



## THE EFFECTS OF CRONYISM ON JOB SATISFACTION AND INTENTION TO QUIT THE JOB IN HOTEL ENTERPRISES: THE CASE OF THREE, FOUR AND FIVE STAR HOTELS IN MUĞLA, TURKEY

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### Abstract

In this study, the effects of cronyism perceptions of employees working in hotel enterprises on job satisfaction and intention to quit the job were reviewed. As samples, employees working in three, four and five star hotels in Muęla were selected. The data were obtained from 405 employees of 20 hotel enterprises consisting of different scales in Bodrum, Marmaris and Datęa counties of Muęla, by using questionnaire technique. According to findings, a significant and negative relationship was found between cronyism and job satisfaction. And between cronyism and intention to quit the job, a significant and positive relationship was found.

**Key words:** hotel enterprises, employees, favouritism, cronyism, job satisfaction, intention to quit the job.

### OTEL İřLETMELERİNDE KRONİZMİN İř TATMİNİ VE İřTEN AYRILMA NİYETİ ÜZERİNDEKİ ETKİLERİ: MUęLA/TÜRKİYE'DE FAALİYET GÖSTEREN ÜÇ, DÖRT VE BEř YILDIZLI OTEL İřLETMELERİ ÖRNEęİ

### Özet

Bu arařtırmada, otel iřletmelerinde ęalıřan iřęörenlerin kronizm algılarının iř tatmini ve iřten ayrılma niyeti üzerindeki etkileri incelenmiřtir. Örnekleme olarak, Muęla'da faaliyet gösteren üç, dört ve beř yıldızlı otel iřletmelerinde ęalıřan iřęörenler seęilmiřtir. Veriler, Muęla'nın Bodrum, Marmaris ve Datęa ilçelerinde faaliyet gösteren farklı ölçeekteki 20 adet otel iřletmesinin 405 ęalıřanından anket teknięi kullanılarak elde edilmiřtir. Bulgulara göre; kronizm ile iř tatmini arasında anlamlı ve negatif yönlü bir iliřki tespit edilmiřtir. Kronizm ile iřten ayrılma niyeti arasında ise, anlamlı ve pozitif yönlü bir iliřki saptanmıřtır.

**Anahtar kelimeler:** otel iřletmeleri, iřęörenler, kayırmacılık, kronizm, iř tatmini, iřten ayrılma niyeti.

### 1. Introduction

Organizations are the systems which constitute by the gathering of human groups that have different characteristics and create a unique cultural make up. Powers of the organizations are obtained when the organizational culture is obtained by the entire or majority of their members (Baytok, 2006: 5). The thing that determines the employees' relationships with the

organizations and shaping their behaviours to the organization is their perceptions for that organization (Gümüştekin and Emet, 2007). In this context, it can be stated that important elements in terms of organizational success are to meet the expectations of employees which is the main element in achieving the organizational purposes, solve their problems and improve their working life qualities (Karataş, 2013: 1).

Besides, labor forces in some industries have more importance. Labor intensive industries are good examples for that. For example, a lot of studies in the relevant literature focus on the importance of human resource as a competitive element in hotel enterprises (Mullins, 1995: 8, Akoğlan and Kozak, 1995: 36; Saldamlı, 2000: 292, Erdem, 2003; Akçadağ and Özdemir, 2005: 167; Usal and Kurgun, 2006: 1; Demirkaya, 2011). In this context, it can be stated that many hotel enterprises build their competition strategies on the employees. However, problems regarding human resources are still alive today and threaten the organizations in terms of competition. One of these problems is the favouritism. Although definitions about favouritism differ from culture to culture, (Büte, 2011: 385), the concept is most simply described as "deviation from the right and justice in favour of a person or a group" (Erdem, 2010: 1). The term favouritism; which means to employ, promote people without considering their qualities such as knowledge, skills etc. and just for their affinity relationships i.e. kinship and making them benefit from organization sources in a privileged way (Aytaç, 2010: 5; Asunakutlu, 2010: 41); gives damages to the organizational relationships. Favouritism reduces the motivations of organization employees who are exposed to that, increases the stress levels and absence ratios, and paves the way for a conflict environment between employees. As a result, resigning of qualified personnel comes to the fore (Erdem et al., 2013: 52). Likewise, Baydar also explains favouritism as unethical behaviour (2004: 52 – 53) and suggests that in organizations where such behaviours are observed, it is impossible to mention the validity of modern management principals and techniques or merit in the management.

In favouritism; powerful people, politicians, the ones who have cronyism power such as relatives/circle of friends either favour, protect, support or open some doors for people under or in parallel position to themselves. In this action which is a kind of self-interest relationship; politicians, relatives, friends, fellow countrymen, the ones from same school or vicinity/neighbourhood, the ones in apartment or neighbour relationships build a mutual business relation. Showing favour/bestowing privilege of people to each other, let opportunities and chances to be utilized by their acquaintances, opening the public positions and ranks in favour of the people whom they have belonging, providing convenience for them, protecting, pursuing their interest and showing privilege in a way to be against other people etc. shows how big the scope of favouritism is (İlhan and Aytaç, 2010: 63).

In another words, favouritism phenomenon has different kinds based on affinity to the one making favour or the reason for favouritism. Favouritism is called "nepotism" when relatives are involved, "cronyism" when kith and kin and acquaintances are involved, "patronage" when political or religious partisanship are involved, and "clientelism" when voters are involved politically (Aközer, 2003: 16 – 17).

In this study, the effects of cronyism - a kind of favouritism- was reviewed from the perspectives of employees working in hotel enterprises on job satisfaction and intention to quit the job. The questions waiting for replies in the study were listed as follows:

- In which aspects are the cronyism perceptions of employees working in hotel enterprises?
- Is there a significant and negative oriented relationship between the cronyism perceptions and job satisfaction of employees working in hotel enterprises?
- Is there a significant and positive oriented relationship between the cronyism perceptions and job quitting intentions of employees working in hotel enterprises?

In the literature, studies conducted on cronyism - a kind of favouritism - are quite limited. Even the numbers of studies conducted in scope of hotels are quite less. In this context, it is considered that the findings obtained in this empirical study shall particularly contribute to hotel management literature.

## **2. Literature Review**

### **2.1. Cronyism as a Kind of Favouritism**

The root of word Cronyism comes from the word 'crony', which means 'close friendship to be long lasted' and used between Cambridge University students in the 17th century (Khatri and Tsang 2003, cited by Dağlı and Aycan, 2010: 167). Although it is not a common used word in Turkish language, it generally matches with meanings such as acquaintances, friend, affinity favouritism. In this context, cronyism is defined as "Favouritism of some people without considering their abilities and skills; particularly by their kinsmen in higher positions, circle of friends; and being subject to a differential treatment" (Aytaç, 2010: 5).

In many studies, cronyism was discussed as public based under corruption and degeneration phenomena subtopic, and defined as follows: "It is a favouritism made by considering friendship-fellowship relations instead of merit principle by either political power or by bureaucrats in employment of public officials" (Aktan, 2001: 57; Arslan, 2005: 30, Karakaş and Çak, 2007: 78; Köprü 2007: 70; Erdem and Meriç, 2012: 142).

In different cultures, there are concepts used similar to cronyism. For example "guanki" in China, "blat" in Russia (Begley et al., 2010: 291), "wasta" in Jordan which means relations and

connections (Loewe et al., 2008: 259, cited by Chandler, 2010: 35) ... "Guanki" means favouring of parties and giving priority to each other whether there is a family bond or not (Dağlı and Aycan 2010: 167). "Wasta" means to make intervention in favour of someone to gain benefit/interest or advantage from a third party. It is the preference of an unqualified person to a qualified one thanks to his/her powerful protector (Mohammed and Hamdy, 2008: 3). The cronyism concept, which is used to include similar cases in different cultures, deals with such concepts in a theoretical frame (Begley et al., 2010: 291).

On the other hand, the cronyism phenomenon is often confused with nepotism. The most important difference between these two phenomena becomes clear in affinity degree of the ones making favour and being favoured (Erdem et al., 2013: 56). Likewise, Yan and Bei (2009: 1) also state that cronyism and nepotism concepts are different from each other although they are similar since they both include the assignment of people to specific duties without having ability. In cronyism, the favoured person is not a relative but acquaintance, friend and similar people (Özsemerci, 2001: 21; Aktan, 2001: 57; Köprü 2007: 70). Cronyism which includes group members, children of friends (Aele, 2007: 201) and colleagues, is a broader term than nepotism (Boadi, 2000: 198). In nepotism, there is an obligatory situation based on belonging and sentimentality is predominant which is the main theme of primary relationships. In cronyism, the existence of partial sentimental aspect can be mentioned which is made by secret effect of connections and pressures with the people living in the surrounding, namely because of ostracization anxiety (Yılmaz, 2007: 65). As is seen, boundaries of cronyism are as large as possible. Backing of people to each other through their different affinity connections, acting with solidarity, having aid and special/privileged treatment corresponds to cronyism (Aytaç, 2010: 5).

The wrong employer policy at cronyism which is perceived as unfair, unjust and unethical behaviour (Chandler, 2012: 32) and where mistaken policies are witnessed, reduces the organizational efficiency. Therefore; merits such as honesty and assiduity are replaced by favouritism, and this paves the way for corruption of the society (Özbilen, 2001: 2).

Whether favouritism is good or bad varies according to cultural norms (Dağlı and Aycan, 2012: 175). While a society feels close to cronyism, another society may behave the opposite. Or a behaviour which is described as cronyism in a society may be taken normally in another society. Cultural diversities naturally influences the formation of different personalities, self and character structures. When compared to others, each culture refers to different meaning dimensions, value and norm systems, manners and behaviours. Thus, human types of every culture relatively shows diversity (Aytaç, 2006: 149). Since human and the social structure created by them continuously undergo changes (Kaynak, 2012: 196), approaches of societies to cronyism may vary in time as

well. Namely, a behaviour which is described and criticised as cronyism during a period may not be stated as the same in another period.

Yan and Bei (2009: 1) lists the conditions of a case which may be considered cronyism as follows:

- The favour made can be responded in time or if this respond is not clearly constant with a contract;
- A valuable thing is given;
- The parties are included in the same social network and
- Occurs to disadvantage of a third party.

Although cronyism is creating some desired results individually for some people (high salary, rapid advancement etc.), it has detrimental effects when considered in terms of the organization (Khatri, et al., 2008: 28). Because in cronyism, the tolerance shown for friends, acquaintances and kith and kin are not shown for other people, and thus the equality principle gets damaged. As a result of that, viewpoints of employees to the organization may turn to negative (Erdem and Meriç, 2012: 143).

Damages given to organizations from cronyism may be listed as follows (Karataş, 2013: 28 – 29):

- Cronyism reduces the individual improvements of the people, damps down their abilities and discourages them to present their ideas to the enterprise.
- Conflict potential is always high in the enterprises where cronyism is available. Because the unfavoured working groups shall begin to think that they are ostracized by the management, develop various defence mechanisms, and thus polarizations shall appear within the organization.
- To work under the command of an unqualified and favoured person causes employees feel low.
- Cronyism practices in enterprises cause unfavoured employees lose their confidences in management and human resources unit.

## **2.2. The Effects of Cronyism on Job Satisfaction**

There are findings available in the literature confirming that cronyism reduces job satisfaction. In the studies conducted by Araslı and Tümer (2008) and Chandler (2012), they identified that cronyism increased the business stress and thus lowered job satisfaction. Büte (2011) also determined a significant relation between human resources applications and

confidence to employee and job satisfaction Again in the study conducted by Büte (2011: 402), a significant but opposite directional relation was found between the favouritism forms "nepotism" and "cronyism" and confidence to employer, motivation and job satisfaction. As nepotism and cronyism increases among the new employees; confidence to employer, motivation and job satisfaction decreases.

Together with other types of favouritism (favouritism, nepotism), cronyism also reduces the organizational performance and negatively effects the job satisfaction (Sadozai et al., 2012: 766). Asunakutlu and Avcı (2010) also identified that advancement and transaction favouritism has a negative relationship with salary satisfaction, advancement opportunities and satisfaction from the management.

### **2.3. The Effects of Cronyism on Intention to Quit the Job**

When employees think that their contribution to the organization is not equivalent to what they obtain from the organization (wage, premium, advancement etc.), it shall not only be the start of sentimental break point but also lead to a wide range of results from losing their interests to the job and leaving the job (Yeniçeri et al., 2009: 86-89). In case of an inequality between the contribution made to organization and the share obtained as result of that, employees start to think that they are working in an injustice environment. Under these circumstances, the lack of confidence occurred negatively effects the job satisfaction, motivation, organizational commitment and performance. Particularly, if the wage system is made in a way to favour some people, it causes employees to break away from the organization (Büte, 2010). Since the employees compare themselves with other employees by considering the factors such as wage, leave, work conditions, advancement opportunities and approaches of executives, in case they perceive an inequality or favouritism, they will change their perceptions and behaviours to the enterprise and enter into quitting the job process. Because it is easier to end relations with the executive instead of working in an environment where they and their efforts are not appreciated and thus they lose self-confidence.

Araslı and Tümer (2008) identified that cronyism reduced the confidence to employer and motivation, and increased the intention to quit the job. There is a significant relationship between "nepotism" and "cronyism" types of favouritism and intention to quit the job. As the favouritism practices increase, tendency to quit the job increase as well (Büte, 2011: 402). Likewise, Büte and Tekarslan (2010) identified that dimensions of nepotism reduced the individual performance due to its negative effects on employees, and increased the tendency to quit the job.

### 3. Methodology

#### 3.1. The Aim and Model of the Research

In this research, the relations between the cronyism perceptions of employees working in hotel enterprises and their job satisfaction and intention to quit the job were reviewed. The questions waiting for replies in the study were listed as follows:

- Is there a significant and negative directional relationship between the cronyism perceptions and job satisfaction of employees working in hotel enterprises?

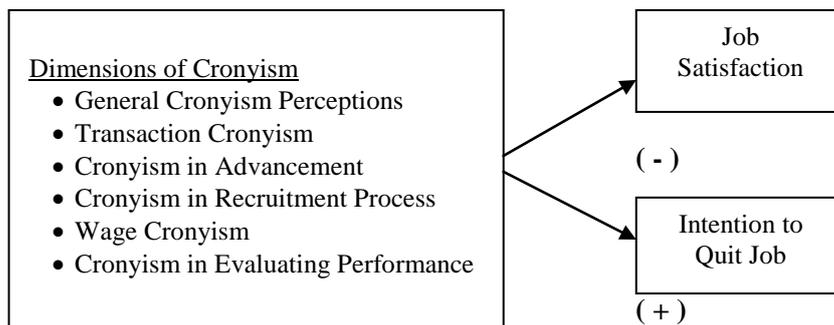
- Is there a significant and positive directional relationship between the cronyism perceptions and job quitting intentions of employees working in hotel enterprises?

The followings were hypothesized on the assumption that cronyism shall reduce job satisfaction and increase the intention to quit the job:

*H1:* There is a significant and negative relationship between cronyism and job satisfaction.

*H2:* There is a significant and positive relationship between cronyism and intention to quit the job.

Within contexts of these hypotheses, model of the study were formed as in Figure 1.



**Figure 1.** Model of the Study.

#### 3.2. Population and Sample

The sample of this study consists of employees who are not executives and working at three, four and five star hotels located in Muğla / Turkey, and of junior administrative officers and mid level managers. The data were collected between April and May of 2013. According to Muğla Governorship Provincial Culture And Tourism Directorate, there are 53 five star hotels and holiday villages, 80 four star hotels and holiday villages and 91 three star hotels are active as of 2013 throughout Muğla province. Study data were collected from the hotels located in Bodrum, Marmaris and Datça counties (Table 1). In order to make sample include the whole of hotel enterprises, efforts were made to reach all departments as possible.

**Table 1.** Counties, Number of Hotels and Participants Included in the Study Sample

Counties Included in the Sample	3 Star Hotels	4 Star Hotels	5 Star Hotels	Total Number of Participants
Bodrum	2	6	3	231
Datça	3	-	-	46
Marmaris	3	1	2	128
<b>Total Number of Participants</b>	<b>147</b>	<b>136</b>	<b>121</b>	<b>405</b>

Before collecting data, 600 questionnaire forms were prepared and appointment was demanded from the executives to participate the study who constitute the sample. As seen in Table 1, 11 enterprise executives in Bodrum, 3 in Datça and 6 in Marmaris allowed data to be collected from their hotels. In this context, 427 questionnaires out of 600 which were delivered to the hotels were returned; however, 405 questionnaires were obtained which were suitable to obtain data.

### 3.3. Data Collection Instrument and Analyses

As stated above, questionnaire technique was utilised as an instrument to collect data. Before starting to collect data, the literature was reviewed and the most appropriate scale was tried to be determined for this study. The questionnaire consists of four parts. In the first part, demographic characteristics of participants are included. In this part, the participants are also asked a question whether there is cronyism or not in the establishment they work. In the second part, there is cronyism scale available consisting of 28 propositions. The first 7 propositions are about the general perceptions of participants on cronyism. These propositions were taken from the studies of Araslı et al. (2006). The ongoing 16 propositions are about transaction cronyism, cronyism in advancement and cronyism during recruitment process. The said propositions were taken from the studies of Abdalla et al. (1998) and Ford and McLaughlin (1985). Translations of propositions to Turkish were made by Büte and Tekarslan (2010), and by Asunakutlu and Avcı (2010). The remaining 5 propositions about cronyism scale is related with wage cronyism and cronyism in performance evaluation. The said propositions are adapted from the studies of Arslan (2006) and İyışeroğlu (2006). In the third part of the questionnaire, job satisfaction scale is available. This scale which consists of 5 propositions was developed by Brayfield and Rothe (1951 adapted from Judge and Watanabe, 1994), and for the translation of scale to Turkish, Bilgin's (1995: 160) study was utilized. And in the fourth and last part of the questionnaire, intention to quit the job scale is available. This scale was taken from the studies of Wayne et al. (1997: 94-97) and Rusbult et al. (1988: 624), and translated to Turkish by researchers.

In every scale, five point Likert type rating was used. Options to evaluate the propositions were determined as “1= I strongly disagree, 2= I don't agree, 3= I'm neutral, 4= I agree, 5= I strongly agree”

For the analysis of study data, SPSS (Statistical Package for Social Sciences) 16.0 statistical programme was used. In order to identify the demographic attributes of participants, frequency and percentage distributions were utilized. To test the reliabilities of scales used in the study, item - total correlations were considered and Cronbach's Alpha coefficients were calculated. In order to interpret the participation levels of the subjects to each scale, explanatory statistics were utilized. In order to test the relations between dependant and independent variables, correlation analysis and simple linear regression analysis were made.

### **3.4. Findings and Discussion**

#### **3.4.1. Demographic Findings**

Demographic attributes of the participants can be summarized as follows: 65% of the participants consist of men while 34.1% of women. It was identified that more than half of the participants (57.8%) were between 21-30 age ranges. This is followed by 31-40 age range option with a ratio of 24.5%. Other options in terms of age variable are 20 and below age group (9.1%) and 41-50 age range (7.1%) respectively. According to this, it's understood that 70% of the industry employers are at the age of 30 or below. This finding can be interpreted as tourism needs young and dynamic labour force. 43.9% of the subjects consist of high school graduates while 23.3% of associate and 16.2% of bachelors. In distribution of the participants according to their positions in the enterprise, the ones working in food and beverage department (24.8%) become prominent. This is followed by front office department employees with a ratio of 15.9%. Other important options are housekeeping (6.6%) and accounting (4.7%) respectively. Among the participants, junior administrative officers have the ratio of 8.1% while mid level managers have 5.1%. On the other hand, the ratio of ones who marked 'other departments' option is 16.7%, and these predominantly consist of kitchen employees. 41.9% of the employees stated that they were working in tourism sector for 5-7 years while 29.9% stated for 2-4 years. From that, it is understood that nearly 70% of the participants have 2 -7 years of sectoral experience. For the working periods of employees in their current enterprises; 2-4 years (73%) and 5-7 years (22.1%) options become prominent. Perceptions oriented to favouritism become clear when people work in the same enterprise for a certain period. In this respect, it's interpreted as an important finding that subjects are working in the same enterprise at least for 2 years.

89.2% of the participants stated that they had no affinity with the '*owner or founder of the enterprise*'. On the other hand, 2.9% expressed that they were friends of owner or founder of the enterprise. The ones who stated that he/she had a blood relation with the owner or founder of the enterprise was 1.9%. On the other hand, while 87.3% of the participants stated that they had no affinity with anyone who is '*at the top management of enterprise*', 4.9% of them stated that they were friends of some executives in the enterprise. Ratio of the ones who stated that they had blood relationships with the ones at top management was 1.7%. Last in this part, perceptual approaches of the subjects to favouritism practices in the enterprise were reviewed. For this, the question "is there a favouritism between employees you observed in the enterprise" was asked to participants. The said question was replied 'no' from 82.1% of the participants. Employees who think they are exposed to favouritism in the enterprise mainly stated 'flexible working hours' (7.6%) and 'taking more leave' (4.4%). The low rate of employees' perceptions on favouritism can be interpreted as positive. In this context, at least within the hotel establishments under this study, it is understood that there is no common favouritism during the practices of human resources. Considerations of the employees in this aspect indicate a positive state for the hotel executives.

### **3.4.2. Reliability Analysis and Descriptive Statistics**

Reliability analysis measures the internal consistency among the items included in a scale and provides information about the relations among such items (Bayram, 2004: 127). During the reliability analysis of this study, Cronbach Alpha test was utilized which is often used for studies in social sciences field.

If the alpha coefficient is greater than 0.70, it is deemed adequate for the internal reliabilities of scales in social sciences (Baum and Wally, 2003, cited by Hamşioğlu, 2011: 94). Kalaycı (2006: 405) states that depending on the alpha coefficient having value between 0 and 1, reliability of the scale can be interpreted as follows: If  $0,00 \leq \alpha < 0,40$ , then the scale is not reliable; if  $0,40 \leq \alpha < 0,60$ , then its reliability is low; if  $0,60 \leq \alpha < 0,80$  then the scale is quite reliable; and if  $0,80 \leq \alpha < 1,00$ , the scale is highly reliable.

Before Cronbach's Alpha coefficients of the scales were measured, item - total correlations of each scale were reviewed. In order not to lose the additivity property of the scale, correlation coefficients between the item and total should be over 0.250 and do not take negative value (Kalaycı, 2006: 412). In the first analysis, correlation values between item and total in every scale were positive and over 0,250. Thus, there was no need to remove any item from the scales.

However, reliability coefficient of job satisfaction scale which consists of 5 propositions, was found -0,99 in the first calculation. The negative results of Alpha coefficients are interpreted as the inconsistency of questions (İslamoğlu, 2011: 139). If there is a negative correlation among questions, alpha coefficient also results in negative. This state causes breaking of the scale reliability. Because additivity assumption of the scale is broken, and the scale is no more additives scale ([web.sakarya.edu.tr/~skuyucu/sunum/semra.ppt](http://web.sakarya.edu.tr/~skuyucu/sunum/semra.ppt)). Since the propositions included in job satisfaction scale such as "I find my job unpleasant" and "time doesn't drag on in my office" have negative contents and break the additivity feature of scale, they were removed from the scale and the remaining 3 items were subjected to reliability analysis again. Reliability coefficient of the remaining 3 items was calculated as 0,856.

As result, reliability coefficients of every scale used in the study was developed as in Table 2. As seen in Table 2, alpha values of cronyism scale vary between 0,774 and 0,919. Reliability coefficients were calculated as 0,856 for the job satisfaction scale and 0,912 for intention to quit the job scale. Thus, it can be said that scales used in the study provided internal consistency.

**Table 2.** Reliability Findings of Scales

Dimensions of Scale	Cronbach's Alpha ( $\alpha$ )	The Number of Items
General Cronyism	0,774	7
Transaction Cronyism	0,919	7
Cronyism in Advancement	0,918	5
Cronyism in Recruitment	0,893	4
Wage Cronyism	0,858	3
Cronyism in Performance Evaluation	0,905	2
Job Satisfaction	0,856	3
Intention to Quit the Job	0,912	6

Weighted arithmetic mean and standard deviation values of answers for each scale are in Table 3 below.

**Table 3.** Explanatory Statistics Concerning Scales

Scales	Arithmetic Mean	Standart Deviation
General Cronyism	2,69	1,26
Transaction Cronyism	2,37	1,21
Cronyism in Advancement	2,38	1,23
Cronyism in Recruitment	2,76	1,31
Wage Cronyism	2,28	1,13
Cronyism in Performance Evaluation	2,29	1,16
<b>Total</b>	<b>2,46</b>	<b>1,21</b>
Job Satisfaction	3,88	1,14
Intention to Quit the Job	2,17	1,19

When Table 3 is reviewed, it is observed that cronyism perceptions of employees take place between "I do not agree" and "I am neutral" options of five point Likert scale. General cronyism perceptions of employees are close to "I am neutral" option. The same condition is also applicable for perceptions towards cronyism during recruitment process. Perceptions for cronyism are close to "I don't agree" option in transaction cronyism, cronyism in advancement, wage cronyism and performance evaluation. Employees made a relatively less participation to the propositions in those scales. From that, it can be generally understood that employees tend to be undecided concerning the existence of acquaintance favouritism in practices of human resources in the enterprises they work.

And the arithmetic mean of job satisfaction materialized as 3.88. From that, it is understood that job satisfaction levels of hotel employees in scope of the study are high enough. Another result that supports this finding was obtained from intention to quit the job scale. Hotel employees replied the propositions in this scale close to "I don't agree" option. In this context, it can be said that subjects' intentions to quit are low.

### 3.4.3. Correlation Analysis

In order to review the relations between the variables, Pearson correlation coefficients were calculated (Table 4). Since Pearson correlation coefficient have the same meaning with simple regression between two variables, correlation coefficients in Table 4 may be used in order to test the relations between variables. Pearson coefficient is symbolized with the letter (r), and takes a value between -1 and +1. As the correlation coefficient comes close to 1, it can be said that the relation between two variables have increased (Dilek, 2005: 142; Kesen, 2011: 55).

If the correlation coefficient is 1, it indicates a perfect positive relationship; if it is -1, it indicates a perfect negative relationship; and if it is 0, it indicates that there is no relationship. It can be defined as a high level relationship if correlation coefficient is between 0,70- 1,00 as absolute value, if between 0,30-0,70 as a middle level, and if between 0,00-0,30 as a low level relationship (Büyüköztürk, 2002: 32; Yapıcı, 2008: 175).

**Table 4.** Findings of Correlation Analysis

Variables	1	2	3	4	5	6	7	8
General Cronyism Perceptions	1,000							
Transaction Cronyism	,718** (0,000)	1,000						
Cronyism in Advancement	,682** (0,000)	,850** (0,000)	1,000					
Cronyism in Recruitment	,634** (0,000)	,774** (0,000)	,770** (0,000)	1,000				

Wage Cronyism	,633** (0,000)	,690** (0,000)	,718** (0,000)	,607** (0,000)	1,000			
Cronyism in Performance Evaluation	,684** (0,000)	,780** (0,000)	,766** (0,000)	,600** (0,000)	,790** (0,000)	1,000		
Job Satisfaction	-,179** (0,001)	-,135** (0,003)	-,167** (0,001)	-,133 (0,008)	-,187** (0,000)	-,201** (0,000)	1,000	
Intention to Quit the Job	,365** (0,000)	,315** (0,000)	,408** (0,000)	,326** (0,000)	,354** (0,000)	,338** (0,000)	,500** (0,000)	1,000

\*\*Coefficient is significant at p<0,01 level (bidirectional)

\*Coefficient is significant at p<0,05 level (bidirectional)

When the results in Table 4 are reviewed, it is observed that every dimension of cronyism has a negative relationship with job satisfaction while a positive and significant relationship with intention to quit the job. When relations between the dimensions of cronyism and job satisfaction are reviewed, significant and negative relationships are observed at p<0,01 level. But the power of relation is at low level. Between the dimensions of cronyism and intention to quit the job, significant and positive relations at p<0,01 were identified as well. The power of relation is at mid level in terms of all variables.

### 3.4.4. Regression Analysis

In order to test the relations set forth in the study's model, simple linear regression analysis was conducted. At first, relations between the dimensions of cronyism and job satisfaction were reviewed. Results are as in Table 5.

**Table 5.** Regression Analysis Results for the Relationship between Dimensions of Cronyism and Job Satisfaction

Dependent Variable	Independent Variables	Anova				Coefficients		
		R	R <sup>2</sup>	F	Sig.	B	T	Sig.
Job Satisfaction	General Cronyism Perceptions	,179	,032	12,147	,001	-,341	-3,485	,001
	Transaction Cronyism	,135	,018	7,052	,003	-,323	-2,656	,003
	Cronyism in Advancement	,167	,028	11,050	,001	-,292	-3,324	,001
	Cronyism in Recruitment	,133	,018	7,029	,008	-,204	-2,651	,008
	Wage Cronyism	,187	,035	13,343	,000	-,188	-3,653	,000
	Cronyism in Performance Evaluation	,201	,040	16,140	,000	-,145	-4,017	,000
	Sum of Cronyism Scale	,216	,047	15,636	,000	-1,807	-3,954	,000

According to Table 5, there are significant and negative relations available at  $p < 0,01$  level between all independent variables and dependent variable. Since beta coefficients at Coefficients column resulted negative in all scales, it can be interpreted that cronyism negatively affects the job satisfaction. This result enabled  $H_1$  hypothesis to be accepted, which we created as "There is a significant and negative relationship between cronyism and job satisfaction". This finding supports the previous study results of the relevant literature (Araslı and Tümer, 2008; Büte, 2011). When we look at the effect of entire cronyism scale on job satisfaction, we see that the corrected  $R^2$  value is 0,047. This value can be considered a bit low. Because, it is pointed out that only 4.7% of the change in job satisfaction is explained by cronyism. This state suggests that there may be other variables which affect the job satisfaction. But the existence of relationship requires accepting the hypothesis developed in this aspect. In this context, it can be said that cronyism is a determinant of job satisfaction. As result,  $H_1$  hypothesis was accepted. When standard beta coefficients are observed, it is understood that general cronyism perceptions ( $\beta = -0,341$ ,  $t = -3,485$ ,  $p < 0,01$ ) and transaction cronyism perceptions ( $\beta = -0,323$ ,  $t = -2,656$ ,  $p < 0,01$ ) of hotel employees have relatively higher effect on job satisfaction.

And the relations between the dimensions of cronyism and intention to quit the job are listed in Table 6.

**Table 6.** Regression Analysis Results for the Relationship between Dimensions of Cronyism and Intention to Quit Job

Dependent Variable	Independent Variables	Anova				Coefficients		
		R	R <sup>2</sup>	F	Sig.	B	T	Sig.
Intention to Quit the Job	General Cronyism Perceptions	,365	,133	53,688	,000	,358	7,327	,000
	Transaction Cronyism	,315	,099	39,440	,000	,380	6,280	,000
	Cronyism in Advancement	,408	,166	73,080	,000	,356	8,549	,000
	Cronyism in Recruitment	,326	,106	44,110	,000	,255	6,642	,000
	Wage Cronyism	,354	,126	50,280	,000	,182	7,091	,000
	Cronyism in Performance Evaluation	,338	,114	47,020	,000	,123	6,857	,000
	Sum of Cronyism Scale	,424	,180	67,123	,000	1,802	8,193	,000

According to Table 6, there are significant and positive relations available at  $p < 0,01$  level between all independent variables and dependent variable. Since beta coefficients at Coefficients column resulted positive in all scales, it can be interpreted that cronyism positively affects the job satisfaction or increases the intention to quit the job. This result enabled  $H_2$  hypothesis to be

accepted, which we created as "There is a significant and positive relationship between cronyism and intention to quit the job".

When we look at the effect of entire cronyism scale on intention to quit the job, we see that the corrected  $R^2$  value is 0.180. According to this, it is pointed out that 18% of the change in intention to quit the job is explained by cronyism. In this context, it can be said that cronyism is a determinant of intention to quit the job. As result,  $H_2$  hypothesis was accepted. When standard beta coefficients are observed, it is understood that transaction cronyism ( $\beta = 0,380$ ,  $t = 6,280$ ,  $p < 0,01$ ), general cronyism ( $\beta = 0,358$ ,  $t = 7,327$ ,  $p < 0,01$ ) and cronyism in advancement perceptions ( $\beta = 0,356$ ,  $t = 8,549$ ,  $p < 0,01$ ) of hotel employees have relatively higher effect on intention to quit the job.

#### 4. Conclusions

In this study, the effects of cronyism on job satisfaction and intention to quit the job were reviewed. As sample, employees working in three, four and five star hotel enterprises in Muğla province were selected. Findings that became prominent in the study can be summarized as follows:

It was identified that flexible working hours had an important place in cronyism perceptions of the employees. 7.6% of the participants stated that favouritism arouse from flexible working hours. In the study Erdem et al. (2013: 63) conducted on hotel employees, they identified that the ratio of flexible working hours on cronyism perceptions of the employees were at the level of 40.2%. In this context, it can be said that some working groups in hotel enterprises have more flexible working hours in cronyism practices, and thus having preferential treatment in terms of working hours. Again, 4.4% of the participants who accepted that there was a favouritism among employees stated that some employees were favoured concerning the use of their leaves.

When each dimension of cronyism is reviewed with job satisfaction, it is observed that general cronyism perceptions dimension has a stronger relationship with job satisfaction compared to other dimensions. Namely, general cronyism perceptions affect job satisfaction more than other cronyism dimensions. In the relationship between job satisfaction and cronyism dimensions, general cronyism perceptions are followed by transaction cronyism and cronyism in advancement dimensions.

When the relationship between intention to quit the job and cronyism dimensions are reviewed, it was identified that transaction cronyism dimension has a stronger relationship with intention to quit the job compared to other cronyism dimensions. This dimension is followed by

general cronyism and cronyism in advancement dimensions. The opinions of employees, whose advancement opportunities are precluded in the enterprise, shall develop in the negative way and thus commitment of employees to the enterprise shall decrease (Göler, 2008: 112). Because in the result of advancement assessment, if any incidence such as favouritism, relations based on self-interest, personal problems, prejudice come up and if the employees feel that state, their confidence and commitment to the enterprise and their work desire and passion shall tend to reduce (Tütüncü and Demir 2002: 59).

Toward the data obtained in theoretical and practice part of this study which is limited with resort hotels in Muğla province, the following recommendations can be made to researchers and enterprise executives:

In the following studies, inclusion of city hotels in the sample may be useful in terms of making comparison. The sample may be extended in a way to include the enterprises in Istanbul and Antalya provinces, where volume of hotel investments are high. Even other tourism enterprises such as agencies, tour operators and airlines may be included in scope of the study. Moreover, more detailed studies may be performed related with cronyism by individually reviewing the departments in hotel enterprises.

Enterprises and executives, who want to take part in tourism sector where competition increases day by day, are not troublemakers but the ones who solve problems, do not allow experiencing problems and do not compromise their purposes towards their visions. Executives who make plan for the future of enterprise should consider the effects of favouritism set forth in scope of this study and cronyism practices to the enterprise, and act more carefully in human resources practices. In providing organizational justice, favouring practices constitute an important obstacle on the way to increase human resources and institutionalization

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