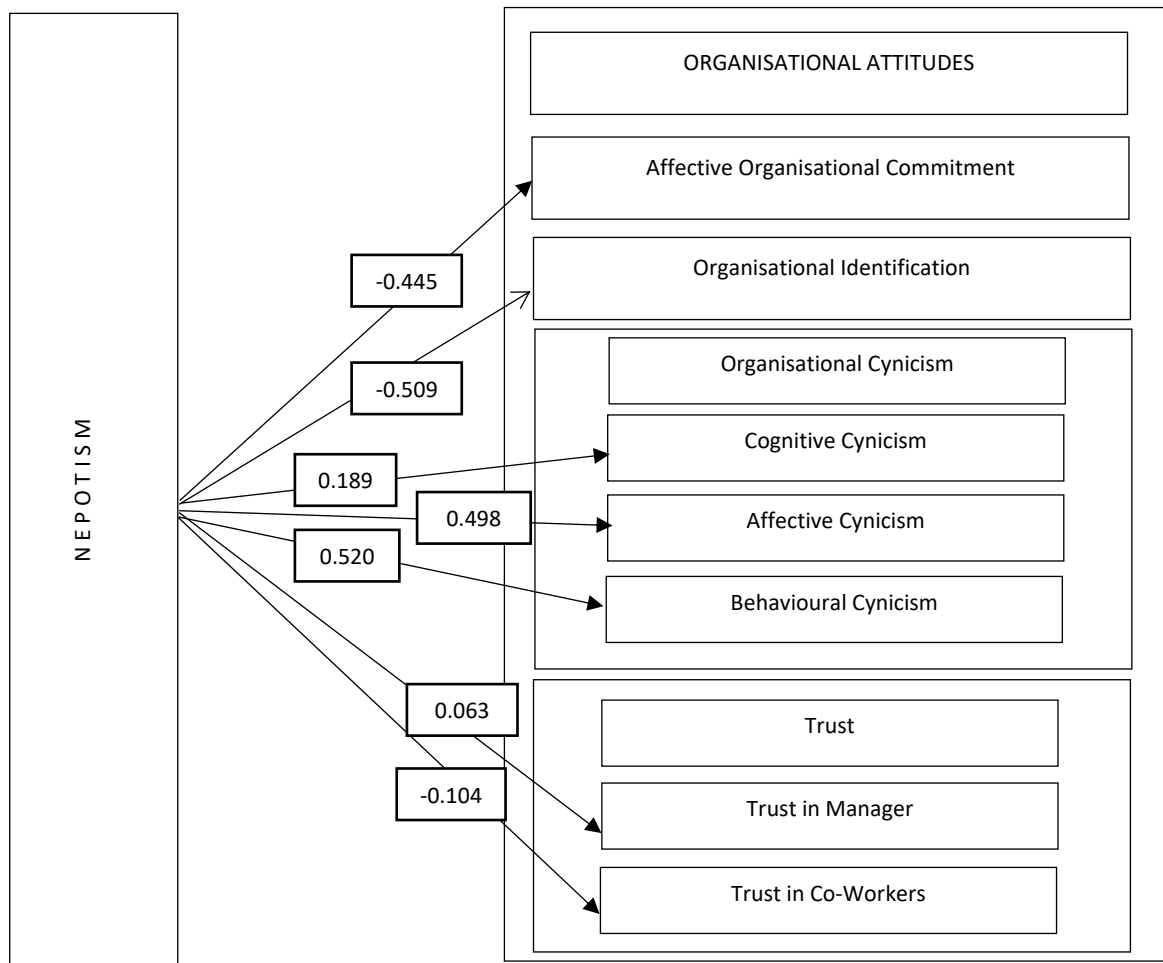
Note: CC: Cognitive Cynicism; AC: Affective Cynicism; BC: Behavioral Cynicism; TM: Trust in Managers; TC: Trust in Co-workers





The results are presented in Figure 2, representing the research model and path coefficients.

**Figure 2.** Results of the Model Test



According to the findings, the perception of nepotism among employees in accommodation businesses has a negative impact on affective organisational commitment and organisational identity. Additionally, it has been observed that this perception positively influences cognitive, affective, and behavioural cynicism levels. However, the perception of nepotism does not significantly impact trust in managers and co-workers. The rejected hypotheses indicate no statistically significant relationship between organisational trust and the perception of favouritism.

## 5. Discussion

The study's results indicate that employees' perception of nepotism in accommodation establishments significantly influences organisational dynamics and individual commitments to the organisation. Affective organisational commitment and organisational identity are negatively impacted by employees' perception of nepotism, resulting in a reduction in their commitment to both the workplace and the organisation, accompanied by a weakening of their emotional connections. These findings elucidate the pivotal role of nepotism perception as a crucial factor shaping the levels of organisational commitment among employees, especially within the realm of accommodation businesses. Comparable outcomes have surfaced in other research endeavours. For instance, Çınar & Çömlekçi (2016) discovered that the perception of organisational injustice detrimentally affected employees' affective organisational commitment, diminishing their emotional attachment to the workplace. Similarly, Sulu et al. (2010) investigated the influence of the perception of injustice on affective organisational commitment, concluding that there was a negative impact. Barattucci et al. (2018) asserted that the perception of nepotism harms affective organisational commitment and turnover intentions among employees in the Italian private sector.

The study's results reveal that the perception of nepotism positively influences employees' cognitive, affective, and behavioural cynicism levels. Employees tend to cultivate cognitive, affective, and behavioural cynicism as a response to unfair workplace



practices, which leads to an atmosphere of distrust within the organisation, which hinders collaboration and communication. Effectively managing and diminishing cynicism levels becomes imperative for cultivating a wholesome work environment and ensuring a more positive overall employee experience. These findings are in line with other research in the literature. For example, Radebe & Dhurup (2018) observed an increase in cognitive cynicism and the perception of injustice in the workplace due to the perception of nepotism. Corporate governance is finding itself needing transparent fairness, which endeavours to implement visibly equitable practices for all employees. Similarly, Yılmaz & Acar (2018) demonstrated that relationships based on family ties heightened cognitive cynicism in businesses and diminished employees' affective organisational commitment. Bearing this in mind, organisations must be encouraged to reassess their personnel policies and relationship management strategies, with a specific focus on factors influencing cynicism levels.

Based on the research findings, the perception of nepotism does not significantly impact trust in managers and co-workers. It seems that employees' perception of nepotism does not directly shape their trust perceptions towards managers and co-workers, particularly concerning trust relationships. Delving into other influencing factors becomes crucial for a more comprehensive understanding and enhancing trust relationships within the organisation. However, these outcomes diverge from findings in other studies within the literature. For instance, Tasdemir et al.'s (2017) study demonstrated that relationships grounded in family ties heightened distrust in businesses and diminished employees' affective organisational commitment. Furthermore, Han et al. (2010) revealed in their study that relationships based on family ties diminished organisational trust and adversely affected employees' affective organisational commitment. These contradictory findings underscore the intricate nature of trust relationships, emphasising the role of additional research in attaining a deeper insight into organisational dynamics and fostering trust relationships within organisations.

## **6. Implications**

### **6.1. Theoretical Implications**

The study's findings, revealing the adverse impact of nepotism perception on affective organisational commitment and organisational identity, carry significant theoretical implications. In response to these insights, organisations are urged to adopt specific strategies that promote a fair and equitable work environment. Instilling a culture of fairness within the organisation must be a top priority. This entails embracing and visibly demonstrating fair treatment practices for all employees. Establishing and consistently reinforcing policies that ensure equitable treatment for every employee can play a pivotal role in alleviating the negative effects of nepotism perception. This may involve transparent communication regarding organisational policies, equal opportunities, and consequences for unfair practices. Secondly, organisations should prioritise implementing transparent and fair evaluation processes, encompassing performance appraisals, feedback mechanisms, and other evaluative procedures. Ensuring that these processes are perceived as unbiased and merit-based can help mitigate the adverse effects of nepotism. Employees should also be informed about the criteria used in these evaluations to bolster this transparency. Lastly, objective criteria should be integral to decisions regarding promotions and rewards. Organisations must establish clear, measurable, consistent criteria for career advancements and recognition. This contributes to a fair decision-making process and serves as a tangible demonstration of the organisation's commitment to meritocracy. The study suggests that strengthening organisational commitment is an outcome and a strategic goal. Organisations can invest in initiatives that enhance employees' emotional connection to the workplace, such as mentorship programs, professional development opportunities, and initiatives that recognise and celebrate employee contributions. By fostering a sense of belonging and attachment, organisations can positively influence the commitment level of their employees, thereby mitigating the negative impact of nepotism perception.

The observation indicates that the perception of nepotism influences cognitive, affective, and behavioural cynicism levels. This can create an atmosphere of distrust within the organisation. When organisations adopt fair policies and practices, develop transparent communication strategies, and establish mechanisms to understand employees' concerns, cynicism levels can be reduced. The study results suggest that the perception of nepotism does not significantly impact trust in managers and co-workers. Therefore, organisations should explore other influencing factors to understand better and enhance trust relationships. The incongruent results with other studies in the literature highlight this issue's complexity and point to the need for further research to deepen our understanding of the dynamics among organisational trust, loyalty, and nepotism.

### **6.2. Managerial Discussion**

The study's findings reveal significant managerial implications for hospitality businesses regarding employees' perceptions of nepotism. These implications necessitate organisations to focus on strategies to enhance employee commitment, reduce cynicism, and improve trust relationships. Firstly, to strengthen affective organisational commitment and identity, organisations must exhibit fair treatment towards employees. This involves ensuring transparent and fair evaluations and adopting objective criteria in promotions and rewards. These steps can increase employee commitment to the workplace, reinforcing affective organisational commitment.



Secondly, organisations should adopt specific strategies to reduce cognitive, affective, and behavioural cynicism levels influenced by the perception of nepotism. Emphasising fair policies and practices, developing transparent communication strategies, and establishing mechanisms to understand employees' concerns can lower overall cynicism. Creating a healthier work environment within the organisation can positively affect collaboration and communication. Thirdly, the impact of the perception of nepotism on trust in managers and co-workers should be examined and understood. The findings indicate that this perception does not directly influence perceptions of trust towards managers and co-workers, especially concerning trust relationships. It is crucial to explore other influencing factors to understand better and enhance trust relationships within businesses.

Inconsistent findings with other studies in the literature highlight the need for further in-depth research to understand better the dynamics between trust, commitment, and nepotism. Certainly, this is a complex issue, as these conflicting results indicate. Additional research will help better understand the subject and its many components.

### 7. Limitations and future research directions

The fact that this study focused solely on 5-star hotels may limit the generalizability of its findings. The results obtained might be confined to this specific category of hotels, which may prevent the desired broader understanding. Significant differences in management practices between 5-star hotels and small-scale hotels could exist. The findings of this study are exclusively applicable to 5-star hotels. Future research contributing to a more comprehensive understanding could benefit from collecting data from both small-scale and large-scale hotels, allowing for a comparison between the two in the literature. In the study, small-scale hotels have been excluded. We have collected our data simultaneously, using the same source.

Future studies can examine the effects of nepotism perception in different sectors of businesses or investigate the effects of different factors (such as leadership styles, organisational culture, etc.) on the perception of nepotism. Research can also be conducted on other possible effects of nepotism in accommodation businesses in more detail. For example, focusing on how nepotism affects the trust environment in businesses, how it affects the perception of social responsibility of companies, or how it affects the level of job satisfaction of employees may prove to be insightful. Additionally, studies can be conducted on the effects of nepotism in different types of businesses (such as chain hotels, boutique hotels, resorts, etc.). Analysing in-depth how the perception of nepotism in businesses affects other psychological factors of employees can also be considered. Furthermore, conducting comparative analyses between firms in different sectors and sizes can help us better understand the effects of different firm characteristics on the perception of nepotism.

### Credit author statement

All authors have contributed equally. All authors have read and agreed to the published version of the manuscript.

**Declaration of competing interest:** None

### References

- Abdelazimahmed, T.S., Kassem, A., Alajlani, A., Alomran, A., Ragab, A., & Shaker, E. (2022). Effect of internal corporate social responsibility activities on tourism and hospitality employees' normative commitment during COVID-19. *Tourism & Management Studies*, 18(3), 21-35. <https://doi.org/10.18089/tms.2022.180302>
- Abubakar, A.M., Namin, B.H., Harazneh, I., Arasli, H., & Tunç, T. (2017). Does gender moderates the relationship between favoritism/nepotism, supervisor incivility, cynicism and workplace withdrawal: A neural network and SEM approach. *Tourism Management Perspectives*, 23, 129-139. <https://doi.org/10.1016/j.tmp.2017.06.001>
- Akuffo, I.N., & Kivipold, K. (2019). Influence of leaders' authentic competences on nepotism-favouritism and cronyism. *Management Research Review*, 43(4), 369-386. <https://doi.org/10.1108/MRR-02-2019-0078>
- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organisation. *Journal of Occupational Psychology*, 63(1), 1-18. <https://doi.org/10.1111/j.2044-8325.1990.tb00506.x>
- Al-Shawawreh, T. B. (2016). Economic effects of using nepotism and cronyism in the employment process in the public sector institutions. *Research in Applied Economics*, 8(1), 58-67. <https://doi.org/10.5296/rae.v8i1.9227>
- Altındag, E. (2014). Evolution of nepotism as accelerating effect on employee performance: an empirical study in Turkey. *European Journal of Business and Social Science*, 3(7), 97-104
- Arasli, H., & Tumer, M. (2008). Nepotism, favoritism and Cronyism: A study of their effects on job stress and job satisfaction in the banking industry of North Cyprus. *Social Behavior and Personality: An International Journal*, 36(9), 1237-1250.
- Arasli, H., Arici, H. E., & Çakmakçoğlu Arici, N. (2019). Workplace favouritism, psychological contract violation and turnover intention: Moderating roles of authentic leadership and job insecurity climate. *German Journal of Human Resource Management*, 33(3), 197-222. <https://doi.org/10.1177/2397002219839896>
- Arasli, H., Bavik, A., & Ekiz, E. (2006). The effects of nepotism on human resource management: the case of three, four and five star hotels in Northern Cyprus. *International Journal of Sociology and Social Policy*, 26(7), 295-308. <https://doi.org/10.1108/01443330610680399>
- Arici, H.E., Arasli, H., Çobanoğlu, C., & Hejraty-Namin, B. (2021). The effect of favoritism on job embeddedness in the hospitality industry: A mediation study of organisational justice. *International Journal of Hospitality & Tourism Administration*, 22(4), 383-411. <https://doi.org/10.1080/15256480.2019.1650685>



- Ashforth, B. E., & Mael, F. (1989). Social identity theory and the organisation. *Academy of Management Review*, 14(1), 20-39. <https://doi.org/10.5465/amr.1989.4278999>
- Bekesiene, S., Petrauskaitė, A., & Kazlauskaitė-Markeliene, R. (2021). Nepotism and related threats to security and sustainability of the country: the case of Lithuanian organisations. *Sustainability*, 13(3), 1536. <https://doi.org/10.3390/su13031536>
- Blader, S.L., Patil, S., & Packer, D.J. (2017). Organisational identification and workplace behavior: More than meets the eye. *Research in Organisational Behavior*, 37, 19-34. <https://doi.org/10.1016/j.riob.2017.09.001>
- Bolat, T., Bolat, O. İ., Seymen, O., & Kati, Y. (2017). The relationship between nepotism and turnover intention in the hotels: the mediating effect of career plateau. *MANAS Journal of Social Science*, 6(3), 157-180.
- Burhan, O., Leeuwen, E., & Scheepers, D. (2020). On the hiring of kin in organisations: Perceived nepotism and its implications for fairness perceptions and the willingness to join an organisation. *Organisational Behavior and Human Decision Processes*, 161, 34-48. <https://doi.org/10.1016/j.obhdp.2020.03.012>
- Büte, M. (2011). The effects of nepotism and favoritism on employee behaviors and human resources practices: A research on Turkish public banks. *TODADE's Review of Public Administration*, 5(1), 185-208.
- Büte, M. (2015). Nepotizm ve iş tatmini ilişkisinde iş stresinin aracı rolü var midir?. *Dumlupınar Üniversitesi Sosyal Bilimler Dergisi*, 29, 1-8.
- Çağatay, H.T., & Öztürk, Z. (2023). Hastanelerde çalışan sağlık personelinin kayırmacılık algıları ile örgütsel bağlılıkları arasındaki ilişki. *Mehmet Akif Ersoy Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 10(1), 206-228.
- Caliskan, A. (2021). Organisational trust: a scale development study. *Antalya Bilim Üniversitesi Uluslararası Sosyal Bilimler Dergisi*, 2(1), 42-59.
- Chiaburu, D.S., Peng, A.C., Oh, I.S., Banks, G.C., & Lomeli, L.C. (2013). Antecedents and consequences of employee organisational cynicism: A meta-analysis. *Journal of Vocational Behavior*, 83(2), 181-197. <https://doi.org/10.1016/j.jvb.2013.03.007>
- Dagli, T., & Aycan, Z. (2010). Nepotism in HRM practices. In R. Erdem (Eds.). *Nepotism in management and organisations* (pp. 167-179). Istanbul: Beta Press.
- Daskin, M., Arasli, H., & Kasim, A. (2015). The impact of management commitment to service quality, intrinsic motivation and nepotism on front-line employees' affective work outcomes. *International Journal of Management Practice*, 8(4), 269-295.
- Di Fabio, A. (2017). Positive healthy organisations: Promoting well-being, meaningfulness, and sustainability in organisations. *Frontiers in Psychology*, 8, Article Number: 1938. <https://doi.org/10.3389/fpsyg.2017.01938>
- Dirks, K.T., & Ferrin, D. L. (2002). Trust in leadership: Meta-analytic findings and implications for research and practice. *Journal of Applied Psychology*, 87(4), 611-628. <https://doi.org/10.1037/0021-9010.87.4.611>
- Dovidio, J.F. & Hebl, M.R. (2005) Discrimination at the level of the individual: cognitive and affective factors. In R.L. Dipboye, & A. Colella (Eds.), *Discrimination at work* (pp. 11-35). Mahwah: Erlbaum.
- Dutton, J.E., & Dukerich, J.M. (1991). Keeping an eye on the mirror: Image and identity in organisational adaptation. *Academy of Management Journal*, 34(3), 517-554. <https://doi.org/10.2307/256405>
- Ediriweera, A. (2017). *Family dynamics and family-business success through work-family interface in tourism in Sri Lanka*. Doctoral dissertation, Victoria University.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organisational support. *Journal of Applied Psychology*, 71(3), 500-507. doi: 10.1037/0021-9010.71.3.500
- Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I.L., & Rhoades, L. (2002). Perceived supervisor support: Contributions to perceived organisational support and employee retention. *Journal of Applied Psychology*, 87(3), 565-573. doi: 10.1037/0021-9010.87.3.565
- Eker, D. (2015). Instructors' organisational identification scale (validity and reliability). *Journal of Research in Education and Teaching*, 4(4), 118-124.
- Elbaz, A.M., Haddoud, M.Y., & Shehawey, Y.M. (2018). Nepotism, employees' competencies and firm performance in the tourism sector: a dual multivariate and qualitative comparative analysis approach. *Tourism Management*, 67, 3-16. <https://doi.org/10.1016/j.tourman.2018.01.002>
- Elsayed, K., & Daif, R. (2019). Use of the Ishikawa Diagram to understand the employees' perceptions towards nepotism in tourism and hospitality industry. *Journal of Tourism and Hospitality Management*, 7(2), 10-23. <https://doi.org/10.15640/jthm.v7n2a2>
- English, B., & Chalton, C. (2011). Strengthening affective organisational commitment: The influence of fairness perceptions of management practices and underlying employee cynicism. *The Health Care Manager*, 30(1), 29-35. <https://doi.org/10.1097/HCM.0b013e3182078ae2>
- Ensher, E.A., Grant-Vallone, E.J., & Donaldson, S.I. (2001). Effects of perceived discrimination on job satisfaction, organisational commitment, organisational citizenship behavior, and grievances. *Human Resource Development Quarterly*, 12(1), 53-72.
- Erdal, N. & Altındag, E. (2020). Research on the effects of job satisfaction on organisational trust and organisational citizenship in health workers: a case study of university hospitals. *Journal of Management Marketing and Logistics*, 7(3), 124-142. <https://doi.org/10.17261/Pressacademia.2020.1285>
- Erdost, H.I., Arslan, A., & Aydın, B. (2007). Türkçeye uyarlanmış örgütsel sinizm ölçeği. *Atatürk Üniversitesi İktisadi ve İdari Bilimler Dergisi*, 21(2), 39-50.
- Farh, J.L., Tsui, A.S., Xin, K.R., & Cheng, B.S. (1998). The influence of relational demography and Guanxi: The Chinese case. *Organization Science*, 9(4), 471-488. <https://doi.org/10.1287/orsc.9.4.471>
- Field, A. (2009). *Discovering statistics using SPSS*. London: Sage Publications.
- Firiray, S., Cruz, C., Neacsu, I., & Gomez-Mejia, L.R. (2018). Is nepotism so bad for family firms? A socioemotional wealth approach. *Human Resource Management Review*, 28(1), 83-97. <https://doi.org/10.1016/j.hrmr.2017.05.008>
- Fornell, C., & Larcker, D.F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39-50. <https://doi.org/10.1177/002224378101800104>
- Fu, I.P. (2015). Favoritism: ethical dilemmas viewed through multiple paradigms. *The Journal of Values-Based Leadership*, 8, 56-60.
- Getz, D., & Carlsen, J. (2005). Family business in tourism: State of the art. *Annals of Tourism Research*, 32(1), 237-258. <https://doi.org/10.1016/j.annals.2004.07.006>



- Ginsburg, L., & Jablin, F.M. (1998). The transformation of work: A situational approach. In F. M. Jablin, L. L. Putnam, K. H. Roberts, & L. W. Porter (Eds.), *Handbook of organisational communication: An interdisciplinary perspective* (pp. 575-617). Sage.
- Greenberg, J. (1987). A taxonomy of organisational justice theories. *Academy of Management Review*, 12(1), 9-22. <https://doi.org/10.2307/257990>
- Gücer, E. & Demirdag, S.A. (2014). Organisational trust and job satisfaction: a study on hotels. *Business Management Dynamics*, 4(1), 12-28.
- Hair, J.F., Hult, G.T.M., Ringle, C.M., & Sarstedt, M. (2017). *A primer on partial least squares structural equation modeling (PLS-SEM)*. Sage Publications.
- Han, T., Chiang, H. & Chang, A. (2010). Employee participation in decision making, psychological ownership and knowledge sharing: mediating role of affective organisational commitment in Taiwanese high-tech organisations. *International Journal of Human Resource Management*, 21(12), 2218-2233. <https://doi.org/10.1080/09585192.2010.509625>
- Hu, L.T., & Bentler, P.M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural Equation Modeling: A Multidisciplinary Journal*, 6(1), 1-55. <https://doi.org/10.1080/10705519909540118>
- Hungerford, C., & Cleary, M. (2021). 'High trust' and 'low trust' workplace settings: Implications for our mental health and well-being. *Issues in Mental Health Nursing*, 42(5), 506-514. <https://doi.org/10.1080/01612840.2020.1822480>
- Ignatowski, G., Stopczynski, B., & Trebska, J. (2019). Paradox of nepotism in enterprises in Poland and Ukraine: Social capital perspective. *Marketing and Management of Innovations*, (2), 295-313. <https://doi.org/10.21272/mmi.2019.2-25>
- Isaed, L.M. (2016). *The effect of nepotism/favoritism on flight attendant's emotional exhaustion and job performance: the moderating role of psychological capital*. Master's thesis, Eastern Mediterranean University.
- Jain, A.K., Srivastava, S., & Sullivan, S.E. (2022). Does fear-based silence mediate the nepotism–employee outcomes relationship?. *Personnel Review*, 52(3), 835-855. <https://doi.org/10.1108/PR-06-2021-0394>
- Jaskiewicz, P., Uhlenbruck, K., Balkin, D.B., & Reay, T. (2013). Is nepotism good or bad? Types of nepotism and implications for knowledge management. *Family Business Review*, 26(2), 121-139. <https://doi.org/10.1177/0894486512470841>
- Kahya, C. (2020). The role of nepotism on organisational cynicism. *Journal of International Social Research*, 13(75), 640-646. doi: 10.17719/jisr.11258
- Kalaycı, Ş. (2014). *SPSS uygulamalı çok değişkenli istatistik teknikleri*. Ankara: Asil Yayın Dağıtım.
- Keles, H.N., Ozkan, T.K., & Bezirci, M. (2011). A study on the effects of nepotism, favoritism and cronyism on organisational trust in the auditing process in family businesses in Turkey. *International Business & Economics Research Journal*, 10(9), 9-16. <https://doi.org/10.19030/iber.v10i9.5622>
- Kerse, G., & Babadag, M. (2018). I'm out if nepotism is in: The relationship between nepotism, job standardisation and turnover intention. *Ege Academic Review*, 18(4), 631-644.
- Kline, R.B. (2011). *Principles and practice of structural equation modeling*. New York: Guilford Press.
- Küçük, B. A. (2022). Understanding the employee job satisfaction depending on manager's fair treatment: The role of cynicism towards the organisation and co-worker support. *European Review of Applied Psychology*, 72(6), 100795. <https://doi.org/10.1016/j.erap.2022.100795>
- Lasisi, T.T., Constanța, E., & Eluwole, K.K. (2022). Workplace favoritism and workforce sustainability: An analysis of employees' well-being. *Sustainability*, 14(22), 14991. <https://doi.org/10.3390/su142214991>
- Lewis, A.C., & Sherman, S.J. (2003). Hiring you makes me look bad: Social-identity based reversals of the ingroup favoritism effect. *Organisational Behavior and Human Decision Processes*, 90(2), 262-276. [https://doi.org/10.1016/S0749-5978\(02\)00538-1](https://doi.org/10.1016/S0749-5978(02)00538-1)
- Mael, F., & Ashforth, B.E. (1992). Alumni and their alma mater: A partial test of the reformulated model of organisational identification. *Journal of Organizational Behavior*, 13(2), 103-123. <https://doi.org/10.1002/job.4030130202>
- Mayer, R.C., Davis, J.H., & Schoorman, F.D. (1995). An integrative model of organisational trust. *Academy of Management Review*, 20(3), 709-734. <https://doi.org/10.5465/amr.1995.9508080335>
- Meyer, J.P., & Allen, N.J. (1991). A three-component conceptualisation of affective organisational commitment. *Human Resource Management Review*, 1(1), 61-89. [https://doi.org/10.1016/1053-4822\(91\)90011-Z](https://doi.org/10.1016/1053-4822(91)90011-Z)
- Meyer, J.P., Becker, T.E., & Van-Dick, R. (2006). Social identities and commitments at work: Toward an integrative model. *Journal of Organizational Behavior*, 27(5), 665-683. <https://doi.org/10.1002/job.383>
- Nickson, D. (2013). *Human resource management for the hospitality and tourism industries*. Routledge.
- Nunnally, J.C. (1970). *Introduction to psychological measurement*. McGraw-Hill.
- Okyere-Kwakye, E., Nor, K.M., & Nor, N.G.M. (2010). Nepotism and tribalism in teams: An initial investigation. *African Journal of Business Management*, 4(16), 1-5.
- Ombanda, P.O. (2018). Nepotism and job performance in the private and public organisations in Kenya. *International Journal of Scientific and Research Publications*, 8(5), 474-494. <http://doi.org/10.29322/IJSRP.8.5.2018.p7762>
- Otrar, M., & Argın, F.S. (2015). A scale development study to determine the attitude of students' towards social media. *Journal of Research in Education and Teaching*, 4(1), 391-403.
- Ozkoc, A.G., Kendir, H., Arslan, E., & Ozgun, N. (2019). İşgörenlerin nepotizm ve sinizm algıları arasındaki ilişki: Nevşehir'deki otel işletmelerinde bir araştırma. *İşletme Araştırmaları Dergisi*, 11(4), 2960-2971.
- Ozler, N.D.E., & Buyukarslan, B.A. (2011). The overall outlook of favoritism in organisations: A literature review. *International Journal of Business and Management Studies*, 3(1), 275-285.
- Padgett, M. Y., Padgett, R. J., & Morris, K. A. (2015). Perceptions of nepotism beneficiaries: The hidden price of using a family connection to obtain a job. *Journal of Business and Psychology*, 30, 283-298. <https://doi.org/10.1007/s10869-014-9354-9>
- Pearce, J.L. (2015). Cronyism and nepotism are bad for everyone: The research evidence. *Industrial and Organisational Psychology*, 8(1), 41-44. <https://doi.org/10.1017/iop.2014.10>
- Pelit, E., & Pelit, N. (2014). The effects of mobbing on organisational cynicism: a study on hotels in Turkey. *International Journal of Human Resource Studies*, 4(1), 34-56. <http://dx.doi.org/10.5296/ijhrs.v4i1.4996>



- Pelit, E., Baytok, A., Soybalı, H.H., & Kılıç, İ. (2017). The role of demographic characteristics in the nepotism perception: an application on the hotel business employees. *Journal of Turkish Tourism Research*, 1(2), 45-63.
- Pelit, E., Dinçer, F.İ., & Kılıç, İ. (2015). The effect of nepotism on organisational silence, alienation and commitment: A study on hotel employees in Turkey. *Journal of Management Research*, 7(4), 82-110.
- Perez-Alvarez, M., & Strulik, H. (2021). Nepotism, human capital and economic development. *Journal of Economic Behavior & Organization*, 181, 211-240. <https://doi.org/10.1016/j.jebo.2020.11.034>
- Peters, M., & Frehse, J. (2011). Small and family businesses as service brands: an empirical analysis in the hotel industry. *International Journal of Entrepreneurship and Small Business*, 12(1), 28-43. <https://doi.org/10.1504/IJESB.2011.037338>
- Radebe, P., & Dhurup, M. (2018). Relationships between perceived injustice, work related depression, anxiety, and irritation and their effect on turnover intention among employees in a manufacturing company. *International Journal of Business and Management Studies*, 10(1), 30-45.
- Safina, D. (2015). Favouritism and nepotism in an organisation: Causes and effects. *Procedia Economics and Finance*, 23, 630-634. [https://doi.org/10.1016/S2212-5671\(15\)00416-5](https://doi.org/10.1016/S2212-5671(15)00416-5)
- Sakçak, A., Arslan, Y., & Polat, S. (2023). Favouritism behaviours of school principals: teachers' perceptions on the causes and consequences of favouritism in Turkey. *Educational Studies*, 49(6), 877-895. <https://doi.org/10.1080/03055698.2021.1917340>
- Sanal, M., & Yılmaz, E. (2020). A research on the relationship between nepotism and organisational cynicism. *Turkish Studies-Social Science*, 15(1), 661-676. <https://dx.doi.org/10.29228/TurkishStudies.39905>
- Schermelleh-Engel, K., & Moosbrugger, H. (2003). Evaluating the fit of structural equation models: Tests of significance and descriptive goodness-of-fit measures. *Methods of Psychological Research Online*, 8(2), 23-74. <https://doi.org/10.1007/s11336-003-0974-4>
- Serfraz, A., Munir, Z., Mehta, A.M., & Qamruzzaman, M.D. (2022). Nepotism effects on job satisfaction and withdrawal behavior: An empirical analysis of social, ethical and economic factors from Pakistan. *The Journal of Asian Finance, Economics and Business*, 9(3), 311-318. <https://doi.org/10.13106/jafeb.2022.vol9.no3.0311>
- Singh, U., & Srivastava, K.B. (2016). Organisational trust and organisational citizenship behaviour. *Global Business Review*, 17(3), 594-609. <https://doi.org/10.1177/0972150916630804>
- Sipahi, H., & Kartal, Y. (2018). Nepotizmin örgütsel sessizlik ve işten ayrılma niyeti üzerindeki etkisi. *İşte Davranış Dergisi*, 3(2), 109-118. <https://doi.org/10.25203/idd.467686>
- Sroka, W., & Vveinhardt, J. (2018). Nepotism and favouritism in the steel industry: a case study analysis. *Forum Scientiae Oeconomia*, 6(4), 31-45.
- Sulu, S., Ceylan, A., & Kaynak, R. (2010). Work alienation as a mediator of the relationship between organisational injustice and affective organisational commitment: implications for healthcare professionals. *International Journal of Business and Management*, 5(8), 27-38. <https://doi.org/10.5539/ijbm.v5n8p27>
- Susanty, A., Miradipita, R., & Jie, F. (2013). Analysis of the effect of attitude toward works, organisational commitment, and job satisfaction, on employee's job performance. *European Journal of Business and Social Sciences*, 1(10), 15-24. <https://doi.org/10.9744/jti.15.1.13-24>
- Tasdemir, D.C., Cayıragası, F., & Guven, G.G. (2017). A conceptual study on nepotism and effects in family enterprises. *International Journal of Innovation and Economic Development*, 3(5), 59-64. <https://doi.org/10.18775/ijied.1849-7551-7020.2015.35.2004>
- Tavşanlı, E. (2010). *Tutumların ölçülmesi ve SPSS ile veri analizi*. Ankara: Nobel Yayın Dağıtım.
- Tsui, A.S., Pearce, J.L., Porter, L.W., & Tripoli, A.M. (1997). Alternative approaches to the employee-organisation relationship: Does investment in employees pay off?. *Academy of Management Journal*, 40(5), 1089-1121. <https://doi.org/10.5465/256928>
- Tuna, M., Ghazzawi, I., Yesiltas, M., Tuna, A.A., & Arslan, S. (2016). The effects of the perceived external prestige of the organisation on employee deviant workplace behavior: The mediating role of job satisfaction. *International Journal of Contemporary Hospitality Management*, 28(2), 366-396. <https://doi.org/10.1108/IJCHM-04-2014-0182>
- Tytko, A., Smokovych, M., Dorokhina, Y., Chernenzenko, O., & Stremenovskiy, S. (2020). Nepotism, favoritism and cronyism as a source of conflict of interest: corruption or not?. *Amazonia Investiga*, 9(29), 163-169.
- Vandenbergh, C., Bentein, K., & Stinglhamber, F. (2004). Affective commitment to the organisation, supervisor, and work group: Antecedents and outcomes. *Journal of Vocational Behavior*, 64(1), 47-71. [https://doi.org/10.1016/S0001-8791\(03\)00029-0](https://doi.org/10.1016/S0001-8791(03)00029-0)
- Vveinhardt, J., & Bendaraviciene, R. (2021). How do nepotism and favouritism affect organisational climate?. *Frontiers in Psychology*, 12, 710140. <https://doi.org/10.3389/fpsyg.2021.710140>
- Yavuz Aksakal, N., & Ulucan, E., (2021). A study about the role of cronyism perceptions of tourism employees upon their career plateau. *Journal of Business Research-Turk*, 13 (4), 3164-3180. <https://doi.org/10.20491/isarder.2021.1315>
- Yazıcıoğlu, Y., & Erdoğan, M. (2004). *SPSS uygulamalı bilimsel araştırma yöntemleri*. Ankara: Detay Yayıncılık.
- Yıldırım, M., & Acar, A. (2018). Influence of the work-family conflict on organisational cynicism and intermediary role of the life satisfaction. *Yaşar Üniversitesi E-Dergisi*, 13(51), 267-280.
- Yılmaz, A.A., & Konaklıoğlu, E. (2022). Leadership styles and their effect on employees: a comparative study of two Mediterranean tourism destinations. *Tourism & Management Studies*, 18(2), 51-59. <https://doi.org/10.18089/tms.2022.180204>
- Yolal, M., & Çetinel, F. (2010). Business goals of family-operated accommodation enterprises: The case of Muğla, Turkey. *Studia Universitatis Babeş-Bolyai, Negotia*, 55(1), 1-12.
- Zeller, R.A., & Karmine, E.G. (1978). *Statistical analysis of social data*. Chicago: Rand McNally College Publishing Company.